



By your side, for life



Dai-ichi Life Holdings
Sustainability Report

2019



Dai-ichi Life Holdings

Editorial Policy

Coverage of This Report

- Period covered: April 1, 2018 to March 31, 2019(including some activities on and after April 1, 2019)
- Organizations covered: Dai-ichi Life Holdings, Inc. and its subsidiaries and affiliates

Publication Date

November 2019

Positioning of This Report

In order to provide understanding of the Dai-ichi Life Group's Sustainability by all stakeholders, material information in this report is summarized. [Please visit our website for further details.](#)



Reference

- Global Reporting Initiative (GRI)
"Sustainability Reporting Standards"
- Ministry of Economy, Trade and Industry
"Guidance for Collaborative Value Creation"

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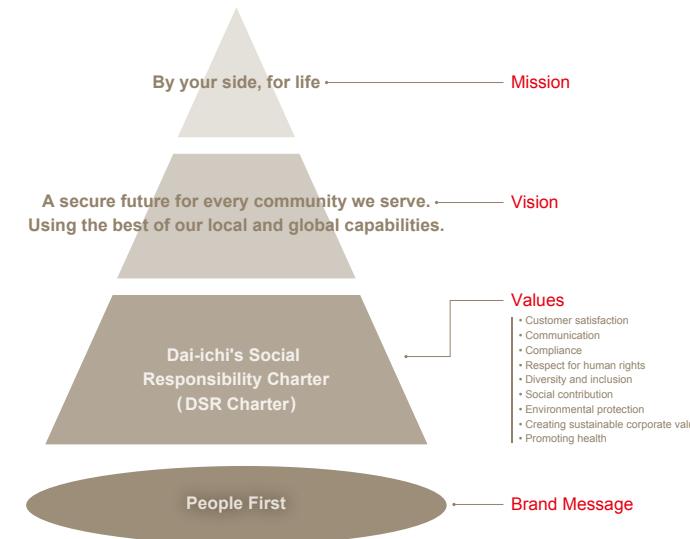
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Group Mission, Vision and Values

We contribute to local communities by passing on peace of mind through providing life insurance and related services.



**A secure future for every community we serve.
Using the best of our local and global capabilities.**

It is 117 years since the founding of Dai-ichi Life. Today Dai-ichi Life Group is a global insurance group with three companies in Japan, seven companies in seven countries overseas, and two asset management companies, one in Japan and one overseas. Our founder's pursuit of what's best and innovation spirit as the driving forces behind the Group mission, By your side, for life, will lead our Group's 70,000 employees globally. A secure future for every community we serve, using the best of our local and global capabilities. The Dai-ichi Life Group will continue to meet the diverse needs of people in all countries and regions around the world where we serve, in addition to contributing to solving social issues.

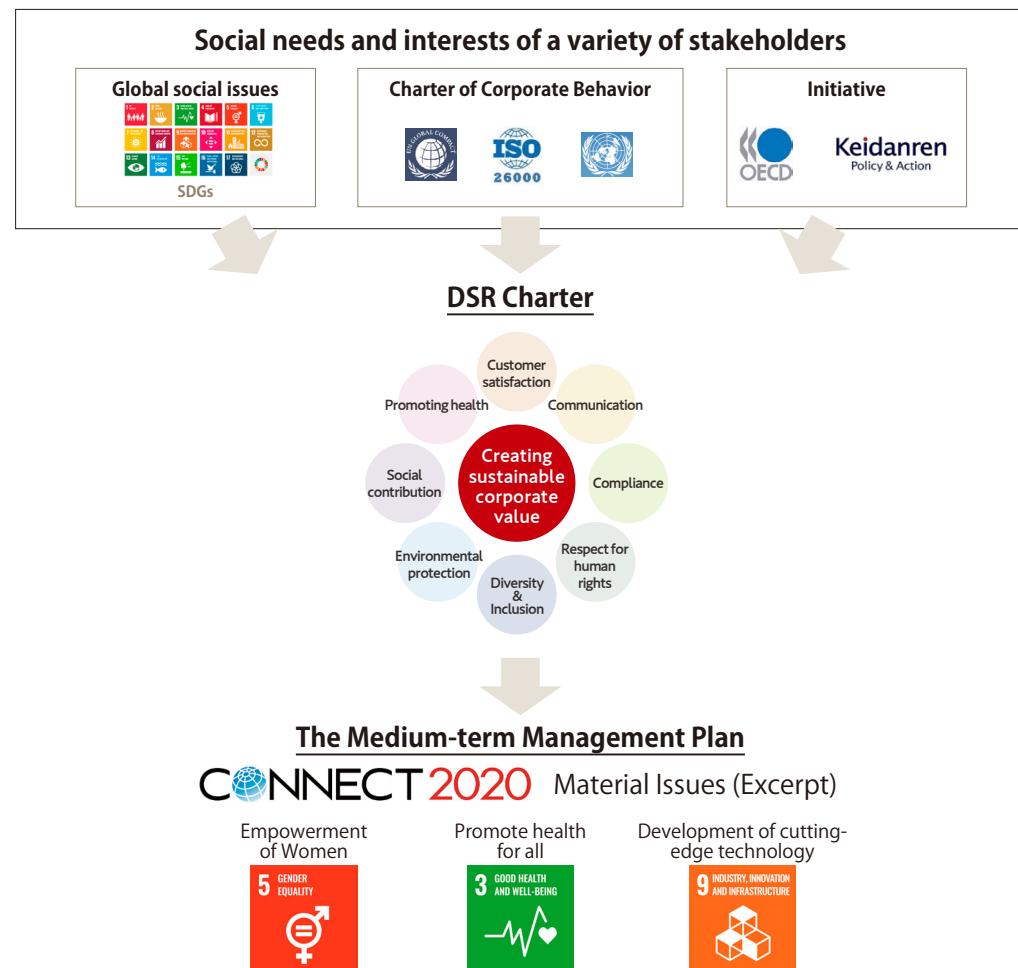


Values Cherished by Dai-ichi Life Group

The Dai-ichi Life Group adopted the DSR Charter of corporate action principles in April 2011 to continue to meet the expectations of customers, society, shareholders, institutional investors and employees.

In April 2018, as a global insurance group, the Group incorporated the Charter of Corporate Behavior of the Japan Business Federation, social needs and interests of a variety of stakeholders into the DSR Charter.

When the Group developed the Medium-term Management Plan "CONNECT 2020," it selected important agendas for our Group to address from Sustainable Development Goals (SDGs). Each employee will fulfill their social responsibility to each stakeholder and will create value. The Group will create distinctive value.



Dai-ichi's Social Responsibility Charter (DSR Charter)

Customer satisfaction

We provide high-quality products and services with the intention of standing by the side of our customers for life. In everything we do we strive to exceed our customers' expectation and achieve customer satisfaction with outstanding speed.

Communication

We hold ourselves accountable to our stakeholders and sincerely accept their opinions, reflecting them in our corporate management.

Compliance

We set the bar high for ethical standards and conduct business activities in a fair and sound manner. We maintain full compliance in all our business activities.

Respect for human rights

We respect the culture and customs of every country and region, always operating in a way that contributes to local development. We also respect human rights and proactively operate in a way that reflects this.

Diversity & Inclusion

We respect diversity and actively develop and motivate our employees by ensuring a safe, secure, and rewarding work environment where every member has an opportunity to play an active role.

Environmental protection

We actively engage in environmental protection on a daily basis, recognizing that preserving the global environment is our social responsibility.

Social contribution

We head social action programs, growing together with communities as an active corporate citizen.

Promoting health

We manage the Company to help improve the health of the people in our local communities. We also promote the mental and physical health of all employees.

Creating sustainable corporate value

Based on the eight principles above, we are working to create sustainable corporate value by becoming a leader of innovations, effectively using our management resources, improving the productivity of our business, and maintaining and strengthening our financial base.

Our Approach to Sustainability

Sustainable Growth Based on the Spirit of the Founder



Consider if it makes people happy or if it is something they can do without.

The Dai-ichi Life Group does not exist to grow the size of its business, but to contribute to the happiness of people and the progress of society, or providing what is truly needed.

The founder, Tsuneta Yano

"Customer first" has been the management philosophy of the Dai-ichi Life Group since its foundation. We have been carrying out a philosophy of offering customers peace of mind and contributing to society by providing life insurance.

Based on the spirit of the founder, we are always aiming for management under which we grow by continuing to address the issues of customers and society, contributing to the promotion of health and hygiene in Japan and resolving a variety of issues.

While maintaining that philosophy, we have been modifying the Dai-ichi Life Group's style of value creation management according to the changing environment.

DSR Management

~The Dai-ichi Life Group's Value Creation Management~

We have been managing the Dai-ichi Life Group from the perspectives of all stakeholders, including customers and society, to create high-quality products and services, and continue to enhance them.

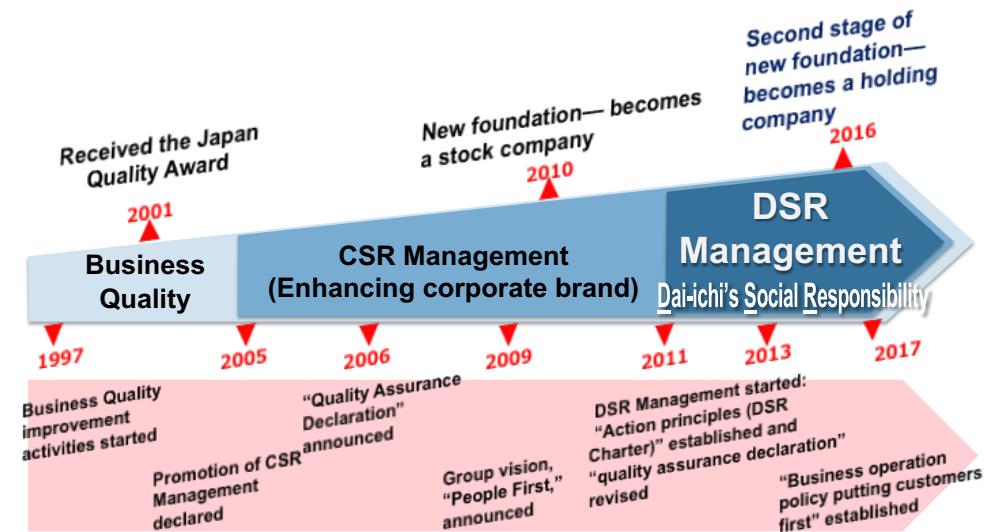
In 1998, we commenced "business quality improvement management" under four principles: customer satisfaction, employee management, harmony with society and use of strengths. In 2001, we became the first financial institution to receive the Japan Quality Award from the Japan Quality Award Council.

We continued to pursue management innovation, aiming for excellent value management from the perspectives of customers and society. We evolved our management into CSR management. After we were listed, we expanded the CSR management into DSR management to increase our contribution to resolving social issues, which is one of the strengths of the Group. The DSR is the Group's way of fulfilling social responsibility.

As a result of those initiatives, the Dai-ichi Life Group has become an organization that is always pursuing ingenuity and making relentless efforts, with each employee aiming for the best for customers and society. The Group's operations have expanded from Japan to foreign countries. Regardless, we will adhere to our philosophy and will contribute to achieving the SDGs.

We will continue to realize sustainable value creation through the practice of DSR management.

DSR = Dai-ichi's Social Responsibility



Group's DSR Management Promotion System

We have established the Committee for the Dai-ichi Life Group's Social Responsibility Promotion to support initiatives across the Group that contribute to continuously creating value for the Dai-ichi Life Group and developing local communities and society. By sharing and standardizing initiatives among Group companies, we create synergy effects and develop effective initiatives.



System for Promoting DSR Management in Each Department

We have built a system where discussions at the Committee for the Dai-ichi Life Group's Social Responsibility Promotion are disseminated on the Intranet across the board. In addition, they are communicated to the person responsible for DSR promotion in each department and shared by the members of the department.

History of Contribution to Solving Social Issues

More Than 100 Years of History in Solving Social Issues

The history of the Dai-ichi Life Group is a history of contribution to solving social issues through the life insurance business and related services.

Since our founding, we have grown in a tandem with the development of Japan while solving social issues by offering peace of mind that matches the needs of people in each era.

In line with our mission "By your side, for life", all Group companies will continue to challenge solving social issues in Japan and overseas by providing new value in step with changes in the times.

1900s-

Livelihood security becomes a social need when social infrastructure is underdeveloped

1902 The Dai-ichi Mutual Life Insurance Company established

- Provides savings-based insurance products nationwide and supports nation's property accumulation

1935 Hoseikai foundation established

- Aims for the prevention and treatment of tuberculosis

Challenge at that time
<Measures for tuberculosis>

- Causes of death in 1935
- 1. Tuberculosis
- 2. Pneumonia, bronchitis
- 3. Gastroenteritis

1950s-

Urgent need to restore independence and develop infrastructure in a post-war reconstruction era

Provides protection-oriented products as a precaution and contributes to stabilizing household finances immediately after the war. Through investments and loans, supports infrastructure development and the growth of companies, which support reconstruction after the war

1950 Established the Public Health Award

- Establishes the Public Health Award, honoring efforts of groups and individuals who make outstanding contributions in the field of public health and hygiene

1959 Established The Cardiovascular Institute

- Contributes to reactions against cardiovascular disease and cancer

Challenge at that time:
<Measures for cardiovascular disease>

- Causes of death in 1959
- 1. Cerebrovascular disease
- 2. Cancer
- 3. Heart disease

1988 Establishes the Life Design Research Institute (currently Dai-ichi Life Research Institute Inc.)

- Conducts research on health, healthcare and life plans

1990s-

Aging society and diversifying protection needs

- Provides preparation for healthcare, nursing care and old age as well as death coverage
- Contributes to a variety of life plans by providing proposals and follow-ups based on a unique Total Life Plan concept

1998 Establishes Dai-ichi Life Well Life Support (currently Dai-ichi Life Research Institute Inc.)

2000s-

Emergence of new customer needs and social issues due to the diversification of values and advances in science and technology

2012 Commences cooperation with national centers

- National Cancer Center Japan
- National Cerebral and Cardiovascular Center
- National Center for Geriatrics and Gerontology
- National Center for Child Health and Development
- National Center for Global Health and Medicine
- National Center of Neurology and Psychiatry

Challenge at that time
<Measures for three major diseases>

- Cause of death in 2017
- 1. Cancer
- 2. Heart disease
- 3. Cerebrovascular disease

2018 Announces Medium-term Management Plan "CONNECT 2020"

- Contributes to enhancement of QOL by providing a wide range of products and services using the development of science and technology

2018

Improving Quality of Life as we stand By your side, for life

- We will contribute to solving new social issues through the enhancement of QOL to realize our mission as a life-long partner.

TOP MESSAGE

We are dedicated to raising quality of life for all, realizing our mission, "By your side, for life"



Continuing to Be "By your side, for life" –Resolving Social Issues, Adjusting to Changes–

Since its foundation in 1902, the Dai-ichi Life Group has been offering peace of mind to meet customer needs and has been contributing to resolving social issues mainly through the life insurance business, where we are committed to each customer. The Group has a history of addressing social issues, while adjusting to changes with customers and society.

The mission of the Group, "By your side, for life," expresses our commitment and pride, inheriting the Group's history. The Group has grown to have 10 life insurance companies and two asset management companies in Japan and overseas, and its mission remains unchanged.

The Group's mission, "By your side, for life," is based on "Pursue what's best" and "spirit of innovation," which were advocated by Tsuneta Yano, the founder. "Pursue what's best" means that we should always make sincere efforts to provide the best value to people which can obtain the largest support by people for the contribution to the happiness of people and the development of society. "Spirit of innovation" means that we should do whatever is needed to pursue what's best and should not avoid boldly changing our business style or method.

Since I became president, I have shared my thoughts with employees about how to work as a life-long partner, quoting the founder: "Consider if it makes people happy or if it is something they can do without. The value of work that people feel is important and convenient will definitely be recognized. People will approve of the work and will make it grow. We work for the people."

That is the essence of being a life-long partner, which has unchanging value when we strive to be chosen by customers and society and achieve growth.

We will continue to create and provide value in response to new customer needs and social issues with agility and integrity without losing sight of the essence. We will share these thoughts with 70,000 people in the Group and will work together to achieve new growth.

Creating New Social Value by Contributing to Improving QOL –Contributing to Achieving the SDGs–

It is said that the age of the 100-year lifespan has arrived. Thanks to advances in science and medical technology, we have achieved longevity and convenient and affluent lives. Meanwhile, health promotion from early on, the prevention and appropriate treatment of chronic disease and financial preparations in an aging society have emerged as major challenges. Needs related to those challenges are expected to increase not only in Japan but worldwide. The international community should address a wide range of social issues, including climate change, human rights and issues related to the progress of digital technologies.

Lifestyles have become diversified. Millennials have values that are completely different from those of previous. They see value in sharing rather than possessing as well as sharing daily connections with many people on social media. The factors for the diversification of lifestyles include increasing single-person households, the expansion of freelance work and an increase in foreign residents associated with globalization. As a result of diversification, customers with different values have a very wide variety of expectations and needs and request that companies to provide products and services that will meet their expectations and needs.

Diversifying Lifestyles in Japan			
Millennials (born between 1980 and 2000)	Single households	Freelancers	Foreign residents in Japan
Approx. 29 million	Approx. 14 million	Approx. 11 million	Approx. 2.5 million

Considering the emergence of challenges in the age of the 100-year lifespan and the diversification of lifestyles, the Group has decided to create new value by contributing to improving QOL (quality of life) as a life-long partner through initiatives in the Medium-term Management Plan "CONNECT 2020." We think that improving QOL means that each person lives as they like and realizes their ideal way of living. How will we contribute to making that happen? In what areas do society and customers expect us to provide unique value that will improve people's QOL and to continue to realize our mission as a life-long partner? We considered the answers to those questions, taking into consideration our perception of the environment, the characteristics of our business and our strengths. We have decided that in addition to providing value in the field of security as we have done, we will expand in earnest into the fields of asset building, health promotion and people's bonds and connections, which everyone will need to improve QOL, to contribute to society and customers.

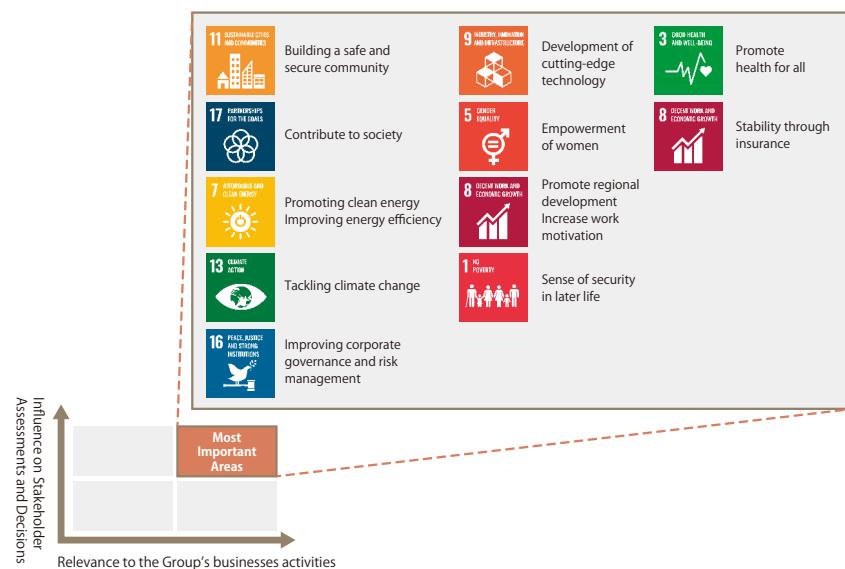
Contributing to improving QOL as a life-long partner is a concept shared not only in Japan but in the seven other countries where we operate.



We aim to provide value, taking the targets of the UN SDGs into consideration. Therefore, we think that our initiatives to contribute to improving QOL will contribute to achieving the SDGs.

The Group extracted 50 social issues from the SDGs and analyzed them. Of the 50 issues, we have identified 11 that are particularly important and have prioritized them in the Medium-term Management Plan.

For example, in relation to Goal 3 of the SDGs (Ensure healthy lives and promote well-being for all), we have made "promotion of the health of all people" an important theme. In addition to economic protection against disease, nursing care and death, traditional roles of insurance, we will contribute to health promotion and prevention of increases in the severity of disease. We will go beyond the boundary of the existing insurance business model to improve the QOL of each customer.



For a Prosperous Future –Ensuring the Sustainability of Communities and Society–

The Group has life insurance operations across the country. Taking advantage of this strength, we will create livable and worker-friendly communities by providing connections and places for people connections, thereby contributing to improving QOL. The Group is the only life insurance entity that has concluded partnership agreements with 47 prefectures. Using this strength, we have started to provide an elderly monitoring service and child-care support and promote industry and business in cooperation with local governments to resolve a variety of issues in communities.

As a life insurance company, which invest insurance premiums from policyholders, we actively make ESG investments, which may contribute to creating innovations, invigorating communities and mitigating climate change. Having the achievement of profitability as the precondition, we help create innovations and revitalize regions by making ESG investments, including impact investments (investments in businesses that are expected to bring about positive structural

changes in society, or social impacts). As a global life insurance group, we are considering contributions to resolving global social issues, such as the mitigation of climate change and infrastructure development in emerging countries by making ESG investments.

We think that climate change is an important issue that the entire international community should address and agree on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) set up by the Financial Stability Board (FSB). We will promote the analysis of risks and opportunities that will affect the life insurance business and asset management business of the Group, such as effects of the expansion of natural disasters and infections caused by climate change on life and health, and the effects of policy changes associated with a transition to a low-carbon society on investments and loans.

The Group will strive to create enriched lives and a society full of a feeling of security, building a variety of partnerships to resolve issues in communities and society, and will seek to develop sustainably with communities and the international community.

To contribute to improving QOL, the Group is creating unique innovations, combining insurance business and technology. We have named this initiative "InsTech." We position the initiative as a top-priority strategic challenge and the entire Group is promoting it. As part of the initiative, The Dai-ichi Life Insurance Company promoted the analysis of medical big data and analyzed hospital admission data for people with specific diseases. Analysis of 38,000 insurance applications from people with high blood pressure and diabetes, among other diseases, resulted in the expansion of insurance underwriting (equivalent to 3% of annual new policies at Dai-ichi Life).

This is a breakthrough because we were able to provide security to as many people as possible and contribute to stable lives and an improvement of QOL for more people. We are considering expanding insurance underwriting by conducting similar data analyses.

In April 2018, we established Dai-ichi Life Innovation Lab in Shibuya, Japan, and Silicon Valley, USA. We will take the lead in innovation through similar initiatives, considering future changes in the external environment surrounding the life insurance business and the rapid development of technology, and will contribute to resolving social issues by improving QOL.

In addition to our traditional role of complementing the social security system through the life insurance business, the Group will contribute to flexibly resolving social issues, including the stabilization of life, the extension of a healthy life span and asset life expectancy, and the ensuring of the sustainability of communities and society.

Lastly

The Group will contribute to resolving social issues and improving QOL to continue to realize its mission as a life-long partner. Based on those thoughts, the entire Group will work together to create value worldwide and will deliver a secure future for every community we serve, using the best of our local and global capabilities. We aim to realize a sustainable society. Going forward, I hope we can rely on your continued support.

President and Representative Director
Dai-ichi Life Holdings, Inc.

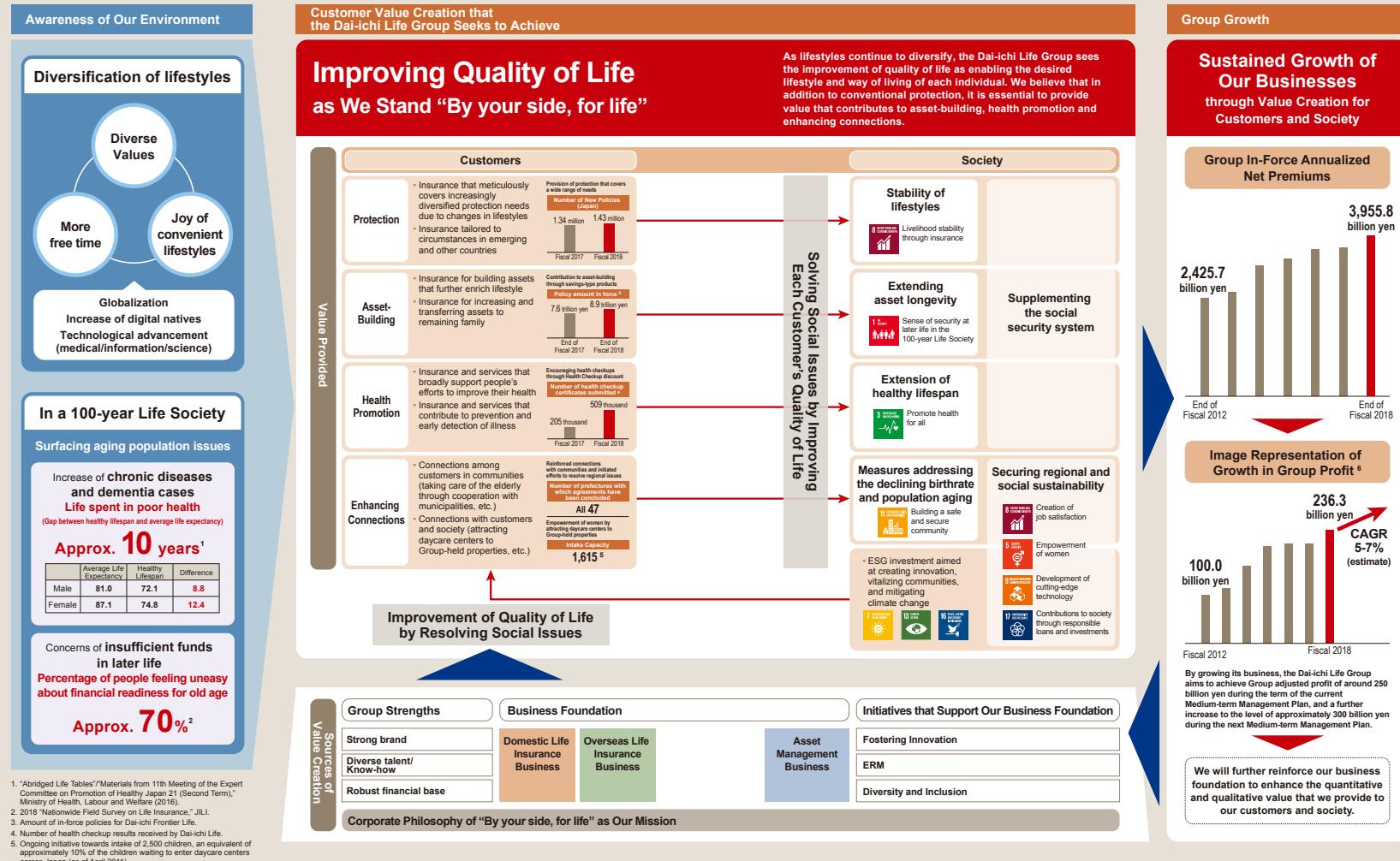
Sustainable Value Creation

Improving Quality of Life as we stand By your side, for life

Fulfilling our mission “By your side, for life,” we, at Dai-ichi Life Group, will keep on resolving new social issues through improvement of quality of life of people.

By mobilizing our Group’s capabilities and spreading globally the value creation based on our philosophy, we will expand our growth potential and sustainability.

Value Creation Process



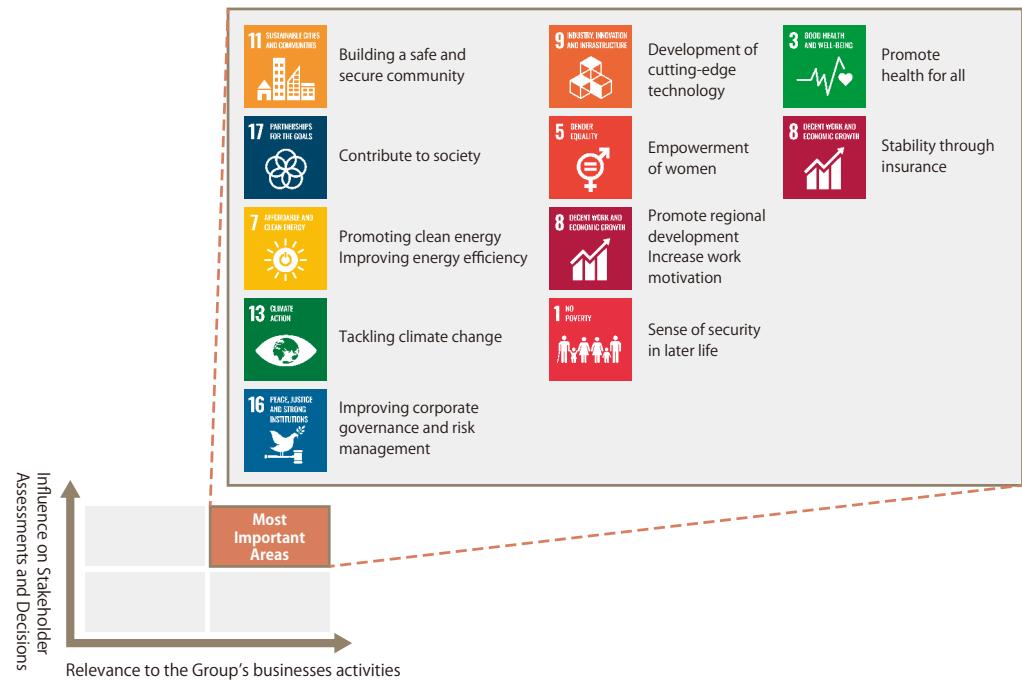
Material Issues

Selection of Material Issues

When formulating CONNECT 2020 Medium-term Management Plan, we select issues stated below as material for the Dai-ichi Life Group in the context of stakeholder expectations and relevance with our Group's business activities based on awareness of our environment that reflects diverse lifestyles and the arrival of the so called 100-year Life Society.

These issues have been selected from 50 social issues we derived and analyzed from the Sustainable Development Goals (SDGs).

As such, we believe that the value creation by contributing to the improvement of quality of life in-line with our Group mission By your side, for life, will also help to achieve SDGs.



Material Issues of the Dai-ichi Life Group

Having identified a number of priority issues, we have clearly set out issues to be tackled on a priority basis as a group, and sorted them into the following eight themes.

Material Issues	Value Provided
Promote health for all	Development of cutting-edge technology
Sense of security in later life	Extension of healthy lifespan
Stability through insurance	Extending asset longevity
	Supple menting the social security system
Stability through insurance	Stability of lifestyles
Building a safe and secure community	Resolving Community Issues
Contribute to society	Responsibility as Institutional Investor
Promoting clean energy Improving energy efficiency	Creating Friendly Work Environment
Tackling climate change	Protecting the Global Environment
Improving corporate governance and risk management	Strengthening Governance
	Securing regional and social sustainability

Process for Identifying Material Issues

Step 1:
Ascertaining and
organizing the social issues

We organized the relevant issues into 50 categories based on 169 targets linked to United Nations Sustainable Development Goals (SDGs).



Sustainable Development Goals



but also developed countries, and pledge "No one will be left behind" through the implementation process.

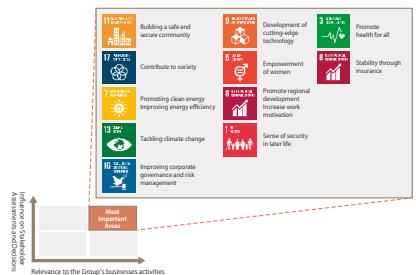
Step 2:
Analysis of degree of importance and examine draft

Regarding the 50 social issues above, we analyzed the importance of issues at the Corporate Planning Unit from the point of view of what stakeholders expect from the Dai-ichi Life Group, and how relevant issues are to the group's businesses activities. We then put together a draft list of priority issues as a group.

Step 3: Specify material issues

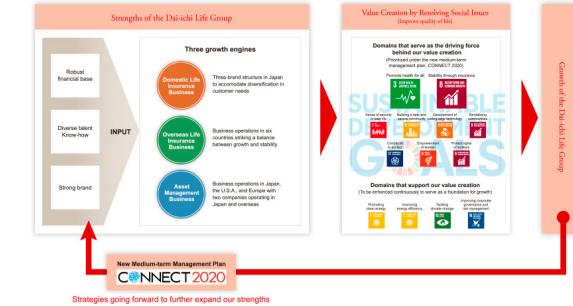
Management discussed issues based on the draft list, engaged in dialogue with outside experts, and identified priority issues.

Mapping of Material Issues



Those deemed to be particularly high priority from a management strategy perspective were then reflected in the group's medium-term management plan.

Reflecting on the medium-term management plan "CONNECT 2020"



We continuously engage in dialogue with stakeholders on specific material issues and also promote dialogue across the Group through the Committee for Dai-ichi Life Group's Social Responsibility Promotion to increase the effectiveness of initiatives contributing to the Group's sustainable value creation and the sustainable development of local communities and society. In addition, we review material issues if needed, taking our Group's business status, influence of our business activities, and changes in stakeholder interest matters into account. Centering on such PDCA (Plan-Do-Check-Action), we strive to establish values for customers and society through our core business, and achieve sustainable growth as a group.

Step 4: Dialogue and review of the Issues

Group Management Promotion System



Social Value Creation

Stability of lifestyles, Extending asset longevity and healthy lifespan

Related Material Issues



Sense of security
in later life



Promote
health for all



Stability through
insurance



Building a safe and
secure community

Perception of Social Issues

The era of the 100-year lifespan has come. With the aging of society, the number of people with chronic diseases and dementia is increasing. The period of life with a disease (the gap between the average lifespan and the healthy lifespan) is said to be around 10 years, and the burden of healthcare costs is increasing. Those are major challenges faced in Japan and around the world.

Growing concern over a lack of funds for living expenses is also a challenge.

In emerging countries in Asia, public social security systems are still developing and people's lives could become unstable if something unexpected were to happen. In that environment, life insurance is becoming popular to supplement public social security systems and as a means of financial security and asset building if something unexpected were to happen. Nonetheless, the penetration rate of insurance in those countries remains low. We think insurance against the unexpected is insufficient.

Our Vision

■ Providing Prevention in Addition to Protection

In addition to providing financial security, the traditional role of insurance, we will contribute to customers' health promotion and the prevention of increases in the severity of disease beyond the boundaries of the traditional insurance business model and will contribute to improving the QOL of each customer.

■ Asset Life Extension

We think that we need to communicate more information to customers about self-help efforts for health promotion and asset building for old age and to support them.

■ Contributing to Stable Life in Emerging Countries in Asia by Promoting Insurance

We believe that we can provide long-term security through life insurance in emerging countries in Asia by providing optimal products earnestly through optimal channels. We will promote initiatives in Cambodia and Myanmar, where insurance is expected to be popularized to a greater extent against the backdrop of a large number of young people and potential economic growth, to contribute to stabilizing lives by promoting the popularization of insurance.

Approach

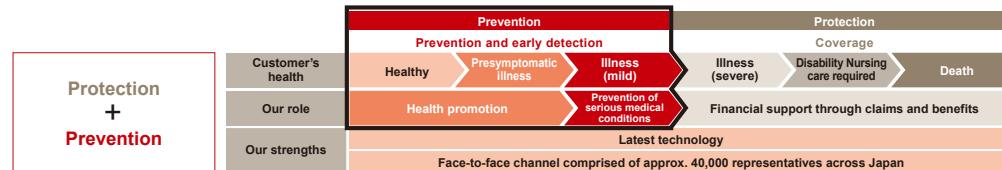
CONNECT 2020



Promote
health for all

Expansion into Prevention

In addition to insurance's conventional role of offering financial protection from such risks as illnesses, need for family care, and death, the Dai-ichi Life Group will also contribute to promoting health and prevention of developing severe or chronic illnesses. In taking on these roles, we will fully leverage our advantages in the form of fine-tuned support that encourages changes in awareness and behavior toward health promotion through our 40,000 Total Life Plan Designers in Japan who communicate face-to-face with customers, as well as our expertise in product and service development that takes advantage of the latest technology.



Just Dementia Insurance and Dementia Prevention Services

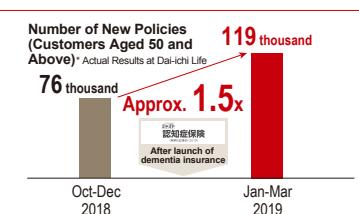
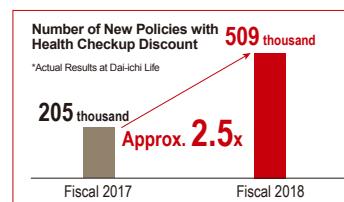
In addition to lump sum payment to cover the financial burden of nursing care due to dementia, Dai-ichi Life's Just Dementia Insurance offers prevention-related services that include a tool to check a cognitive function based on an eye movement analysis and a mobile app with a brain training function to prevent dementia. Through prevention and early detection of dementia, we are working toward extending healthy lifespan.



Accomplishments in Fiscal 2018

As a result of such initiatives, in fiscal 2018, the year we introduced Health Checkup Discount, the number of new insurance policies with submitting health checkup results exceeded 500,000. This was about 2.5 times the number of new policies sold in fiscal 2017. Moreover, in the three months since Dai-ichi Life launched dementia insurance the number of new insurance policies for customers aged 50 or higher increased 1.5 times compared to new sales before the launch.

By providing such products and services that promote health and prevent developing chronic or more severe conditions, we at the Dai-ichi Life Group will contribute to the improvement of our customers' quality of life and aim to address social issues such as extending healthy lifespan and mitigating the burden of medical expenses.



Contribution to Improving Quality of Life

Product Strategies Contributing to Improvement of Quality of Life



Sense of security
in later life



Promote
health for all

In addition to improving quality of life for all customers with products and services that provide new added value, we continue to take on the challenges facing Japan, such as extending healthy lifespans, by providing support for health promotion.

Protection	Dai-ichi Life	<p>JUST</p>	<ul style="list-style-type: none"> Notable improvement in flexibility of combining various insurance coverage through a drastic review of product design to provide protection that perfectly fits each customer needs Introduction of new benefits for complications of diabetes, which can lead to many diseases <p>Non-life insurance products are provided through a comprehensive business alliance with Sompo Japan Nipponkoa Insurance Inc., cancer insurance through a business alliance with Aflac Life Insurance Japan Ltd., and pet insurance products through a business alliance with ipet Insurance Co., Ltd.</p>
		<p>1st in the Industry¹ 健診割 Health Check-up Discount</p> <p>健康第一 Health Promotion App</p>	<ul style="list-style-type: none"> Provides extensive support for healthy customers as well as those who are trying to improve their health Promotes improvement in lifestyle habits and prevention of serious medical conditions through early detection and treatment by encouraging health checkup (as a result, also contributes to curbing social security benefit expenses) Kenko Daiichi (health first) app provides information on one's health condition and future risks based on health checkup results
Health Promotion	Dai-ichi Life	<p>ネオ・第一りょう</p>	<ul style="list-style-type: none"> Health insurance premium rates are applicable when certain health condition criteria are met, such as smoking habits
	Neo First Life	<p>ネオ・第一健康保険 Medical insurance</p>	<ul style="list-style-type: none"> Premiums calculated based on "Kenko Nenrei[®]"²
Asset-Building	Dai-ichi Frontier Life	<p>プレミアカレンサー・プラス2</p> <p>プレミアプレゼント</p> <p>プレミアストア2</p> <p>Savings-type products</p>	<ul style="list-style-type: none"> Asset-building geared toward sense of security for the future and well-being, and family inheritance

¹ Based on research by Dai-ichi Life as of February 2018. The first product in the life insurance industry to provide a discount for submitting health checkup results.

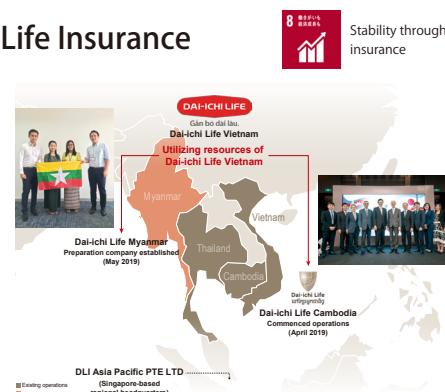
² Kenko Nenrei[®] (Health Age) is a registered trademark of JMD Inc.

Providing Long-term Security through Life Insurance

The Dai-ichi Life Group has been aggressively expanding business in emerging countries in Asia since it commenced operations in Vietnam in 2007.

In March 2018, Dai-ichi Life became the first Japanese life insurance company to establish a subsidiary in Cambodia, which commenced operations in April 2019. In the same month, Dai-ichi Life became the first Japanese life insurance company to obtain a provisional business license for a wholly-owned subsidiary in Myanmar. In May, Dai-ichi Life established a preparation company, which is making preparations for the commencement of operations.

Dai-ichi Life has been taking full advantage of Dai-ichi Life Vietnam's expertise in the Mekong basin and the support of regional headquarters (Singapore), which supervises the business of life insurance companies in Asia. That has made a significant contribution to the full-scale development of operations in the countries in the region.



Insurance × Technology



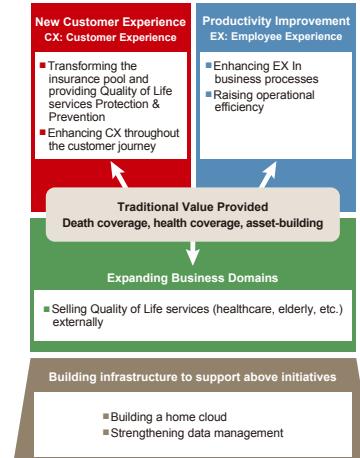
Responding to advances in science and technology and medical technology

The Group refers to initiatives for unique innovation in the life insurance business as "InsTech," representing a combination of the insurance business and technology, and promotes strategically important group-wide initiatives.

With InsTech, we are working to provide a new customer experience (CX), to enhance productivity (EX:employee experience), and to expand our insurance business domains, in addition to providing the traditional value of an insurance company, such as death coverage, etc.

In April 2018, the Group established Dai-ichi Life Innovation Labs in Shibuya, Tokyo and Silicon Valley, U.S. as part of its efforts to create new added value in these domains by repeatedly conducting small-scale proof-of-concept studies in a flexible manner.

Our Vision for InsTech



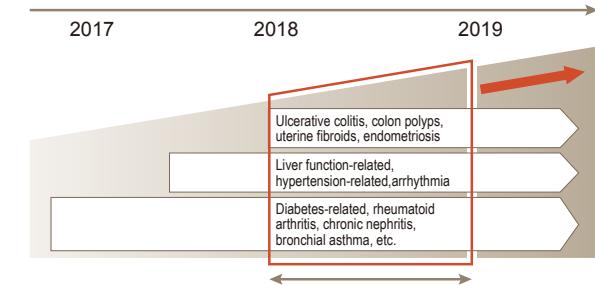
■ Providing Health Promotion Services Outside the Group

In June 2018, QOLead, Limited was established as a wholly owned subsidiary of Dai-ichi Life Holdings. In addition to transferring health promotion services, such as Dai-ichi Life's Kenko Daiichi (health first) app to QOLead, we have also been providing health promotion services to JAPAN POST INSURANCE Co., Ltd. through QOLead since January 2019. Moreover, in October 2019, as an add-on to Dai-ichi Life group insurance, we will launch a service targeting corporate clients to support health management. Going forward, we will continue developing and considering a variety of health promotion services in collaboration with other companies to expand our customer reach.

■ Enhancing Productivity (EX) Expanding Business

Analysis and Utilization of Medical Big Data

The Group has reviewed underwriting standards based on analysis of medical big data from internal and external sources. As a result, it now underwrites approximately 38,000 additional policies a year, which is approximately 3%* of all Dai-ichi Life's new policies. In addition, the Group has developed new products and services based on the results of analysis of medical big data. Examples of such products are Health Age[®] (using health age) and Health Checkup Discount. Going forward, the Dai-ichi Life Group aims to contribute to improving quality of life and promoting extension of a healthy lifespan using big data analysis.



*People covered by multiple insurance policies are counted as one policy for products from April 2018.

TOPICS!

Dai-ichi Life Group's Social Action Programs

Group Action Principles for Social Contribution

The Dai-ichi Life Group has established the Group Action Principles for Social Contribution. The Group strives to solve social challenges by providing unique value mainly through the utilization of its unique know-how and resources under the three themes associated with the life insurance business.

Group Action Principles for Social Contribution

Date of Enforcement: October 1, 2016

Date of Amendment: April 1, 2017

Dai-ichi Life Group (the "Group") makes efforts to build a better society and to offer more enriched and comfortable lives through the life insurance business by its social and public nature, and the Group, as a good corporate citizen, aims for the sustainable development of local communities. The Group provides solutions by focusing on the following social themes that the Group considers material:



The Group supports its employees' voluntary involvement in society and undertakes volunteer activities using a unified approach that involves both the Group companies and employees to contribute to each local community.

※The Group Action Principles for Environmental Initiatives forms the foundation for our environmental preservation activities.

The Dai-ichi Life Group conducts a variety of activities in accordance with the Group Action Principles for Social Contribution.

Social Action Programs of Group Companies Overseas

DAI-ICHI LIFE

Gắn bó dài lâu.



Dai-ichi Life Vietnam helps cataract patients who cannot afford an operation to have one free of charge. More than 5,000 patients have had an operation because of this program.



Dai-ichi Life Cambodia supports the treatment of childhood cancer patients through donations to Japan Heart, a Japan-based international medical volunteer organization.



PaninDai-ichiLife

By your side, for life



Panin Dai-ichi Life has been holding blood drives, where employees, sales agents, business partners and customers participate, in Jakarta, Medan and other cities to help the Indonesian Red Cross secure blood for medical use.

Dai-ichi Life's Social Action Programs

Public Health Award

The Public Health Award was established in 1950 to honor the efforts of groups and individuals who make outstanding contributions in the field of public health and hygiene in Japan when hygiene deteriorated after the war.

This annual award is supported by the Ministry of Health, Labour and Welfare and other organizations. It has the longest history of social action programs of Dai-ichi Life. The 71st annual awards event was held in 2019. Awards have been given to groups and individuals that continuously addressed challenges in each era, such as lifestyle disease control, welfare for the elderly and the disabled, and healthcare and disease control overseas.

Ten groups and five individuals received awards in FY2019. Over the years, 693 groups and 357 individuals have won—a total of 1,050 award winners.

By your side, for life

DAI-ICHI LIFE

Dai-ichi Life Group



Dai-ichi Life All Japan Elementary School Student Tournament Championship

Dai-ichi Life has sponsored the championship since the first competition in 1983 and has provided its tennis courts. The championship has contributed to developing world-class players, including Kei Nishikori and Ai Sugiyama.



Social Value Creation

Resolving Community Issues

Related Material Issues



Promote regional development



Building a safe and secure community

Recognizing Social Issues

Different regions have different challenges and degrees of severity.

Japan has rural depopulation and challenges in urban areas, including waiting lists for nurseries. We believe that expectations are rising for companies with resources and expertise as well as local governments to actively resolve challenges.

Our Vision

■ Ensuring Sustainability of Communities and Society: Connections

The Dai-ichi Life Group operates the life insurance business across the country. Using this strength, the Group will contribute to improving QOL by providing connections and places for connections regionally and helping to create livable and worker-friendly areas.

Approach

CONNECT 2020

■ Connecting and Bonding

Dai-ichi Life aims to help create enriched and secure lives and society and develop sustainability with local communities as a good corporate citizen. It contributes to resolving issues in regions through approximately 40,000 Total Life Plan Designers and 1,300 business sites nationwide.

In the health field, Total Life Plan Designers disseminate healthcare information to improve the cancer screening attendance rates.



■ Partnerships Expansion

Based on the diversification of lifestyles, we are proactively working to expand our partnerships with companies in other industries and with various organizations to further diversify channels to reach customers and enhance the value leading to quality of life improvement.

As part of such efforts, we have concluded information enlightenment agreements with all National Centers, and have established an information-communications network that is capable of providing accurate information on diseases that seriously impact health.

Cross-Industry Collaboration



Nihon Chozai Co.



LDH



Rakuten 楽天生命

Rakuten Life Insurance Co.



Nihon Sumo Kyokai

Information Networks with Six National Institutions



National Cancer
Center Japan



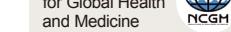
National Center of
Neurology and
Psychiatry



National Center
for Global Health
and Medicine



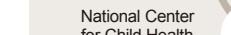
Dai-ichi Life
Group



National Center
for Child Health
and Development



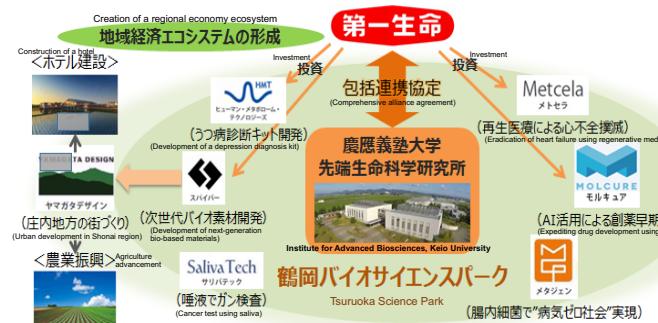
National Cerebral
and Cardiovascular
Center



National Center
for Geriatrics
and Gerontology

■ Initiatives for Regional Revitalization

In Tsuruoka Bioscience Park, venture companies originating from the Keio University Institute of Advanced Biosciences (Tsuruoka, Yamagata) form an ecosystem involving the local economy. Dai-ichi Life supports the social implementation of innovations originating from the Institute of Advanced Biosciences through demonstration experiments and venture investment.



■ Attraction of daycare centers to real estate properties owned by the Dai-ichi Life Group

Since 2011, the Dai-ichi Life Group has been working to attract daycare and nursing facilities to open in the real estate properties it owns for the purpose of expanding acceptance of children waiting for enrollment in daycare and nursing facilities. Furthermore, given the serious shortage of after-school care programs, referred to as "the barriers of first grade and fourth grade," in recent years, we have also been making efforts to invite after-school day-care centers* since 2016. In addition, since 2013, the Dai-ichi Life Foundation has been providing subsidies to newly established daycare and nursing facilities for purchasing playground equipment and other items with a view to providing children quality daycare. Besides that, the Group is making concerted efforts for full-scale operation by initiatives such as continuous support through employee volunteer activities at the facilities it invited and subsidized, and collaboration and support with local governments to leverage throughout Japan successful examples of our advancement of female employees and activities to promote work-life balance. The measures taken by the Group to deal with the declining birthrate, which also affects the life insurance business, aim at striking a balance between its core business and solving social challenges, such as contributing to improving business revenue including real estate rental revenue and stemming the falling birthrate. Going forward, the Group will comprehensively utilize its various resources to more effectively tackle issues.

■ Provision of Microinsurance

The Dai-ichi Life Group is working through its overseas group companies based in countries such as Vietnam, India and Indonesia to provide microinsurance that helps the people in these countries gain access to small loans, with the aim of making insurance more widespread, including among low income groups.

DAI-ICHI LIFE

Gắn bó dài lâu.

Star Union Dai-ichi
Life Insurance

PaninDai-ichiLife
By your side, for life

Dai-ichi Life Vietnam provides microinsurance products via Vietnam Post which has extensive network in Vietnam in order to provide life insurance services to the wider population.

Since 2015, Star Union Dai-ichi Life has been offering a term life product in small sums, Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY), which is common across the country, for the account holders of both savings banks, Bank of India and Union Bank of India. Most of the branches of these allied banks; Bank of India and Union Bank of India, offer the product to support for promoting the dissemination of a life insurance across India.

Panin Dai-ichi Life synergized with Panin Bank to market a microinsurance product named SIGAP. The product launch was part of our commitment to supporting the microfinance services program, which consists of financial products with a simple process and fast and easy access.

TOPICS!

The Dai-ichi Life Group's Social Contribution Activities to Contribute to Resolving Regional Issues

By your side, for life

DAI-ICHI LIFE

Dai-ichi Life Group

Promoting AED Training

In Japan, 70,000 people die from sudden cardiac death every year. Considering the situation, we provide AED training regularly, in which participants train on basic life support, including cardiopulmonary resuscitation and how to use the AED. Since 2018, we have provided AED training as part of new employee training. In the training, we educate the participants about the importance of basic life support and other courageous acts for cardiac arrest, which are conducted until the treatment by emergency personnel or doctors. As an entity engaged in the life insurance business, we will continue to promote AED training for employees and customers to help save as many lives as possible.



Protective.

Women Build Project

Protective Life Corporation cooperates with Habitat for Humanity to support the building of safe and reasonably priced houses to improve the lives of people regionally.



TAL

Improving Medical Services



TAL Dai-ichi Life Australia provides medical services and expertise in Australia in partnership with REDS, the world's largest aeromedical organization, to eliminate inequality in healthcare between urban and rural areas. This initiative can improve access to healthcare, life and health education. In addition, TAL supports the installation of life-saving defibrillators in rural Australia.

Star Union Dai-ichi
Life Insurance



Star Union Dai-ichi Life Insurance supports health and hygiene, education and irrigation projects aiming for the self-reliance of rural areas in three to five years through the SUD Life Foundation established by Star Union Dai-ichi Life Insurance.

Indians
OCEAN LIFE
INSURANCE



Ocean Life Insurance supports disabled children and areas affected by flooding.

Social Value Creation

Responsibility as Institutional Investor

Related Material Issues



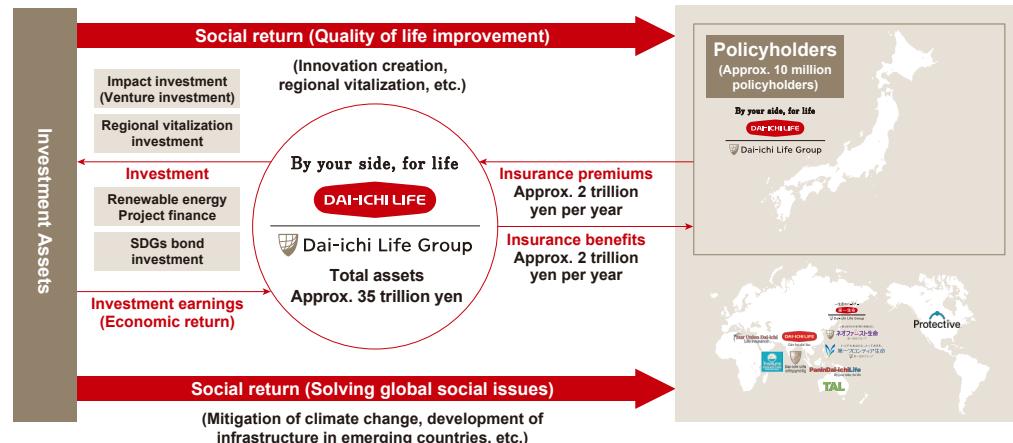
Contribute to society

Dai-ichi Life's Way of ESG Investment ~QOL Improvement, Regional Revitalization and Climate Change~

Dai-ichi Life recognizes itself as a universal owner that invests in a range of assets approximately 35 trillion yen received from approximately 10 million policyholders nationwide. Therefore it needs to make investments considering a variety of stakeholders, and to contribute to ensuring the sustainability of communities and society. We have been promoting ESG investment.

Our main goals in ESG investment are QOL improvement, regional revitalization and climate change. Specifically, we invest in venture companies that create innovations in the field of healthcare and other fields and renewable energy power generation businesses, among other investment destinations.

We will seek ESG investment appropriate for Dai-ichi Life that will contribute to resolving social issues and will thereby contribute to ensuring the sustainability of communities and society.



Our Vision

■ Ensuring the Sustainability of Communities and Society and Improving Corporate Value through ESG Investment

We will contribute to realizing a sustainable society by investing in assets that will contribute to resolving global social issues, focusing on QOL improvement, regional revitalization and climate change.

Approach

■ Investment in and Loan to SDGs Bonds and SDGs Business ~Contribution to Global Social Issues~

As part of ESG investment, we actively invest in SDGs bonds issued by multilateral development banks, among other entities (such as green bonds and social bonds) and SDGs business (such as renewable energy business). We will contribute to resolving global social issues.

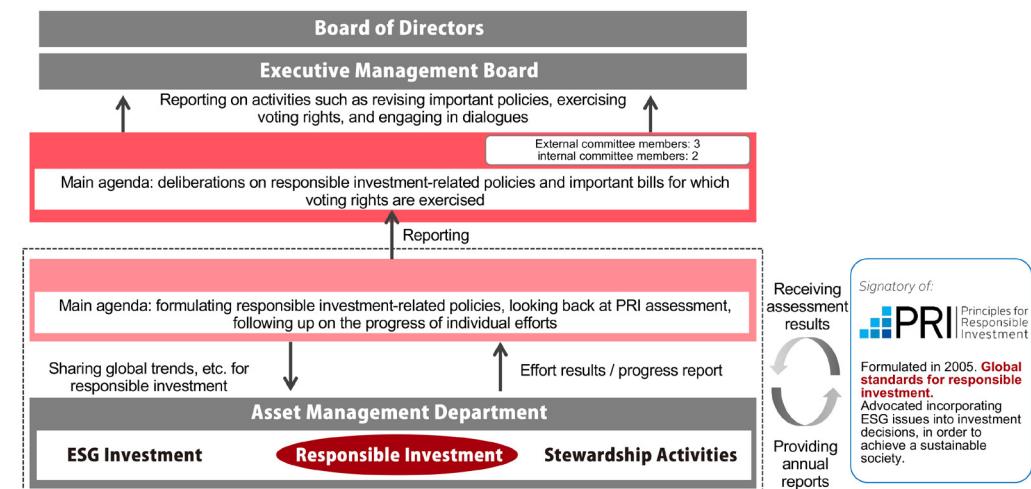
■ Impact Investment: Investment in Venture Companies that Is Expected to Improve QOL

For ESG investment, an investment in businesses that will bring about positive structural changes in society (social impact) is called impact investment. We actively make impact investments.

In impact investment, we check whether expected social impacts are created after the investment and are responsible not only for investment income but also the resolution of social issues.

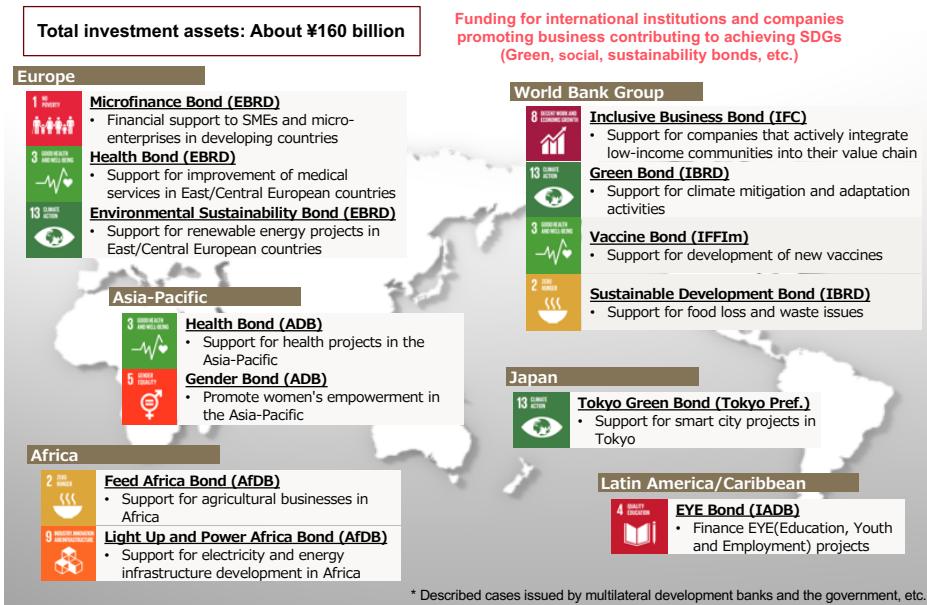
System for Promoting ESG Investment

Dai-ichi Life promotes responsible investment, focusing on ESG investment and stewardship activities. The Responsible Investment Committee, of which more than half of the members are from outside the Group, discusses and formulates important policies on responsible investment, and the entire asset management division promotes initiatives as the Responsible Investment Committee follows and discusses progress. We use annual PRI (Principles for Responsible Investment) assessment results and enhance initiatives, taking global levels into consideration.



ESG-themed Investment Results

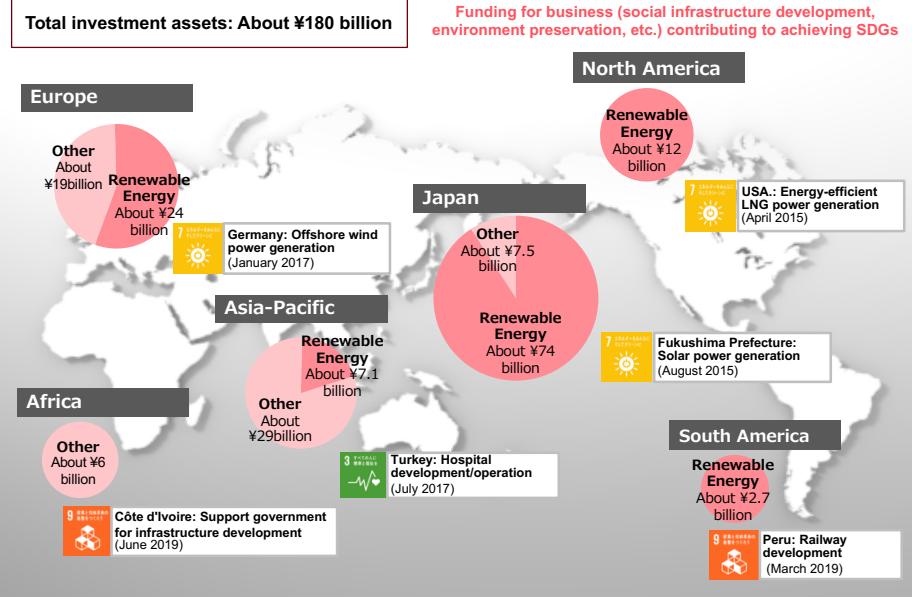
ESG-themed investment for SDGs bonds



ESG-themed Investment 2019 Highlights: for SDGs bonds

Project title・summary	Investment amount	Focused theme	
Green Bond (IBRD) —Support for climate mitigation and adaptation activities	¥10.8 billion June 2019	Climate change	
Environmental Sustainability Bond (EBRD) —Support for renewable energy projects in East/Central European countries	¥10.8 billion June 2019	Climate change	
Sustainable Development Bond (IBRD) —Support for food loss and waste issues	¥10.8 billion July 2019	Quality of life improvement	
Vaccine Bond (IFFIm) —Support for development of new vaccines	¥5.2 billion July 2019	Quality of life improvement	

ESG-themed Investment: Investment & Financing for SDGs Business



ESG-themed Investment: Investment and Financing for Renewable Energy

Total investment balance: About ¥120 billion

Renewable energy division	Balance of investment	Focused theme
Project finance for solar power generation business	About ¥51 billion Domestic: About ¥44 billion Overseas: About ¥7 billion	Climate change
Project finance for wind power generation business	About ¥42 billion Domestic: About ¥11 billion Overseas: About ¥31 billion	Climate change
Project finance for biomass power generation business	About ¥27 billion Domestic: About ¥21 billion Overseas: About ¥60 billion	Climate change

ESG-themed Investment Results

ESG-themed Investment: Impact Investment

Total investment assets: About ¥6.4 billion (13 investments)

Investment intended to both obtain investment return and create social impacts (society's structural change, etc.)

	Company	Business summary	Investment amount	Company	Business summary	Investment amount
Improving QOL	CureApp	Research and development of "treatment applications" for nicotine dependency	¥1000 million	QD LASER	Develop and provide the eyewear for low-vision patients	¥300 million
	SUSMED	Research and development of mobile application for insomnia treatment	¥100 million	Neurotrack	Develop apps measuring cognitive functions by eye tracking	¥800 million
	MELTIN	Research and development of world's first avatar robot, which has the closest performance to human hands	¥300 million	Integral Geometry Science	Develop a visualizing system for the early detection of breast cancer	¥200 million
	MOLCURE	Develop and provide an antibody/peptide drug discovery platform that uses AI	¥100 million	UniFa	Develop and provide solutions utilizing IoT and AI toward realizing smart nursery care centers	¥300 million
Climate Change	Spiber	Development of next-generation bio materials	¥1000 million	日本社会理賃エネルギー投資	Venture fund focusing on the energy and resource related sectors	¥1000 million
	Challenergy	Development of wind turbines capable of generating electricity even in typhoons	¥300 million			
Other	Gojo & Company, Inc.	Micro-finance business in developing countries	¥1000 million	CROWD CREDIT	Provide financing-type crowd funding services	¥100 million

ESG-themed Investment: 2019 Highlights of Impact Investment

Company・Business summary	Social Impacts	Investment amount	Focused theme	
Challenergy Inc. —Development of wind turbines capable of generating electricity even in typhoons	Reduce CO2 emissions by replacing fossil fuel power generation	¥200 million February 2019	Climate change	 7 AFFORDABLE AND CLEAN ENERGY
NeuroTrack Technologies, Inc. —Develop apps such as "NeuroTrack Cognitive Function Test," which measures cognitive functions by eye tracking	Extending healthy life expectancy by preventing of Dementia	¥800 million July 2019	Quality of life improvement	 3 GOOD HEALTH AND WELL-BEING
Integral Geometry Science —Develop a visualizing system for the early detection of breast cancer	Reduction in the breast cancer fatality rate through the early detection of breast cancer	¥200 million September 2019	Quality of life improvement	 3 GOOD HEALTH AND WELL-BEING
UniFa Co., Ltd. —Developing solutions utilizing IoT and AI toward realizing smart nursery care centers that are comfortable workplaces for nursery care workers	Resolving the lengthy nursery care waiting list problem	¥200 million September 2019	Quality of life improvement	 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH

2019 Result of PRI Assessments

In the 2019 annual PRI assessment, Dai-ichi Life's score is the median score of global PRI signatories or above in every module. Dai-ichi Life is rated A+, the highest rating possible, in the stewardship activities and real estate investment. We will raise the level of our initiatives for responsible investment, taking the assessment results into consideration.

Area	2018 (Assessment period: January–December 2017)		2019 (Assessment period: January–December 2018)		Future initiatives based on the results
	Dai-ichi's score	Average	Dai-ichi's score	Average	
Strategy and Governance	A	A	A	A	Enhance integration of climate change risks and opportunities
Listed Equity Investment	A	B	A	B	Commence incorporating ESG elements into the research of foreign stocks
Stewardship Activity	A+	B	A+	B	Participate in cooperative engagements inside and outside of Japan
Fixed Income Investment	B	B	A	B	Formulate policies on engagements as a bond investor
Real Estate Investment	A+	B	A+	B	(Consider further improvements based on global trends)

*Fixed income score is the average of four areas (sovereign, corporate (financial), corporate (non-financial) and securitized products)

TOPICS! Participation in External Initiatives

Signatory of:



(Signed in November 2015)

Principles formulated in answer to a call from the then-United Nations Secretary General Kofi Annan in 2005. Global standards for responsible investment. Advocated incorporating ESG issues into investment decisions, in order to achieve a sustainable society.



First domestic life insurance signed

(Signed in August 2019)

The initiative of institutional investors, that engages in constructive dialogue regarding matters such as efforts for reducing emissions and disclosing related information with companies that emit significant amounts of green-house gas.



First domestic life insurance signed
(Signed in September 2018)

Task force established in December 2015 by the Financial Stability Board (FSB) based on the request from G20. Grasped opportunities and risks related to climate changes, and released a proposal to encourage information disclosure.



First domestic life insurance signed
(Signed in September 2018)

Evaluated the top 20 global pharmaceutical companies to improve access to pharmaceuticals in developing countries (released indices). Its purpose is to facilitate improvements for access to pharmaceuticals by incorporating the indices when institutional investors make investment decisions.



(Participated since 2011)

"Principles for Financial Action towards a Sustainable Society". Action guidelines formulated in October 2011 for financial institutions to facilitate actions for forming a sustainable society.



First domestic life insurance signed
(Signed in September 2019)

An initiative that aims for the promotion of sustainable economic development and a globally-effective market through effective improvement of corporate governance and investors' stewardship.

Creating Friendly Work Environment

The Dai-ichi Life Group aims to be a corporate group that puts more emphasis on people than anyone else to become an insurance group that is supported most strongly by customers. The Group's brand message is "people first."

Brand Message

People First

Related Material Issues



Empowerment of women



Increase work motivation

Recognizing Social Issues

Work values have been diversified. In this environment, we believe it is necessary to respect human rights, one of the values pursued for happiness, support diversity and implement initiatives to increase job satisfaction, including work-life balance. We need diverse human resources and a diverse organization to anticipate the diversifying values of customers and local issues and offer elements that provide real joy to customers and contribute to local society.

Respect for Human Rights

The Dai-ichi Life Group's brand message is "people first," and Dai-ichi's Social Responsibility Charter (DSR Charter) says that we respect human rights. We will promptly identify trends in respect for human rights in the international community and will correctly understand the principles, initiatives and guidelines related to human rights. We will emphasize cultivating employees that always care for others under any circumstances.

Principles and guidelines that we respect:

International Bill of Human Rights

UN Guiding Principles on Business and Human Rights

ILO Core Labor Standards

OECD Guidelines for Multinational Enterprises

Keidanren's Charter of Corporate Behavior

UN Global Compact

Diversity and Inclusion Declaration

Inclusion of diverse human resources is a driving force for sustainable growth.

The Dai-ichi Life Group's recognition on diversity and inclusion is as follows:

We will:

- Respect diversity in gender, age, nationality, race, ethnicity, religion, social position, existence of disabilities, sexual orientation, gender identity, values and work style, learn together and strive to create a fair and inclusive culture where we will be able to actively participate and grow,
- Work on the creation of an environment where each employee has job satisfaction, express their individuality and fulfill their potential as professionals, and
- Work on the creation of an environment where each employees participate in organizational operations and promote teamwork and thereby create innovations and new value



Our Vision

The entire Group aims to create new value by including diverse human resources, 70,000 people in seven countries, based on respect for human rights.

CONNECT 2020

Initiatives to raise awareness of human rights



Increase work motivation

We are striving to raise the employees' awareness of human rights based on our brand message and DSR Charter. We have established a Group Human Rights Awareness Raising Committee, to raise awareness of human rights across the Group.

We will strive to cultivate employees who will correctly understand human rights and will act, always caring for others under any circumstances.

Promotion System

	Group Human Rights Awareness Raising Committee
Chairperson	Executive Officer in charge of human resources
Members	Heads of departments
Frequency of meetings	In principle, once a year; extraordinary meetings are held as needed
Agenda items	Sharing understanding of changes in the human rights environment; Establishment of measures and revision/abolishment of established measures. Sharing the Group's initiatives and challenges; Establishment of measures and revision/abolishment of established measures.

Training content

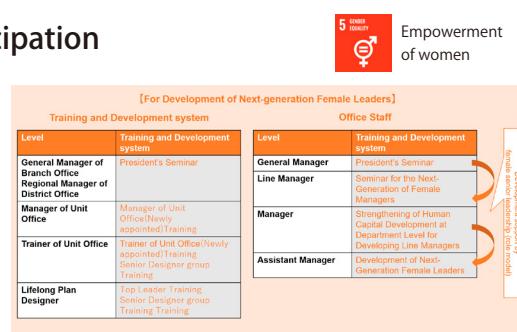
Priority initiative	Description	Specific action
Preventing harassment	To understand that harassment leads to serious abuse of human rights, decreases employee productivity, deteriorates the corporate brand image, and huge losses of time and expenses, while deepening understanding of behavior that will prevent harassment.	•Branch managers' executive management board meeting (April) •Management training (section chiefs, April, anger management) •Human rights training for each workplace (September) •Human rights awareness training for managers (June, anger management)
Correctly understanding the issue of antidisrimination	To continuously provide human rights training related to the issue of antidisrimination, considering various surveys and the latest occurrences	•Human rights training for each workplace (May, December) •Human Rights Awareness Raising Committee's special training (on-site training, Kinugawa, Sumida-ku, Shibaura Tojo)
Promoting normalization	Based on the idea that the most important thing for promoting normalization is a barrier-free mindset that includes understanding and helping each other, to provide education for employees to deepen their understanding of disabilities, respect human rights and think and act, considering each other's positions.	•Personnel affairs training for each workplace (December) •Training for consultants for disabled people (May, June) •Hands-on service assistance training (September) •Human rights awareness training for managers (December), internally releasing a video of the training (January)
Promoting understanding of LGBT	The word LGBT is permeating society. We will continue initiatives to deepen understanding of LGBT and emphasize the importance of always considering the existence of LGBT people around us.	•Human rights training for each workplace (December) •Participation in Tokyo Rainbow Pride 2018 (May) •Support to work with Pride 2018 (October)
Group's system	To maintain and strengthen the Dai-ichi Life Group's system for raising human rights awareness.	•Providing training material (DVD) for each DL workplace to Group companies (June, September, December) •Inviting managers to human rights awareness training

Promoting Women's Active Participation

The Group has human resource cultivation programs. We particularly focus on cultivating female leaders in a systematic program for each position and level. We have a "President's Class for Female Employees," where the President directly fosters management's perspectives, broadens perspectives and raises awareness. Officers directly engage in developing female leaders. We have created a system where female supervisors take care of female employees.

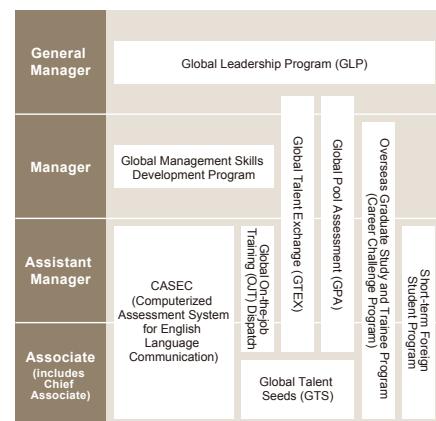
Class for Next-generation Female Leaders

The purpose of the class is for female employees to expand their vision and perspective, aim for carrier development and change their behavior through dialogue with officers and female managers, and workshops with other female employees.



Global Diversity

We develop employees' capabilities in our global human resource cultivation program to develop and retain competitive human resources from a global perspective. We hold meetings and training sessions where employees from overseas Group companies gather and interact in different levels and sections and share best practices to create synergies in the Group.



Global Talent Seeds

We dispatch young employees to overseas companies in other industries and regional headquarters of the Group to develop human resources in the early stages who can do business in a global environment and develop employees' ability to participate in global business.

Global Talent Exchanges (GTEX)

We promote exchanges mainly of mid-level employees to develop connections between overseas Group companies, foster the understanding of business and culture in different countries and enhance the ability to work globally.



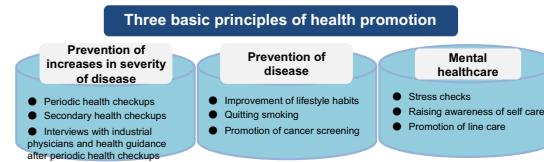
Initiatives to Promote the Health of Employees

Group Health Declaration, Health Promotion System

The Dai-ichi Life Group announced The Dai-ichi Life Group Health Declaration "Iki Iki Dai-ichi 110" in 2011. In 2013, we added health promotion to Dai-ichi's Social Responsibility Charter and established the Basic Policy on Health Promotion. We have established the Work Smart Special Committee under the Committee for DSR Promotion, which is under direct control of the president to promote management emphasizing health, using a PDCA cycle.

Three Basic Principles

The Group aims for a happy life and improvement of QOL (quality of life) through health promotion. Based on that goal, we promote initiatives focusing on three principles: prevention of increases in the severity of disease, prevention of disease, and mental healthcare.



TOPICS!

Promotion of Human Resource Cultivation and Expansion of Industry-Academia Collaboration

In addition to resources within the Group, we actively use cooperation with companies, research institutions and start-ups that have knowledge and ideas in different fields to accelerate the creation of innovation.

We promote the cultivation of human resources that are expected to create innovation by expanding industry-academia collaboration.

Tohoku University, Dai-ichi Life and NTT DATA Corporation have concluded a comprehensive partnership agreement.

Industry-academia collaboration for creating innovations and revitalizing regions



Purposes of the comprehensive alliance:

- (1) Research on improving QOL and extending the healthy life span
- (2) Cultivation of data science professionals
- (3) Support for commercialization of cutting-edge technologies and investment in venture companies
- (4) Support for strengthening business bases on the campus of Tohoku University and in the neighboring region



■ Universities which have concluded collaboration agreements or are engaging in joint research(as of July 2019)

- Kyoto University • Fujita Health University • Shiga University
- Institute for Advanced Biosciences, Keio University
- Tokyo University of Science

■ Main objectives

- Training data scientists • Discovery of cutting-edge technologies
- Joint research in health and medical fields, etc.

Protecting the Global Environment

Related Material Issues



Tackling climate change



Promoting clean energy
Improving energy efficiency

Perception of Social Issues

Environmental issues facing the entire world are issues that have a major impact on people's lives and health. In particular, the response to climate change is being increasingly recognized as an issue to be tackled by the international community as a whole, and as a company engaged in business activities on a global scale, Dai-ichi Life also sees this as an important issue.

Our Vision

The Dai-ichi Life Group regards protection of the environment and the development of a recycling-oriented society as part of a company's social responsibility as a member of society. The Group makes a united effort to protect and preserve the environment, and to reduce our environmental impact.

Group Action Principles for Environmental Initiatives

Basic Concept

As a member of society, Dai-ichi Life Group considers protection of the local and global environment and building of a recycling-oriented society, to be part of the Company's social responsibility, and constantly conducts environmental conservation activities according to the Action Guidelines below, and by trying to improve the related activities we contribute to the sustainable development of the society.

Action Guidelines

1	Implementation of environmentally conscious activities in businesses We will always make efforts to be environmentally conscious in our business activities, following laws and regulations related to environmental conservation.
2	Reduction of environmental impact from business activities We make efforts to promote resource conservation, energy conservation, and resource recycling to reduce environmental impacts arising from resources and energy consumed, and waste generated in our business activities.
3	Promotion of activities that raise environmental awareness We will help our officers and employees raise awareness of environmental issues. In addition we will make efforts to raise environmental awareness including donations and support for environmental conservation activities.

Approach

Climate Change Initiatives - Response to TCFD -

Stance on Governance/Risk Management

The Dai-ichi Life Group practices ERM with the aim of enhancing capital efficiency and corporate value based on strategies that are in accordance with the status of profit, capital, and risk. As a part of this, we identify foreseeable risks that could have a major impact on our business, formulate business plans that take these risks into account, and engage in risk management that responds appropriately to early signs of risk. We treat climate-related risk as a risk with the potential to have a serious impact on the Group in the future due to changes in the environment. The Group ERM Committee, which is composed of the officers responsible for the Risk Management Department and the Corporate Planning Department among others, conducts analysis and assessments, and then reports to the Executive Management Board and the Board of Directors periodically and monitors.

In addition, Dai-ichi Life undergoes an annual assessment based on PRI4, which is the global standard for ESG investment. The initiative policy based on the results of this assessment is discussed at the Responsible Investment Committee, by majority comprised from external experts, and reported to the Executive Management Board to continually upgrade ESG investment.

Stance on Governance/Risk Management



Strategies

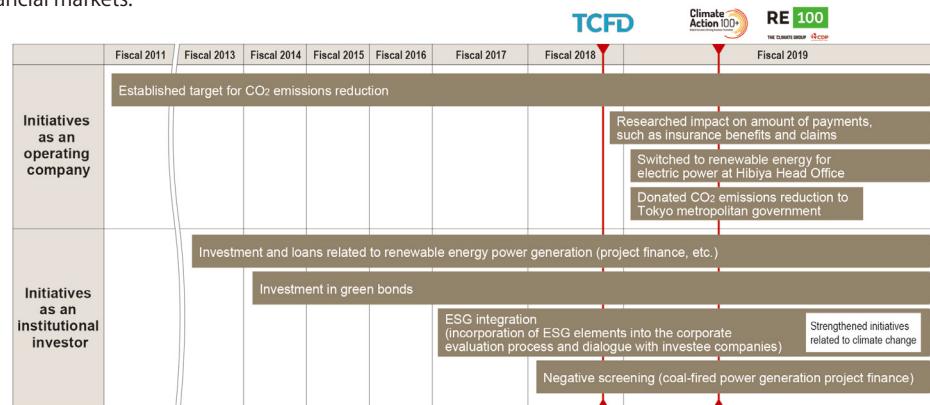
Climate-Related Risks and Opportunities and the Impact on Our Business

(Results of Trial Scenario Analysis at Dai-ichi Life, a core Group company)

Climate-related risks			Main impacts on business
Climate-related risks	Physical risks	<ul style="list-style-type: none"> Risks that consist of chronic physical risks (rise in average temperatures and sea levels, etc.) and acute physical risks (increase in abnormal weather, such as typhoons and flooding, etc.) which are associated with physical changes due to climate change →Impacts could increase under the scenario of significant long-term increase in temperatures due to inadequate climate change countermeasures by each country 	<ul style="list-style-type: none"> Increase in insurance claims and benefits paid due to increase in heat strokes and infectious diseases associated with warming Increase in insurance claims and benefits paid associated with increase in flooding due to typhoons, etc.
	Transition risks	<ul style="list-style-type: none"> Risks that consist of market and technology risks (changes in consumption behavior, failure of investments in new technologies, etc.), policy and regulatory system risks (tightening of regulations on greenhouse gas emissions, etc.), and reputational risks (criticism of industry, changes in consumer choices, etc.), which are associated with the transition to a low carbon society →Impacts could increase under the scenario of reductions in long-term increase in temperatures due to adequate climate change countermeasures, such as the development of new technologies and utilization of carbon recovery and storage technology 	<ul style="list-style-type: none"> Decrease in value of investment in, and loans to companies with inadequate responses to environmental change, including the introduction of carbon taxes, damage to assets due to market and social environment changes, development of new technologies, and response to changes in consumer behavior
Climate-related opportunities	Resource efficiency, products and services, Markets, etc.	<ul style="list-style-type: none"> Corporate revenue opportunities associated with climate change, such as an expansion of the market contributing to solving climate change problems 	<ul style="list-style-type: none"> Increase in investment and loan opportunities in businesses and companies that contribute to solving the climate change problem, such as renewable energy businesses Reduction in business costs due to the introduction of business infrastructure with high resource efficiency

Specific Initiatives

As an operating company and an institutional investor, Dai-ichi Life is boosting the resilience of its business against climate change as well as encouraging the enhancement of overall social resilience, which includes financial markets.



Initiatives as an Operating Company

Dai-ichi Life will strengthen resilience in the life insurance business through measures such as researching the impact of climate change on the life insurance business. Moreover, in addition to initiatives to reduce CO₂ emissions, Dai-ichi Life will contribute to enhancing overall social resilience through initiatives such as environmental protection.

Resilience of the Life Insurance Business

- Provisional estimates of increase in payments, including insurance claims, due to heat strokes and infectious diseases in Japan
- Going forward, continue to research other impacts in regions outside of Japan

Setting CO₂ emissions reduction targets

We have been setting targets since 2011. To achieve them, we have been promoting reductions in energy consumption at offices, introducing energy-saving equipment.

Overall Social Resilience (CO₂ reduction, etc.)

Reducing CO₂ Emissions

To help prevent global warming, Dai-ichi Life is taking steps to cut its greenhouse gas emissions that include reducing energy use in its business activities. The company is engaged in "Cool Biz" and other ongoing group-wide energy efficiency initiatives, with a focus on rigorous measures to rationalize use of building facilities such as lighting and air conditioning. It is switching to energy-efficient facilities and equipment that reduces the load on the environment in its new and refurbished buildings, including LED lighting and efficient air conditioners and heat storage systems.



Contributing a CO₂ emissions credit to the Tokyo government

We have contributed a credit of 41,966 tons to the Tokyo government, which aims for Zero Emission Tokyo*, being a sustainable city where little CO₂ is emitted, in the Tokyo Cap-and-Trade Program.

*For more information, visit the website of the Bureau of Environment of the Tokyo government (credit contributions for Zero Emission Tokyo): http://www.kankyo.metro.tokyo.jp/climate/large_scale/mukouka/index.html

TOPICS! External Evaluation of Environmental

In order to enhance the reliability of its CO₂ emissions performance data, the Dai-ichi Life Group have received third-party assurance review from the Japan Quality Assurance organization for Scope 1 (direct emissions from use of gas fuel), Scope 2 (indirect emissions from use of electricity) and Scope 3 (indirect emissions from other business activities) emissions, produced in fiscal 2018.



[Greenhouse Gas Emissions Verification Report](#)

Initiatives as an Institutional Investor

Based on the awareness that climate change could have a medium- to long-term impact on investment performance, Dai-ichi Life is upgrading its climate-related risk analysis and promoting initiatives to reduce that impact, obtain opportunities for profit, and boost overall social resilience.

Asset Management Resilience

- As a general rule, we have a policy of not investing in, or loaning to, coal-fired power generation project financing given the risk that the asset value of investee companies will decline due to the transition to a low carbon society (no record of investment in, or loans to, such projects to date)
- Introduced climate change factors into corporate evaluation processes to increase resilience of owned assets against climate change

Renewable energy project financing

Since fiscal 2013, Dai-ichi Life has been investing proactively in solar, wind, and biomass power generation projects in Japan and overseas, and our cumulative investment to date exceeds 100.0 billion yen.



Overall Social Resilience

Investment in green bonds, etc. of international development financial institutions

In June 2019, Dai-ichi Life invested approximately 10.8 billion yen in both green bonds issued by the International Bank for Reconstruction and Development (IBRD), part of the World Bank Group, and environmental conservation bonds issued by the European Bank for Reconstruction and Development (EBRD).



Environmentally Conscious Real Estate Investing

As the owner of 284 investment properties in Japan (as of March 2017), Dai-ichi Life is taking steps to save energy in terms of both its choice of building facilities and how they are used. In addition to installing efficient equipment to improve environmental performance in new buildings or when renovating or refurbishing, facilities-related initiatives also include striving to create "greener" buildings. In terms of routine building operation and management, energy savings are being achieved through ongoing improvements made in collaboration with management companies such as Dai-ichi Building.

Indicators and Targets

Dai-ichi Life, which operates a large-scale business, has established medium- to long-term CO₂ emission reduction targets of 40% by fiscal 2030 and 70% by fiscal 2050 (both compared to fiscal 2013). The Dai-ichi Life Group is also working toward a target of 1% year-on-year reductions in CO₂ emissions. Performance in fiscal 2018 was approximately 155,300t (Scope 1: 12,500t and Scope 2: 142,800t), maintaining the target pace of a 1% year-on-year reduction.

Measure	Definition	FY2015	FY2016	FY2017	FY2018	Targets
Total CO ₂ emissions from The Dai-ichi Life Group (t-CO ₂)	Scope 1+Scope 2	178,000	171,900	166,000	155,300	Year-on-year comparison 1% reduction
Total CO ₂ emissions from Dai-ichi Life (t-CO ₂)	The Company's investment property, business-use property, and welfare property*1	159,000	156,000	149,000	136,600	Fiscal 2030 40% reduction Fiscal 2050 70% reduction (compared to Fiscal 2013 level)

*1 Calculated based on the provisions of Article 7, paragraph 3 of the Act on the Rational Use of Energy ("Energy-saving Act"). Since the coefficients in FY2009 were applied until FY 2016 results, we have calculated the previous year's results as well as the results for FY 2017.

First Japanese Insurance Company to Join RE100*

Dai-ichi Life joined an international initiative that has set a goal of switching to 100% renewable energy from the perspective of promoting increased use of renewable energy to prevent global warming.



* RE100 (Renewable Energy 100%) was launched in 2014 under the leadership of The Climate Group, an international NGO. It operates in collaboration with CDP (a not-for-profit charity that collects information about action on climate change from businesses and provides it to investors).

The target is to procure 100% of the electricity consumed in business activities through renewable energy, and more than 190 of the world's leading companies have joined as of August 2019.

TOPICS!

Examples of Environmental Protection Initiatives

By your side, for life



Dai-ichi Life Group

Supporting Three Urban Greening Awards

In 1990, Dai-ichi Life established the Green Environmental Plans Award to support greening initiatives with the goal of contributing to urban greening.

Dai-ichi Life now supports three awards, by adding the Green Cities Award and the Competition for Specialized Greening Technology for Rooftops and Wall Facings. Approximately 200 green spaces have been subsidized up until to 2018. As a result of this initiative, Dai-ichi Life received the Minister of Land, Infrastructure, Transport and Tourism's Award for Service in Urban Greening in 2000 and 2014.



Bamboo tree that received the hospitality garden grand prize



"Edo Renaissance tradition and culture" trees, which received the hospitality garden grand prize in the 29th Green Environment Plan Award, was completed along a street in front of the Kaminarimon Gate of Sensoji Temple. Morning glory vines wind around the tree. Seeds will be sown by local elementary school and kindergarten children.

PaninDai-ichiLife
By your side, for life

Planting Mangroves

Panin Dai-ichi Life (Indonesia) engages in activities to plant mangroves, which absorb large volumes of CO₂ and act to protect the coastline from erosion. The company also puts efforts into activities to protect the natural environment, including sponsoring groups that carry out afforestation.



Protective

Forest Conservation

Protective (U.S.) works with natural environment protection groups carrying out activities to conserve the aquatic environment and ecosystems and preserve the beauty of nature in Alabama.



Strengthening Governance

Related Material Issues



Improving corporate governance and risk management

Recognizing Issues

Companies running global businesses are required to enhance the transparency and fairness of their management to minimize the adverse effects on society through their business activities, and Dai-ichi Life also recognizes the importance of this.

Our Vision

The Group has established a corporate governance system under a corporate governance policy to make transparent, fair, prompt and bold decisions, while striking a balance between management oversight and business execution so the Group can respond to the mandate given by its stakeholders, including customers, shareholders, society and employees, achieve sustainable growth and enhance corporate value in the medium to long term.

Corporate Governance



Find out about the Dai-ichi Life Group's initiatives related to corporate governance.

Internal Control



Find out about the Dai-ichi Life Group's initiatives related to internal control.

Risk Factors



Find out about risks related to the Dai-ichi Life Group's business.

Status of Initiatives on Material issues

Important issue	Vision	Major initiative	Achievement
Extension of healthy lifespan	In addition to providing financial security, the traditional role of insurance, we will contribute to customers' health promotion and the prevention of increases in the severity of disease beyond the boundaries of the traditional insurance business model and will contribute to improving the QOL of each customer.	We are expanding the role of our products and services to include prevention in addition to security (protection).	We encouraged customers to have medical checkups by offering Dai-ichi Life's "Health Checkup Discount." (Result) The number of new policies offered based on medical examination reports exceeded 0.5 million, 2.5 times as many as in the previous fiscal year.
			Dai-ichi Life started to provide Just Dementia Insurance and a dementia prevention service.
			We provide a health promotion service through our Kenko-Daiichi (health first) app. (Result) The cumulative number of downloads exceeded 1.14 million.
Extending asset longevity	We will communicate information to customers about self-help efforts for health promotion and asset building for old age, and will help extend the life of assets.	We are providing products and services that help extend the life of assets, which are saved, used and transferred.	We offer insurance for asset building to enrich life. Support for consumer education and education on finance and insurance (Result) 167 Life Cycle Game training sessions in FY2018.
Stability of lifestyles	We will provide long-term security to people through life insurance in emerging countries in Asia by providing optimal products through excellent channels.	We are increasing the entrance of insurance in emerging countries in Asia.	In March 2018, we established a subsidiary in Cambodia. In April 2019, we obtained a provisional business license for a wholly-owned subsidiary. We now operate in six countries in Asia.
Resolving Community Issues	We operate the life insurance business across the country. Using this strength, we will contribute to improving QOL by providing connections and places for connections regionally, helping to create livable and worker-friendly areas.	We are expanding partnerships with local governments and medical institutions, among other entities, to provide connections and places for connections.	We are contributing to resolving local issues through 40,000 Total Life Plan Designers and 1,300 business sites nationwide. (Result) We have concluded partnership agreements with all 47 prefectures.
			We are expanding partnerships with companies in different industries and other organizations. (Result) We have concluded an information education agreement with six national centers.
			We have concluded a comprehensive alliance agreement with the Keio University Institute of Advanced Biosciences.
Responsibility as institutional investor	To fulfill our responsibility as an institutional investor, we will invest in assets that contribute to resolving global social issues and will thereby contribute to achieving a sustainable society.	We are actively promoting stewardship activities for enhancing the corporate value of investee companies and ESG investment for resolving social issues and profiting from investments.	We invest in assets that contribute to resolving global social issues, mainly related to QOL improvement, regional revitalization and climate change.
			We invest in businesses that will bring about positive structural changes in society (social impact). (Result) The investment balance is 6.4 billion yen (13 projects).
			We invest in SDGs bonds issued chiefly by multilateral development banks. (Result) The investment balance is approx. 160 billion yen.
			In addition to pre-existing governance, we communicated with other entities on environmental and social issues. We talked about agreements on TCFD recommendations and disclosure because climate change is an important issue that can have a significant impact on corporate value in the medium to long term. (Result) External evaluation of our stewardship activities: A+ (FY2018) Number of companies with whom we had constructive discussions in FY2018: 251

Status of Initiatives on Material issues

Important issue	Vision	Major initiative	Indicator (target)	Quantitative results		
				FY2016	FY2017	FY2018
Creating Friendly Work Environment	The entire Group aims to create new value by including diverse human resources, 70,000 people in seven countries based on respect for human rights.	We are developing diverse human resources and a diverse organization to provide products and services that match the values and needs of each diverse customer in response to a constantly changing business environment.	Development of global human resources, acceleration of synergy in the Group Promotion of women's active participation Promotion of normalization Number of people who used the personnel exchange program Rate of female managers (25% or more in April in FY2021)* Employment rate of people with disabilities (in line with the legal employment rate)** Number of people who took childcare leave*** Number of people who used reduced working hours for childcare*** Number of people who used aid for childcare service expenses*** Number of people who took family care leave*** Number of people who used the family relocation system*** Rate of use of child-care leave by men*** Average monthly overtime hours (office workers)*** Average number of annual paid holidays taken*** Rate of use of annual paid leave*** People who exercise habitually (FY2020, men: 40.0%; women: 31.0%) People maintaining optimal weight (FY2020, men: 71.6%; women: 79.1%) Percentage of smokers (FY2020, men: 20.0%; women: 20.0%) Specific medical checkups and health guidance (FY2020, medical checkup: 90.0%; guidance: 70.0%)	Cumulative number for past 5 years: Approx. 2,800		
				24.20%	25.20%	25.60%
				2.22%	2.20%	2.22%
				1,261	1,333	1,399
				446	458	481
				3,726	3,784	3,766
				212	265	217
				18	6	36
				77.8%	82.5%	75.6%
				7.9 hours	6.3 hours	5.3 hours
				13.0 days	12.6 days	12.7 days
				69.4%	66.7%	67.2%
				Men: 37.5%	Men: 40.1%	Men: 45.2%
				Women: 26.3%	Women: 27.6%	Women: 31.8%
				Men: 71.1%	Men: 70.4%	Men: 69.5%
				Women: 76.6%	Women: 76.1%	Women: 75.3%
				Men: 29.0%	Men: 28.3%	Men: 28.4%
				Women: 25.7%	Women: 25.0%	Women: 24.6%
Protecting the Global Environment	We consider the protection of the global environment and the building of a recycling-oriented society as our corporate social responsibility. The entire Group aims to protect and conserve the environment and reduce environmental impact.	We have been setting CO ₂ emissions reduction targets since 2011. To achieve them, we have been reducing energy consumption at offices and introducing energy-saving equipment. We have initiated the use of renewable energy.	CO ₂ emissions (1% year-on-year reduction) Electricity consumption (1% reduction in annual average in FY2020)**** Paper consumption (year-on-year reduction in ten-year moving average)****	171.900t-CO ₂	166.000t-CO ₂	155.300t-CO ₂
				259.392 thousand kWh	253.887 thousand kWh	238.800 thousand kWh
				6.726t	6.231t	6.335 t

*Sum of the numbers for Dai-ichi Life Holdings, The Dai-ichi Life Insurance Company, The Dai-ichi Frontier Life Insurance and The Neo First Life Insurance Company. The number as of April 1 is deemed to be the number for the end of the previous fiscal year.

**Sum of the numbers for Dai-ichi Life Holdings, The Dai-ichi Life Insurance Company, Dai-ichi Life Challenged, Dai-ichi Life Business Services and The Dai-ichi Life Information Systems. The number as of April 1 is deemed to be the number for the end of the previous fiscal year.

***Number for The Dai-ichi Life Insurance Company

****Number for The Dai-ichi Life Insurance Company

Stakeholder Communication

We understand our customers, local community/society, shareholders/investors, business partners, and employees as stakeholders who are deeply involved in our business activities. Based on opinions and evaluations obtained through active communication with various stakeholders, we aim to promote higher quality activities and enhance corporate value by reflecting our understanding of issues in our business activities.



Initiatives for customers

Promoting initiatives to put customers first

The Dai-ichi Life Group aims to be the best for customers and society, continuing to be a lifelong partner of customers and the people they cherish by providing high-quality products and services and enhancing the quality of management and overall corporate activities through ingenuity in day-to-day operations and unremitting improvements. We will pursue initiatives to put customers first in fulfilling our primary role of ensuring that customers receive insurance benefits and other benefits.

System for reflecting customer feedback in management

We constructed a system for reflecting the customer feedback that we receive from our customers around Japan every day on management in order to improve ourselves. It is a system for collecting and analyzing customer feedback that we receive through points of contact with customers and utilizing it in management and business improvement. Specifically, we analyze the feedback at the VOC meeting* and summarize the issues. We then formulate and take concrete improvement measures and discuss them at the customer first special committee as well. Our efforts are reported to the Executive Management Board and others. In addition, we receive opinions from numerous consumers through Advisory Committee for Business Quality and Customer Focus Groups when discussing improvement measures to meet our customers' requests. Under this system, we are improving our products and services to further enhance customer satisfaction.



Understanding of customer satisfaction

We are making efforts to further improve quality and services by carrying out a customer satisfaction survey every year to find out how customers and society value us. In fiscal 2018, as a result of a total review of our customer satisfaction survey, we introduced a new survey in addition to the annual survey with statistical analysis: customer feedback is conveyed to Total Life Plan Designers® and others in a timely, individual and concrete manner.

[Click here for Dai-ichi Life's initiatives.](#)

Initiatives for communities and society

The Dai-ichi Life Group aims to grow sustainably with society by contributing to resolving local social issues in cooperation with communities and society.

Major initiatives in cooperation with local governments:

- Training people to be dementia patient supporters, who care for dementia patients and their families
- Monitor activities for the elderly to live with a sense of security
- Helping companies and employees promote work-life balance
- Alerting people about crimes and disasters
- Business matching



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. (It is common that Japanese children walk to elementary schools by themselves.) Dai-ichi Life joined the program in 2003, and it is currently being operated by Mizuho Financial Group, Sompo Japan Nipponkoa Insurance, Meiji Yasuda Life and Dai-ichi Life.

The Foundation for the Advancement of Life & Insurance Around the World (FALIA)

The Foundation for the Advancement of Life & Insurance Around the World established by Dai-ichi Life holds training and seminars for foreign participants who are involved in the insurance business. It aims to make the philosophy of insurance more widely known, especially in Asian countries, and to contribute, even in a small way, to economic development and the enhancement of social security systems in the Asia region. In fiscal 2014, FALIA launched a new program "Essay Competition for international students in Japan" targeting students from emerging countries, to develop and educate human resources who will engage in insurance administration and business in the future.



Donations to Universities and Research Institutions (U.S.A.)

Dai-ichi Life and Protective Life have donated \$23 million as a contribution to the development of society on a joint basis for five years from 2015. Activities contribute to local communities, such as support for the development of human capital at the University of Alabama.



Through its overseas group companies, the Dai-ichi Life Group continuously provides support to developing countries, helping them tackle issues such as building infrastructure and raising living standards. Please lean to the page for the Dai-ichi Life Group's Social Contribution Activities to Contribute to Resolving Regional Issues.

Initiatives for Shareholders and Investors

We are working to enhance dialogue with shareholders and investors through investor relations activities led by our executive management team. Opinions and requests obtained through investor relations activities are shared with the Executive Management Board and Board of Directors in an effort to enhance corporate value.

Securing the Rights and Equal Treatment of Shareholders at the General Meeting of Shareholders (the "Meeting")

We recognize that the General Meeting of Shareholders serves as a place for productive dialogue, and we are taking measures to develop an environment in which the rights of shareholders are ensured and appropriately exercised.

Specific examples of activities

- Prompt dispatch of convocation notices (three weeks prior to the Meeting) and website publication (five weeks prior to the Meeting, including an English version)
- Holding the General Meeting of Shareholders on days and at times that avoid conflicting with shareholders' meetings of other companies
- Adopting an electronic voting rights execution platform for institutional investors
- Prompt disclosure of minutes summary of the Meeting and the voting results



Initiatives for Business Partners

At the Dai-ichi Life Group, we take the following initiatives for the purpose of promoting fair and equitable business dealings with suppliers and contractors of goods and services, and agents to build strong relationships.

Initiatives for Contractors

At Dai-ichi Life, when selecting contractors, we evaluate them according to multiple perspectives, including information safety management and elimination of anti-social forces, and conduct site visits as required. And, once a year, we conduct a regular inspection of the contract details, as we strive to manage our outsource business properly and professionally.

For our work related to underwriting and maintaining insurance contracts, and our business duties, including printing and sending documents and forms to customers, the company outsources part of that to outside contractors.

Dialogue with contractors

The Dai-ichi Life Group attached a Sustainability Assessment Sheet to contracts as to improve the Group's corporate brand in the long-term including the supply chain. The Sustainability Assessment Sheet explains the Group's approach towards sustainability, including human rights, labor, the environment and anti-corruption, and asks for contractors' understanding and also assesses contractors' attitudes towards sustainability.

Initiatives for Employees

Dialogue with Top Management

At the Dai-ichi Life Group, we conduct dialogue with top management as an opportunity for top management to seriously listen to employee views. Within this framework, executives visit the workplace and share with employees the background and views associated with various business challenges, in addition to management directly fielding questions and opinions from employees. Internal communications are invigorated through such direct discussions, and this framework also works to create an organization brimming with energy and a sense of unity.



Determining Employee Satisfaction

At the Dai-ichi Life, we have conducted an employee satisfaction (ES) survey since fiscal 2003. This survey is used both to gauge current ES and to consider any measures to be undertaken in response to challenges. An accommodating work environment is being developed by the identification of challenges and by the implementation of responses to them.

Whistleblowing System (Internal and External Consultation Service)

To enhance corporate governance, the Dai-ichi Life Group has established a consultation service within each company and with external lawyers in accordance with the Whistleblower Protection Act to act as a channel through which employees can directly report and consult on important compliance matters. Specifically, the consultation service within each company receives reports concerning violations of laws and regulations and internal rules and outside lawyers of the external consultation service handle and resolve matters reported by employees of each company under a system independent from management. Going forward, we will work to enhance governance and the trust of customers by listening sincerely to various feedback.

Securing Appropriate Information Disclosure and Transparency

In an effort to ensure management transparency, the Dai-ichi Life Group discloses information in a fair, timely and appropriate manner following its Basic Information Disclosure Policy. In addition to statutory disclosure, we proactively disclose information on management, quantitative financial information, and non-financial information such as governance and medium to long-term corporate strategy in both Japanese and English.

Recognition from Society / Participation in External Initiatives

Recognition from Society

Recipient	Organizer	Assessment/Award	Summary
TAL	The Australian and New Zealand Institute of Insurance and Finance (ANZIIF)	Winner of Life Company of the Year at the 15th Annual Australian Insurance Industry Awards from the Australian and New Zealand Institute of Insurance and Finance in recognition of outstanding financial performance and customer service suited to market needs.	
Panin Dai-ichi Life	Warta Ekonomi	Best Financial Performance	Panin Dai-ichi Life received Best Financial Performance in the Life Insurance Company with 5 – 10 Trillion Rupiah in Total Assets category from Warta Ekonomi in recognition of its financial standing. 
OCEAN LIFE	Ministry of Labor	The Best of DSD (Employee Skill Development Award)	OCEAN LIFE received The Best of DSD (Employee Skill Development Award) for the fifth year running from Thailand's Ministry of Labor in recognition of its human capital development and training programs, etc. 



Participation in External Initiatives

United Nations Global Compact (UNGC)	Women's Empowerment Principles (WEPS)	Principles for Responsible Investment (PRI)	Principles for Financial Action Towards a Sustainable Society (Principles for Financial Action for the 21st Century)
WE SUPPORT 	We Support 	Signatory of:  Principles for Responsible Investment	
● Dai-ichi Life Holdings	● Dai-ichi Life Holdings	● Dai-ichi Life Holdings ● Asset Management One ● Janus Henderson Group plc	● Dai-ichi Life ● Neo First Life
Task Force on Climate-related Financial Disclosures (TCFD)	Climate Action 100+	RE100	
 TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES	 Global Investors Driving Business Transition		 THE CLIMATE GROUP CDP
● Dai-ichi Life Holdings	● Dai-ichi Life ● Asset Management One		● Dai-ichi Life ● Asset Management One
Montreal Carbon Pledge	Access to Medicine Foundation	Principles for Sustainable Insurance (PSI)	
 Signatory of: PRI Montréal PLEDGE			
● Asset Management One	● Asset Management One	● Dai-ichi Life	

Inclusion in the ESG Indices

Dai-ichi life Holdings has been highly evaluated by ESG rating organizations internationally, and we are incorporated into the following ESG indices (as of 2019 August).

