

DATA SECTION



Scope of Aggregation and Calculation Period

Scope of Aggregation

Dai-ichi Life Holdings (HD) and its major subsidiaries are covered.

When referring to a specific aggregation scope, abbreviations in parentheses are used.

Major Subsidiaries

The Dai-ichi Life Insurance Company, Limited (DL)

The Neo First Life Insurance Company, Limited (NFL)

Dai-ichi Life International Holdings, LLC (DLIHD)

Benefit One Inc. (Benefit One)

Protective Life Corporation

Partners Group Holdings Limited

Dai-ichi Life Insurance (Cambodia) PLC.

Dai-ichi Life Reinsurance Bermuda Ltd.

The Dai-ichi Frontier Life Insurance Co., Ltd. (DFL)

ipet Insurance Co., Ltd. (ipet)

Vertex Investment Solutions Co., Ltd. (Vertex)

TAL Dai-ichi Life Australia Pty Ltd.

Dai-ichi Life Insurance Company of Vietnam, Limited

Dai-ichi Life Insurance Myanmar Ltd.

Scope of Aggregation and Calculation Period

Scope of Aggregation

The following numbers denote the scope of aggregation in the column of each chart.

Indicators	
*1	Consolidated Financial Results
*2	HD
*3	DL
*4	DL (office workers)
*5	DL (sales role)
*6	DFL
*7	NFL
*8	ipet
*9	Benefit One
10	Benefit One (CR)
*11	HD, DL (office workers)
*12	HD, DL, DFL, NFL
*13	HD, DL (office workers), DFL, NFL
*14	HD, DL, DFL, NFL, ipet
*15	HD, DL, DFL, NFL, ipet, Benefit One
*16	HD, DL, DFL, NFL, DLTX, other domestic CR
*17	DL, DLTX (CR), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR, overseas CR
*18	HD, DL (office workers), DFL, NFL, DLTX (CR), ipet (CR), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR, overseas CR
*19	HD, DL, DFL, NFL, DLTX (CR), ipet (CR), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR, overseas CR
*20	HD, DL, DFL, NFL, DLTX (CR), ipet (CR), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR, overseas CR
*21	HD, DLIHD, DL, DFL, NFL, DLTX (CR), ipet (CR), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR, overseas CR

* Career rotation (referring to secondment)

Core Materiality Indicators

To ensure that we address the core materiality we set, we have established indicators for each item to measure progress, aiming for both a sustainable society and business growth.

Core Materiality

I. Financial Well-Being for All

II. Healthy People and Society

III. Green Leadership

IV. Proactive Governance and Engagement

- Build a sustainable management foundation that is valued by society
- Respect the human rights of all stakeholders
- Create a fulfilling work environment by promoting an organizational culture that leverages diverse personalities and maximizes and enhances individual capabilities

Indicators	Actual results*1	Target levels
ESG composite indices	FY2024 Selected for the Dow Jones Sustainability Asia Pacific Index MSCI ESG Rating: AA	Industry-leading level in Japan
Diversity of talent	Ratio of female executives: 17.1%*2 Ratio of female organization heads: 19.5%*3	Both 30% by April 2030
Creation of fulfilling work (engagement score)	66.3*4	—
Innovation promotion (applications of Innovation Fund)*5	41 cases	30 cases per year

*1 Actual results in FY2024 in case otherwise stated

*2 Total at HD and DL

*3 As of April 2025, total of HD, DL, DFL, and NFL

*4 Total of HD, DL, DFL, and NFL

*5 An intra-group fund system to provide financial support for innovative business ideas that can benefit the Group

Gender Ratio

Number of Employees

Item	Scope	FY2021	FY2022	FY2023	FY2024
Consolidated number of employees (people)	*1	62,260	60,997	59,495	60,814

Gender Ratio

Item	Scope	FY2021	FY2022	FY2023	FY2024
Ratio of women in top management positions (%)	*11	12.1	13.4	13.7	17.1
Total number of management positions*1 (people)	*15	3,680	3,747	3,833	3,745
Total number of women in management positions (domestic consolidated)*1 (people)	*15	1,049	1,102	1,135	1,170
Ratio of women in management positions (domestic consolidated)*1 (%)	*15	28.5	29.4	29.6	31.2
HD	*2	14.8	16.2	18.5	17.5
DL	*3	30.1	31.3	32.0	33.5
DFL	*6	12.5	15.9	15.6	19.1
NFL	*7	19.5	16.0	16.4	17.4
ipet	*8	–	33.9	27.9	25.8
Benefit One	*9	–	–	–	50.0
Ratio of women in entry-level management*1 (%)	*15	37.1	37.5	37.5	40.0
Ratio of women in senior management*1 (%)	*15	9.4	9.8	12.5	14.2
Ratio of women in management positions with revenue-generating functions (such as sales)*2 (%)	*3	32.0	33.2	33.7	35.2

*1 The ratio of the number of employees in the Company in the scope of aggregation for which data is available compared with the total number of employees on a consolidated basis during the last fiscal year is 84.1%.

*2 The ratio of the number of employees in the Company in the scope of aggregation for which data is available compared with the total number of employees on a consolidated basis during the last fiscal year is 78.1%.

Gender Ratio

Gender Ratio

Item	Scope	FY2021	FY2022	FY2023	FY2024
Ratio of women in STEM-related positions (%)	*21	4.6	5.3	3.7	5.8
Average age (years)	*2	41 years 11 months	42 years 2 months	41 years 9 months	39 years 2 months
Average years of service (years)	*2	14 years 10 months	15 years 9 months	14 years 6 months	11 years 8 months
Average years of service for employees (male)	*4	21 years 5 months	21 years 11 months	22 years 5 months	22 years 3 months
Average years of service for employees (female)	*4	12 years 3 months	13 years 0 months	13 years 7 months	13 years 9 months

Gender Pay Gap

Salary (Overall)

Item	Scope	FY2021	FY2022	FY2023	FY2024
Average annual salary (10,000 yen)	*2	978.7	972.2	949.9	1,044.2

Gender Pay Gap*3

Item	Scope	FY2021	FY2022	FY2023	FY2024
Domestic consolidated (%)	All employees	–	38.2	41.6	44.5
	Full-time employees	–	37.6	41.8	45.5
	Part-time and fixed-term employees	–	42.2	41.8	41.1
HD (%)	All employees	–	55.2	61.0	64.4
	Full-time employees	–	57.0	61.6	62.0
	Part-time and fixed-term employees	–	27.3	44.0	107.4
DL (%)	All employees	–	38.0	41.5	43.8
	Full-time employees	–	37.4	41.7	44.8
	Part-time and fixed-term employees	–	43.2	44.0	40.3
DFL (%)	All employees	–	54.3	56.3	59.3
	Full-time employees	–	54.0	56.3	59.4
	Part-time and fixed-term employees	–	77.5	–*4	–*4

*3 Calculated as follows: (Annual average salary (female) / Annual average salary (male)) × 100%

*4 Data is not available as no fixed-term employees were employed in FY2023 and FY2024.

Gender Pay Gap

Gender Pay Gap

Item		Scope	FY2021	FY2022	FY2023	FY2024
NFL (%)	All employees	*7	–	57.9	55.5	54.5
	Full-time employees	*7	–	57.9	55.9	55.1
	Part-time and fixed-term employees	*7	–	56.2	12.4	–*5
ipet (%)	All employees	*8	–	58.7	55.9	56.0
	Full-time employees	*8	–	59.7	56.0	56.6
	Part-time and fixed-term employees	*8	–	98.1	100.0	159.7
Benefit One (%)	All employees	*9	–	–	–	59.2
	Full-time employees	*9	–	–	–	65.7
	Part-time and fixed-term employees	*9	–	–	–	51.0

*5 Data is not available as no fixed-term employees were employed in FY2024.

Gender Pay Gap by Job Grade

Position	Scope	Female*6		Male
		FY2023	FY2024	
Manager (base salary only)*7	*11	0.87	0.88	1
Manager (base salary + other cash compensation)*7	*11	0.86	0.86	1
Non-manager (base salary only)*7	*11	0.70	0.72	1

*6 Base ratio of 1 for male equivalent

*7 The ratio of the number of employees in the Company in the scope of aggregation for which data is available compared with the total number of employees on a consolidated basis during the last fiscal year is 18.4%.

Other Ratios

Other Ratios

Item	Scope	FY2021	FY2022	FY2023	FY2024
Workforce breakdown by race, ethnicity, or nationality* ⁸ (%)					
Japan	*21	99.75	99.68	99.77	99.71
China	*21	0.11	0.16	0.11	0.13
Korea	*21	0.06	0.08	0.05	0.06
Germany	*21	0.01	0.02	0.01	0.01
Australia	*21	0.00	0.00	0.00	0.01
Others	*21	0.08	0.06	0.06	0.10
Workforce breakdown of managers by race, ethnicity or nationality* ⁸ (%)					
Japan	*19	99.81	99.82	99.79	99.78
China	*19	0.05	0.05	0.04	0.08
Korea	*19	0.09	0.08	0.13	0.08
Germany	*19	0.05	0.05	0.04	0.04
Australia	*19	0.00	0.00	0.00	0.04
Ratio of employees with disabilities* ⁹ (%)	*16	2.34	2.44	2.49	2.43

*⁸ The ratio of the number of employees in the Company in the scope of aggregation for which data is available compared with the total number of employees on a consolidated basis during the last fiscal year is 80.7%. Further, companies that are in the scope of aggregation for CR only are not included in the total scope of aggregation for companies.

*⁹ Figures are for June 1 of each fiscal year. Further, the ratio of employees with disabilities was 2.53% as of June 1, 2025, exceeding the legally mandated employment rate.

Employment

Employment

Item	Scope	FY2021	FY2022	FY2023	FY2024
Number of new hires (people)	*4	466	359	373	454
Male (people)	*4	128	144	143	225
Male (%)	*4	27.5	40.1	38.3	49.6
Female (people)	*4	338	215	230	229
Female (%)	*4	72.5	59.9	61.7	50.4
By age (people)					
20s and younger	*4	200	171	154	203
30-39 years old	*4	113	83	97	129
40-49 years old	*4	101	73	73	71
50-59 years old	*4	46	29	38	41
60s and older	*4	6	3	11	10
Ratio of open positions filled by internal candidates (internal hires) (%)	*4	95.9	96.4	93.4	84.8
Average hiring cost divided by number of full-time employees (1,000 yen)	*4	2,192	2,097	2,157	2,161
Ratio of mid-career hires (%)					
Sales role	*5	91	93	95	94
In-house employee role					
Career-track (comprehensive) employees	*4	45	53	49	53
Career-track (administrative) employees	*4	73	75	79	81
Other	*4	100	100	100	100

Employment

Employee Turnover

Item	Scope	FY2021	FY2022	FY2023	FY2024
Employee turnover (%)	*18	4.0	3.7	3.8	13.3
Male	*18	34.2	26.8	32.2	36.5
Female	*18	65.8	73.2	67.8	63.5
Managerial level and above	*18	15.8	13.0	17.9	30.5
Below managerial level	*18	84.2	87.0	82.1	69.5
Voluntary employee turnover (%)	*18	3.2	3.7	3.8	13.3
Coverage of above employee turnover (global basis, full-time employees)*10 (%)	*18	84.1	86.6	86.2	86.8

*10 Ratio of employees in the Company in the scope of aggregation for which data is available

Human Resource Development

Human Resource Development

Item	Scope	FY2021	FY2022	FY2023	FY2024
Average spend on training and skill development per full-time employee*11 (yen)	*18	–	–	57,285	47,661
Average hours of training and skill development per full-time employee*11 (hours)	*18	–	–	5.45	15.0
Training hours by training type (hours)					
DX	*18	–	–	1.4	9.8
Global	*18	–	–	0.7	1.0
Management	*18	–	–	1.2	1.1
Nurturing the next generation of management leaders	*18	–	–	0.5	0.7
Career development support	*18	–	–	1.7	2.4
Training hours by gender (%)					
Male	*18	–	–	49	50
Female	*18	–	–	51	50
Utilization status of My Career program (people)					
Number of Global Job Postings	*21	222	301	369	1,077
Total number of applicants	*21	302	371	411	495
Number of successful applicants	*21	93	126	153	160
Actual use of secondary job programs (cumulative) (cases)					
Internal secondary job	*21	10	51	123	41
External secondary job	*21	106	209	423	596
Number of employees achieving over 3.5 in Global Pool Assessment (GPA) (people)	*21	128	153	187	205

*11 The ratio of the number of employees in the Company in the scope of aggregation for which data is available compared with the total number of employees on a consolidated basis during the last fiscal year is 20.2%.

Employee Support Program

Employee Support Program

Item	Scope	FY2021	FY2022	FY2023	FY2024
Ratio of male employees taking parental leave (domestic consolidated) ^{*12,13,14} (%)	*15	92.2	124.8	105.3	103.9
HD	*2	100.0	163.6	100.0	108.3
DL	*3	85.1	124.8	114.0	110.9
DFL	*6	100.0	157.1	88.9	107.1
NFL	*7	100.0	140.0	83.3	141.7
ipet	*8	–	22.2	33.3	41.7
Benefit One	*9	–	–	–	60.0

*12 The ratio of male employees taking childcare leave, etc., is calculated in accordance with the calculation standards for the ratio of employees taking childcare leave, etc., that are required to be published under the revised "Childcare and Family Care Leave Law of Japan" (enforced in April 2023).

*13 Figures for FY2024 include Benefit One; figures for FY2022 and later include ipet; figures for FY2021 and earlier are the total of the four companies excluding ipet.

*14 Calculated as follows:

FY2022 and later: Based on national standard

Denominator: Persons whose spouse gave birth during the fiscal year

Numerator: Persons who took parental leave during the fiscal year (excluding persons who took parental leave during the previous fiscal year)

FY2021:

Denominator: Persons eligible to take parental leave during the current fiscal year

Numerator: Of those eligible, persons who took parental leave during the current fiscal year

Health Promotion

Health Promotion

Item	Scope	FY2021	FY2022	FY2023	FY2024
Presenteeism (%)	*3	–	24.0	23.4	23.3
Absenteeism (days)	*3	–	2.5	2.2	2.2
Periodic health checkup rate (%)	*3	99.8	99.9	99.9	99.9
Rate of detailed examination required by health checkup (%)	*3	85.7	87.8	87.4	87.3
Followup health guidance implementation rate (%)	*3	100.0	100.0	100.0	100.0
Specific health guidance completion rate (%)	*3	93.1	91.1	92.4	—*15
Gastric cancer screening uptake rate (%)	*3	46.7	46.5	45.5	—*15
Colorectal cancer screening uptake rate (%)	*3	80.3	81.0	81.5	—*15
Breast cancer screening uptake rate (%)	*3	72.3	72.2	72.8	—*15
Cervical cancer screening uptake rate (%)	*3	34.9	36.5	38.4	—*15

*15 Currently aggregating figures for FY2024

Health Promotion

Health Promotion

Item	Scope	FY2021	FY2022	FY2023	FY2024
Healthcare point registration rate (%)	*3	73.9	79.4	80.6	79.9
Rate of taking stress checks (%)	*3	83.8	81.2	86.3	90.3
Ratio of people with high stress (%)	*3	13.5	14.9	14.7	15.6
Ratio of men who exercise regularly (%)	*3	53.6	55.0	54.4	38.2
Ratio of women who exercise regularly (%)	*3	36.0	36.2	34.9	19.0
Ratio of men who maintain appropriate body weight (%)	*3	67.6	67.4	67.2	66.4
Ratio of women who maintain appropriate body weight (%)	*3	74.0	73.9	73.5	72.9
Smoking rate (male) (%)	*3	27.9	27.3	27.7	27.7
Smoking rate (female) (%)	*3	22.8	22.2	21.9	21.7
Number of work-related accidents (cases)	*3	755	663	734	644
Number of cases with suspension of work	*3	141	126	121	113
Number of commuting accidents (cases)	*3	258	271	242	262
Number of cases with suspension of work	*3	55	67	62	57
Absence rate* ¹⁶ (%)	*3	1.22	1.25	1.23	1.29
Coverage of above data* ¹⁷	*3	81.3	78.0	76.9	76.0

*16 Calculation for absence rate is as follows:

Total number of days taken for annual leave or sick leave / (Number of employees × Number of working days) × 100

The total number of days taken for annual leave or sick leave covers the total time taken off work, excluding work duties and commuting, for treatment of injuries or sickness.

Other days off, such as national holidays, maternity leave, and childcare leave are fixed days off established under the Company leave system and are not included in the above calculation.

*17 Ratio of employees included in the scope of aggregation for cumulative number of employees

Others

Others

Item	Scope	FY2021	FY2022	FY2023	FY2024
Rate of employees with top level of engagement score (%)	*21	28.7	30.7	33.6	36.2
Rate of employees who responded to engagement survey*18	*21	78.0	68.0	70.0	75.0
Employee union membership rate*19 (%)	*12	87.8	89.2	94.8	93.7
Ordinary revenues (billion yen)	*1	8,209.7	9,508.8	11,028.2	9,873.3
Operating expenses (billion yen)	*1	752.2	841.7	926.3	989.8
Personnel expenses*20 (billion yen)	*1	419.1	426.2	437.5	479.6

*18 Ratio of employees responding to the engagement survey among employees surveyed

*19 Ratio of employees who belong to unions among employees of the Company in the scope of aggregation

*20 Excludes remuneration of Directors and Officers at each company

Third Party Assurance

We have obtained third-party assurance for the following items:

- Absenteeism rate
- Gender pay gap

For more information, see our website:

<https://www.dai-ichi-life-hd.com/en/sustainability/data/index.html>



Independent Assurance Statement

To: Dai-ichi Life Holdings, Inc.

The Association for Non-Financial Information Assurance (ANFIA) had been engaged by Dai-ichi Life Holdings, Inc. (hereinafter "Dai-ichi Life") to conduct an independent assurance with respect to the specified information on Sustainability Data prepared by Dai-ichi Life (the subject information). The aim of this statement is to provide limited assurance on the reliability and objectivity of select information included on the subject information. The scope of this assurance was described in the attached table.

Dai-ichi Life's Responsibility

Dai-ichi Life is responsible for collecting, calculating, and publishing the data necessary for the calculation of performance values in accordance with the standards it has established for the calculation and reporting of indicators (hereinafter "standards established by Dai-ichi Life").

ANFIA's Responsibility

ANFIA's responsibility is to express a conclusion of limited assurance on the subject information based on the evidence obtained and the procedures performed.

ANFIA conducted limited assurance based on our standards in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Assurance Engagements Other than Audits or Reviews of Historical Financial Information) , the ISAE 3410 (Assurance Engagements on Greenhouse Gas Statements). ANFIA has complied with the requirements for independence, professional ethics and quality control as stipulated by ISAE 3000. ANFIA is independent of Dai-ichi Life and its affiliates and has no potential for impartiality or conflict of interest.

It should be noted that the procedures to be conducted in a limited assurance engagement are more limited than those to be conducted in a reasonable assurance engagement.

Assurance Procedures

The procedures followed by ANFIA are based on professional and expert judgment and include the following.

- Assessment of the policies and procedures for calculating the indicators covered by the assurance.
- Questions to Dai-ichi Life's personnel to understand the above policies and calculation procedures.
- Reconciliation and recalculation with the obtained evidence to ensure that the actual values of the indicators covered by the assurance are captured, aggregated, and disclosed in accordance with the standards established by Dai-ichi Life.
- Obtaining and collating data on which to base key assumptions and calculation methods.
- Confirmation of the validity of the actual values of the indicators covered by the assurance.
- Consistency with the base records for the indicators described in the subject information.

Scope of our assurance engagement

The subject information, as prepared by Dai-ichi Life for which we have provided a third-party assurance, are as follows:

Sustainability Data (FY2024)

Scope	Assured value	Boundary
Absentee rate	1.29	Dai-ichi Life Insurance Company

Gender Pay Gap (FY2024, Unit : Thousand yen)

Scope	Female	Male	Ratio
Administrative position (Annual Base Salary)	7,058	8,054	0.88
Administrative position (Annual Total Cash)	9,728	11,270	0.86
Non-Administrative position (Annual Base Salary)	3,101	4,319	0.72

Boundary : Dai-ichi Life Holdings and Dai-ichi Life Insurance Company

Scope 3 GHG emissions (category 15) and WACI* (Portfolio as of 2024)

Item	Actual value	Unit
Investment and financing (category 15) Absolute emissions	2,683	10,000 tCO ₂ e
Investment (category 15) WACI (weighted average carbon intensity)	1.2	tCO ₂ e / ¥mn

Boundary : Dai-ichi Life Insurance Company

*The calculation method : Please refer to the " https://www.dai-ichi-life-hd.com/sustainability/environment/pdf/transitionplan_001.pdf " .

Conclusion

As a result of the assurance procedures described above, nothing has come to our attention that causes us to believe that the indicators listed in the subject information have not been calculated, in all material respects, in accordance with the standards established by Dai-ichi Life.

The Association for Non-Financial Information Assurance

The Association for Non-Financial Information Assurance
Tokyo, Japan
July 29, 2025



Dai-ichi Life
Holdings

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