

Key Business Performance

Years ended March 31

					¥ billions	%	US\$ billions ¹
	2012	2013	2014	2015	2016	YoY Change	2016
Policy Results²							
Policy basis							
New policy amount	¥ 6,630.9	¥ 7,158.9	¥ 6,639.8	¥ 7,227.2	¥ 6,685.9	(7.5)	\$ 59.3
Policy amount in force	58,780.1	59,996.5	60,699.8	62,117.7	62,998.1	1.4	559.0
Surrender and lapse amount	4,269.0	4,071.3	3,967.4	3,752.4	3,789.5	1.0	33.6
Annualized premium basis							
Annualized premiums of new policies	¥ 130.6	¥ 164.2	¥ 127.9	¥ 161.3	¥ 132.6	(17.8)	\$ 1.1
Third Sector products	13.3	15.6	16.5	20.8	24.6	18.3	0.2
Annualized premiums of total policies	1,402.0	1,447.7	1,420.5	1,446.4	1,468.9	1.6	13.0
Third Sector products	160.5	160.9	163.4	169.8	179.1	5.5	1.5
Statement of Operation Data							
Ordinary revenues	¥ 2,104.1	¥ 2,418.9	¥ 2,085.7	¥ 2,412.1	¥ 2,025.9	(16.0)	\$ 17.9
Income from insurance premiums	1,691.2	1,940.9	1,609.7	1,958.0	1,574.5	(19.6)	13.9
Core profit	144.9	182.4	210.2	182.7	153.0	(16.2)	1.3
Ordinary profit	120.8	151.6	186.2	188.9	171.4	(9.3)	1.5
Profit attributable to owners of parent	26.7	63.7	78.9	94.2	72.5	(23.0)	0.6
Adjusted net income	35.0	78.0	92.4	94.2	83.3	(11.6)	0.7
Soundness							
Consolidated solvency margin ratio	810.6%	943.8%	1,115.0%	1,220.7%	1,155.8%	(64.9)pt	—
Shareholder Returns							
Dividends per share (¥, US\$)	¥ 22.5	¥ 22.5	¥ 25.0	¥ 25.0	¥ 30.0	20.0	\$ 0.26
Share buybacks	approx. [5.0]	approx. 3.0	approx. 10.0	approx. 30.0	approx. 14.0	approx. (16.0)	approx. 0.12
Total return to shareholders	approx. 20.1	approx. 18.1	approx. 26.8	approx. 46.6	approx. 33.4	approx. (13.2)	approx. 0.29
Embedded Value (EV)³							
Embedded value	¥ 1,543.0	¥ 1,664.4	¥ 1,970.1	¥ 2,298.0	¥ 1,893.7	(404.3)	\$ 16.8
Value of new business	68.3	61.6	89.1	93.0	56.3	(36.7)	0.5
Stock Price Information (Fiscal year-end)							
Stock price (¥, US\$)	¥ 959	¥ 1,136	¥ 1,227	¥ 1,654.5	¥ 1,049.5	(36.6)	\$ 9.31
Market capitalization	653.5	774.2	836.2	1,127.5	715.2	(36.6)	6.35
Social/Environmental Data							
Number of employees ⁴	19,863	19,455	18,806	18,319	18,409		
Male	4,197	3,991	3,852	3,702	3,622		
Female	15,666	15,464	14,954	14,617	14,787		
Electricity consumption (MWh=1,000 kWh)	109,570	106,440	99,302	95,866	96,348		
Office paper consumption (t)	184	162	163	160	151		
Green purchasing ratio (%)	95.9	95.7	95.4	96.0	95.9		

Notes

- For convenience only, U.S. dollar figures have been calculated at the rate of U.S.\$1 = ¥112.68.
- The total of individual insurance and individual annuities, as well as Daido Life's *J-type product*, *T-type product* and *Kaigo Relief*. The new policy amount includes net increase from conversions.
- Figures are MCEV (Group MCEV) data.
- Figures are the simple sum of the non-consolidated financial data for Taiyo Life, Daido Life, and T&D Financial Life.