How can we contribute to people's happiness?

While happiness may differ from person-to-person we believe that leading life in good health and being true to yourself is a common source of happiness. We also believe that protecting one's valuables and preparing for the future so that one can live with peace of mind is an important element of happiness.

Reimagining

happiness

Based on such standpoint, the Dai-ichi Life Group can play a role in making people happy. For over 100 years, the Group has been helping people prepare for and deal with unlikely and unexpected life events. Going forward, we want to contribute even more to the happiness of all by helping them maintain financial security, good health, and stable relationships throughout their lives. We want to stand by our customers in any situation, and make sure that the Group upholds

resolve new

Amid the COVID-19 pandemic, many things that had been taken for granted are no longer so. Now individuals and families are concerned about their health and living expenses more than ever. The bonds between people have changed and become fragmented.

Meanwhile, the global environment, on which our future depends, is being damaged day by day.

While staying a step ahead of these trends, all of us in the Dai-ichi Life Group are committed to changing for the better, having reflected on the relationship with our customers following a number of serious incidents of fraud occurred in recent years... the Group's management is shifting its focus from getting results to improving quality. We will explore new ways to support our customers and contribute to their happiness. And also help alleviate people's worries and create a brighter future for everyone. We will continue enhancing connections with all our stakeholders and make progress together in the years ahead.

Group Mission

"By your side, for life"

Contributing to the well-being of all and achieving a bright future in harmony with society in Japan and countries and regions around the world.

Mission	By your side, for life

Vision

Protect and improve the well-being of all As a lifetime partner, we safeguard and contribute to the peace of mind, ness of all the people we serv itv and wel

Values

Dai-ichi's Social Responsibility Charter

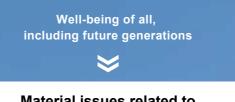
Brand Message

People First

Concept Behind the New Vision of Dai-ichi Life Group

In 2022, the Group will celebrate 120 years since its founding. We hope to continue contributing to the well-being of all , including future generations, to enable them to lead healthy and prosperous lives with peace of mind. To this end, we will stand by our customers' side even more than in the past by expanding our business in four domains of experiential values (protection, asset formation/succession, health and medical care and enhancing connections)

Our goal of well-being of all will be achieved first and foremost through a sustainable society. In recent years we have increased our efforts toward material issues related to ensuring local and social sustainability and have made achieving a sustainable society as a core part of our business operations.



Material issues related to four experiential values

CONTENTS

Introduction

- Introduction
- 5 Group Mission / Contents
- Message from the President
- 7 Message from the President
- 17 Overview of Cases of Fraud by Employees of The Dai-ichi Life Insurance Company, Limited ("Dai-ichi Life") and Status of Response

Vision of Dai-ichi Life Group

- 19 Value Creation Process
- 21 Management Resources Supporting Contribution to well-being
- Material Issues of the Dai-ichi Life Group 23
- Group History Since Demutualization 25
- 27 New Medium-Term Management Plan: Overview of Re-connect 2023

Business Strategy

- 29 CX Design Strategy
- 33 Protection
- 35 Asset Formation/
- Succession 37 Health and
 - Medical Care Overseas 39
 - **Business Strategy**
 - 43 Driving Innovation

Financial/Capital Management Strategies 45 Capital Management Policies and ERM Sustainability and **Business Foundation** 51 Sustainability **Climate Change Initiatives** 53 - Response to TCFD Human Capital Management Strategies 63 66 Diversity and Inclusion

69

Special

Feature

31

38

41

the Group

5 Dai-ichi Life Holdings, Inc. Achieving a sustainable society over the next 100 years, which is essential for realizing the well-being of all

Material issues related to ensuring local and social sustainability



Exploring the Acquisition of New Organizational Capability Medical Cost Control Support Service for Health Insurance Associations Utilization of Digital Technologies in

59 ESG Investment by Dai-ichi Life

Corporate Governance

External Directors' Roundtable Discussion 80 Basic Approach to Corporate Governance

	Business Overview / Data Section
95	Global Network
97	Business Overview
105	Financial and Non-Financial Highlights
109	Financial and Non-Financial Historical Data
111	SASB Information Index
115	Overview and Organization of the Insurance Holding Company
223	Glossary of Terms
224	Editorial Policy