



Value Creation Process

Using Dai-ichi Life Group's strengths, including diverse talent, intellectual capital, and a solid customer base and financial foundation, we will contribute to the well-being of all and build a sustainable society for the future through our business activities and solving social issues.

Material issues concerning four experiential values

P.29

Material issues concerning the global environment and local communities and society

P.30

Expected Future Society and Market Trends

Business foundation that drives the growth of the Dai-ichi Life Group ▶P.19

Talent (Human Capital)

- Diverse talent worldwide: Approx. 61,000 people in 10 countries
- Candidates for the next generation of global leaders and female managers

Intellectual Capital

- Advanced expertise in life planning based on the social security system
- A wealth of medical care and health-related big data
- Advanced M&A insight and experience

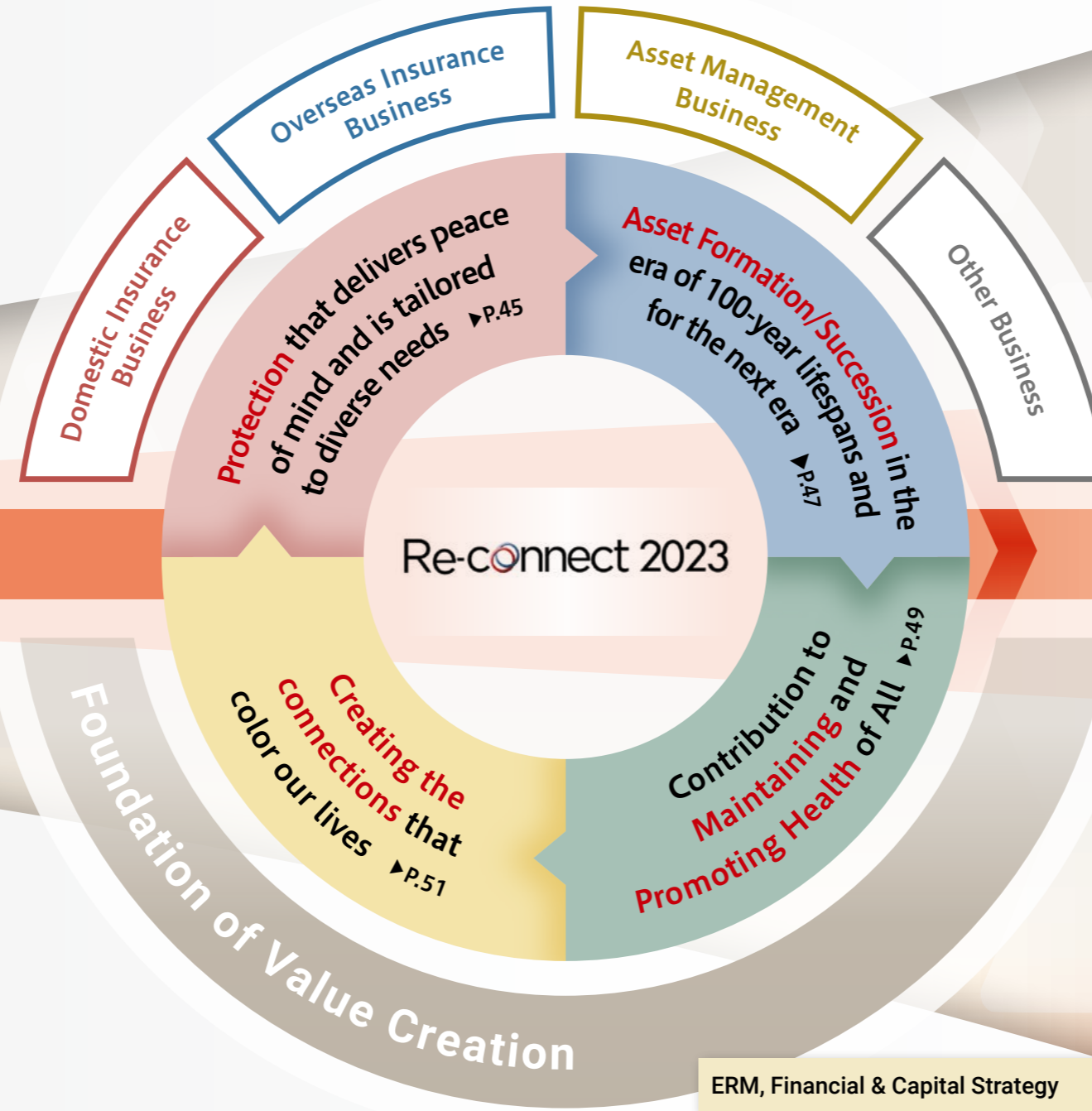
Social Capital

- Solid customer bases, both in Japan and overseas
- Firm alliances with diverse business partners and local communities
- A global network for creating innovation

Financial Capital*1

- Strong financial foundation and corporate value (Total assets: Approx. ¥61.5 trillion, Group EEV: ¥7.3 trillion)
- Robust capital and financial soundness (Economic solvency ratio: 226%, Credit rating² of Dai-ichi Life Holdings: A+ (JCR), AA- (Fitch), A+ (S&P, A.M. Best)
- Investment into the creation of new value (Cumulative strategic investment: Approx. ¥1.5 trillion)

*1 Figures as of the end of March 2023 unless otherwise stated
*2 As of the end of July 2023



- ERM, Financial & Capital Strategy ▶P.35
- Sustainability and Business Foundation ▶P.59
- Corporate Governance ▶P.89

Well-being Created by the Dai-ichi Life Group (Outcomes)

Customers

- Customers in Japan: 13.62 million
- Group pension funds under management: Approx. ¥6.6 trillion (Dai-ichi Life)
- Assets under management: Approx. ¥9.5 trillion (Dai-ichi Frontier Life)
- Payment of claims and benefits: Approx. ¥6.4 trillion (entire Group)

Business Partners

- Number of agencies (Japan) 4,129
- New M&As, alliances
- Acquisition of ipet Holdings Inc.
- Acquisition of Partners Life, New Zealand's second-largest life insurance provider
- Investment in YuLife, a U.K. tech-driven group insurance and well-being company

Global Environment, Local Communities, and Society

- CO₂ emissions from business activity (Scope 1 and 2): -83%
- Greenhouse gas emissions in the investment portfolio (Scope 3): -16%
- Climate change solutions investment: Approx. ¥710 billion
- Collaborative agreements with all 47 prefectures and more than 330 municipalities in Japan

Employees

- Engagement survey overall score: 64 (63 in previous year)
- Ratio of female organizational heads: 18.5% (ratio of female executives: 29.3%)
- Ratio/days of childcare leave taken by male: 100%/21.5 days

Financial Base*3

- Promoted capital circulation management (Group adjusted ROE: 5.0%, Group ROEV: 3.9%)
- Transformed the risk profile (Reduction of market-related risks: -¥530 billion*)
- Achieved financial soundness and profit growth (Economic solvency rate: 226%, Group adjusted profit: ¥184.4 billion)
- Obtained an appropriate market evaluation (relative TSR: 4th place)

*3 Figures in parentheses represent key performance indicators (KPIs) for the Group and actual results for FY2022
*4 For the period after the start of the current medium-term management plan (April 1, 2021–March 31, 2023)

Dai-ichi Life Group Vision

Protect and improve the well-being of all



Capital of Dai-ichi Life Group

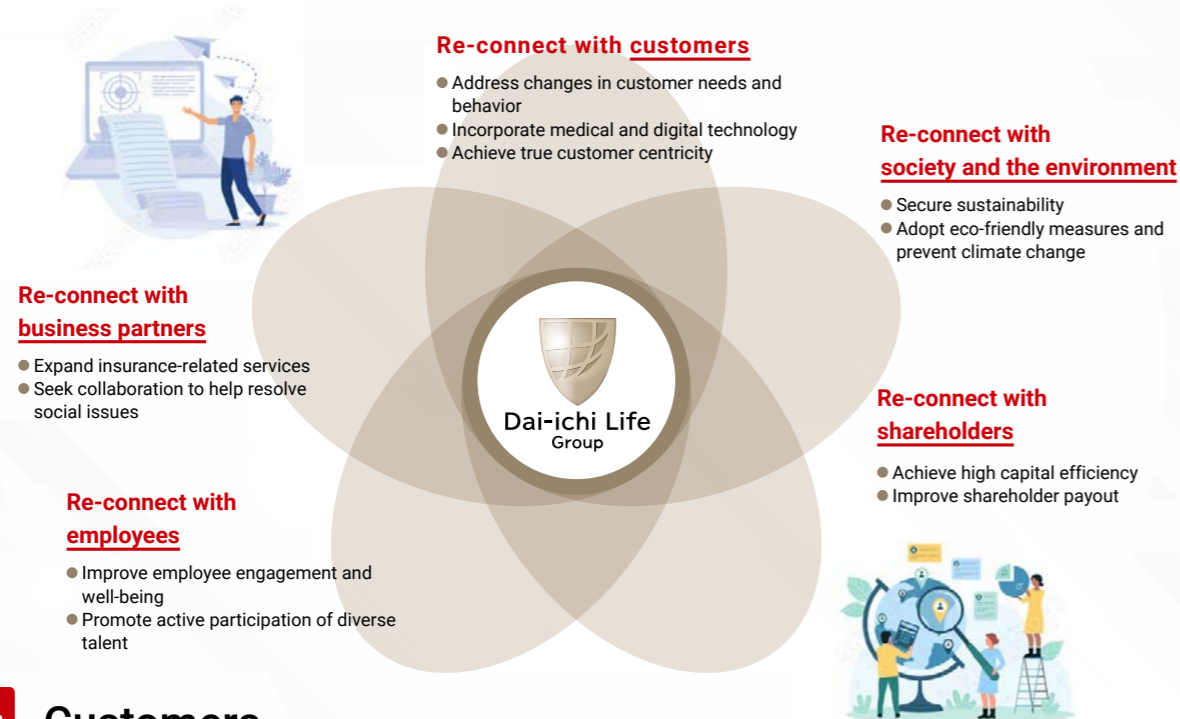
With Dai-ichi Life Insurance, which has been in business for more than 120 years in Japan, and by developing business in countries across the globe, we have acquired and capital, which is the source of competitiveness. Our aim is to maximize corporate value and achieve sustainable growth by combining our social capital, which is the foundation of our business, and our human and intellectual capital, consisting of originality and talent, with our robust financial capital.

	Indicators and initiatives	Importance to medium-to long-term corporate value creation
Human Capital 	A wealth of talent and diversity <ul style="list-style-type: none"> Group employees <ul style="list-style-type: none"> Group employees at all business locations: Approx. 61,000 Out of which, overseas Group employees: Approx. 9,600 (16%) Abundant human resources that deliver well-being to customers <ul style="list-style-type: none"> Dedicated sales representatives (Japan): Approx. 35,000 Diverse employee talent that supports global business operations <ul style="list-style-type: none"> Number of candidates for next-generation global management leaders: 286 Ratio of female managers: 29.3% 	<p>The most important management resource to promote transformation is employee talent.</p> <p>The Group has approximately 61,000 diverse and talented employees in 10 countries across the world, and they are working to enhance corporate value. In Japan, we have around 35,000 sales representatives that tailor our services to the diversifying lifestyles of customers through our “Life Plan” simulation, which was renewed in July 2022.</p> <p>Global employee talent is indispensable to the Group, as we expand globally. In achieving a “World of Opportunities,” thanks to the initiation of a number of human resource development programs, strategic placement of employee talent, and mid-career recruitment, we now have 286 candidates to be next-generation global management leaders.</p> <p>We also believe that improving the quality of our decision-making from the perspective of diversity is key, and as such, the Group promotes the empowerment of women. We are working to increase the percentage of female executives and organizational heads through various initiatives. These include rank-specific training and “cross 1 for 1” meetings with executives and general managers to help foster our female leaders.</p>
	High levels of expertise <ul style="list-style-type: none"> Number of individuals CFP and AFP qualified: CFP: 412, AFP: 2,236 MDRT members: 162 domestic, 272 overseas Number of qualified actuaries^{*1}: 116 	
Intellectual Capital 	Our track record of unique expertise and intellectual creation <ul style="list-style-type: none"> Consulting skills and capability to develop insurance products that capture customer needs <ul style="list-style-type: none"> Agile and advanced product development capabilities of Group companies (Japan and overseas) Advanced expertise in life planning based on the social security system (Japan) M&A insight and experience in the insurance industry and the U.S. market <ul style="list-style-type: none"> Businesses acquired by Protective: 59 Healthcare big data <ul style="list-style-type: none"> More than 1.2 billion records (anonymized) Innovation and well-being research through the collaboration of industry and academia <ul style="list-style-type: none"> Industry-academia collaboration and joint research with six universities and institutions 	<p>Along with the social security system, our services, knowledge, and expertise related to different life events, including marriage, housing, inheritance, and near end-of-life support form the foundation of our CX design strategy, which aims to deliver four experiential values: (1) Protection, (2) Asset Formation/Succession, (3) Health and Medical Care, and (4) Enhancing Connections, which add value beyond insurance services. In addition, the Group collates and leverages big data, including medical data, based on extensive relationships with our 13.62 million customers in Japan. In addition, we roll out a number of digital content services that leverage cutting-edge technology, including Healstep[®]—a service that supports medical expense optimization—and our health promotion app QOLism. We comprehensively use these strengths and the expertise in our insurance product development of each Group company, as well as use the expertise from our domestic businesses to further develop overseas Group businesses.</p>
	Ability to create synergies <ul style="list-style-type: none"> Ability to create synergies by utilizing domestic and overseas Group networks <ul style="list-style-type: none"> 125 subsidiaries 30 affiliated companies 	
Social Capital 	Customer base <ul style="list-style-type: none"> Customers in Japan: Approx. 13.62 million Corporate clients in Japan: Approx. 160,000 Number of policies-in-force in the U.S.: Approx. 14.2 million Customers in Australia: Approx. 5 million Number of policies-in-force in Vietnam: Approx. 1.36 million 	<p>Through insurance sales by sales representatives, and our partner agencies, as well as follow-up activities for customers, we are building a solid customer base in Japan. Overseas, we are steadily growing our customer base by executing growth strategies tailored to the needs and level of penetration of life insurance in each country. Leveraging these foundations, we will also provide products and services other than life insurance that contribute to well-being, at the right time and through the best channels.</p> <p>A network of diverse business partners is essential to allow us to grow and spread our wings in and outside the insurance field and deliver new value. The Group provides insurance products not only in Japan but also in countries throughout the world through banks and independent agencies. We are also building a cooperative structure with our partners to allow customers access to services such as healthcare and nursing care through the Group. In addition, we have established dedicated labs to spur innovation in Silicon Valley and London, and an Asia research base in Singapore.</p> <p>Our Group aims to protect and improve the well-being of all, and all Group companies work with people in local communities to address local and social challenges. In Japan, we have agreements with partners in all 47 prefectures and are collaborating in the areas of health support, sports promotion, and the empowerment of women. Overseas, we have partnered with the University of Alabama at Birmingham campus in the United States, where Protective’s HQ is located, and are working together on research into extended healthy life expectancy. In other countries, Group initiatives are in motion to support the improvement of environments and medical services.</p>
	Alliances with diverse business partners <ul style="list-style-type: none"> Agencies in Japan: 4,129 Enhance customer value through mutual provision of financial products Cooperate with partners with strengths in non-insurance fields, such as healthcare Create innovation via a global network 	
	Value co-creation alongside local communities <ul style="list-style-type: none"> (Japan) Collaborative agreements and activities that contribute to local communities in all 47 prefectures and numerous municipalities in Japan (Overseas) Joint research with local universities, and work to improve local environments and medical services and support education 	
Financial Capital^{*2} 	<ul style="list-style-type: none"> Strong financial foundation and corporate value: Total assets: Approx. ¥61.5 trillion, Group EEV: ¥7.3 trillion Robust capital and financial soundness: Economic solvency ratio: 226%, Credit rating^{*3} of Dai-ichi Life Holdings: A+ (JCR) Dai-ichi Life: AA (JCR, R&I), AA- (Fitch), A+ (S&P, A.M. Best) Capital investment for the creation of new value: Cumulative total strategic investment, approx. ¥1.5 trillion 	<p>Through capital management policy based on a framework of Enterprise Risk Management (ERM), we are working to maintain financial soundness, sustainably increase our corporate value, and further strengthen shareholder returns. By investing capital into businesses with high capital efficiency and promising growth potential, we promote “capital circulation management” that will improve the Group’s capital efficiency and cash generation capability, as well as shareholder returns.</p>

*1 Total of Dai-ichi Life Holdings and Dai-ichi Life (including career rotators) *2 Figures as of the end of March 2023 unless otherwise stated *3 As of the end of July 2023

Stakeholder Expectations and Initiatives

Under our medium-term management plan, Re-connect 2023, we aim to meet the expectations of our all stakeholders by “re-connecting in a better way” to resolve new issues in the future.



Customers

Our responsibilities and stakeholders' expectations

- Pay claims and benefits promptly and appropriately
- Provide products and services that help improve people's well-being, such as asset formation and health promotion offerings, in addition to insurance protection

Initiatives to meet expectations

- Develop products and expand service areas to meet diversifying customer needs
- Provide customer-oriented consulting
- Respond to diverse lifestyles by developing an infrastructure that enables procedures to be performed at an appropriate time and manner each customer desires
- Establish an operation and system to make a prompt and appropriate payment of insurance claims and benefits
- Plan and implement measures to analyze and improve customer satisfaction through measurement of NPS® related to our provision of products and services

Business Partners

Our responsibilities and stakeholders' expectations

- Collaborate with business partners to co-create social and financial value

Initiatives to meet expectations

- Build alliances with major Japanese financial groups in asset management and product development/offering
- Collaborate with start-ups, online banks, and others to provide asset formation platforms
- Collaborate with partners to develop and offer “Digi-ho” brand insurance products

Society and Environment

Our responsibilities and stakeholders' expectations

Society

Improve the well-being of local residents and build local communities to resolve local issues

Environment

Promote responsible investment, engage and collaborate with relevant stakeholders, and reduce emissions from business activities to help accelerate the transition to a decarbonized society

Initiatives to meet expectations

Society

- Collaborate and cooperated with local governments across Japan to support the elderly, promote empowerment of women, revitalize local communities, and prevent crime and disasters in those communities
- Hold original programs at branch offices and sales offices to improve the well-being of local residents, such as health promotion, childcare, and sports promotion

Environment

- Promote efforts throughout the Group to achieve net-zero CO₂ emissions from business activities (Dai-ichi Life achieved 100% renewable energy conversion in fiscal 2022)
- Promote responsible investment initiatives in Dai-ichi Life's investment portfolio by enhancement of ESG integration, expanding ESG-themed investments and loans, and strengthening engagement with investees
- Disclose and implement a credible net-zero transition plan

Employees

Our responsibilities and stakeholders' expectations

- Promote diversity and inclusion to create an environment that empower diverse talents
- Create an environment where employees can shape their desired careers, work vigorously, and improve their skills
- Develop diverse and flexible work styles and improve employee's engagement

Initiatives to meet expectations

- Set targets for the ratio of female department heads and the ratio of male employees taking childcare leave and are promoting initiatives to raise them
- Implement initiatives to expand work options to promote the employment of people with disabilities, and support the work styles of employees with childcare or nursing care needs, through development of systems enabling each of those employees to balance with their work as well as improving workplace
- Expanded training programs to hone employees' expertise, promoting career rotation and providing a personnel system allowing employees to choose autonomous careers and take side jobs
- Implemented a PDCA cycle to improve job satisfaction through engagement surveys and town hall meetings

Shareholders

Our responsibilities and stakeholders' expectations

- Fulfill our responsibility to explain the Group's business strategies and financial performance
- Further advance the Group's management through two-way dialogue with shareholders and other investors
- Ensure transparent and voluntary information dissemination
(quantitative financial information, governance, and non-financial information, such as medium-to long-term management strategies)

Initiatives to meet expectations

- Held financial analyst conference from top management for institutional investors and analysts (twice) and online briefings for individual investors (five times)*
- Conducted conference calls for financial results (four times) and held around 300 meetings with shareholders and investors in Japan and overseas*
- Held dialogues with shareholders at general shareholders meeting and encouraged the exercise of voting rights
- Disclose information appropriately through websites and disclosure materials
- Reflect opinions and requests obtained through investor relations activities in Group management by sharing them with the Executive Management Board and the Board of Directors

*Fiscal 2022 results



Improving the well-being of Every Customer through the Collective Efforts of the Group

Customer

Q Social Issues Facing the Dai-ichi Life Group

Stabilization of livelihoods

Extension of asset life expectancy

Extension of healthy life expectancy and optimization of medical expenses



Business activities

Providing products and services—including non-insurance ones—to realize well-being

In Japan, concerns about the future of the social security system are growing due to the declining population caused by a low birthrate and the arrival of a hyper-aging society.

As a consequence, the “protection” required by customers is changing, as they increasingly need not only conventional death benefits but also pensions, medical care, and long-term care coverage to meet their needs as they live longer. Moreover, with an aging population, the need to secure funds for retirement through self-help and to extend asset life expectancy is expected to increase in the future.

The Group aims to improve the well-being of those customers through products and services that can address these social issues and diversified needs of customers.

We aim to improve the well-being of our customers by seamlessly providing products and services in four business domains: “Protection” to support customers’ livelihood in cases of emergency, “Asset Formation/Succession” to secure funds for retirement and to pass on to the next generation, and “Health and Medical Care” and “Enhancing Connections” to provide information that will help customers develop healthy lifestyle habits naturally from a pre-disease stage and to create interpersonal connections in the community and region.

We aim to provide products and services that meet the diverse values and needs of our customers, to address the challenges they face in their daily life, through both in person and online anytime and anywhere.

The Dai-ichi Life Group will realize the Group Vision, “Protect and improve the well-being of all” and help customers achieve well-being based on our mission: “By your side, for life”

Examples of initiatives

Case 1

Efforts to improve customer experiential value (CX)

In July 2022, Dai-ichi Life renewed its “Total Life Plan,” a life plan simulation linked to the social security system, with the aim of providing consulting services more closely tailored to each customer than ever before. As a life insurance company, Dai-ichi Life is committed to playing a complementary role to the social security system and improving the well-being of every customer by co-creating their life design and providing peace of mind through high-quality products and services on the basis of our mission: “By your side, for life”

Case 2

ipet Holdings, Inc., joined the Group

In January 2023, ipet Holdings, that offers pet insurance, was newly joined the Group.

Pet owners view their pets as members of the family that have a significant impact on their well-being. The Group will work to improve the well-being of both pets and customers by providing value in the area of “Enhancing Connections,” including the well-being of pets by providing insurance protections through consultation with customers, and resulting to providing opportunities for medical treatment to them.



Providing value to society

Improving customers’ well-being





Environment

Accelerating the Transition to a Decarbonized Society through Investment Activities and Collaboration with Stakeholders

Business activities

Facing environmental issues as a life insurance company and an institutional investor

We believe that we have a responsibility to future generations to ensure a sustainable society and preserve the global environment. As such, we are aiming to achieving “sustainable well-being” for all stakeholders, society, and the global environment. To this end, we are accelerating efforts to contribute to resolving material issues on the global environment, local communities, and society, including climate change.

The life insurance business plays an important role in protecting future generations as a bridge between the present and the future. We will contribute to realizing a sustainable and resilient environment and society by investing the insurance premiums received from our customers as a responsible institutional investor, based on a comprehensive understanding of our social role and our mission: “By your side, for life,” that links present and future generations.

Dai-ichi Life, the Group’s core domestic subsidiary, manages approximately ¥34 trillion in funds entrusted by policyholders throughout Japan invested in a wide range of assets over the long term. Dai-ichi Life is working on responsible investment that contributes to resolving material issues on the global environment, local communities, and society while securing stable investment returns over the medium to long term.

Of the many environmental and social issues facing society, preventing climate change is a top priority for responsible investment. Dai-ichi Life will contribute to acceleration of the transition to a decarbonized society by investing in solutions that accelerate the decarbonization of society, actively investing to support the transition of high-emission industries, and effectively collaborating and engaging with its investee companies, financial institutions across the world, and other stakeholders.



Examples of initiatives

Case 1

Creating positive impacts through investments and loans

Dai-ichi Life is actively pursuing investment and loan opportunities that create positive environmental and social impacts. As to the issues for climate change, Dai-ichi Life is executing the investments and loans that contribute to resolve those issues, through the investments and loans that foster innovation, renewable energy power generation projects, green bonds, etc. Given the importance of promoting long-term transition strategies, particularly for GHG-intensive industries, we formulated and disclosed our “Policy on Transition Finance” in fiscal 2022 to make investments and loans that contribute to appropriate transitions that benefit the environment.

The cumulative total of investments and loans that contribute to resolving climate change issues reached approximately ¥710 billion as of the end of fiscal 2022 and will increase to ¥1 trillion by the end of fiscal 2024. The annual measurable GHG reduction contributions from these investments and loans are approximately 1.23 million tons-CO₂e (equivalent to about 27% of the company’s financed emissions in fiscal 2022), and this amount will increase to 1.5 million tons-CO₂e in fiscal 2024.

Case 2

Accelerating decarbonization efforts through stakeholder engagement

Dai-ichi Life has selected around 50 of the top GHG-emitting investees as priority engagement targets. Our ESG analysts analyze and make recommendations on the companies’ climate change initiatives, advise them to set GHG emission reduction targets consistent with the 1.5°C target, and encourage them develop and implement strategies to achieve their targets.

Collaboration with other financial institutions and other stakeholders is essential to decarbonize society. To reinforce and enhance the effectiveness of Dai-ichi Life’s stand-alone engagement activities with its investees, Dai-ichi Life participates in collaborative engagement through multiple domestic and international initiatives. Dai-ichi Life was also among the first to take part in global initiatives such as GFANZ*, the world’s largest coalition of financial institutions committed to net-zero emissions Dai-ichi Life engages in and contributes to global rulemaking aimed at accelerating the transition to net-zero emissions.

*Glasgow Finance Alliance for Net Zero (see pp. 71–72 for details)

Social Issues Facing the Dai-ichi Life Group

Preventing environmental harm as a result of global warming



Providing value to society

Contributing to accelerating the transition to a decarbonized society





Society



Harmonizing with Local Communities and Regions to Achieve a Sustainable Society

Business activities

Examples of initiatives

Q Social Issues Facing the Dai-ichi Life Group

Ensuring the sustainability of society
Improving emotional well-being



Community revitalization through social contribution and resolution of social issues

Against the backdrop of a declining population, an aging society with low birth rate and diversifying lifestyles, Japanese society today is seeking to offer more fulfillment and happiness to everyone. But at the same time, in part due to the COVID-19 pandemic, it has become increasingly difficult for people to connect with each other. In local communities in particular, many social issues have been piling up, including the long-standing problem of labor shortages.

The Group aims to create social and economic value through the resolution of social issues. For the Group, which aspires to secure people's well-being, ensuring sustainability is a foundation for business operations. We believe that we have a responsibility to connect and co-create with all stakeholders to make our business sustainable and contribute to resolving issues in local communities.

The Group has been developing initiatives in each region for "Enhancing Connections" with local communities and customers. The Group will continue to contribute to the well-being of every customer by deepening connections with people in various regions and creating diverse connections with society through a broad range of initiatives.



Case 1

Opening of "SETAGAYA Qs-GARDEN," a town for well-being

In March 2023, the SETAGAYA Qs-GARDEN opened as a town that contributes to the well-being of local residents through health promotion, support for the elderly, community revitalization, childcare and education, sports promotion, security and disaster prevention, and more. Through this town, we aim to restore the connection among people and communities that have been weakened by the COVID-19 pandemic, bring back the well-being of local people, and provide value by revitalizing communities.

We will continue to help form a community with trust and happiness where people are constantly connected through music, sports, and other events to improve their well-being.

Case 2

Social contribution through the TAL Community Foundation

When promoting business in each country and region, it is essential for each overseas Group company to help revitalize local communities through social contributions and other activities aimed at resolving local issues. At TAL (Australia), the TAL Community Foundation has been engaged in various social contribution activities, such as support for young people and indigenous people, in cooperation with local partners and communities through donations and volunteer activities.

Through the foundation, we will continue to support meaningful community activities in Australia that improve people's well-being.






Providing value to society

Contributing to the well-being of local communities and society



Material Issues of the Dai-ichi Life Group

Based on the external environment and global initiatives, such as the SDGs, we have selected 14 key issues to focus on to address social challenges and ensure the sustainability of communities and society through our business. For each of these issues, we identify medium- and long-term risks and opportunities for our Group's business and reflect them in the business strategies of our medium-term management plan, Re-connect 2023.

Material issues (Materiality)	Social issues our Group can address	Reasons for selecting material issues
Creating livelihood stability through insurance 	Stabilizing livelihoods, including for the next generation Japan <ul style="list-style-type: none"> Low insurance coverage among young people (60%) Coverage for the working-age population is insufficient by more than ¥10 million Overseas <ul style="list-style-type: none"> 1.7 billion people (mostly in emerging countries) have difficulty accessing financing (insurance penetration is also low) 	Japan's declining population and aging society have led to growing concerns about the nation's social security system. Against this background, we believe that the need to ensure protection based on self-help will increase going forward. In these uncertain times, we aim to help stabilize the foundations of all people's lives by co-creating life designs based on each customer's dreams and aspirations, and by providing peace of mind through financial security.
	Promoting a sense of security in later life 	
Promoting the health of people everywhere 	Extending healthy life expectancy and optimizing medical expenses Japan <ul style="list-style-type: none"> Widening gap between healthy life expectancy and increased life expectancy (9 years for men and 12 years for women) One in four of the population has no intention of improving their exercise and eating habits Overseas <ul style="list-style-type: none"> Maintain health to help reduce economic burden 	Medical costs for the government and health insurance associations are increasing every year due to advances in medical technology and Japan's aging society. Although life expectancy is increasing, healthy life expectancy is not keeping pace with this growth, resulting in a widening gap that represents a serious social issue for the nation. To address the social issues of increasing medical costs and the widening gap between life expectancy and healthy life expectancy, we aim to help people maintain good health from the pre-disease stage, in addition to financially supporting medical expenses after the onset of disease.
	Building a safe and secure community 	
Providing optimal experiential values that meet customer needs 	Improving customer loyalty	Amid diversification of values and behaviors, including those of the digital native generation, "asymmetry of information" has disappeared while the commoditization of products is progressing in various fields. The same applies to the life insurance sector, where in addition to the value that products and services provide, emotional values such as a customer's psychological satisfaction will be emphasized going forward. By carefully grasping customers' diversifying values and needs, we are committed to delivering experiences and impressions that exceed their expectations at every point of contact.

Objective Evolving into an insurance group that remains trusted and chosen by customers, through contributions to their well-being

- NPS*1 (Dai-ichi Life): Top level in Japan by fiscal 2026
- Number of customers (total of domestic business): 15 million by around fiscal 2026

STEP 1 Identify and organize social issues

We grouped the 17 goals and 169 targets of the SDGs according to their purpose and came up with 50 social issues on which to focus.

STEP 2 Evaluate priority/importance level

We assigned priority and importance ranking to the 50 social issues based on stakeholder expectations and level of importance for an insurance company.

STEP 3 Select material issues

Among the issues prioritized and rated as important, we selected 14 issues based on their relevance to our Group philosophy and vision after discussion with outside experts.

Material issues (Materiality)	Social issues we can address	Reasons for selecting the material issues
Responding to climate change Improving efficiency of energy use Promoting clean energy  	Preventing irreversible environmental change due to global warming Japan and Overseas <ul style="list-style-type: none"> Future temperature increase due to global warming is estimated to be as high as 4.8°C 	We recognize that the action for environmental issues, such as the need to mitigate climate change and improve efficient energy use, must be addressed by the international community as a whole. This is an important business management issue that could have a significant impact on the lives and health of our customers, as well as corporate activities and the sustainability of society. As a global insurance group, we will resolve this issue from our perspective as both an insurance provider and an institutional investor.
	Disseminating and establishing new energy systems Japan <ul style="list-style-type: none"> Dependence on fossil fuels for energy is higher than 80% 	
Promoting the empowerment of women Improving corporate governance and risk management  	Improving human capital diversity as a Japanese company considering global standards Japan <ul style="list-style-type: none"> In the Gender Gap Index, Japan ranked 125th out of 146 countries surveyed The percentage of female executives in listed companies is about 9.1% 	To address the ever-increasing speed of changes in business conditions, our most important management resource for corporate transformation is our human capital. We believe that utilizing the diverse personalities of employees and maximizing their abilities will lead to our sustainable growth. We are committed to building an organization where every one of our 60,000 Group employees can play an active role in demonstrating their individuality, while making diversity a corporate strength.
	Promoting initiatives toward human rights for all Creating job satisfaction  	
Contributing to the development of society through responsible investment and lending Promoting regional development Building a safe and secure community   	Helping create innovation through investment and lending Japan and Overseas <ul style="list-style-type: none"> Urgent need to foster industries and technologies that support a sustainable society 	As members of local communities, companies are increasingly expected to play a role in addressing the various issues that communities are facing. To date, we have helped meet social challenges through investment that fosters the development of new industries and the transformation of social structure. We have also worked to resolve issues through our life insurance business, with a business presence throughout Japan, while forming various partnerships. We are committed to creating affluent and secure lifestyles and communities, and moving toward sustainable growth together with local and international communities.
	Ensuring the sustainability of local communities Japan <ul style="list-style-type: none"> Shortage of labor force and stagnation of industry in rural areas due to depopulation Problems caused by the concentration of population in urban areas (e.g., diluted communities, children on daycare waiting lists) Aging social infrastructure 	

Objective Achieve net-zero emissions to ensure the sustainability of the global environment

- Group CO₂ emission reduction (Scope 1 and 2)*2: -50% by fiscal 2025; net zero by fiscal 2040
- Investee companies' green house gas emission reduction*4: -25% by 2025; -50% by 2030; net zero by 2050

Maximize the potential of each individual to realize diverse employee empowerment

- Ratio of female organization heads: 30% by April 2024; increase in the ratio of women at director and executive officer levels
- Improve the diversity ratio*5
- Engagement survey overall score: 67 (April 2024)

Expand investments/loans that lead to positive impacts on society

- Expand ESG investments/loans: ESG-themed investments/loans totaling at least ¥2 trillion by fiscal 2024

*1 "Net Promoter Score" is a registered trademark of Bain & Company, Fred Reichheld, and SatMetrix Systems. *2 Compared with fiscal 2019 *3 Listed equities, corporate bonds, and real estate (including loans in 2030) *4 Compared with 2020 *5 Percentage of those other than "males, new graduates, and Japanese nationals" in internal management positions (Japan)

Expected Future Social and Market Trends

We believe that adopting strategies that accurately capture opportunities and risks associated with material issues identified by the Group will help ensure the sustainability of our business. We consider the following items to be particularly important due to not only their high probability but also their impacts being global in scale and long-lasting for the future.

	Key facts	Effects on customers and society	Opportunities and risks perceived by the Dai-ichi Life Group
2030	<p>Percentage of digital natives in the world population</p> <p>73.0^{*1} %</p> <p>By 2030, so-called digital natives (millennials and Generation Z) will account for around 73% of the world's population and play a central role in consumer behavior.</p>	<p>10 <small>SDG</small> <small>GOALS</small></p> <ul style="list-style-type: none"> Providing optimal experiential values that meet customer needs <p>When digital natives become the core of society, communication without barriers between the real and virtual worlds will be commonplace, and people will favor businesses with more timely and convenient customer contact points regardless of industry. In addition, value perceptions of "social good" will prompt people to evaluate businesses more meticulously from the perspectives of social significance and business ethics.</p>	<p>Opportunities</p> <ul style="list-style-type: none"> Provide highly convenient means of communication to improve customer satisfaction Attract new customers via multiple contact points <p>Risks</p> <ul style="list-style-type: none"> Decline in customer support and satisfaction due to inadequate response to new communication preferences Reduced market presence due to lack of diverse customer contact points, including in non-insurance areas
Until 2033	<p>Average annual growth rate forecast for the Asian life insurance market (next 10 years)</p> <p>8.1^{*2} %</p> <p>Over the decade to 2033, the Asian life insurance market is expected to maintain a high average annual growth rate of 8.1% due to economic growth in various countries, post-pandemic risk awareness, and a growing interest in sustainability.</p> <p><small>Note: the Asian life insurance market above excludes Japan and China.</small></p>	<p>8 <small>SDG</small> <small>GOALS</small></p> <ul style="list-style-type: none"> Stabilizing livelihoods through insurance <p>We expect the insurance market to grow significantly in the next decade, especially in emerging Asian countries. As the economies of these countries grow, people will seek new forms of protection and savings due to rising incomes and changing lifestyles. In addition, we expect technological innovation to drive the rapid expansion and evolution of businesses in the periphery of insurance, such as health and medical care and financial services, in some countries and regions.</p>	<p>Opportunities</p> <ul style="list-style-type: none"> Seize future growth opportunities by making flexible and promising investments in the Asia-Pacific and other regions Strengthen Group synergies by expanding and reinforcing business foundations in regions with high growth potential <p>Risks</p> <ul style="list-style-type: none"> Missed growth opportunities due to inability to make appropriate investments for financial, organizational, or other reasons Potential need to downsize or withdraw from businesses in certain regions due to misjudgment of business risks specific to a local region/market
2023	<p>Japan's ranking in the Global Gender Gap Index</p> <p>125^{*3} th</p> <p>Japan lags far behind the rest of the world in terms of gender equality. To address emerging values and create innovations, we need to not only eliminate gender disparities but also bolster efforts to develop and attract diverse human capital.</p>	<p>5 <small>SDG</small> <small>GOALS</small> 16 <small>SDG</small> <small>GOALS</small></p> <ul style="list-style-type: none"> Promoting the empowerment of women Improving corporate governance and risk management <p>As our business becomes progressively more global in nature, we need to attract more diverse and specialized talent. The same applies to our business in Japan. To continue meeting the needs of our diverse clientele, we aim to be an attractive company with diversity in hiring channels and work styles, not to mention gender and nationality, as well as the ability to create new levels of employment and well-being.</p>	<p>Opportunities</p> <ul style="list-style-type: none"> Acquire and accumulate various expertise, including in new areas, and demonstrate positive chemistry through human diversity Strengthen our business foundation by improving global management capabilities <p>Risks</p> <ul style="list-style-type: none"> Stagnation or setback in business expansion due to lack of necessary talent and skill sets Decline in competitiveness due to poor Group governance and global management capabilities
2050	<p>Greenhouse gas emission target</p> <p>Net 0</p> <p>Sustainability initiatives, including those in line with the 2050 target of net-zero greenhouse gas emissions, are a universal commitment. In this context, the responsibilities of companies are increasing every year.</p>	<p>10 <small>SDG</small> <small>GOALS</small> 13 <small>SDG</small> <small>GOALS</small></p> <ul style="list-style-type: none"> Responding to climate change Promoting initiatives toward human rights for all <p>Responding to social issues in relation to global sustainability, such as addressing climate change and respecting human rights and diversity, will become even more essential and widespread. We believe that economic rationality and ethical orientation in consumption and purchasing are not trade-offs but rather should be compatible. This value perception will become more mainstream in the future, and new businesses could emerge as a result. In addition, the responsibility of companies to ensure sustainability will increase, and how they fulfill their commitments will greatly affect their corporate value.</p>	<p>Opportunities</p> <ul style="list-style-type: none"> Secure and bolster earnings by increasing investment and financing opportunities that help resolve ESG and other issues Maintain a presence and strengthen our business foundation by taking initiatives to ensure sustainability <p>Risks</p> <ul style="list-style-type: none"> Damage to assets due to a decline in value stemming from inadequate sustainability initiatives Increase in claims and benefit payments due to a failure to avoid global warming and the resulting increase in natural disasters

Our Group Strategies

Based on our recognition of opportunities and risks, we will incorporate into the Group's strategy the need to secure necessary management capital and know-how, build a financial base that enables appropriate growth investments, and fulfill our social responsibility. We will take bold and proactive measures to achieve these objectives.

Strengthen the CX Design Strategy and digitalization

P.41 Material issues related to the four experiential values P.29 P.35



Financial strategy to ensure appropriate responses to growth and investment opportunities



Human capital management strategies for both domestic and global business development

P.73 Material issues related to ensuring regional and social sustainability P.30 P.59



Implement action plans to ensure sustainability



*1 UN Forecast *2 Allianz Global Insurance Report 2023 *3 WEF, Global Gender Gap Report 2023