



[Unofficial Translation]

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## Publication of the 2025 Dai-ichi Life Group Human Capital Report

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Dai-ichi Life Holdings, Inc. (President and Group CEO: Tetsuya Kikuta) has published the 2025 Dai-ichi Life Group Human Capital Report (the "Report").

The Report, first released in the previous fiscal year, provides an overview of the Group's human resources initiatives aimed at realizing our vision for fiscal 2030: to become a "global top-tier insurance group" and a "leader of the Japanese insurance industry future." Through this publication, we aim to give stakeholders a clearer understanding of how we are working to achieve sustainable enhancement of corporate value by promoting the Group Human Resources Strategy.

In this year's edition, we have placed particular focus on explaining our Human Resources Strategy that underpins "transformational innovation" in more clear way. In particular, we described the background, objectives, progress to date, and outlook of each initiative in more detail. Furthermore, to convey our corporate culture and highlight how our employees with diverse backgrounds are utilizing their strengths across the Group, we have included an employee roundtable discussion for the first time in the Report.

Going forward, the Group will continue to promote Human Resources Strategy in close alignment with business strategy, while striving to build a robust management foundation that contributes to the sustainable enhancement of corporate value.

2025 Dai-ichi Life Group Human Capital Report

[https://www.dai-ichi-life-hd.com/en/hr\\_strategy/hcreport/pdf/index\\_001.pdf](https://www.dai-ichi-life-hd.com/en/hr_strategy/hcreport/pdf/index_001.pdf)

## Highlights of the Report

- Human Resources Strategy for Realizing Our Vision for FY2030
- Message from the Group CEO
- Message from the Group CHRO
- Status of Human Resources Enhancement
- Special Feature | Mid-Career Hires Roundtable
- Individual initiatives based on the six pillars of the Group Human Resources Strategy: Talent Acquisition and Development, Career Ownership, Personnel and Compensation Systems, Optimal Talent Allocation, Corporate Culture and Well-Being, and Group HR Governance
- DATA SECTION