

Multi-Stakeholder Policy

Considering the growing importance of co-creating value in corporate management—not only with shareholders but also with employees, business partners, customers, local communities, and other diverse stakeholders—we are committed to appropriate collaboration with multiple stakeholders in accordance with “The Dai-Ichi Life Group Code of Conduct”.

Furthermore, recognizing that the appropriate distribution of earnings and results generated through value co-creation and productivity improvements contributes to maintaining momentum for wage increases and fostering sustainable economic growth, we acknowledge the importance of returning profits to employees and considering the needs of business partners. Based on this perspective, we will advance the following initiatives.

NOTICE

1. Giving Back to Our Employees:

We aim to drive the company’s growth by investing in human resources. By proactively allocating management resources to growth areas and enhancing our employees’ skills and capabilities, we will focus on maximizing added value while promoting sustainable growth and productivity.

In addition, we will implement appropriate wage increases based on our business conditions. Beyond salary adjustments, as part of a comprehensive approach to improving overall compensation, we will actively promote education and training initiatives to enhance employee engagement and further boost productivity, ensuring sustainable returns for our employees.

Specifically, we will adjust wage levels as necessary, considering our business performance and market competitiveness, while ensuring fair distribution based on roles and performance. Furthermore, to enhance the value of our human capital, we will develop a Career Development Program (CDP) that integrates employee development with performance evaluation. We will also offer a diverse range of training programs and career design support to foster continuous professional growth.

2. Consideration for Business Partners:

We will continue to uphold the principles outlined in the Declaration of Partnership Building.

If the Declaration of Partnership Building is no longer posted on the official portal site, we will voluntarily withdraw the publication of our multi-stakeholder policy.

• URL of the Declaration of Partnership Building:

[\[https://www.biz-partnership.jp/declaration/86631-07-00-tokyo.pdf\]](https://www.biz-partnership.jp/declaration/86631-07-00-tokyo.pdf)



Additionally, regarding business relationships with tax-exempt businesses, we will refer to the government’s publicly announced policy on tax-exempt businesses and their approach to compliance with the invoice system. Based on this, we will work to establish appropriate business relationships.

3. Initiatives Concerning Other Stakeholders:

By putting “The Dai-Ichi Life Group Code of Conduct” into practice, we will take actions that uphold the trust and expectations of our customers, society, and the company (our colleagues).

We will continuously monitor the progress of these initiatives and ensure their steady implementation.

17th March 2025

The Dai-Ichi Life Techno Cross Co. Ltd

Representative Director, President

Chief Executive Officer: Isamu Ando