

Part 2

Sustainability

Yukiko Sakai

Executive Officer
Group Chief Sustainability Officer

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- [Reference] Introduction of Integrated Report/Sustainability Report

1. Self-Introduction

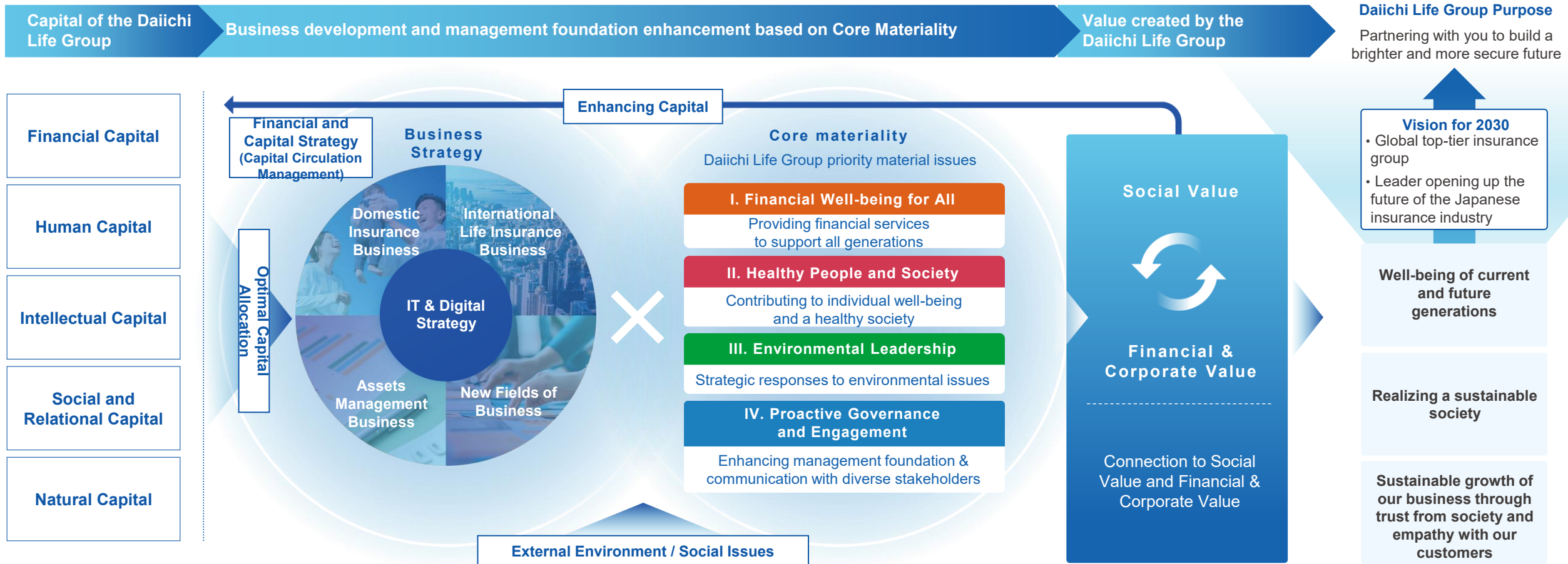


Yukiko Sakai

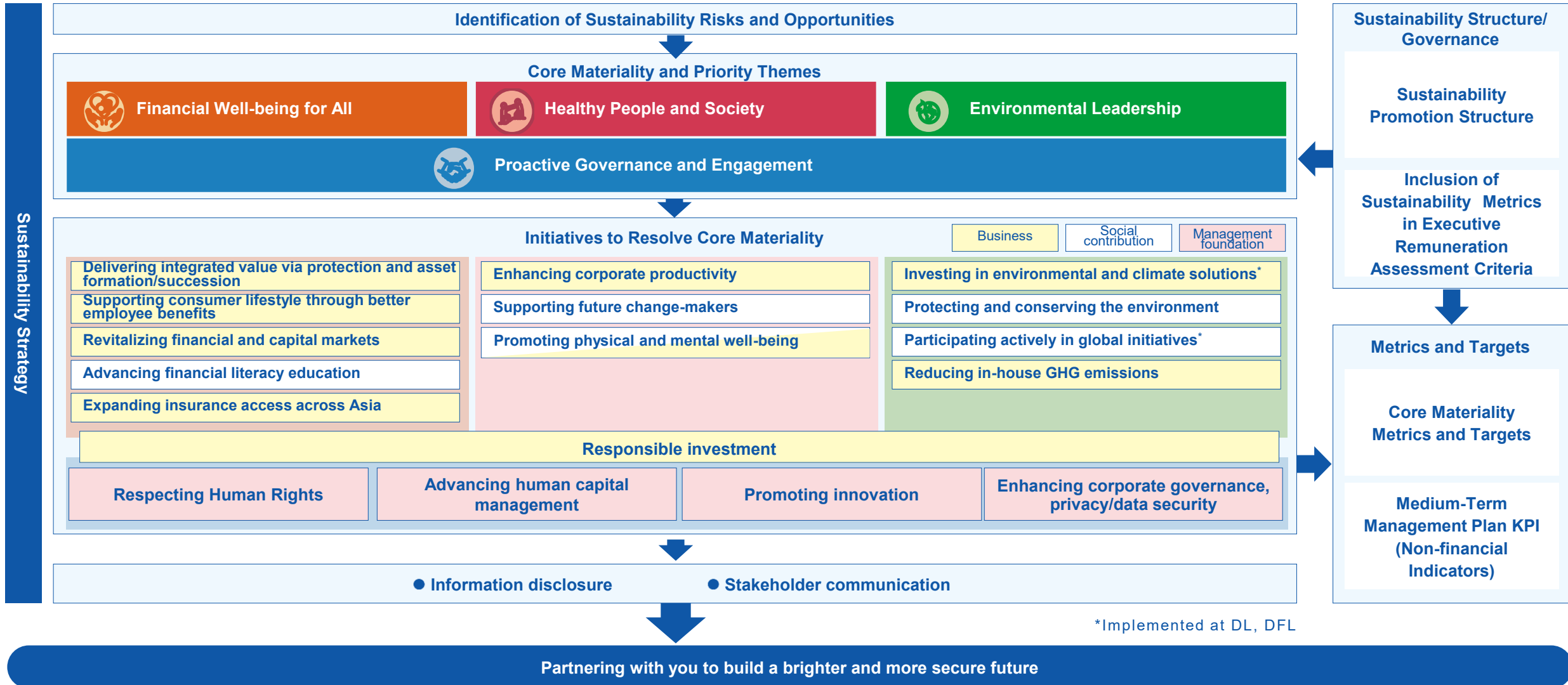
Executive Officer
Group Chief Sustainability Officer

Apr. 2007	Joined McKinsey & Company, Inc.
Jan. 2019	Elected as a Partner at McKinsey & Company, Inc.
Mar. 2025	Joined Dai-ichi Life Holdings, Inc.
Apr. 2025	Group Chief Sustainability Officer and Head of Sustainability Unit, Dai-ichi Life Holdings, Inc.
Apr. 2026	Group Chief Sustainability Officer, Daiichi Life Group, Inc.

2. Sustainability Strategy of the Group (Value Creation Process)



2. Sustainability Strategy of the Group (Overview of Sustainability Strategy)



Note: The implementing entities vary depending on the priority themes and the nature of the initiatives.

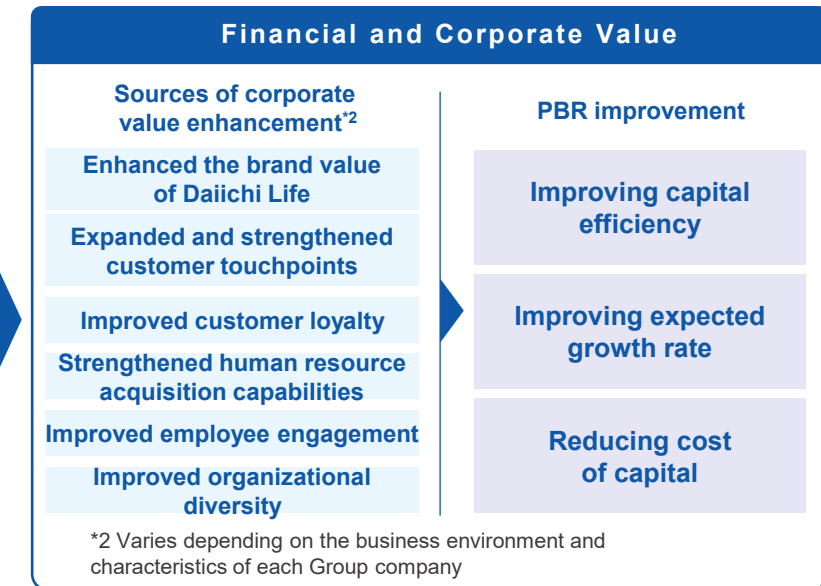
2. Sustainability Strategy of the Group (Connection to Social Value and Financial & Corporate Value)

Initiatives for Addressing Core Materiality

	Eight Priority Themes	Business	Social Contribution
Financial Well-being for All	● Providing "Protect, Grow, and Utilize" Services that Broaden Life Choices ● Closing the Protection Gap in Asia	Delivering integrated value via protection and asset formation/succession Revitalizing financial and capital markets	Supporting consumer lifestyle through better employee benefits Expanding insurance access across Asia Advancing financial literacy education
Healthy People and Society	● Improving Work Environment Through Higher Productivity ● Expanding Opportunities to Support Future Challenges ● Enhancing Physical and Mental Well-being of All People	Enhancing corporate productivity	Promoting physical and mental well-being Supporting future change-makers
Environmental Leadership	● Addressing Environmental Issues Through Investment and Financing ● Contributing to Nature Positive Through Environmental Conservation Activities ● Engaging in and Contributing to International Rule-Making	Investing in environmental and climate solutions* ¹	Protecting and conserving the environment Participating actively in global initiatives* ¹
Proactive Governance and Engagement		Advancing human capital management	

Social Value

Opening up possibilities of "life" for each individual by resolving social issues through the provision of insurance-related services



*¹ Implemented at: Daiichi Life, Daiichi Frontier Life Note: The implementing entities vary depending on the priority themes

2. Sustainability Strategy of the Group (Priority Themes for Addressing Core Materiality)

Priority themes

Underlying Social Issues and Why the Group Is Addressing Them

Major Sustainability Initiatives

1

Providing “Protect, Grow, and Utilize” Services that Broaden Life Choices

- **Issues:** Growing needs for asset formation and financial literacy education, and uncertainty about the future resulting in restrained consumption and a decline in prosperity.
- **Initiatives of our Group:** Delivering financial security through both protection and asset formation/succession solutions, and supporting the realization of Financial Well-being for all people

- Providing integrated value for protection and asset formation/succession solutions tailored to each customer
- Providing services via Benefit One’s employee benefits platform “Benefit Station”
- Advancing consumer education and financial literacy education
- Revitalizing financial and capital markets

2

Closing the Protection Gap in Asia

- **Issues:** In many Asian countries, insufficient social security systems and low life insurance penetration have resulted in protection gaps, while unexpected medical expenses can further entrench poverty
- **Initiatives of our Group:** Expanding access to protection through our overseas business operations and sustainability thematic investments.

- Expanding insurance access in Asian countries
- Promoting sustainability thematic investments
- Supporting FALIA (the Foundation for the Advancement of Life & Insurance Around the world)

Note: The implementing entities vary depending on the priority themes and the nature of the initiatives.

2. Sustainability Strategy of the Group (Priority Themes for Addressing Core Materiality)

Priority themes

Underlying Social Issues and Why the Group Is Addressing Them

Major Sustainability Initiatives

3 Improving Work Environment Through Higher Productivity

- **Issues:** Labor shortages are driving growing needs for higher productivity and talent acquisition and retention, particularly among SMEs
- **Initiatives of our Group:** Supporting corporate management through employee benefits, BPO services, and corporate insurance-related services

- Providing various BPO services to streamline general affairs, accounting, and purchasing/settlement operations
- Providing various services such as the health promotion app “QOLism,” “Benefit Station,” and the “Happylyth Health Checkup Agency Service” to help enhance corporate attractiveness

4 Expanding Opportunities to Support Future Challenges

- **Issues:** A shortage of next-generation talent to drive transformation and take on new challenges.
- **Initiatives of our Group:** Leveraging our corporate culture of continuously embracing transformation to foster next-generation talent and empower young people to pursue new opportunities

- Providing educational support by Group companies

5 Enhancing Physical and Mental Well-being of All People

- **Issues:** Extending healthy life expectancy through improvements in health and hygiene, as well as addressing lifestyle-related diseases
- **Initiatives of our Group:** Advancing our initiatives toward solving health issues and extending healthy life expectancy.

- Establishing the Public Health Award, promoting community health and collaborating with research and educational institutions
- Providing health insurance
- Promoting regional revitalization through the utilization of owned real estate assets

Note: The implementing entities vary depending on the priority themes and the nature of the initiatives.

2. Sustainability Strategy of the Group (Priority Themes for Addressing Core Materiality)

Priority themes

Underlying Social Issues and Why the Group Is Addressing Them

Major Sustainability Initiatives

6

Addressing Environmental Issues through Investment and Financing*

- **Issues:** Insufficient funding for the transition to carbon neutrality and a nature-positive future
- **Initiatives of our Group:** Promoting the provision of capital through investments to support the transition

- Investing in environmental and climate change solutions and providing ongoing support for investee companies' decarbonization activities through transition finance
- Conducting analyses and engagement activities with investee companies on the themes of climate change and nature

7

Contributing to Nature Positive Through Environmental Conservation Activities

- **Issues:** Deforestation, ecosystem degradation, increasing environmental pressures and the resulting loss of nature and decline in QOL.
- **Initiatives of our Group:** Promoting environmental conservation activities tailored to local needs by leveraging our domestic and global networks and real estate assets

- Promoting "Daiichi Life Forest"
- Promoting environmental conservation activities tailored to the actual conditions of the countries where the Group operates
- Enhancing the environmental performance of real estate assets and promoting green urban development

8

Engaging in and Contributing to International Rule-making*

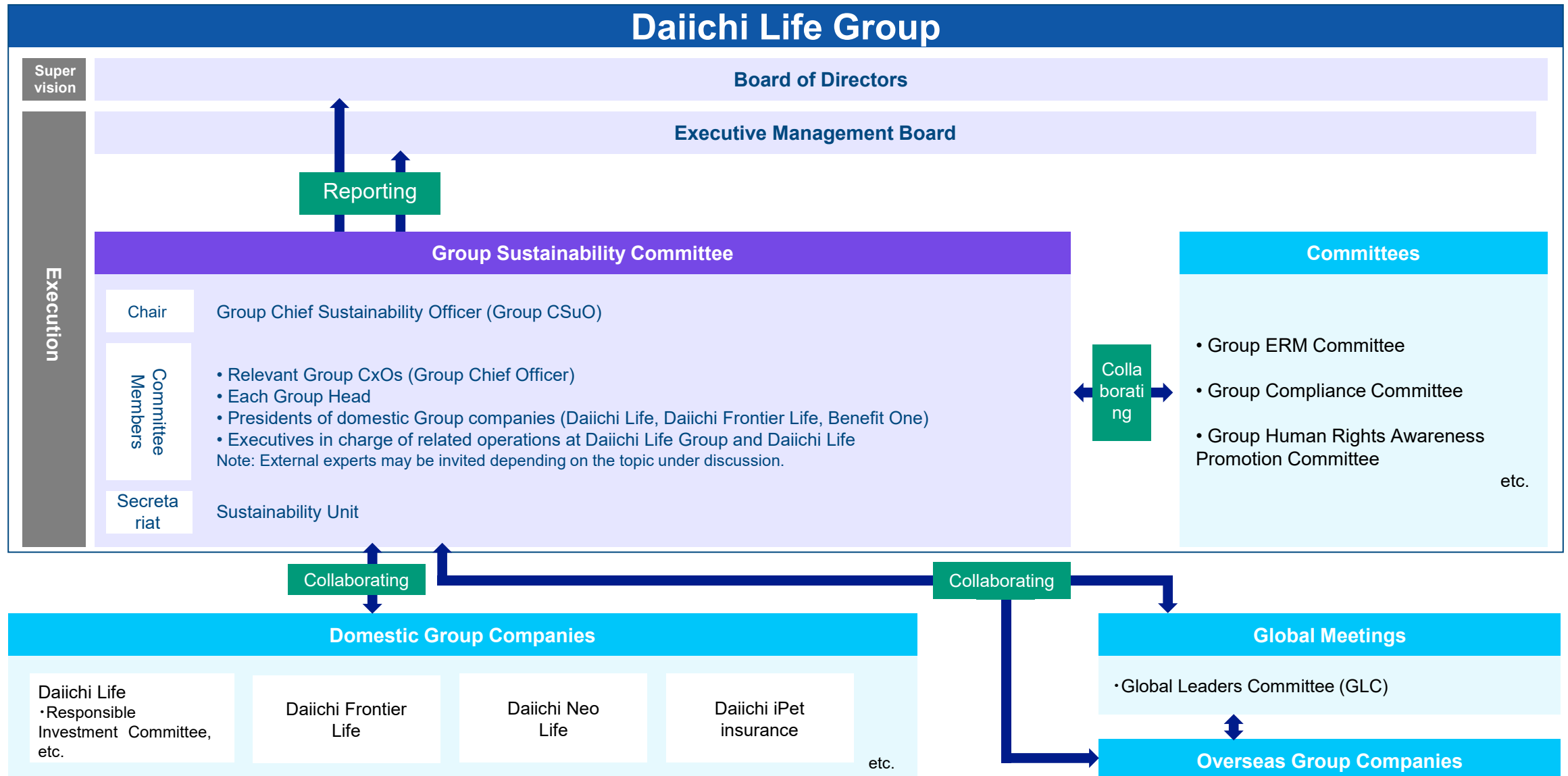
- **Issues:** Growing expectations for financial institutions to play a leading role in addressing climate change and nature-related challenges
- **Initiatives of our Group:** Actively participating in domestic and international initiatives and global dialogues to contribute to the development of international standards

- Participating in Global Initiatives such as GFANZ and Climate Action 100+ as Japan's first life insurer
- Participating in GFANZ's top-level decision-making group and actively contributing feedback

*1 Implemented at: DL, DFL

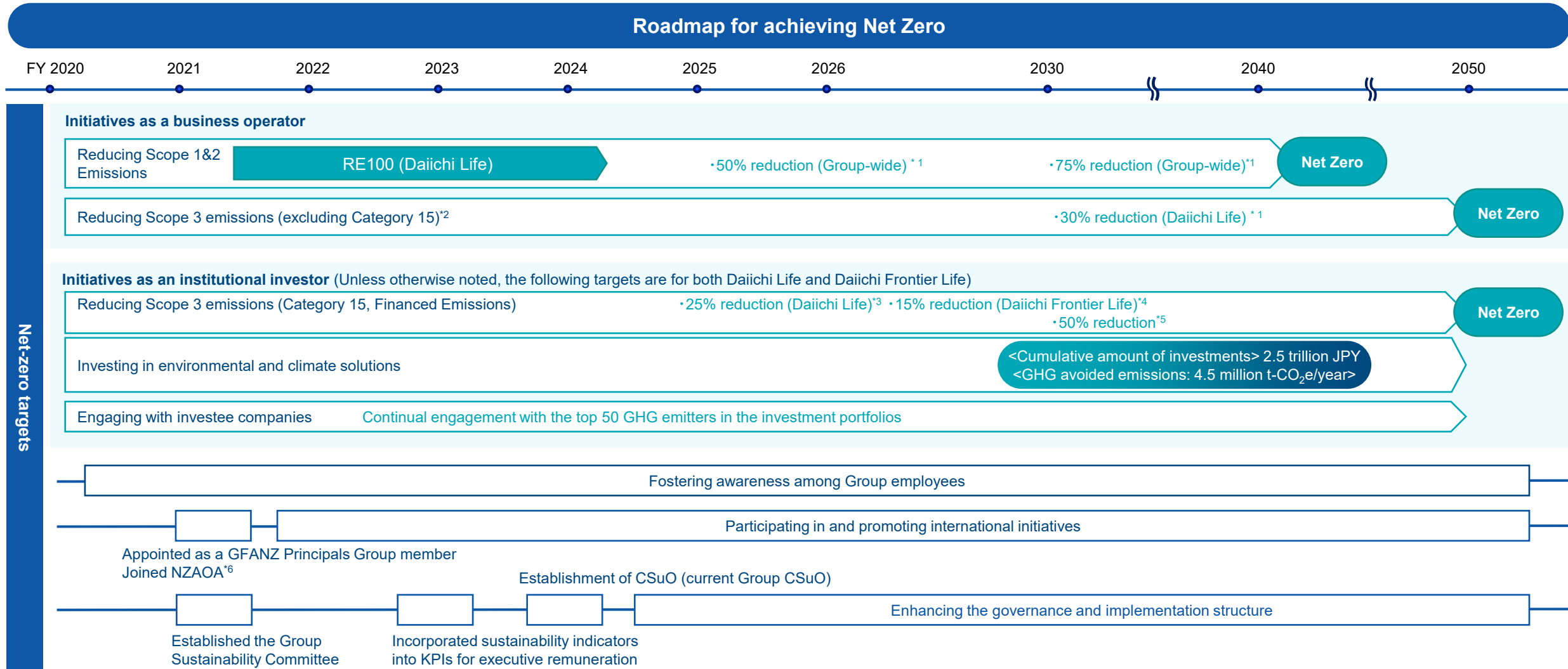
Note: The implementing entities vary depending on the priority themes and the nature of the initiatives.

2. Sustainability Strategy of the Group (Group Sustainability Promotion Structure)



3. Addressing Core Materiality: Initiatives and Progress

① Climate Change (Strategy for Achieving Net Zero)



*1 Compared with FY2019 *2 Scope 3 (excluding Category 15) represents the sum of Category 1, 3, 4, 5, 6, 7 and 12

*3 Compared with FY2020 (listed equities, corporate bonds, and real estate portfolios) *4 Compared with FY2020, based on GHG emissions per unit of assets held (intensity)

*5 Compared with FY2020 (listed equities, corporate bonds, real estate, financing portfolio for corporate loans). On an intensity basis for Daiichi Frontier Life.

*6 The UN-convened Net Zero Asset Owner Alliance (association of institutional investors committed to transitioning their portfolios to net zero by 2050)

3. Addressing Core Materiality: Initiatives and Progress

① Climate Change (List of Metrics and Targets)

Metrics		Target	Recent Results
Scope 1 + 2* ¹	Group-wide	Compared with FY 2019 FY2030 -75%, FY2040 Net zero	FY 2025: -86%
Scope 3 (In-house emissions: excluding Category 15)* ²	DL	Compared with FY2019 FY2030 -30%, FY2050 Net zero	FY 2025: -33%
Scope 3 (Financed emissions: Category 15)	DL・DFL	2030 -50%* ³ 2050 Net zero	DL: FY 2025 -43%
			DFL: FY 2025 -52%
Cumulative total amount of sustainability thematic investment	DL・DFL	FY2029: Cumulative total of 5 trillion JPY	FY2025: Cumulative total of ca. 3.7 trillion JPY
o/w Environmental and Climate* ⁴	DL・DFL	FY2029: Cumulative total of 2.5 trillion JPY	FY2025: Cumulative total of ca. 1.9 trillion JPY
Positive impact of investments (Annual GHG Avoided Emissions)* ⁵	DL・DFL	FY2029: ca. 4.5 million t-CO ₂ e	FY2025: 4.21 million t-CO ₂ e
Number of investee companies engaged	DL・DFL	Top 50 emitters in the investment portfolio	69 companies* ⁶

*1 Starting in FY2025, in accordance with the GHG Protocol, emissions from private vehicles used for Daiichi Life's business operations were reclassified under Scope 3 for calculation purposes

*2 Calculated based on Category 1, 3, 4, 5, 6, 7 and 12

*3 Compared with 2020; DL includes the portfolios of listed equities, corporate bonds, real estate and loans, and is calculated on an absolute volume basis; DFL includes the portfolio of corporate bonds and is calculated on an intensity basis

*4 Investments that contribute to resolving environment and climate change issues, such as investments in green bonds and renewable energy power plants

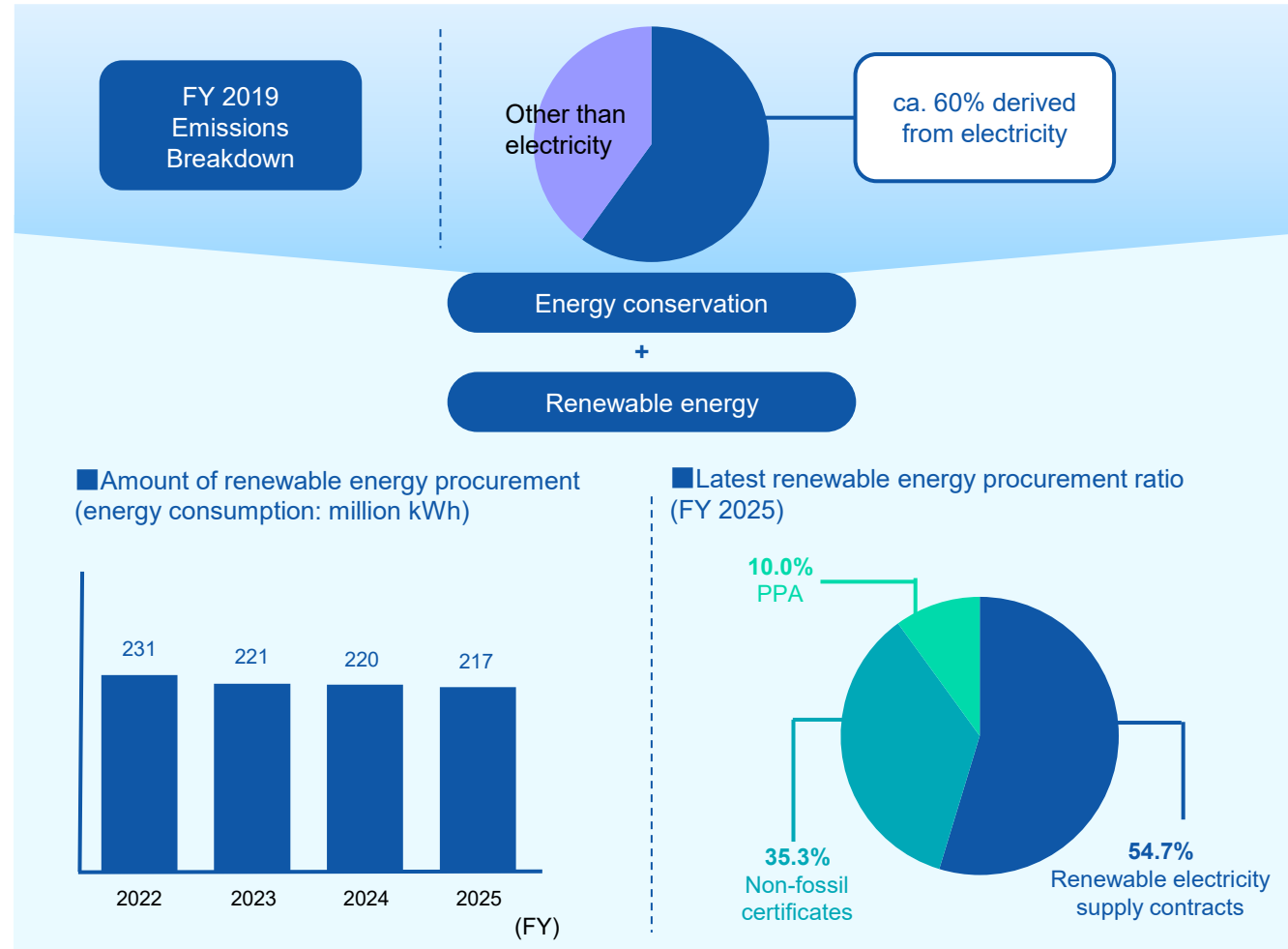
*5 Include renewable energy power generation projects for which estimates can be made based on the amount of electricity generated (measured in accordance with PCAF standards), and green bonds that disclose their impact (including the data provided by ICE Data Services)

*6 Cumulative number of companies engaged from FY2023 to FY2025

3. Addressing Core Materiality: Initiatives and Progress

① Climate Change (Metrics and Targets: as a Business Operator)

Efforts to Reduce Scope 1+2 Emissions



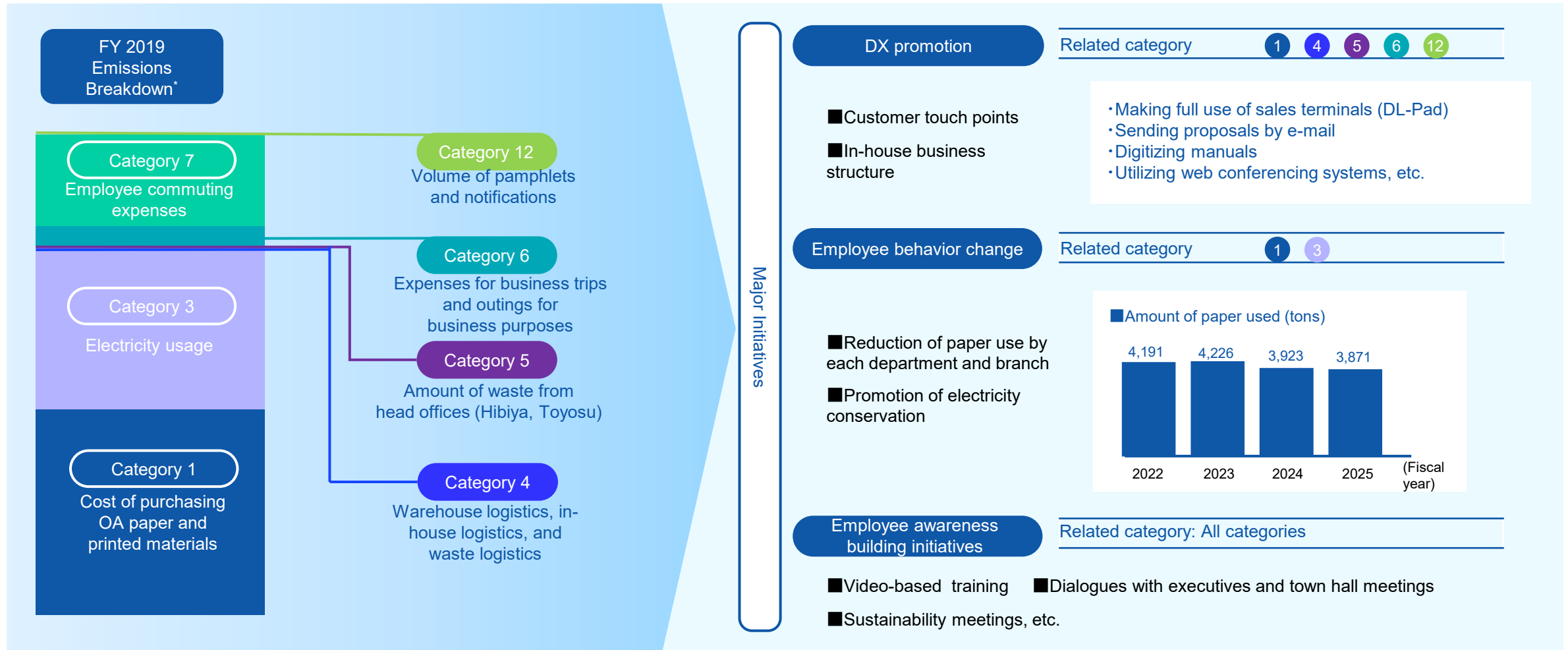
FY 2019	Participated in RE100* and introduced renewable energy to the Head Office Building in Hibiya, Tokyo
FY 2020	Developed the policy of 100% renewable energy by the end of FY2023
FY 2021	Concluded an offsite corporate PPA service agreement, the first for a Japanese financial institution
FY 2022	Directly procured REC (non-fossil certificates) in the renewable energy value trading market. Completed a mid-rise wooden office as the first company in the Japanese life insurance industry to do so
FY 2023	Certified as a RE100 achiever based on achievements in FY2022
FY 2024	Began obtaining renewable energy environmental value using virtual PPA. Certified as a RE100 member based on FY 2023 results

* An international initiative that aims to procure 100% of electricity used in business activities from renewable energy sources

3. Addressing Core Materiality: Initiatives and Progress

① Climate Change (Metrics and Targets: as a Business Operator)

Efforts to Reduce Scope 3 (Category 1 to 14) Emissions



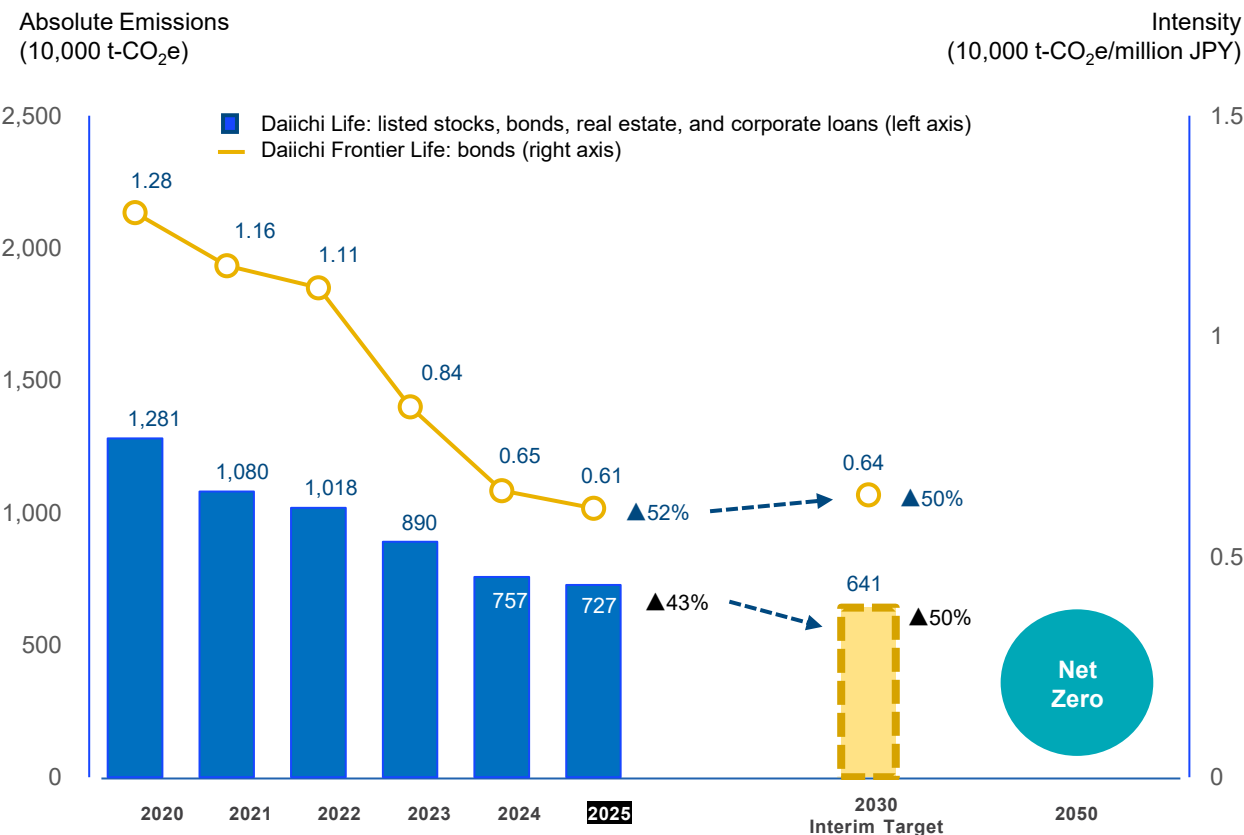
*The above seven categories are monitored and reported as key focus areas for encouraging behavioral change in both business activities and employee practices.

3. Addressing Core Materiality: Initiatives and Progress

① Climate Change (Metrics and Targets: as an Institutional Investor)

Efforts to Reduce Financed Emissions (Scope 3, Category 15)

(Daiichi Life/Daiichi Frontier Life) Trends in GHG emissions through investments

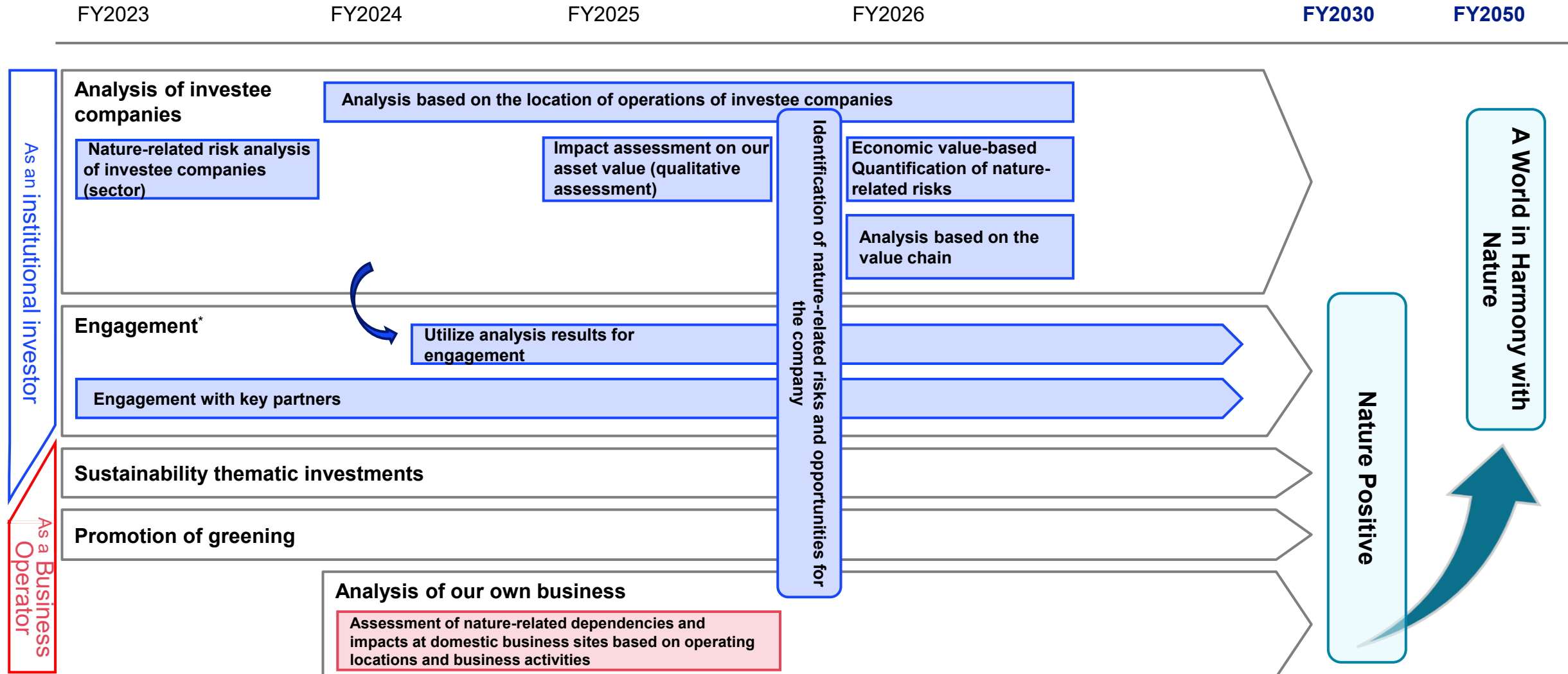


Top 50 domestic GHG emitters in the investment portfolio (engagement targets)

Sector	No. of companies	Share of emissions	Company Name
Electricity	10	54%	TEPCO Holdings, Inc./ Chubu Electric Power Co., Inc./ The Kansai Electric Power Co., Inc./ The Chugoku Electric Power Co., Inc./ Hokuriku Electric Power Company/ Tohoku Electric Power Co., Inc./Shikoku Electric Power Co., Inc./ Kyushu Electric Power Co., Inc./ Hokkaido Electric Power Co., Inc./ Electric Power Development Co., Ltd.
Steel & Non-ferrous metals	4	10%	Nippon Steel Corporation/ Kobe Steel, Ltd./ JFE Holdings, Inc./ RYOBİ LIMITED
Chemicals and Materials	10	2%	Toray Industries, Inc./ Resonac Holdings Corporation/ Sumitomo Chemical Co., Ltd./TOSOH Corporation/ Shin-Etsu Chemical Co., Ltd./ AIR WATER INC./ Nippon Sanso Holdings Corporation/ Mitsubishi Chemical Group Corporation/ Sekisui Chemical Co., Ltd./ DIC Corporation
Petroleum and Gas	4	2%	Idemitsu Kosan Co., Ltd./ ENEOS Holdings, Inc./ Tokyo Gas Co., Ltd./ Osaka Gas Co., Ltd.
Transportation	5	1%	Tokyu Corporation/ East Japan Railway Company/ West Japan Railway Company/ Mitsui O.S.K. Lines, Ltd./ ANA Holdings Inc.
Others	17	4%	Asahi Group Holdings, Ltd./ Ajinomoto Co., Inc./ Seven & I Holdings Co., Ltd./ Oji Holdings Corporation/ Bridgestone Corporation/ Sumitomo Osaka Cement Co., Ltd./ Taiheiyo Cement Corporation/ NGK Corporation/ Nittera Co., Ltd./ Panasonic Holdings Corporation/ Denso Corporation/ NOK Corporation/ AISIN CORPORATION/ TOPPAN Holdings Inc./ Dai Nippon Printing Co., Ltd./ Sumitomo Corporation/ Mitsubishi Corporation

3. Addressing Core Materiality: Initiatives and Progress

② Nature (Overview of Initiatives for Nature)



*Identified natural capital as one of the priority themes for engagement since fiscal 2022

3. Addressing Core Materiality: Initiatives and Progress

② Nature (Analysis of Nature-Related Risks in the Investment Portfolio for the Current Fiscal Year)

Overview	Business partners	Aim and purpose	Analysis content	Main results and implications
1. Scoring analysis utilizing nature-related data	MSCI	Refining the scoring model on nature developed in the previous fiscal year and promoting understanding	We updated and reviewed the scoring model developed in the previous fiscal year. We also analyzed risk exposure from the perspectives of water, land, and air, and investigated whether companies have established policies and strategies for each of these areas.	Following the previous year's analysis, we continued to identify the "utilities," "energy," "materials," and "consumer staples" sectors as high-risk sectors for nature-related risks. The analysis also revealed significant differences in risk exposure to water-, land-, and air-related issues even among these high-risk sectors.
2. Value chain analysis of investee companies	aiESG	Expanding the analysis scope (newly including the upstream value chains of investee companies)	In collaboration with aiESG, we identified nature-related risk hotspots in the upstream value chains of investee companies (suppliers). We then estimated the potential impacts of supply shocks, including those caused by water withdrawal restrictions and land-use regulations, on corporate revenues.	The analysis showed that supply shocks affecting key suppliers ("hotspots") could result in significant revenue losses of more than 10% in certain sectors. The findings also confirmed that, to properly assess nature-related risks, it is necessary to consider impacts across the entire value chain, including suppliers, rather than focusing solely on direct operations.
3. Analysis of nature-related financial risks using NVaR	GIST Impact	Quantitatively assessing nature-related risks based on economic value	We utilized NVaR, provided by GIST Impact, to quantitatively evaluate the economic impacts resulting from dependence on ecosystem services. We assessed risk levels by sector and by ecosystem service, such as water, land, and air.	In addition to the "high-risk sectors" mentioned above, we confirmed that the healthcare sector also faces a high level of nature-related risks. Analysis by ecosystem service revealed that water-related risks are particularly high. While recognizing that this analytical methodology is still in its developmental stage, we reaffirmed the importance of quantitative analysis.

Note: All analyses were conducted on investee companies of Daiichi Life and Daiichi Frontier Life (domestic listed equities, domestic corporate bonds, and domestic loans)

3. Addressing Core Materiality: Initiatives and Progress

② Nature (initiatives related to engagement with borrowers)

Key Engagement Focus Areas for Nature-Related Engagement

<Governance>

- Whether governance frameworks have been established to address nature-related issues
- Whether policies on nature-related issues have been developed and disclosed

<Strategy>

- Whether medium- to long-term nature-related risks and opportunities have been assessed
- Whether identified risks and opportunities have been discussed by the Board of Directors and other relevant governance bodies and reflected in business strategy
- Whether scenario analysis has been conducted

<LEAP Approach>

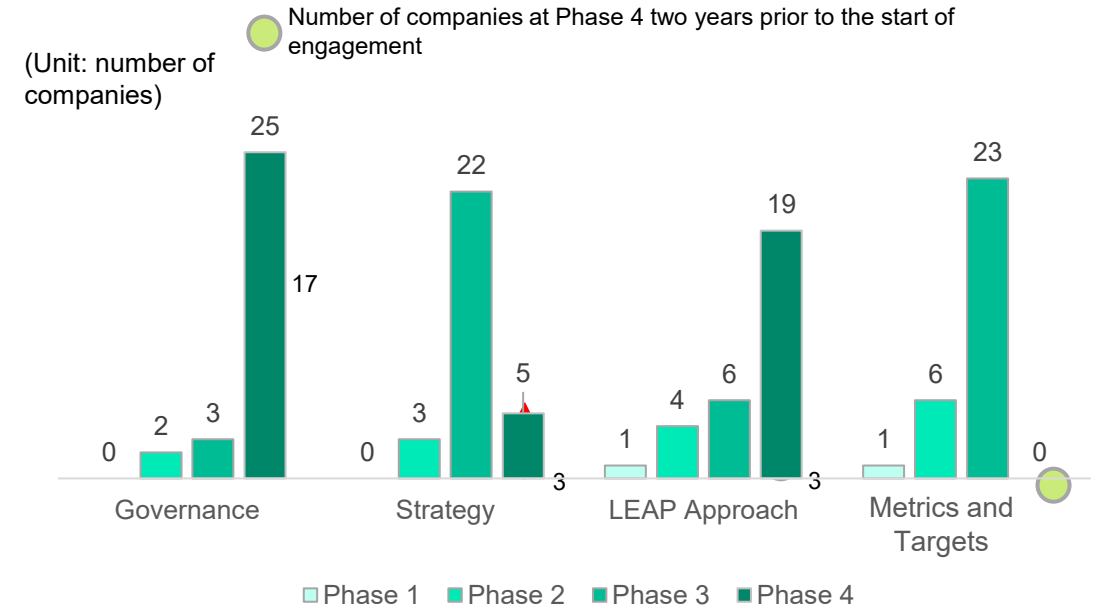
- Whether analyses and assessments based on the LEAP approach, including location-specific assessments, have been conducted

<Metrics and Targets>

- Whether appropriate KPIs have been established in accordance with the Company's business activities and supply chain

Promote corporate understanding and initiatives by conducting constructive discussions and making recommendations

Engagement Progress on Issues



Phase 1: No intention to take action

Phase 2: Recognizes the issue as one that should be addressed

Phase 3: Has initiated actions, but efforts remain insufficient

Phase 4: Confirmed that actions have been sufficiently implemented

3. Addressing Core Materiality: Initiatives and Progress

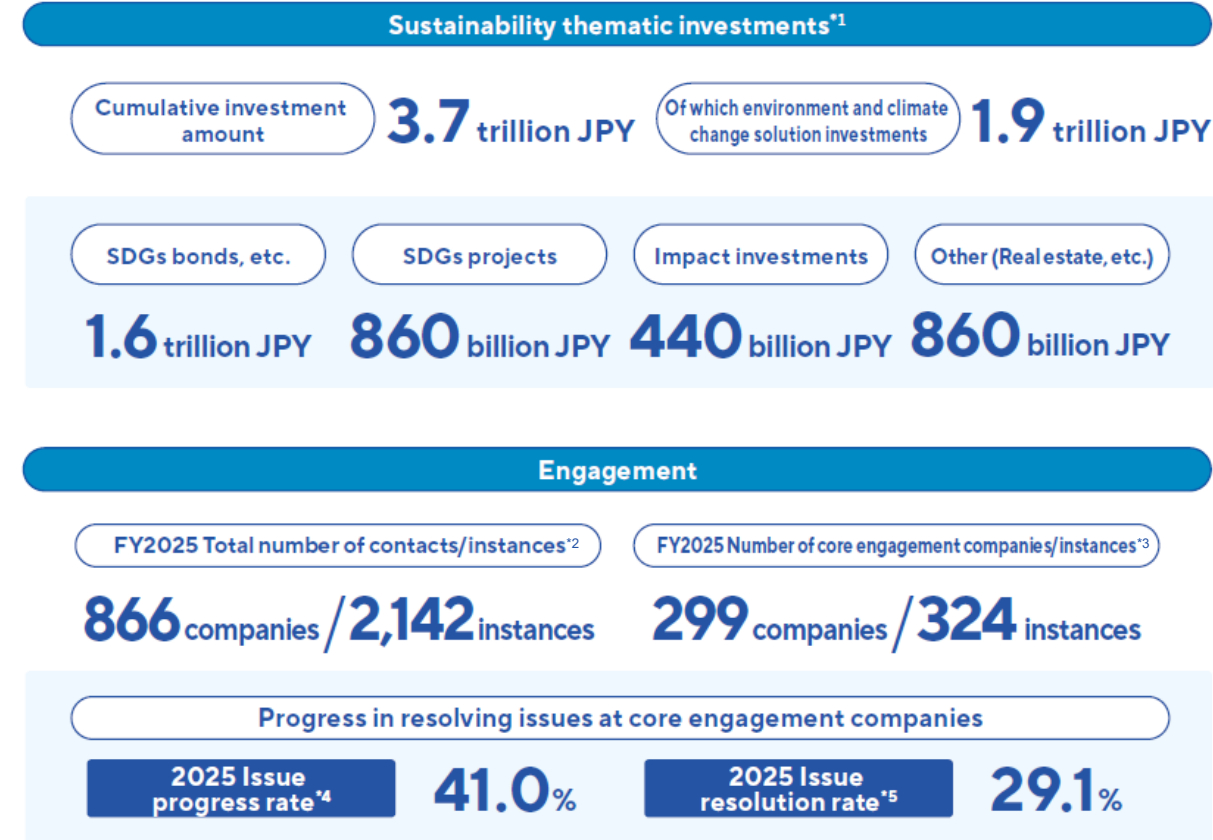
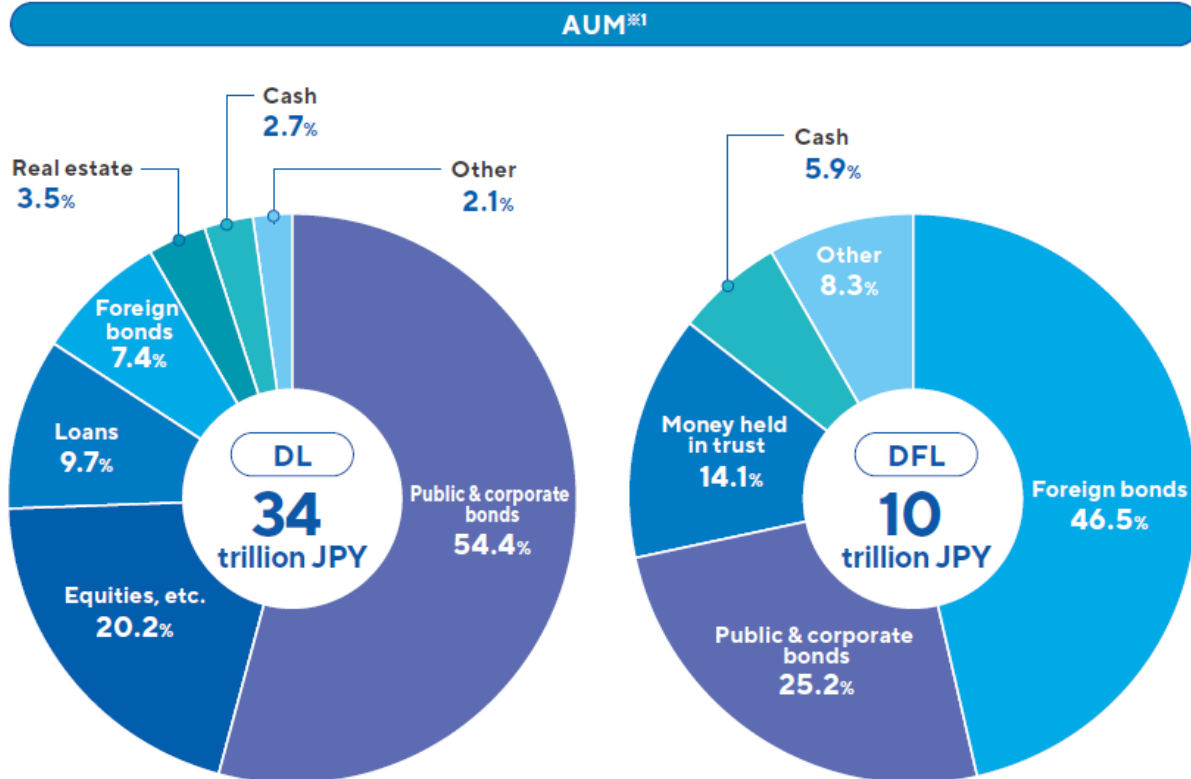
③ Responsible Investment (Initiatives to Date)

2014~ 2021 2022 2023 2024 2025

Policy/Framework		PRI signature	Responsible Investment Department/Responsible Investment Committee	Appointed sustainability analyst	Operational portfolio: 2050 Net Zero/interim reduction targets	Formulated basic policy and guidelines for transition finance initiatives	Formulated and promoted medium-term policy in collaboration with DFL				
				Started to issue Responsible Investment Report	Joined NZAOA			Formulated impact-driven investment policy			
Sustainable investments	Integration	Research/Integration		Implemented full asset integration		Climate change and respect for human rights	Nature	Human capital	AI/cyber risk	Sustainability Score development	
		Positive Screening etc.		In-house foreign equities: ESG benchmarking							
		Negative Screening		Coal/weapons		Petroleum/gas		Standard revision		Strengthening natural risk analysis	
	Sustainability thematic investments	Sustainability thematic investments					Investment in environmental and climate change solutions	Expanded positive impact through investment in collaboration with DFL			
		Impact through investment		Unlisted equities	Expanded listed equity targets						
Stewardship Activities	Engagement	Announced commitment to stewardship code	Theme	Management and financial strategies/governance	Climate change	Human rights and human capital	Nature	Cybersecurity	DX Management	Strengthened management and financial strategy	
			Engagement	Listed equities	Additional bonds		Additional loans	Group Collaborative engagement	Advanced issue management		
			Collaborative engagement	Life Insurance Association of Japan WG	Collective Engagement Forum		PRI advance (human rights)		PRI spring (natural)		
	Exercise of voting right		Detailed disclosure of voting policy								
			Disclosure of reasons for approval or disapproval								

3. Addressing Core Materiality: Initiatives and Progress

③ Responsible Investment (Overview by the Numbers)



^{*1} The results of sustainability thematic investments represent an aggregate of investments by Daiichi Life and Daiichi Frontier Life as of the end of March 2026.

^{*2} Total number of contacts, including interviews by equity and credit analysts and participation in briefings (total number)

^{*3} Total number of engagements (primarily conducted in person) focused on key issues, conducted by the dedicated engagement department or the investment execution units responsible for each asset class

^{*4} Defined as "improvement" when a milestone for each issue has advanced by at least one stage within FY2025; represents the percentage of all issues

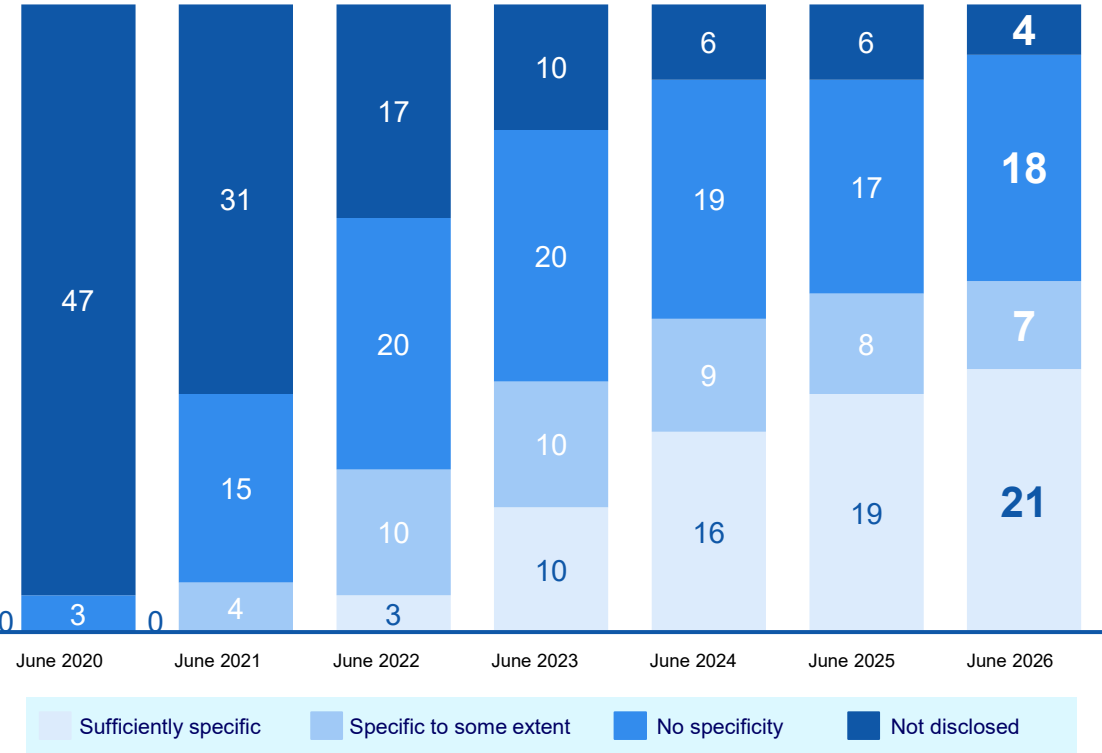
^{*5} Resolution rate as of the end of FY2025 for issues set prior to FY2023

3. Addressing Core Materiality: Initiatives and Progress

③ Responsible Investment (Initiatives of the Top 50 Domestic GHG Emitters)

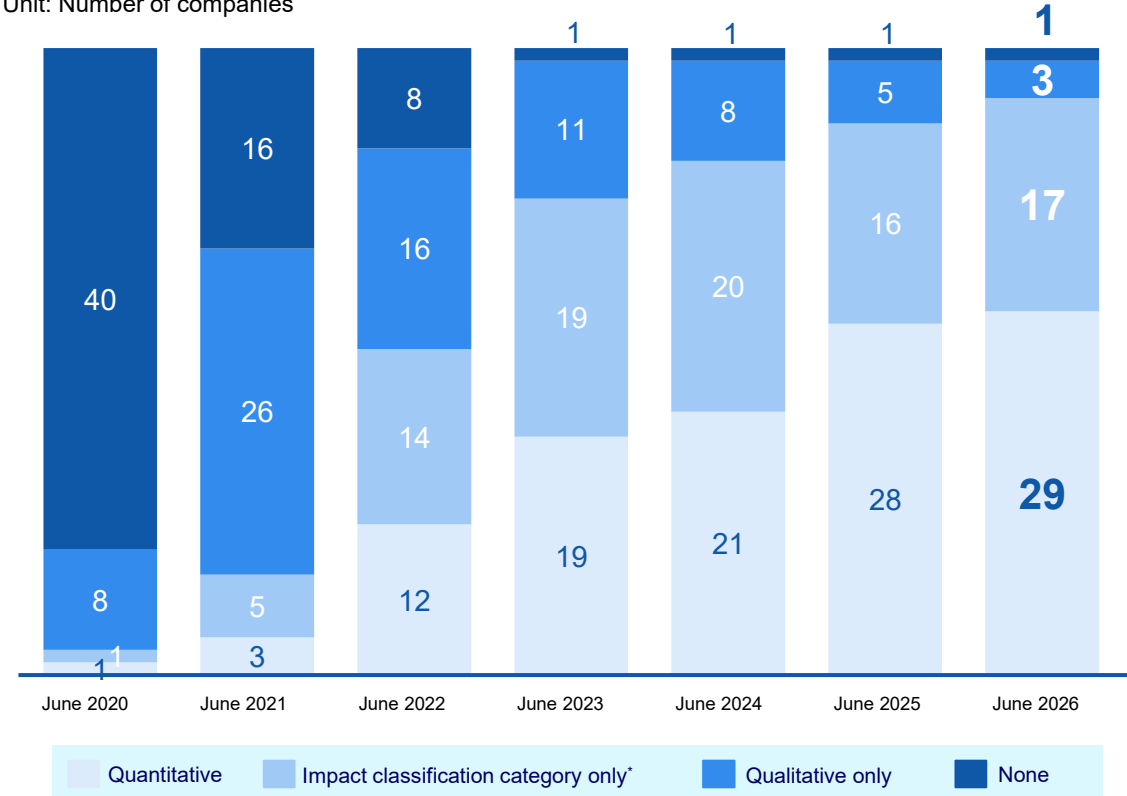
Disclosed content of roadmap and transition plan

Unit: Number of Companies



State of scenario analysis to strategically respond to climate change issues

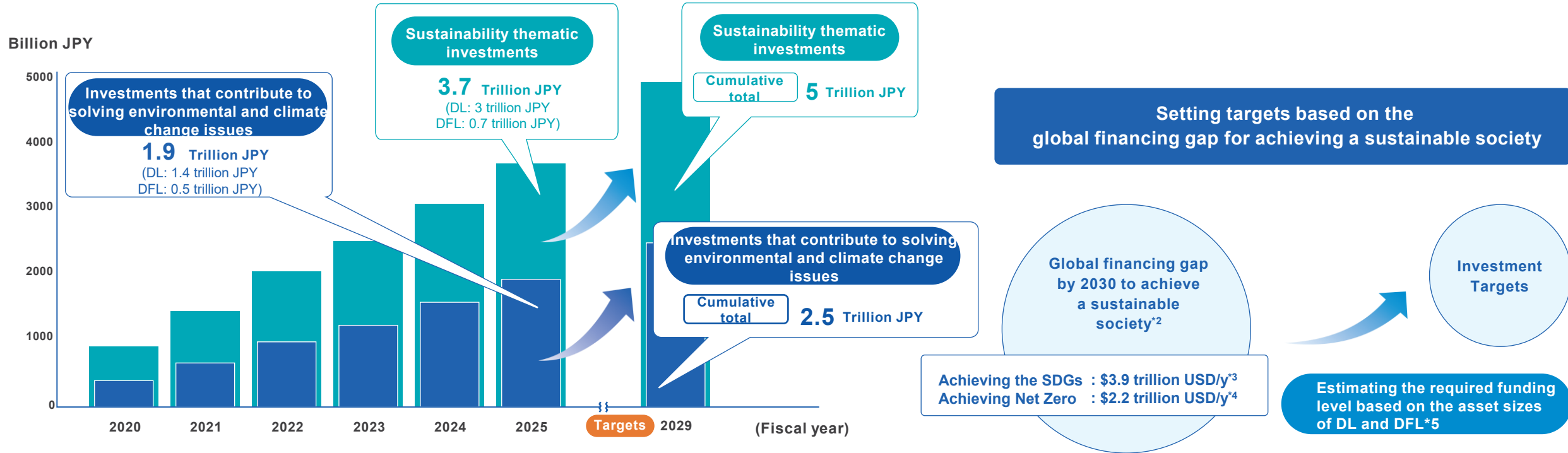
Unit: Number of companies



* Although companies have disclosed information on the degree of impact (minor, moderate, major, etc.), they have not disclosed quantitative information

3. Addressing Core Materiality: Initiatives and Progress

③ Responsible Investment (Achievements and Targets of Investments Addressing Social Issues)



Generating positive impact through investments: Annual GHG avoided emissions^{*1}

FY 2025 Results **4.21** million t-CO_{2e} **FY 2029 Target** **4.5** million t-CO_{2e}

^{*1} Include renewable energy power generation projects for which estimates can be made based on the amount of electricity generated (measured in accordance with PCAF standards), and green bonds that disclose their impact (including the data provided by ICE Data Services)

^{*2} Consider the funding gap towards achieving the SDGs for sustainability thematic investments, and funding gap towards net zero by 2050 for environmental & climate solution investments

^{*3} OECD (2022), Global Outlook on Financing for Sustainable Development 2023

^{*4} NZAOA (2023), Unlocking Investment in Net Zero

^{*5} (Expected funding by private financial institutions by 2030) × (AUM of DL and DFL) ÷ (total AUM of PRI-signatory financial institutions)

3. Addressing Core Materiality: Initiatives and Progress

③ Responsible Investment (Investing in Transition Finance/Environmental Solutions)

Transition Finance

The 60th unsecured corporate bond (transition bond) issued by Kawasaki Heavy Industries, Ltd.

Purpose of the finance

- ① Projects related to clean transportation and storage of hydrogen (e.g. liquefied hydrogen storage tank, liquefied hydrogen carrier)
- ② Projects related to clean energy utilization of hydrogen (e.g., hydrogen gas turbine for power generation)

Verification of eligibility as transition finance prior to investment

STEP 1 Corporate level: Validity and feasibility of the transition strategy

STEP 2 Project level: Consistency and feasibility of the purpose

STEP 3 Post-investment monitoring and engagement

Liquefied hydrogen carrier
(under construction/sample image)



Liquefied hydrogen storage tank



(Photo: Kawasaki Heavy Industries, Ltd.)

Environment-related solutions Investment and financing

Investment in Flood Control Green Bond Issued by Aichi Prefecture

Bond overview

Issuer

Aichi Prefecture

Redemption period

11 years

Amount issued

Total amount: 5 billion yen
(Flood Control Green Bonds: 2.5 billion JPY/
Earthquake Countermeasure Use of Proceeds: 2.5 billion JPY)

Amount invested by Daiichi Life

Total amount: 5 billion yen
(Flood Control Green Bonds: 2.5 billion JPY/
Earthquake Countermeasure Use of Proceeds: 2.5 billion JPY)

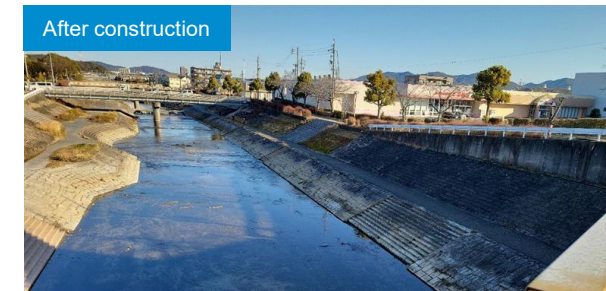
River and Coastal Infrastructure Development Project

River channel excavation was carried out to strengthen flood control measures, and flow capacity was improved

Before construction



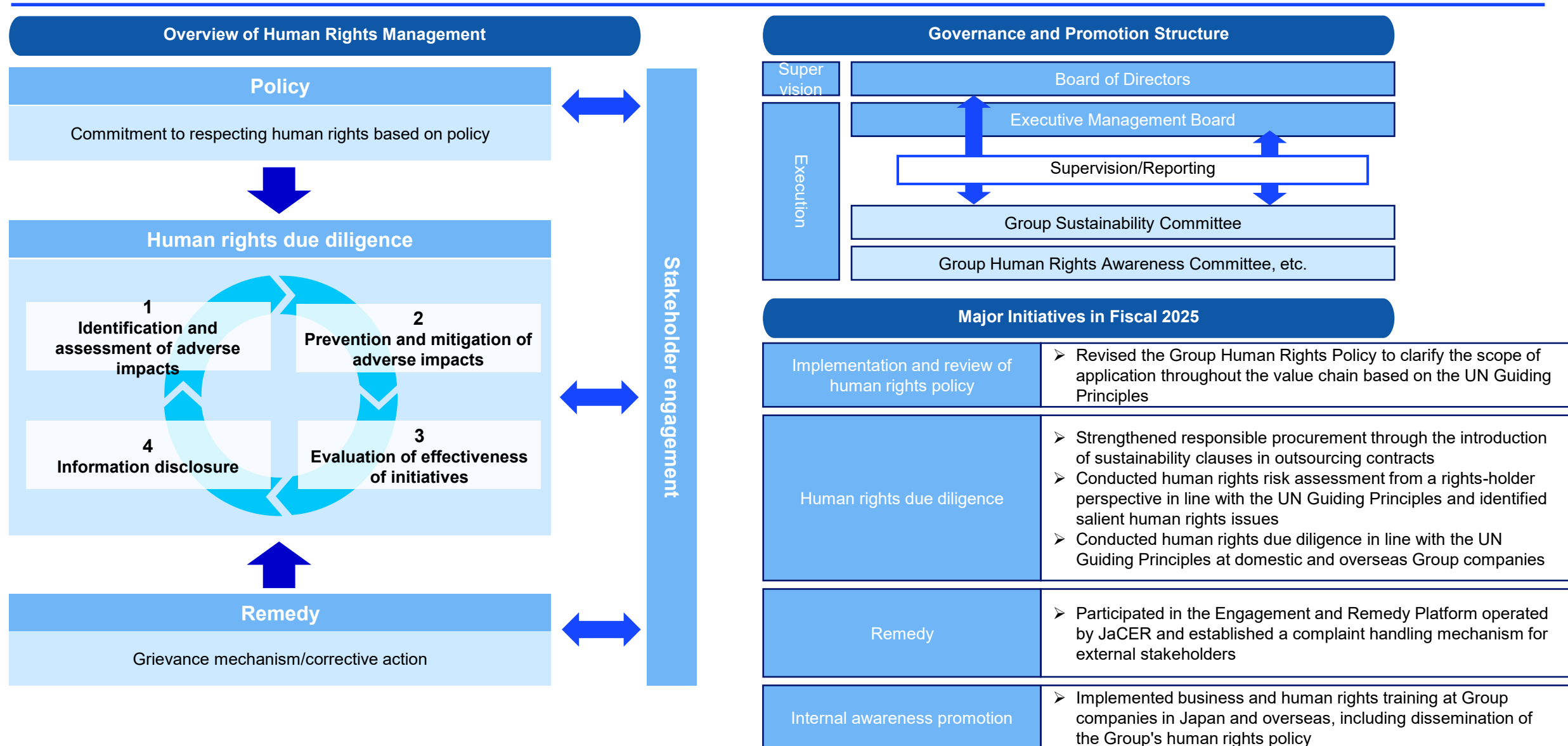
After construction



(Photo: Aichi Prefectural Government)

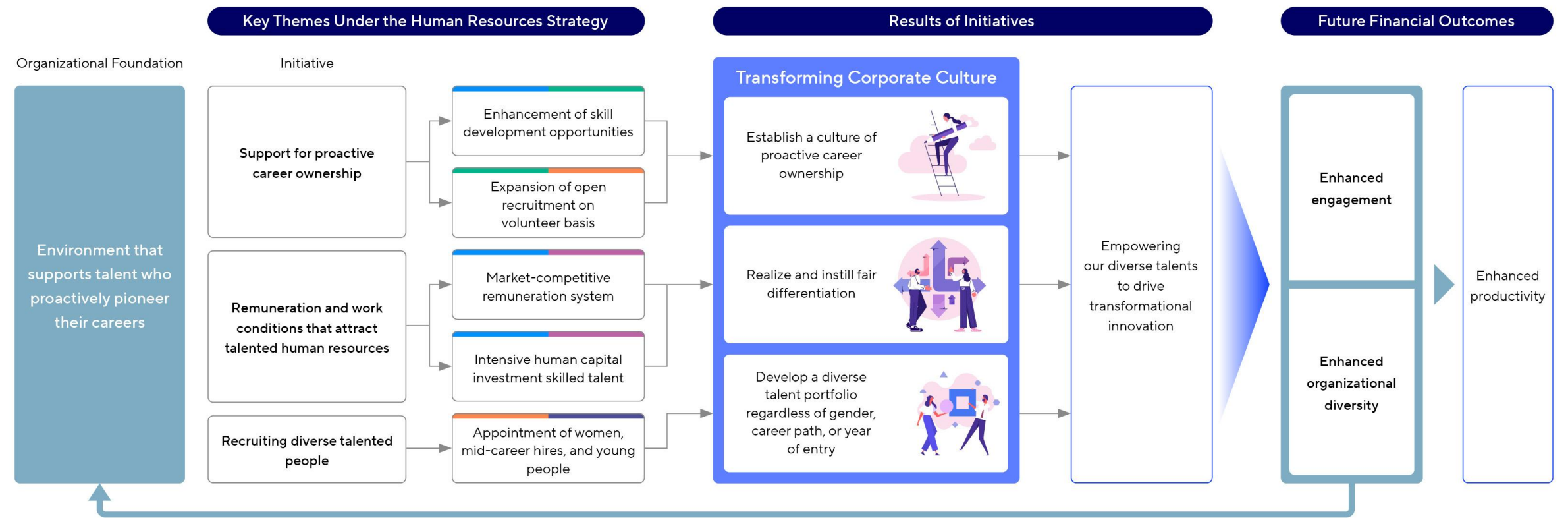
3. Addressing Core Materiality: Initiatives and Progress

④ Human Rights



⑤ Human Capital Management

Human Capital Impact Path



3. Addressing Core Materiality: Initiatives and Progress

⑥ Response to SSBJ Standards

(Disclosure of Risks and Opportunities in the Fiscal Year Ended March 2027)

Risks and Opportunities			Content
Risks	Climate Change	Physical Risks	Impairment of the Group's investment assets where investee companies maintain vulnerable business sites or value chains that are exposed to the increasing frequency and severity of natural disasters resulting from climate change
		Transition Risks	Stranding of the Group's investment assets where investee companies fail to adequately respond to strengthened policies and regulations, technological innovation, changing consumer behavior, and other transition-related factors
	Business Ethics		Declines in corporate reputation, brand value, and customer trust, as well as disruptions to business activities resulting from the remediation of governance deficiencies, arising from inappropriate sales practices, improper handling of information assets, insufficient penetration of corporate values and codes of conduct, or other compliance-related issues
	Cybersecurity		Business disruptions and reputational damage resulting from the leakage of sensitive or confidential information, prolonged interruptions to critical systems and data access, or the unauthorized alteration of systems or data
Opportunities	Under discussion		

3. Addressing Core Materiality: Initiatives and Progress

⑦ Progress on Core Materiality Indicators

Financial Well-being for All

Number of customers

Domestic ca. **36.5 million**

Overseas ca. **39.5 million**

Contribution to financial inclusion in emerging countries (Number of microinsurance provision)

ca. **13.5 million**^{*1}

Healthy People and Society

Financial literacy education for future generations (Number of participants)

ca. **28,000**

Number of employees who have participated in local volunteer activities

ca. **39,000**^{*2}

Environmental Leadership

In-house GHG emissions reduction^{*7} (Scope1&2) **86%**

GHG emissions reduction of investments portfolio^{*3} (Scope3, Category 15)

DL **43%**^{*4} **DFL** **52%**^{*5}

Sustainability-themed investments^{*3}
Cumulative amount o/w cumulative environment and climate change
3.7trillion JPY **1.9trillion JPY**

Avoided GHG emissions^{*3} **4.21million t-CO₂e/year**

Proactive Governance and Engagement

ESG composite indices

Dow Jones Best-in-Class Asia Pacific Index
MSCI Japan ESG Select Leaders Index

Diversity of human resources^{*6}

Ratio of female executives **18.2%** **Ratio of female organization heads** **22.0%**

Creation of fulfilling work^{*6} **67.6**
(Engagement score)

Innovation promotion **17**
(Number of applications for innovation fund)

^{*1} Scope of calculation: DLVN, DLKH, SUD

^{*2} Scope of calculation: HD, DL, DFL, DNL, PLC, TAL, PNZ, DLVN, DLKH, DLMM, SUD

^{*3} Implemented at: DL, DFL

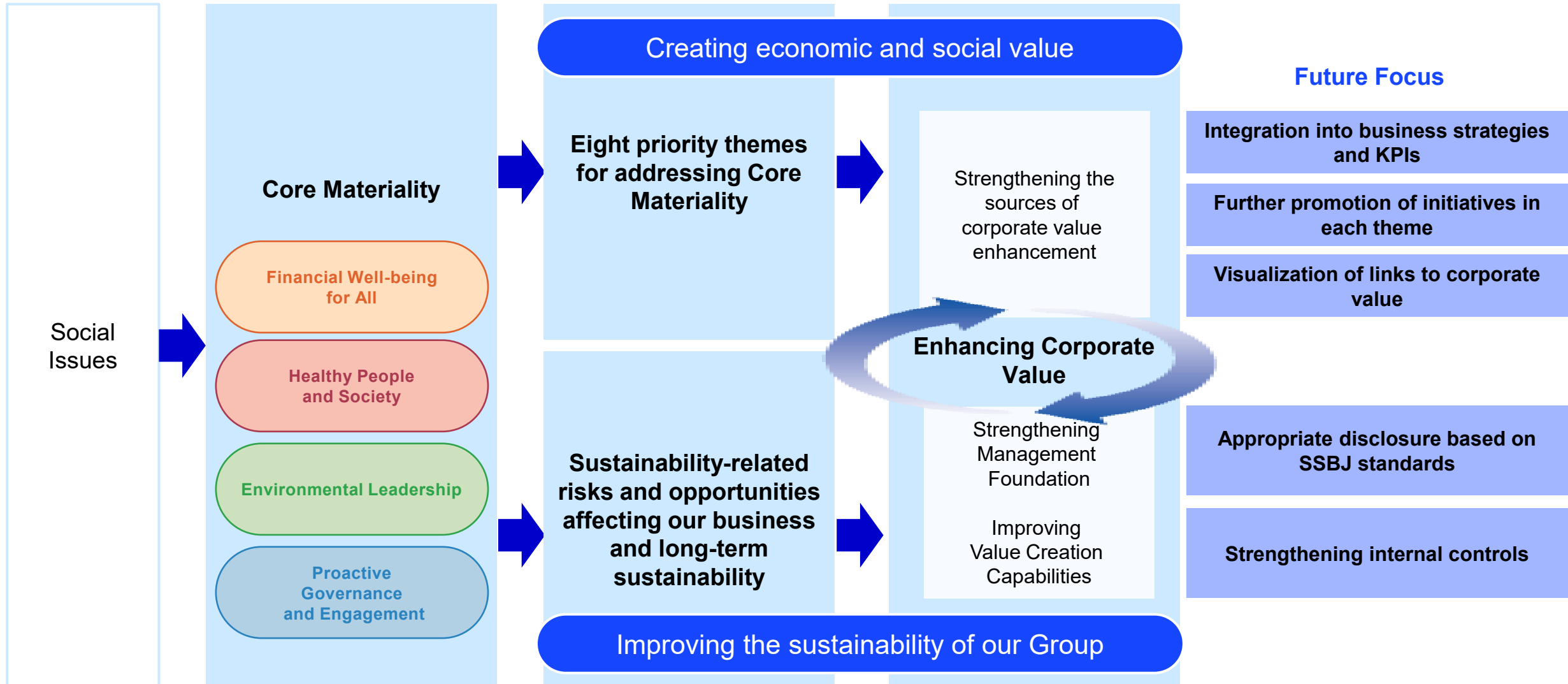
^{*4} Results of FY2024. DL includes the portfolios of listed equities, corporate bonds, real estate and loans, and the results are aggregated on an absolute volume basis.

^{*5} Results of FY2024. DFL covers the corporate bond portfolio and is calculated on an intensity basis.

^{*6} Scope of calculation: Ratio of female executives: HD, DL; Ratio of female organization heads: HD, DL, DFL, DNL; Engagement score: HD, DL, DFL, DNL

^{*7} The scope of reporting entities is consistent with that of the consolidated financial statements

4. Sustainability Promotion Framework and Focus in the Next Mid-Term Plan



[Reference] Introduction of Integrated Report/Sustainability Report

		Environment	Society	Governance	Financial
Mandatory Disclosure	Annual Securities Report/Business Report				
			Corporate Governance Report	Summaries of Financial Results	
Voluntary Disclosure	Integrated Report				
	IR Website				
	Sustainability Report *				
	Net Zero Transition Plan		Human Rights Report		
	Sustainability Website				
	Sustainability Data Book				
		Human Capital Report	Voluntary Disclosures on Sustainability		

Integrated Report



https://www.daiichilife-group.com/en/investor/library/annual_report/pdf/2026_index_001.pdf

Sustainability Report



<https://www.daiichilife-group.com/en/sustainability/report/>

※English version will be available by the end of Oct 2026

*The "Environmental Leadership" section in the Sustainability Report was created in accordance with the recommendations made by the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD)

Group Company Name Abbreviation

HD	[Japan]	Daiichi Life Group, Inc.
DL	[Japan]	Daiichi Life Insurance Co., Ltd.
DFL	[Japan]	Daiichi Frontier Life Insurance Co., Ltd.
DNL	[Japan]	Daiichi Neo Life Insurance Co., Ltd.
PLC	[US]	Protective Life Corporation
TAL	[Australia]	TAL Daiichi Life Australia Pty Ltd
PNZ	[New Zealand]	Partners Group Holdings Limited
DLVN	[Vietnam]	Daiichi Life Insurance Company of Vietnam, Limited
DLKH	[Cambodia]	Daiichi Life Insurance (Cambodia) PLC.
DLMM	[Myanmar]	Daiichi Life Insurance Myanmar Ltd.
SUD	[India]	Star Union Dai-ichi Life Insurance Company Limited

Investor Contact

Daiichi Life Group, Inc.
Investor Relations Group
Corporate Planning Unit

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