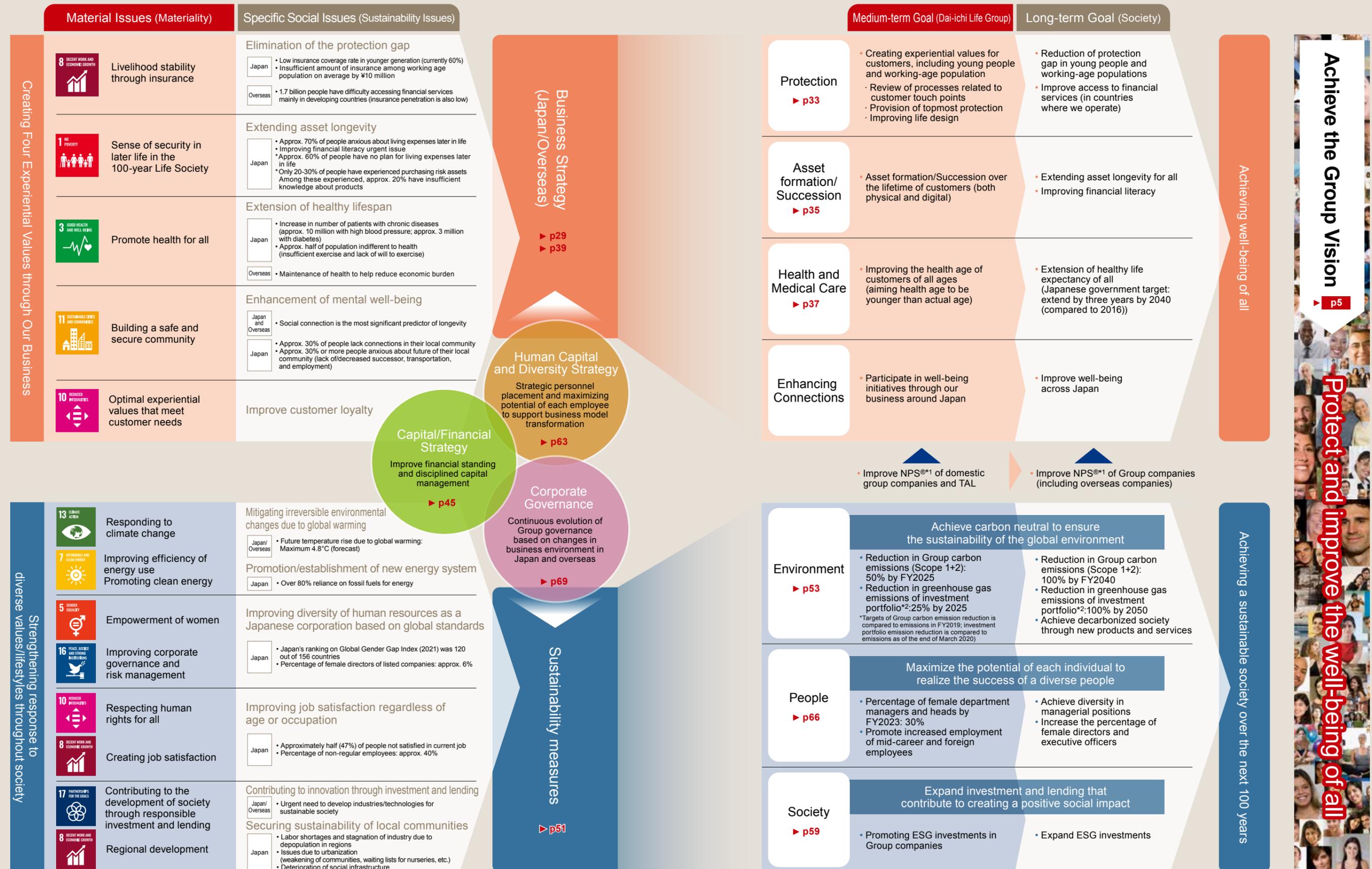


Value Creation Process



*1 NPS® is a registered trademark of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.
 *2 Includes listed stock, publicly offered corporate bonds and real estate

Management Resources Supporting Contribution to well-being

We will contribute to achieving well-being for all based on the strengths cultivated since our establishment - diverse talent, know-how and intellectual capital, a strong brand, and a strong financial position.

Human Capital

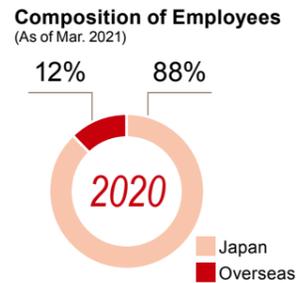
Diverse human capital responsible for creating experiential values to achieve well-being of all

We aim to expand our talent pool by securing more diverse, innovative and resilient talent in future while ensuring the quantity of human capital needed to fully support our customers in each country we operate.

Group Employees
Approx. 70,000

Overseas Group Employees
Approx. 10,000

Sales representative (Japan)
Approx. 40,000



Diversity percentage (Japan)*1 **Approx. 22%**

*1 Percentage of non-"new graduate recruits, Japanese nationals and male" employee within administrative personnel in managerial positions

Mid-career recruits as a percentage of all new hires (FY 2020; Japan) **Approx. 30%**

Number of employees with disabilities (Japan) **Approx. 1,000**

High expertise and extensive experience to support creation of experiential values

In addition to continuing to secure talent with expertise to lead in the insurance field, we aim to nurture and expand our talent pool of highly skilled and experienced human capital to take the lead in driving greater innovation and expanding our business overseas and into health and medical care.

IMDRT*2 Members **Japan 186 Overseas 162**

Deep knowledge and experience in the field of life insurance and financial services

Number of qualified actuaries **113**

Knowledge and experience in actuarial work
Number of full members of The Institute of Actuaries of Japan

Number of qualified CMAs (securities analysts) **600**

Knowledge and experience in asset management
Number of employees who passed Level II The Securities Analysts Association of Japan exam

Number of employees with experience working in overseas businesses/sites **492**

Knowledge and experience in overseas insurance business

Other specialists **56**

Knowledge and experience related to IT, data science, legal affairs, taxation (Japan)

*2. Founded in 1927, Million Dollar Round Table (MDRT), The Premier Association of Financial Professionals®, is a global, independent association of more than 66,000 of the world's leading life insurance and financial services professionals from more than 500 companies in 72 nations and territories. MDRT members demonstrate exceptional professional knowledge, strict ethical conduct and outstanding client service. MDRT membership is recognized internationally as the standard of excellence in the life insurance and financial services business. For more information, please visit mdrt.org.

Financial Capital

A strong financial position sufficient to accept risks

While maintaining and securing a strong financial position sufficient to underwrite life insurance risks, we aim to achieve a high level of capital efficiency with a strong capital position as a prerequisite through sound dialogue with capital markets.

Financial soundness indicators

Economic solvency ratio **203%**

Consolidated solvency margin ratio **958.5%**

Corporate value indicator
European embedded value (EEV) **Approx. ¥6.9trillion**

Capital efficiency indicator
Return on embedded value (ROEV; average over last three years) **8.6%**

Connections with shareholders

Number of shareholders **Approx. 750,000**

Number of meetings held with investors (FY 2020) **171**

Ratings information*3

Rating & Investment Information Inc. (R&I) **AA-**
Insurance Claims Paying Ability

Japan Credit Rating Agency, Ltd. (JCR) **AA-**
Ability to Pay Insurance Claims

Standard & Poor's (S&P) **A+**
Insurer Financial Strength Rating

Fitch Ratings, Inc. **A+**
Insurer Financial Strength (IFS) Ratings

*3. Dai-ichi Life's rating as of the end of June 2021. Ratings are the opinion of the rating agency and are not a guarantee by the ratings company of payments of insurance benefits and claims. Also, the rating can be changed in the future by the rating agency.

Social and Relationship Capital

Deep and diverse relationships with stakeholders around the world

We will increase the sustainability of our business through "qualitative" improvements in social and relationship capital-that goes beyond the "quantitative" one cultivated so far, through our business activities -such as striving for greater customer satisfaction and contributing to solve social issues.

Strong customer base

Japan

Number of customers **Approx. 11.5million** | Corporate customers **Approx. 160,000**

U.S.A. | No. of policies in force

Approx. 11.7million

Australia | No. of customers

Approx. 4.5million

Vietnam | No. of policies in force

Approx. 1.28million

Value proposition to customers

Insurance benefits and claims paid (consolidated) **¥5trillion**

Partnerships as an institutional investor

Companies engaged with (FY 2020) **248**

Evaluation of Dai-ichi Life's stewardship activities

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

Dai-ichi Life was rated A+, the highest rating possible, in an assessment of stewardship activities by the Principles for Responsible Investment (PRI) Secretariat (FY 2020). PRI is an international standard for responsible investment put forward by the United Nations.

Diverse alliances



Industry-academia alliance for innovation **6 universities**

Local Cooperation Agreements Concluded in Japan (Dai-ichi Life) **All 47 prefectures in Japan**

Intellectual Capital

We will work to increase added value and improve business efficiency in four domains of experiential values by proactively utilizing new technologies while making the most of the knowledge we have cultivated in the insurance industry over many years.

More than a century of history in the insurance industry



Sizable amount of medical big data

Approx. 1.3 billion data records (anonymous data)

Utilization and implementation of innovations

Increasing process efficiencies through robotic process automation (RPA) (Cumulative total at Dai-ichi Life up to FY 2020)

Acquisition cases by Protective Life (M&A expertise and experience) **58 deals**

Approx. 300,000 hours 850 processes

Natural Capital

As the current generation, fulfilling our duty to future generations

Maintaining the global environment and mitigating climate change through our business

Ensuring sustainability underpins everything we do as a Group that is striving for the well-being of all. To this end, we are strengthening our efforts to maintain natural capital, including the global environment.

Material Issues of the Dai-ichi Life Group

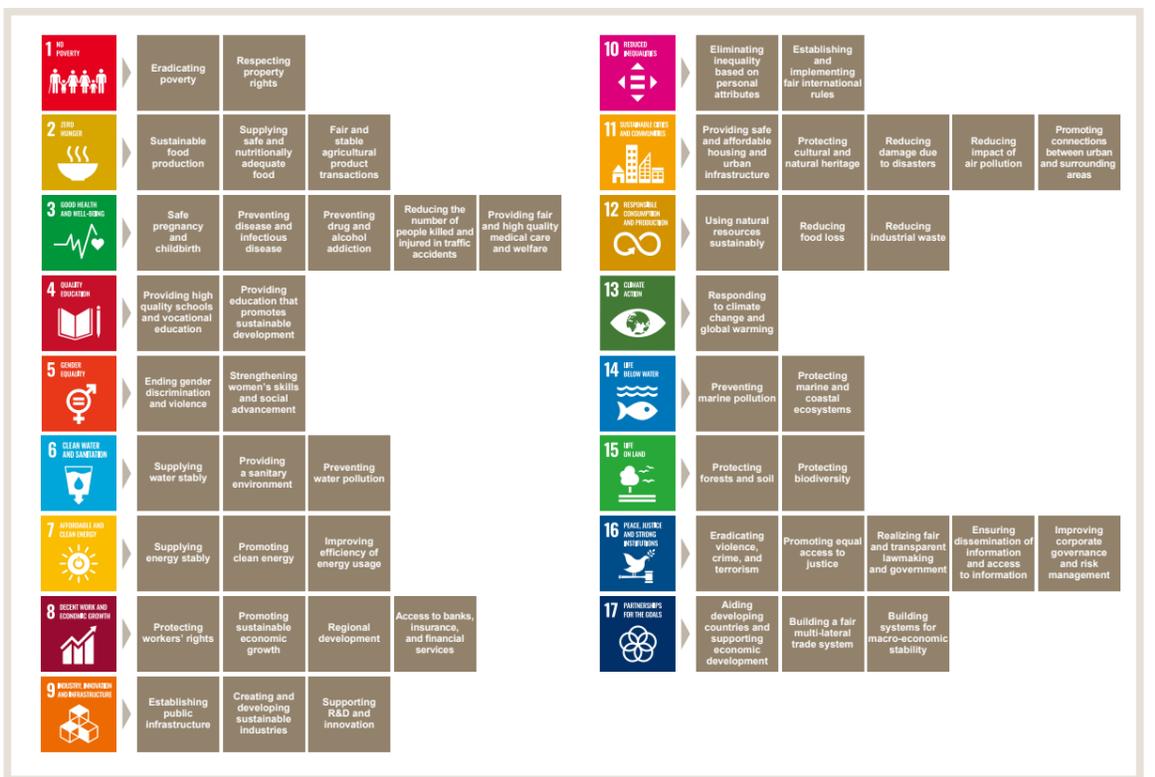
The Dai-ichi Life Group selected the following material social issues it will focus on to contribute to achieving the well-being of all. Specifically, we evaluated the priority and importance of the social issues the Group should tackle in the context of: (i) stakeholder expectations; (ii) affinity with the Group's philosophy and/or vision; and (iii) direction of business activities, and incorporated initiatives to tackle these social issues into the business strategy in the medium-term management plan, Re-connect 2023.

Selection Process for Material Issues

Step 1 Identifying and organizing social issues

- In order to study the priority and importance of the social issues to be tackled more specifically, we grouped the 17 goals and 169 targets of the SDGs according to their purposes, and came up with the 50 social issues as shown in Reference (1)

Reference (1) 50 Social Issue Themes



Toward Realization of the SDGs

The Dai-ichi Life Group will continue fulfilling our mission, "By your side, for life," going forward, by providing products and services that help to improve peoples' quality of life and thereby contributing to the realization of the SDGs. Specifically, in addition to economic protection, which is the traditional role of insurance, we will aim to increase the unique value provided by the Group that goes beyond the conventional insurance business model, such as promoting health and preventing illnesses from becoming serious, and aim to solve social issues such as extending asset longevity and healthy lifespans. Additionally, Dai-ichi Life will strive to realize the SDGs by proactively engaging in ESG investment as a responsible institutional investor and solving social issues around the world and in Japan.

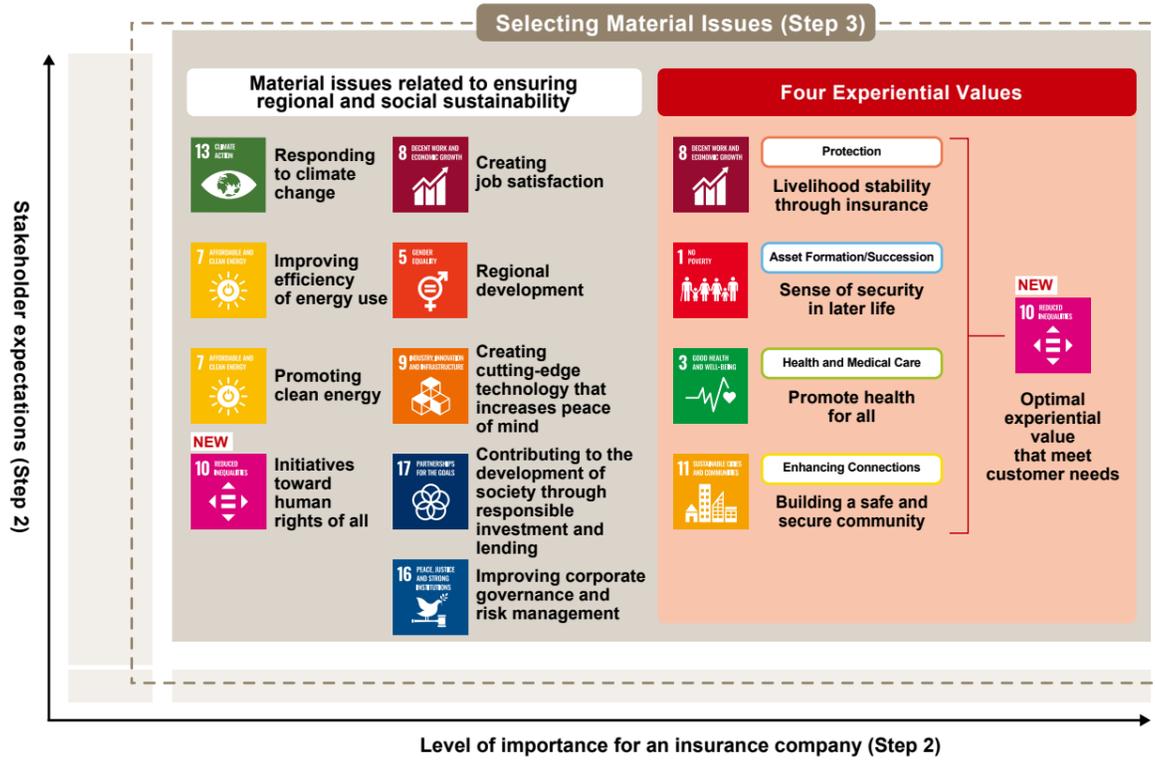


Step 2 Evaluating Priority Level and Importance Level

- We ranked the priority level of the 50 social issues based on the expectations of stakeholders, including international organizations, bodies that formulate guidelines*1, NGOs, rating agencies that provide ESG information to investors*2, and industry groups.
- *1 ISO, GRI, SASB, etc.
- *2 MSCI ESG Indexes, FTSE4Good Index Series, etc.
- We ranked the importance level based on the social issues that insurance companies are tackling in Japan and overseas.

Step 3 Selecting Material Issues

- We identified material issues for an insurance company and incorporated relevance to Group philosophy and contribution to improving well-being of all people in to organize the positioning and expression of the individual material issues.
- Reference (2)
- After engaging in dialogue with outside experts, we selected 14 material issues.



Reference (2) Factors with a Big Impact on Life Satisfaction

The results of a survey on what has an impact on life satisfaction conducted by Japan's Cabinet Office listed seven factors with a big impact on satisfaction levels. Four of these factors are related to Asset Formation/Succession, Health and Medical Care, and Enhancing Connections. The Dai-ichi Life Group believes that working to improve these factors will pave the way to improving quality of life.



Source: First Report and Second Report on the Survey on Satisfaction and Quality of Life (n = 10,293), Cabinet Office, 2019, processed by Dai-ichi Life Holdings

Group History Since Demutualization

History of Medium-term Management Plans



	Initiatives Before Demutualization	Demutualization, Public Listing	2010	2015	2020
Organizational Structure and Governance		<ul style="list-style-type: none"> 2010: New foundation as a listed company 2011: Introduced share remuneration-type stock options 	<ul style="list-style-type: none"> 2013: Established Advisory Board 2014: <ul style="list-style-type: none"> Established Standards for the Independence of outside directors Established the Internal Control Policy for the Dai-ichi Life Group Commenced self-assessment of the effectiveness of the Board of Directors 	<ul style="list-style-type: none"> 2015: <ul style="list-style-type: none"> Established regional headquarters companies Established a Basic Corporate Governance Policy 2016: <ul style="list-style-type: none"> Transitioned to a holding company structure Transitioned to a company with an Audit & Supervisory Committee Dai-ichi Life Holdings 2017: <ul style="list-style-type: none"> Commenced self-assessment of the effectiveness of the Audit & Supervisory Committee Commenced self-assessment of the effectiveness of the Nominations Advisory Committee and Remuneration Advisory Committee 2018: Introduced a restricted stock remuneration scheme 	<ul style="list-style-type: none"> 2020: Transitioned to governance structure whereby the Chairman of the Board of Directors does not serve concurrently as Representative Director, whose role as presiding officer of the Board of Directors is oversight of Company management
Enhancing Sustainability	<ul style="list-style-type: none"> 1998: Efforts to improve quality of management 2002: Full-scale integrated risk management 2005: CSR-based management 	<ul style="list-style-type: none"> 2011: <ul style="list-style-type: none"> Established environmental targets DSR management 2014: <ul style="list-style-type: none"> Implemented capital increase through public offering Stewardship activities 	<ul style="list-style-type: none"> 2015: Implemented InsTech 	<ul style="list-style-type: none"> 2018: <ul style="list-style-type: none"> Incorporated sustainable development goals (SDGs) into the Medium-term Management Plan "CONNECT 2020" Established QOLeal (healthcare and services toward senior citizens) Established Dai-ichi Life Innovation Lab 	<ul style="list-style-type: none"> 2020: Set and announced various targets towards achieving carbon neutrality by 2050
Domestic Life Insurance Business	<ul style="list-style-type: none"> 1902: Established Dai-ichi Mutual Life 2006: Established Dai-ichi Frontier Life 	<ul style="list-style-type: none"> 2014: Neo First Life commenced business 	<ul style="list-style-type: none"> 2014: Neo First Life commenced business 	<ul style="list-style-type: none"> 2018: <ul style="list-style-type: none"> Incorporated sustainable development goals (SDGs) into the Medium-term Management Plan "CONNECT 2020" Established QOLeal (healthcare and services toward senior citizens) Established Dai-ichi Life Innovation Lab 	<ul style="list-style-type: none"> 2020: Established Dai-ichi Smart Small-amount and Short-term Insurance
Overseas Life Insurance Business	<ul style="list-style-type: none"> 2007: Vietnam: Dai-ichi Life Vietnam became a subsidiary 2008: Thailand: Acquired share of OCEAN LIFE India: Established Star Union Dai-ichi Life Insurance Australia: Acquired share of Tower Australia Group Limited 	<ul style="list-style-type: none"> 2011: <ul style="list-style-type: none"> Australia: Tower Australia Group Limited became a subsidiary (currently TAL Group) 2013: <ul style="list-style-type: none"> Indonesia: Acquired share of Panin Life (currently Panin Dai-ichi Life) 	<ul style="list-style-type: none"> 2015: U.S.A. Protective became a Subsidiary 2019: Dai-ichi Life Cambodia commenced business 2020: Dai-ichi Life Myanmar commenced business 	<ul style="list-style-type: none"> 2019: Dai-ichi Life Cambodia commenced business 	<ul style="list-style-type: none"> 2020: Dai-ichi Life Myanmar commenced business
Other Businesses	<ul style="list-style-type: none"> 1990s: Strengthening of management based on integrated asset and liability management (ALM) 1999: Launched DIAM 	<ul style="list-style-type: none"> 2012: Acquired share of Janus Capital Group Inc. 	<ul style="list-style-type: none"> 2016: <ul style="list-style-type: none"> Launched Asset Management One Integrated DIAM and investment trust asset management subsidiaries of Mizuho Financial Group 2017: <ul style="list-style-type: none"> Launched Janus Henderson Group plc Integrated Janus Capital Group Inc. and Henderson Group plc 	<ul style="list-style-type: none"> 2020: Dissolved capital ties, while also strengthening business partnership, with Janus Henderson Group plc 	

New Medium-Term Management Plan: Overview of Re-connect 2023

The new medium-term management plan, Re-connect 2023, revisits our approach to stakeholders - to meet their expectations - based on the achievements of the previous medium-term plan and current management challenges. Further, Re-connect 2023 strives for sustainable growth through four key initiatives - Domestic Business Strategy, Overseas Business Strategy, Finance/Capital Management Strategy, Sustainability & Business Foundation.

Achievements of Previous Management Plan

Creation and provision of products and services that meet customer needs

- Promoted initiatives towards improving customer QOL and solving social issues
- Promoted innovation and progressed in digitalization

Expansion of domestic and global business foundations

- Transformation to domestic business framework with three life insurance companies (multi-brand and multi-channel)
- Expansion of overseas business in both developed and developing countries

Progress in reduction of market risk

- Reduced interest rate risk and reduced holdings of domestic equities
- Achieved medium- to long-term target range of economic solvency margin ratio

Stabilization of operation of holding company

- Operated holding company with disciplined capital allocation and improved governance

Management Challenges

Business strategy and operation truly focused on customers

- Challenges related to corporate culture and systems following the serious misconduct that resulted in loss of customer trust
- Transformation of channels for a customer centric approach

Response to rapid and accelerated changes in society

- Impact of accelerating digitalization (DX) after COVID-19
- Response to deepened and diversified customer needs and sustainability

Improvement of business efficiency and overcoming low capital efficiency

- Securing capacity to respond to changes through improved business productivity
- Reduction in cost of capital and improvement of capital efficiency

Globalization of Group management

- Advancement of Group management in line with higher proportion of overseas business

New Medium-Term Management Plan

Re-connect 2023

Concept

- Revisit our approach to stakeholders and re-engage
- Harmonize values to transform with a stronger bond among all employees

Stakeholders

- Policyholders
- Business Partners
- Society and Environment
- Employees
- Shareholders

Key Initiatives

Domestic Business

Expand existing business while exploring for opportunities beyond insurance



Domestic business model transformation and CX boost by leveraging four experiential values

Structural reform of the sales representative channel and raise efficiency

CX Design Strategy ▶ p29
Protection ▶ p33
Asset formation/Succession ▶ p35
Health and Medical Care ▶ p37

Overseas Business

Build a business portfolio that drives growth



Increase profits in existing markets and further drive business

Leverage DX to increase CX and further enhance operational efficiency

Overseas Business Strategy ▶ p39
Feature: Utilization of digital technologies ▶ p41

Financial/Capital Management Strategies

Improve financial standing and disciplined capital management



Drastically improve capital efficiency by mainly reducing market related risks



Strike a balance between disciplined capital allocation and strong shareholder payouts

Capital Management Policies ▶ p45 and ERM

Sustainability & Business Foundation

Create a universally bright future by fulfilling our part in enhancing sustainability



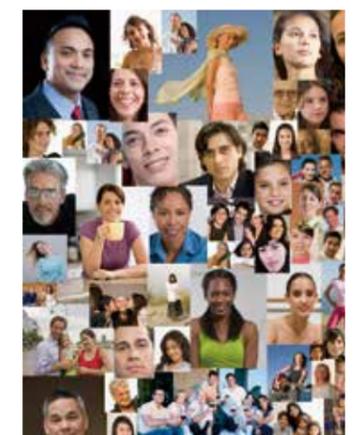
Drive initiatives for carbon neutral



Group human capital strategy and group governance to support business foundation

Sustainability ▶ p51
Human Capital/Diversity ▶ p63
Corporate Governance ▶ p69

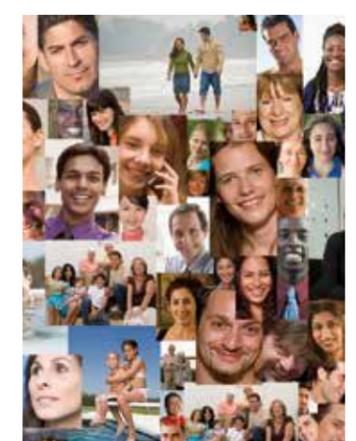
Driving innovation ▶ p43



New Group Vision

Protect and improve the well-being of all

- Realize well-being of all
- Achieve a sustainable society over the next 100 years



Key Performance Indicators (KPIs) of the Group

	Item	Medium-Term (FY2023) Target Level	Long-Term Direction
Capital Efficiency (Accounting Profit)	Adjusted ROE	approx. 8%	approx. 9% (around FY2026)
Capital Efficiency (Economic Value)	ROEV	Medium- to Long-Term Target: approx. average 8% (around FY2026)	
Risk Profile Reform	Market Risk Reduction (Interest rate risk and equity risk vs March 31, 2021)	Risk Reduction of ¥560bn (equivalent to approx.20% of market risk as of March 31, 2021)	Additional Risk Reduction of ¥260bn (Total of approx. ¥820bn from March 31, 2021 to FY 2026)
Financial Soundness (Economic Value)	Economic Solvency Ratio (ESR)	Maintain a stable level of 170% to 200% in the long-term Reduction of sensitivity to financial market	
Market Evaluation	Relative Total Shareholder Return (TSR)	Build a relative advantage in comparison with 10 domestic and overseas competitors	
Profit Indicator	Adjusted Profit	Expected Range approx. ¥250bn to ¥280bn	
Domestic Business KPIs			
Improve Customer Satisfaction	Net Promoter Score (NPS®) Number of Customers	NPS® for Dai-ichi Life: Top Level in Japan Total No. of Customers: approx. 12mn (by FY 2026 for all above targets)	
Improve productivity	Fixed Cost Reduction Optimize Talent Placement	Reduction (Dai-ichi Life): reduce by approx. ¥30bn Strategic Personnel Shift: around 3,100 ppl. (by FY 2026 for all above targets)	

*The FY 2023 target levels and long-term directions are assuming the economic environment and other factors will not deviate significantly from the current (March 31, 2021) level

*NPS® is a registered trademark of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

CX Design Strategy

Through CX Design Strategy focused on an ongoing customer experience (CX), we will inspire emotions that exceed expectations of all.



Mamoru Akashi
Director, Managing Executive Officer

The spread of COVID-19 has highlighted the importance of having a safeguard against an uncertain future. In this sense, we believe that the expected role for life insurance will become increasingly large. And value differentiation based only on high-quality products and services is becoming difficult amid such social trends as increasingly diversifying customer values and behavior, rise of the digital-native generation, and growing influence of information communicated over social media.

In the coming era, we believe it will be necessary to focus

on the value of a series of customer experiences gained through products and services, including an emotional satisfaction, in addition to the value that those products and services provide.

Alongside constructing a modern-day business model based on digitalization, Dai-ichi Life Group will deliver the very best experiential values and CX by forming an even deeper understanding of each customer and a meticulous grasp of increasingly diverse values and customer needs.

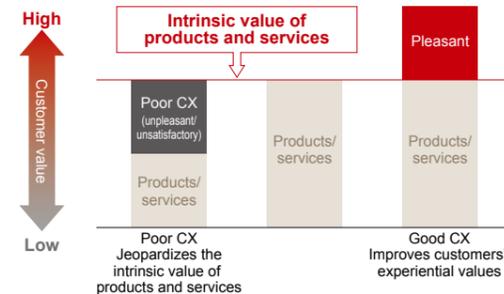
External environment



What does "CX" refer to?

We define "CX" as the psychological and emotional value that customers experience through all points of contact with Dai-ichi Life Group. Focusing on CX enables us to address the improvement of value received by customers that goes beyond enhancing the value of products and services. It also leads to the identification and improvement of CX issues that could jeopardize the value of those products and services.

Source of diagram: "CX strategy: Experience value management that links to the customer's mind" by Tetsuo Tanaka, Nomura Research Institute. Published by Toyo Keizai Inc., September 14, 2018.



CX Design Strategy: Overview

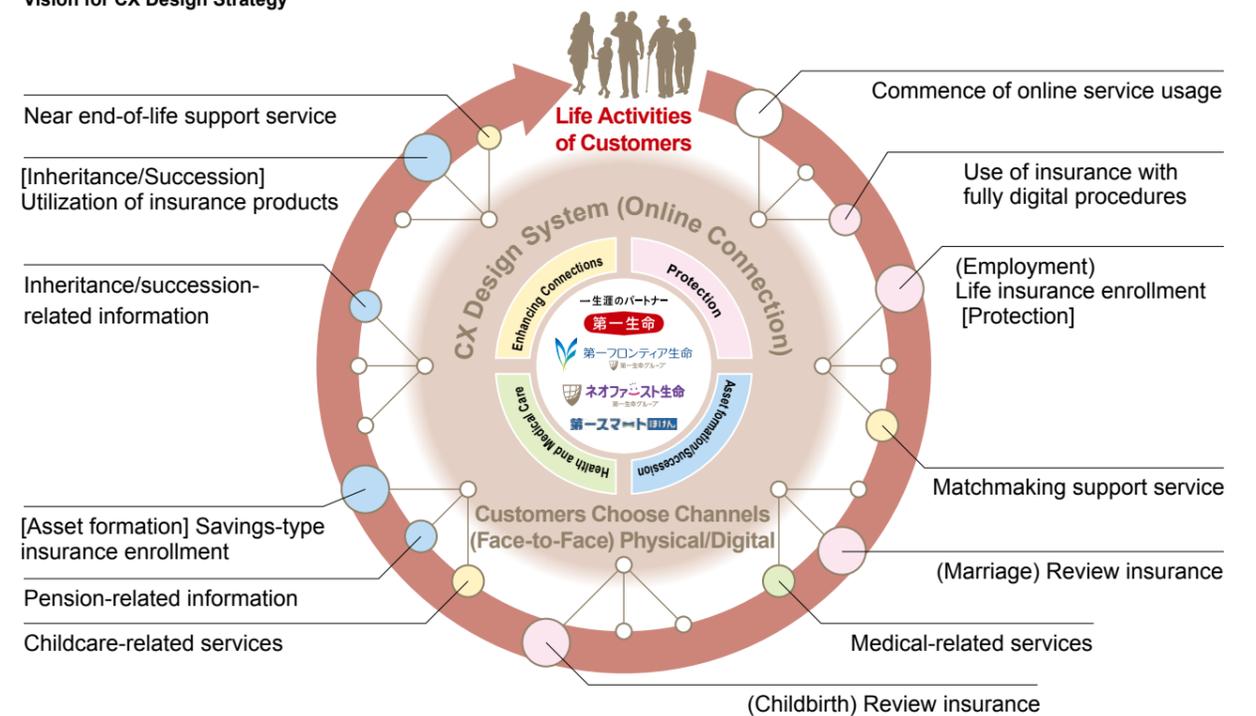
In our domestic life insurance business, we will proceed to deliver four types of experiential values, namely protection, asset formation/succession, health and medical care, and enhancing connections, to address increasingly prominent social issues. By having our customers routinely experience this experiential values and emotions that exceed their expectations, we will increase fans of Dai-ichi Life Group that would lead to our sustainable growth. That is the state that we seek to realize under our CX Design Strategy. Our "CX Design System," which we are currently building with the aim to launch in fiscal 2022, is what will form the foundation of that strategy. This system will offer informative content related to four experiential values and an interface enabling communication with our customers. After launching the system, we will continue to successively enhance

its functionality, expanding the value with non-insurance related content from our business partners in addition to content on insurance products and services from our domestic Group companies. Additionally, through diverse customer contact points over physical and digital platforms, we will deepen our understanding of each customer while utilizing technology to provide an optimal, high-quality CX as we move forward. Through our CX Design System, while leveraging the strengths of our "offline" face-to-face channels, we will proceed to unite our customer contact points by fusing those channels with their "online" counterparts, and realize a form of "OMO" (Online Merges with Offline) that enables our customers to use what they want, when they want it in a natural manner.

CX Design Strategy Process



Vision for CX Design Strategy



Special Feature:
Exploring the Acquisition of New Organizational Capability

The Challenge of Co-creation of New Customer Experiences and Resolution of Social Issues through a Strategic Business Partnership



In June 2021, Dai-ichi Life Holdings announced that it entered a business partnership with DeNA Co., Ltd. (hereinafter DeNA), which utilizes internet to develop a diverse array of businesses. We sat down with Sho Segawa, Executive Officer and Deputy Head of the Healthcare Business Unit at DeNA, and Kentaro Tanaka from our Marketing Strategy Unit to discuss the background of our recent partnership and future prospects.



Sho Segawa
Executive Officer, Deputy Head
of the Healthcare Business Unit
DeNA Co., Ltd.

Kentaro Tanaka
General Manager, Marketing
Strategy Unit
Dai-ichi Life Holdings, Inc.

Offering customers experiences that exceed their expectations through a fusion of face-to-face and digital channels

Tanaka: While we had a connection with DeNA from before, it became deeper through the “Blue Star Project” that aimed to improve the rate of women undergoing cervical cancer examinations. Dai-ichi Life joined this project, which was being executed by DeNA and Roche Diagnostics K.K., in 2020. Given the fact that Dai-ichi Life Group endeavors to improve the quality of life of its customers, we felt a strong resonance with DeNA’s corporate philosophy of “We delight people beyond their wildest dreams” and its position on social issues, and become a project sponsor.

Segawa: Originally, DeNA grew rapidly as a result of its games business. In recent years, however, we have also been focused on reinforcing our businesses that lead to the resolution of social issues. In line with that, it has become increasingly important for us to expand our points of contact in physical

domains in addition to our preexisting virtual domains. Under the “Blue Star Project,” by collaborating with members of different businesses with face-to-face contact points such as Dai-ichi Life, we had positive outcomes such as an increase in followers on our official social media accounts and higher awareness of cervical cancer examinations. I myself have a first-hand sense of how a fusion of online and offline channels enables the provision of high value-added.

Tanaka: Under the medium-term management plan of Dai-ichi Life Group, we cited the resolution of various issues to realize a sustainable society and contribute to the well-being of all as our goal, and aim to expand our business domains beyond insurance. A key initiative forming a part of that process is “the fusion of face-to-face and digital” capabilities. By building modern-day service processes, we intend to provide experiences and emotions that exceed expectations at all customer contact points, and contribute to the realization of people’s well-being. To that end, we need to think through what “true customer expectations” are completely from the

customer’s perspective. At DeNA as a corporation that has engaged in the repeated development of services from a user standpoint, we would relish the opportunity to study their stance and expertise in that regard.

Segawa: Our strength lies in utilizing internet and AI to bring delight to each one of our customers. Similarly, my impression of Dai-ichi Life is that it utilizes digital platforms more than any other insurance company. Given that, if we can be of service to Dai-ichi Life, I believe that it would be in the area of user “retention” rather than digital technology. Over time, through developing a diverse array of businesses such as entertainment, sports, live streaming and healthcare, we have accumulated know-how in the area of “engagement science,” which is retaining customers and compelling them to continue using our services with joy. We have expertise in triggering changes in user behavior by compelling them to continue using something because they find it to be interesting. If we can leverage that, I feel that we will be able to establish an ongoing connection between Dai-ichi Life and each of their customer.

Contributing to the resolution of social issues in a delightful way

Tanaka: As the first initiative of our business partnership, we will begin offering two services for women in fall 2021: a community service called “Haretoke” and an app that assists with healthy dieting called “Karadamo.” As the majority of employees in Dai-ichi Life Group are women, we have focused on establishing a workplace environment where women can successfully contribute and on developing female leaders. Today, however, the work-life balance and career plan sought by individual employees is becoming increasingly diverse, and such shifts are widely visible not just in Dai-ichi Life Group, but

elsewhere as well. Given that, we intend on establishing “supporting working women” as our initial theme and promoting female employees empowerment, a social issue that needs to be addressed to realize a sustainable society.

Segawa: In developing services, we are mindful of working women’s ability to discover “a sense of themselves” within the limited amount of time that they have. While there are plenty of services that target women, the majority of such existing services are unable to fully meet the needs of working women. A common example is a service accompanied with incentive such as a free cup of coffee. Most women would prefer confectionaries over coffee in such a case. “Services that reflect me” are an accumulation of insights about users. In fact, that is where our true strength lies. While retention rates for services may not be that high at first, we are adept at boosting those rates by analyzing facts and refining services. That is why KPIs invariably improve a year after launching services. We are confident in that area.

Tanaka: The strength of Dai-ichi Life Group is our face-to-face channels accompanied by human warmth. Our Total Life Plan Designers, which is approximately 40,000 nationwide, even have knowledge of what our customers’ pets’ names are and whether they prefer coffee or tea. At the same time, our ability to reach the entire population of Japan through these methods is questionable. By working together with DeNA, we seek to realize connections with a wider user population, including millennials and members of Generation Z, and deliver “experiential values” in both the insurance and non-insurance domains. Additionally, while the insurance business till now has leaned towards “turning a negative into zero (by covering insurance losses),” I believe that going forward, initiatives for boosting value by “turning zero into a positive value” will have a greater importance.

Segawa: The phrase “resolving social issues” itself carries a negative image in the form of “turning a negative into zero.” We at DeNA also seek to contribute to resolve social issues in a more positive, enjoyable and delightful fashion. With regard to healthcare as well, rather than taking the approach that our super-graying society and accompanying rise in medical costs are presenting difficulties, we are adopting initiatives that enable people to become healthy while enjoying themselves. I have a feeling that we can approach the resolution of social issues in the true sense of the phrase.

Tanaka: As part of our preparations in this business partnership, Dai-ichi Life Group formed multiple teams whose members conducted a series of weekly remote meetings with members from DeNA to carry out the project. Along the way, we were able to experience DeNA’s free and open corporate culture, with our young employees in particular being considerably stimulated by the experience.

Segawa: We are also learning many things from Dai-ichi Life, such as systematic information-sharing and organized methods of implementing duties by involving departments likely to be connected to those duties in the future at an early stage.

Tanaka: Hopefully, this business partnership opportunity will lead to work style reforms and human capital development on both sides in addition to a synergy from a business aspect.



Launching two services that support working women in fall 2021

Protection

By enhancing products and services that accommodate increasingly diverse lifestyles and needs, we will co-create the life design of each customer and contribute to resolving the social issue known as the protection gap.



As anxiety over social security systems mounts against the backdrop of a population decline and the advent of an aging society, it is believed that the need to ensure protection based on self-help through such as medical and nursing care coverage to complement social security systems will increasingly grow as we move forward.

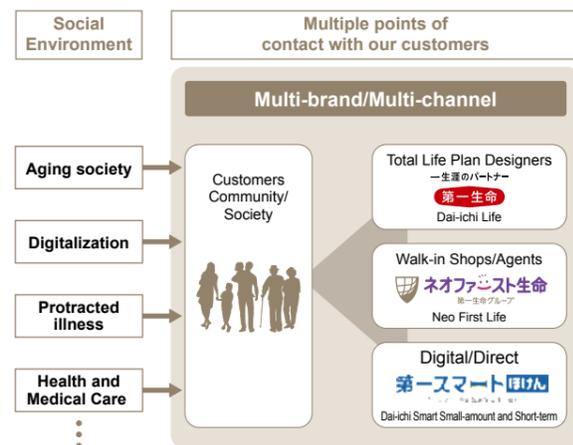
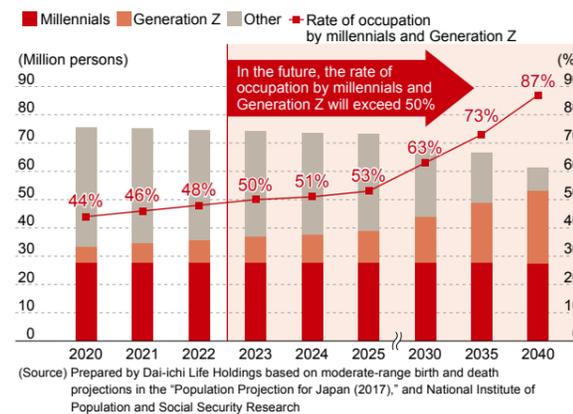
A generational shift is currently underway in which millennials and Generation Z will represent over half of the productive age population in Japan by 2023. Additionally, our social environment is also shifting considerably due to a rapid increase in non-face-to-face interaction and digitalization amid the spread of COVID-19.

In this environment, it is envisioned that values and lifestyles will further diversify, and customer needs will become increasingly personalized as well.

At the same time, it has been pointed out that the insurance coverage rate among the young generation in Japan is declining, revealing a tendency of turning away from insurance. We live in uncertain times, and it is precisely for that reason that we recognize our social role as a life insurance company to raise awareness of the various risks in life and eliminate the protection gap (the shortage in insurance coverage amounts relative to necessary coverage amounts).

Going forward, we will continue to enhance products and services that accommodate diverse customer needs, unite across Dai-ichi Life Group to provide security in the form of "protection" and, in doing so, co-create the life plan design of each customer.

Projection of Productive Age Population in Japan



Initiatives of Dai-ichi Life

Through life plan design with a grasp of future social shifts and the diversification of lifestyles along with the provision of a full lineup of products, Dai-ichi Life assists each customer with improving their quality of life. To give some specific examples, we use a life plan simulation that takes social security into consideration to visualize possibility of longevity risk related to future income and expenses, provide coverage to prepare against risk in life through consultations with our Total Life Plan Designers and, in doing so, become a closer part of the lives of each customer.

Going forward, we will continue to propose experiential values that promote health and provide peace of mind to our customers through enhancing products and services that accommodate those customers' increasingly diversified and

segmented needs and providing additional services that go beyond the limits of insurance.



Initiatives of Neo First Life

Neo First Life perceives "Nice to have in life" that customers themselves have yet to pick up on with a view to their "Wellness" (physical and mental satisfaction^{*1}) and endeavors to provide new value through new ideas. Through walk-in shops, agencies and other distribution channels, Neo First Life supplies insurance products and services that contribute to the promotion of customer health such as insurance with premium discounts based on health age (Kenko Nenrei^{®*2}). In April 2021, it commenced sales of "Pitatto Lady," a product that safeguards against the physical and mental risks and anxiety specific to women.

Going forward, Neo First Life will continue to realize

"wellness" by developing products and services that contribute to the promotion of health from the angle of "Become healthy through insurance."

^{*1} Neo First Life defines the stage of feeling physically and mentally satisfied with a view to a rich life as "wellness."
^{*2} Kenko Nenrei[®] (Health Age) is a registered trademark of JMDC Inc.



Launching of the Product Brand "Digi-ho," an Insurance Offering with Fully Digital Procedures

In April 2021, Dai-ichi Life launched "Digi-ho" a new product brand whose concept is assisting younger generations who will shape the future, namely millennials and Generation Z, so that they can feel secure in taking a step forward. Simultaneously, the company also commenced operation of "Dai-ichi Smart Small-amount and Short-term Insurance Company, Limited." as a means of pursuing "a new form of insurance."

The selling point of Digi-ho is that all associated procedures, from application to the receipt of benefits, are completed on customer's smartphone or other devices, making this product a completely digital insurance that provides simple coverage with reasonable starting premiums.

In addition to continuing improving convenience through means such as paying benefits in the form of e-money, Dai-ichi Life will provide Digi-ho to communities operated by its various business partner companies, deliver order-made products and insurance experience that customers can join with ease, thus

taking on the challenge of new initiatives that are not confined to preexisting forms of insurance.



^{*3} With "Digi-ho," all procedures from application up to the receipt of benefits are completed on a smartphone or other device.

Asset Formation/Succession

By combining the strengths and know-how of Dai-ichi Life Group and taking on the challenge of new initiatives, we will establish unique customer experiential values (CX) for asset formation/succession and improve the well-being of all customers.



Tetsuya Kikuta
Representative Director, Senior Managing Executive Officer

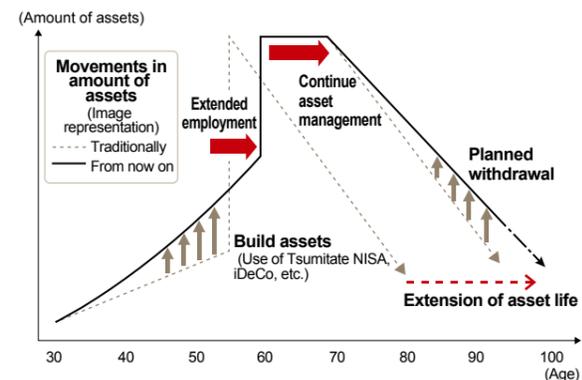
In a 100 year-life society, uneasiness surrounding assets for one's later life has grown further, with asset formation for later life through self-help and extension of asset life being recognized as social issues. To support the well-being of our customers as their "lifelong partner" amid such an environment, we believe that it necessary to be close to customers from the stage of asset formation to extension of asset life at post-retirement and the succession of assets to the next generation to provide solutions that are optimized for each customer.

Up to this point, Dai-ichi Life Group has built up its strengths and expertise in the various business domains related to asset formation/succession, which include individual savings business, group pension business, asset management business, bancassurance business and mutual fund business sold over bank counters.

To face social issues and grow closer to our customers' lives, it is necessary to create new values as the entire Group while bringing together strengths and expertise of the Group and complementing them organically. Moreover, rather than promoting fragmented strategies for our products and sales channels, it is vital to expand services with a higher degree of convenience from the customer's perspective based on the unified operation of a value chain that also integrates the asset formation/succession domains.

After unified value chain operation, by also speedily reinforcing capabilities that are lacking in the Dai-ichi Life Group such as asset management based on digital platforms that is implemented through cooperation with external parties, we will prepare our infrastructure for creation of new value. In particular, by providing digital asset formation services, which have been lacking in our efforts so far, we have expanded

Asset Formation and Management in an Elderly Society



(Source) Summary of "Asset Building and Management in an Aging Society," Report of Working Group on Financial Markets, Financial System Council, Financial Services Agency

contact points with new customers such as the young generation and realized more familiar support for existing customers.

In addition, by integrating with existing face-to-face channels, we will establish a CX in the asset formation/succession domains that is unique to Dai-ichi Life Group.

By aggressively taking on the challenge of such new initiatives, we will accelerate the transformation of Dai-ichi Life Group as we move forward. Moreover, by leveraging the Group's combined strengths, we will considerably enhance both our conventional main focus of "protection" and our CX from asset formation/succession. In doing so, we will aim to realize the well-being of our customers in their daily lives and aim to resolve social issues.

Easily Accessible Asset Formation Support on Daily Basis

As a form of easily accessible asset formation support offered through digital tools, Dai-ichi Life introduced smartphone app "DC No Sapuri" to customers who have joined defined contribution plans. This app provides education on investing and asset formation support through means such as visualizing annuity assets, illustrating risk based asset allocation with the use of an equipped robot advisor function, and yield estimations required in order to achieve targets. We are also planning to provide an "Retirement Account Dashboard (Future Planning Dashboard)" application that visualizes income and expenditure in later life, including public and corporate pensions, and will offer further support for customers' asset formation and the extension of those assets' lives.

Additionally, to enhance connections with customers, we are also looking into expanding new services such as adding

customer account functionality and asset management tools. By utilizing such easily accessible tools along with providing consulting support through our existing face-to-face channels, we will accelerate creation of new experiential values for our customers.

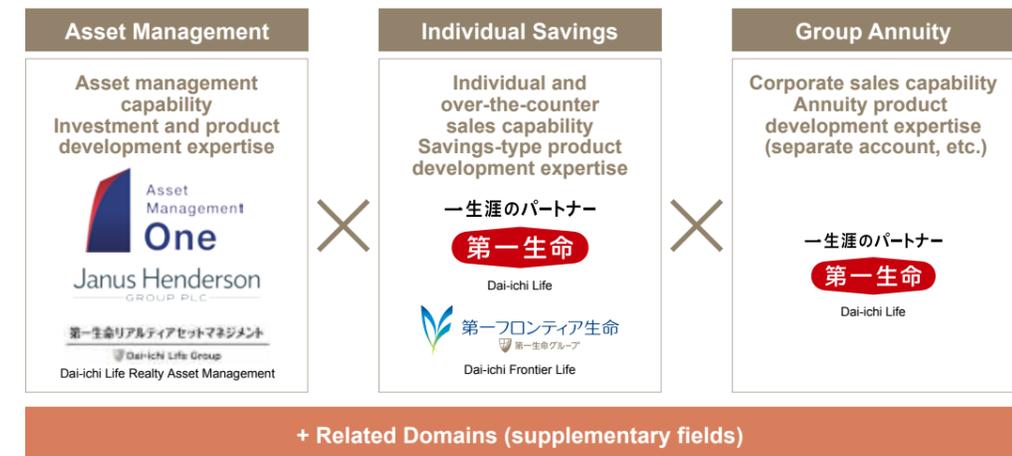


* "DC" stands for "defined contribution plan."

Enhancement of Product Lineup

We are planning to enhance our product lineup to also include non-insurance domains to accommodate diverse customer needs in the asset formation/succession domains. We are exploring products and services that flexibly accommodate our customers' asset formation/succession needs, including considering the expansion of products that make use of preferential tax systems such as NISA (tax exemption system for small investments) and iDeCo (individual-type defined contribution pension plan) and development of products that offer returns based on actual investment performance and factor in ultra-low interest rate environments. As lifestyles become increasingly diverse, we will offer optimal solutions that suit each customer through reinforcing our products and consulting capabilities. Additionally, in providing experiential value in the asset formation/succession domains to our customers, we believe combining the strengths of Dai-ichi Life Group will also be important. We will leverage the strengths and expertise that the Group has cultivated over time, including the asset management capability of Group company Asset Management

One and our business partner Janus Henderson, Dai-ichi Frontier Life's expertise in developing foreign currency and variable insurance products and the consulting capability using face-to-face channels of Dai-ichi Life. In doing so, we will unite across the Group to support the well-being of our customers as we move forward.



Health and Medical Care

To resolve social issues such as increasing medical costs and the growing gap between life expectancy and healthy lifespan, we will address commercializing illness prevention and undertake initiatives for controlling the worsening of symptoms for each citizen.

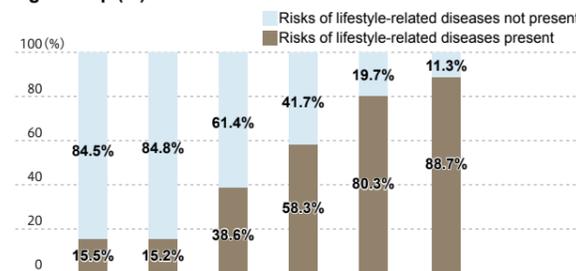


Munehiro Uryu
Managing Executive Director

"Well-being" is made up of three forms of happiness: physical, spiritual and social. Undoubtedly, it is health that serves as the door leading to well-being, and the overarching premise for making it a reality. In Japan, there is a tendency for people to seek treatment at medical facilities after they have developed symptoms of illness or the risk of those symptoms to worsen has grown. It is largely owing to the National Insurance System and relatively accessible medical resources compared to other countries. Once an illness worsens, medical treatment costs generally grow considerably. Currently, however, the habit of preventing symptoms before they occur or worsen has not sufficiently taken root. Due to developments in medical technology and the nation's aging society, medical costs assumed by government and health insurance associations are increasing year on year. Moreover, life expectancy is getting longer with every passing year, yet healthy lifespan is falling to keep up with that life expectancy growth, resulting in an enlarged gap between the two. We see this as one of the most serious social issues that Japan faces. The benefit of life insurance manifests itself "when people cease to be healthy," when they pass away or become sick or injured. Till now, Dai-ichi Life Group has offered protection for times "when people cease to be healthy" through life insurance products. However, I want us to contribute to the resolution of social issues such as increasing medical costs and the growing gap between life expectancy and healthy lifespan by safeguarding people's health. Going forward, we will explore solutions for early recognition of future health related risks and provide a seamless platform for easy access to the right medical facilities as a preventive measure or treatment. While providing experiential values that help prevent symptoms before they occur and worsen in cooperation with companies in the health and medical care sectors as well

and modifying people's habits by promoting shifts in their awareness and behavior, we will contribute to the protection of people's health. The adoption of online means of doing things to cope with the COVID-19 pandemic has progressed at a rapid pace. We believe that adoption coupled with digitalization will also bring considerable progress in the health and medical care domains going forward. Additionally, with the Japanese government considering to increase the amount of fees for initial medical examinations at large hospitals, local medical clinics and other similar facilities will play an increasingly important role in the early diagnosis and treatment before illness symptoms worsen. While accommodating such rapid changes, Dai-ichi Life Group will collectively contribute to the realization of people's well-being through the creation of value in the health and medical care domains.

Presence of Risks of Lifestyle-Related Diseases According to Age Group (%)



*1: Prepared by Dai-ichi Life based on Appendix 49-1 in the "2019 National Health and Nutrition Survey" published by the Ministry of Health, Labour and Welfare

*2: Cases where at least one item applies to the below criteria have been included in "Risks of lifestyle-related diseases present"

Item	Blood lipids	Blood pressure	Blood glucose
Criteria	• HDL cholesterol level under 40mg/dL	• Systolic blood pressure level of 130mmHG or greater • Diastolic blood pressure level of 85mmHG or greater	• Hemoglobin A1c (NGSP) level of 6.0% or greater

Special Feature: Medical Cost Control Support Service for Health Insurance Associations

Start of Service for Health Insurance Associations in April 2021

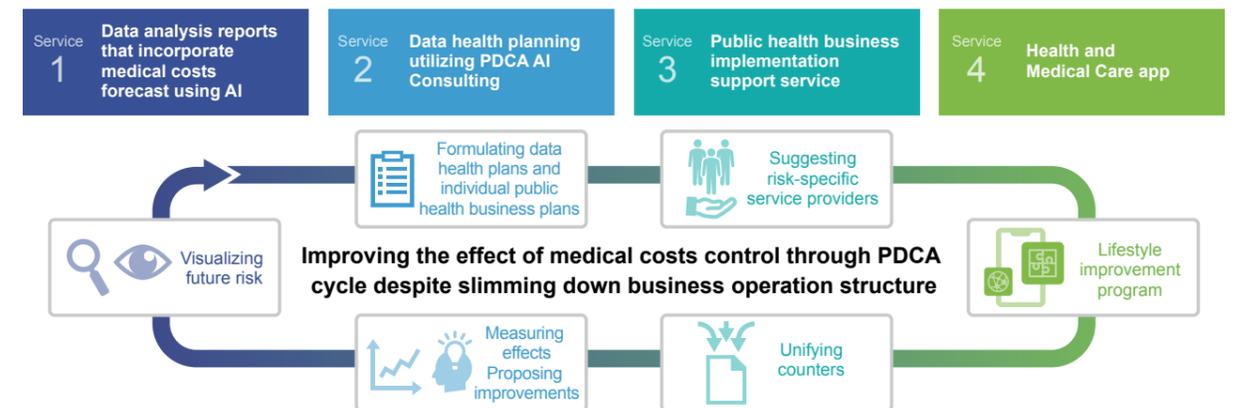
While many health insurance associations (hereinafter "associations") recognize the challenge posed by increasing medical costs, they are also concerned about the effect of the implemented measures on medical costs control and how they can make their operations more efficient. An additional headwind is the spread of COVID-19, that is accompanied with new challenges such as restrictions on conventional face-to-face health guidance and the lack of exercise among association members. In such circumstances, to resolve the challenges faced by associations, Dai-ichi Life Group and the Mizuho Group joined forces to offer "HealstepSM," a service that helps associations with the long-term control of medical costs and the efficient and effective operation of their public health business all with a single package, starting in April 2021. "HealstepSM" broadly consists of the following four services: (1) visualization of future risks of developing an illness and forecasts of medical costs using AI, (2) formulation of a response policy based on visualized data, (3) assistance with online health guidance and other matters in cooperation with service providers, and (4) facilitation of behavior changes such as lifestyle improvements through a health and

medical care app for association members.

At the "Data Health Prevention Service Trade Fair 2020" sponsored by the Ministry of Health, Labor and Welfare, which was held in December 2020, the health insurance associations, local governments, companies, etc. who visited the event recognized us with an "Excellence Award" as an exhibitor who has excellent solutions and services, expressing their wish to use our service.



Receiving the DH1 Grand Prize Excellence Award



Supporting Long-Term and Stable Operation of Health Insurance Associations

While "HealstepSM" is a long-term effort with health insurance associations to control medical costs, the ultimate goal is when "each member of health insurance association is healthy and energetic." We are confident that this business has a high affinity with the life insurance business, which the Group has been involved in as a "lifelong partner." To protect the health of association members even in five and 10 years down the road and to contribute to the stable operation of the health insurance association, in addition to responding to current issues, we will continue to evolve in line with the times and meet the expectations of our customers.



Nobuhiko Kawai, Line Manager, Corporate Planning Dept., Dai-ichi Life

Overseas Business Strategy

As a driver of the sustainable growth of the Group, we contribute to the well-being of our global customers and Group companies as well as fellow employees who are active around the world.

Atsuko Ochiai
Executive Officer



Since commencing our business in Vietnam in 2007, we have expanded into eight countries, namely Thailand, India, Australia, Indonesia, the United States, Cambodia and Myanmar. In fiscal 2020, 20% of our Group adjusted profit was contributed by our overseas insurance business. Through expansion of our business to developed and emerging Asian countries, while benefitting from stable contributions to our profits and medium- to long-term growth, we have engaged in the resolution of social issues faced by each country and the provision of peace of mind to their people through our business. Going forward, in order for our overseas insurance business to continue to be by the side of customers for life and drive forward the further growth of the Group, I believe that the following four challenges must be addressed.

First, we must further pursue our CX and improve productivity by actualizing our DX to flexibly accommodate shifts in our society and environment amid the spread of COVID-19 on a global scale. Currently, we are sharing know-how on DX at overseas Group companies on a Group-wide level, and are pushing forward with collaboration initiatives across the Group. By realizing Group-wide synergy, we will provide better services with greater speed and efficiency.

Second, we have to incorporate new business models that lead to the sustainable growth of the Group and the realization of our customers' well-being. For example, insurance companies with strong digital capabilities may possess wide-ranging expertise, such as in marketing based on social media and other data and insurance underwriting methods. As a driver of the transformation of Dai-ichi Life Group, our overseas insurance business will take on the challenge of creating new values that would have ripple effects within the Group in addition to traditional insurance business models.

Third, we require initiatives geared towards sustainability. Given the broadness of sustainability as a concept, the difference in the level of recognition of regional and social challenges across countries must be acknowledged when discussing the resolution of such challenges. As such, aligning the pace among our Group companies in that regard is no easy feat. An example is the reduction of greenhouse gases, which is considered a challenge shared by all nations. However, the positioning of each country and Group company differs with respect to that reduction. Amid such circumstances, having elicited agreement with our initiatives from overseas Group companies, we have commenced to cooperate for setting greenhouse gas emissions reduction targets.

Fourth and last, we need to globalize our organization and human capital. To resolve these challenges, reinforcing our global human capital is of the essence. To achieve that, normally, we would share our strategy and policy with the CEO of each overseas Group company and arrange discussion sessions. However, in the future, we will complement that with the preparation of a framework that enables our fellow employees at each overseas and Group company who possess diverse perspective and specialized knowledge to have independent and active involvement in Group management challenges. Our company's Group vision of "Protect and improve the well-being of all" was something that was discussed and developed together with our overseas Group companies as well.

While tackling the above four challenges will not be easy, we will keep on taking on the challenge of transformation to contribute to the realization of the well-being of our global customers and Group companies as well as our fellow employees who are active around the world.

Contributing to the Sustainable Growth of the Group

We are building a balanced business portfolio in regions with different market stages, such as markets in developed countries that can be counted on for early and steady profit contribution and markets in developing countries that exhibit high growth as well as emerging countries that are in their early phase and are anticipated to expand growth over the long-term.

In the US and Australian markets, we have realized sustainable growth based on the reinforcement and expansion of sales channels that accommodate changing market environments and through new acquisitions, and we anticipate further contributions to our profit in the future as well.

In emerging Asian countries, we anticipate high topline growth and profit contributions in the medium- to long-term in line with economic growth and higher insurance penetration rates.

In early stage markets, in addition to benefiting from

first-mover benefits, we are aiming to realize further growth through efficient business operation that leverage knowledge and resources of regional headquarters and neighboring overseas Group companies.

Going forward, we will continue striving to achieve medium- to long-term growth within the Group through business management and support of the growth strategy at each overseas Group company. By deploying the expertise and skill that we accumulated through our existing businesses at other regions, we will aim to create Group synergy and explore opportunities for innovation as we move forward.

> For details, see "Special Feature: Utilization of digital platforms in the Group" on pp. 41-42.

Overseas Business Portfolio Strategy

Business Diversification	Market Development Phase Diversification	Regional Diversification	Expected Roles
Insurance Business (Expand)	Developed Market	US/AUS	Stable growth Contribution to profit in the "short-term"
	Developing Market	Vietnam/India/ Indonesia/Thailand	Advanced growth Contribution to profit in the "medium-term"
		Early Phase	Cambodia/Myanmar
New Business Model (Explore)	Developed/ Developing Markets	Existing/New Markets	Incorporation of innovation/new business

Increasing the Sophistication of Our Global Management Structure

Dai-ichi Life Group is working on joint initiatives aimed at the resolution of common challenges in the global group and the sharing of the Group's philosophy and policies for taking advantage of global knowledge and increasing the sophistication of our management. One means through which we are doing so is by establishing the Global Leaders Committee (GLC), comprised of management from overseas Group companies and domestic executive officers mostly from Dai-ichi Life Holdings. As our business portfolio is anticipated to become more diversified in the future, we will be required to formulate and promote more optimal strategies for the Group to adequately accommodate changes in the global environment and manage new businesses appropriately. With our medium-term management plan (MMP), through initiatives such as establishing a new body to discuss our overseas insurance business strategy at our intermediate holdings company, Dai-ichi Life International Holdings, we will aim to realize a management structure that incorporates greater global perspectives while leveraging our human capital at our domestic and overseas Group companies.



Scene from a GLC meeting that convened online

Special Feature: Utilization of Digital Technologies in the Group Pursuing CX through DX Progress Overseas

Our various overseas Group companies are promoting services that utilize videoconferencing and other digital technologies in order to improve customer service and accommodate non-face-to-face consulting needs. Protective and TAL are pursuing the improvement of customer service through means such as online insurance claims settlement. At each Group company in emerging countries, amid restrictions on face-to-face sales activities due to the spread of COVID-19, we are working towards ensuring and improving convenience levels through initiatives such as promoting the digitalization of platforms aimed at customers and individual agencies and the adoption of online training for agency channels.

Sales Channel Digital Support

Improve customer satisfaction by improving the quality of services through the digitalization of the sales frontlines

 <p>Protective New policy tool, "Velocity", for sales channel and customers Makes applications and other procedures possible via online</p>	 <p>TAL Online advisor training program, "TAL Risk Academy" Advisor support tool, "TAL Adviser Centre" Assist with the improvement of advisors' skillset and sales efficiency</p>	 <p>Star Union Dai-ichi Life Insurance Functional enhancement of digital sales tool, "Digi Quick" Improve operational efficiency and quality</p>
--	--	--

Digital Healthcare Services

Create new experiential value by providing healthcare services utilizing digital data

 <p>TAL Health support tool "Cora" (chatbot) Prevention Program "Health Sense+"</p>	<p>DLI Asia Pacific Pte. Ltd. Dai-ichi Life Group Start examining health management services for emerging Asian countries</p>
---	--

Enhanced Customer Convenience

Improve customer convenience with introduction of digital tools and mitigate the burden of procedures

 <p>TAL Insurance claims settlement app, "Claims Assist" Enables claims settlement via smartphone</p>	 <p>Dai-ichi Life Vietnam App for customers, "Dai-ichi Connect" Provides online policy services such as premium payments and insurance claims settlement</p>
--	---

We are pushing forward with the development of a digital platform that can be expanded to each Group company with a view to further improving customers' quality of life.

DLI Asia Pacific provides support to Group companies in the region to enable them to go beyond sales of life insurance to accelerate their initiatives in the health and wellness services and contribute to the further improvement of customers' quality of life. We are pushing forward with the development of a shared digital platform while referring to Dai-ichi Life's "Kenko-Daiichi" (Health First), and intend to equip that base platform with content tailored to customer needs in each country. While sharing successful practices, we are working towards offering a service that enables our customers to experience optimal value.



Vishal Shah (Group Head)
Digital Transformation & IT Group
Asia Pacific Regional HQ
DLI ASIA PACIFIC PTE. LTD.

DX initiatives at Protective Life

Support system for improving the digital experience of customers and the agencies that carry our products (Velocity)

"Velocity" is a suite of tools designed to help agencies and customers improve their digital experiences with Protective products. By eliminating paper processing and providing a digital completion mechanism, the timeline is significantly shortened compared to existing procedures.

 <p>EZ-AppSM</p>	<p>Online platform for insurance application</p> <ul style="list-style-type: none"> • Avoid data entry errors • Submit applications faster and more efficiently • Complete applications on desktop and mobile 	<p>14 days Saved time of application cycle</p>
 <p>TeleLife[®]</p>	<p>Client interview call</p> <ul style="list-style-type: none"> • Electronic applications are retrieved immediately • Client interview calls initiated within 24 hours • Confirmation text with the Terms and Conditions • Voice Signature is available 	<p>2.7 days Saved time with Voice Signature</p>
 <p>Protective Life Underwriting Solution (PLUS)</p>	<p>Tailored underwriting</p> <ul style="list-style-type: none"> • Labs and Attending Physician Statement may not be required • Designed to underwrite applicants with the least invasive requirements possible 	<p>x 2 Speed of underwriting process compared to traditional underwriting</p>
 <p>Protective Life Underwriting Solution (PLUS)</p>	<ul style="list-style-type: none"> • Quick, easy and safe delivery method • Client can conveniently review their policy and track delivery status 24/7 • All documents are safely stored on secure website 	<p>5 days Saved time compared to paper delivery</p>
 <p>E-Signature</p>	<p>Supports multiple digital signature solutions such as Adobe and DocuSign, allowing customers and agents to sign any time, from anywhere</p>	<p>4 types Types of supporting E-Signatures</p>

DX initiatives at TAL

"Claims Assist" insurance claims settlement app

This service, administered online, enables customers to make claims application and check on the progress of those procedures at any given time, thereby contributing to improved service by simplifying customers' claim procedures. The service also leads to the enhanced efficiency of administrative processes in claims payment departments partially by reducing inbound calls.



"TAL Risk Academy" online training for independent advisors

TAL extensively provides content that helps improve skills and knowledge pertaining to insurance sales activities over an online platform. More than 65,000 courses are available and are taken by over 10,000 independent advisors. Through enhancing the expertise of those advisors, TAL contributes to the provision of appropriate financial advice to customers and to the improvement of their sales efficiency.



Driving Innovation

Contributing to the well-being of people through provision of a new customer experience (CX), improved productivity (employee experience/EX) and expansion of our business domains via “InsTech” (insurance technology).



Hideo Teramoto
Representative Director, Vice Chairman

What is the ideal form that the insurance industry should take going forward? I believe that it should evolve into an industry that supports the “well-being” of people, their happiness and reason for living, and offers new experiential values.

In addition to shifts in industry structure, Dai-ichi Life Group also must adapt to changes in consumers’ lives brought about by the diversification and segmentation of lifestyles. In particular, I feel that there are two challenges that we face.

First, while we have engaged in trial and error up to this point as well, we must make maximum use of innovation and dramatically transform our CX and EX based on design thinking that places the focus on people. Second, we must spread our wings beyond conventional insurance to provide new value going forward.

I believe that in tackling such challenges, a major mission of the Innovation Team is to fully support intra-Group activities and give Group companies a supportive push forward. One example of that is the development of our “CX Design System,” a digital transformation (DX) initiative aimed at the creation of new experiential values.

My view of an ideal future world is one in which insurance products and services could be closer to people through digitalization, AI and other technology. For example, when a cause for insurance claims arises, rather than the traditional approach with the policyholder first contacting the insurance company, it would be ideal for the insurance company to appropriately provide information to the policyholders when they are about to be hospitalized or undergo surgery based on linked data. To accomplish this goal, given the limitations that insurance companies have, a response in the form of the

digitalization of medical care and regional cooperation that involves wider society is needed. As such, I also hope to substantiate this going forward with the involvement of various interested parties.

To engage individual customers and provide them with experiential values that suits each one of them, we need to have a deep understanding of those individual customers and decipher their latent issues and needs. And for that purpose, we will have to utilize data and create and improve upon services in a manner that only we are capable of.

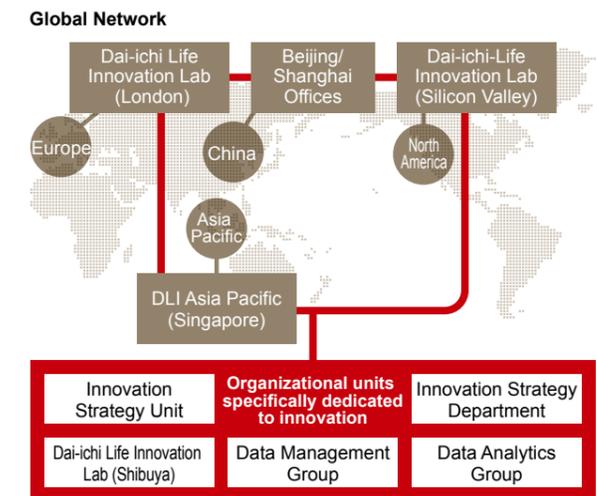
These initiatives represent not only a considerable challenge, but also an endless journey of opportunities. Along that journey, the entire Dai-ichi Life Group will collectively continue to pursue creation of innovation to support the well-being of people and contribute to the creation of value.



Top: Dai-ichi Life Innovation Lab, Tokyo
Bottom: Dai-ichi Life Innovation Lab, Silicon Valley

Global Network Aimed at Promotion of Innovation

To identify global trends in these uncertain times, it is becoming increasingly important to build formidable networks and enhance capabilities for gathering reliable information. To complement our organizational units in Tokyo that are specifically dedicated to innovation, we have established dedicated labs in Silicon Valley and London. Simultaneously, in Asia, we have set up information-gathering sites for generating innovation in Singapore, Beijing and Shanghai as well. We are working towards identifying trends in advanced technologies as well as uncovering and cooperating with startups in a timely manner and on a more global scale that includes the entire European and American regions, Asia, and the Middle East.



Utilization of AI

Digitalization and the evolution of AI technology have brought changes to the preexisting business structure and operational processes of life insurance companies. It is predicted that a world in which insurance products and services actively approach customers will be realized in the future.

At Dai-ichi Life, we are closely watching AI technology trends, and are continuously working to discover, verify, and introduce technologies and application examples that can transform existing businesses and lead to new business opportunities.

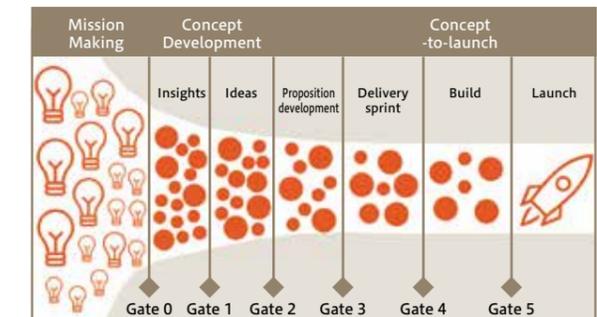
We are also deepening our collaboration with the various companies across Dai-ichi Life Group, including those based overseas, and held a three-day virtual workshop bringing together members from Japan, the United States and Australia who pursue innovation and data science. Through such efforts,

we are accelerating the collaboration of data scientists in the Group by formulating the areas of AI technology utilization and basic principles for AI utilization as a Group.



Establishment of the Innovation Fund

To improve the customer experience and realize Group synergy, it is necessary to build up innovation capabilities across the Group from a medium- to long-term perspective and explore solutions that can be deployed in multiple regions. To flexibly implement these initiatives that benefit the entire Group, in fiscal 2021, we will establish an Innovation Fund that would help to overcome budgetary and other constraints at each Group company to assist with demonstration experiments and other efforts on a global basis that also involve overseas Group companies. Emphasizing a can-do spirit, we will contribute to the strategic execution of our new medium-term management plan by providing flexible financial support for proposals selected through an objective process that incorporates the opinions of outside experts.

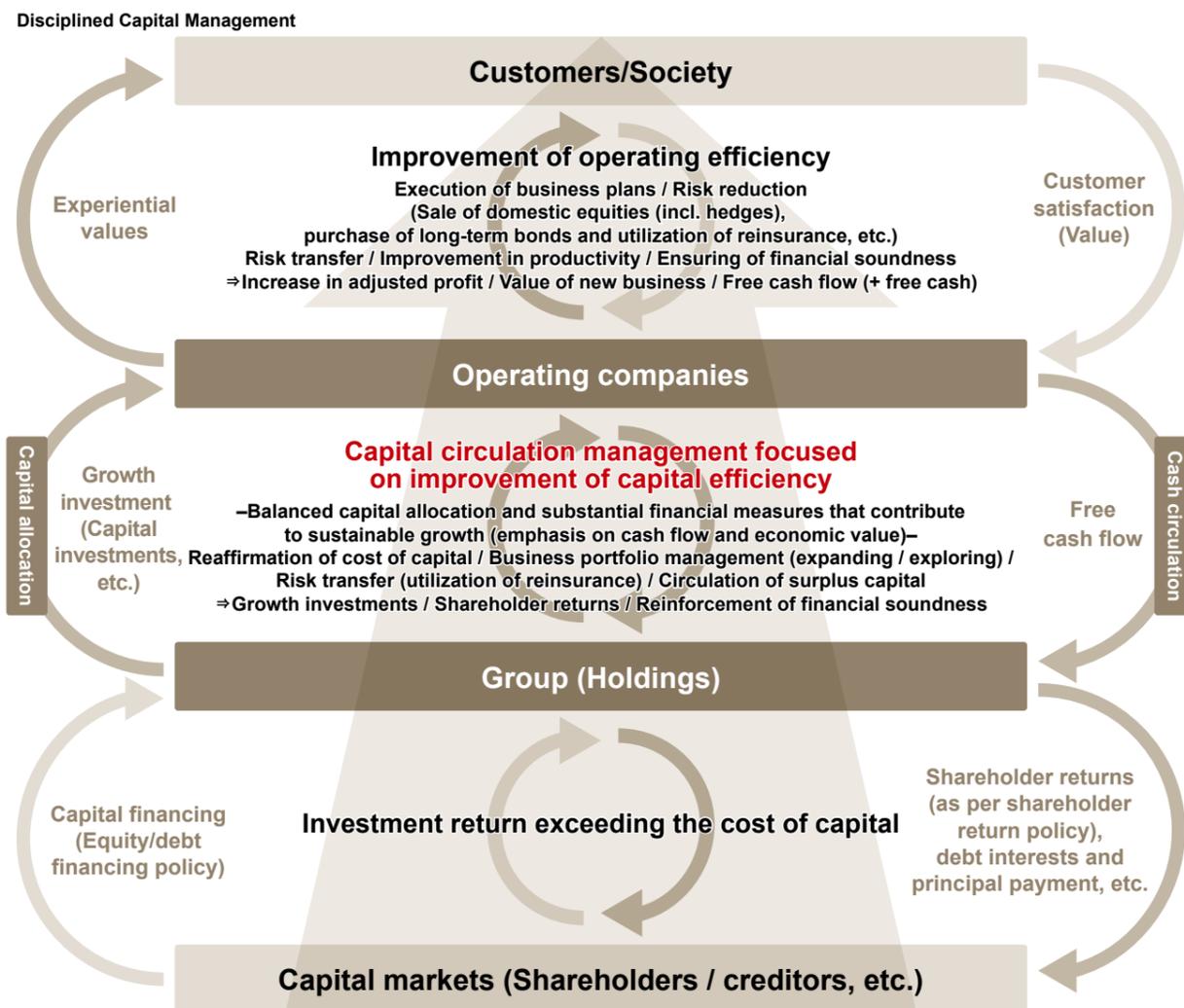


Capital Management Policies and ERM

Through capital allocation to highly capital-efficient and growth businesses, we promote disciplined capital management that enhances Group capital efficiency, cash generation and further improvement of shareholder returns.



Toshiaki Sumino
Director, Managing Executive Officer



Basic Approach to Capital Management Policies

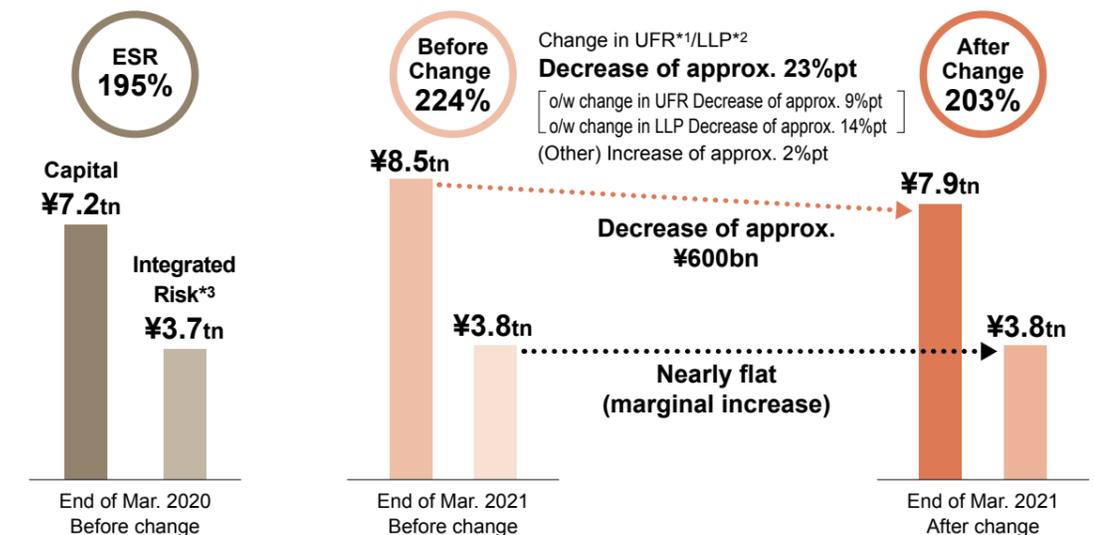
Our group bases its capital management policies on the enterprise risk management (ERM) framework, aiming for the sustainable enhancement of corporate value and further improvement of shareholder returns while ensuring financial soundness.

Under our mid-term management plan “Re-connect 2023,” starting from fiscal 2021, we strive to achieve sustainable growth through executing “disciplined capital management” developed from our ERM cycle (profit, capital and risk). Disciplined capital management is the approach to enhance corporate value through the favorable circulation of capital and cash obtained from business operation and released

by risk reduction within the Group by reallocating capital to highly capital-efficient businesses and growth businesses while ensuring financial soundness.

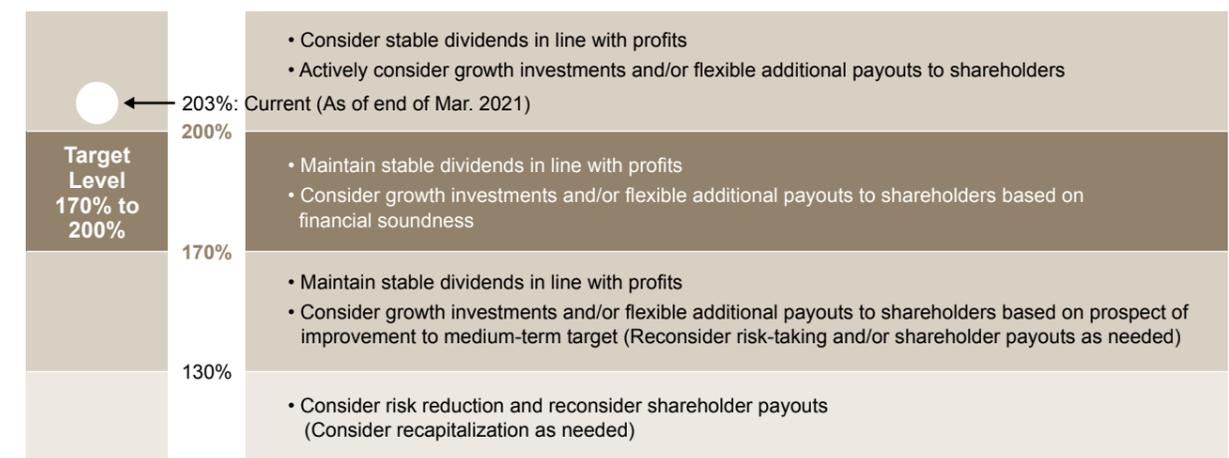
For our economic solvency ratio (“ESR” below), an indicator of financial soundness on an economic value basis, we have set our target range from 170% to 200%. While stably securing that target range, we aim to achieve higher capital efficiency early on that exceeds our cost of capital by improving our risk adjusted return. We implement our capital management policies in accordance with that ESR range and proactively consider investments in growth opportunities and/or flexible additional payouts to shareholders if ESR exceeds our target range.

ESR Before and After Change to UFR/LLP Standards



^{*1} UFR (ultimate forward rate) refers to a concept that assumes that future short-term rate (forward rate) will ultimately converge to a constant level. Generally, such level is set based on macroeconomic factors analysis and other assumptions.
^{*2} LLP (last liquid point) refers to the longest maturity for which the market of the relevant financial instrument (swaps or government bonds) is deemed to be deep, liquid and transparent.
^{*3} Refers to the amount of risk of the company overall integrated (calculated) by using statistical methods to measure insurance, investment and other risks maintained by the Group based on a standardized scale after considering the correlation among each type of risk and other factors.

ESR Level and Approach to Capital Management Policy



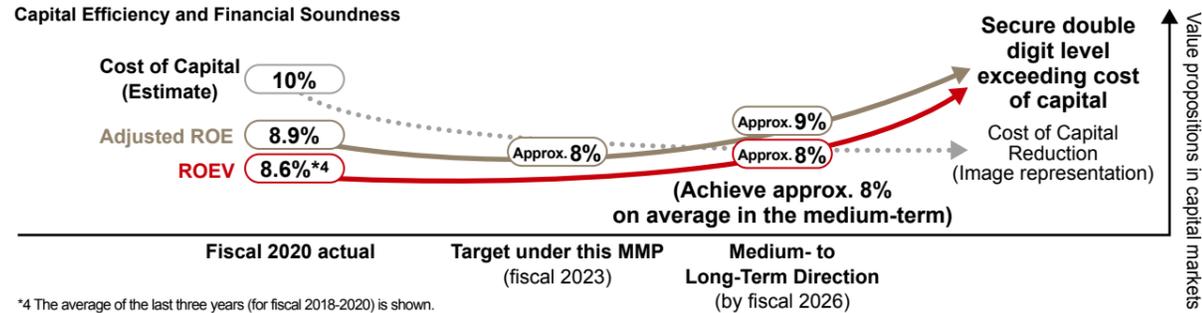
Assumptions behind Disciplined Capital Management with Focus on Capital Efficiency

(Revision of cost of capital (from 8% to 10%) and improvement of capital efficiency)

Amid the changes in the business environment, we revised our recognition of the cost of capital from 8% to 10%. In order to break away from the discounted level of our share price, we strive to improve our capital efficiency that stably exceeds the cost of capital based on a medium- to long-term goal by reducing the cost of capital through risk reduction and improving capital efficiency through the review of our business portfolio based on advanced capital allocation. For the improvement of capital efficiency, we newly introduced adjusted ROE as a valuation indicator to complement ROEV, and implement capital reallocation to higher capital-efficient and growth businesses.

More specifically, we revised our operation for business assessment based on the cost of capital of 8% across the board for all businesses (while adjusting the differences in domestic and overseas interest rates for overseas businesses) and applied a new cost of capital for each business that takes into consideration individual business risks and market risk premiums in each country for capital allocation and recovery decisions. As for the use of free cash generated through this operation, we will further refine the balance between securing financial soundness, growth investments, and shareholder returns.

Capital Efficiency and Financial Soundness



*4 The average of the last three years (for fiscal 2018-2020) is shown.

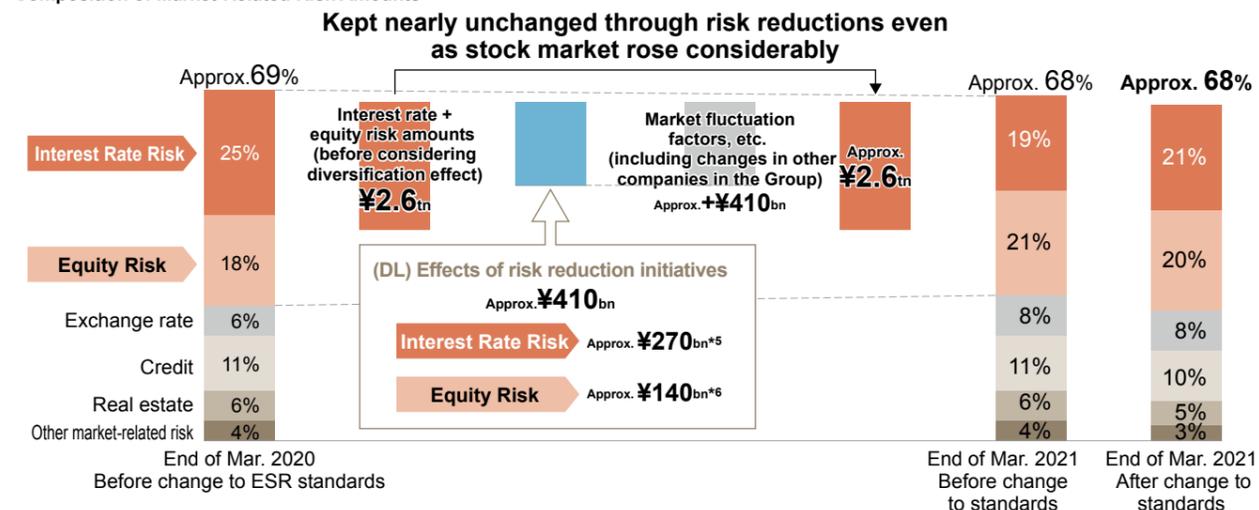
Main Initiatives for Materialization of Disciplined Capital Management

Risk Reduction Initiatives

With regard to risk reductions being implemented with the intention of reducing the cost of capital, our initiatives in fiscal 2020 made significant progress towards our previous target of reducing market-related risk until the end of fiscal 2023, which

we formulated at the end of fiscal 2019. As a result of reducing market risk by approx. 410 billion yen, Dai-ichi Life kept risk amounts nearly unchanged even as stock market prices rose considerably. Additionally, as a result of reducing interest rate

Composition of Market-Related Risk Amounts



*5 Effects of initiatives including effects from the purchase of super-long-term bonds and the rolling of derivatives (approx. ¥30bn), which were implemented during the fiscal year ended Mar. 2020 as a means of accelerating risk reduction initiatives for the fiscal year ended Mar. 2021, amounted to approx. ¥300bn.
*6 Including ¥90bn of effects from a hedging position established with the aim of accelerating risk reduction benefits during the period of this MMP.

risk, our level of sensitivity to domestic interest rates for ESR has steadily declined.

However, as of the end of fiscal 2020, among integrated risk amounts held by the Group, market-related risk, mostly consisting of interest rate and equity risks, accounted for 68% and insurance risk under the Group's main business making up 29%. As such, the improvement of our risk profile remains a challenge. In our MMP, while also factoring in our forecast that the lack of transparency and stability in the global financial market and economy will persist going forward, we increased our target amount of market risk reduction until the end of fiscal

2023 and aim to further improve our financial strength.

Specifically, with regard to interest rate and equity risks, which constitute the majority of our market-related risk, we are aiming to reduce equivalent to approximately 20% (prior to taking financial and changes, etc. into consideration) compared to risk amounts at the end of fiscal 2020 by the end of fiscal 2023. For interest rate risk reductions (approx. 280 billion yen), we promote initiatives through lengthening asset duration and utilizing reinsurance and derivatives. Likewise, for equity risk reductions (approx. 280 billion yen), we continue reducing equity holdings and utilize derivatives.

Result of Market Risk Reduction Initiatives at Dai-ichi Life in Fiscal 2020

Reduction of interest rate risk
Additional purchase of ultra-long-term bonds / Extension of asset duration / Hedging

- Steady accumulation of super-long-term bonds and replacement for lengthening duration based on financial market trends / Utilization of swaptions, etc. in accordance with situation

Additional purchase/replacement amount in fiscal 2020
Approx. ¥1.7tn
(Converted into 30-year government bonds)

Using part of gains on sale of securities

Reduction of equity risk
Sale of equities / Hedging

- Reduction of equities held in line with plan and hedging through derivatives, etc.

Fiscal 2020 amount of sale of domestic shares
Approx. ¥200bn (market value)

Establishment of hedging position*7
Approx. ¥400bn

Utilization of part of capital gains from sale of equities (offset with reinsurance ceding related expenses)

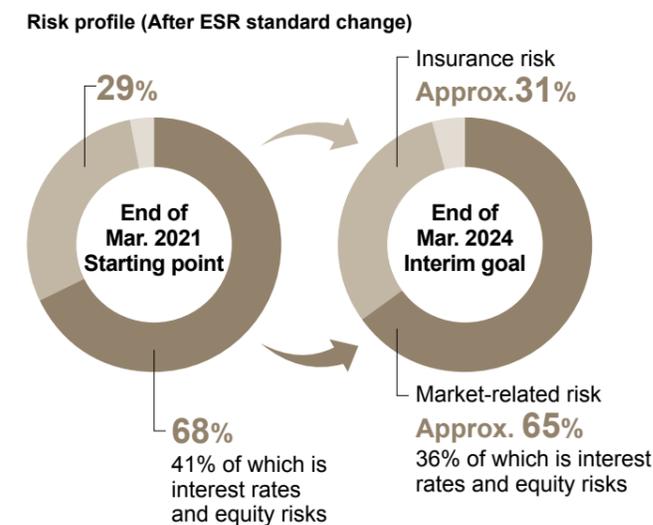
Reduction of interest rate risk
Reinsurance ceding of legacy liabilities with high assumed interest rate

- Proactive restructuring of liabilities through strategic reinsurance ceding

Fiscal 2020 policy liabilities for reinsurance ceding (Total since start of initiatives)
Approx. ¥300bn (Approx. ¥600bn)

*7 Accelerated initiatives during this MMP period

Our ambition after risk profile transformation



Market-related risk reduction targets

Interest rate risk amount

End of Mar. 2021
¥1.4tn^{*8}
(¥0.3tn decrease from Mar.2020)

Equity risk amount

End of Mar. 2021
¥1.3tn^{*9}
(¥0.3tn increase from Mar.2020)
¥3.5tn (market value) of domestic listed equities (+¥0.8tn since end of Mar. 2020)

Amount of new interest rate & equity risk reduction initiatives
Reductions equivalent to approx. 20%

Target reduction amount of risk
Approx. ¥560bn
o/w interest rate risk ¥280bn
o/w equity risk ¥280bn

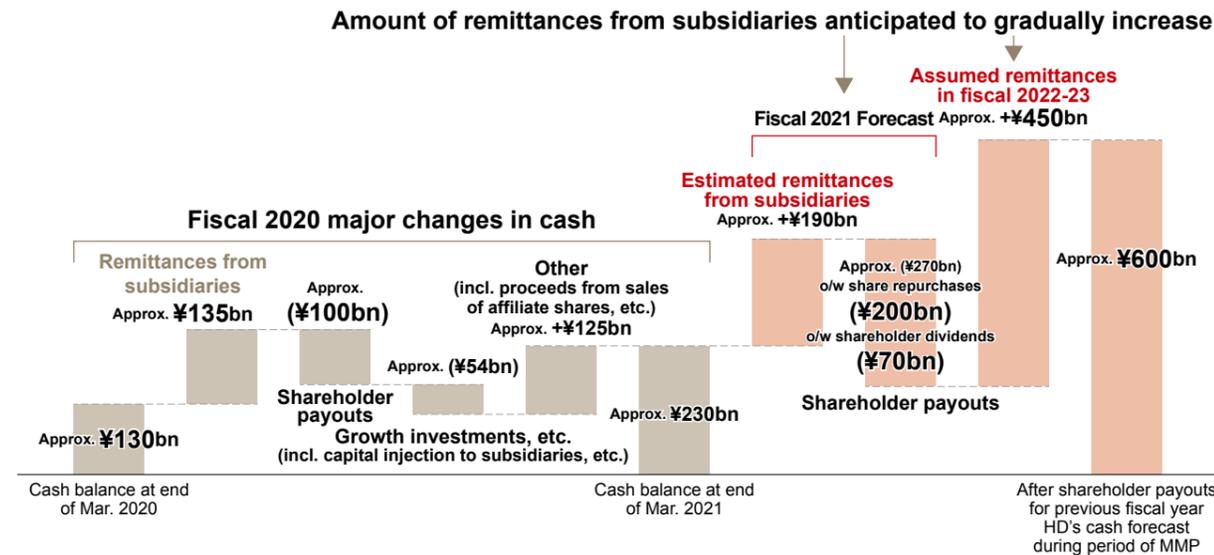
*8 After change to ESR standards.
*9 Excluding effects of accelerated hedging position.

Transition to Remittance Operation Based on Free Cash

Up to this point, the amount of dividends remitted to the holding company from operating subsidiaries was determined based on the profit generated at each of those subsidiaries. Going forward, we will shift to remittance based on the free cash of those subsidiaries calculated after considering multiple

perspectives and constraints, such as financial soundness on an economic value basis, regulatory requirements and accounting constraints in each country. We anticipate that remittances from subsidiaries will increase in terms of both percentages and amounts through this transition.

Movements in Holding Company's Cash Position*10



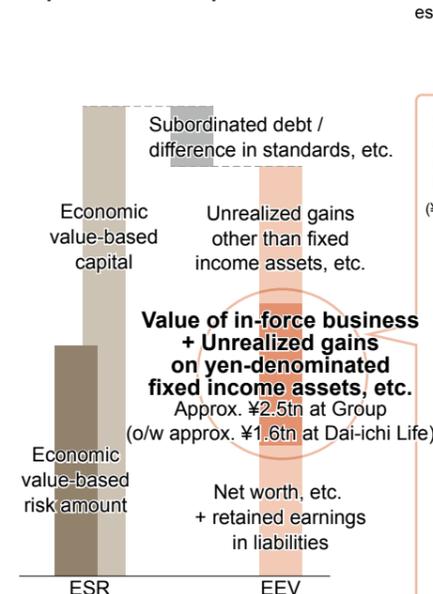
*10 Including the balance, changes in cash at the intermediate holding company and cash held to secure liquidity at the holding company. Additionally, remittances from the U.S.-based Protective and other overseas subsidiaries have been partially accounted for as if they are deposited in the next business year of holdings company in the same manner as domestic subsidiaries.

Reinforcement of Recurrent Profit of Life Insurance Business

The life insurance business has a highly recurrent profit structure with a high degree of probability of future earnings based on in-force business over the long term. We leverage this

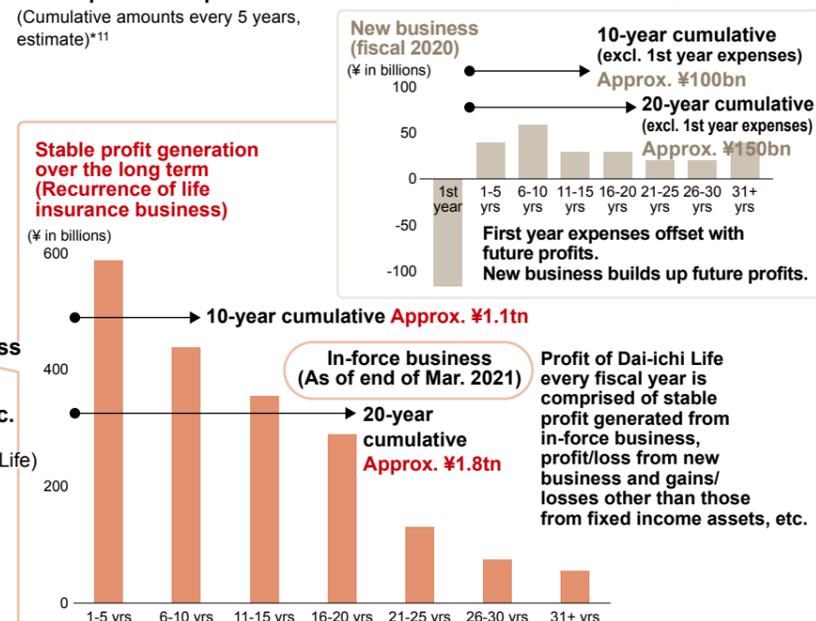
advantage to reinforce the recurrence of profit generation through the accumulation of new business going forward.

Group Economic Value based on Capital and EEV capital



Future profit anticipated from life insurance business at Dai-ichi Life

(Cumulative amounts every 5 years, estimate)*11



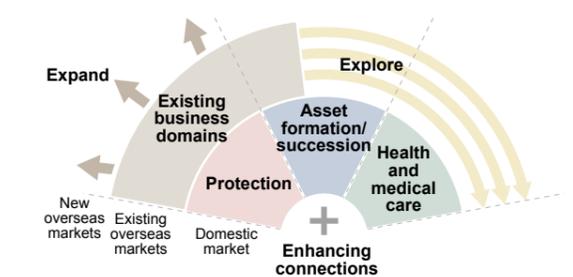
*11 Estimated value based on the assumption that fixed income assets are held until maturity and on adjustments to future interest income, etc.

Review of Business Portfolio

In fiscal 2020, we sold our stake in Janus Henderson based on the direction of our Group business strategy and financial and capital management strategies under our prior MMP, "Connect 2020." On the other hand, we made investments in good business opportunities with the improvement of capital efficiency and the control of risk (profit volatility), including the conversion of Sohgo Housing into a wholly owned subsidiary and the establishment of a new reinsurance company in the British Overseas Territory of Bermuda. Under the current MMP, by reviewing our existing business portfolio and utilizing generated free cash and internal reserves, we accelerate the expansion and diversification of our business portfolio through striving to deepen our core businesses (protection and asset

formation/succession) and pursue the acquisition of new organizational capability in areas such as the digital, health and medical domains.

Expand Existing Business While Exploring for Opportunities Beyond Insurance



Ensuring financial soundness

Over time, we have endeavored to ensure our financial soundness through steady capital accumulation by recurring profit and initiatives for market-related risk reduction. Additionally, in fiscal 2020, we reinforced our capital base further through refinancing with an increase in the amount of Dai-ichi Life's perpetual subordinated loans (Oct. 2020), procuring perpetual subordinated debt at the holding company (Mar. 2021) and conducting financing at our overseas subsidiaries, among other efforts. As a result of these efforts, our ESR at the end of fiscal 2020 improved to 203%, exceeding

our target range of 170% to 200%. In order to stay within that target range going forward, we engage in firm and strict financial management by controlling ESR volatility through market-related risk reduction, among other methods.

Financing of Group Subordinated Debt in Fiscal 2020

Dai-ichi Life	Perpetual subordinated loans	¥181bn
Dai-ichi Life HD	Perpetual subordinated debt	¥80bn

Towards Realizing Attractive Shareholder Returns

Regarding the total payout ratio of 40% that constitutes the shareholder payout policy under our previous MMP, we were able to adequately fulfill that ratio through a combination of cash dividends and share buybacks.

Under our current MMP, we will realize a stable dividend payout of at 30% or more (based on average of adjusted Group profit; basically no reduction of dividend per share) with a view to offering more attractive shareholder returns. In addition, we set a medium-term average total payout ratio target of 50% as a rough guide. We will strategically examine and implement flexible additional payouts to shareholders largely through share buyback after taking elements such as ESR and cash flow status, the presence of growth investment opportunities and our company stock price levels into total consideration.

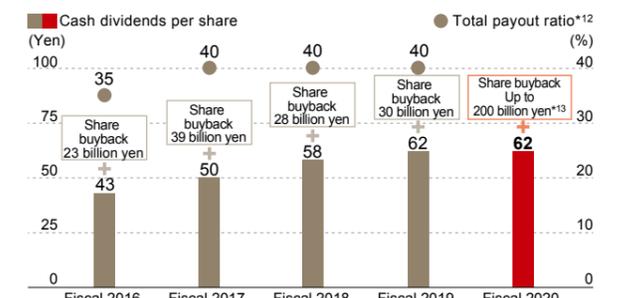
For payouts to shareholders in fiscal 2020, we distributed cash dividends of 62 yen per share, the same amount as in the previous fiscal year. However, based on the above changes to our shareholder payouts policy, we decided to conduct share buyback in the amount of 200 billion yen, and achieved a significant increase in shareholder returns.

Going forward, we aim to further improve shareholder returns by putting our business base in Japan and overseas, which we have been expanding and diversifying up until now, onto a growth trajectory, as well as by strengthening the

sustainable growth of Group profit and our ability to generate capital and cash.

Basic Policy on Shareholder Payouts

- Stable dividends in accordance with profit (from fiscal 2021)**
 - [Dividend payout ratio] 30% or more each fiscal year
 - Basically no reductions of dividend per share
- Considering flexible additional payouts to shareholders (from fiscal 2020)**
 - Scale, timing, etc. of implementation are strategically determined
 - Rough guide for total payout ratio: Medium-term average of 50%



*12 Total payout ratio = (Total dividends distributed to shareholders + total amount of share buybacks) / Group adjusted profit
 *13 Based on our ESR forecast and other factors, we applied a review policy for flexible additional payouts to shareholders based on our new shareholder payout policy. The decision to conduct share buybacks of upto 200 billion yen was made at the meeting of Board of Directors held on March 31, 2021.

Sustainability

Dai-ichi Life Group aims to contribute to people's happiness and the resolution of social issues complementing social security. We will continue initiatives that are truly necessary for a better future.



Seiji Inagaki
Representative Director, President

Dai-ichi Life Group's Mission and Approach to Sustainability

Tsuneta Yano, the founder of Dai-ichi Life, said "Consider whether people will be pleased with what we do or find it unnecessary. Business that people find useful and convenient is bound to have its value recognized, and people will greatly nurture that business. That is precisely why business is a something that we do for the sake of people." Having inherited that DNA from Mr. Yano, the Group has grown along with the development of Japan by delivering peace of mind that complies with the needs of people in the prevailing era and pursuing the resolution of social issues throughout its history of over a century.

The Group will mark its 120th anniversary in 2022. As we head into the future, we will continue contributing to the well-being of all people delivering peace of mind across generations and fulfilling and healthy lives. It reflects the basic concept of life insurance business as being "mutual help" that we aim to realize through harmony with all of our stakeholders. Moreover, we would like to contribute to the well-being of all through a framework of mutual aid not being limited by conventional life insurance policy holders.

In addition to economic protection during illness or disability, the life insurance business serves as a bridge connecting current and future generations by accepting policyholders' insurance premiums and passing those assets to

surviving family, children and grandchildren. In other words, being in close to customers and the community over the long-term as their partner for life through life insurance to realize the well-being of future generations could also be called our mission.

However, in recent years, the sustainability of society itself is being questioned amid the increase of natural disasters due to global warming and the spreading of COVID-19. Building an easy-to-live society where people can reside with peace of mind rather than leaving aside the issue of global warming or a world where hunger is prevalent to future generations is a critical issue. Therefore, we came to the conclusion that the realization of the well-being of all, including the future generations, is only possible in a sustainable society. We will therefore position the realization of sustainability as the overarching foundation of our business operations, and also tackle serious social issues to ensure the sustainability of communities addressing not only climate change but also respecting the human rights and diversity of all people at an even greater level.

As a "lifelong partner," based on our mission of connecting current and future generations, we will contribute to the realization of a sustainable and resilient society through insurance products and services as an insurer and managing policyholders' assets as an institutional investor.

Our Corporate Conduct Principles for Sustainability

In April 2011, the Group established the "Dai-ichi's Social Responsibility Charter," or DSR charter, to serve as its corporate conduct principles for continuing to meet the expectations of its customers, the community and all of its other

stakeholders. Each of us will fulfill our social responsibility as we continue to create value in a way that only the Group can with a view to "realizing sustainability," the overarching premise of our business operation.

Items of DSR Charter	Reference
 <p>Customer satisfaction We provide high-quality products and services with the intention of standing by the side of our customers for life. In everything we do we strive to exceed our customers' expectation and achieve customer satisfaction with outstanding speed.</p>	<p>P29 Business Strategy Including CX Design Strategy, Protection, Asset Formation/ Succession, Health and Medical Care  A Customer First Business Operation Policy (Japanese Only) https://www.dai-ichi-life-hd.com/about/customer_first/index.html SASB FIN-IN-270a.1-a.4, 000.A</p>
 <p>Communication In addition to fulfilling our accountability to all stakeholders, we earnestly accept feedback from them and proactively reflect it in our corporate management.</p>	<p>P94 Responding to Our Stakeholders  Initiatives for Stakeholders https://www.dai-ichi-life-hd.com/en/sustainability/important/initiatives.html SASB FIN-IN-270a.1-a.4</p>
 <p>Compliance We engage in fair and sound business activities while maintaining a high level of ethics, and enforce compliance in all of our business activities.</p>	<p>P80 Corporate Governance  Compliance https://www.dai-ichi-life-hd.com/en/about/control/in_control/compliance.html SASB FIN-IN-550a.1-a.3</p>
 <p>Respect for human rights We respect culture and customs in all countries and regions and practice management that contributes to their forward development. We respect human rights and aggressively work on enlightening others on those rights.</p>	<p>P63 Human Capital Strategies P66 Diversity & Inclusion P103 Financial Inclusion  Human Rights Awareness https://www.dai-ichi-life-hd.com/en/sustainability/governance/rights.html</p>
 <p>Diversity and inclusion We respect the diversity of our human resources, ensure that we have a workplace environment where all of our employees can contribute and feel safe, secure and satisfaction in their work, and aggressively develop human resources.</p>	
 <p>Environmental protection We see global environment protection as our social responsibility, and will continuously engage in activities to protect the environment.</p>	<p>P53 Climate Change SASB FIN-IN-410b.2, 450a.1-a.3 P59 ESG Investment SASB FIN-IN-410a.1-a.2  Initiatives for Community and Society https://www.dai-ichi-life-hd.com/en/sustainability/important/initiatives/society.html</p>
 <p>Social contribution We engage in activities to contribute to society as we aim to develop alongside the community as a "good corporate citizen."</p>	
 <p>Promoting health We will conduct business that contributes to the promotion of the health of communities, and promote mental and physical health of all of our employees.</p>	<p>P37 Health and Medical Care P63 Human Resource Strategy  Promoting Employee Health https://www.dai-ichi-life.co.jp/english/dsr/employee/health.html SASB FIN-IN-410b.2</p>
 <p>Creating sustainable corporate value Through the above eight principles, promotion of innovation, effective utilization of management resources and preservation and reinforcement of our financial base, we aim to create sustainable corporate value.</p>	<p>P43 Promoting Innovation P21 Management Resources that Underpin Contributions to Well-Being SASB FIN-IN-410b.2</p>

Climate Change Initiatives—Response to TCFD

Basic Approach

The realization of the “well-being of all including future generations” pursued by the Group is predicated on the existence of a sustainable society with a view of 100 years down the road. By recognizing securing social sustainability as the foundation of our business operations, we will proactively address resolution of material issues*1 related to social sustainability than ever before. In particular, addressing climate change is a material issue recognized globally. With a view to secure sustainability of global environment that is the foundation of people’s lifestyles as both an insurance provider and an institutional investor, the Group has adopted goals for realizing carbon neutrality, and will reinforce its initiatives for addressing climate change through its business.

As part of these initiatives, we are focusing on the proactive disclosure of information based on the TCFD Recommendations*2 on this page and in our sustainability

reports. In particular, regarding the effects of climate change on the life insurance business (See “Topics” on p. 56), while there is currently still not an established theory on the subject from a global perspective, we are conducting our own research. While this research has just been initiated, through dialogue with various companies in the industry and government and academic institutions as well as with our investors, it produced the disclosure of analytical processes and analysis results aiming at advancing initiatives and information disclosure.

To realize the new vision of the Group*3, as both insurance provider and institutional investor we will demonstrate leadership in promoting initiatives (including information disclosures) that could serve as a model for others as well. In doing so, we will continue contributing to realization of a carbon-free society leading to a sustainable society.

*1 Please see “Material Issues of the Dai-ichi Life Group” on p. 23 for information on those issues.

*2 Statement of Agreement with intent of said recommendations on Sep. 2018, Task Force on Climate-Related Financial Disclosures

*3 The Group’s new vision is “Protect and improve the well-being of all.” Please see the “Group Vision” on p. 5.

Status of Main Initiatives for Fiscal 2020

Having positioned its response to climate change as one of its material issues, the Group is methodically promoting various initiatives in-line with its business strategy.

Four Items Contained in TCFD Recommendations	Status of Initiatives	Page
Governance	<ul style="list-style-type: none"> Establishment of Group Sustainability Committee Configuration of climate-related items as part of KPI concerning officer remuneration at Dai-ichi Life, the core company of the Group 	54
Risk Management	<ul style="list-style-type: none"> Group ERM Committee regularly checks status of climate-related risk management and considers enhancements to risk management system Risk Management Unit, etc. monitor status of each Group company’s initiatives to deal with climate-related risk and share relevant information 	54
Strategy (Risks and Opportunities)	<ul style="list-style-type: none"> Establishment of risk quantification model for insurance claims and other payments and quantitative analysis of the impact Measurement of CO2 emissions and weighted average carbon intensity in Dai-ichi Life’s investment portfolio 	56 58
Indicators and Targets	<ul style="list-style-type: none"> Establishment of CO2 emission reduction targets that satisfy the Paris Agreement (limit global warming to 1.5°C) in our capacity as both an insurance provider and institutional investor Insurance Business: Scope 1+2 (Entire Group) Scope 3/RE100 implementation targets (both for Dai-ichi Life) Institutional investor: CO2 emission reduction targets up to 2025 (For listed shares, bonds and real estate assets within Dai-ichi Life’s investment portfolio)	55, 56 57

Stance on Governance/Risk Management

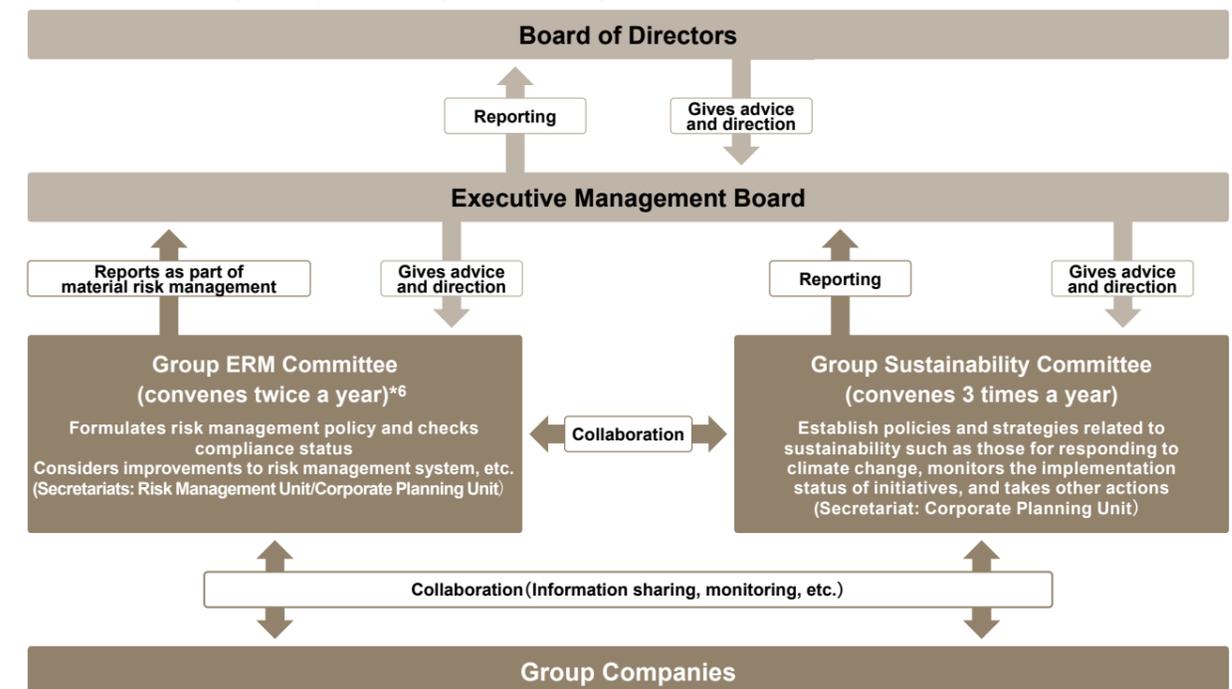
The Group regularly reports the status of initiatives addressing climate change (Group targets, policy and other indicators of initiatives, risk response, etc.) to the Executive Management Board and the Board of Directors*4, and reinforces those initiatives depending on advice or direction received from Board members. At the same time, we promote the Board-led development of business plans related to climate change to form our stance for integrating climate-related risks into our management.

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.*5 The Risk Management Unit identifies Group material risks based on the results of material risks identification at group companies and taking into consideration the degree of impact and the likelihood of occurrence. The Paris Agreement of 2016 has raised awareness of addressing environmental issues as a challenge that should be tackled by 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, etc. From fiscal 2019 we defined risk related to climate change as a “material risk,” and have been reinforcing risk management. More specifically, in the course of Group ERM Committee meetings chaired by the officer in charge of risk management, we discuss methods of assessing and dealing with physical and transition risks and, if necessary, report them to the Executive Management Board and to the Board of Directors as well.

Furthermore, to reinforcing our Group governance, we established a “Group Sustainability Committee” chaired by the president in April 2021, and will establish policies and strategies related to sustainability such as responding to climate change, monitor the implementation status of initiatives, and take other actions going forward. In addition, we have set climate change-related items as one of the KPIs related to executive compensation of Dai-ichi Life, a core subsidiary of the Group.

Governance/Risk Management System Relating to Climate Change Response (As of April 2021)



*4 In fiscal 2020, climate-related topics were reported to the Board of Directors a total of three times.

The main agenda are as follows.
 •Status of Group response to climate change (including initiatives for climate-related risk, future direction, etc.)
 •Response to climate change and other sustainability strategies under next MMP

*5 Visit the following webpage for details on risk management
https://www.dai-ichi-life-hd.com/en/about/control/in_control/administer.html

*6 The main agenda items related to climate change in fiscal 2020 were as follows.

•Status of response to climate-related risk
 - Quantification of insurance claims and other payment risks
 - Analysis of climate-related risk in Dai-ichi Life’s investment portfolio

Recognition of Climate Change-Related Risk and Strategic Application

1. Climate-Related Risks and Opportunities and their Impact on Our Group's Business

We recognize that climate change may have the following effects in the medium- to long- term (result of analysis using business-as-usual and 2°C scenarios), and therefore, promoting initiatives to enhance our control measures as an operating company and institutional investor and resilience of our business. Please also see "Topics" (next page) for details.

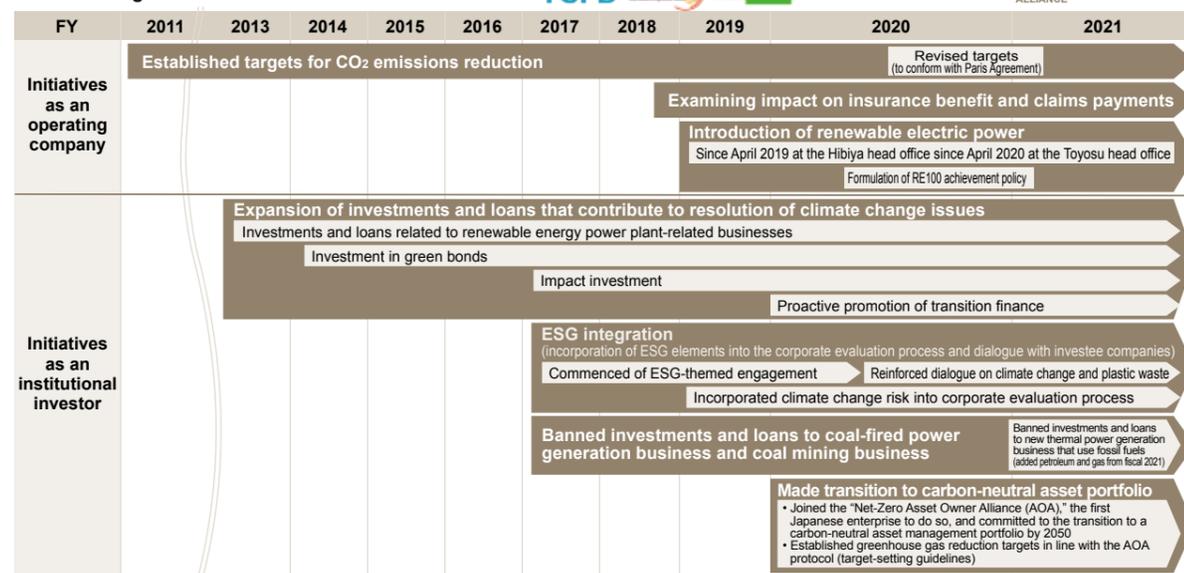
Risks*7	<ul style="list-style-type: none"> • Increase in insurance claims and benefits paid due to increase in heatstroke and infectious diseases associated with global warming • Increase in insurance claims and benefits paid due to increase in flooding due to typhoons, etc. • Decrease in corporate value of companies due to inadequate responses to environmental change, including the introduction of carbon taxes, damage to assets caused by market and social environment changes, development of new technologies, response to changes in consumer behavior, etc.
Opportunities*7	<ul style="list-style-type: none"> • Increase in investment and loan opportunities, such as renewable energy business, that contribute to solving climate change issues • Reduction alongside operating costs due to the introduction of infrastructure with high resource efficiency

*7 See the below website for details on main effects, timelines, etc. of risks and opportunities
<https://www.dai-ichi-life-hd.com/en/sustainability/important/initiatives/ecology/climate.html>

2. Specific Initiatives and Targets

As an operating company and institutional investor, in March 2021, the Group set medium- to long-term targets for the reduction of CO₂ emissions. With further accelerating various initiatives and contributing to earlier realization of decarbonized society, we will enhance the resilience of our life insurance and investment management businesses as we move forward.

Climate Change Initiatives Over the Years



<Initiatives and Targets as an Operating Company>

Originally, for our CO₂ emission reduction targets, we had applied Scope 1*8 and Scope 2*8. Then, we raised targets to conform with targets stated in the Paris Agreement (which calls for limiting the rise in average global temperature to under 1.5°C compared to the time before the Industrial Revolution). In addition, for promoting initiatives which would unify all employees unify, Dai-ichi Life set CO₂ emission reductions

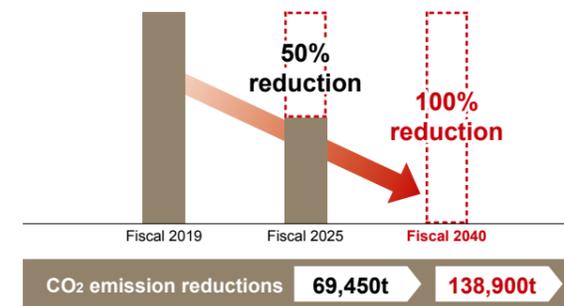
under Scope 3*8 subject to "items that should be emphasized from the perspective of behavioral change of employees and businesses."

For actual CO₂ emission data up to fiscal 2020, please see the Dai-ichi Life website (Sustainability Data).

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

*8 Scope 1: Direct emissions from Company. Scope 2: Indirect emissions accompanying use of electric power, etc. supplied from other company. Scope 3: Indirect emissions other than those under Scopes 1 or 2 (=emissions from other companies related to activities by Dai-ichi Life). Presently, the Company applies Category 1 (purchased products/services), Category 3 (fuel and energy activities not included in Scopes 1 or 2), Category 4 (transport/delivery (upstream)), Category 5 (waste generated by businesses), Category 6 (business travel), Category 7 (commuting by employees) and Category 12 (disposal of purchased products). It does not include Category 15 (investment).

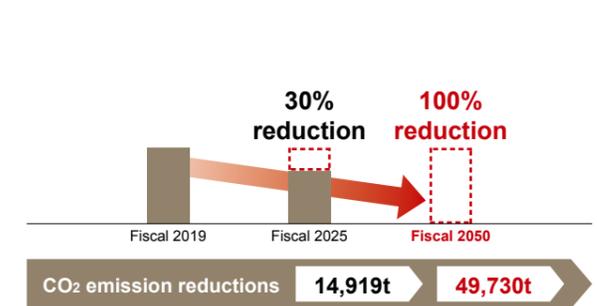
Reduction of CO₂ Emissions at Dai-ichi Life Group (Scope 1 + 2)



In order to achieve the above targets for fiscal 2025 (under Scopes 1 + 2), Dai-ichi Life will promote "transition to 100% renewable energy by the end of fiscal 2023" (in particular, we will aim to achieve this goal for properties that Dai-ichi Life leases externally (real estate for investment)) in the course of

*9 For details on initiatives, please see the below news release dated March 5, 2021. (Japanese only)
https://www.dai-ichi-life.co.jp/company/news/pdf/2020_097.pdf

Reduction of CO₂ Emissions at Dai-ichi Life Group (Scope 3)



fiscal 2021.*9
 Additionally, at Protective and TAL as well, we are promoting initiatives for introduction of renewable energy and carbon offsetting, and will expand initiatives that the Group unifies behind.

[Topics] Research of Effects of Climate Change on Life Insurance Business

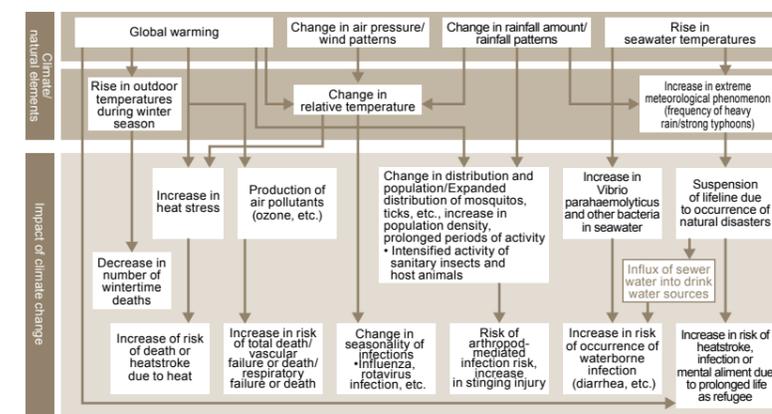
The Group is promoting initiatives to grasp risks related to payment of insurance claims and benefits to estimate the impact of climate change on life insurance business. While research on the impact global warming is conducted in various sectors, where the payment of insurance claims and benefits is concerned, changes in human health and natural disasters may have direct effects. According to a report (Assessment Report on Effects of Climate Change)*10 by the Ministry of Environment of Japan, an increase in heatstroke during the summer season, an increase in cardiovascular and respiratory diseases associated with production of photochemical oxidants, ozone and other pollutants. Moreover, report informs about the spread of infectious diseases due to the expanded habitat of mosquitoes and mites and the intrusion of non-native species, an increase in heatstroke, infections and mental illness among disaster victims due to the prolonged living as refugees. As for natural disasters, the more frequently occurring flooding, inundation and landslide disasters may also have impact.

In recent years, documents concerning these effects have been published by a large number of research institutions, making them a growing subject of attention. In addition to investigating and analyzing such research results, the Group is promoting comprehensive grasp of risks and quantifying their effects after factoring in the attributes of the insurance products that it underwrites.

For initiatives for fiscal 2020, as a joint endeavor with Mizuho-DL Financial Technology, we analyzed the relationship

between global warming and the payment of death insurance claims by Dai-ichi Life. In an analysis where focus was placed on the increase in health hazards caused by global warming during the summer season, using actual death insurance claim payments for the last several years, we inferred a relationship between peak temperatures across Japan and mortality. The results of this analysis showed that if we applied a RCP8.5 scenario*10, relative to past results (for fiscal 2010 to fiscal 2019), the increase in mortality rate would be estimated at approx. 0.4% in the 2050s and approx. 1.0% in the 2090s. When these estimates are applied to actual death insurance claim payments by Dai-ichi Life in fiscal 2020 (approx. 400 billion yen), they amount to an increase of approx. 1.5 billion yen at a rate of 0.4% and an increase of approx. 4.0 billion yen at a rate of 1.0%. The analysis and quantification of the effects of climate change on the life insurance business are recognized as being researched and analyzed by various companies through a process of trial and error, with no standard methods being established internationally at this time. The effects analysis recently performed by the Group is limited to a statistical analysis of the correlation between peak temperatures and death based on past results data at Dai-ichi Life using various researches as a reference.*11 We believe there are many challenges, such as investigations of the occurrence of various diseases, approaches from a medical viewpoint and impact investigations at our various overseas companies, and we will continue understanding risks across the entire Group as we move forward.

Assessment Report on Effects of Climate Change (Summary) (Ministry of Environment, Dec 2020)*12



*10 Scenario equivalent to maximum greenhouse gas emissions in 2100. Should measure surpassing current ones not be taken, using averages from the period between 1986 and 2005 as the standard, temperatures will rise between 1.4°C and 2.6°C close to 2050 (medium term) and between 2.6°C and 4.8°C close to 2090 (long term). (Source) Assessment Report on Effects of Climate Change (Disclosed by Ministry of Environment on December 17, 2020)

*11 For example: Antonio Gasparrini and others, in The Lancet Planetary Health, Volume 1, Issue 9, Projections of temperature-related excess mortality under climate change scenarios, Pages e360-e367 December 2017.

*12 Excerpt of outline drawing of envisioned effects from climate change (partially processed)
<http://www.env.go.jp/press/files/jp/115261.pdf>

<Initiatives and Targets as an Institutional Investor>

By positioning addressing climate change as its foremost issue under responsible investment, Dai-ichi Life is working to realize a carbon-neutral society. In February 2021, we joined the "Net-Zero Asset Owner Alliance" (AOA)*13 as the first Japanese entity, thereby making an external commitment to making the transition to a carbon-neutral investment portfolio by the year 2050. Additionally, we set forth the goal of carrying out a 25% reduction (over the end of March 2020) in greenhouse gas

emissions in our listed shares, bonds and real estate portfolios by 2025 in accordance with the AOA protocol (target-setting guidelines). By principally engaging investee companies with considerable greenhouse gas emissions and supporting initiatives to address the issue of climate change in those companies, we will demonstrate leadership on a global level and aim to realize a carbon-neutral society.

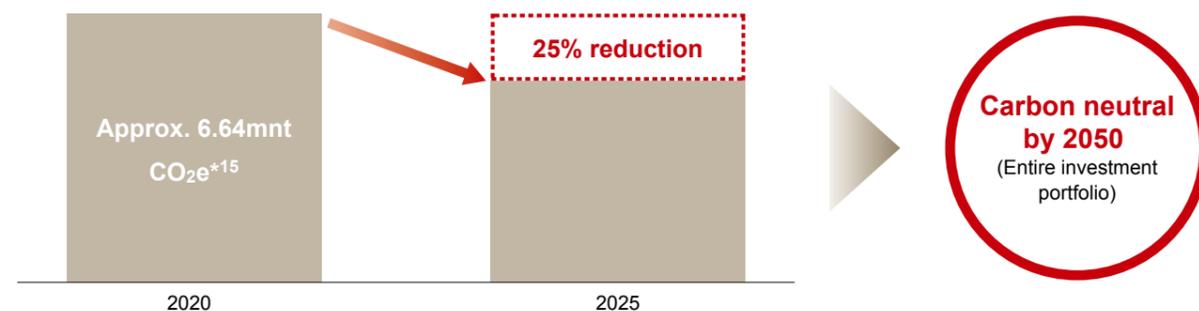
*13 Institutional investor organization that aims to make the transition to carbon-neutral asset portfolios by the year 2050

Main Initiatives Aimed at Realizing Carbon Neutrality

Setting reduction targets aimed at decarbonization by 2050	<ul style="list-style-type: none"> Set an interim target of a 25% reduction over levels at the end of March 2020 for listed shares, bonds and real estate by 2025 in accordance with the AOA protocol (target-setting guidelines) Targets scheduled to be successively set for other assets based on consultations with AOA
Supporting initiatives by investment destination companies through engagement*14	<ul style="list-style-type: none"> Provided ESG analyst-issued reports and suggestions for climate change initiatives by corporations, promoted elevation of level of target-setting for reductions of GHG emissions and otherwise engaged 50 companies with top GHG emissions Promoted disclosure of information based on TCFD Recommendations and agreement with TCFD through dialogue with investment destination corporations while simultaneously supporting initiatives by those corporations through Climate Action 100+ and other forms of cooperative engagement Appropriately reflected results of engagement in investment judgment process
Supporting transition to low-carbon society and creation of environmental innovation	<ul style="list-style-type: none"> Proactively supplied capital for transition to low-carbon society through transition finance, impact investment and other means in addition to making investments and loans in green bonds and renewable energy power generation businesses Will not engage in new project finance for thermal power generation (coal, petroleum and gas included) that uses fossil fuels

*14 For details on engagement activities, please see the Responsible Investment Report. <https://www.dai-ichi-life.co.jp/english/dsr/investment/ri-report.html>

Total Carbon Emissions and Medium-Term Reduction Targets for Listed Shares, Bonds and Real Estate Portfolio



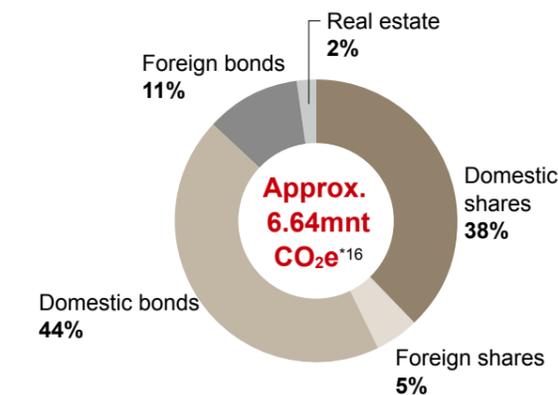
*15 Sum value of Scope 1 and Scope 2 for listed shares, bonds and real estate as of end of Mar. 2020 (Source) Listed shares, bonds: Prepared by Dai-ichi Life using data from S&P Trucost Limited. Real estate: Aggregated and prepared by Dai-ichi Life.

To assess the climate-related risks and opportunities at companies to invest in and loan to with respect to its domestic and foreign equity and bond portfolios, Dai-ichi Life performed total carbon emission and weighted average carbon intensity (WACI) analysis, the disclosure of which is recommended by TCFD. With WACI, a weighted average of greenhouse gases per unit sales of the company is obtained in accordance with the holding percentage for that company in the investment portfolio.

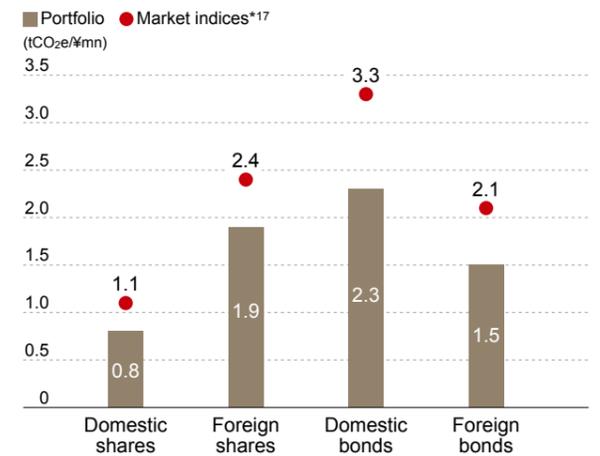
We have implemented initiatives aimed at bolstering the

resilience of our asset portfolio up to now, including the incorporation of transition risk such as a carbon tax being introduced or assets becoming stranded into assessment criteria for companies to invest in and loan to. Additionally, we plan on tackling the advancement of our analysis of climate-related risk and opportunities, including transition risk and physical risk and opportunities, in order to further reinforce our risk management stance.

Total Carbon Emissions for Listed Shares, Bonds and Real Estate Portfolio (Breakdown) (As of End of Mar. 2020)



WACI for Listed Shares and Bonds (As of End of Mar. 2020)



*16 Sum value of Scope 1 and Scope 2 for listed shares, bonds and real estate as of end of Mar. 2020
*17 TOPIX, MSCI ACWI ex-Japan, S&P Japan Corporate Bond Index and S&P International Corporate Bond Index were used for market indices. (Source) Listed shares, bonds: Prepared by Dai-ichi Life using data from S&P Trucost Limited. Real estate: Aggregated and prepared by Dai-ichi Life.

ESG-Themed Investment Cumulative Investment Results (As of End of March 2021)



*18 Investments and loans that help address the issue of climate change, including those made in green bonds and renewable energy power generation businesses

Feature: ESG Investment by Dai-ichi Life

Contributing to Realization of a Society Where Many Children Can Grow up Healthy through Impact Investing*1

As a universal owner that manages approx. 3.8 trillion yen in funds through investing in a wide range of assets, Dai-ichi Life proactively engages in ESG investment aimed at securing investment income and solving social issues. One of those investees is Unifa, a venture company that works towards reducing the burden related to childcare and improving the quality of childcare with the use of the latest technology in the form of IoT*2 and Artificial Intelligence (AI). Unifa Founder and CEO Yasuyuki Toki and Board Director and CFO Naoto Hoshi sat down with Yosuke Kawanishi of The Dai-ichi Life Insurance Co., Ltd.'s Alternative Investment Department to have a roundtable on the meaning and future prospects for ESG investment, among other themes.

*1 Investment method consisting of making investment judgments with the intention of simultaneously acquiring investment earnings and creating a social impact such as a shift in society's social structure.

*2 Abbreviation for "Internet of Things."

Social Impact

Addressing the issue of children on childcare facility waiting lists by eliminating the shortage of childcare workers by improving the working environment at childcare facilities



Naoto Hoshi
Director and CFO
Unifa

Yasuyuki Toki
Founder and CEO
Unifa

Yosuke Kawanishi
Manager
Alternative Investment Department
The Dai-ichi Life Insurance Co., Ltd.

Investing in Unifa based on its balance between earnings potential and sociality

Kawanishi: The Life insurance business has the role of "bridging generations" by accepting insurance premiums from policy holders and passing them to their children through insurance benefits. In that sense, children who belong to the next generation are our largest stakeholders. Realizing a society where children can have fulfilling lives and solving social issues indicated by SDGs is very important. While Dai-ichi Life Group has been selecting material issues that it should tackle based on that idea, we feel a strong affinity between our initiatives and the aims of Unifa, namely "the creation of environments at childcare facilities that are easy to work in" and "the improvement of the quality of childcare."

Toki: I first met Mr. Kawanishi about two years ago. At that time,

I had a strong desire to contribute to the resolution of social issues as an entrepreneur, and was also aware that a similar large wave was approaching the investor side as well. I remember quite well my novel feeling of surprise at realizing that if I could inspire shareholders with the same ambitions to join us, all parties, shareholders, management, employees and customers included, could unify for tackling the challenge that social issues bring.

Hoshi: My prior job was at a foreign-owned securities company. Since I had roughly 12 years of experience in the market, I had a sense of the global trends surrounding ESG investment from five to six years back. I had just been blessed with a child myself, and wanted to do something that would positively serve my child's future. It was at that time that I met Mr. Toki, and ended up joining Unifa with a strong conviction in its social awareness and future potential. I felt that welcoming

shareholders with an ESG viewpoint would prove to be considerably advantageous to us as well. Dai-ichi Life has been focusing on this field since the beginning of ESG investment. We believe that if we could inspire such a leader in the field to invest in our organization, we could get both public and market recognition of Unifa.

Kawanishi: I am extremely grateful to hear that. I should say, however, that in making an investment, the first thing we do is evaluate that investment from a financial investment standpoint. In that aspect as well, I recall having the strong impression that the business of Unifa was very elaborately build-up. While firmly building up its earnings stream through offering to watch over infants at childcare facilities during their naptime and various ICT (information and communications technology) services such as digital contact ledgers and childcare facility attendance management, Unifa sought to gain upside through a service that enable parents and guardians to make online purchases of photos and videos of children in childcare facilities. I am sure that Unifa continues to grow. Additionally, the company's agency strategy involving cooperation with childcare trading companies proved to be successful, giving it the attractive potential to establish dominant position in the childcare domain. Another aspect of Unifa that we highly valued next to its solid business was the social aspect of its business. It can be difficult to strike a balance between the earnings potential of a business and its social aspect in certain fields. In the case of Unifa, however, we believed that in addition to financial returns, we could count on the company to have a sizeable social impact. That optimal balance was the deciding factor in our investment.

Toki: Thank you. To be frank, upon receiving an investment from Dai-ichi Life, not only did we feel relieved at having a stable shareholder from a long-term perspective, but also examined the aspect of a business synergy between our companies. Dai-ichi Life pursues the promotion of high value-added with the use of digital technology in its insurance business. Moreover, as an institutional investor as well, the company carefully establishes a dialogue with its investee companies and extends its reach to even the deeper areas of those companies. Furthermore, Dai-ichi Life is also capable of engaging in deep discussion from an ESG perspective. That sense of overall balance, I feel, makes Dai-ichi Life an incomparable shareholder.



A partner that watches over its investee and accompanies them from a long-term perspective

Kawanishi: I am sure that assessing social impact in ESG investment proves to be difficult in certain areas. Not all elements can be measured in quantitative terms. At the same time, if those areas are not properly assessed, there will be no governance to speak of. To be frank, we regularly continue to look for better investment methods.

Hoshi: Our final goal is to realize our purpose of "making families happy." An example of one of the things we will do to reach that goal is improve the working environment of childcare workers and decrease their turnover rate, which is a medium-term goal. At the same time, while rarely discussed, there are various reasons for those workers to leave their jobs, and their working environment is not necessarily the sole problem. As such, even if we hypothetically set a target figure for the turnover rate, there would be difficulties in determining any direct relationship that turnover would have with the introduction of our services. Dai-ichi Life has an understanding of that reality while also having a very good understanding of the importance of climbing ladder one step at a time. Venture companies as a general rule are short on all management resources, be that people, money, or time. Within that situation, we feel that Dai-ichi Life is accompanying us from a long-term point of view.

Kawanishi: I'm very glad that you feel that way. The liability-side duration at a life insurance company is long, approaching as long as 19 years in our company's case. That is why we are able to invest with a long-term perspective. In that sense as well, we find our ESG investments to have a high degree of

Unifa: Using Digital Technology to Make Families Happier

Since being founded in 2013, Unifa has espoused "bringing forth new social infrastructure in the world that makes families happy" as its purpose, and has expanded its childcare support services that make use of IoT and AI across Japan. The company assists with the creation of environments that mitigate the burden of childcare-related tasks as well as increase the time that childcare workers have involvement with their children and help improve the quality of childcare.

Unifa currently promotes its "Smart Childcare Center." Its leading services include "Lookmee® Smart Baby Monitor" for keeping an eye on infants when they nap and "Lookmee® Photo" that allows photos and videos of children to be purchased online. As of June 2021, the cumulative number of childcare facilities across Japan that introduced "Lookmee®"-series services exceeded 11,000.





affinity with businesses similar to Unifa that involve social issues that will require a long time to be resolved.

Toki: Like Mr. Hoshi said, it will take a long time for us to reach the final goal. Right now, it is hard to claim that either the issue with waitlisted children or the issue with the shortage of childcare workers has been resolved yet. I roughly estimate that it will take at least 10 years to achieve the goals promoted with SDGs, including those that involve the health, welfare and education of children and gender-blindness. I believe that we have taken on the challenge of changing Japan's social framework. As the founder of Unifa, I am most grateful that a shareholder with a high aspiration such as Dai-ichi Life will be accompanying us as we carry out this long social transformation.

Hoshi: Being able to benefit from support over the long-term is also important from the financial aspect. We are always considering going public as an option to take with respect to our growth strategy and financial strategy. However, Dai-ichi Life will support us not from just a short-term perspective until we go public, but from a long-term one that would include the time after we go public. I believe that perspective perfectly matches our growth strategy. In June 2021 when we sought additional financing, Dai-ichi Life made an additional investment in us again.

Kawanishi: In having a long-term business relationship, mutual understanding will be important. By being an observer at Unifa's

Board of Directors' meetings and maintaining contact with the company over phone and email, I believe that we are successfully communicating with a high degree of transparency. Actually, when spread of COVID-19 began, Unifa became unable to conduct face-to-face sales, which had been its main touch point. We therefore had concerns that the company would encounter harsh business conditions. However, Unifa cultivated new touch points with childcare facilities by using crowdfunding to hand out masks at those facilities free of charge, and enhanced bonds of trust with anxious parents and guardians by holding online seminars. In those ways, the company demonstrated its startup-like flexibility and mobility and maintained its growth. Simultaneously, Unifa carefully explained the status of its response to us, investors in the company, as well. Largely because of that, we were able to keep an eye on the situation while feeling completely at ease.

Hoshi: I see investors as being members of a single team that ride the same boat, that boat being Unifa. Therefore, I hope that we will also disclose things that don't proceed as expected or are negative in nature, and engage in constructive discussion moving forward. The good thing about being a private company is that the issuers can choose the shareholders. Dai-ichi Life empathized with our purpose and understood the various difficulties faced by a venture company based on addressing social issues, which makes it possible to engage in repeated constructive discussion from a medium- to long-term perspective and proceed together hand in hand. That is the kind of shareholder that Unifa now has on its team, and that is why we report information that is not positive as well.

Changing society means changing the flow of money

Kawanishi: We see Unifa as being poised to launch a full-fledged platform service that integrates its preexisting services from this summer on. I look forward to the company leading the pack by becoming synonymous with a DX for childcare among all people who are connected with childcare facilities, including childcare workers, parents and guardians, as well as eventually

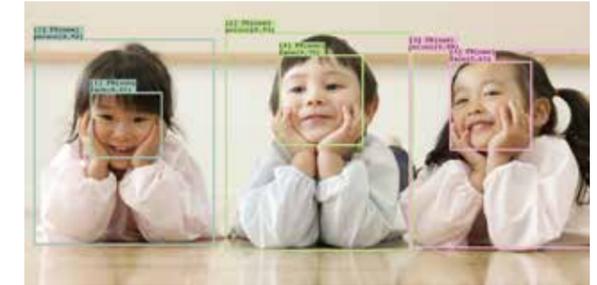
becoming a company that is capable of providing solutions that positively serve the frontlines of childcare, including households.

Toki: We will start by using the DX of the childcare industry to visualize the interest and developmental state of each individual child to make the frontlines of childcare more personalized. By establishing an environment that enables childcare workers to do their jobs while leveraging their expertise, we expect that both job satisfaction and value-added will go up. Additionally, the visualization of children's state will also lead to a change in how money is spent, as childrearing families will discover what kind of baby food suits their children and what kind of educational toys are the right ones. We want to create a system where part of that money can be given back to the childcare frontlines. I see our resolution to social issues eventually taking the form of "changing the flow of money." Changing that into shareholder value and corporate value is what management's job is all about. While a process of trial and error will continue for the time being, we hope to think about the question of how we will convey the value of our business to capital markets and how we will elicit recognition and understanding of that value along with Dai-ichi Life, and proceed to set a pioneering practice.

Hoshi: I feel that a perspective of tailor-made to the developmental state and interests of each individual child is an important element of their sound growth. Yet, that perspective seems to be missing in children's infancy. If an environment containing such a perspective can be realized with the use of our tools, it will play a huge role in the growth of children. What's more, I imagine that parents and guardians will want to leave their children in the care of a facility with that environment in place. Childcare facilities will also likely be able to offer better childcare. Both sides will experience mutual improvement, and society, I believe, will head in a more positive direction as a result. It would make me glad if we arrived at such a destination in the future.

Aiming to create a new ecosystem

Kawanishi: To make further dramatic leaps as we move forward, Unifa is also proactively addressing the reinforcement of its governance and promotion of diversity and inclusion. This June, Unifa made the transition to a company with an audit and supervisory committee. Simultaneously, it announced the inauguration of a female outside director. Moreover, the



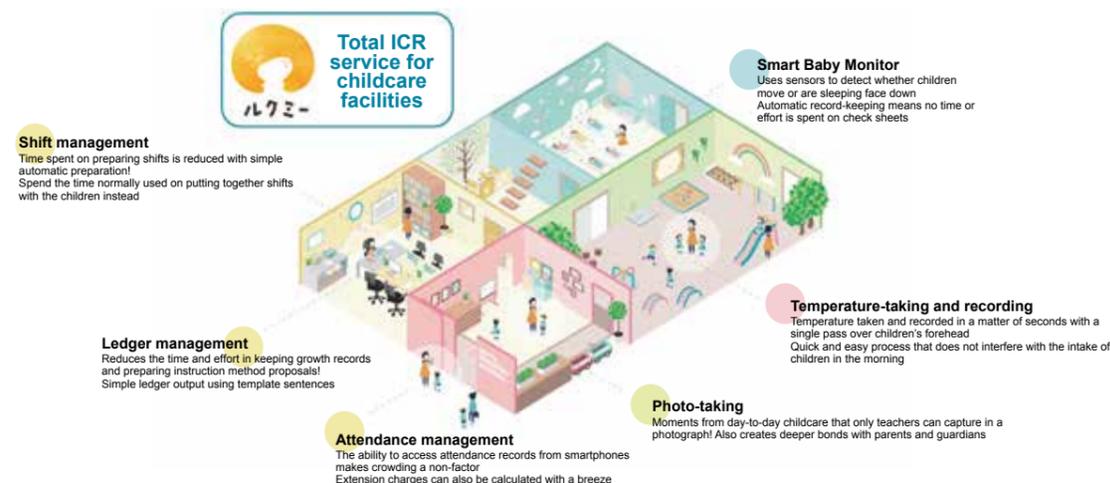
Over the medium to long term, while utilizing data accumulated on the development and growth of children since birth, we will be examining initiatives such as the provision of educational materials tailored to the developmental stage and interests of each child.

company is also focusing on developing an environment that our employees find easy to work in at an early stage.

Hoshi: I believe that private venture companies that develop their governance frameworks on the same level as a listed company and willingly take action in that regard will help raise the level of venture companies as a whole. Additionally, my feeling is that in Japan, there has yet to be a fixed image of a successful example of ESG investment in a venture company based on the resolution of social issues. If we can succeed beyond a certain level as a venture company that has established a balance between economic potential and social aspect, I think that we will set an easy-to-understand example of a different entrepreneurial model, and the next generation of social entrepreneurs will increase rapidly. In that sense, I want to make sure Unifa succeeds as a company for the sake of establishing a next-generation ecosystem as well.

Toki: With our services having been introduced in over 11,000 facilities across Japan, as we proceed to develop a platform for our services on a full scale, we will likely need to cooperate and otherwise deal with members of other industry categories and, depending on the circumstances, local governments. Our forthcoming challenge, therefore, will be to establish a sales and marketing structure with a greater degree of formability than before and develop a "strong platform" in the true sense of the word. Moreover, in the future, I am eager for us to expand our business overseas. To give an example, in Southeast Asia, women are increasingly entering the workforce, causing the number of childcare facilities to grow dramatically. In addition to already conducting experiments at childcare facilities in Singapore, we already regularly receive inquiries and other contact from the region. We hope to join forces with Dai-ichi Life, who made an additional capital investment in Unifa, as well as with our other shareholders and stakeholders in order to build a new ecosystem and place ourselves on a more solid growth trajectory.

Kawanishi: We have great expectations for the ecosystem that you are aiming to realize. Moreover, we believe that there is significant potential for you to grow overseas as well as in Japan. ESG investment is continuing to gain speed. As the ESG strategy of various companies becomes increasingly refined, I believe that we at Dai-ichi Life must also rise to the occasion to become a "chosen investor." Thank you.



The "Lookmee" series is an integrated ICT service for childcare facilities that makes use of the latest technology, including AI and IoT. Unifa is also expanding and promoting "Smart Childcare Center," a series of next-generation childcare facilities that mitigate the burden of clerical work and other tasks on the frontlines of childcare to give childcare workers some extra time and mental rest and also realize children's rich development and the happiness of families.

Please see our Responsible Investment Report for information related to our ESG investment initiatives and promotional structure.

<https://www.dai-ichi-life.co.jp/english/dsr/investment/ri-report.html>

Human Capital Management Strategies

By realizing a “World of Opportunities” in which our employees all over the world can energetically demonstrate their authenticity and successfully contribute, we will enhance our group corporate value.



Hitoshi Yamaguchi
Executive Officer

In order to achieve our vision adopted in its new MMP, it is indispensable to fully reveal and leverage our most valuable assets the “human capital” who will realize the vision. Therefore, human resource departments representing our various group companies around the world have engaged in a continuous dialogue in the Group’s four priority areas: career development, diversity and inclusion, health and well-being and social responsibility, and pursue the realization of a “World of Opportunities.”

By earnestly pursuing these initiatives, we aim to improve productivity of our employees that would lead to enhanced human capital value along with the promotion of diverse talents to higher positions.

The result of our employee satisfaction survey for fiscal 2020 was 3.75, considerably surpassing the result for the previous fiscal year. However, while our various initiatives were positively accepted by our employees, the survey administered right after the incidents of fraudulent cash mishandlings by former Dai-ichi Life employees and disclosed in December 2020 revealed considerable criticism regarding our corporate culture and business structure.

Taking this criticism very seriously, management held an emergency offsite session with all executive officers, and has held 56 town hall meetings with all employees and officers since May 2021. Going forward, we will steadily pursue behavior change based on employee feedbacks, and by monitoring the results of employee engagement index we will aim continuous improvements. Additionally, by promoting group Employee Value Proposition (EVP) on a global level, we will aim to improve group employee engagement as we move forward.

Dai-ichi Group Human Capital Management Statement

We, the Dai-ichi Life Group, have defined our mission consistent with the spirit of “By Your Side, For Life.” Based on this mission we see our primary purpose as contributing to the peace of mind and prosperity of our customers and contributing to the well-being of communities we serve.

Our strength is our people. They contribute and make a difference in the lives of our customers and in the success of our businesses. It is only through the efforts of our people across the Dai-ichi Life Group that we deliver our mission.

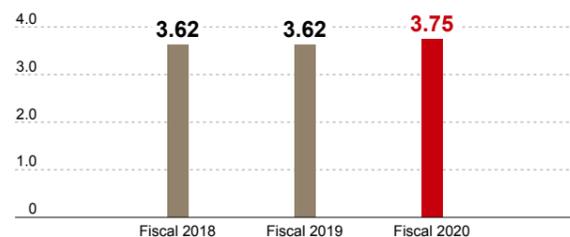
We recognize and support the uniqueness of each Dai-ichi Life group company, at the same time we commit to our Group Human Capital Management focus areas by sharing best practices, knowledge and designing a joint way forward.

We plan to achieve this through the promotion of four focus areas-Career Development, Diversity & Inclusion, Health & Wellbeing, and Social Responsibility.

Therefore, providing our people with opportunities to learn, grow and develop their careers in an inclusive and supportive environment that embraces diversity and encourages well-being.

We, the Dai-ichi Life Group, offer a “World of Opportunities.”

Employee Satisfaction Survey (Composite Indicator)*1

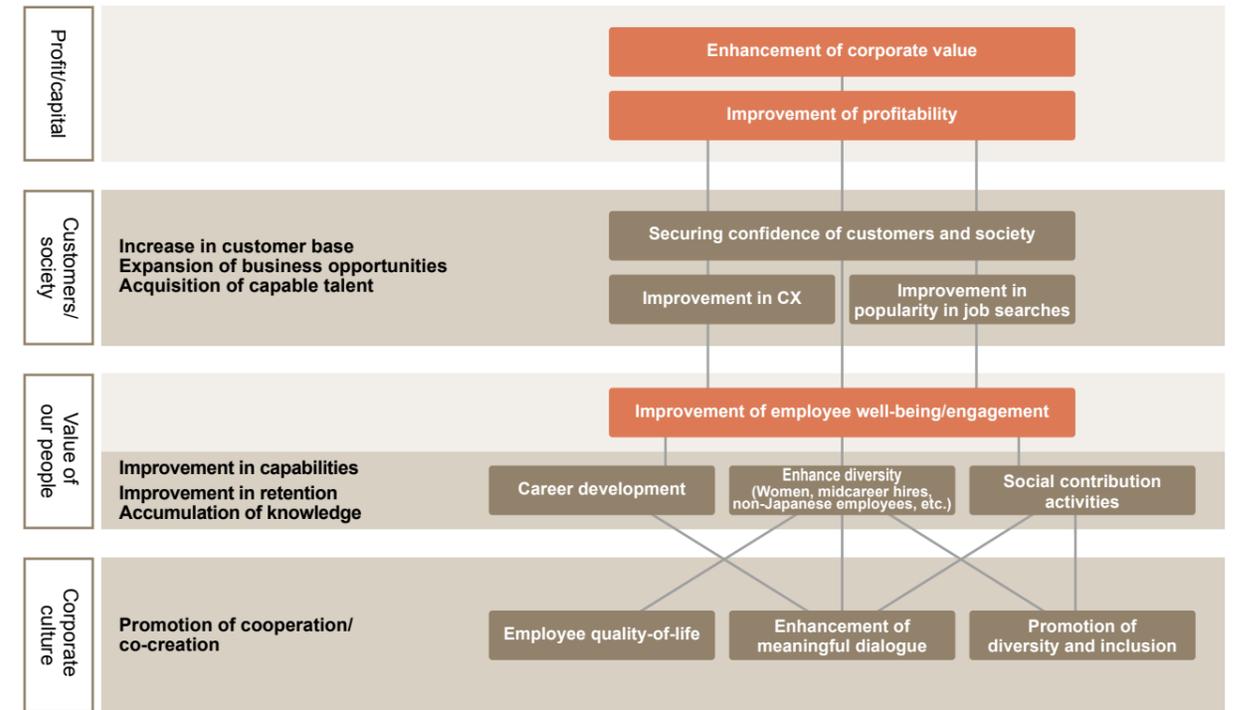


*1 Average value based on a five-point scale. Combined score for Dai-ichi Life Holdings and its three life insurance companies in Japan (Dai-ichi Life Insurance, Dai-ichi Frontier Life and Neo First Life).

Enhancement of Corporate Value through Human Capital Strategy

Nowadays, it is indispensable to invest in human capital, which is a cornerstone for company to maintain its competitive advantage over the long-term and continuously enhance its corporate value. We pursue improvement of well-being and engagement of our employees through various human capital strategies, that foster corporate culture that promotes

cooperation and co-creation and improvement of human capital value by enhancing capabilities and retention. Through these efforts, the Group seeks to raise the confidence of its customers, society and other stakeholders and, in the process, enhance its corporate value.

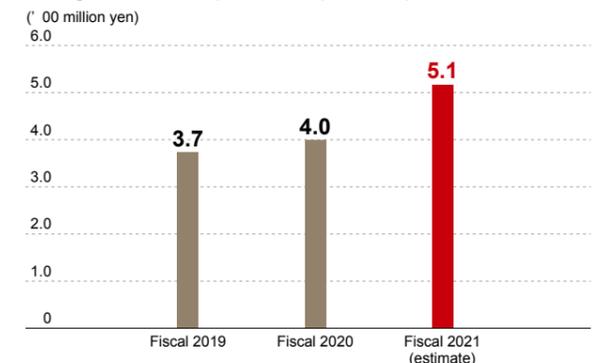


Career Development

Dai-ichi Life revised its HR policy and program to leverage and realize the fullest potential of each employee. Based on our newly-formulated “Human Capital Development Road Map,” we seek to maximize employee potential largely through 1-for-1 and career design training systems. Also, in addition to expanding learning opportunities at Dai-ichi-life Net College, we have started investment aimed at providing training opportunities through linkage with our CX/DX and other business strategies and improving the leadership capabilities of our managers.

In addition, alongside with enhancement of existing business efficiency through transformation of business model, we moved forward with implementation of a new work style that is not tied to time or location while focusing on the expanding career opportunities through utilizing IT and allowing side jobs within and outside the company.

Change in Human Capital Development Expenses



Number of external side job applications*2



*2 System commenced in April 2021. Cumulative number of applications between April and June 2021. Total for Dai-ichi Life Holdings and Dai-ichi Life.

External Side Job

Knowledge and Know-How Gained through the Side Job Can Also Be Leveraged in Main Job

Before joining Dai-ichi Life as a midcareer hire in November 2017, I had spent a long time working as a freelancer and being self-employed. After notice allowing engagement in a side job was issued, I was able to begin a side job in about a month's time. While my side job mainly consists of consulting for digital marketing, it also includes creative production and application development that accompanies that consulting. My experience of becoming a service provider in my side job, led to my deeper understanding of consulting firms and various vendors and I feel it also led to a smoother project management in my main job. Additionally, I managed to gain a direct sense of what I can provide to the market when I am not representing Dai-ichi Life and how my efforts are received when I do so. The feeling of satisfaction involved is different from the one that I gain through my main job.



Yohei Saito
Assistant Manager
Total Life Planning and
Sales Training Dept.
The Dai-ichi Life Insurance Co., Ltd.

Diversity and Inclusion

In these times when stakeholder needs are becoming increasingly diverse and change is severe, we recognize that it is impossible to survive unless we leverage the diversity of our

employees to enhance our value. We continue to support and develop our diverse people in order to help them lead our business.

Health and Well-Being

For improving well-being of our customers, it is essential for us to elevate the well-being of our employees, who deliver that value to customers. Through health care point system using our "Kenko-Daiichi" (Health First) app, health and medical care seminars, individual health assistance through Web interviews by occupational health staff and other initiatives, we proactively support our employee's health and medical care.



*1 As of end of March 2021

Social Responsibility

As part of its business, Dai-ichi Life promotes initiatives to resolve social issues in various regions, an example of which is the "Chiiki Iki-iki Project" (Regional Revitalization Project). Additionally, through voluntary activities conducted by employees themselves, we encourage contributing to the resolution of social issues through a side job as well as engaging in activities to contribute to society by taking "Quality of Life Improvement Leave."^{*2}



Cleanup volunteers at Lake Inawashiro (Dai-ichi Life, Fukushima Branch Office)

*2 Work leave system to improve QOL of our employees. May be used in a wide range of cases, such as for performing volunteer work, engaging in self-development or infertility treatment, or undergoing a comprehensive medical checkup.

Promotion of Human Rights Due Diligence

To respect human rights of all concerned stakeholders, including our supply chain, the Group continues to promote initiatives for human rights due diligence based on the following four steps: (1) establishment and commitment of the "Human

Rights Policy of Dai-ichi Life Group," (2) identification of human rights risks and evaluation of their impact. (3) implementation of corrective and rescue measures and (4) disclosure of information and monitoring.

Diversity and Inclusion

Our 70,000 group employees are a driving force for our sustainable growth. We will establish a corporate culture where each of us can demonstrate our individuality and take on challenges with a high degree of motivation, and will contribute to the well-being of our customers and society.



Miki Kashizaki
Executive Officer

As part of our new MMP, the Group aims to continue contributing to the well-being of all people so that they have peace of mind and are able to live rich and healthy lives. And it is our 70,000 group employees that drive the realization of that aim. For us to be closer to our customers and provide them the very best products and services and contribute to communities to realize sustainable society, we require a workplace environment in which group employees find satisfaction in their work and able to do their jobs with high energy and motivation. We believe that leveraging diversity and realizing employees' fullest potential will lead to our sustainable growth. Based on such a viewpoint, the Group focuses on the promotion of diversity and inclusion in its initiatives. Under the top management leadership, we promote the achievements of the women who make up a majority of our employees, and have brought our ratio of female employees in managerial positions^{*3} to 27.5% through efforts such as establishing an appropriate work environment, enhancing offered systems, and providing leadership development training programs to our female employees. On the other hand, the ratio of women in position of a department or section head at our organization is only about 10%. We aim to bring this percentage up to 30% by April 2024, and will promote realization of diversity among the decision-makers at our company with greater speed through implementing succession planning under which women would account for 30% of the candidates listed up by our executive officers for the department in charge. As we will make diversity our strength going forward, we are pursuing initiatives such as expanding the work domain of employees with disabilities predominantly at our special subsidiary Dai-ichi Life Challenged and proactively hiring experienced talent to diversify our homogeneous workforce. At present, approx. 30%

of the people whom we hire are mid-career hires. We will continue going beyond narrowly defined gender-based diversity and aggressively promote diversity that include hiring non-Japanese individuals and midcareer hires to core positions. Amid COVID-19 pandemic we have put the health of our employees, their family members and our customers first, and have established new work styles that take advantage of telecommuting. We will continue implementing new work styles that are not bound by time or place, and will enhance connections with customers and fellow employees within an environment that is conducive to communication and collaboration "anytime, anywhere, and with anyone." Simultaneously, we will aim to improve employee engagement through further enhancing productivity and enhancing work life balance. Going forward, we will continue contributing to the well-being of our customers and society with diversity and inclusion as the driving force of our sustainable growth.

*3 As of April 1, 2021. Total for Dai-ichi Life Holdings, Dai-ichi Life, Dai-ichi Frontier and Neo First Life.



Active Participation of Diverse Employees

Promoting the Active Participation of Female Employees

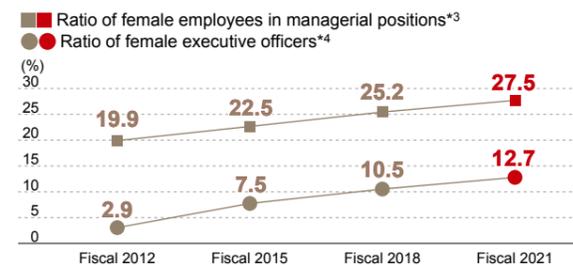
As a means of developing the next generation female leaders, we provide various training to match specific goals and reinforced our development efforts through implementation and support at each department. In order to maximize and grow individual abilities, it is necessary to recognize biases in the ways one sees and perceives certain things that he or she is usually not aware of or consciously controls. In promoting the female employees, overcoming unconscious bias such as gender-fixed roles stereotypes, is critical. Given that, we are conducting unconscious bias trainings for all employees and the provide an "evaluation checklist" that encourages awareness of unconscious bias when performing performance evaluations to ensure fair and impartial evaluations.

Furthermore, in December 2019, we became a member of "30% Club Japan," which has set a goal to make the ratio of female executive officers 30% by 2030, and are reinforcing our pipeline of female leaders for realizing diversity among the decision-makers at our company. Being the first Japanese life insurance company to join the "30% Club Japan Investor Group,"*2 Dai-ichi Life is promoting gender diversity as an institutional investor as well.

*2 An institutional investor group that seeks to enhance the medium- to long-term corporate value of investees through promoting gender diversity.



Change in the Ratio of Female Employees in Managerial and Executive Officer Positions



*3 Figures as of April 1 displayed as figures for current fiscal year. Sum of figures for Dai-ichi Life Holdings, Dai-ichi Life, Dai-ichi Frontier and Neo First Life.

*4 Figures as of July 1 displayed as figures for current fiscal year. Sum of figures for Dai-ichi Life Holdings and Dai-ichi Life.

Global Diversity

To enhance our international competitiveness, we develop our people into those who can potentially contribute to our global business through initiatives such as recruiting non-Japanese international students, dispatching Japanese employees overseas as trainees or international students, and offering practical overseas business training. Simultaneously, we promote synergy and best practices sharing in the Group through exchanges among executive-class members of Japanese and overseas group companies. Additionally, at our overseas group companies, we will proactively recruit and promote diverse employees to key business positions.

Ratio of Overseas Employee Ratio*5

Ratio	11.7%
-------	-------

*5 As of end of March 2021. Ratio of employees from 5 overseas subsidiaries (Protective, TAL, Dai-ichi Life Vietnam, Dai-ichi Life Cambodia and Dai-ichi Life Myanmar) out of total consolidated employees.

Promoting Active Participation of Employees with Disabilities

While promoting the hiring of employees with disabilities and the expansion of their work opportunities at our various group companies including Dai-ichi Life's special subsidiary company Dai-ichi Life Challenged, we aim to create a workplace to motivate and engage them in their careers.



Our employees won first place in the 1st Challenge Coffee Barista (a barista competition for people with disabilities).

LGBT*6 Initiatives

As we endeavor to be an LGBT-friendly company, we continue to hold seminars to widen the circle of LGBT "allies" who understand and support LGBT individuals as well as training sessions in which human rights awareness is a key theme. Simultaneously, we are promoting the establishment of a framework through means such as setting up a consultation desk as we work to encourage employees' understanding.

*6 LGBT stands for "lesbian, gay, bisexual and transgender."



Realization of Diverse Work Styles

Promotion of Work Style Reforms

Aiming to realize workplace environments where our employees can freely choose where and when they work on their own and practice a more flexible workstyle, we are promoting initiatives that translate into the creation of value-added on an organizational and individual level as well as to the well-being of our employees. These initiatives include the application of telecommuting and the flextime system.

In fiscal 2020, we enhanced our systems through introduction of "Quality of Life Improvement Leave," a system which allows employees to take time off for a broad range of purposes such as volunteer work, infertility treatment and self-development, and "hourly-based holidays," where employees can take flexible hourly-based holidays.

Promotion of Diverse Work Styles

Flexible Choice in Time and Location Fosters Greater Innovation

"Dai-ichi Life Innovation Lab" members who lead innovation in the Group, pursue flexible work styles to promote collaborations with start-up enterprises and other entities inside and outside Japan.

Location

As the use of Teams and other Web meeting tools is promoted across the entire department, we can work from multiple locations, including home and co-working space in addition to office space. Generally, members individually choose the location where their productivity and motivation are enhanced.

At proof of concept (PoC), which substantiates new ideas in a short time frame, members may bring together involved parties at a co-working space to engage in discussion as they gather around a whiteboard. Conversely, they may wrap-up things without meeting in person. Based on the particularities of the matter at hand and their own situation, members select the optimal place to generate ideas and implement projects.

Time

In creating innovation, the input of new information and networking are essential. That is why we proactively take part in seminars and pitch events, including those held overseas where there is a time difference. In cases when such events are held online early in the morning or late at night, we make full use of remote work, which enables us to take care of household duties when we have a chance.

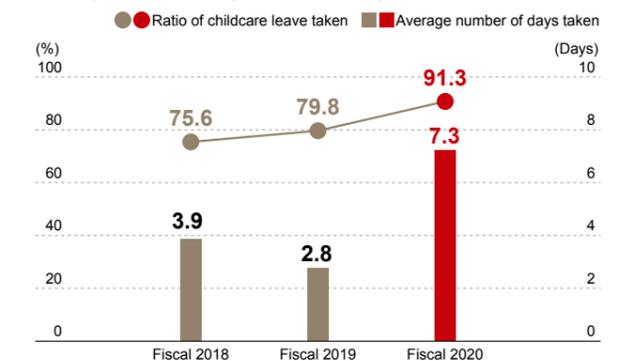
Naho Yoshimura
Assistant Manager
Innovation Strategy Dept.
The Dai-ichi Life Insurance Co., Ltd.



Work-Life Management

We also promote work-life balance so that our employees can approach their work with energy. For example, we offer seminars regarding health issues particular to women, and support their career with childcare/nursing care. We also encourage fathers to take part in childcare by providing educational materials on taking childcare leave and supporting tools for managers to promote the participation of our male employees in childcare. Through company-wide encouragement, the rate of childcare leave taken by our male employees in fiscal 2020 was 91.3%, an 11.5% increase over the previous fiscal year.

Change in the Ratio of Childcare Leave Taken by Male Employees and Average Number of Days Taken*7



*7 Sum of figures for Dai-ichi Life Holdings and Dai-ichi Life (including those subject to "career rotation")

Story of Experience by Male Employee in Taking Childcare Leave

While sharing the burden of childcare with my family, I was able to see the growth of my child right by their side.

In 2019, upon the birth of my first child, I took childcare leave of about four months. The time that directly followed the birth of my child happened to fall upon a peak busy period at work, forcing me to leave unfamiliar tasks of childcare completely to my wife in addition to household duties. Therefore, I consulted with my superior about taking childcare leave upon a break in my workload. Because the duration of that leave would be long, I wrapped up any duties that I could on my own, and handed over any other duties to my colleagues. I am grateful to my superior and my colleagues for their support, without which I would not have been able to take childcare leave. After talking things over with my wife, we decided to leave cooking with my wife and split other household chores and childcare duties equally. Over my four

months of childcare leave, I am confident that I became able to perform the full range of childcare duties, from bathing and clothing to putting my child to bed. I was able to get a real sense of just how challenging a childcare is and share that with my wife. Not only that, but I was also able to see my child growing right by my side, a wonderful experience that I would not trade for anything. Plus, I had enough time to think about my family and myself, broadening my horizons.

Hideki Okada
Line Manager
Human Resources Dept.
The Dai-ichi Life Insurance Co., Ltd.

