

[Unofficial Translation]

February 13, 2026

**Dai-ichi Life Holdings, Inc.
Tetsuya Kikuta
Representative Director, President
Group Chief Executive Officer
Code: 8750 (TSE Prime section)**

Daiichi Life Group Announces Changes of Officers and Organizational Restructuring

Dai-ichi Life Holdings, Inc. (the "Company"; President and Group CEO: Tetsuya Kikuta) hereby announces the changes of officers and organizational restructuring effective April 1, 2026.

In FY2026, in order to accelerate the growth of each business, we will review duties and responsibilities of Business Head, Protection (Japan) and Business Head, Retirement, Saving and Asset Management, and establish new structures of each business head that focuses on domestic insurance domains and global asset management domains.

Specifically, we will appoint the following two new business heads, respectively.

- "Business Head, Insurance (Japan)" : the person in charge of planning business strategies, including comprehensive products and service developments in terms of protection, retirement and saving in Japanese market, and unified business management for domestic insurance companies.
- "Business Head, Asset Management" : the person in charge of planning strategies for global asset management businesses and managing related businesses.

With appointments of new business heads, "Business Head, Protection (Japan) " and "Business Head, Retirement, Saving and Asset Management" will be abolished.

In addition, we will establish "Insurance Business Unit" and "Asset Management Business Unit" as new organizations to support the above business heads.

I. Changes of Officers

1. Changes of Titles (effective April 1, 2026)

〔New Title〕	〔Name〕	〔Current Title〕
Representative Director, Senior Managing Executive Officer Group Chief Human Resources Officer	Hitoshi Yamaguchi	Representative Director, Senior Managing Executive Officer Business Head, International Life Insurance
Managing Executive Officer Business Head, Asset Management	Takashi Iida	Managing Executive Officer Business Head, Retirement, Savings and Asset Management
Managing Executive Officer Business Head, Insurance (Japan)	Hironori Takahashi	Managing Executive Officer
Managing Executive Officer	Atsuko Yasuda	Executive Officer
Managing Executive Officer	Makoto Hishida	Executive Officer
Managing Executive Officer Group Chief Financial Officer	Taisuke Nishimura	Executive Officer Group Chief Financial Officer
Managing Executive Officer	Yotaro Numata	Executive Officer Group Chief Human Resources Officer
Managing Executive Officer Business Head, International Life Insurance	Akifumi Kai	Executive Officer
Managing Executive Officer Group Chief Compliance Officer	Webster Coates	Executive Officer Group Chief Compliance Officer
Managing Executive Officer Group Chief Communications Officer	Kyoko Wada	Executive Officer Group Chief Communications Officer
Executive Officer Deputy Chief General Manager, Asia Pacific	Masakatsu Mizukami	Executive Officer Status
Executive Officer Group Chief Sustainability Officer	Yukiko Sakai	Executive Officer Group Chief Sustainability Officer Head of Sustainability Unit

Managing Executive Officer Status	Takehiko Eguchi	Executive Officer Status
Managing Executive Officer Status	Motonobu Hoshino	Executive Officer Status
Managing Executive Officer Status	Kenichi Ono	Executive Officer Status
Managing Executive Officer Status	Yuichiro Abe	Executive Officer Deputy Chief General Manager, Asia Pacific
Managing Executive Officer Status	Shinichiro Kaneko	Executive Officer Status

* Takehiko Eguchi continues to be a Representative Director, President of QOLeap, Limited.

* Motonobu Hoshino continues to be a Representative Director, President of Vertex Investment Solutions Co., Ltd.

* Kenichi Ono will be appointed as a Representative Director, Senior Managing Executive Officer of Daiichi Frontier Life Insurance Co., Ltd.† on April 1, 2026.

* Yuichiro Abe will be appointed as a Director, Managing Executive Officer of Asset Management One Co., Ltd. on April 1, 2026.

* Shinichiro Kaneko continues to be a Representative Director, President of Daiichi Life Marubeni Real Estate Co., Ltd.

2. Retiring Officers (effective March 31, 2026)

(Name)	(Current Title)
Mamoru Akashi	Senior Managing Executive Officer
Kohei Kai	Senior Managing Executive Officer Business Head, Protection (Japan)
Hiroshi Shoji	Managing Executive Officer Group Chief Internal Audit Officer
Takashi Uehara	Executive Officer

* Mamoru Akashi will be appointed as a Representative Director, President of The Dai-ichi Building Co., Ltd. on April 1, 2026.

* Kohei Kai is a Director of The Dai-ichi Life Insurance Company, Limited and he will be appointed as a Representative Director, Senior Managing Executive Officer of Daiichi Life Insurance Co., Ltd.† on April 1, 2026.

* Hiroshi Shoji will be appointed as an Advisor of Daiichi Frontier Life Insurance Co., Ltd.† on April 1, 2026.

* Takashi Uehara will be appointed as a Managing Executive Officer of Daiichi Life Insurance Co., Ltd.† on April 1, 2026.

3. New Appointment of Officers (effective April 1, 2026)

* Refer to pages 8 through 12 for their biographies.

〔New Title〕	〔Name〕	〔Current Title〕
Senior Managing Executive Officer	Hiroyuki Kanou	Representative Director, Senior Managing Executive Officer, The Dai-ichi Life Insurance Company, Limited
Executive Officer Group Chief Internal Audit Officer	Hiroko Ishii	General Manager of Office of the Audit & Supervisory Board Member, The Dai-ichi Life Insurance Company, Limited
Executive Officer	Ryosuke Kondo	(External appointment)
Managing Executive Officer Status	Kyoichi Haida	Managing Executive Officer, The Dai-ichi Life Insurance Company, Limited
Executive Officer Status	Sanae Iguchi	Executive Officer, The Dai-ichi Life Insurance Company, Limited
Executive Officer Status	Tadashi Sobue	Executive Officer, The Dai-ichi Frontier Life Insurance Co., Ltd.
Expert Executive Officer Head of Alternative Investment Unit	Masashi Kataoka	Head of Alternative Investment Unit

* Hiroyuki Kanou will be appointed as a Representative Director, President of Daiichi Frontier Life Insurance Co., Ltd.† on April 1, 2026.

* Ryosuke Kondo will be appointed as a Representative Director, President of Daiichi Neo Life Insurance Co., Ltd.† on April 1, 2026.

* Kyoichi Haida will be appointed as a Director, Senior Executive Officer, Chief Compliance Officer of Daiichi Frontier Life Insurance Co., Ltd.† on April 1, 2026.

* Sanae Iguchi will be appointed as a Representative Director, President of Daiichi Life Bussan Co., Ltd.† on April 1, 2026.

* Tadashi Sobue will be appointed as a Director, Managing Executive Officer, Chief Financial Officer of Daiichi Frontier Life Insurance Co., Ltd.† on April 1, 2026.

† Related Release : Daiichi Life Group Unveils New Trade Names and Corporate Logos for Its Group Companies in Japan
(https://www.dai-ichi-life-hd.com/en/newsroom/newsrelease/2025/pdf/index_032.pdf)

Directors and Executive Officers as of April 1, 2026

〔Title〕	〔Name〕	〔Responsibilities, etc.〕
Director, Chair of the Board	Seiji Inagaki	
Representative Director, President	Tetsuya Kikuta	Group Chief Executive Officer
Representative Director, Senior Managing Executive Officer	Hitoshi Yamaguchi	Group Chief Human Resources Officer
Director, Managing Executive Officer	Takako Kitahori	Group Chief Customer Experience Officer (Japan)
Director	Toshiaki Sumino	
Director	Hidehiko Sogano	
Outside Director	Yuriko Inoue	
Outside Director	Yasushi Shingai	
Outside Director	Bruce Miller	
Outside Director	Ichiro Ishii	
Director (Audit and Supervisory Committee Member (Full-Time))	Takahiro Shibagaki	
Director (Audit and Supervisory Committee Member (Full-Time))	Kenji Yamakoshi	
Outside Director (Audit and Supervisory Committee Member)	Rieko Sato	
Outside Director (Audit and Supervisory Committee Member)	Satoshi Nagase	
Outside Director (Audit and Supervisory Committee Member)	Ayako Makino	
Senior Managing Executive Officer	Stephen Barnham	Group Chief Information Officer & Group Chief Digital Officer
Senior Managing Executive Officer	Hiroyuki Kanou	〔Responsibilities〕Matters regarding Daiichi Frontier Life Insurance Co., Ltd.* (concurrently serving as a Representative Director, President of this company)
Senior Managing Executive Officer	Brett Clark	〔 Responsibilities 〕 Matters regarding the Asia-Pacific Region in International Life Insurance Business 〔Delegation〕 Chief General Manager, Asia Pacific
Managing Executive Officer	Kazuyuki Shigemoto	〔 Responsibilities 〕 Matters regarding Fixed Income Investment and Alternative Investment
Managing Executive Officer	Takashi Iida	Business Head, Asset Management

Managing Executive Officer	Hideyuki Ohashi	Group Chief Risk Officer 〔Responsibilities〕 Matters regarding Credit 〔Delegation〕 Head of Group Regulatory ESR Validation
Managing Executive Officer	Satoshi Takemoto	〔Responsibilities〕 Matters regarding the North American Region in International Life Insurance Business 〔Delegation〕 Chief General Manager, North America
Managing Executive Officer	Kentaro Ogata	Business Head, New Fields of Business 〔Responsibilities〕 Matters regarding Benefit One Inc. (concurrently serving as a Director, Senior Executive Officer of this company)
Managing Executive Officer	Hironori Takahashi	Business Head, Insurance (Japan)
Managing Executive Officer	Atsuko Yasuda	〔 Responsibilities 〕 Matters regarding Daiichi ipet Insurance Co., Ltd.* (concurrently serving as a Representative Director, President of this company)
Managing Executive Officer	Makoto Hishida	〔Responsibilities〕 Matters regarding Corporate Service
Managing Executive Officer	Taisuke Nishimura	Group Chief Financial Officer 〔Responsibilities〕 Matters regarding Actuarial
Managing Executive Officer	Yotaro Numata	〔Responsibilities〕 Matters regarding Corporate Planning
Managing Executive Officer	Akifumi Kai	Business Head, International Life Insurance
Managing Executive Officer	Webster Coates	Group Chief Compliance Officer 〔 Responsibilities 〕 Matters regarding Legal, Global Intelligence
Managing Executive Officer	Kyoko Wada	Group Chief Communications Officer
Executive Officer	Ken Niimura	〔Responsibilities〕 Matters regarding Topaz Capital, Inc. (concurrently serving as a Representative Director, President of this company)
Executive Officer	Isamu Ando	〔Responsibilities〕 Matters regarding Daiichi Life Techno Cross Co., Ltd.* (concurrently serving as a Representative Director, President of this company)
Executive Officer	Katsushi Makiuchi	〔Responsibilities〕 Matters regarding Real Estate Asset Management, Corporate and Structured Finance
Executive Officer	Masakatsu Mizukami	〔 Responsibilities 〕 Matters regarding the Asia Pacific Region in International Life Insurance Business, jointly in charge with Mr. Clark 〔 Delegation 〕 Deputy Chief General Manager, Asia Pacific
Executive Officer	Figen Ulgen	Group Chief Data and AI Officer
Executive Officer	Kaori Sakamoto	Group Chief Brand and Culture Officer
Executive Officer	Yukiko Sakai	Group Chief Sustainability Officer
Executive Officer	Hiroko Ishii	Group Chief Internal Audit Officer
Executive Officer	Ryosuke Kondo	〔Responsibilities〕 Matters regarding Daiichi Neo Life Insurance Co., Ltd.* (concurrently serving as a Representative Director, President of this company)
Expert Executive Officer	Fred Stute	Group Chief Information Security Officer

Expert Executive Officer	Hiroataka Noji	Group Chief Accounting Officer 〔Delegation〕 Head of Accounting Unit
Expert Executive Officer	Masashi Kataoka	〔Delegation〕 Head of Alternative Investment Unit

Note:

Business Head is responsible for the business of the holding company and has the authority to plan each strategy of and direct the business of the group in charge, and oversee the execution of the strategy through the group companies, etc.

Chief Officer (CXO) is responsible for supervising the whole group with group-wide authorities in its own duties.

As the Deputy Chief General Manager of Asia Pacific, Mr. Mizukami assists the Chief General Manager of Asia Pacific.

* To be renamed from The Dai-ichi Frontier Life Insurance Co., Ltd. effective April 1, 2026.

* To be renamed from ipet Insurance Co., Ltd. effective April 1, 2026.

* To be renamed from The Dai-ichi Life Techno Cross Co., Ltd. effective April 1, 2026.

* To be renamed from The Neo First Life Insurance Company, Limited effective April 1, 2026.

Biographies of Newly Appointed Officers

Name	Hiroyuki Kanou	
Biography	March 1991	Graduated from Kyushu University, Faculty of Economics
	April 1991	Joined The Dai-ichi Mutual Life Insurance Company
	April 2012	General Manager, Tachikawa Branch Office, The Dai-ichi Life Insurance Company, Limited*
	April 2015	General Manager, Retail Management Dept.
	October 2016	Executive Officer, General Manager, Retail Management Dept., The Dai-ichi Life Insurance Company, Limited*
	April 2017	Executive Officer, General Manager, Human Resources Unit, Dai-ichi Life Holdings, Inc.
	April 2017	Executive Officer, General Manager, Human Resources Dept., The Dai-ichi Life Insurance Company, Limited
	April 2019	Executive Officer, Dai-ichi Life Holdings, Inc.
	April 2020	Director, Managing Executive Officer, The Dai-ichi Life Insurance Company, Limited
	April 2023	Representative Director, Senior Managing Executive Officer

* Due to the shift to a holding company structure on October 1, 2016, The Dai-ichi Life Insurance Company, Limited until September 30, 2016 and that from October 1, 2016 are different companies.

Name	Hiroko Ishii	
Biography	March 1993	Graduated from Kobe University, Faculty of Economics
	April 1993	Joined The Dai-ichi Mutual Life Insurance Company
	April 2014	Deputy General Manager, Credit Dept., The Dai-ichi Life Insurance Company, Limited*
	October 2016	Deputy General Manager, Credit Dept., The Dai-ichi Life Insurance Company, Limited*
	April 2017	Deputy General Manager, Equity Investment Dept.
	April 2019	General Manager, Responsible Investment Center
	April 2020	General Manager, Responsible Investment Dept.
	April 2022	General Manager, Credit Dept.
	April 2025	General Manager, Office of the Audit & Supervisory Board Member

* Due to the shift to a holding company structure on October 1, 2016, The Dai-ichi Life Insurance Company, Limited until September 30, 2016 and that from October 1, 2016 are different companies.

Name	Ryosuke Kondo	
Biography	March 2003	Graduated from Meiji University, School of Political Science and Economics
	April 2003	Joined The Pioneer Corporation
	January 2016	General Manager, Corporate Planning Dept., LIFENET INSURANCE COMPANY
	April 2017	General Manager, Sales Planning Dept.
	June 2018	Executive Officer, General Manager, Sales & Marketing Div.
	July 2019	Executive Officer, Corporate Planning Dept., Product Development Dept., Finance Strategy Dept.
	June 2021	Director, Executive Officer, Corporate Planning Dept., Product Development Dept., Finance Strategy Dept.
	January 2022	Director, Executive Officer, Sales & Marketing Div.
	June 2022	Director, Executive Officer, Sales & Marketing Div., Data Science Promotion Office Director, LIFENET MIRAI Inc.
	April 2024	Director, Executive Officer, Partner Business Dept. Director, LIFENET MIRAI Inc.
	June 2024	Senior Executive Officer, Partner Business Dept. Representative Director, President, and Chief Executive Officer, LIFENET MIRAI Inc.
	October 2025	Deputy General Manager, Operation Transformation Div., Benesse Corporation

Name	Kyoichi Haida	
Biography	March 1991	Graduated from Kwansei Gakuin University, Faculty of Letter
	April 1991	Joined The Dai-ichi Mutual Life Insurance Company
	April 2012	Deputy General Manager, Underwriting and Medical Dept., The Dai-ichi Life Insurance Company, Limited*
	April 2014	General Manager, Underwriting and Medical Dept.
	April 2015	General Manager, Business Process Planning Dept.
	October 2016	General Manager, Business Process Planning Dept., The Dai-ichi Life Insurance Company, Limited*
	April 2019	Executive Officer, General Manager, Business Process Planning Dept.
	April 2020	Executive Officer
	April 2022	Director, Managing Executive Officer
	April 2025	Managing Executive Officer

* Due to the shift to a holding company structure on October 1, 2016, The Dai-ichi Life Insurance Company, Limited until September 30, 2016 and that from October 1, 2016 are different companies.

Name	Sanae Iguchi	
Biography	March 1993	Graduated from Rikkyo University, College of Sociology
	April 1993	Joined The Dai-ichi Mutual Life Insurance Company
	April 2018	Deputy General Manager, Total Life Planning and Sales Training Dept., The Dai-ichi Life Insurance Company, Limited
	April 2019	Deputy General Manager, Human Resources Dept.
	April 2020	Line Manager, Human Resources Dept.
	April 2021	General Manager, Human Resources Dept.
	April 2024	Executive Officer

Name	Tadashi Sobue	
Biography	March 1998	Graduated from The University of Tokyo, Faculty of Science
	April 1998	Joined Boston Consulting Group K.K. (Currently Boston Consulting Group LLC.)
	April 2016	Head of Financial Product Dept., Goldman Sachs Japan Co., Ltd.
	June 2019	Partner & Director, Boston Consulting Group K.K. (Currently Boston Consulting Group LLC.)
	December 2021	Aon Group Japan Ltd.
	June 2022	Managing Director, Apollo Management Japan Limited Head of Japan Representative, Athene Life Re Ltd. (Bermuda) & Athene Annuity & Life Company (US)
	August 2022	Director, Athene Employee Services, K.K. (Currently Athene Japan K.K.)
	November 2022	Senior Vice President
	January 2023	Director & Senior Vice President, Athene Re Japan Solutions Co., Ltd.
	September 2024	Senior Advisor
September 2025	Executive Officer, The Dai-ichi Frontier Life Insurance Co., Ltd.	

Name	Masashi Kataoka	
Biography	March 1997	Graduated from Keio University, Faculty of Economics
	April 1997	Joined The Dai-ichi Mutual Life Insurance Company
	April 2018	Deputy General Manager, Equity Investment Dept., The Dai-ichi Life Insurance Company, Limited
	April 2019	Deputy General Manager, Alternative Investment Dept.
	April 2022	General Manager, Alternative Investment Dept.
	October 2025	Head of Alternative Investment Unit, Dai-ichi Life Holdings, Inc.

II. Organizational Restructuring

New establishment of "Insurance Business Unit"

We will establish "Insurance Business Unit" with aims of providing integrated and broad values in protection, retirement and saving by establishing integrated managements and planning business strategies for domestic insurance companies.

* "Protection Business Unit" to be abolished

New establishment of "Asset Management Business Unit"

We will establish "Asset Management Business Unit" with aims of further accelerating Asset Management businesses to increase the contributions in group profits.

* "Retirement, Savings and Asset Management Business Unit" to be abolished