

Daiichi Life Group Principles

Purpose

Reason of our existence
in society

Values

The values we uphold

Brand Message

A communication message that
succinctly expresses our Purpose

Partnering with you to build a brighter and more secure future

We care

We care for our customers,
business partners, employees,
and the communities
and environment in which we operate.

We do what’s right

We strive for excellence
and aspire to enhance the quality
of life for our customers
and society. We do the right thing
and take our responsibilities seriously.

We innovate

We use the diversity
of our global experience to find bold
and agile ways to solve problems
and make a positive difference
throughout our customers' lives.

By your side, for life

 Prologue

- Daiichi Life Group Principles
- About the Daiichi Life Group
- Launch of the Daiichi Life Brand
- Contents
- What We Aim to Communicate through
This Report

-  **1** Enhancing Corporate
Value and Accelerating
Transformation
-  **2** Enhancing Long-Term
Value Creation
-  **3** Sustainability for
Corporate Value
-  **4** Data Section

About the Daiichi Life Group

Daiichi Life Group was founded in Japan in 1902. Today, our business spans across the globe, including Asia-Pacific and North America.

On April 1, 2026, we changed our Group name from “Dai-ichi Life Group” to “Daiichi Life Group,”

with the aim of expanding our businesses,

products and services beyond the traditional boundaries of life insurance and evolving into a company

that broadens the possibilities of each individual's life.

The new Group name “Daiichi Life Group” expresses the aspirations embedded in our Group Purpose and Values.

“Life” in “Daiichi Life” is not just in the narrow sense of life insurance,

but also the new name carries the meaning of “Life”

in the broader sense of “journey of people's lives” and “daily living.”

It embodies our Group's purpose of “opening up the possibilities of people's lives around the world.”

“Daiichi,” meaning “First” or “No. 1” in Japanese,

reflects the values that inspire our Group: We care,

We do what's right, and We innovate.



About the new Group logo

The symbol mark of the new Group logo, the “Daiichi Life Flag,” is a design that symbolizes our commitment to powerfully opening up the future and possibilities through challenge and transformation.

Designed to evoke a “flag” that supports “diverse people's life,” its overlapping colors represent the creation of new value by combining various individuality.

Prologue

Daiichi Life Group Principles

About the Daiichi Life Group

Launch of the Daiichi Life Brand

Contents

What We Aim to Communicate through This Report

> **1** Enhancing Corporate Value and Accelerating Transformation

> **2** Enhancing Long-Term Value Creation

> **3** Sustainability for Corporate Value

> **4** Data Section

Launch of the Daiichi Life Brand

① Building the Daiichi Life brand together with employees

We believe that the Daiichi Life brand grows as each and every employee understands its philosophy and puts it into practice. At “Daiichi Life Day,” a ceremony celebrating the launch of the new brand, executives and employees in Japan and overseas came together in person and online to share the aspirations behind the brand and our vision for its future, further deepening their understanding of the Daiichi Life brand.

To encourage employees to take the lead in bringing the brand to life, we recruited brand ambassadors from across Group companies. The ambassadors promoted understanding of the new brand by sharing information within their departments and developed ideas for initiatives aimed at enhancing brand awareness. Ahead of the launch of our new TV commercial, we distributed a paper titled “Why are we changing?” explaining the background to the brand change and the aspirations embodied in the new brand, enabling employees to communicate the new brand to stakeholders in their own words. Through these initiatives, momentum is growing across the Group for each and every employee to nurture the new brand.



② Brand design renewal and integration

In April 2026, the Daiichi Life brand was officially launched. The new brand embodies our commitment to staying close to each individual and opening up diverse possibilities in their lives. To consistently convey this commitment to stakeholders around the world, Group companies have been renewing a wide range of media, including logos and brand colors, websites, brochures, advertisements, and event materials. Under our Group-wide brand guidelines, we are promoting consistent design globally to create an environment in which the Daiichi Life brand can be clearly recognized at every touchpoint, both in Japan and overseas. Through consistent brand expression, we aim to strengthen a sense of unity across the Group, while each and every employee embodies the brand and works together with our stakeholders to nurture the Daiichi Life brand and enhance its value.

Prologue

- Daiichi Life Group Principles
- About the Daiichi Life Group
- Launch of the Daiichi Life Brand
- Contents
- What We Aim to Communicate through This Report

- 1 Enhancing Corporate Value and Accelerating Transformation
- 2 Enhancing Long-Term Value Creation
- 3 Sustainability for Corporate Value
- 4 Data Section

CONTENTS

Prologue

- 01 Daiichi Life Group Principles
- 02 About the Daiichi Life Group
- 03 Launch of the Daiichi Life Brand
- 04 Contents
- 05 What We Aim to Communicate through This Report

1 Enhancing Corporate Value and Accelerating Transformation

- 07 Group Management Organization
- 08 Group at a Glance
- 09 Message from the Group CEO
- 15 Dialogue between the Group CFO and an Analyst
- 20 Financial and Capital Strategy
- 23 Long-Term Vision and the Road Map to Achieve It
- 24 FY2024–2026 Mid-Term Management Plan
- 26 Strategy for Insurance Business (Japan)
- 28 Strategy for International Life Insurance Business
- 30 Strategy for Asset Management Business
- 32 Strategy for New Fields of Business



2 Enhancing Long-Term Value Creation

- | | |
|---|--|
| 35 Core Materiality | 43 Message from the Group CHRO |
| 36 Short-, Medium-, and Long-Term Risks and Opportunities | 44 Human Resources Strategy to Accelerate the Virtuous Cycle |
| 38 KPIs and Targets | 48 Message from the Group CIO & CDO |
| 39 Capital to Accelerate Further Transformation | 49 IT and Digital Strategy |
| 41 Value Creation Process | 50 Cybersecurity |
| 42 Connection to Social Value and Financial & Corporate Value | 51 Data and AI Strategy |

3 Sustainability for Corporate Value

- 53 Message from the Group CSuO
- 54 Group Sustainability Promotion Structure
- 55 Initiatives on Climate Change and Nature —Disclosure in Line with the TCFD and TNFD Recommendations—
- 58 Respecting Human Rights
- 59 Roundtable Discussion between Outside Directors and an Expert
- 65 Corporate Governance
 - Message from the Chair of the Board/Message from Outside Directors
- 66 Basic Approach to Corporate Governance/Corporate Governance Structure/Board Discussions
- 67 Board of Directors' Functions/Composition
- 68 Initiatives for Improving the Effectiveness of the Board of Directors
- 69 Knowledge and Experience of the Company's Directors (Director Skill Matrix)/Succession Plan
- 70 Remuneration of Directors and Officers
- 72 Compliance/Risk Management
- 73 IT Governance
- 74 Equities Held for Purposes Other Than Pure Investment
- 75 Group Tax Governance/Recurrence Prevention Measures Following the Information Leakage Incident by Group Seconded Employees
- 76 Leadership



4 Data Section

- 80 Industry Data
- 82 Introduction to Group Companies
- 84 Financial and Non-Financial Historical Data
- 86 Participation in External Initiatives/Major Awards
- 87 Glossary of Terms
- 88 Note on the Publication/Management Assertion/Sustainability Data/Third-Party Assurance

Prologue

- Daiichi Life Group Principles
- About the Daiichi Life Group
- Launch of the Daiichi Life Brand
- Contents
- What We Aim to Communicate through This Report

- > 1 Enhancing Corporate Value and Accelerating Transformation
- > 2 Enhancing Long-Term Value Creation
- > 3 Sustainability for Corporate Value
- > 4 Data Section

What We Aim to Communicate through This Report

Editorial policy for the Integrated Report 2026: Communicating our growth and transformation initiatives to enhance corporate value through “narrative”

Daiichi Life Group's Integrated Report is designed to inform customers, shareholders, investors, and other stakeholders of our efforts on our sustainable value creation.

In Integrated Report 2026, we sought to present a simple and consistent story throughout the report to help readers deepen their understanding of our growth strategies and transformation initiatives aimed at enhancing corporate value. For example, we have newly introduced a dialogue between the Group CFO and a sell-side analyst, providing insight into management's thinking and the rationale behind its decisions. By combining the Group's perspective with that of the equity market, the dialogue offers readers a deeper understanding of our approach to enhancing corporate value.

In addition, with corporate governance becoming increasingly important in recent years, we invited an external expert to participate in a discussion with Outside Directors. This provides a more objective and concrete account of discussions at Board of Directors meetings, the involvement of Outside Directors, and how they exercise their supervisory and oversight functions. In addition, we have included messages from the Chair of the Board of Directors and the chairs of each advisory committee to provide readers with a multifaceted understanding of the effectiveness of the Group's governance.

We have also expanded our coverage of employee perspectives and specific examples, giving readers a closer look at the people who drive value creation and the initiatives taking place on the front lines. As our first Integrated Report since the change of trade name and Group brand in April 2026, the report also features our new corporate color, “Daiichi Life Blue,” throughout its design. This report also reflects the brand aspiration of expressing the “infinite possibilities” of our stakeholders and the Group itself, just like the horizon where the sea touches the sky and stretches out to no end.

We hope this report will provide a deeper understanding of the Group's efforts to achieve sustainable enhancement of corporate value.

In preparing the Integrated Report, we referred to the International Integrated Reporting Framework recommended by the IFRS Foundation, the Sustainability Reporting Standards issued by the Global Reporting Initiative (GRI), and the Guidance for Collaborative Value Creation 2.0 by the Ministry of Economy, Trade and Industry.



This report constitutes disclosure materials (explanatory documents on business and property status) prepared in accordance with Articles 271.25 and 272.40 of the Insurance Business Act and Articles 210.10.2 and 211.82 of the Enforcement Regulations of the Insurance Business Act.

Disclosure System (Reporting Universe)



Note: Figures presented in this report are rounded unless otherwise noted.

External Evaluation

The Group has been evaluated highly in Japan and overseas for efforts in interacting closely with customers and local communities, and disclosing sustainability information through its business activities and social contribution activities.

ESG indices in which the Company is included (as of June 2026, unless otherwise noted)

 FTSE4Good FTSE4Good Index Series ^{*1}	 FTSE JPX Blossom Japan Index FTSE JPX Blossom Japan Index ^{*1}	 S&P/JPX Carbon Efficient Index S&P/JPX Carbon Efficient Index
 2026 CONSTITUENT MSCI NIKHONKABU ESG SELECT LEADERS INDEX MSCI Japan ESG Select Leaders Index ^{*2}	 2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN) MSCI Japan Empowering Women Select Index ^{*2}	 Dow Jones Best-in-Class Asia Pacific Index

^{*1} FTSE Russell (the registered trademark of FTSE International Limited and Frank Russell Company) certifies that, as a result of our independent examination of Daiichi Life Group, the company has qualified for inclusion in the FTSE4Good Index Series and the FTSE JPX Blossom Japan Index and has become a constituent of the indices.

The FTSE4Good Index Series and the FTSE JPX Blossom Japan Index are designed by FTSE Russell, a global index provider, to measure the performance of Japanese companies that implement excellent environmental, social, and governance (ESG) initiatives. Both indices are widely used to develop and evaluate sustainable investment funds and other financial products.

^{*2} The inclusion of Daiichi Life Group in the MSCI Indexes and the use by Daiichi Life Group of the MSCI logo, trademark, service mark, or index name do not represent sponsorship, endorsement, or promotion of Daiichi Life Group by MSCI or its affiliates. MSCI Indexes are the exclusive property of MSCI. MSCI and the MSCI Index names and logos are trademarks or service marks of MSCI or its affiliates.