

Message from the CSuO

Sustainability Promotion

By promoting sustainability, we demonstrate our commitment to the “sustainable well-being” of all stakeholders, society, and the global environment.

Director, Managing Executive Officer, Chief Sustainability Officer Hidehiko Sogano



My name is Hidehiko Sogano, and I was appointed Chief Sustainability Officer (CSuO) in April 2023. To further strengthen the Group’s sustainability efforts, this CSuO position was created in the CXO system and Sustainability Office was established within the Corporate Planning Unit in the current fiscal year.

Promoting sustainability encompasses a wide variety of topics, including addressing climate change, biodiversity, and other environmental issues, as well as respect for human rights and diversity, and governance. In addressing these issues, we aim to provide the “sustainable well-being” to all stakeholders, the society they comprise, and the global environment that surrounds them. Even if we focus on only environmental issues, for example, unless the individuals who are trying to resolve the issues feel a sense of security across generations and a sense of well-being to lead a rich and healthy life, the efforts will not last long. If the society supports such efforts, it will spark a movement that will spread and become a force for ensuring the sustainability of the entire planet.

Based on these ideas, the Group places importance on the well-being of each and every officer and employee and strives to maintain an environment that ensures diversity, fair and equitable evaluations, and the freedom to work in a way that allows each individual to think freely. In such an environment, we ask officers and employees to always consider what will foster the well-being of customers and all other stakeholders. In fiscal 2022, the Group Sustainability Committee, which actively incorporates the opinions of outside experts, engaged in discussions about the ways to ensure the sustainability of society by providing the Four Experiential Values, customer experience that extends beyond the boundaries of insurance.

The global environment is changing all the time, and the international community is becoming more uncertain. We need to think independently about what we can do for the sustainability of society and the global environment and

then take action. As the core subsidiary, Dai-ichi Life has already set a goal of achieving net-zero emissions by 2050 and is taking steady action to achieve that goal. This fiscal year, we formulated our Net Zero Transition Plan as a clear roadmap for reaching our target. We have formulated action plans, mainly focusing on the activities of Dai-ichi Life, of what we have been working on and what we plan to work on to “promote net-zero transition of the real economy through investment and financing activities” and “achieve net-zero emissions from business activities” as a financial institution.

In addition, we are a member of various international organizations that develop guidelines for such action plans and actively participate in the drafting of new frameworks from the outset. Since the establishment of GFANZ*, for example, we have actively participated in various working groups, with the cooperation of the Group’s overseas office. In addition, this fiscal year’s Integrated Report includes a new section on promoting biodiversity. We also engage in human rights due diligence efforts to ensure respect for such rights.

These wide-ranging initiatives related to sustainability have evolved into Groupwide initiatives as we share best practices among Group companies. Also, the outcomes of such efforts are discussed by internal officers and employees, as well as all Board members. In these ways, we have been challenging ourselves to promote sustainability in every direction.

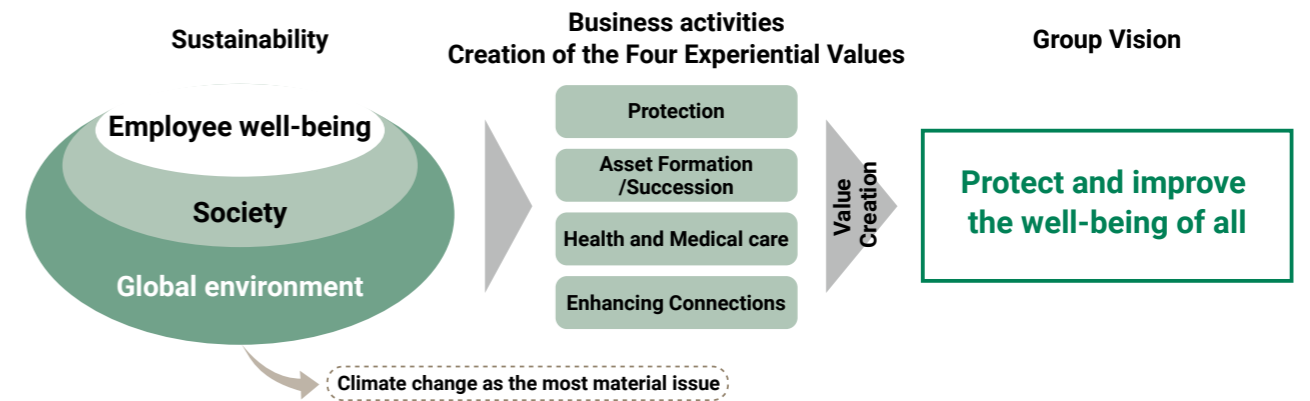
Through the aforementioned efforts, we are confident that the Group will continue benefiting all stakeholders in a sustainable manner. In the following pages, we provide details on initiatives promoted by the Group in the hope that you understand and support our commitment to sustainability. We would also like to receive your honest feedback, so please do not hesitate to contact us.

* Glasgow Financial Alliance for Net Zero: The world’s largest alliance of financial institutions committed to net-zero emissions.

Positioning of Sustainability in the Dai-ichi Life Group

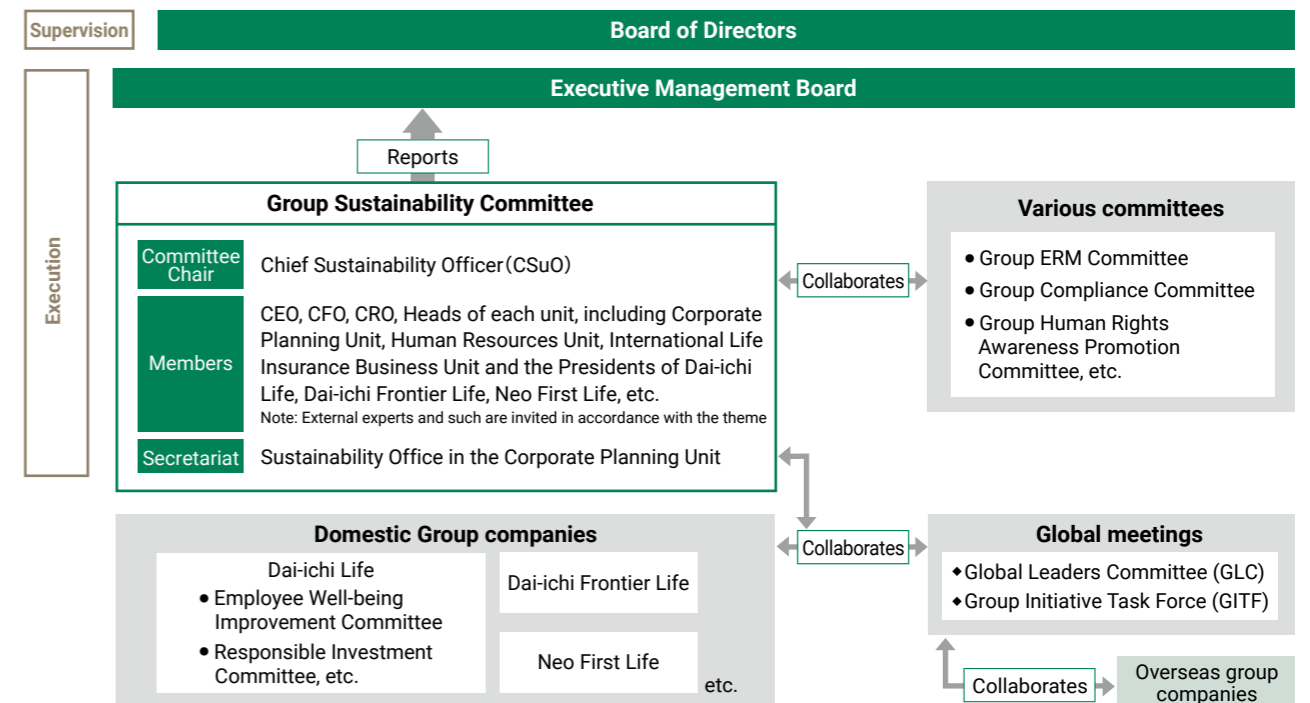
In our medium-term management plan “Re-connect 2023,” we have positioned sustainability initiatives aimed at tackling “material issues related to the global environment, local communities and society,” and for the promotion of “the well-being of employees,” who are dealing with the material issues, as the foundation of our business activities.

For example, in the area of global environmental initiatives, we have identified climate change as the most important issue, and are aiming to achieve “Net Zero” from the perspectives of both an institutional investor (through investment of premiums received from policyholders) and an insurance provider (through operations and management related to the insurance business, etc.). In addition, we are working with local governments across Japan to resolve region-specific issues, such as health promotion, education and the empowerment of women. These activities are now also carried out at overseas group companies in the United States, Oceania and Southeast Asia.



Sustainability Promotion Structure

The Group is building a sustainability promotion structure centered around the Group Sustainability Committee to make meaningful contributions to the realization of a sustainable society. In April 2023, a new position of Chief Sustainability Officer (CSuO) was created for an individual tasked with promoting the Group sustainability strategy and chairing the Group Sustainability Committee. A number of initiatives, including those designed to tackle climate change, are discussed by the committee and reported regularly for review to the Executive Management Board and the Board of Directors. Further, the Group includes sustainability criteria, including indicators related to progress in reducing CO₂ emissions, as part of evaluation criteria for performance-linked stock-based remuneration for directors and officers.



Group Sustainability Committee

The Group Sustainability Committee discusses Group policies and strategies regarding sustainability, effective publication of information including external commitments, and monitoring of the implementation of initiatives at each Group company, from a medium- to long-term perspective throughout the Group. These discussions all consider the opinions of several external experts. The Committee then reports its discussions to the Executive Management Board and the Board of Directors.

Recent topics of discussion

| Month | Overview |
|----------------|--|
| June 2022 | <ul style="list-style-type: none"> Resolving social issues in the areas of "Protection" and "Asset Formation/Succession" Promoting Diversity and Inclusion (D&I) Expansion of climate-related disclosure |
| September 2022 | <ul style="list-style-type: none"> Resolving social issues in the area of "Health and Medical Care" Promoting sustainability via the life insurance business |
| December 2022 | <ul style="list-style-type: none"> Resolving social issues in the area of "Enhancing Connections" Promoting D&I and other human capital strategies Review of external ESG assessments and future challenges |
| February 2023 | <ul style="list-style-type: none"> Resolving social issues in the area of "Health and Medical Care" Human rights due-diligence initiatives Response to climate change and future issues Sustainability Promotion Structure |
| May 2023 | <ul style="list-style-type: none"> Sustainability initiatives and the positioning of business activities Transition finance initiatives at Dai-ichi Life Expansion of climate-related disclosure (Transition Plan) |

Main external experts*

Yoshiki Ishikawa

Representative Director, Well-being for Planet Earth Foundation

Toshiya Hoshino

Director, ESG Integration Research Center, Graduate School of Osaka University

Peter David Pedersen

Co-founder of E-Square Inc. and Representative Director of NELIS


*Participants are invited as appropriate based on the theme of each session.

Initiatives to Respect Human Rights

Basic way of thinking

The Dai-ichi Life Group has established a set of Group action principles (the DSR Charter) that enumerates the value system that all executives and employees cherish. One article of this charter declares that we work to have "respect for human rights" and establishes the "Dai-ichi Life Group Human Rights Policy." In addition, the core company of the Dai-ichi Life Group, Dai-ichi Life, includes content regarding human rights in its "Code of Conduct," prescribing that we do not approve of any violation of any human rights in the pursuit of business.

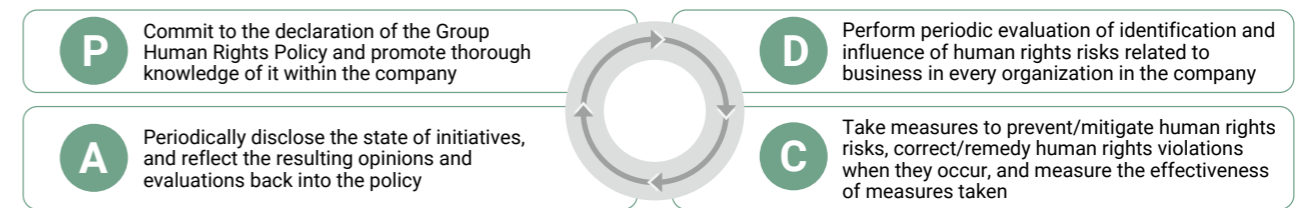
Along with our Group's early grasp of the trend in the international community for human rights respect, we aim to be a company rooted in a value system of "respect for human rights" that seeks happiness for all, and works to develop employees who act in all situations with a mind to constantly care for others and who correctly understand the principles and guidelines related to human rights.

 [Dai-ichi Life Group Human Rights Policy](https://www.dai-ichi-life-hd.com/en/sustainability/initiatives/rights.html)
<https://www.dai-ichi-life-hd.com/en/sustainability/initiatives/rights.html>

Promotion of human rights due diligence


Committed to respecting the human rights of all business-related stakeholders, including those in the supply chain, the Dai-ichi Life Group pursues ongoing human rights due diligence initiatives in the following ways.

Dai-ichi Life example: Human rights due diligence initiative (PDCA cycle)



In promoting human rights due diligence, we have put the following systems in place.


| Promotion system for respecting human rights | | |
|--|--|--|
| Name | Group Sustainability Promotion Committee | Group Human Rights Awareness Promotion Committee |
| Committee Chair | Chief Sustainability Officer(CSuO) | Executive officer in charge of Human Capital |
| Committee members | Appointed executive officers | Appointed department heads |
| Frequency | Three times a year in principle (and as needed) | Once a year in principle (and as needed) |
| Matters discussed | Share understanding of changing environment related to sustainability (including human rights issues), as well as status of and issues related to Group initiatives, and formulate, revise, and abolish measures to address them | Share understanding of changing environment related to human rights awareness, as well as status of and issues related to Group initiatives, and formulate, revise, and abolish measures to address them |

 [Human rights due diligence initiatives](https://www.dai-ichi-life-hd.com/en/sustainability/initiatives/rights.html)
<https://www.dai-ichi-life-hd.com/en/sustainability/initiatives/rights.html>


Further information disclosure regarding sustainability

We have created the "Sustainability Report" to provide a deeper understanding of the Group's approach to sustainability and our major initiatives in this regard. In addition, in August 2023, we formulated and disclosed our "Net Zero Transition Plan" as an action plan to achieve net-zero emissions. We will continue to publicize further information by disclosing the latest information on our website.




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



 <https://www.dai-ichi-life-hd.com/en/sustainability/environment/nztransitionplan.html>

Initiatives as an institutional investor

At Dai-ichi Life, we strive to create a positive social impact through asset investment and lending that contribute to solving social problems including the promotion of diversity and the respect for human rights, in accordance with the Basic Policy on Responsible Investment released in April 2022. Also, in stewardship activities centered on the exercise of voting rights and engagement (dialogue) with the companies with which we invest or lend, we emphasize the viewpoints of diversity and respect for human rights.

 [Responsible Investment Report](https://www.dai-ichi-life.co.jp/english/dsr/investment/ri-report2.html)
<https://www.dai-ichi-life.co.jp/english/dsr/investment/ri-report2.html>

Addressing Climate Change: Disclosure Based on the TCFD Recommendations

Our stance

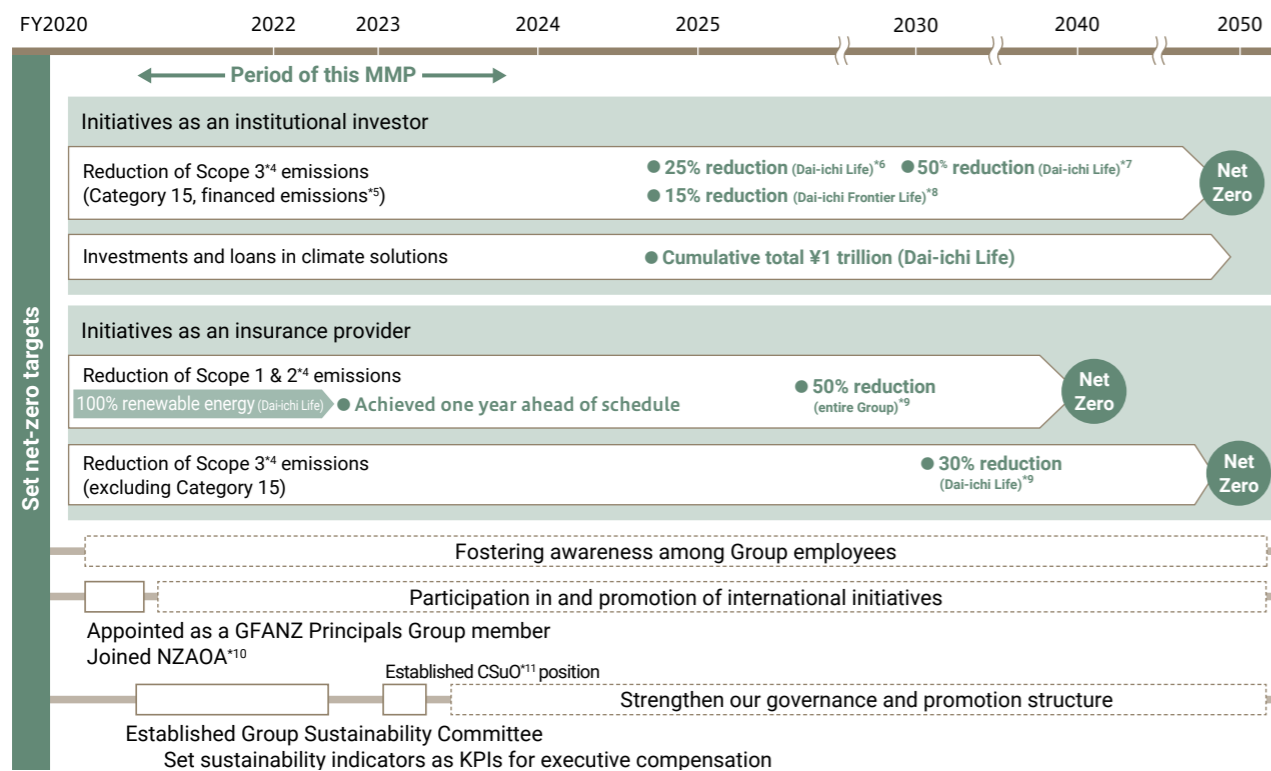
The Group's pursuit of "well-being of all including future generations" can only be achieved if a sustainable society exists with a 100-year future horizon. We have positioned the sustainability of society as the foundation of our business operations. To this end, we will work more actively than ever before to resolve material issues^{*1}.

To ensure the sustainability of the global environment, which is the foundation of people's lives, the Group, as an insurance provider and institutional investor, has set targets for contributing to the realization of a decarbonized society. We will continue stepping up efforts to address climate change through

our business. We will also actively participate in domestic and international initiatives, such as GFANZ^{*2}, the world's largest coalition of financial institutions committed to the goal of Net Zero, to share our views and contribute assertively to the global rulemaking process.

To realize the aspirations^{*3} of the Group's vision, we will demonstrate stronger leadership as an institutional investor and insurance provider by pursuing initiatives (including information disclosure) that will serve as a model for the rest of the world. In these ways, we will contribute to achieving a decarbonized society and, by extension, a sustainable society.

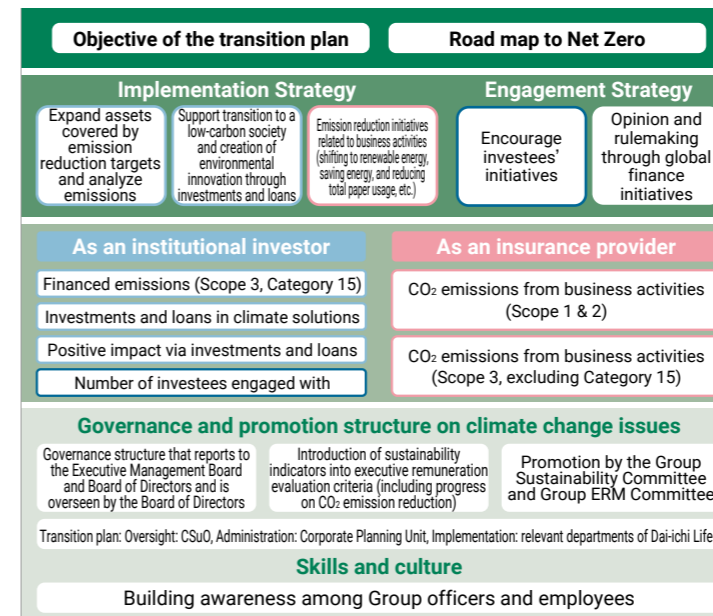
Road map to Net Zero



*1 For the material issues of the Dai-ichi Life Group, please refer to "Material Issues of the Dai-ichi Life Group" on P.29.
 *2 Glasgow Financial Alliance for Net Zero. Please refer to P.71 for details of this initiative and the Group's initiatives.
 *3 The Group's vision: "Protect and improve the well-being of all"
 *4 Scope 1: Direct emissions by the Company; Scope 2: Indirect emissions associated with the use of electricity, etc., supplied by other companies; Scope 3: Indirect emissions other than Scope 1 and 2 emissions). Dai-ichi Life's Scope 3 (excluding Category 15) emissions include Category 1 (Purchased goods and services), Category 3 (Fuel- and energy-activities (not included in Scope 1 and 2)), Category 4 (Upstream transportation and distribution), Category 5 (Waste generated in operations), Category 6 (Business travel), Category 7 (Employee commuting), and Category 12 (Processing of sold products).
 *5 Greenhouse gas (GHG) emissions of investees (Scope 3, Category 15)

*6 Compared with 2020 (listed equities, corporate bonds, and real estate portfolios)
 *7 Compared with 2020 (listed equities, corporate bonds, real estate, and loan portfolios)
 *8 Compared with FY2020, based on GHG emissions per unit of assets held (intensity)
 *9 Compared with FY2019
 *10 UN-convened Net-Zero Asset Owner Alliance (association of institutional investors committed to transitioning their investment portfolios to net-zero GHG emissions by 2050)
 *11 Chief Sustainability Officer
 *12 Please see P.95 for details on the remuneration system for directors and executive officers.
 *13 Please refer to the following webpage for details on risk management: https://www.dai-ichi-life-hd.com/en/about/control/in_control/administer.html
 *14 Degree of impact is based on economic loss, reputational damage (impact on sales, management responsibility, and stock price), and other factors.

Net Zero Transition Plan (Summary)



As a financial institution, we produced and disclosed our Net Zero Transition Plan in August 2023 to promote a more integrated response to climate issues aimed at transitioning to Net Zero in the real economy. This plan was formulated in reference to the transition plan guidance of GFANZ, etc.

The current transition plan is formulated mainly focusing on the activities of Dai-ichi Life, the Group's core operating entity in Japan. It is overseen by the CSuO and administered by the Corporate Planning Unit, with relevant departments of Dai-ichi Life in charge of promoting their respective initiatives. Its implementation progress is monitored and discussed by the Group Sustainability Committee, which reports its findings to the Executive Management Board and is supervised by the Board of Directors.

This plan clearly states our priorities for achieving net zero. The contents of the plan will be updated on an ongoing basis.

Full text of the Net Zero Transition Plan <https://www.dai-ichi-life-hd.com/en/sustainability/environment/nztransitionplan.html>

Governance/Risk Management

Roles of the Executive Management Board and Board of Directors

The Group pursues climate-related initiatives through the Group Sustainability Committee and the Group ERM Committee. These efforts are supervised by the Board of Directors and are based on business plans related to climate change which are formulated under the leadership of the Executive Management Board. The progress status of initiatives (Direction of initiatives including Group targets, responses to risks, etc.) is reported regularly to the Executive Management Board and the Board of Directors, and the Board of Directors provides supervision to further strengthen climate change initiatives.

Initiatives to strengthen governance structure

In April 2021, we established the Group Sustainability Committee to formulate policies and strategies related to sustainability, including climate change, and to monitor the implementation of initiatives. In April 2023, we established a new position of Chief Sustainability Officer. We are further refining the sustainability promotion functions of the Sustainability Office of the Corporate Planning Unit to strengthen our structure for fostering a decarbonized society. In addition, we have set sustainability indicators, including progress in reducing CO₂ emissions, as evaluation criteria for performance-linked stock-based remuneration for directors and officers (introduced in July 2022)^{*12}.

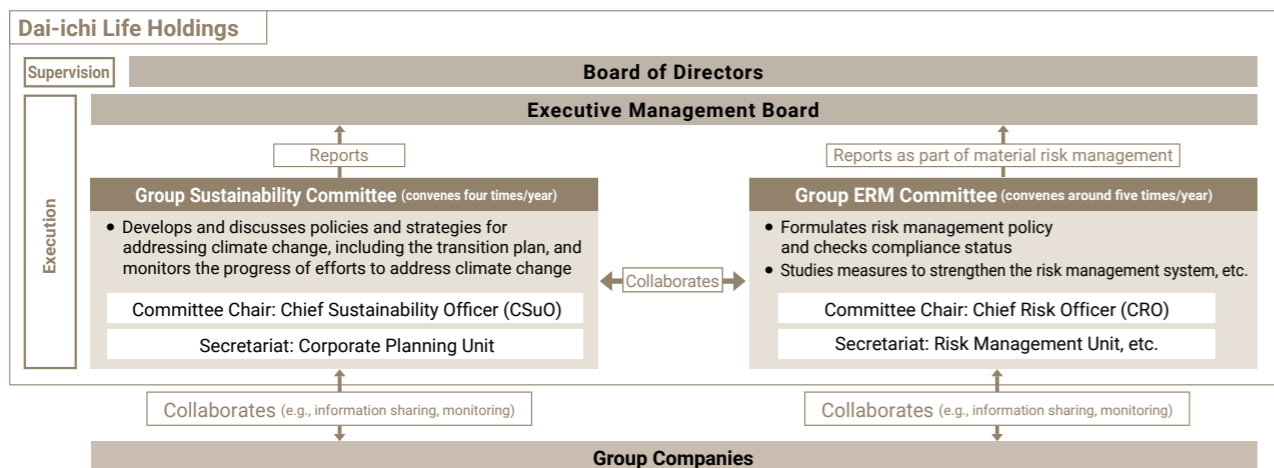
Risk Management System

The Group is implementing risk management that takes appropriate measures at an early stage by specifying foreseeable risks with the potential to significantly impact its business as "material risks" and formulating business plans that take these risks into account^{*13}.

The Risk Management Unit identifies group material risks based on the results of material risks identified at group companies and conducts a four-stage evaluation of the degree of impact^{*14} and the likelihood of occurrence, then uses a heat map to pinpoint material risks with high importance. Group material risks are reviewed every year. The Paris Agreement of 2016 has raised awareness of addressing

environmental issues as a challenge that should be tackled by the international community. The Group also recognizes addressing climate change as a material management risk that could considerably impact customers' lives and health, corporate activities, social sustainability, and the like. From fiscal 2019, we defined risk related to climate change as a material risk and have been reinforcing risk management. Specifically, the Group ERM Committee, chaired by the Chief Risk Officer, discusses how to assess and respond to physical and transition risks, and reports to the Executive Management Board and Board of Directors as necessary.

Governance/Risk Management System Relating to Climate Change Responses (as of April 2023)



Strategy/metrics and targets

Climate-related risks and opportunities

The Group recognizes that climate change may bring several impacts (shown on the right) over the medium to long term. Based on the results of analyses using the SSP scenario^{*15} (5–8.5), the NGFS scenarios^{*16}, and other scenarios, the Group, as an insurance provider and institutional investor, will strive to ensure resilience to climate change and seize related opportunities.

| | |
|---------------|---|
| Risks | <ul style="list-style-type: none"> • Increase in insurance claims and benefits paid due to increase in heatstroke and infectious diseases associated with global warming • Increase in insurance claims and benefits paid due to increase in flooding due to typhoons, etc. • Decrease in corporate value due to inadequate responses to environmental changes, including significant changes in carbon taxes, damage to assets due to changes in the market and social environment, development of new technologies, and changes in consumer behavior |
| Opportunities | <ul style="list-style-type: none"> • Increase in investment and loan opportunities, including in the renewable energy business, that contribute to resolving climate change issues • Greater resilience of the investment portfolio resulting from proper assessment of climate risks and opportunities by investees • Reduced operating costs through the introduction of infrastructure with high resource efficiency |

Scenario analysis

We expect that climate risks will have a wide range of repercussions and may materialize over various time frames. Based on the TCFD recommendations, the Group classifies climate risks into two categories—transition risk^{*17} and physical risk^{*18}—and recognizes them by our risk category.

The Group regards the examples shown in the table on the right as climate risks that may materialize over a time horizon of about 3 years (short term) and more than 10 years (long term) and conducts scenario analyses for underwriting risk and market/credit risk. There is still no internationally established method for analyzing the financial impact of climate change on the life insurance business, and we recognize that each company conducts research and analysis on a trial-and-error basis. We will continue working to identify risks throughout the Group.

| Risk categories | Examples of major physical and transition risks |
|--------------------|---|
| Underwriting risk | [Physical risk] Risk of an increase in insurance claims and benefits paid due to an increase in mortality, etc. caused by the spread of heat stroke and infectious diseases resulting from rising temperatures ⇒ See “(1) Impact of climate change on the life insurance business” on the next page |
| Market/credit risk | [Transition risk] Risk that the prices of assets held will decline as businesses are affected by decarbonization and as society increasingly chooses to invest in decarbonization [Physical risk] Risk of deterioration in the financial condition of a credit counterparty due to damage to business facilities caused by extreme weather or disruption of supply chains in the manufacturing industry, etc. ⇒ See “(2) Analysis of climate value-at-risk (CVaR)” on the next page |
| Liquidity risk | [Physical risk] Risk of increased insurance payouts due to extreme weather conditions and risk of inability to conduct sufficient market transactions due to market disruptions caused by natural disasters, etc. |
| Operational risk | [Transition risk] Risk of financial losses due to fines, lawsuits, etc., stemming from inadequate measures to address climate change [Physical risk] Risk of damage to data centers, business offices, and other locations necessary for operations due to extreme weather conditions, resulting in the suspension of operations |
| Reputational risk | [Transition risk] Risk that our business will be negatively impacted by being evaluated as inappropriate by stakeholders (due to our inadequate climate change initiatives), continued relationships with business partners that are insufficiently environmentally conscious, or other factors. |

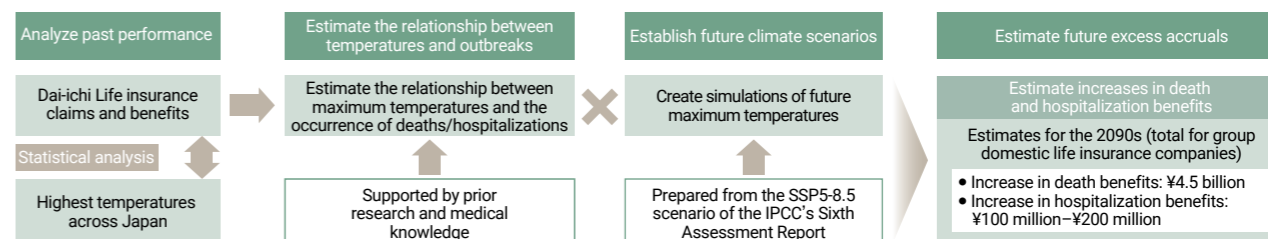
*15 Shared Socioeconomic Pathways: Climate change scenarios set by the Intergovernmental Panel on Climate Change (IPCC)
*16 Climate change scenarios set by the Network for Greening the Financial System (network of financial authorities on climate risks, etc.)

*17 Risks arising from new government policies, technological innovation, market changes, etc., in the process of transitioning to a low-carbon economy
*18 Risks of direct damage to real estate and other assets due to long-term climate change factors, such as rising temperatures and sea levels, as well as typhoons and other natural disasters

(1) Impact of climate change on the life insurance business

As part of our efforts to understand risks related to claims and benefit payments, we have analyzed the relationship between air temperature and Dai-ichi Life's claims and benefits since fiscal 2020 in cooperation with Mizuho-DL Financial Technology Co., Ltd. Specifically, we conducted an analysis focusing on the increase in health hazards due to rising summer temperatures based on Dai-ichi Life's past benefit payment records to estimate the correlation between them and maximum temperatures. We then assumed

future climate scenarios to analyze the impact of maximum temperatures on deaths and hospitalizations for the Group's three domestic life insurance companies^{*19,*20}. The analysis results (see figure below) were limited, but it is noted that the analysis for hospitalization is based on considerable assumptions compared to mortality due to the wide variety of diseases and the paucity of statistical data and previous studies.

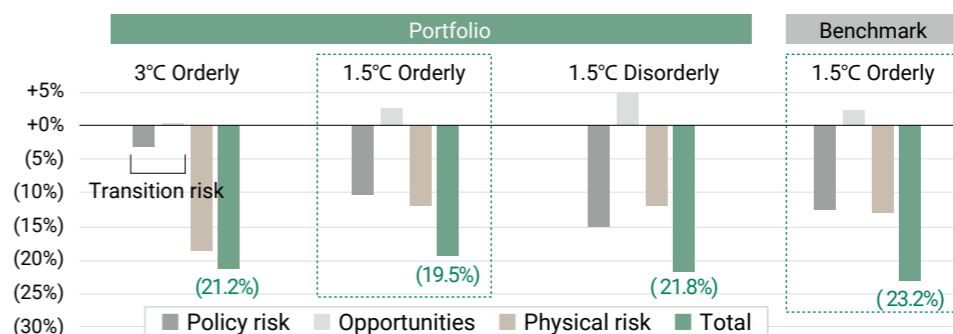


(2) Analysis of Climate Value-at-Risk (CVaR)

We used MSCI's CVaR methodology to analyze transition risk and physical risk related to our investment assets. The aggregated CVaR was -19.5% for the 1.5°C Orderly scenario^{*21}, -21.2% for the 3°C Orderly scenario^{*21} with high physical risk, and -21.8% for the 1.5°C Disorderly scenario^{*21} with high transition risk. In comparison to the benchmark, the 1.5°C Orderly scenario showed superior results in terms of both transition and physical risks. The methodology for

measuring climate-related risks and opportunities is still in its developmental stage, and the results have changed significantly due to the revision of MSCI's methodology and the enhancement of scenario data. Dai-ichi Life will continue analyzing climate-related risks and opportunities, including CVaR, to strengthen the resilience of its investment and loan portfolio.

CVaR (impact/amount of subject assets)



Subject assets are Dai-ichi Life's equities and corporate bonds and Dai-ichi Frontier Life's corporate bonds, totaling approximately ¥8 trillion. Benchmarks are NOMURA-BPI corporate bonds (for domestic corporate bonds), Barclays Global Corporate Bond Index (for foreign corporate bonds), TOPIX (for domestic equities), and MSCI ACWI (for foreign equities).
Data: As of March 31, 2023
Source: Reproduced by permission of MSCI ESG Research LLC

Initiatives as an insurance provider

With respect to Scope 1 and Scope 2 CO₂ emissions, the Group has set targets of a 50% reduction by fiscal 2025 (compared with fiscal 2019) and Net Zero by fiscal 2040, in anticipation of the targets set in the Paris Agreement. To promote integrated efforts among all employees, Dai-ichi Life has set Scope 3 (excluding Category 15) target (for items that should be emphasized from a perspective that leads to changes in business and staff behavior) of a 30% reduction by fiscal 2030 (compared with fiscal 2019) and Net Zero by fiscal 2050.

*19 Dai-ichi Life, Dai-ichi Frontier Life, Neo First Life
*20 Please refer to P.63–64 of our Integrated Report 2022 for details on assumptions and other related matters used in the analysis.
*21 Orderly scenario: Orderly transition scenario
Disorderly scenario: Orderly transition does not proceed and carbon price soars
*22 International initiative aiming to procure 100% of electricity consumed in business activities from renewable energy sources

*23 Method of procuring electricity utilizing a scheme in which a solar power generation facility dedicated to Dai-ichi Life is installed on land remote from where the demand is located, and the electricity thus generated is sent to the demand location along with its environmental value.

The Group's CO₂ (Scope 1 & 2) emissions in fiscal 2022 were approximately 23,800 tons (down around 83% from fiscal 2019). Since becoming the first Japanese life insurance company to join the RE100^{*22} in 2019, we have been reviewing our electricity supply and demand contracts and promoting the use of environmental values, such as off-site PPA services^{*23} and non-fossil certificates. As a result, Dai-ichi Life achieved its renewable energy consumption target of 100% in its business activities in fiscal 2022, one year ahead

of its target^{*24}. We are also encouraging the introduction of renewable energy at other Group companies in Japan and overseas.

In addition, Dai-ichi Life's Scope 3 emissions (excluding Category 15) totaled approximately 46,600 tons in fiscal 2022 (down around 6% from fiscal 2019) through sequential reductions in office paper consumption and other measures.

We will continue making Group-wide efforts to achieve net-zero emissions.

Initiatives as an institutional investor

Dai-ichi Life, the Group's core domestic subsidiary (approximately ¥34 trillion in total assets as of March 31, 2023), has positioned climate change as the most important issue for responsible investment and has been working to realize a decarbonized society. In February 2021, we became the first Japanese company to join NZAOA, demonstrating our commitment to achieving a net-zero investment and loan portfolio by 2050. To achieve this, we set an interim GHG emission reduction target (25% reduction by 2025 (compared with 2020)) for our listed equity, corporate bond, and real estate portfolio in accordance with the NZAOA Protocol (target-setting guidelines).

GHG emissions from Dai-ichi Life's listed equity, corporate bond, and real estate portfolio in 2022 were approximately 4.5 million t-CO₂e, down around 16% from the

5.37 million t-CO₂e^{*25} emitted in 2020. We attribute this to a combination of factors, including progress of GHG emission reduction efforts by our investees and market fluctuations that affect the calculation of GHG emissions allocated to us. To further advance our net-zero efforts, we have set a new interim reduction target for 2030 (50% reduction in GHG emissions in our investment and loan portfolio^{*26} by 2030 (compared with 2020)).

We are also taking steps to strengthen the resilience of our portfolio by incorporating transition risks, such as significant changes in carbon taxes and stranded assets, into our evaluation criteria for investees. We will continue analyzing climate-related risks (including transition and physical risks) and opportunities, using CVaR and other methodologies.

[Dai-ichi Life] Major initiatives to achieve Net Zero

| | |
|---|--|
| Formulate Net Zero transition plan | <ul style="list-style-type: none"> Developed a transition plan to achieve net-zero portfolio with reference to GFANZ guidance, etc. |
| Set reduction targets and promote initiatives to achieve net-zero emissions by 2050 | <ul style="list-style-type: none"> Updated our previously announced interim GHG emission reduction target^{*27} for 2025 in accordance with the NZAOA Protocol, setting a new target of a 50% reduction from our listed equity, corporate bond, real estate, and loan portfolio by 2030 (compared with 2020) Engage in international initiatives through participation in the GFANZ Principals Group meetings and workstreams |
| Encourage initiatives by investees through engagement | <ul style="list-style-type: none"> Provide analyses and suggestions by our ESG analysts on climate change initiatives of around 50 of the top GHG emitting investees, encourage them to set GHG emission reduction targets consistent with the 1.5°C target and to develop and implement strategies to achieve the targets Encourage the decarbonization efforts of investee companies through collaborative engagement frameworks, such as Climate Action 100+ and the Life Insurance Association of Japan |
| Support the transition to a low-carbon society and the creation of environmental innovation | <ul style="list-style-type: none"> Aggressively make investments and loans to contribute to resolving climate change issues, targeting a cumulative total of ¥1 trillion by the end of fiscal 2024 (cumulative balance of investments and loans at the end of fiscal 2022: ¥710 billion) Proactively supply capital for the transition to a low-carbon society through transition finance^{*28}, impact investments, and other means in addition to making investments and loans in green bonds and renewable energy power generation businesses Set a GHG emission reduction contribution^{*29} target of 1.5 million tons CO₂e by fiscal 2024 to provide positive impact through investments and loans Developed and disclosed the "Policy on Transition Finance" to support the transition to a low-carbon society |

*24 For more information, please visit the following website (only in Japanese) https://www.dai-ichi-life.co.jp/company/news/pdf/2023_019.pdf

*25 GHG emission results for 2020 have been revised due to a change in vendor used (from S&P Trucost Limited to MSCI ESG Research LLC). GHG emissions in 2022 using S&P Trucost Limited were approximately 4.7 million t-CO₂e (2020: approximately 6.02 million t-CO₂e).

*26 In accordance with the NZAOA Protocol, we added loans to the assets covered under the new interim reduction target. The year for the interim reduction target for our listed

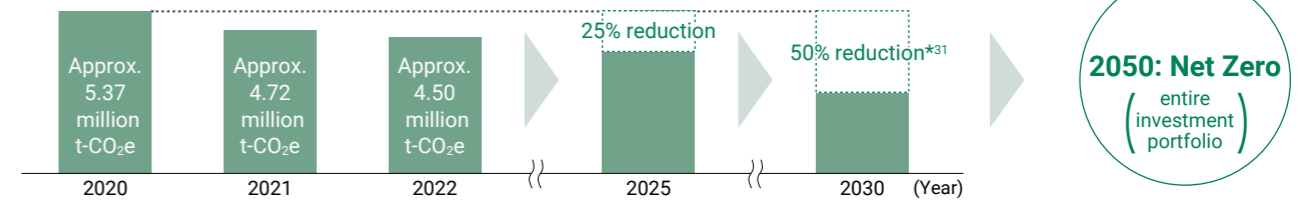
equity, corporate bond, real estate, and loan portfolio is 2030.

*27 Reduce GHG emissions in our listed equity, corporate bond, and real estate portfolio by 25% by 2025 (compared with 2020)

*28 Transition finance is a new financing method that aims to support the efforts of companies that are steadily reducing GHG emissions in accordance with their long-term strategies targeting a decarbonized society

*29 Renewable energy power generation projects for which the impact is disclosed

GHG emissions^{*30} of Dai-ichi Life (listed equity, corporate bond, and real estate portfolio)



Dai-ichi Life conducted an analysis of total carbon emissions and weighted average carbon intensity (WACI), which the TCFD recommends for disclosure purposes, in order to assess the climate-related risks and opportunities of investees in relation to Dai-ichi Life's portfolio of domestic and foreign equities and domestic and foreign corporate bonds. For WACI, the GHG emissions per unit of sales of the investees are weighted according to Dai-ichi Life's percentage of ownership. For domestic corporate bonds, the WACI tends to be relatively high, and our analysis indicates that this is partly due to the relatively high proportion of the power sector, which has high emissions in the domestic corporate bond market.

To realize a decarbonized society, it is important to promote long-term transition strategies, particularly in GHG-intensive sectors. With this in mind, Dai-ichi Life announced its "Policy on Transition Finance" in September 2022. While our transition finance efforts may possibly lead to a temporary increase in our financed emissions, since decarbonization of GHG-intensive sectors is essential for society as a whole to achieve net-zero emissions, then, if a potential investment is deemed to contribute to appropriate transition, we will actively support such transition to contribute to realizing a decarbonized society.

[Dai-ichi Life] GHG emissions and WACI by asset

| | GHG emissions (million t-CO ₂ e) | WACI (t-CO ₂ e/¥ million) ^{*32} | |
|--------------------------|---|---|------------------|
| | | | (Reference) 2020 |
| Domestic equities | 2 | 0.7 | 0.8 |
| Foreign equities | 0.19 | 1.2 | 1.8 |
| Domestic corporate bonds | 1.9 | 2.4 | 2.6 |
| Foreign corporate bonds | 0.31 | 0.6 | 0.7 |
| Real estate | 0.1 | - | - |

[Dai-ichi Life] Policy on Transition Finance

- Dai-ichi Life chooses to take investment actions prioritizing the realization of long term carbon neutrality for society as a whole.
- When making investment decisions, Dai-ichi Life independently examines the validity and feasibility of companies' Transition strategies in terms of ensuring investment returns in addition to alignment with key Transition Finance guidelines.
- Dai-ichi Life will continuously review its decision criteria used in examining companies' Transition strategies in light of the external environments surrounding the Transition, situations of technological innovations and other elements.
- Based on the insights obtained in the detailed examination process of Transition Finance, Dai-ichi Life facilitates improvements in companies' Transition strategies and more effective initiatives through such engagement.

Full text of Dai-ichi Life's "Policy on Transition Finance" https://www.dai-ichi-life.co.jp/english/dsr/investment/pdf/ri-report_008.pdf

*30 Total (Scope 1 & 2) for the listed equity, corporate bond, and real estate portfolio. Figures for listed equities and corporate bonds are compiled by Dai-ichi Life based on data from MSCI ESG Research LLC. The figure for the real estate portfolio was compiled by Dai-ichi Life. The following calculation standards were used for measurement. GHG emissions = Σ (GHG emissions per individual company × Dai-ichi Life's percentage ownership)

Dai-ichi Life's percentage ownership = Investment value ÷ Enterprise value (Market capitalization + Interest-bearing debt)
 *31 Loans have been included in assets covered by the new interim reduction target for 2030.
 *32 WACI figures for 2020 have been revised due to a change in vendor used (from S&P Trucost Limited to MSCI ESG Research LLC).

Dai-ichi Life's cumulative investments and loans aimed at addressing social issues reached approximately ¥1.6 trillion as of the end of fiscal 2022. We will increase these investments and loans to ¥2 trillion by the end of fiscal 2024 to provide even more positive impacts on society.

Strengthening its responses to climate change issues is the most important priority of its responsible investment approach. With this in mind, Dai-ichi Life will increase investments and loans that contribute to resolving climate change issues^{*33} to ¥1 trillion by the end of fiscal 2024 (approximately ¥710 billion at the end of fiscal 2022).

As part of its integration efforts of climate change factors into investment and loan decisions, Dai-ichi Life conducts both quantitative and qualitative analyses in evaluations of investees.

Specifically, ESG analysts evaluate companies (ESG scoring) based on the estimated impact on business performance of significant changes in carbon taxes, etc. (transition risk), the presence or absence of environment-related technologies, etc. (opportunities) that could lead to future earnings gains, and investees' climate-related risk initiatives and governance status, which are confirmed through engagement activities. By reflecting the results of this ESG scoring in internal rankings used by analysts who examine each asset to make investment and loan decisions, Dai-ichi Life incorporates climate-related risks and opportunities into the evaluation criteria for investees and thus strengthen the resilience of its portfolio.

 Details of Dai-ichi Life's ESG integration and engagement efforts (Responsible Investment Report) <https://www.dai-ichi-life.co.jp/english/dsr/investment/ri-report2.html>

TOPICS [Dai-ichi Frontier Life] Efforts to reduce GHG emissions

Dai-ichi Frontier Life (which mainly sells savings products through bancassurance channels) has approximately ¥7.9 trillion of investment assets, which are mainly public and corporate bonds. In fiscal 2022, the company set a target to reduce GHG emissions^{*34} in its investment portfolio by 15% by March 31, 2025 (compared with March 31, 2021). Its reduction efforts include ESG engagement where it encourages investee companies to achieve their reduction targets and reduce more emissions. As of March 31, 2023, Dai-ichi Frontier Life achieved an 8.7% reduction (compared with March 31, 2021).

Fostering awareness among officers and employees

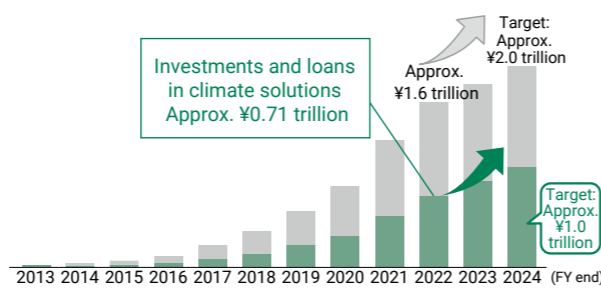
In addition to our activities as an insurance provider and institutional investor, we crucially need to raise the awareness and change the behavior of our officers and employees to realize a decarbonized society, and we believe this will help the Group demonstrate its unique attributes. As part of this, we held the "ECO Action Relay," a Group-wide environmental event, in FY2022.

The ECO Action Relay is a relay-type program of environmental initiatives at Group companies in Japan and overseas, and more than 4,000 officers and employees from 22 Group companies participated. Through the event, participants shared details of initiatives and effective implementation methods that take advantage of the individuality of each company and department. As a result, each and every executive and employee became more motivated about environmental initiatives.

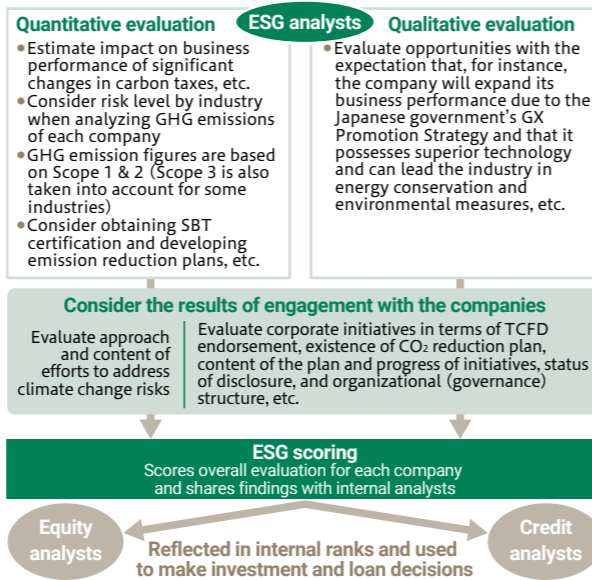


^{*33} Investments and loans that contribute to resolving climate change issues, such as investing in green bonds and renewable energy power plant-related projects
^{*34} GHG emissions per unit of assets held (intensity basis)

[Dai-ichi Life] Cumulative amounts and target amounts of investments and loans for resolving social issues



[Dai-ichi Life] Climate change integration scheme



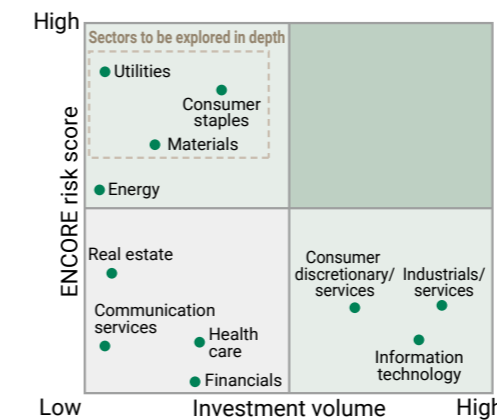
TOPICS Analysis of nature-related risks

In the "Environmental Action Policy for the Dai-ichi Life Group^{*35}," we clearly state that it regards the preservation of natural capital and biodiversity as our corporate social responsibility. With this in mind, we endorsed the philosophy of the TNFD^{*36}, which aims to establish a framework for the systematic identification and disclosure of nature-related risks, and in October 2022 we joined the TNFD Forum.

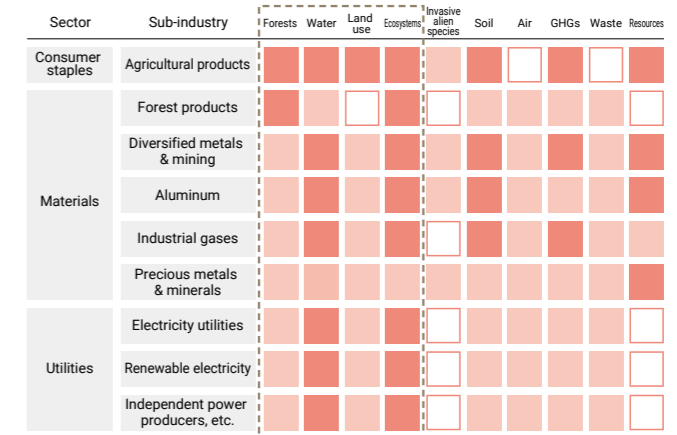
To better understand nature-related impacts and dependencies, we first analyzed nature-related risks and opportunities associated with the equity portfolio of our core domestic subsidiary, Dai-ichi Life, in accordance with the LEAP^{*37} approach proposed by the TNFD.

First, using the ENCORE^{*38}, a nature risk assessment tool, we selected three sectors for analysis—consumer staples, materials, and utilities—all of which have significant risks, then we identified important nature-related themes in each sector. We also studied examples of risk cases related to these themes in the value chains of our investees and evaluated their potential business impacts. As a result, among the nature-related risks that could affect our investee companies' businesses, we identified four areas that require closer attention—forests, water, land use, and ecosystems—as cases of conflict were found in the past in those areas.

Dai-ichi Life's investment volumes and nature-related risk level



Heat map of high-risk sub-industries in the three selected sectors (impact)



Examples of major risks and opportunities in the three selected sectors (consumer staples, materials, and utilities)

| TNFD's risk classification | Potential events | Examples of business risks in the three sectors | Examples of business opportunities in the three sectors |
|----------------------------|---|---|--|
| Transition risk | Rising raw material prices | [Common] Increased costs of responding to various regulations and criticisms [Commodities and materials] Soaring procurement costs due to increased demand for certified raw materials | [Consumer staples and materials] Use of certified raw materials can increase the added value and profitability of our products |
| Physical risk | Decrease in biological resources | [Consumer staples and materials] Instability of supply and price hikes due to stricter regulations on land development and over-extraction of natural raw materials | [Consumer staples and materials] Switching to alternative resources can ensure long-term, stable, and sustainable supplies |
| Systemic risk | Raw material crop failure due to ecosystem collapse | [Consumer staples and materials] A combination of factors, such as extinction of certain species (keystone species) that play an important role in the ecosystem of origin or contamination by pesticides, can cause the loss of ecosystem functions necessary for the production of raw materials, making it difficult to procure them | [Common] Development of Nature-based Solutions can lead to the creation of new values and markets |

We recognize that the analyses above are in the early trial stage (in line with the LEAP approach) and that there is much room for future development. Nevertheless, we believe that insights and knowledge about nature-related risks and opportunities in our investees' businesses, gained through these analyses, contribute to qualitative

improvements in our engagement activities with investees, which will help us strengthen the resilience of our investment and loan portfolio in the future. We will continue trying to contribute to realizing a nature-positive economy by reflecting the results of these kinds of analyses in our engagement with investees and analyses of the investees.

^{*35} <https://www.dai-ichi-life-hd.com/en/sustainability/environment/initiative.html>
^{*36} Taskforce on Nature-related Financial Disclosures
^{*37} Acronym for Locate (locate interface with nature), Evaluate (evaluate dependencies and impacts), Assess (assess risks and opportunities), and Prepare (prepare to respond to risks and opportunities and report). The aim of the LEAP approach is to enable companies and financial institutions to assess nature-related risks and opportunities.

^{*38} A nature-related risk analysis tool developed by the Natural Capital Finance Alliance (NCFA), an international finance industry association for the natural capital area, etc.

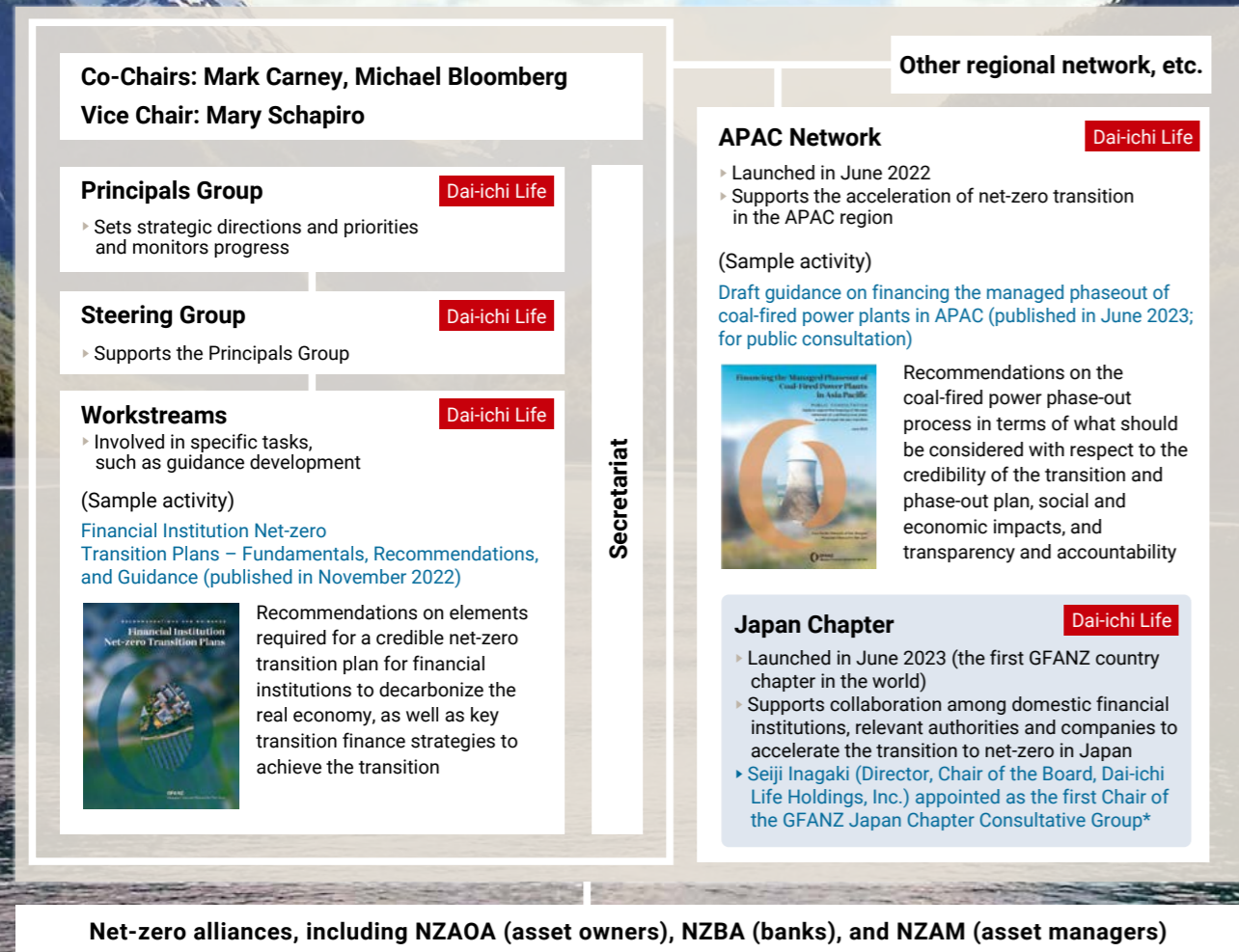
(Reference) Other initiatives related to natural capital and biodiversity <https://www.dai-ichi-life-hd.com/en/sustainability/environment/contribution.html>

Contribution To International Rulemaking To Address Climate Change

The Group recognizes that addressing climate change is an important management issue for realizing a sustainable society. Through GFANZ, which is the world's largest coalition of financial institutions with net-zero commitments (consisting of more than 550 financial institutions in 50 countries as of November 2022), we have been contributing to international rulemaking to achieve a decarbonized society.

To realize its objective of "accelerating the global net-zero transition" GFANZ works in various areas. These include supporting the development and effective implementation of net-zero transition plans across the financial industry, mobilizing capital for emerging markets and developing economies, and policy advocacy. It also focuses on responses at the regional level, having established the Asia-Pacific (APAC) Network in June 2022, the Africa Network in September 2022, and the Japan Chapter, the first GFANZ country chapter, launched as part of the APAC Network in June 2023.

GFANZ Glasgow Financial Alliance for Net Zero



* Based on information available when this document was prepared.
 * Advisory organization consisting of representatives of financial institutions and government agencies, etc.

One of my favorite sayings is, "If you want to go fast, go alone. If you want to go far, go together." To achieve a sustainable future, I want to work hand-in-hand with the world's financial institutions to accelerate the global transition toward decarbonization. With this in mind, I have served as a member of the GFANZ Principals Group, which has determined the direction and priorities of GFANZ since its inception.

At Principals Group meetings, formed by the chairs of GFANZ and heads of various financial institutions, we actively discuss strategic directions for effectively accelerating the global decarbonization transition. At those meetings, I have emphasized the need to consider the characteristics of each country and region and the importance of transition finance for decarbonization in the APAC region.

It is very significant that the GFANZ APAC Network was established in June 2022 and the Japan Chapter, the first GFANZ country chapter in the world, was launched in June 2023. The Japan Chapter is essential to furthering Japan's leadership in combating climate change, and I am honored to serve as the first Chair of its Consultative Group.

I am devoted to making every effort to realize a decarbonized society and economy and to enhance the presence of Asia and Japan with the collaboration with various stakeholders including other financial institutions and government agencies.



Director, Chair of the Board, Dai-ichi Life Holdings, Inc.
 GFANZ Principals Group Member
 GFANZ Japan Chapter Consultative Group Chair
Seiji Inagaki

GFANZ Glasgow Financial Alliance for Net Zero

Senior Sustainability Specialists
 Insurance Research Team
 Dai-ichi Life International (Europe)

Katsuki Tsuboi, Yuki Hoshihara



We take the co-leaders role of "Mainstream Transition Finance," a GFANZ workstream. This workstream promotes more financial institutions and investees to develop transition plans for achieving net-zero emissions. It also discusses what transition finance should be for accelerating net-zero in society by financing.

While a united global approach is required to achieve net-zero emissions, we should tailor our efforts to the circumstances of each country and region. The workstream includes financial institutions from a diverse range of countries and regions, including Europe, the United States, Africa, and Asia.

As a co-leader, we find it challenging, yet rewarding, to listen carefully to the voices of participating members and organize discussions on the way forward for the financial industry, taking into account the different socioeconomic conditions and industrial and energy structures in each country and region.

The Dai-ichi Life Group will accelerate its efforts to achieve net-zero emissions and lead the global efforts of the financial industry. We are at the forefront of these efforts and will contribute to the realization of the challenging global goal of achieving a net-zero society by 2050.



Managing Director
 GFANZ APAC Network
Yuki Yasui

The Japan Chapter began operations in June 2023 as the first GFANZ country chapter in the world. I am grateful to Seiji Inagaki of Dai-ichi Life for chairing the Consultative Group, which is composed of experts, in the chapter's first year.

The Japan Chapter will address common issues related to net zero in the Japanese financial industry with the leadership and innovation of Dai-ichi Life and the rest of the financial industry. It will also hold workshops on financial institutions' net-zero transition plans, engage in dialogue with financial institutions that are not yet GFANZ members, and hold annual summits. We sincerely look forward to working together with the Japanese financial industry, which shares our desire to achieve net-zero emissions.

Human Capital Management Strategies

We strive to increase group value by creating a “World of Opportunities” in which our people all over the world can energetically demonstrate their authenticity and successfully contribute.



Amid an increasingly complex and ever-changing business environment, human capital is the driving force for implementing our management strategies. The Dai-ichi Life Group’s human capital management strategy consists of four pillars: Grow, Belong, Be Well, and Protect. Through our Employee Philosophy Statement, we share our thoughts and feelings, which we have cherished as a lifelong partner for more than 100 years, with employees in 10 countries around the world, including Japan.

To realize a World of Opportunities and enhance corporate value, we are working to develop and strategically allocate diverse human capital while reforming our organizational culture to help employees maximize their potential.



Status of human capital value enhancement

| Four human capital strategy pillars | Main human capital activities | Main indicators*5 | April 2022 | April 2023 | Target (April 2024) | Connection to corporate value creation |
|-------------------------------------|---|---|-------------------|--------------------|---------------------|--|
| Grow | Business transformation Acquisition and development of our people | Human capital shift (including natural attrition) | 682 persons | 1,211 persons | 1,974 persons | Implement business strategies |
| | | Number of core DX talents*1 | 100 persons | 254 persons | 300 persons | |
| | | Number of candidates for future global management leaders | 241 persons | 286 persons | 300 persons | |
| Belong | Autonomous career advancement | My Career program applicants | 302 persons | 371 persons | | Organizational culture that thrives on diversity |
| | | Number of global job-posting positions | 8 postings | 16 postings | | |
| Belong | Turning diversity into a strength | Percentage of female executives*2 | 12.1% | 13.4% | 30% (2030) | Dai-ichi Life Group that is continuously chosen by customers |
| | | Percentage of female managers*3 | 16.5% | 18.5% | 30% | |
| Be Well | Flexible work styles | Male parental leave uptake rate/number of days*4 | 92.3% / 11.8 days | 100.0% / 21.5 days | 100% | Employee well-being |
| | Health and safety | Percentage completing secondary medical exams | 85.7% | 87.6% | 100% | |
| Protect | Contributing to local communities | Number of employees dispatched, including through corporate hometown tax program (temporary staffing) | 12 persons | 100 persons | | |

*1 We classify our DX human talents into three levels: (1) DX user group, (2) DX main group, and (3) DX professional group. Those in the more highly skilled (2) and (3) categories, who can lead our organization and bring about change, are defined as “DX core talents.”

*2 Sum of the Company and Dai-ichi Life

*3 Sum of line (section) managers and line general managers who head organizations among management positions at the Company and three domestic life insurance companies.

*4 Sum of the Company, three domestic life insurance companies, and ipet Holdings as of March 31, 2023. Calculated using the standard for calculating the percentage of employees taking childcare leave, etc., the disclosure of which is mandated (announced under the revised Child Care and Family Care Leave Law, effective April 2023). Results exceeding 100% are disclosed as 100%.

*5 Sum of the Company and three domestic life insurance companies (excludes *2–*4 and global job postings)

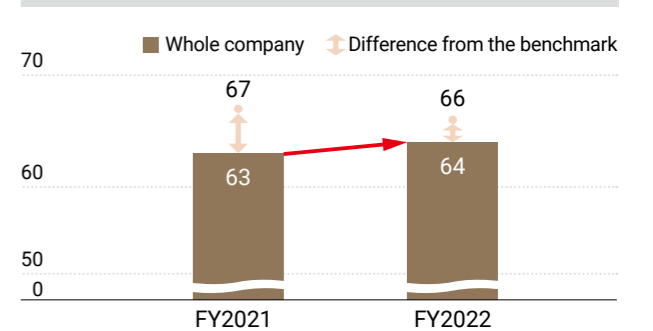
Initiatives to improve employee engagement

Employee engagement

Employee engagement is our important indicator to understand how our employees work proactively. It is also important for improving corporate value because it relates to not only productivity and corporate performance but also improving CX, which is a core Group strategy.

The Company and the three domestic life insurers introduced engagement surveys in 2021, conducting pulse surveys monthly last year and bimonthly this year. We have also been working actively to improve engagement, leading to improvement in the overall score.

Overall engagement scores and comparison to the benchmark

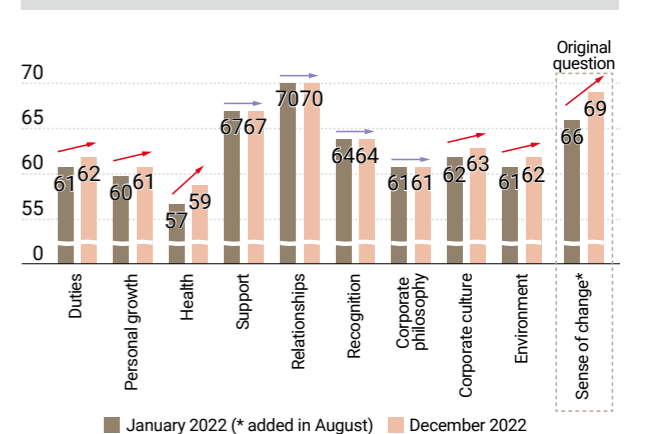


Category-specific scores and improvement efforts

The surveys are conducted by an external research company. Since an incident of fraud was uncovered at Dai-ichi Life, we added an original question about “sense of change,” which indicates the degree of change employees feel in our corporate culture and atmosphere. The score for this question improved significantly over the past year. In addition, we achieved improved scores in five of the nine categories, indicating that our engagement efforts are paying off.

On the other hand, the score for “corporate philosophy,” which indicates the level of understanding and empathy for our business direction, remained mostly unchanged. Therefore, we will continue pursuing initiatives to deepen understanding and empathy for our management strategy by providing opportunities for dialogue between employees and management, such as town hall meetings and small-group talks with executives.

Category-specific score comparisons



Case study Improving engagement from the bottom up (Actuarial Dept., Dai-ichi Life)

We believe that sharing and working toward the common goals of both our organization and each individual employee will lead to greater engagement. Accordingly, we are paying particular attention to human capital development and organizational culture, which we regard as “two cornerstones for business execution.” To continue these efforts as an organization, in April 2022 we established the DSR Committee within the Actuarial Dept., which meets once a month to monitor progress and share good practices. Under this committee, we also formed three project teams (focusing on human capital development, organizational culture, and business execution, respectively) to study specific measures.



Case study Fostering a sense of unity through interaction across departments and positions (Dai-ichi Frontier Life)

To foster a greater sense of unity, we hold small-group town hall meetings with the president, “cross 1 for 1” dialogues that transcend departments and positions, and roundtable discussions with young employees and career hires. In our engagement surveys, we are beginning see good results, including a five-point year-on-year improvement in the “interdepartmental cooperation” score in the “corporate culture” category. We also send questionnaires to participants of these small-group forums in an ongoing effort to improve engagement. Note: Fourteen town hall meetings have been held, attended by around 240 participants.

Grow

To enable employees to continue developing new skills and motivation, the Group works to create an environment where individual employees are encouraged to grow and everyone can improve and create new possibilities for each other. In particular, we believe that it is necessary for employees to always think of customers, consider their own careers, and work autonomously. With this in mind, we hold “1 for 1” meetings (Dai-ichi Life version “one-on-one”), an initiative by supervisors to support the growth of subordinates. These meetings have permeated throughout the Company as a forum for employees to connect their desires and aspirations to their personal career development.

We are increasing our investments in employee training each year to address rapid changes in the business environment both in Japan and overseas. As people’s behavior and values change, we always focus on what our customers want and help our employees shape their own aspirations and continue improving themselves through acquiring a variety of skills and experiences.

Total investment in employee training

| 2021 | 2022 | 2023 |
|--------------|--------------|---------------------|
| ¥440 million | ¥500 million | ¥660 million (plan) |

* Investment in self-development support and Company-initiated training, including internal and external online training, undertaken by in-house employees. Approx. ¥61,000 per employee. (Excludes investments in individual initiatives by each division or in sales staff, such as sales representatives.)

Major initiatives

- 1 for 1 (Dai-ichi Life version of one-on-one)
- Talent management program
- Career design training by generation
- My Career program (internal recruitment)
- Secondary jobs inside and outside the Company
- Future leadership development program
- DX talents development program
- Global Job Posting program
- Global leadership development program
- Self-development program (language training, Udemy, DL NetCollege, etc.)

Key example: Domestic and Global Talent Management Programs

One of our management strategies is to work continuously to identify and develop next-generation leaders. Therefore, we continue implementing various processes for each major position, from identifying candidates, external assessment, and periodic talent reviews throughout year to development and monitoring. Through this management cycle, we also actively appoint external talent to the positions of directors and other key organization managers to address changes in the business environment.



Domestic talent management

Each year, the Human Capital Committee reviews and confirms the pool of potential successors for each key position and develops candidates through external assessments, training, and assignment opportunities. We pay particular attention to appointing women and mid-career hires to head our organizations. Here, our aim is to change our organizational culture through decision-making by diverse people. We are also stepping up efforts to swiftly select and train young talent in order to develop and produce next-generation management leaders in a stable and systematic manner.

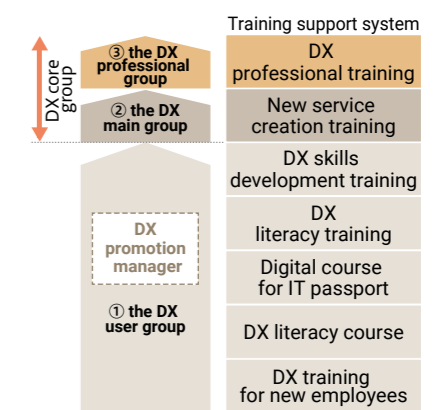
Global talent management

We launched a global talent management program for overall group companies under a common framework. This reflects the growing importance we place on identifying and developing the next generation of leaders globally. To create synergies within the Group, we have also begun efforts to identify and develop global talent who can contribute to our global business beyond their country.

Dai-ichi Life Group: Building and expanding our talent pool


Key example: DX talents development

Digital skills are essential for delivering customer experience (CX) value that transcends the insurance domain. With this in mind, the Group has divided its DX human capital into three categories for all employees to work on: (1) the DX user group who understand and can utilize digital technology, centered on “DX promotion staff” assigned to various organizations (around 800 people in total) to raise the overall level of the Company; (2) the DX main group who can lead our organizations; and (3) the DX professional group who can change our business model with DX. To identify and develop personnel in categories (2) and (3), we conducted an external assessment of around 2,000 people, mainly from organizations involved in DX. We use the results of the assessment to foster a DX-driven culture and help employees learn and embrace challenges by offering a wide range of experiences. These include practical training, transfers to gain practical experience, career rotations to companies outside the Group, and temporary transfers to venture companies. (The Company and Dai-ichi Life are certified as “DX Certified Business Operators.”)



Comments from person in charge Manager, Human Resources Development Office, Human Resources Department, Dai-ichi Life **Makoto Murakami**

To meet the changing needs of our customers, we ourselves must change. Because DX is essential to improve CX, each employee must become a DX advocate. Therefore, we at Dai-ichi Life are strengthening DX human capital development to enable all employees to think about their careers with digital utilization in mind.



Key example: Domestic and global public recruitment system

To help employees achieve their career ambitions, we provide opportunities for them to demonstrate their strengths.

In Japan, we introduced the My Career program to encourage employees to think about and shape their own careers autonomously. We also offer a wide range of positions in companies inside and outside the Group that enable employees to work in diverse fields beyond insurance. The number of open positions, applicants, and successful candidates is increasing every year, and the “era of employees choosing their careers” is becoming a reality.

Japan: My Career Program (as of April)

| | 2021 | 2022 | 2023 |
|---------------------------------|------|------|------|
| Number of job postings | 175 | 222 | 301 |
| Number of applicants | 188 | 302 | 371 |
| Number of successful candidates | 73 | 93 | 141 |


Globally, we launched the Global Job Posting Program, which encourages employees to raise their hands for global opportunities to demonstrate their expertise across countries. The number and scope of applications have expanded, with applicants from the United States, Australia, Singapore, and India applying for postings in Japan, Singapore, India, Thailand, and the United Kingdom. This helps us create a culture in which group people grow together, enhance each other, and support each other’s success.

Employee voices

TAL, Head of Cyber Transformation, Information Security and Cyber
Samer Fouani

(Participation in the Global IT Collaboration project)


I have the opportunity to challenge myself, consider effective ways to work at scale, and think outside the box. I feel that I am part of a global team as a project leader.



Star Union Dai-ichi Life Manager
Ashok Kumar Sharma

(Participation in the Innovation Fund project)

This opportunity helps me in lot of ways at personal as well as career level. In addition to strengthening my skills and knowledge about working globally, it has given me the opportunity to think about our industry at the social level and prolonged information horizon towards industry.

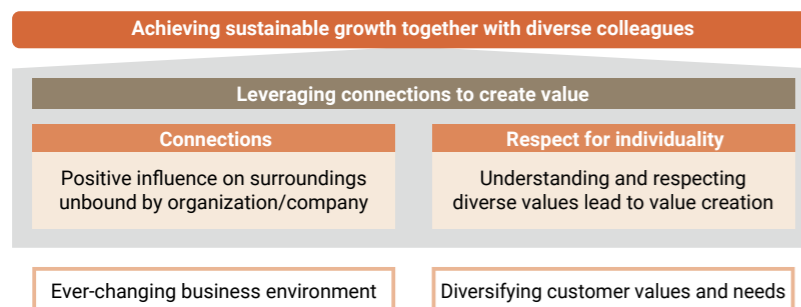


Belong

We are accelerating our diversity and inclusion (D&I) efforts aimed at creating a world where people with diverse values, perspectives, abilities, experiences, and expertise can share their opinions, demonstrate their collective strengths, and participate in decision-making. In addition to increasing the ratio of women in management and other decision-making positions, we are working to increase the ratio of mid-career hires to head our organizations in Japan. We also encourage diverse people to make decisions that change our organizational culture.

I believe that creating a working environment and culture where employees can work with vigor and high motivation, and where they can make the most of their diverse personalities and maximize their abilities, will lead to the sustainable growth of the Company. In this time of rapid changes and diversifying customer needs, we will raise the quality of decision-making from the perspective of diversity, thereby making it easier and more rewarding to work, and thus create a strong group of human capital.

The Dai-ichi Life Group's D&I goals



Key example: Global D&I activities

Although our D&I activities vary depending on the environment in each country, we began D&I activities as a Group in 2022 and held our first Global D&I Summit online in November 2022.

The aim of the event, titled "Learning Together," was to create a Group-wide culture that respects diverse values, embraces differences, and promotes people's well-being. It was attended by 59 leaders from 13 Group companies from Japan, the United States, Australia, Singapore, Vietnam, Cambodia, Myanmar, India, Thailand, and Indonesia. In addition to sharing their understanding of D&I and learning about global trends through lectures by external professor, participants were divided into small groups and actively exchanged opinions on future initiatives they would like to implement and ideas for the Group as a whole. By having diverse people assemble and share their thoughts, we continuously foster Group's D&I understanding and actions to create an organizational culture that makes the most of diversity.



Key measures

- Training for females by layer
- "Cross 1 for 1" meetings with executives and department heads to develop female leaders
- Exchange meetings with female role model
- Targets for ratio of female leaders by layer and succession planning
- Advancement of people with disabilities
- Global D&I activities
- Onboarding support for mid-career hires
- Communications to promote D&I within the Company

Key example: Promoting the advancement of women

The domestic Group companies are stepping up efforts to achieve a 30% ratio of female executives by 2030. In addition to enhancing training by layer, department directors make sure that 30% of the candidates for each management post in their departments are women. As an opportunity to see and develop candidates directly, department directors also have 1 for 1 meetings with candidates from departments with which they do not normally have contact on a regular basis.

Other Group companies are also promoting the advancement of women. For example, TAL holds a company-wide Female Leaders Sponsorship Program to develop female leaders. Under the program, female employees selected as candidates for leadership positions spend six months working

on assignments while developing a business sense and managerial perspective. By having directors and department heads acting as sponsors, participants can enhance their personal brand, boost their confidence, and build cross-functional relationships with management. The program also provides an opportunity for management to understand potential next-generation female leaders and foster a culture of sponsorship. As a result of this program, TAL has increased the percentage of female leaders to more than 40% (as of 2023).

By learning from each other's successful initiatives, we also promote synergies within the Group.

Voices of Cross 1 for 1 and Female Sponsorship Program participants

Line Manager, Neo First Life
Noriko Matsuda



In my 1 for 1 sessions with Executive Officer Atsuko Ochiai, who has a different division and career from me, I received advice from multiple and objective viewpoints, which broadened my knowledge and perspective and taught me how to work in a different way than before. I had just arrived in a new department where I had no experience and little knowledge or relationships, so Ms. Ochiai's advice on how to manage and gather information and tips on negotiating were very useful in my new job. It was also a good opportunity to think about what I need to learn in the future.

Executive Officer
Atsuko Ochiai



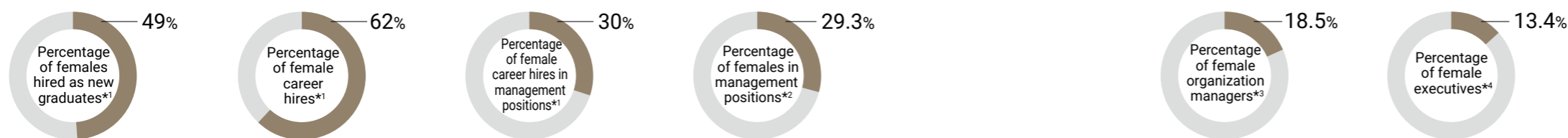
Ms. Matsuda had just been transferred from a line manager position to a field in which she had no experience and was trying to understand the situation and identify issues. In our 1 for 1 sessions, she talked with a smile on her face from start to finish, which left an impression on me. Each time, I asked her to share her concerns and challenges, we spent time together thinking about the next steps. As the sessions progressed, she became more familiar with the workplace, expanded her perspectives, and steadily gained confidence. The opportunity to hear diverse perspectives and workplace situations was a learning experience for me as well.

TAL, General Manager **Samantha Holt**



My sponsors were so keen to be a part of this program and it showed in the time they spent meeting with the participants and providing valuable insights and advice. It was fantastic to be able to dedicate some time to our personal and professional development in our otherwise busy workday. I also learned a lot about how to leverage more from professional relationships especially sponsorship, the importance of our personal brand. It was a very meaningful experience.

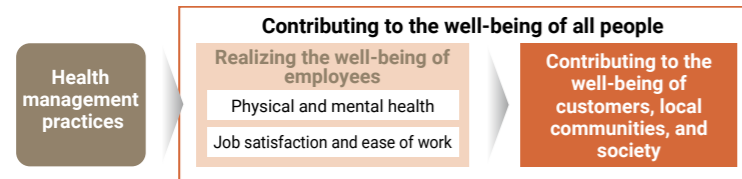
Reference data for expanding the female leadership base



*1 Sum of in-house positions of the Company and three domestic life insurance companies
 *2 Sum of the Company and three domestic life insurance companies
 *3 Sum of line (section) managers and line general managers who head organizations among management positions at the Company and three domestic life insurance companies
 *4 Total of the Company and Dai-ichi Life

Be Well

By practicing “health management” that helps improve the health of customers, local communities, and society, the Group aims to foster the well-being of all people. Here, the well-being of our employees is paramount, and for this reason we must continue and strengthen our workplace health and safety initiatives while creating a worker-friendly environment and culture. We contribute to the Group and society by emphasizing the well-being of our employees and our organizational culture of overcoming challenges in a positive manner.

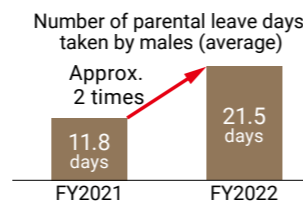


Major initiatives

- Subsidies for physical examinations and various cancer screenings
- Nationwide mammography bus tours
- Seminars on employee safety and health
- Promoting use of QOLism (health promotion smartphone app)
- Provision of self-care tools
- Encouraging uptake of parental leave by males
- Strengthening support system for balancing childcare and work
- Full-remote working arrangement
- Leave of absence system to support diverse work styles

■ Key example: Encouraging male employees to take parental leave

Since 2022, we have been pursuing our goal of 100% of male employees taking at least one month of accumulated parental leave. This initiative goes beyond legal compliance and includes raising awareness through pre-fatherhood education seminars to help male employees be close to their partners after childbirth or at the peak of childcare anxiety and proactively engage in childcare and housework. Here, superiors and subordinates together make written parental leave plans, with employees granted up to 20 days of paid leave. We also hold “family-friendly boss seminars” for upper management and work to create a mutually supportive work environment by gaining the understanding and cooperation of diverse employees.



Protect

Committed to building a sustainable society, now and into the future, the Group supports its customers, local communities, and all employees.

The Group’s core business is life insurance, which has a high social and public influence. Therefore, one important pillar of our human capital management strategy is to encourage employees to engage in activities aimed at building a sustainable society. By providing employees with opportunities to contribute to more customers and local communities, we foster the advancement of such communities.

Companies in the Group are pursuing measures in line with themes that align closely with the life insurance business, such as health promotion, environmental protection, and the creation of a next-generation society. In these ways, they are expanding efforts to build a sustainable society with deep roots in each country and region.

Major initiatives


- Community contribution activities at each location (volunteer work, children’s cafeteria, support for women in poverty, financial literacy education for local children, etc.)
- Health and medical seminars held throughout Japan
- Environmental protection activities
- Corporate hometown tax program (temporary staffing)
- Local women’s exchange meetings
- Community contribution through employee health promotion and environmental protection activities
- Participation in the Ministry of Health, Labour and Welfare’s Corporate Action Program for Promoting Cancer Prevention

■ Key example: Career rotation to other companies (temporary staffing under the corporate hometown tax program)

From 2022, we started participating in the “corporate hometown tax program (temporary staffing)” as an initiative to address regional issues throughout Japan. As of June 1, 2023, we had dispatched 67 employees in a wide range of positions in 64 local governments. In recognition of these efforts, we received the Minister’s Award for the Fiscal 2022 Taxation System to Support Regional Development (corporate hometown tax program) from the Cabinet Office.

The dispatched employees are engaged in work that helps resolve local issues, such as tourism promotion, childcare support, and improvement of local welfare, thereby contributing to regional and social sustainability. By participating in this program, we will promote collaboration based on a three-way “win-win” situation for local communities, our employees, and our company.

Employee voices Assistant Manager, Dai-ichi Life **Junya Hasegawa**



During the parental leave period, I gained a full range of childcare experiences and acquired solo-parenting skills. Raising a child is a challenge that people cannot understand without experiencing it. The experience changed my appreciation for my partner and my own approach to child-rearing and family. In terms of work, I am now more conscious of efficiency than before and strive to achieve better results in a limited amount of time. If I hear that a colleague’s partner is pregnant, I would encourage him to take parental leave without hesitation.

Length of parental leave available to males: (1) immediately after childbirth, and (2) taken in portions when partner returns to work (31 days in total)

■ Key example: Seminars on employee health and safety

To help employees work safely, healthily, and vigorously, we provide support for (1) disease prevention, (2) prevention of serious illness, and (3) mental health measures. This support includes hosting training and interviews by our occupational health staff, as well as a wide variety of seminars. We also promote the health of our customers and local communities through seminars and other programs conducted by the National Center and the Dai-ichi Life Research Institute. In fiscal 2022, we co-hosted a panel discussion with participants from other companies, outside experts, and our own management on the theme of hormonal disorders common to both men and women. This provided a valuable opportunity to consider the importance of viewing health as a workplace issue and creating comfortable working environments.


Main health-related seminars

- Women’s health and compatibility with diseases specific to women
- Hormonal changes and menopause
- Mental health measures
- Sleeping well
- How to read health checkup items
- Treating various types of cancer
- Dementia
- Frailty
- Dietary habits

Comments received after seminars

- It is important to have a work environment where people can talk about health, regardless of gender, age, or other barriers.
- I felt that talking to someone else made me feel better, instead of trying to solve the problem on my own.
- It is important to reduce anxiety by having the right knowledge.

Employee voices Tourism Promotion Division, Tourism Bureau, Nara Prefectural Government **Shoko Nakamura**



I am in charge of promotion activities aimed at attracting visitors to Nara Prefecture. In my job, we take advantage of Nara’s strong tourism resources, such as shrines, temples, and history. We also engage in accommodation promotion projects by highlighting the appeal of Nara’s cuisine. In addition to outcomes, we need to appreciate the social significance and impact of projects implemented by public agencies. This gave me a different learning experience from that of Dai-ichi Life and opened a new avenue to my personal growth.

■ Key example: Contributing to local communities through employee health promotion activities

Under the slogan “Healthy to Connect—Healthy to Love,” Dai-ichi Life Vietnam is conducting a virtual run event called “Dai-ichi Life—The Route of Love” as part of its strategy to promote people’s health and well-being. Under this initiative, participants record more than 50 sports, such as swimming and yoga, on a smartphone app aimed at improving their health. Based on the distance they walk or run, they also donate money to plant trees and help those in need. The event was held in four major Vietnamese cities, with a total of 24,475 participants (customers, personal representatives, and Dai-ichi Life Vietnam employees from all over the country). The distance covered was 8,567,551 kilometers, which was recognized by the Vietnam Records Organisation (VietKings) as the longest-distance

virtual sporting event and raised approximately 5 billion đồng (¥30 million). Through these activities, we help people maintain healthy and happy lives.



Message from the CIO/CDO

DX & Innovation Promotion

In this era of major change sparked by technology, we will foster a strong digital culture across the Group, thereby turning it into digital-driven, high-growth organization.

Senior Managing Executive Officer, Chief Information Officer/Chief Digital Officer **Stephen Barnham**



My name is Stephen Barnham, and I was appointed Chief Information Officer and Chief Digital Officer (CIO/CDO) in April 2023. After a journey stretching more than three decades in global fintech, I was delighted and privileged to join the Dai-ichi family earlier this year.

In 2022, we faced unprecedented challenges and opportunities due to the COVID-19 pandemic, which accelerated the digital transformation of our industry and society. We responded swiftly and effectively to the changing needs and expectations of our customers and staff by developing tools to support them during those difficult times. An example of this was the enablement of remote sales, using a combination of video technology and AI tools, we created a chatbot and an online platform to facilitate sales when our sales representatives could not meet customers in person.

We also enabled flexible working for our teams and have further extended the adoption of these new ways of working on a permanent basis. This has created a wonderful working environment in which staff can more effectively balance their work and private lives.

We made significant progress in our strategic priorities of enhancing our digital capabilities, expanding our product portfolio, diversifying our distribution channels and strengthening our partnerships. An example of this is the strong partnership with the U.K.-based insurtech company YuLife. This partnership will not only potentially provide us with new ways to serve and support our customers but also have a positive impact on deepening the digital culture of the firm.

TAL also illustrated this, with the launch of a new digital insurance platform for its group insurance business. The OpenAPI-based, cloud native platform will enhance user experience while streamlining policy management and claims processing for its partners.

As a further example, Protective Life also deployed a new cloud telephony engagement platform. Natural language interactive voice response capabilities enable customers to

complete transactions without speaking with a representative. This is also effective at connecting our customers with the correct service professional when direct human interaction is needed.

In a further example of how we align with our customers' long-term well-being, Star Union Dai-ichi in India deployed "YouMatter." This is a customer engagement app enabling physical, mental and financial wellness for customers.

These are excellent examples of how we are using technology to remove friction from our customer experiences, make our staffs' jobs easier and build a robust and secure digital infrastructure.

One of the key factors that enabled us to achieve these results has been our digital culture. In an age of exponential growth in digital transformation, a strong digital culture is critical. This is achieved not only through the deployment of cutting-edge technology but also through developing talent with contemporary skills and ensuring the democratization of digital across all levels of the organization. We believe that digital culture is not only a source of competitive advantage but also a driver of employee satisfaction and retention.

As we look forward to this year, we will continue the journey to build Dai-ichi into a high-growth, digitally-driven organization. We will continue to deploy digital tools, develop our talent and improve our ways of working. We will particularly make extra effort across our global footprint to bring us closer together as one Dai-ichi team and more effectively use our amazing talent.

With our staff and customers firmly at the center of our thinking, we will continue to explore new business models and cutting-edge digital solutions. This will include extending our research in areas such as AI and embedded insurance.

During these times of significant change driven by technology, I look forward to applying all my experience and expertise to lead Dai-ichi to become a top global insurance player.

Promotion of global innovation and fostering of a digital culture

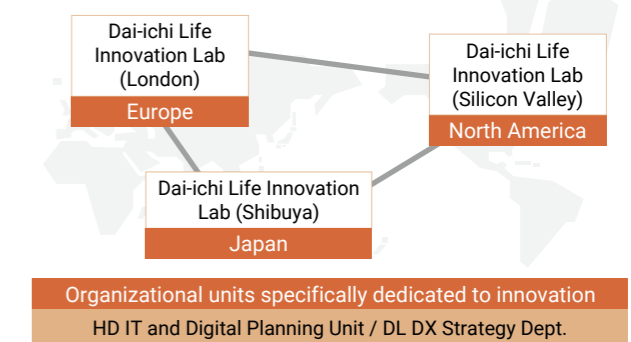
To complement our organizational units in Tokyo that are specifically dedicated to innovation, we have established bases in Silicon Valley and London to conduct networking with local companies and research. Through these bases, we are working to keep track of trends in advanced technologies and uncover and collaborate with start-ups in a timely manner and on a global scale.

On the other hand, to introduce and embed such advanced technologies within the Group, and to link them to the enhancement of the customer experience (CX), it is essential to instill a strong digital culture in all organizations. To this end, it is essential for each and every employee to enhance their DX literacy, and we offer various reskilling programs to further foster a sense of pride and satisfaction in their work.

By spreading digital culture throughout the Group, we will create innovative digitally-driven services and

businesses from the perspective of improving CX, and contribute to our company becoming a global top-level insurance group.

Innovation Network



Operation of the Innovation Fund

As the transformation of the insurance industry through innovation accelerates globally, a group-wide transformation of innovative organization is necessary to achieve sustainable growth.

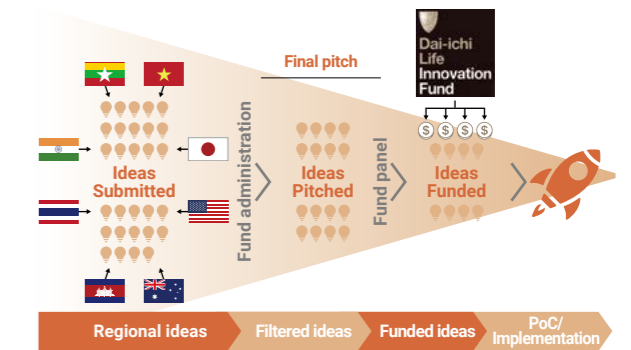
Toward this transformation, we launched an innovation fund in fiscal 2021 with the themes of fostering a culture of innovation, improving customer experience, and identifying new business opportunities.

This initiative supports the demonstration experiments of innovative business ideas that contribute to the sustainable growth of the Group over the medium to long term, overcoming the various constraints of each group company, including overseas business.

In fiscal 2022, the second year of the program, the fund held two rounds of funding, attracting 14 ideas from four countries. Of those, 11 passed the initial stage of selections and were presented at a pitch event where more than 100 internal and external relevant parties attended, with nine ideas ultimately being selected to receive funding support. Of the 17 ideas that we have funded so far, three have completed

demonstration experiments and are continuing to be considered for implementation.

This initiative not only led to the creation of several innovative ideas, including advanced ideas that respond to the latest regulatory trends and ideas that utilize cutting-edge technologies, but also contributed to the embodiment of group synergies, such as the initiation of collaborative projects among group companies across countries.



Initiatives around the Innovation Fund

The Innovation Fund was the starting point, leading to the systematization of peripheral measures in each group company. For example, Protective (U.S.A.) and TAL (Australia) have implemented their own programs for developing innovative human capital and ideas. We are accelerating our efforts to foster a culture of innovation and develop human capital including the APAC region and Japan. Participants in these programs became those who challenge the Innovation Fund, and this initiative serves as a "North Star" for employees of group companies.

