



By your side, for life

Dai-ichi Life Holdings, Inc.

Annual Report

2019

Integrated Report



“By your side, for life”

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

Principles



Editorial Policy

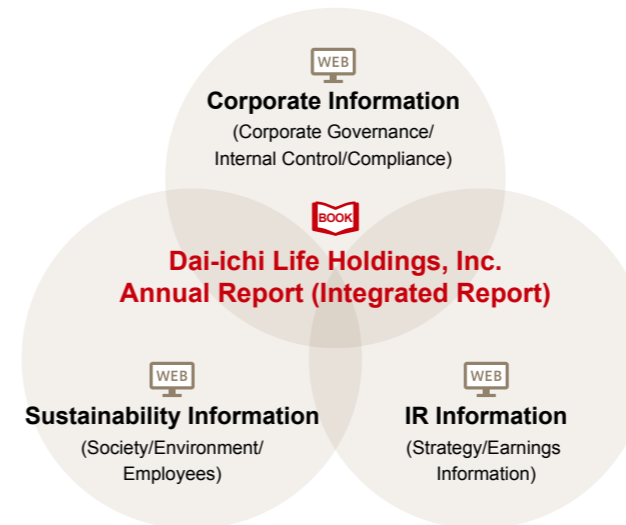
Coverage of This Report

- 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

Positioning of This Report

In order to provide understanding of the Dai-ichi Life Group by all stakeholders, material information in this report is summarized. Please visit our website for further details.

► <https://www.dai-ichi-life-hd.com>



Reference

- International Integrated Reporting Council (IIRC) “International Integrated Reporting Framework”
- Global Reporting Initiative (GRI) “Sustainability Reporting Standards”
- Ministry of Economy, Trade and Industry “Guidance for Collaborative Value Creation”

Page Structure based on Guidance for Collaborative Value Creation



This publication organizes information systematically and comprehensively to help in dialogue with shareholders and investors. The framework of the Guidance for Collaborative Value Creation is also used to show the Dai-ichi Life Group's mechanisms for value creation as a story while connecting the respective information appropriately.

Forward-Looking Statements

Statements contained herein that relate to the future operating performance of the Company are forward-looking statements. Forward-looking statements may include – but are not limited to – words such as “believe,” “anticipate,” “plan,” “strategy,” “expect,” “forecast,” “predict,” “possibility” and similar words that describe future operating activities, business performance, events or conditions. Forward-looking statements are based on judgments made by the Company's management based on information that is currently available to it and are subject to significant assumptions. As such, these forward-looking statements are subject to various risks and uncertainties and actual business results may vary substantially from the forecasts expressed or implied in forward-looking statements. Consequently, you are cautioned not to place undue reliance on forward-looking statements. The Company disclaims any obligation to revise forward-looking statements in light of new information, future events or other findings.

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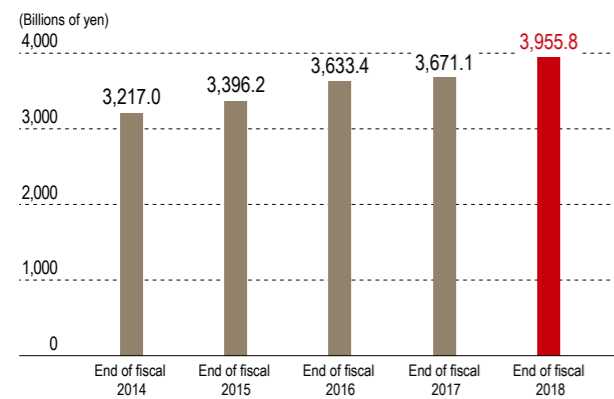
Financial

Financial and Revenue Base

Top-Line Indicators

Annualized Net Premium from Policies In force

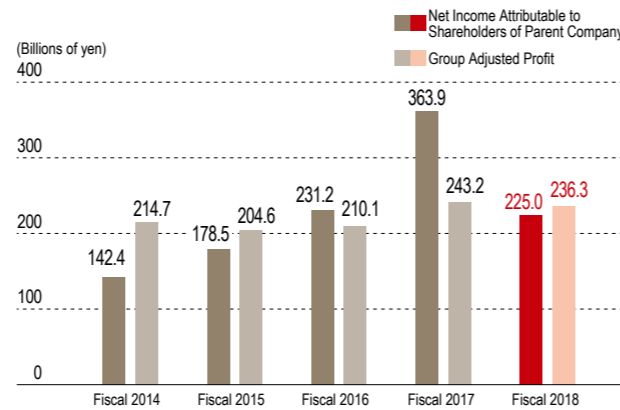
3,955.8 billion yen



Profit Indicators

Net Income Attributable to Shareholders of Parent Company / Group Adjusted Profit*

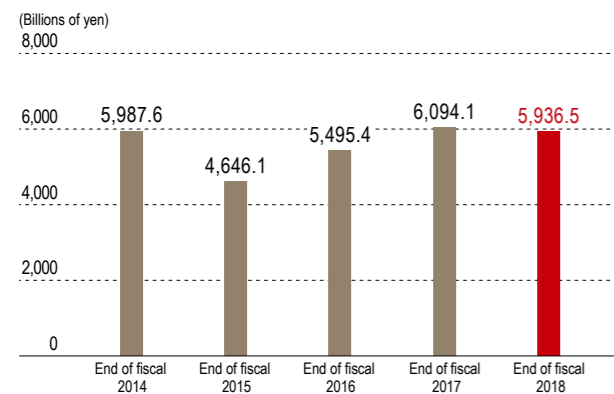
225.0 billion yen / **236.3** billion yen



Corporate Value Indicators

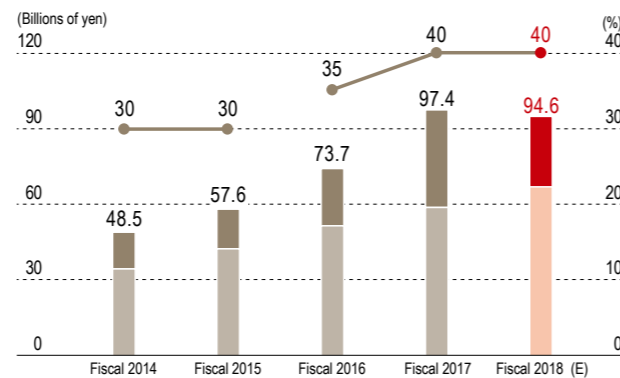
Group European Embedded Value (EEV)

5,936.5 billion yen



Total Shareholder Payout** / Total Payout Ratio***

94.6 billion yen / **40%**



Financial Soundness Indicators

Economic Solvency Ratio **169%**
 Consolidated Solvency Margin Ratio **869.7%**

Capital Efficiency Indicators

ROEV (Average Since Demutualization) **10.2%**

Rating Information****

Rating and Investment Information (R&I) **AA-** Insurance claims paying ability
 Japan Credit Rating Agency **AA-** Ability to pay insurance claims
 Standard & Poor's (S&P) **A+** Insurer financial strength rating
 Fitch Ratings (Fitch) **A+** Insurer financial strength rating

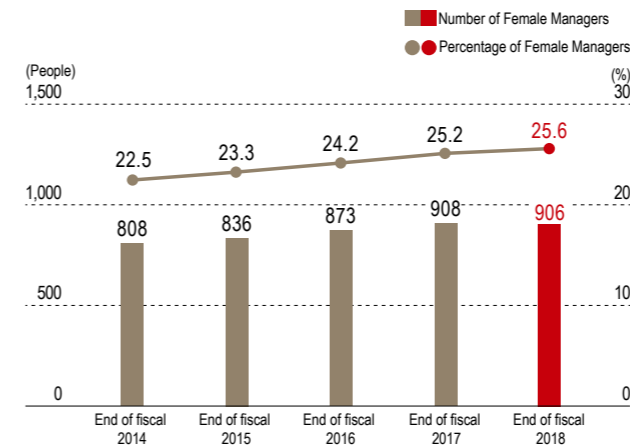
* An indicator of the Company representing the source for shareholder returns.
 ** The upper limit of the Company's stock repurchase amount of 28.0 billion yen is included in the 94.6 billion yen for fiscal 2018, as resolved at the May 15, 2019 Board of Directors meeting.
 *** Total payout ratio was based on consolidated adjusted net income until fiscal 2015, and Group adjusted profit from fiscal 2016.
 **** Rating for Dai-ichi Life (as of July 31, 2019). The ratings represent the opinions of the rating agencies, and do not guarantee the payment of insurance benefits, etc. The ratings may change at the discretion of the rating agencies.

Non-Financial

Human Resources

Number of Female Managers/
Percentage of Female Managers

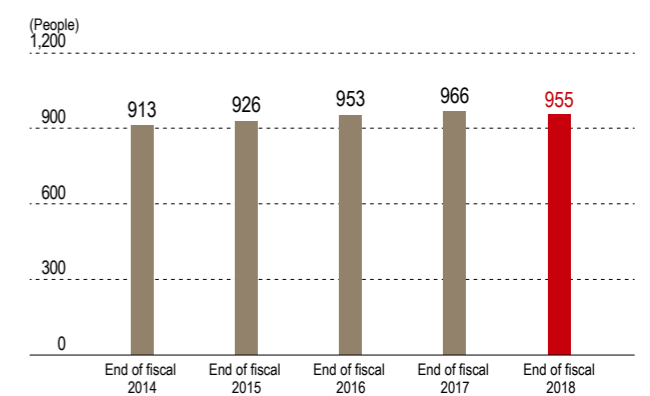
906 / 25.6%



Note: Total for the Company, including three domestic life insurance companies. Figures as of the end of the fiscal year are represented by figures from April 1 of the following fiscal year.

Number of Employees with Disabilities

955



Note: Total of the Company, Dai-ichi Life, Dai-ichi Life Challenged, Dai-ichi Life Business Services, and Dai-ichi Life Information Systems. Figures as of the end of each fiscal year are represented by figures from April 1 of the following fiscal year.

Strong Brand

Japan

No. of policies in force of three Group insurance companies



15.46 million

Vietnam

No. of policies in force

910 thousand

U.S.A.

No. of policies in force

8.60 million



Australia

No. of customers

4.50 million



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).



Assessment on Stewardship Activities of Dai-ichi Life

A+ Signatory of **PRI** Principles for Responsible Investment

PRI is a global standard for responsible investment set forth by the United Nations. Dai-ichi Life was given the highest rank of A+ by PRI in an assessment on stewardship activities in fiscal 2018.

“By your side, for life,” the Philosophy We Embrace



Our office building at the time of our founding (Shinemon-cho, Nihombashi, Tokyo)

Since **1902**

By your side, for life – the origin of our founding philosophy

At the end of the Meiji era, with many insurance companies in Japan merely pursuing profits and as the true value in life insurance was not understood, the trust in the industry was yet to be established.

With a spirit of innovation, Tsuneta Yano, our founder, established Dai-ichi Life as the first mutual company in Japan.

By bringing about high policyholder dividends by setting optimal insurance premiums and rigorous cost reductions, life insurance which, at the time, was seen as a pure loss unless you die, gradually came to be recognized as a useful way of building assets, building public trust in the life insurance industry.

Just a start-up company at the time, Dai-ichi Life was a pioneer in gaining customers' trust through pursuit of what's best and through life insurance business we contributed to more secure livelihood for the population, which was a social issue at the time.



Executives and employees at the time of our founding



2019

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.

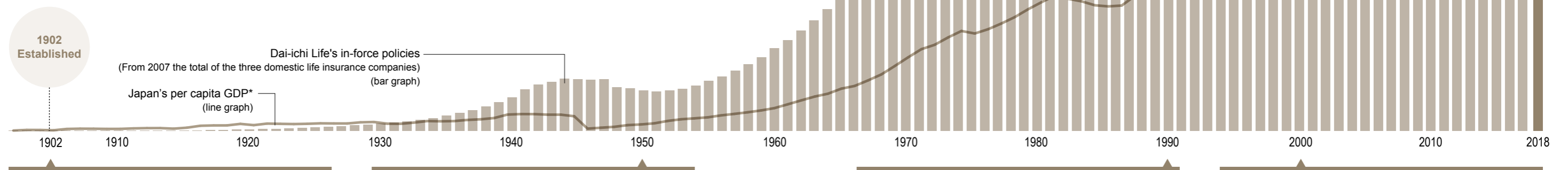


A History of Solving Social Issues for Over a Century

The history of the Dai-ichi Life Group is a history of helping to solve 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 take on the challenge of 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

- Supporting asset building with savings-type products
- Contributing to the eradication of tuberculosis



- Provided insurance with outstanding savings features across Japan amid expansion in business, providing support for the population's asset building
- Established Hoseikai with the goal of preventing and treating tuberculosis, which was the biggest cause of death in Japan at the time

1950s

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

- With income growth, promoting protection-type products to support family well-being
- Contributing to public health by addressing cardiovascular diseases and cancer treatment
- Contributing to post-war reconstruction through investment and lending



- Contributed to the stability of post-war household finances by providing protection-type products for emergencies
- Established the Public Health Award, honoring the efforts of groups and individuals who make outstanding contributions in the field of public health and hygiene
- Supported infrastructure development and corporate growth to underpin post-war reconstruction through investment and lending

1990s

Aging society and diversifying protection needs

- In addition to death coverage, addressing the needs of an aging society by providing insurance policies for healthcare, nursing care.



- Contributed to forming diverse life plans through proposals and follow-up based on the unique Total Life Plan concept
- Enhanced the added value of the Total Life Plan through a bold alliance strategy (alliances with non-life and cancer insurers, etc.)

2000s

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

- Contributing to improving people's quality of life by providing diverse products and services leveraging advances in science and technology



- Developed a product strategy and services that encourage improving the quality of life, including health promotion through the three domestic brands, and established a system for delivering products and services through optimal channels
- Expanded business partnerships anticipating changes in customer and social needs and pursued new value leveraging advances in science and technology

"Pursue What's Best" – Serve Customers with Integrity

Based on the customer-first commitment set out by our founder, Tsuneta Yano, Dai-ichi Life Group has constantly aimed for business management that achieves its growth by facing and resolving the issues of customers and society. This conviction remains unchanged till now and will not change in the future as the Group's business operations are expanding globally.

The founder, **Tsuneta Yano**



"Spirit of Innovation" – Challenge to Change with agility

The history of the Dai-ichi Life Group is also a history of constantly taking on the challenge of innovation. Starting with the bold move to establish Dai-ichi Life as Japan's first mutual company, and our demutualization in 2010 and subsequent transition to a holding company structure, we have demonstrated innovation in step with the times.

Today, we continue rising tirelessly to the challenge of innovation, beginning in 2007 when we started to develop our domestic multi-brand strategy in anticipation of diversifying customer needs and also as the first Japanese life insurance company to expand overseas.



Ceremony for demutualization and listing on the stock exchange (2010)

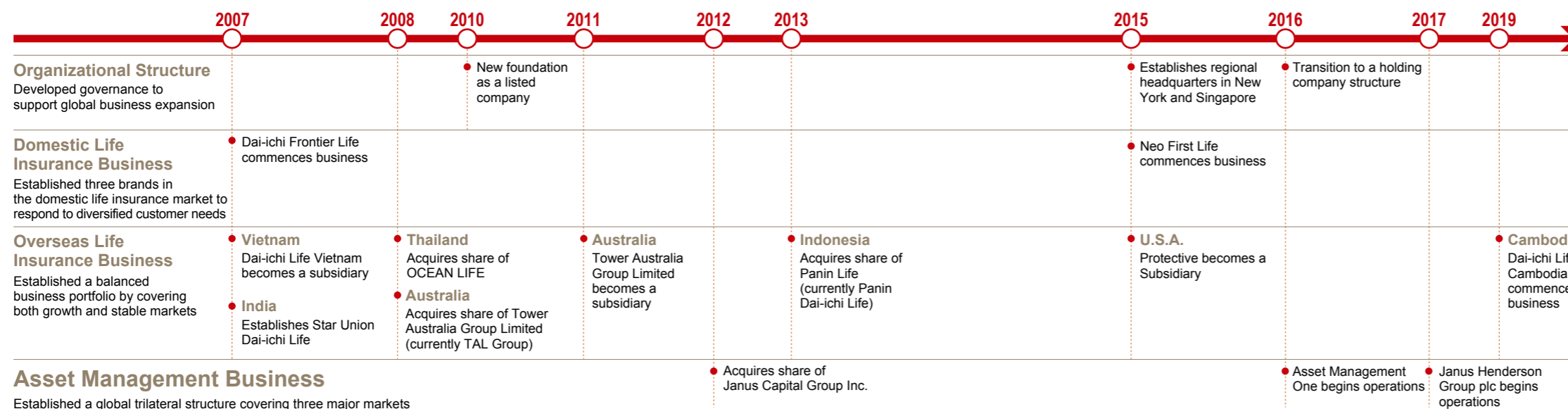
* Maddison Project Database, version 2018. Bolt, Jutta, Robert Inklaar, Herman de Jong and Jan Luiten van Zanden (2018), "Rebasing 'Maddison': new income comparisons and the shape of long-run economic development", Maddison Project Working paper 10. For the references to the original research on individual countries, see Appendix A of Bolt et al. (2018).

Business Foundation to Support Growth

By diversifying and expanding our business for the past 10 years while leveraging such Group strengths as diverse human resources, know-how, well-known brands, and the sound financial base cultivated since our founding, we have built a solid business foundation on a global scale.



The Dai-ichi Life Group's History of Reform Since 2007



Solid Business Base



Talent and know-how

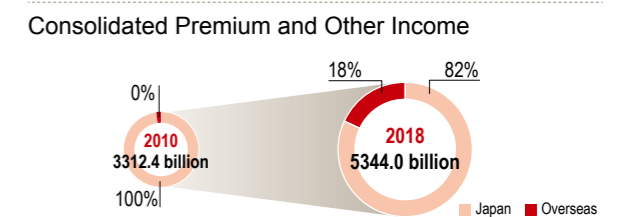
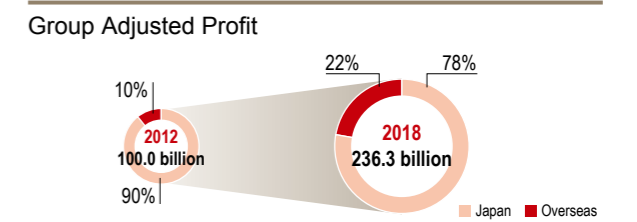


INS TECH

Well-known brands established over a long history



Progress in global business diversification



Message from the President

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

Seiji Inagaki

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



Where We Are

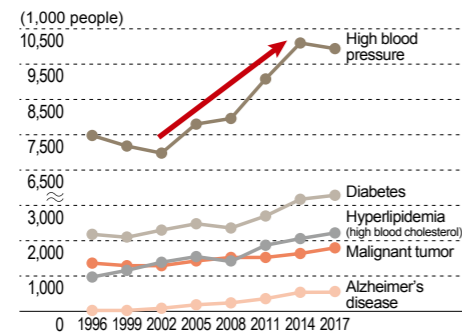
The Challenges of a 100-Year Life Society

It is said that we are entering a 100-year life society. When Japan's Act on Social Welfare for the Elderly was enacted in 1963, we had just 153 people aged 100 or more but over the years this figure has grown to around 70,000 in 2018.

Various issues have become apparent with this change. As the population is aging, more and more people are suffering from dementia and chronic conditions, such as high blood pressure and diabetes. As more people suffer from such health conditions, the gap between average life expectancy and healthy lifespan has been widening. Specifically, a person is likely to spend an average of 10 years in an unhealthy state.

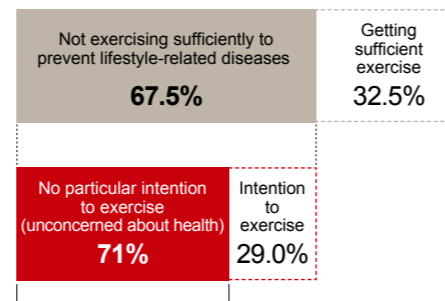
Given this situation, some people advocate the necessity of health promotion and illness prevention at an early stage and measures to stop the progression of diseases, but it seems that this message is not sufficiently influencing people. A survey revealed that roughly 70% of the population is not getting the necessary amount of exercise to prevent chronic diseases, and about 70% of this group were not concerned about their health, meaning they had no particular intention to exercise. It makes it very obvious that there is much room for improvement in spreading awareness on the necessity of maintaining and improving health.

People Suspected to be Affected by Chronic Diseases



(Source) Ministry of Health, Labour, and Welfare "Summary of Patient Survey, 2017"

About 50% of Japanese Not Concerned about Health



About 50% of the total
(Source) Survey by Tsukuba University's Kuno Research Lab (2010)

Another issue is the rising concern about not having enough money for later life. According to a survey by the Japan Institute of Life Insurance, about 70% of people in Japan are worried about supporting themselves financially in later life, and this percentage exceeds 80% of respondents under the age of 50.

Despite such concerns, a recent financial literacy survey revealed that only a little more than 30% of people had plans to save for later life, and less than half were aware of how much money they would need to support themselves in later life.

Percentage of People Worried About Later Life

Overall	Under 50
Approx. 70%	Approx. 82%

(Source) Japan Institute of Life Insurance 2018 Survey on the State of Life Insurance in Japan

Awareness Regarding Financial Needs in Later Life

People with plans to secure money to support themselves in later life	People aware of the money amount required to support themselves in later life
34.9%	47.8%

(Source) Central Council for Financial Services Information Financial Literacy Survey (2019)

As a life insurer, we need to take these facts very seriously. The Dai-ichi Life Group has been carrying out activities to raise awareness about health and preparing for later life, and we have been providing people with information and services. However, this data suggests our efforts are not effective enough.

It is necessary to make an even greater effort to communicate to people the importance of being proactive and making proper provisions for building assets and improving their health and also we should continuously encourage them to act. This will get us even more involved in raising awareness and changing behavior, and will enable us to make a bigger contribution. Or in other words, our function is to provide a "nudge" in behavioral economics terms. I believe this is our role going forward. In this way, it is our responsibility to complement social security through our life insurance business and I recognize that expectations for us in this regard will grow in the future.

Diversifying Lifestyles

The diversification of lifestyles is being recognized more than ever before and the process seems to have accelerated since the rise of the generation born between 1980 and 2000, also known as "millennials." Millennials have lived in a digital society since their birth and have a set of values that differs completely from those of previous generations, namely sharing rather than owning, owning only what is needed, and connecting with one another through social media.

Millennials will become the core of society and have a strong influence. As this happens, the composition of society will change significantly, led by their values.

There are also other factors that will drive the diversification of lifestyles, such as an increase in single households, the spread of freelancing as a work-style, and increase of foreign residents as a result of globalization.



Such diversification also reflects the facts that individual customers have different values, and their expectations and aspirations are truly diverse. Therefore, there is a steadily growing demand for companies to provide products and services that meet these diverse needs. Also, if a company does not respond to such diversity, it will not win the support of its customers.

Life insurance is not an exception. Previously, the primary need of our core customer segment was standard death coverage. However, now insurance products cater to diverse needs, such as healthcare, nursing care, and savings for people with diverse lifestyles and values. Also, in line with customer preferences, insurance distribution channels have expanded from traditional face-to-face sales to include walk-in insurance shops, the internet, and other options.

In response to these environmental changes, we have served our customers by diversifying our products and channels. This includes adopting a multi-brand structure with three different companies in Japan and introducing non-life insurance and cancer insurance products from our business alliance partners. However, customer needs will continue to diversify and become more specific, in other words, it is not difficult to imagine a further increase in the demand for more personalized insurance and services.

In this way, if the Dai-ichi Life Group would adhere strictly to the traditional life insurance business model, we would not be able to fulfill the role demanded by society and our customers. In addition, the future of our business would also be at great risk. To solve the issues faced in a 100-year life society and to respond to the accelerating changes in the lifestyles of our customers, I think we need to respond to changes with even greater speed and agility.

Continuing to Embrace “By your side, for life,” An Eternal Value Unaffected by Change

We have a commitment to respond to the changes in the environment and provide new value our customers and society expects from us. By meeting these expectations, we can grow even more.

Since our founding in 1902, while contributing to solving social issues we have provided a peace of mind to embrace each of our customers through the life insurance business. We have always adapted ourselves to changes among our customers and in society. Tackling the social issues of each era could be simply summarized as the Dai-ichi Life Group’s history.

The Dai-ichi Life Group’s mission, “By your side, for life,” expresses the pride and commitment of the employees who have inherited this history. This continues unchanged even within the current structure of the Group’s business foundation, comprising of 10 life insurance companies and two asset management companies in Japan and around the world.

The driving forces behind “By your side, for life” are “pursue what’s best” and “spirit of innovation,” values passed down from our founder Tsuneta Yano. “Pursue what’s best” is a pledge to always work hard with integrity to ensure the value we provide is the best it could



possibly be and will earn us maximum support in order to contribute to the happiness of people and the progress of society. “Spirit of innovation” reflects the philosophy of having the agility to do whatever is required to realize “pursue what’s best” and without fear to boldly change business practices when the occasion demands.

Since becoming president, I have used a quote from the founder to share my thoughts with employees about how we should approach work to reflect “By your side, for life.” Our founder used to say “Think about whether what we are doing will delight people around us, or will it be dismissed as something they can live without. People will recognize the value when a product or service is beneficial and convenient, and society will appreciate what we do and grow it larger. Therefore, ultimately we engage in our business for the sake of society.”

This is the essence that allows us to continue being “By your side, for life,” the eternal value that enables us to grow and continue to be chosen by customers and society.

Going forward, we must never lose sight of this essence, and create and provide value that responds to new customer needs and social issues with integrity and agility. I would like the Group’s 70,000 employees to share this ideal so that we can come together and strive for new growth.

New Value Creation We Pursue: Improving Quality of Life

As we face new challenges accompanying diversifying lifestyles and entry into an age of a 100-year life society, the Dai-ichi Life Group has decided to pursue new value creation by contributing to the improvement of quality.

We see improving quality of life as “enabling the lives and lifestyles each and every person aspires to.” The upcoming era will demand not only quantitative abundance, but also qualitative abundance, and we assume what people will desire most is to improve their quality of life. Naturally, what could improve the quality of life will vary from person to person, as the value provided by companies would also likely be diverse.

In this sense, how can the Dai-ichi Life Group contribute to improving quality of life? In order to continue fulfilling our mission “By your side, for life,” what are the areas in which we can provide unique value that will lead to the improvement of people’s quality of life and in which our customers and society are expecting from us? We have reconsidered these questions based on our awareness of the environment around us, the characteristics of our business, our strengths, etc.

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→ Group Mission
→ Our History

P. 23

→ Value Creation Process

As a result, the Dai-ichi Life Group is earnestly expanding into areas in which it can provide value through our business in asset-building, health promotion, and enhancing connections, which will be crucial for everyone in order to realize better quality of life, in addition to our traditional role of providing protection. We will also leverage advances in technology to further improve this value aiming to contribute to customers and society. In this way the Dai-ichi Life Group is helping to improve quality of life.

Improving Quality of Life for Everyone



In order to engage in this new value creation, we will go beyond our traditional role of an insurance company, to take on the challenge of evolving the Dai-ichi Life Group's business model. When taking on this challenge, we will leverage all our advantages, such as our strong business foundations in Japan and overseas (customer bases and channels), the brand power we have cultivated, the exceptional and diverse personnel and know-how at our Group companies in Japan and overseas, and the resources offered by business partners outside the Group.

Let us share here the four values we will provide going forward and how our efforts regarding each of these will lead to quality of life improvement.

Four Values Offered: 1. Protection

In Japan, we will contribute to improving people's quality of life by catering more closely to the diversifying protection needs that accompany lifestyles.

Dai-ichi Life's "Just," which was launched in 2018, is a highly versatile product that, in addition to death coverage, enables customers to prepare in great detail for various healthcare, illness, and nursing care needs. This has resulted in "Just" being popular among customers from a wide range of age groups and, as of April 2019, we had sold more than 1.3 million policies. Furthermore, we have been employing a multi-brand strategy in Japan. As a result of catering to customer needs in detail through a range of products from three Group companies, in fiscal 2018 we sold 1.43 million new policies, an increase over the previous fiscal year.

In overseas markets, our Group companies have been providing protection customized to the needs of each country and in particular, recently we are also expanding our business into the Mekong region. We have begun operations in Cambodia and have acquired provisional approval to begin business in Myanmar.

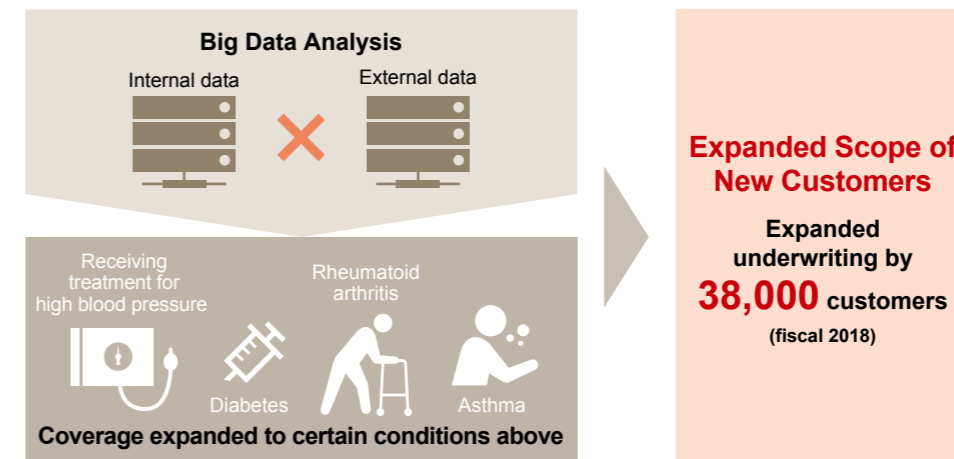
In this way, we are responding to the needs of many customers in Japan and other countries to contribute to improvement of quality of life by reducing the burden on household finances in case of emergency or when they become ill or injured, by enabling them to live with a peace of mind.

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→ Domestic Life Insurance Business

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→ Feature: Protection—Expansion of Business into the Mekong Region
→ Overseas Life Insurance Business

Furthermore, by utilizing technology, one of our strengths, we are expanding the scope of the protection we can provide. The Group refers to initiatives for fostering unique innovation by combining the insurance business with technology as "InsTech," and promotes it as a top priority strategic initiative. As part of InsTech, medical big data analysis and analysis of specific illnesses and hospitalizations allowed us to expand underwriting by 38,000 policies for patients with conditions such as high blood pressure and diabetes (equivalent to about 3% of Dai-ichi Life's annual new policies).

Expanding Underwriting Through Big Data Analysis



Naturally these achievements have meaning in directly leading to sales increase, but the provision of protection to even just one extra person is groundbreaking because it contributes to the improvement of quality of life and the stability of the lives of a greater number of customers, and going forward, we will further advance the expansion of underwriting through our data analysis.

Also, as the result of providing a line-up of products that flexibly cater to medical advances and increasingly segmented needs, the payment of claims related to healthcare and nursing care are increasing annually, and in fiscal 2018, a total of about 1.2 million claim payments were made by Dai-ichi Life and Neo First Life combined. Each year we are increasing the degree to which we contribute to providing stability in people's lives through not only death protection, but also paying claims and benefits that support longer lives.

Four Values Offered: 2. Asset Formation

The Dai-ichi Life Group offers a wide range of products that help customers with their asset-building needs primarily through Dai-ichi Frontier Life. In fiscal 2018 we recognized the increasing needs for inheritance and transferring assets and responded by timely introducing new products. We also expanded the sales channels to include over 180 financial institutions across Japan, as well as Dai-ichi Life's Total Life Plan Designers, which is a face-to-face channel. In this way we are solving one of the issues being faced in the age of a 100-year life society by helping a broad range of customers to "save, use, and transfer," or in other words, extend the longevity of assets.

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→ Fostering Innovation

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→ Domestic Life Insurance Business

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- Feature: Health Promotion—
- Initiatives Geared towards Prevention-
- Domestic Life Insurance Business

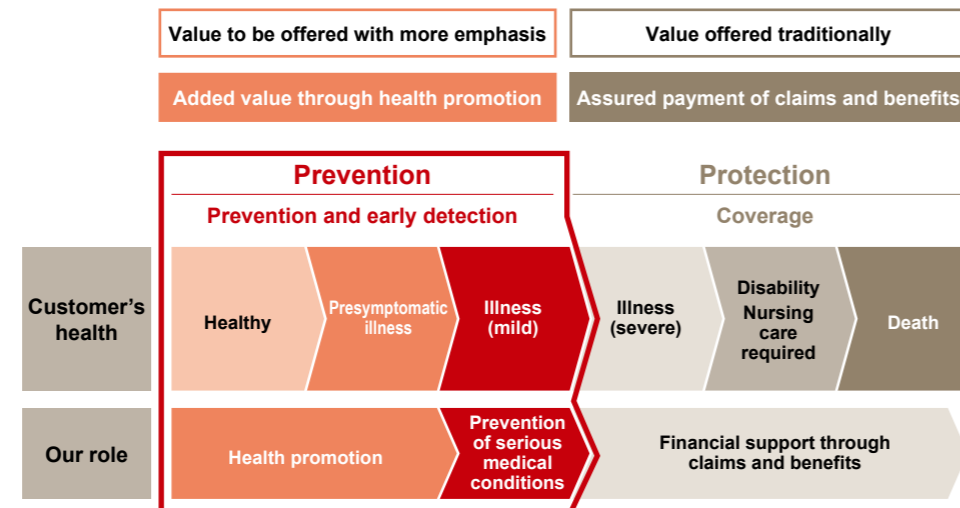
In the 11 years since it started business, Dai-ichi Frontier Life's in-force policy amount, an indicator of our contribution to customers' asset-building, has risen to 8.9 trillion yen and the amount of annuities Dai-ichi Frontier Life pays each year has risen to 261.3 billion yen. This way it is playing a role in complementing the social security pension system.

Also, Dai-ichi Life, is offering Tontine Pension, a product designed to increase the amount paid as a future pension by lowering the amount paid in the event of death before the customer reaches a pensionable age. This provides a new option for securing needed funds for later life as society ages.

Four Values Offered: 3. Health Promotion

In health promotion, we aim to contribute to quality of life improvement considering expected increase in chronic conditions and dementia in the age of a 100-year life society. To achieve this, we will expand the value we provide to prevention and early detection, in addition to protection.

With traditional protection we offer financial support in case a customer suffers from an unexpected death or serious disease. Going beyond protection, the Dai-ichi Life Group is adding products and services that promote health and prevent serious medical conditions in everyday life, contributing to prevention and early detection.



For example, Dai-ichi Life's "Health Checkup Discount" is a system that offers a discount for submitted health checkup results when buying a life insurance policy. Our aim here is not just to appeal to the customer through a discount, but also to contribute to their health. Dai-ichi Life's analysis suggests that people who get regular health checkups have a significantly lower ratio of suffering from the three major diseases (cancer, strokes, and heart attacks) and untimely death. Therefore, we think that offering the "Health Checkup Discount" will encourage people to get health checkups, thereby promoting health and preventing future illnesses.

Also, in 2018 we launched dementia insurance. As there are currently no conclusive treatments or drugs for dementia, preventing its inception or stopping its progress is seen as the most effective way of tackling. Therefore, Dai-ichi Life's dementia insurance not only provides dementia coverage, but also it is enhanced with unique ancillary services which focus on preventing dementia and improving cognitive functions. This is a new value we are providing to improve quality of life by enabling customers to have longer, healthier lives.

It is my perception that introducing these products and services could have a significant impact on society. In fiscal 2018, Dai-ichi Life sold 500,000 new policies with discounts for submitted health checkup results, a 2.5 x increase over the previous fiscal year, and just in four months since the launch of dementia insurance, 100,000 new policies had been sold.



This is in part attributable to a high level of product development capability, enhanced with technology by InsTech initiatives and also attributable to the encouragement or "nudge" carried out by the Total Life Plan Designers, a face-to-face channel, on a daily basis.

Till now, Dai-ichi Life's about 40,000 Total Life Plan Designers in collaboration with municipalities have verified and included the status of having health checkups for approximately 3.6 million people across Japan. At every possible opportunity they have been communicating the importance of having health checkups and making preparations for coping with dementia. These activities toward raising health awareness and the "nudge" for changing behavior is impacting people and society, by making many more people, including those who are "unconcerned about health," to be more health conscious. The strength that our 40,000 face-to-face channel representatives demonstrated when fulfilling their role of giving a "nudge" and the success of initiatives, including this one, leading to an increase in new policies can be seen as a response to the Group's business direction.

Going forward, we want to raise efforts to provide value that leads to health promotion in every possible way, including our products and services themselves as well as these kinds of initiatives, in order to solve social issues such as extending healthy lifespans and reducing medical expenses.

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→ Domestic Life Insurance Business

Four Values Offered: 4. Connections

The Dai-ichi Life Group is leveraging its strengths in the life insurance business all over Japan and helping improve quality of life by building communities that are easy to live and work in through the provision of various “connections” and “opportunities to connect” in each region. By utilizing our strength of being the only Japanese life insurance provider that has established collaboration agreements with all 47 prefectures in Japan, we are launching initiatives that tackle various issues affecting each region, such as taking care of the elderly, supporting child raising, and vitalizing business and industry, by working with local authorities.

We are also using our real estate around Japan to encourage the creation of childcare facilities, enabling us to collect an income from real estate while at the same time helping to promote the participation of women in the workplace and supporting child raising. We have successively expanded facilities with the aim of providing places for 2,500 children, about 10% of the number who were on waiting lists for childcare facilities in 2011, and currently we are able to accept 1,615 children.

Improving Quality of Life by Solving Social Issues and Realizing Group Sustainable Growth

In this way, the Dai-ichi Life Group is raising its efforts to provide these four values to improve quality of life for diverse lifestyles of our customers. In addition to playing our conventional role in complementing social security systems, we will also contribute to solving social issues, including ensuring stability in the lives of citizens, extending healthy lifespans and asset longevity, and ensuring the sustainability of communities.

As a life insurance company we will manage the premiums from policyholders by engaging in ESG investment more actively so that it contributes to innovation, regional vitalization, and mitigating climate change.

In fiscal 2018, we took the first step toward realizing these initiatives and going forward we aim to further improve the value we provide through our business. As a result, we hope to further increase the support we receive from our customers and society, and expand our business foundation by reaching more customers in every country, leading to sustainable profit growth for the Group.

Also, all the values we aim to provide are based on the goals and targets of the UN's Sustainable Development Goals (SDGs), so we think that our business activities will contribute to realizing the SDGs.

And in order to continue being recognized by customers and societies as a company with our mission of “By your side, for life” and contributing to improving quality of life, we need to further improve every aspect of our customer-first business operations. However, there are some challenges in this aspect as well. Namely, we have received reports from some customers that foreign exchange risk was not sufficiently explained when they purchased foreign-currency denominated savings-type products, and requests to treat our elderly customers with greater care when they sign up for policies.

The Dai-ichi Life Group is taking this situation seriously and we are advancing with improvement measures, such as enhancing our explanations from customer's perspective and verifying whether our explanations are effective. However, there are no end goals to our customer-first initiatives. Going forward, we will strive continuously to consider customer's perspective and ensure that the Group's value creation serves for “pursuing what's best” for each individual customer.

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→ Value Creation Process

Pp. 29, 41

→ Feature: Securing of Regional and Social Sustainability— ESG investments
→ Asset Management Business

Medium-Term Management Plan, CONNECT 2020: Progress in Fiscal 2018

Our current medium-term management plan, CONNECT 2020, is focused on improving quality of life. We will increase connections with a greater number of customers and communities and realize growth for the Group by strengthening connections with Group companies in Japan and overseas and with outside business partners, while at the same time increasing the value of our products, services, and channels.

In Japan, we further developed our multi-brand, multi-channel approach by enhancing the mutual distribution of products within the Group and expanding the agent channel. Also, new products introduced in 2018 are contributing to improved business results.

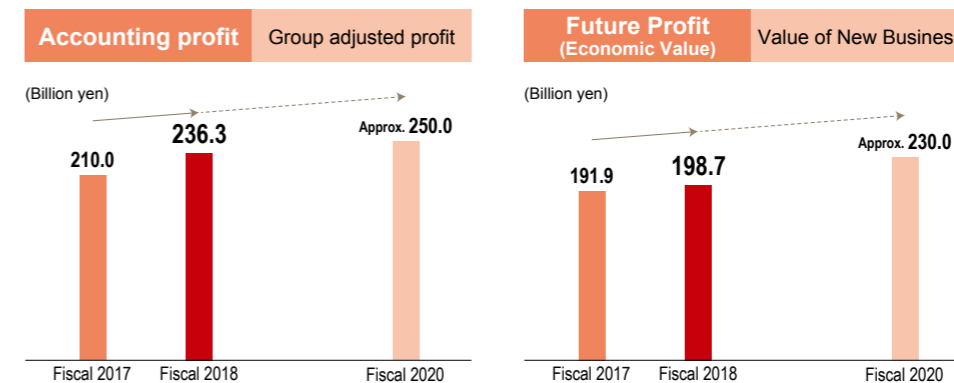
In emerging markets overseas, as a result of concentrating on business growth focused on the top line in each country, we have expanded our contribution to providing stability in our customers' lives through life insurance. For example, Dai-ichi Life Vietnam has grown to become the top foreign-affiliated life insurance company based on first year premiums. Also, Protective in the U.S. and TAL in Australia have expanded their business foundations through M&A, and we can expect them to make greater contributions to profits going forward.

As a result of these initiatives, in fiscal 2018, the first year of the medium-term management plan, progress was generally smooth.

In addition to exceeding the Group's adjusted profit forecast of 236.3 billion yen, we also increased the value of new business, an indicator for future profits, year on year to 198.7 billion yen. We will continue to hone our ability to create value by contributing to quality of life in Japan and overseas and aim to achieve our targets in fiscal 2020.

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→ Progress in Fiscal 2018–2020 Medium-term Management Plan



In Closing

Heading toward a rapidly changing future, each Dai-ichi Life Group employee, both in Japan and overseas, must demonstrate their spirit of innovation so we can apply our collective strengths to “pursue what's best.” We will aim to realize sustainable growth by being “By your side, for life” to improve customers' quality of life and contribute to solving social issues.

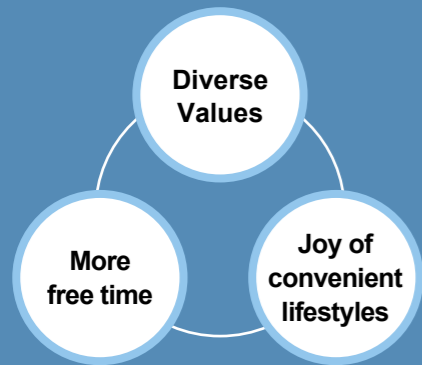
Last but not least, I would like to thank everyone sincerely for your continued support for the Dai-ichi Life Group.

Value Creation Process

Fulfilling our mission “By your side, for life,” the 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.

Awareness of Our Environment

Diversification of lifestyles



Globalization
Increase of digital natives
Technological advancement
(medical/information/science)

In a 100-year Life Society

Surfacing aging population issues

Increase of **chronic diseases and dementia cases**
Life spent in poor health
(Gap between healthy lifespan and average life expectancy)

Approx. 10 years¹

	Average Life Expectancy	Healthy Lifespan	Difference
Male	81.0	72.1	8.8
Female	87.1	74.8	12.4

Concerns of insufficient funds in later life

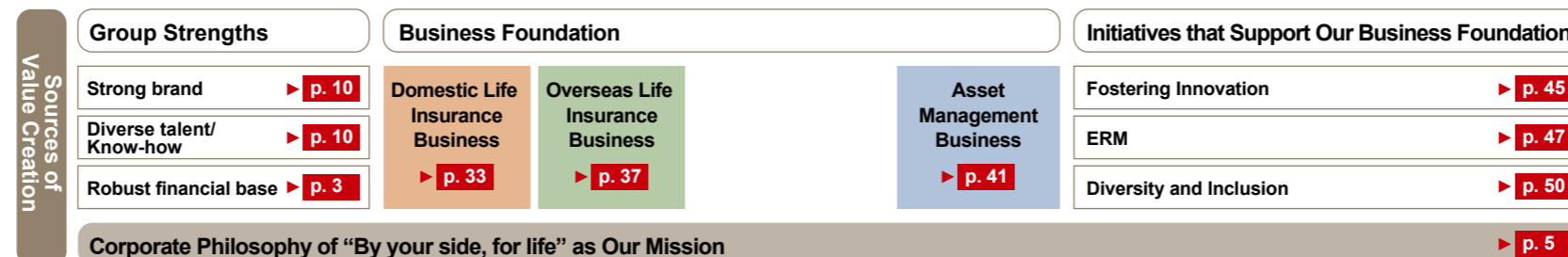
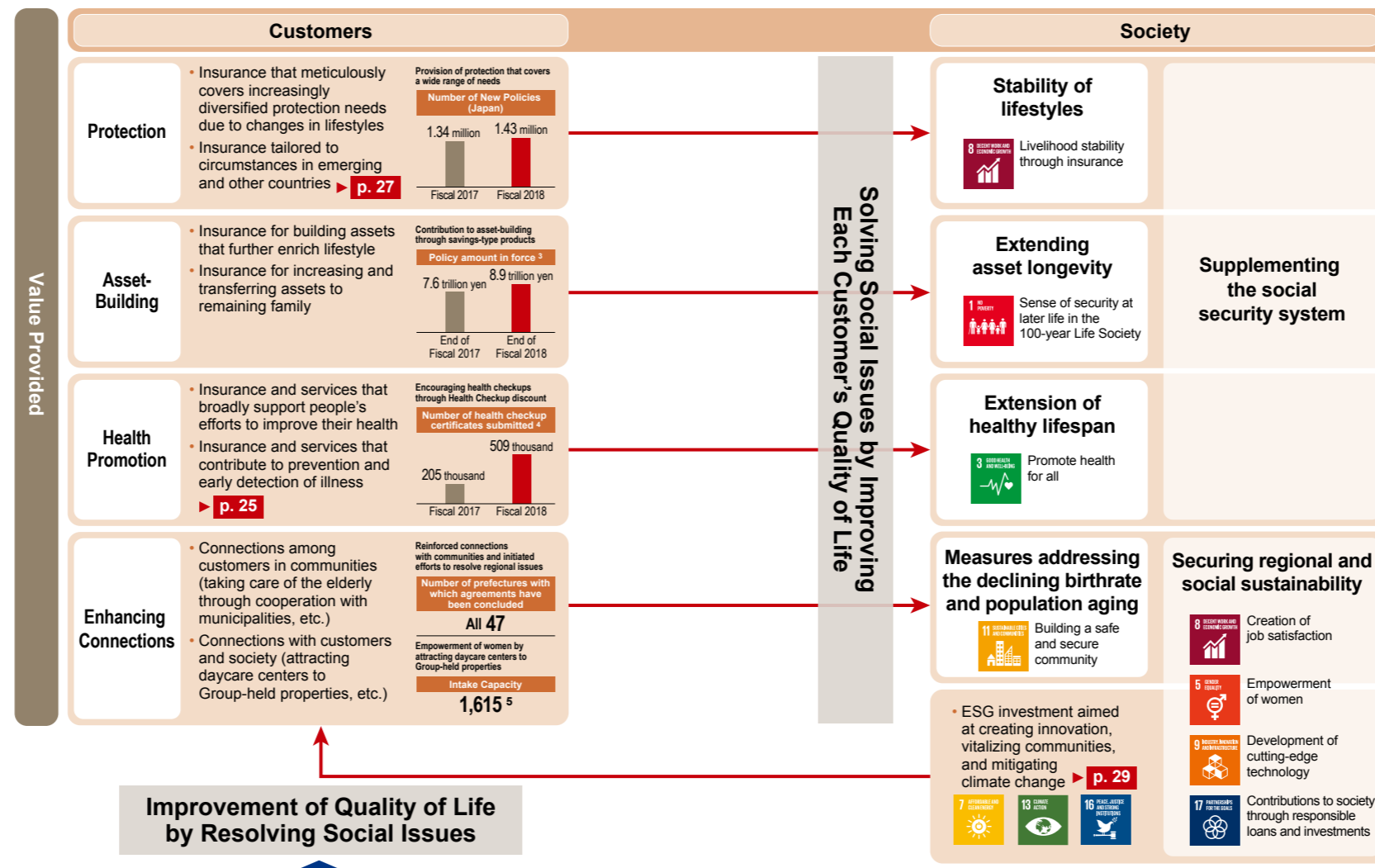
Percentage of people feeling uneasy about financial readiness for old age

Approx. 70%²

Customer Value Creation that the Dai-ichi Life Group Seeks to Achieve

Improving Quality of Life as We Stand “By your side, for life”

As lifestyles continue to diversify, the Dai-ichi Life Group sees the improvement of quality of life as enabling the desired lifestyle and way of living of each individual. We believe that in addition to conventional protection, it is essential to provide value that contributes to asset-building, health promotion and enhancing connections.



Group Growth

Sustained Growth of Our Businesses through Value Creation for Customers and Society

Group In-Force Annualized Net Premiums

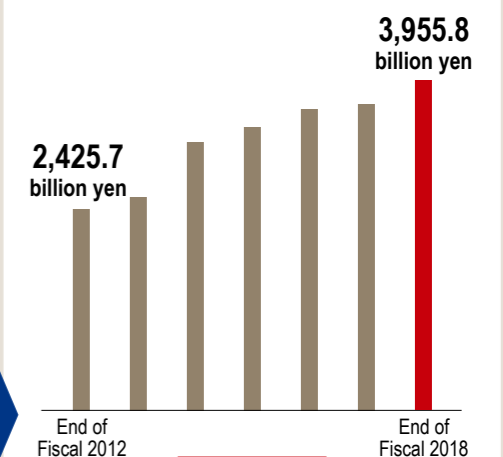
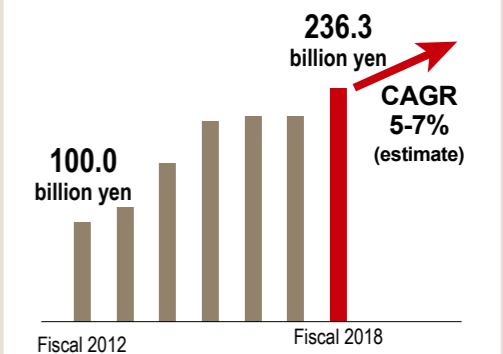


Image Representation of Growth in Group Profit⁶



By growing its business, the Dai-ichi Life Group aims to achieve Group adjusted profit of around 250 billion yen during the term of the current Medium-term Management Plan, and a further increase to the level of approximately 300 billion yen during the next Medium-term Management Plan.

We will further reinforce our business foundation to enhance the quantitative and qualitative value that we provide to our customers and society.

1. “Abridged Life Tables”/Materials from 11th Meeting of the Expert Committee on Promotion of Healthy Japan 21 (Second Term), Ministry of Health, Labour and Welfare (2016).
2. 2018 “Nationwide Field Survey on Life Insurance,” JILLI.
3. Amount of in-force policies for Dai-ichi Frontier Life.
4. Number of health checkup results received by Dai-ichi Life.
5. Ongoing initiative towards intake of 2,500 children, an equivalent of approximately 10% of the children waiting to enter daycare centers across Japan (as of April 2011).
6. Amounts for fiscal 2014 and fiscal 2017 excluding one-time factors.



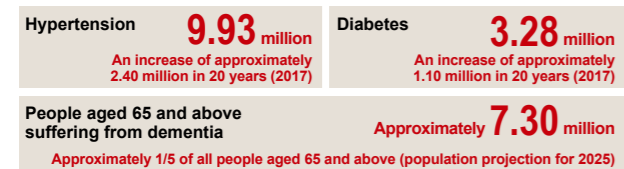
Expanding Role of Prevention in Addition to Protection

In addition to insurance's conventional role of financial protection, the Dai-ichi Life Group will continue to support improvement of each customer's quality of life through initiatives that go beyond existing insurance models such as health promotion and prevention of developing severe or chronic conditions.

Issue Awareness

Having entered the 100-year Life Society, an increasing number of individuals suffer from chronic diseases and dementia due to old age. People spend approximately 10 years (the gap between healthy lifespan and average life expectancy)

People suffering from major chronic diseases and dementia in Japan



(Source) "Summary of patient survey 2018," Ministry of Health, Labour and Welfare.
(Source) "Overall strategy for promoting measures for dementia (July 5, 2017)," Ministry of Health, Labour and Welfare

receiving medical care, which is presenting a considerable challenge due to the burden of high medical expenses. It is said that in the future, this will not only be a concern for Japan and other developed countries but also for all other countries.

Gap between healthy lifespan and average life expectancy

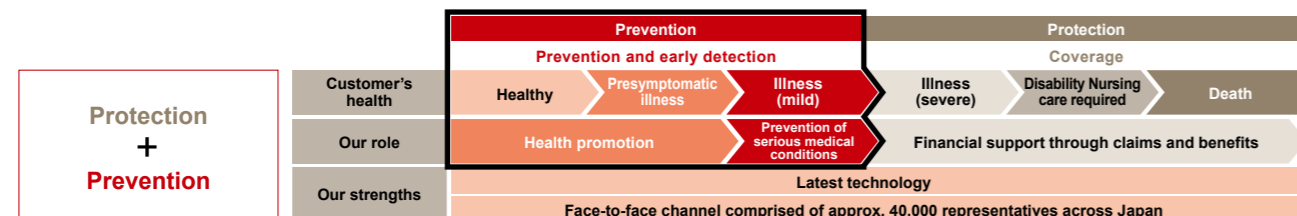


(Source) "Abridged Life Tables"/Materials from 11th Meeting of Expert Committee of Promotion of Healthy Japan 21 (Second Term)," Ministry of Health, Labour and Welfare (2016)

The Roles to be Fulfilled by the Dai-ichi Life Group: Expand into the Field of Prevention

Based on the above understanding, 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.



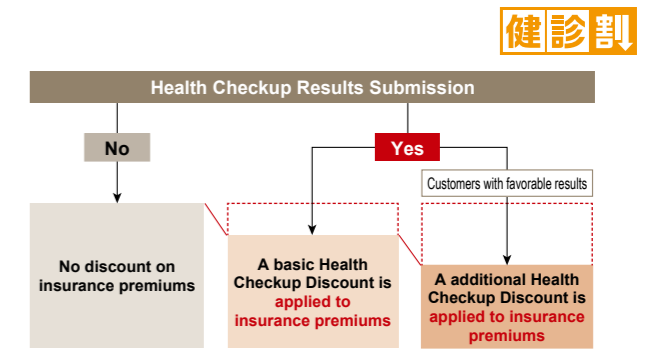
New Products and Services that Contribute to Prevention

Health Checkup Discount

The Health Checkup Discount offered by Dai-ichi Life is a life insurance industry-first* system that offer customers with favorable health checkup results a further discount on their insurance premiums on top of the discount on their premiums that they receive by simply submitting those results upon signing an insurance policy.

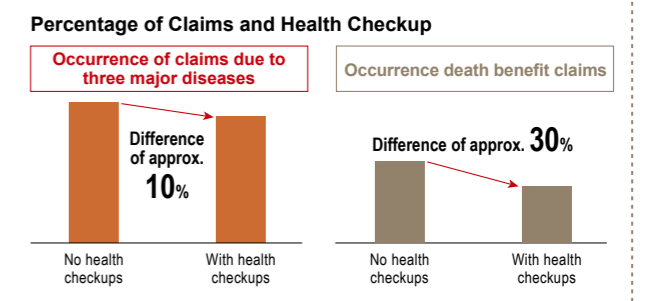
Through this system, about 40,000 Total Life Plan Designers reach out to customers and encourage them to have a health checkup, which translates into a greater number of customers promoting their health.

* As researched by Dai-ichi Life in February 2018



Approach behind the Health Checkup Discount

Behind the Health Checkup Discount is our idea that undergoing a health checkup is the first step toward good health. In fact, data shows that relative to people who do not undergo health checkups, those who do are 10% less likely to require payments due to the three major diseases (cancer, acute myocardial infarctions, and strokes) and 30% less likely to require payments due to death. This data was derived following an analysis of big data on over 10 million insurance policies of Dai-ichi Life using 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.

Protection

JUST Dementia Insurance

Prevention and Early Detection

Mobile app for preventing dementia, etc.

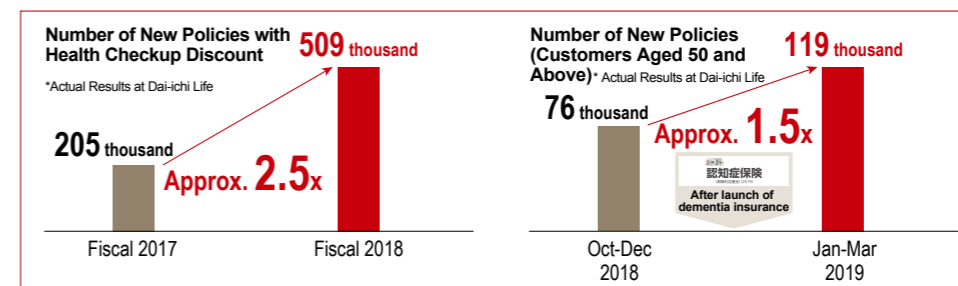
Tool for checking cognitive function

Program for preventing dementia

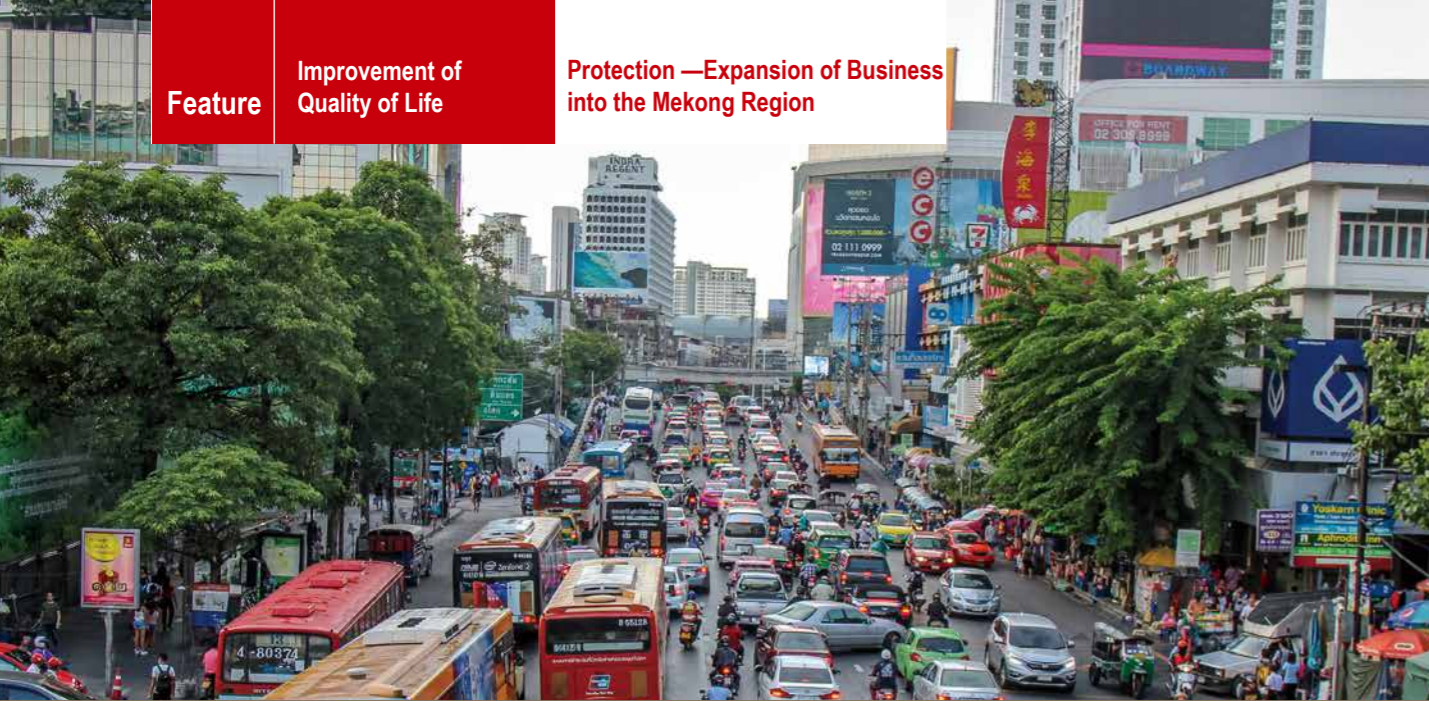
Accomplishments in Fiscal 2018

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 insurances 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



Contributing to the Stability of Lifestyles in Emerging Asian Countries by Spreading Insurance

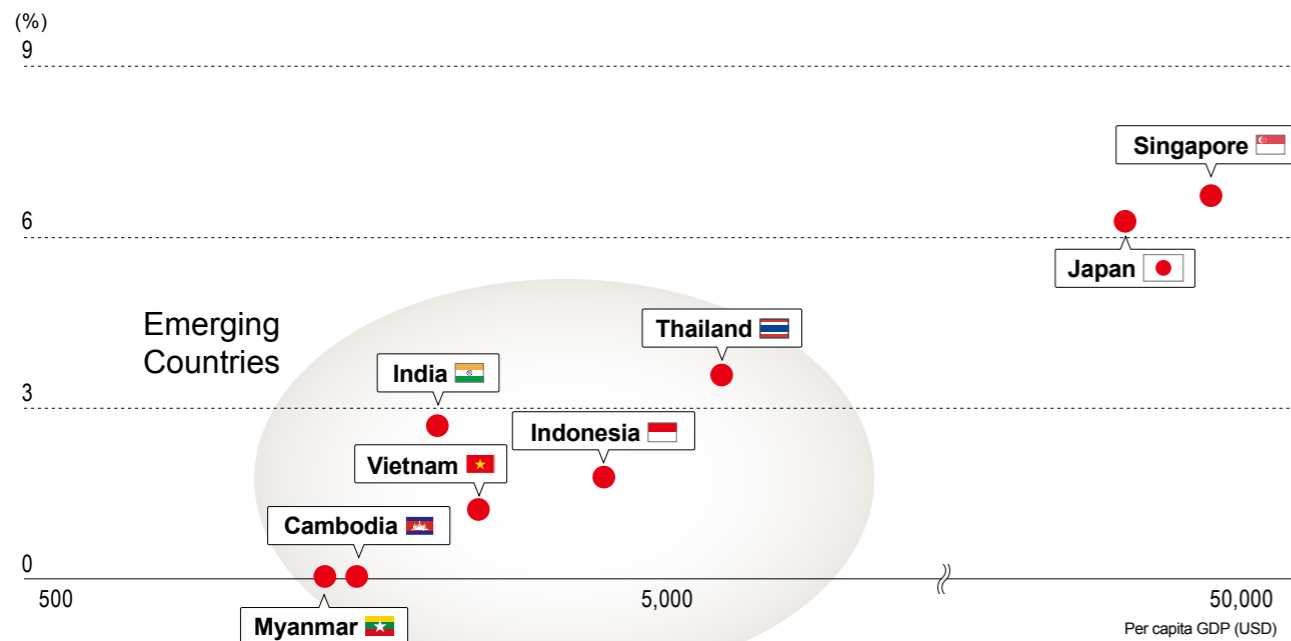
Since commencing operations in Vietnam in 2007, the Dai-ichi Life Group has proactively expanded its business into emerging Asian countries. Going forward, we will promote proactive initiatives in Cambodia and Myanmar, expecting the full-fledged spread of insurance due to the high percentage of young people and their potential for contributing to economic growth. With the spread of insurance, we will contribute to the stability of people's well-being.

Issue Awareness

In Asian emerging countries, social security systems are yet to be developed. As such, comparing to developed countries, people's lives in Asian emerging countries are vulnerable to emergencies. In this sense, life insurance complements social security systems and has gradually spread as a means of

financial protection against unexpected risks as well as a means of asset-building. At the same time, insurance penetration rate in these countries is still relatively low and preparation for emergencies is insufficient.

Insurance Penetration (Premium Revenue/GDP)



(Source) Swiss Re "sigma No.3/2018" and "Market analysis 2019 - Brunei, Cambodia, Laos and Myanmar"

Expected Role of Dai-ichi Life Group: Providing Long-Term Peace of Mind through Life Insurance

Proactively expanding its business into emerging Asian countries and providing ideal products in each market using optimal channels based on specifics of each country, the Dai-ichi Life Group believes that it can deliver long-term peace of mind to those markets through life insurance. In addition,

considering the need for total life plan design and health promotion, we believe that by spreading and penetrating that in each country, we can contribute to the stability of people's lifestyles at an unprecedented level.

Fully Leveraging Group Experience and Capabilities

As one of our initiatives in the Mekong region, in March 2018, we became the first Japanese life insurance company to establish a subsidiary in Cambodia, and it commenced operations in April 2019.

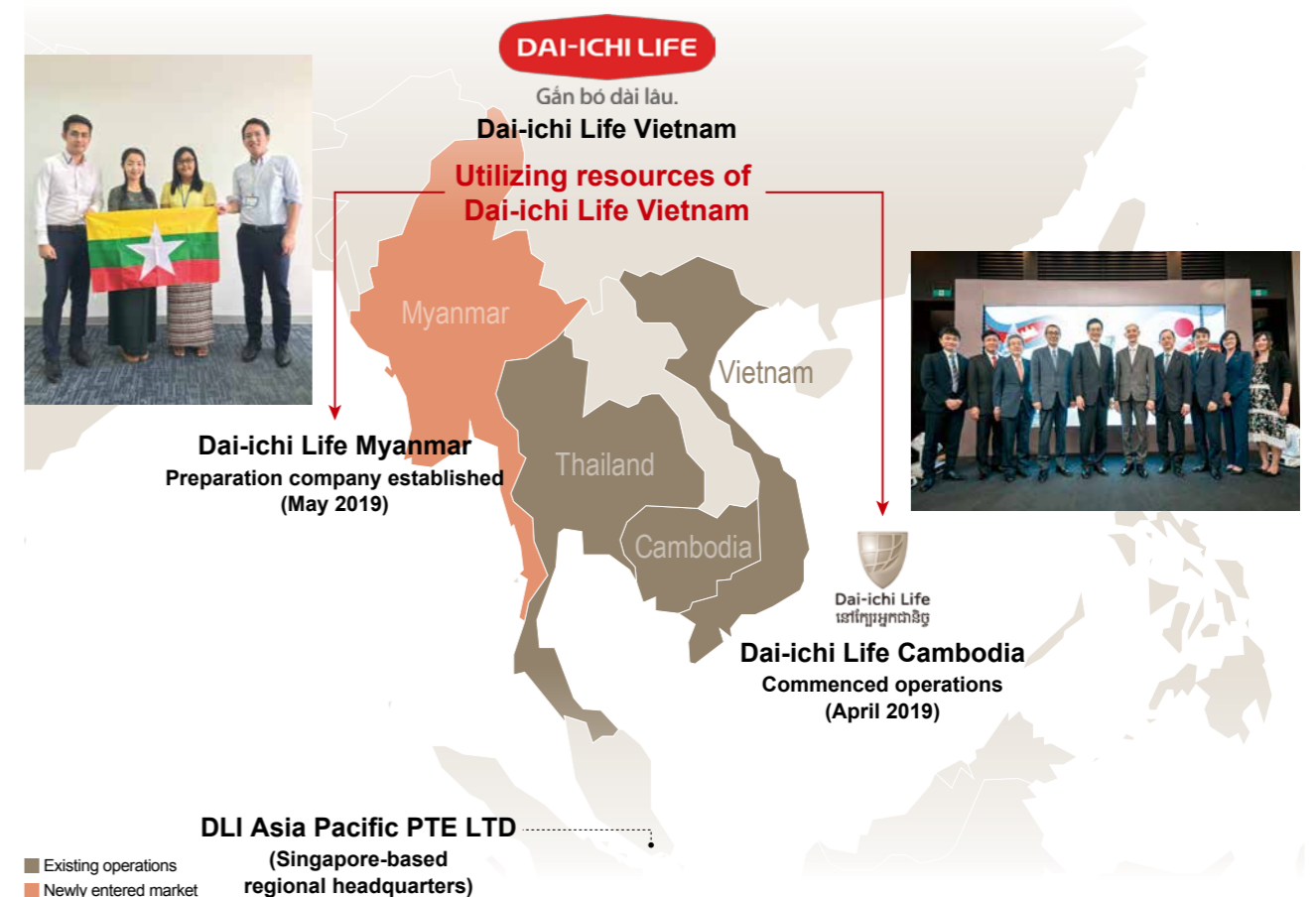
In Myanmar, in April 2019, we became the only Japanese life insurance company to acquire a provisional business permit for a wholly-owned subsidiary, after which we established a preparation company in May. Today, we are moving forward to start business in Myanmar.

To proceed with full-fledged business operation in these countries, in addition to Dai-ichi Life Vietnam providing expertise that it has cultivated over time in the Mekong region, it is essential to fully leverage regional headquarters in

Singapore, which oversees operations for the Group's insurance companies in the Asia region.

Specific examples of such support include providing marketing know-how and expertise on actuarial and risk management functions, as well as assistance with establishing infrastructure systems.

Going forward, by fully leveraging the experience and expertise we have gained in emerging Asian countries so far, we aim to contribute to further stabilize the lives of the people in the Mekong region and other countries by promoting life insurance. We also intend to contribute to the economic growth in these countries through the development of the life insurance industry.





Securing Regional and Social Sustainability and Enhancing Corporate Value through ESG investment

By making investments into assets that help to resolve global social issues based on the main themes of “quality of life improvement,” “regional vitalization” and “climate change,” the Dai-ichi Life Group will continue to contribute to building a sustainable society.

Making ESG Investments the Dai-ichi Life Way Quality of Life Improvement, Regional Vitalization, and Climate Change

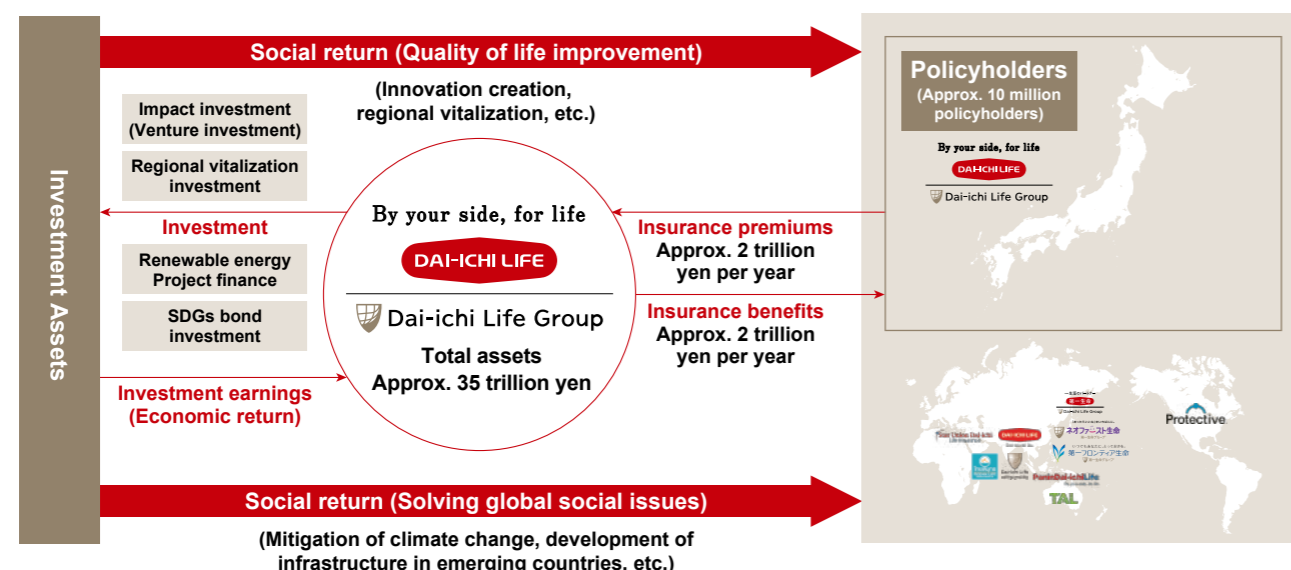
Dai-ichi Life recognizes being a “universal owner” with broadly managed funds in the amount of approximately 35 trillion yen, entrusted by roughly 10 million insurance policy holders across Japan. Accordingly, it is our mission to do our part to secure regional and social sustainability and manage assets considering a variety of stakeholders. For this reason, we have continued to proactively promote ESG investment.

In its ESG investment efforts, Dai-ichi Life has adopted three priority themes around “quality of life improvement,”

“regional vitalization” and “climate change.” More specifically, we are investing in start-up companies creating innovation in sectors such as healthcare and operations related to renewable energy generation, among others.

We will continue to pursue ESG investments in-line with the Dai-ichi Life way that help to resolve such social issues and contribute to securing regional and social sustainability.

▶ p. 53 Climate Change Initiatives



Impact Investment: Investment in Start-Up Companies that Could Improve Quality of Life

“Impact investment” refers to a type of ESG investment that is made in the kind of businesses and companies that bring about positive structural change (social impact) in society. The Dai-ichi Life Group proactively engages in such investment.

When making impact investments, we are responsible for not only investment earnings, but also to help resolving social issues by verifying whether the expected social impact is being created after such investments.

Examples of Impact Investment

CureApp	SUSMED	Neurotrack
<ul style="list-style-type: none"> Development of mobile app to treat nicotine addiction, etc. Invested 1 billion yen (Feb. 2018/Jul. 2019) 	<ul style="list-style-type: none"> Development of mobile app to treat insomnia, etc. Invested 100 million yen (Jun. 2018) 	<ul style="list-style-type: none"> Development efforts including “cognitive function test” capable of checking cognitive functions based on eye movements Invested 800 million yen (Jul. 2019)
<p>Social impact:</p> <ul style="list-style-type: none"> Extended healthy lifespan through improved treatment effects Reduced medical expenses 	<p>Social impact:</p> <ul style="list-style-type: none"> Reduced risk of side-effects from treatment of insomnia Reduced medical expenses 	<p>Social impact:</p> <ul style="list-style-type: none"> Extended healthy lifespan through prevention of dementia Reduced medical expenses

Investment in SDG Bonds: Contribution to Solving Global Social Issues

The Dai-ichi Life Group has been proactively investing in SDG bonds (green bonds, social bonds, etc.) issued by multilateral development banks and other entities as part of its ESG

investment efforts since fiscal 2014. In doing so, we take part in solving global social issues.

<p>Development of electric power infrastructure in Africa</p> <p>Light Up and Power Africa Bonds</p> <p>9 ENERGY INFRASTRUCTURE AND CLEAN TECHNOLOGY</p> <p>Development of cutting-edge technology</p>	
<p>Promotion of women's empowerment in the Asia-Pacific region</p> <p>Gender Bonds</p> <p>5 GENDER EQUALITY</p> <p>Empowerment of women</p>	
<p>Assistance with public health and hygiene in the Asia-Pacific region</p> <p>Health Bonds</p> <p>3 GOOD HEALTH AND WELL-BEING</p> <p>Promote health for all</p>	
<p>Assistance with agriculture in Africa</p> <p>Feed Africa Bonds</p> <p>1 NO POVERTY</p> <p>Sense of security at later life in the 100-year Life Society</p>	

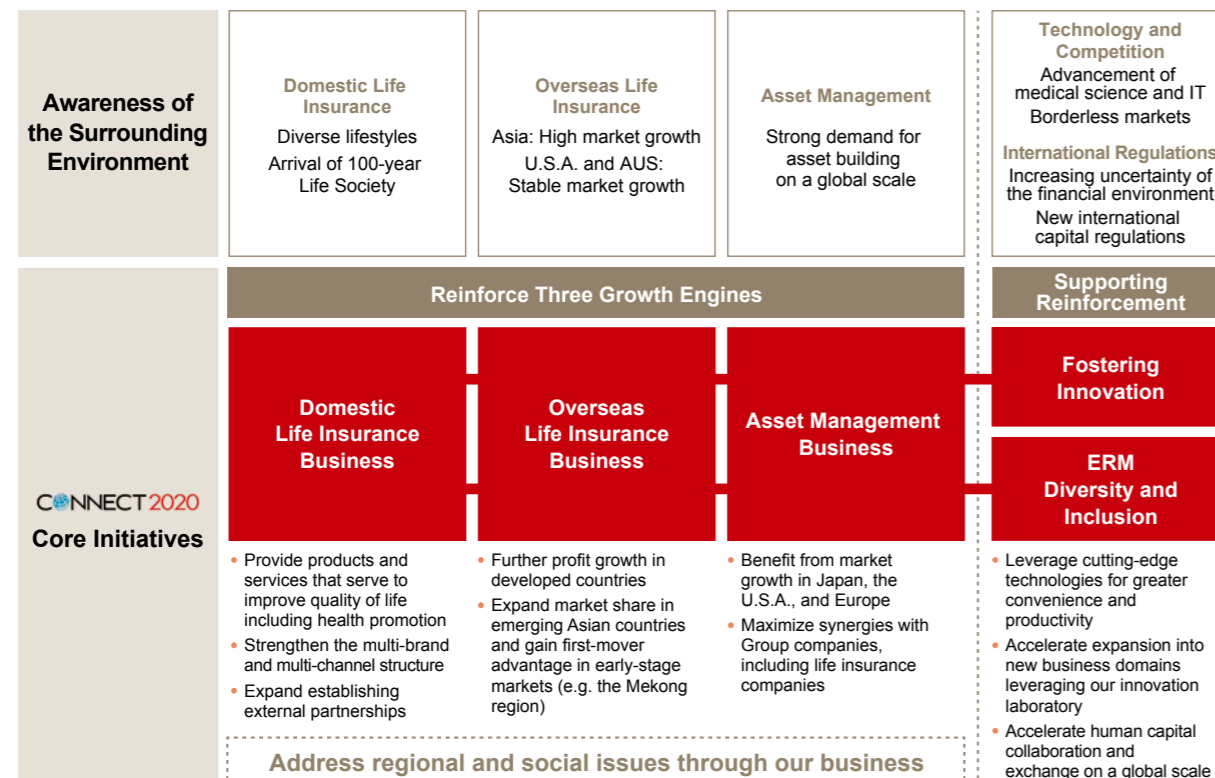
Progress in Fiscal 2018–2020 Medium-Term Management Plan

While our surrounding environment continues to change and competition intensifies, we seek to reinforce each of our businesses from the perspective of the “CONNECT” concept while leveraging the strengths of the Group to realize growth through value creation in-line with our mission “By your side, for life,” and contribute to the improvement of quality of life during the *CONNECT 2020* Medium-term Management Plan, which commenced in fiscal 2018.



Reinforcing the Three Growth Engines that Underpin Value Creation

Under *CONNECT 2020* Medium-term Management Plan we will further reinforce the three growth engines that constitute the strengths of the Dai-ichi Life Group through the following core initiatives based on awareness of our surrounding environment. In doing so, we will stick to our mission, “By your side, for life” and contribute to the improvement of quality of life.



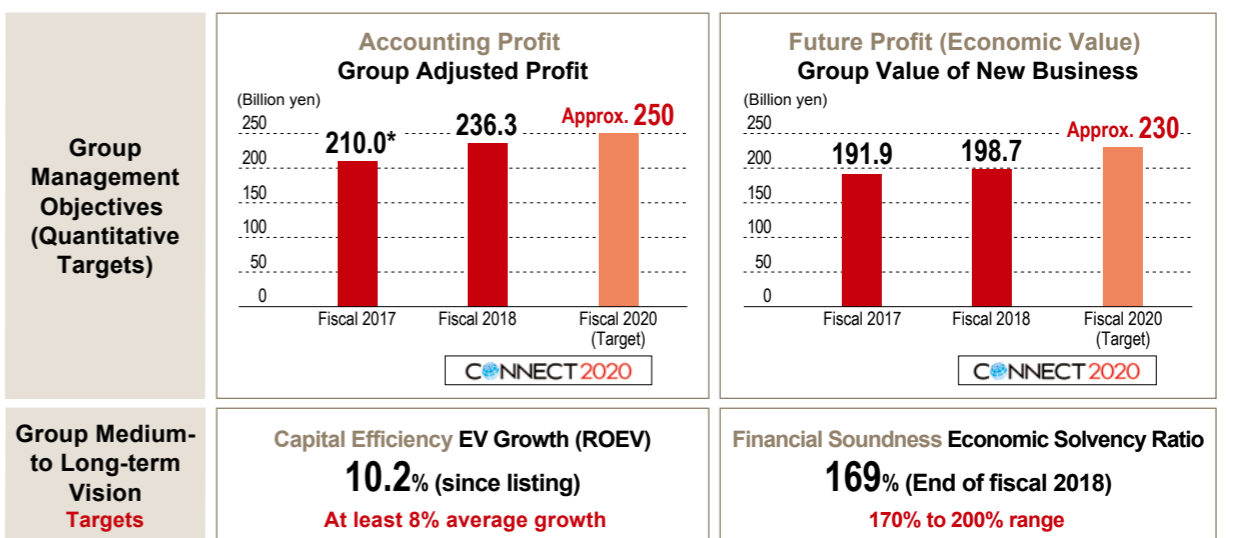
Four “CONNECT” Concepts for Further Enhancing Dai-ichi Life Group Strengths

Under our *CONNECT 2020* Medium-Term Management Plan, we have set forth four “CONNECT” concepts to further enhance Dai-ichi Life Group the strengths. By promoting initiatives in-line with these concepts for each of our business strategies, we endeavor to enhance the value we provide to our customers and society.



Progress of the Medium-Term Management Plan

As each of our businesses reinforcing their individual initiatives based on four “CONNECT” concepts, the first year of *CONNECT 2020* progressed smoothly. As we move forward, we will continue to refine our efforts to create value that leads to the improvement of quality of life, and proceed to achieve our medium-term management plan objectives for fiscal 2020 as well as achieving sustainable business growth and medium- to long-term improvements in our corporate value.



* Excluding one-time factors

Selection of Material Issues Faced by the Dai-ichi Life Group

When formulating the *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.



WEB Sustainability
<https://www.dai-ichi-life-hd.com/en/sustainability/index.html>

Domestic Life Insurance Business



Where We Are and Our Strategy in the Market

The environment surrounding the life insurance industry is changing dramatically due to such factors as the diversification of customers' lifestyles, the decline in the working age population, the arrival of a super-aging society, and technological innovation.

In-line with our mission "By your side, for life," we have established a multi-brand, multi-channel structure to deliver products and services developed by our three domestic companies, Dai-ichi Life, Dai-ichi Frontier Life, and Neo First Life, through optimal channel (Total Life Plan Designers, independent agents, bancassurance, walk-in insurance shops, etc.) to respond quickly and accurately to the changing social

environment and customer needs.

Moreover, in order to provide customers with high-value-added products and services and to build an efficient administrative system, we are making Group-wide efforts to promote our highest priority management strategy, InsTech, which leverages cutting-edge technology.

The Dai-ichi Life Group will continue to offer the four values ("protection," "asset-building," "health promotion," and "enhancing connections") that contribute to the improvement of people's quality of life through products, propositions and services that suit each individual customer.

Initiatives to Improve Quality of Life for All



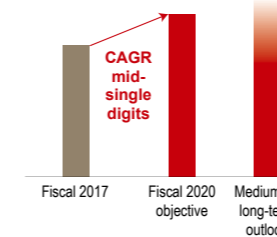
Progress of Connect 2020

CONNECT 2020 Strategy

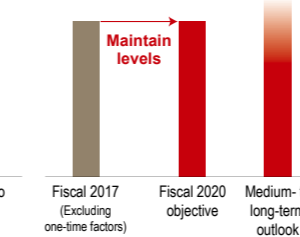
Based on the three-domestic-brand structure, in addition to mutual distribution of products and services, the Group will accelerate the multi-channel strategy by further improving the consulting capabilities of Total Life Designers and proactively expanding the agency channel. Moreover, we will implement a product strategy that promotes improvement in quality of life

while we expand cross-industry collaboration in anticipation of changes in social and customer needs. Through these efforts, we aim to increase the value of new business and maintain profit levels.

Value of New Business in the Domestic Life Insurance Business



Adjusted Profit in the Domestic Life Insurance Business

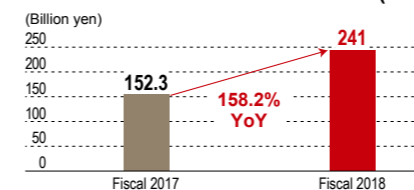


Reflecting on the First Year of CONNECT 2020

• Dai-ichi Life

Dai-ichi Life has promoted customer-first consulting for its multi-brand, multi-channel strategy to accommodate the diverse needs of its customers. As a product and service that contributes to the improvement of our customers' quality of life we released Just (March 2018) and dementia insurance (December 2018). They have been well received by a majority of our customers. In addition, as a result of promoting products across our three domestic brands (Dai-ichi Life, Dai-ichi Frontier Life, and Neo First Life), annualized net premiums of new business for Dai-ichi Life Group products sold through Dai-ichi Life's channels increased by 58.2% year on year.

Annualized Net Premiums of New Business for Three Domestic Life Insurance Brands (Sold by Dai-ichi Life)

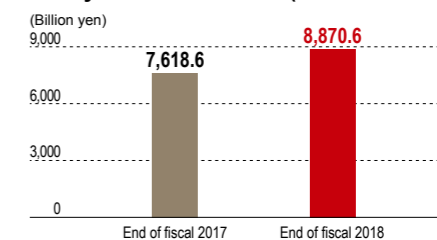


• Dai-ichi Frontier Life

In releasing Premier Story 2, a new product that accommodates inheritance needs and longevity risk, we further enhanced our product lineup that serves to improve our customers' quality of life primarily through asset-building and wealth succession in this 100-year Life Society.

Moreover, we enhanced support to financial institution agencies and expanded sales channels and agency training. As a result of these efforts, policy amount in force steadily increased, and Dai-ichi Frontier Life firmly maintained its position as a top runner in the bancassurance channel single-premium market.

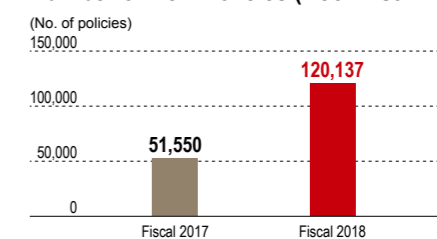
Policy Amount in Force (Dai-ichi Frontier Life)



• Neo First Life

With Neo First Life having steadily achieved growth largely through the enhancement of protection under its flagship medical insurance products and the expansion of its commissioned agents, in addition to the increase of new policies its policies in-force topped 200,000.

Number of New Policies (Neo First Life)



Initiatives Under Connect 2020

- 1 Sense of security in later life
- 2 Promote health for all
- 3 Stability through insurance
- 4 Building a safe and secure community



Product Strategies Contributing to Improvement of Quality of Life

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>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</p> <p>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 Sampo 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.	
Health Promotion	Dai-ichi Life	<p>1st in the Industry¹</p> <p>Provides extensive support for healthy customers as well as those who are trying to improve their health</p> <p>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)</p> <p>Kenko Daiichi (health first) app provides information on one's health condition and future risks based on health checkup results</p>
	Neo First Life	<p>Health insurance premium rates are applicable when certain health condition criteria are met, such as smoking habits</p> <p>Premiums calculated based on "Kenko Nenrei"®²</p>
Asset-Building	Dai-ichi Frontier Life	<p>Asset-building geared toward sense of security for the future and well-being, and family inheritance</p>

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 JMDC Inc.



Connecting and Bonding

The Dai-ichi Life Group strives to create prosperous and secure lives, while seeking sustainable development together with local communities as a good corporate citizen. We continue to contribute solving various local issues through our approximately 40,000 Total Life Plan Designers and around 1,300 offices throughout Japan.

Contribution to resolving Local Issues

Partnerships with all 47 prefectures (agreements concluded)
Expanding initiatives in local communities

Support for the Elderly
To resolve various issues that local communities in Japan are facing, we have concluded agreements with municipalities across Japan in a wide range of fields that include taking care of the elderly, and promote the development of improved local communities through partnerships.

Training Course for Dementia supporters

Empowering Women
We attract daycare centers by utilizing real estate that we own across Japan to solve the issue of waiting children for entering daycare centers.

Uchu Daycare Center Kamakura

Sponsorship project for public marathons nationwide
Run with You

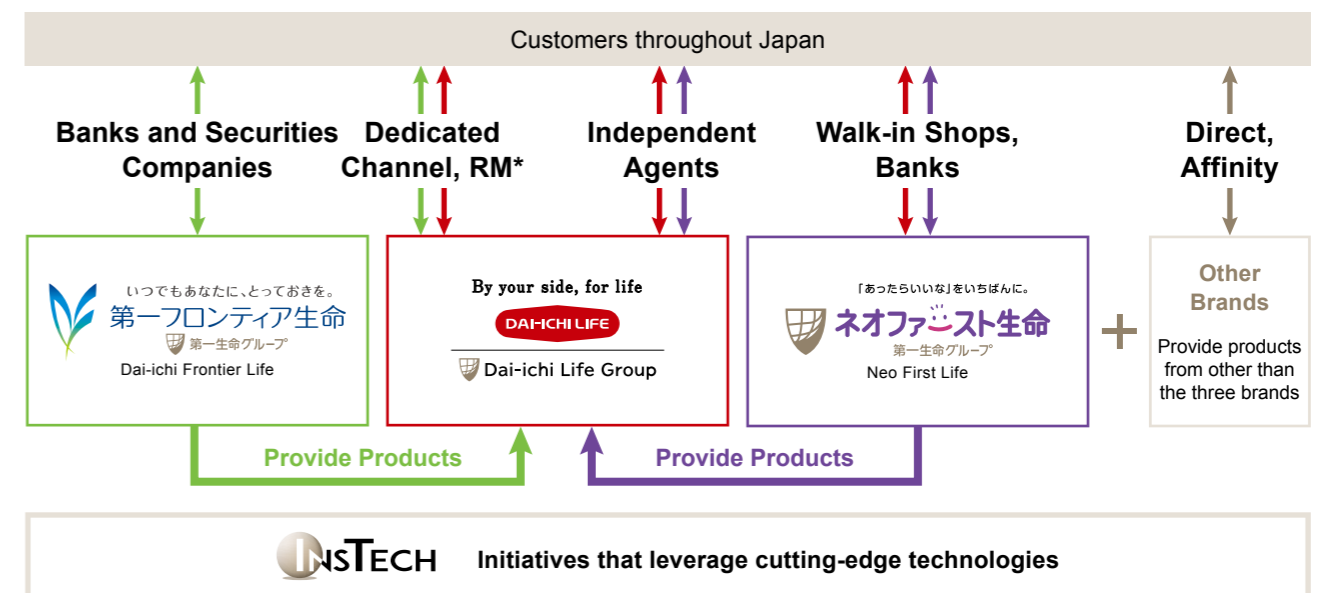


Further Development of a Multi-Brand and Multi-Channel Structure

By identifying changes in the social environment and prevailing needs, the Group strives to offer optimal products and services to every customer using the most convenient channel. In this sense, in addition to enhancing the Total Life Plan Designers' consulting capabilities, the Group will work to improve convenience for customers by evolving its multi-channel structure, including proactive expansion of agency channels and collaboration with affinity groups. Examples of that

evolution include making Alpha Consulting Co., Ltd. a subsidiary and enhancing new commissioned agents. Moreover, the Group will expand mutual distribution of products and services across Dai-ichi Life, Dai-ichi Frontier Life, and Neo First Life while working to further expand and evolve the multi-brand structure by also providing products from its partners Sampo Japan Nipponkoa Insurance Inc., Aflac Life Insurance Japan Ltd., and ipet Insurance Co., Ltd.

Multi-Brand and Multi-Channel Structure



* Relationship manager (sales representative for corporate customers)



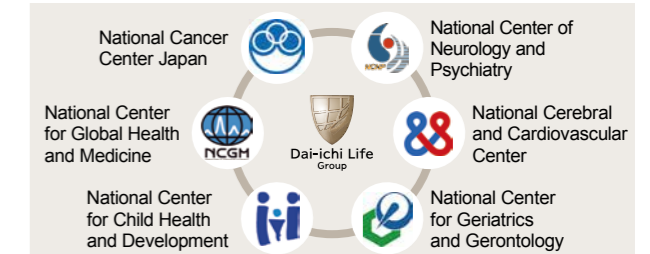
Partnerships Expansion

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

Information Networks with Six National Institutions



Overseas Life Insurance Business



Where We Are and Our Strategy in the Market

In developed markets, such as North America, stable growth is expected through economic growth and other factors. Growth is expected to continue for emerging markets in Asia and other regions due to the remarkable economic growth and increases in insurance penetration rates.

The Dai-ichi Life Group is building a portfolio in its overseas life insurance business that strikes a balance between stable contribution to profits in developed markets and positive

impact of growth over the medium- to long-term in emerging Asian markets. The Group also strikes a balance between its growth strategy and capital policy through its efforts in ERM* that take into account the balance between growth stage and capital level of each company while aiming for profit growth over the medium- to long-term.

* Enterprise risk management (ERM) is an effort to increase capital efficiency and corporate value by formulating strategies based on profit, capital, and risks while taking into account the types and characteristics of those risks.

Overseas Life Insurance Business Strategy

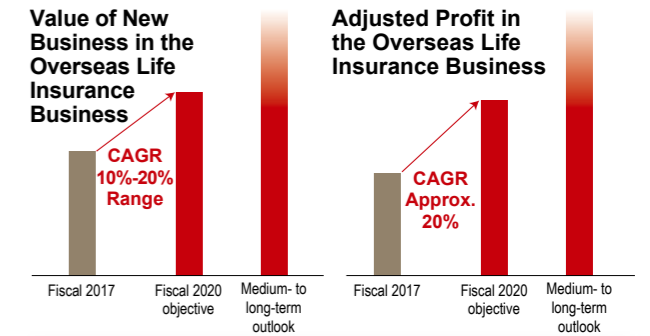
	Emerging Countries		Developed Countries
	Early Stage	Developing Markets	Developed Markets
	Cambodia Dai-ichi Life នៅក្នុងអ្នកជាដំបូង Myanmar Established preparation company in May 2019	India Indonesia By your side, for life Vietnam Gân bó dài lâu. Thailand 	Australia U.S.A.
Growth Strategy	Gain pioneer advantage for growth in the future	Expand market share and reinforce existing sales channels focusing on topline growth	Maintain sustainable growth while driving profit growth in overseas life insurance business/ Pursue new growth opportunities
Capital Strategy	Invest limited capital	Invest capital to support growth	Generate cash flows and invest capital to seize opportunities for growth

Progress of CONNECT 2020

CONNECT 2020 Strategy

In its overseas life insurance business, the Group is aiming to resolve the social challenges each country faces and contribute to the stability of peoples' lives through its life insurance business.

In developed markets where Protective and TAL operate, the Group will pursue diversification of channels and new growth opportunities leading to stable contribution to profit, while in emerging markets in Asia, we will focus on the topline and aim to expand market share through enhancement of existing sales channels and collaboration with new business partners. Furthermore, the Group is promoting efficient business development utilizing the knowledge and resources of Group companies in the region for new growth opportunities in the Asian markets.



Dai-ichi Life Cambodia commences business



Reflecting on the First Year of Connect 2020

The Group's overseas life insurance business has continued to grow steadily since the Group expanded its business into Vietnam in 2007. The business has grown to the extent that it posted 46.9 billion yen in Group adjusted profit for fiscal 2018, or approximately 20% of the Group total.

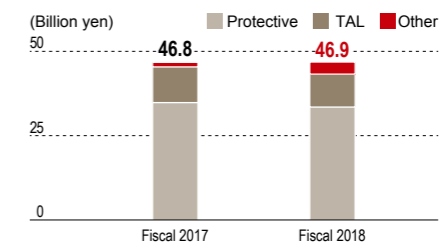
In developed markets, in addition to efforts such as reinforcing our existing channels, Protective acquired in-force blocks from Liberty Life in May 2018 and from Great-West in June 2019. In February 2019, TAL acquired the life insurance business of the Suncorp Group and has been steadily contributing to Group profit.

In emerging Asian markets, we concentrated on business growth in each country while focusing on our topline by reinforcing various channels, such as individual insurance agents at Dai-ichi Life Vietnam, etc.

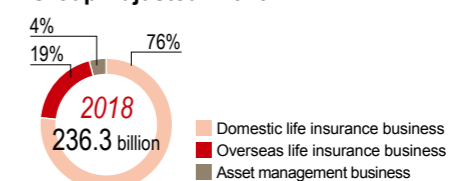
In the early-stage Mekong region, Dai-ichi Life Cambodia commenced life insurance operations. Moreover, in Myanmar, we became the only Japanese life insurance company to acquire a provisional life insurance business permit for a wholly owned subsidiary, and established a preparation company in May

2019, demonstrating that we have proceeded with endeavors to commence operations in the region on a full scale.

Adjusted Profit in the Overseas Life Insurance Business



Group Adjusted Profit



CONNECT 2020 Initiatives

Protective

Steady profit contribution driven by retail and acquisitions



For retail operations (life insurance and individual annuities), we enhanced cross-sales with major financial institutions to promote organic growth, in addition to reinforcing our existing sales channels. For acquisition operations, following the acquisition of in-force blocks from Liberty Life in May 2018, Protective acquired in-force blocks of individual insurance and annuities from Great-West, marking the fourth acquisition since Protective became a part of the Dai-ichi Life Group.



Going forward, while focusing on integration of these large-scale acquisitions, we will continue to aim for further profit growth through new acquisitions.

Country of Location	U.S.A.
Major Sales Channels	Independent agents, securities companies, bancassurance and direct sales
Premium and other income ¹	627.6 billion yen
Number of employees	2,936

TAL

Top position for six years and Suncorp life acquisition



TAL has held the top position* in terms of annualized net premiums from in-force in Australia's protection-type insurance market for six straight years since 2013 by reinforcing the foundation of existing channels.

Going forward, in addition to diversifying sales channels, products, and services, TAL will continue to steadily carry out the integration of the life insurance business acquired from Suncorp Group, which was completed in February 2019, as well as promote



cross-sales with the Suncorp Group to realize steady growth.

* Based on the annualized net premiums from in-force as of December-end, 2018

Country of Location	Australia
Major Sales Channels	Independent advisors, direct sales
Premium and other income ¹	287.5 billion yen
Number of employees	2,014

Dai-ichi Life Vietnam

Continuous topline growth to become top foreign life insurer



Dai-ichi Life Vietnam expanded market share by strengthening the individual insurance agent channel through extensive training and expansion of sales networks, while developing alternative channels. It acquired the top market share among foreign life insurers in terms of first year premium for 2018.

Going forward, we will continue to aim for sustainable growth by expanding sales and improving quality.



Country of Location	Vietnam
Major Sales Channels	Individual insurance agents and bancassurance
Premium and other income ¹	57.1 billion yen
Number of employees	1,382

Dai-ichi Life Cambodia

First subsidiary of Japanese life insurance company



In Cambodia, Dai-ichi Life Cambodia was established in March 2018 as the country's first subsidiary of a Japanese life insurance company and commenced operations in April 2019. Going forward, Dai-ichi Life Cambodia will strive to expand market share by developing distribution channels.



Country of Location	Cambodia
Major Sales Channels	Individual insurance agents and bancassurance
Premium and other income ¹	-
Number of employees	41

Star Union Dai-ichi Life

Promotion of growth in earnings through reinforcing bancassurance channels



Star Union Dai-ichi Life aims to boost its topline and earning capability through greater collaboration with joint venture partners, strengthening of wholesalers, and the training of highly efficient staff in sales representative (fixed salary) channels.



Country of Location	India
Major Sales Channels	Bancassurance and individual insurance agents
Premium and other income ¹	32.1 billion yen
Number of employees	2,810

Panin Dai-ichi Life

Sustainable growth by reinforcing sales channels



Panin Dai-ichi Life aims to improve the topline and profitability by recruiting and developing more individual insurance agents, and enhancing sales promotion structure for bancassurance channels.



Country of Location	Indonesia
Major Sales Channels	Individual insurance agents and bancassurance
Premium and other income ^{1,2}	30.1 billion yen
Number of employees	348

OCEAN LIFE

Positive growth through individual insurance agent channels development



OCEAN LIFE aims for sustainable growth through reinforcing the foundation for future growth that involves continuous recruitment and training of new personnel for the individual agency channel, expanding capabilities of leaders, and workplace development.



Country of Location	Thailand
Major Sales Channels	Individual insurance agents
Premium and other income ¹	44.7 billion yen
Number of employees	1,870

1: Based on the exchange rate as of fiscal year end for each company
2: Including deposit replacement products

Asset Management Business

Dai-ichi Life's Asset Management



Securing Stable Investment Returns

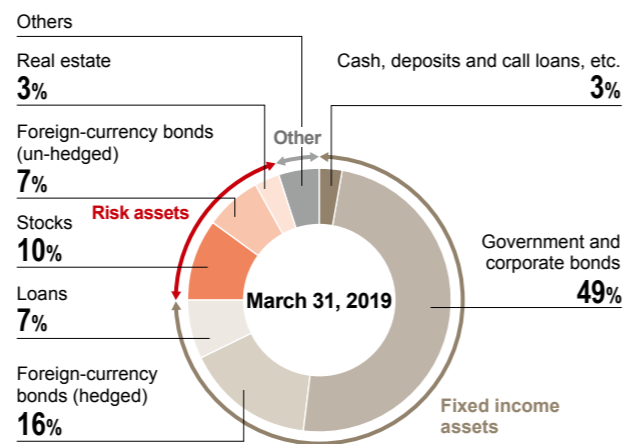
Dai-ichi Life conducts asset management with a focus on ALM that is based on the nature of its insurance policies (insurance liabilities), mainly investing in fixed-income assets in order to fulfill its obligation to pay out claims and benefits over a long term in a stable manner. We also strive to increase profitability by flexibly allocating capital to risk assets while taking market trends into account and most importantly ensuring overall financial soundness.

In addition, we are also focused on responsible investment as an institutional investor based on our social responsibilities. As part of these efforts, we carry out stewardship activities that aim to enhance the corporate value of investees and ESG investment* that balances social responsibilities and profitability.

* ESG investment: An approach to investment that considers environmental, social and corporate governance (ESG) criteria

▶ p. 29 ESG Investment

Asset Composition (General Accounts) * In terms of book value



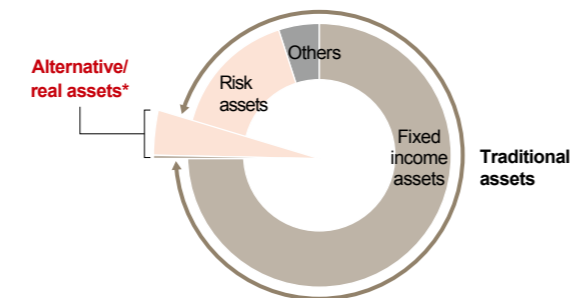
Progress of CONNECT 2020

CONNECT 2020 Strategies

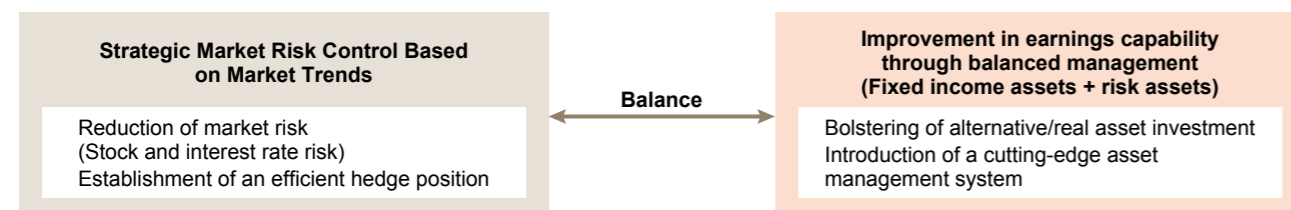
Under the current low-interest rate environment, which will likely continue for a while, we have adopted a basic policy of simultaneously controlling market risk and elevating our earnings capability through balanced asset management.

More specifically, we will shift some of our traditional assets in the form of stocks and bonds to alternative and real assets to further diversify our asset portfolio and boost our earnings capability under a low-interest rate environment.

Through these initiatives, we will continue to meet the expectations of stakeholders by ensuring stable earnings power and soundness while contributing to resolving social issues.



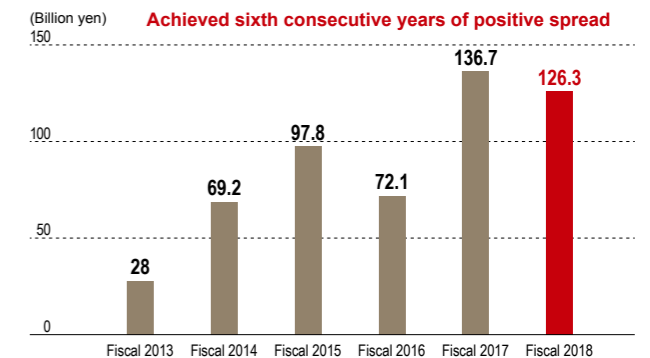
* Assets that exhibit different price movements compared to traditional assets and have relatively high expected returns. Improvement in profitability and stability can be expected when incorporating such assets into the portfolio.



Reflecting on the First Year of CONNECT 2020

While interest rates remain low in Japan, markets have become more volatile with the impact of US interest rates policy change and trade wars between the US and China. In such an environment, we worked to bolster earnings capability and diversify risk through such means as flexibly allocating funds to risk assets in accordance with market trends and expanding investment to project finance and other new and growing sectors. Through these initiatives, we marked the sixth consecutive year of positive spread.

Positive Spread



CONNECT 2020 Initiatives



Reorganization Aimed at Reinforcing Alternative and Real Asset Investment

In April 2019, Dai-ichi Life established the Alternative Investment Department and the Corporate and Structured Finance Department. We are bolstering our investments in alternative and real assets for diversification to secure stable earnings.

We will take a more proactive approach toward investing in hedge funds, private equity funds, and venture funds in terms of alternative assets and in project finance and real estate in terms of real assets.

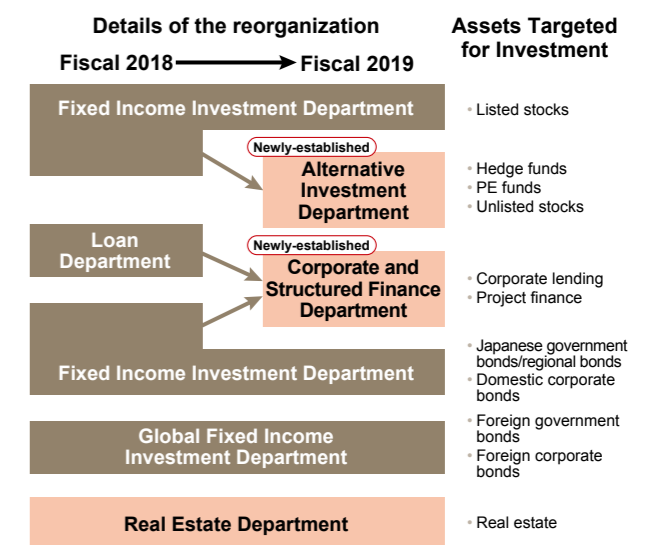


Investment in real estate (Toranomom 2-Chome Area Category 1 Urban Redevelopment Project)



Loans and investments for project finance (Renewable energy-related projects)

Reorganization of the departments handling investments



Sophistication of Asset Management through Introduction of a Cutting-Edge Management System

Dai-ichi Life is the first Japanese life insurance company to make the decision to implement a cutting-edge asset management system known as BlackRock Aladdin. By

introducing this new system, we will step up our portfolio analysis and flexibility in our investment judgments to pursue greater returns.

Asset Management Business

Asset Management Business



Where We Are and Our Strategy in the Market

The asset management business at the Dai-ichi Life Group is carried out by Asset Management One, a joint venture with Mizuho Financial Group in Japan, and Janus Henderson Group (Janus Henderson) in global markets, primarily the U.S.A. and the U.K.

The global asset management market is a huge market exceeding 9,000 trillion yen, and high growth in this market is expected to continue due to rising retirement needs in developed countries and economic growth in emerging countries.

Entering into the asset management business, the Dai-ichi Life Group aims to benefit from the high market growth prospects and high profitability of asset management companies. In addition, we are pursuing unique Group synergy effects by providing expertise and advanced asset management capabilities of asset management companies to Group life insurance companies in Japan and overseas, accepting funds for management, co-developing products and other efforts.

History of the Asset Management Business



* Total assets under management translated into yen using the exchange rate as of March 31, 2019

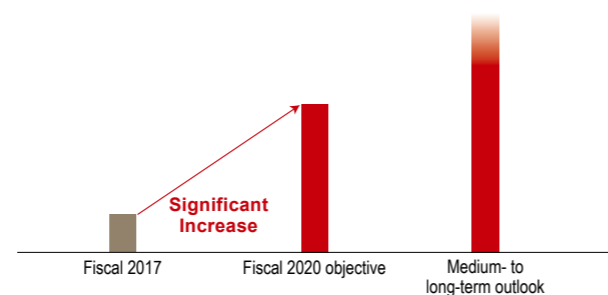
Progress of CONNECT 2020

CONNECT 2020 Strategies

Going forward, the Dai-ichi Life Group aims to expand profit, benefitting from considerable profit growth at both Asset Management One and Janus Henderson.

In addition, we will further reinforce joint product development within the Group and other forms of collaboration. In addition, we will increase the provision of competitive asset management capabilities and solutions to Group life insurance companies in Japan and overseas as we continue further accelerating initiatives aimed at creating Group synergy effects.

Asset Management Business Adjusted Profit



Reflecting on the First Year of CONNECT 2020

At both Asset Management One and Janus Henderson, we moved forward with initiatives aimed at growing profit and expanding Group synergy. In addition to supplying greater asset management capability to our domestic Group life insurance companies, competitive asset management products were offered to Protective in the U.S.A. and TAL in Australia,

expanding synergies within the Group.

Moreover, for the first time, Dai-ichi Life and Janus Henderson jointly developed a solution provision-type product for Japanese corporate pensions. Since the release of this product (Balance Fund Three) in April 2019, we have seen steady growth in assets under management.



CONNECT 2020 Initiatives

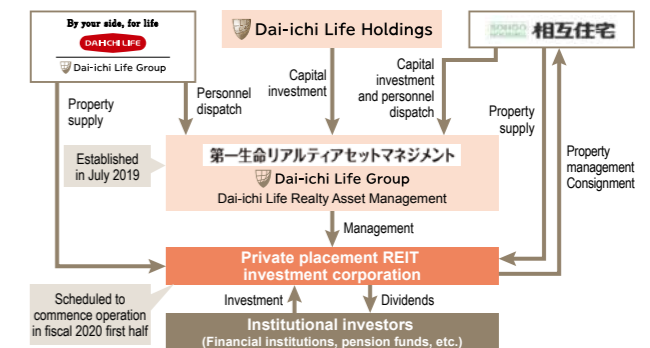


Participation in Real Estate Asset Management Projects

To leverage the real estate resources of the Dai-ichi Life Group and further expand its Asset Management Business, the Group and Soho Housing Co., Ltd. jointly established a new company called Dai-ichi Life Realty Asset Management Co., Ltd. in July 2019.

By the first half of fiscal 2020, this company seeks to form private-placement REITs whose investment targets will be real estate that contributes to the improvement of quality of life at the residences and for the people who inhabit them. Taking advantage of the real estate investment expertise of the Dai-ichi Life Group, Dai-ichi Life Realty Asset Management will offer high-quality investment opportunities to institutional investors in Japan.

Group Collaboration within the Real Estate Asset Management Business



Social Value Creation through Improving Quality of Life

We will aim to increase the social value we create by meeting the needs of even more customers for asset building, and contributing to improving quality of life by creating a stronger

connection between our asset management business and Group companies in our life insurance business in Japan and overseas.

Role of Asset Management Business

