

TOKIO MARINE

Tokio Marine Holdings
**SUSTAINABILITY
REPORT
2023**

Tokio Marine Group's Purpose

Protecting Customers and Society in Times of Need

Our basic approach to being a “Good Company” is to be “a company trusted by all people and society by supporting customers and society in times of need.” Tokio Marine Group has provided “safety and security” to society and contributed to its development by making the most of our knowledge and experience accumulated over the years in the insurance industry. We will continuously work to solve various social issues and raise the Group's corporate value while contributing to a safe, secure and sustainable future. By doing so, we aim to become a “Good Company” that is trusted by all people and society.

To Be a *Good Company*

Tokio Marine Group Corporate Philosophy

With customer trust as the foundation for all its activities, Tokio Marine Group continually strives to raise corporate value.

- Through the provision of the highest quality products and services, Tokio Marine Group aims to deliver safety and security to all our customers.
- By developing sound, profitable and growing businesses throughout the world, Tokio Marine Group will fulfill its mandate to shareholders.
- Tokio Marine Group will continue to build an open and dynamic corporate culture that enables each and every employee to demonstrate his or her creative potential.
- Acting as a good corporate citizen through fair and responsible management, Tokio Marine Group will broadly contribute to the development of society.

Tokio Marine Group Sustainability Charter

Tokio Marine Group is committed to fulfilling its Corporate Social Responsibility (CSR) by implementing its Corporate Philosophy to achieve sustainable growth together with the development of society in accordance with the following principles:

- **Products and Services:** We aim to provide society with products and services to meet its needs for safety and security.
- **Respect for Human Rights and Dignity:** We respect and actively promote the recognition of human rights. We strive to ensure an energetic working environment that is both safe and healthy and to promote training and education of our employees. We respect the right to privacy and strive to enforce sound information management and control.
- **Protection of the Global Environment:** Acknowledging that the protection of the global environment is an important responsibility for all corporate entities, we respect the harmonization with and the improvement of the global environment in all of our

activities.

- **Contribution to Local Communities and Societies:** As a member of various communities and societies, we respect the diversity of cultures and customs and we aim to contribute actively to the needs of the current era.
- **Compliance:** While striving to maintain high ethical standards at all times, we will pursue strict compliance in all aspects of our business activities.
- **Communication:** We intend to disclose information timely and appropriately and to promote dialogue with all our stakeholders to ensure effective corporate management.

Present Status of Tokio Marine Group

Founding

1879 Japan's first insurance company
144 years in business since the establishment of Tokio Marine Insurance
1914 Launch of Japan's first auto insurance

Number of Group Companies

Tokio Marine Holdings

Subsidiaries **268 companies**

Affiliates **26 companies**



Performance Indicators

FY2022 Results

● Key performance

Top line
 (net premiums written + life insurance premiums):

5,541.6 billion yen

Adjusted net income: **444.0 billion yen**

Adjusted ROE: **11.1%**

* Adjusted net income and adjusted ROE are our original performance indicators that exclude the effect of various reserves specific to the Japanese insurance business and the effect of goodwill.

● Profit composition by region*

Overseas **56%** FY2023 Domestic **44%**

* Calculated based on profit by business segment (initial plan)

Environmental Indicators

● Reduction in GHG emissions

Reduction of **34%** in FY2022 (vs FY2015)

● Carbon neutral status

10 consecutive years since FY2013
 (14 consecutive years for Tokio Marine & Nichido)

* Scopes 1 + 2 + 3 (four items)

● Decarbonization-related insurance underwritten

Approx. 35.0 billion yen

(results as of the end of FY2022)

● Sustainable and themed investments and financing

Approx. 109.0 billion yen

(balance as of the end of FY2022)

● Economic value generated by mangrove planting

Total of **118.5 billion yen** (April 1999 – March 2019)

Number of Employees

(as of March 31, 2023)

Approx. 43,000 persons

Domestic Approx. **25,000**

Overseas Approx. **18,000**



Main Business

- Non-life insurance business in Japan
- Life insurance business in Japan
- Insurance business overseas
- Financing and other businesses



International Network



JAPAN and **46** countries and regions

Financial Rating

(Tokio Marine & Nichido as of June 1, 2023)

S&P **A+**

Moody's **Aa3**

A.M. Best **A++**

Social Indicators

● Employee participation rate in social contribution activities

Accumulated total participation rate of more than

100% (Tokio Marine Holdings and main subsidiaries)

● Expenditure for social contribution activities

Approx. 3.1 billion yen

(Tokio Marine Holdings and main subsidiaries)

● Culture and value survey for employees

4.4 on a scale of five

* Combined total of Tokio Marine Holdings and Group companies in and outside Japan



Governance Indicators

● Board of Directors:

Outside Directors comprise **47%** (7 of 15 Directors)



● Audit & Supervisory Board: Outside Audit & Supervisory Board Members comprise

60% (3 of 5 Members)



● Directors and Audit & Supervisory Board Members: Women comprise

20% (4 of 20 persons)



● Nomination Committee: Outside Officers comprise

60% (3 of 5 Officers)



● Compensation Committee: Outside Officers comprise

80% (4 of 5 Officers)



ESG Assessment (as of August 31, 2023)

DJSI

Selected for **14** consecutive years

MSCI

AA

CDP

A-

Sustainalytics

19.0 (Low Risk)

Health & Productivity stock

Selected for **8** consecutive years

DX Stock

Selected for **2** consecutive years

PRIDE Index

Gold rating (Tokio Marine & Nichido)

ESG Finance Awards Japan

Silver Award (environmentally sustainable company category)

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1 Top Message

Aiming for Full-Fledged Sustainability Management to Continue Our Efforts to Realize a Sustainable Society in Which People Can Live Safely and with a Sense of Security While Taking on Bold Challenges and Achieve Our Own Growth

Perception of External Environment and Our Purpose

Since our founding in 1879, protecting customers and local communities in times of need has been our unwavering purpose, or raison d'être.

Our business started with marine insurance 144 years ago. Since then, while experiencing a number of difficulties and drastic changes in the social structure, including the Great Kanto Earthquake and advances in motorization, we have sincerely addressed and worked to resolve ever-changing social issues through our core insurance business, based on our purpose of protecting customers and local communities in times of need. All employees have been striving together under the shared belief that the more we grow our business, the more we can make the world a better place. With their efforts, we intend to achieve sustained profit growth and continue to provide value to all stakeholders, including customers, society, shareholders, employees and future generations.

Needless to say, constantly providing value to all stakeholders is not an easy task. Nonetheless, we will continue to resolve increasingly complex social issues and contribute to the realization of a sustainable society while keeping our purpose in mind and believing that there is always an optimum solution.

Over the course of 144 years, we have grown into a global corporate group with more than half of its profit deriving from overseas businesses. As such, whatever happens in any part of the world, it is not someone else's problem for us anymore.

Natural disasters have increased in intensity in line with climate change. The prolonged conflict in Ukraine has served to divide the world further and, as a consequence, caused the rapid restructuring of the global supply chain and accelerated changes in the economic security framework. Due in part to these



S. Komiya

Satoru Komiya

President and Group CEO
Tokio Marine Holdings, Inc.



Tokio Marine Group's
Purpose

situations, inflation has progressed globally, the impact of the credit crunch has become evident with the collapse of financial institutions in the United States and there has also been a growing risk that the economy will take a downward turn. The degree of volatility, uncertainty, complexity and ambiguity (VUCA) has increased in the political, economic, social and all other aspects, making it difficult to foresee the future in the months, even weeks, ahead.

Then again, insurance is about supporting customers in times of need. As a corporate group engaging in the insurance business, we aspire to remain a presence that assists people in taking on challenges even in such an environment with an uncertain future and helps society grow while we ourselves continue to take up the challenge of solving social issues.

Sustainability Strategy (Purpose Story)

For us to contribute to the resolution of social issues and achieve our own growth in a sustained manner through our core insurance business, it is important to establish a cycle of linking business activities with the solving of social issues.

More specifically, we have included taking climate action, improving disaster resilience and supporting people's healthy and enriching lives in the list of material issues that the Group should tackle in particular. Accordingly, we will work to realize a sustainable society in which people can live safely and with a sense of security while also taking on bold challenges by leveraging two of the Group's strengths, namely global risk diversification and global, integrated Group management.

I believe that the resolution of human rights issues is essential to realizing a sustainable society. As a signatory to the United Nations Global Compact, Tokio Marine Group will promote and enhance initiatives related to human rights throughout the value chain, with every employee repeatedly taking honest and empathetic action.

Cooperation with stakeholders is also necessary for solving social issues and achieving sustained growth. While facilitating collaboration with external partners, we will hone our ability to resolve social issues and constantly rotate our value creation cycle.

As examples of our collaboration with external partners in the field of disaster resilience, a cross-industrial disaster prevention consortium named CORE just initiated its comprehensive disaster prevention and mitigation solutions projects in

Japan. In the United States, we are examining the provision of a risk improvement program jointly with the University of Hawaii, which includes measures to counter the aging of condominiums. In China, a health promotion consortium was formed, and the development of healthcare solutions transcending industrial boundaries is underway to extend Chinese people's healthy lifespans. These "seeds" have just started sprouting but will eventually grow into trees and become forests. It feels very reassuring that such initiatives are being accelerated both in Japan and across the world, and we are confident that constantly and honestly making these efforts will become a driving force for us to continue our sustained growth 100 years from now.

Working with Stakeholders to Become a Global Insurance Group Truly Needed 100 Years from Now

Related measures taken by each Group company are monitored for progress by the Sustainability Committee and are steadily promoted while being reported to and submitted for discussion at the Management Meeting and Board of Directors. Diverse members, including non-Japanese chief officers, participate in the committee and hold animated discussions about initiatives that are based on our purpose. These include whether we are fulfilling the roles society expects of us as a global company; providing support in terms of climate action to business partners in their transition to decarbonization, which will lead to the achievement of the Paris Agreement targets; and providing disaster prevention and mitigation solutions for better disaster resilience and to allow future generations to live safely and with a sense of security.

By further reinforcing our structure to promote integrated initiatives throughout the Group, we have been striving to foster a corporate culture where each employee works to solve social issues as their own personal matter.

Our history spanning more than 140 years has been a continuation of solving social issues, a history created through the collective efforts of employees and other stakeholders.

Going forward, we aim to provide customers and society with original solutions to pertinent social issues and create value for various stakeholders, including future generations. We will also work with all Group employees to achieve the growth expected of a world-leading insurance company.

We appreciate your continued support.



Specifying
Eight Material
Issues (Materiality)



Tokio Marine Group's
Approach to Value
Creation

2 Solutions for Social Issues and Progress of Sustainable Growth

Tokio Marine Group's purpose is to protect customers and society in times of need. Since our founding in 1879, we have achieved long-term sustainable growth by helping to address numerous social challenges that change with the times. When Tokio Marine was founded, 100% of our business was marine insurance. Since then, although marine insurance sales have grown significantly, they now account for only 2% of our total composition ratio. To put it another way, we have gained the support of our customers by adapting and expanding our business in response to a changing world, which has led to profit growth and increased shareholder dividends. We intend to achieve further growth so that we can always be there for customers and society in times of need.

History of the Group's Growth and Solutions for Social Issues

Direct Net Premiums Written^{*1} (Bar Graph) and Total Dividends Paid (Line Graph)

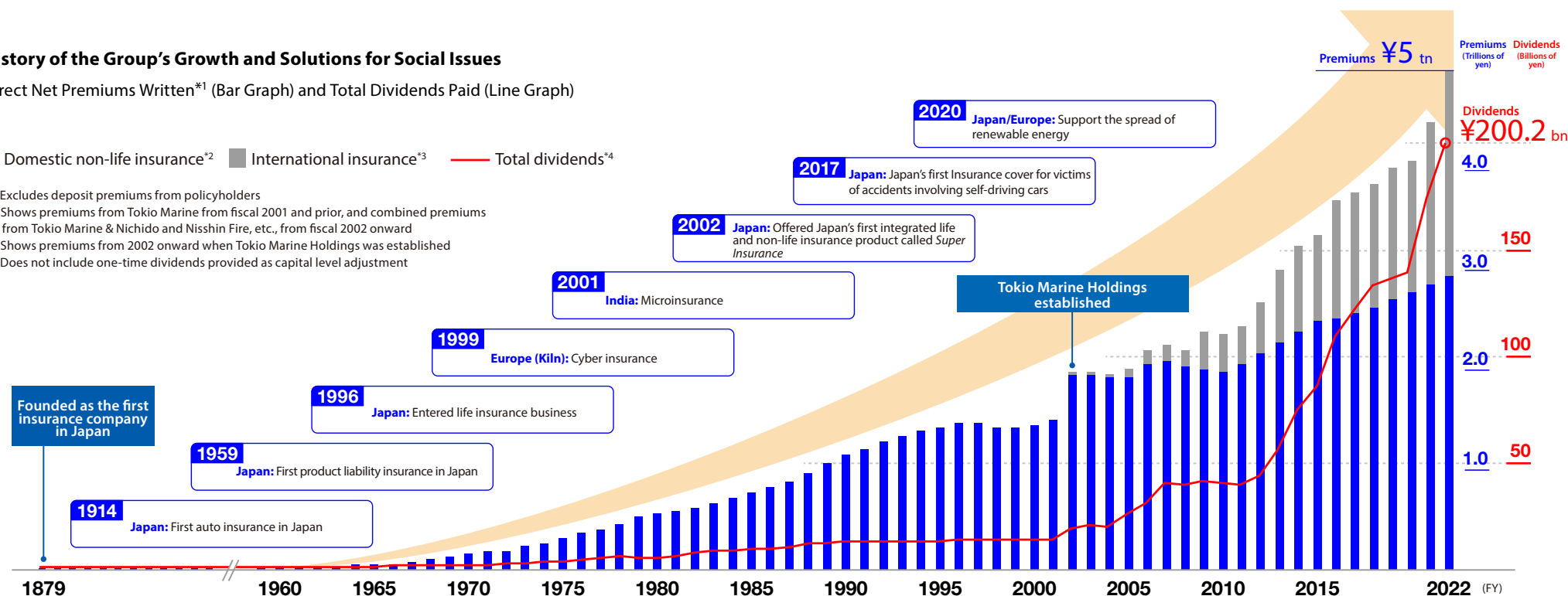
■ Domestic non-life insurance^{*2} ■ International insurance^{*3} — Total dividends^{*4}

*1: Excludes deposit premiums from policyholders

*2: Shows premiums from Tokio Marine from fiscal 2001 and prior, and combined premiums from Tokio Marine & Nichido and Nisshin Fire, etc., from fiscal 2002 onward

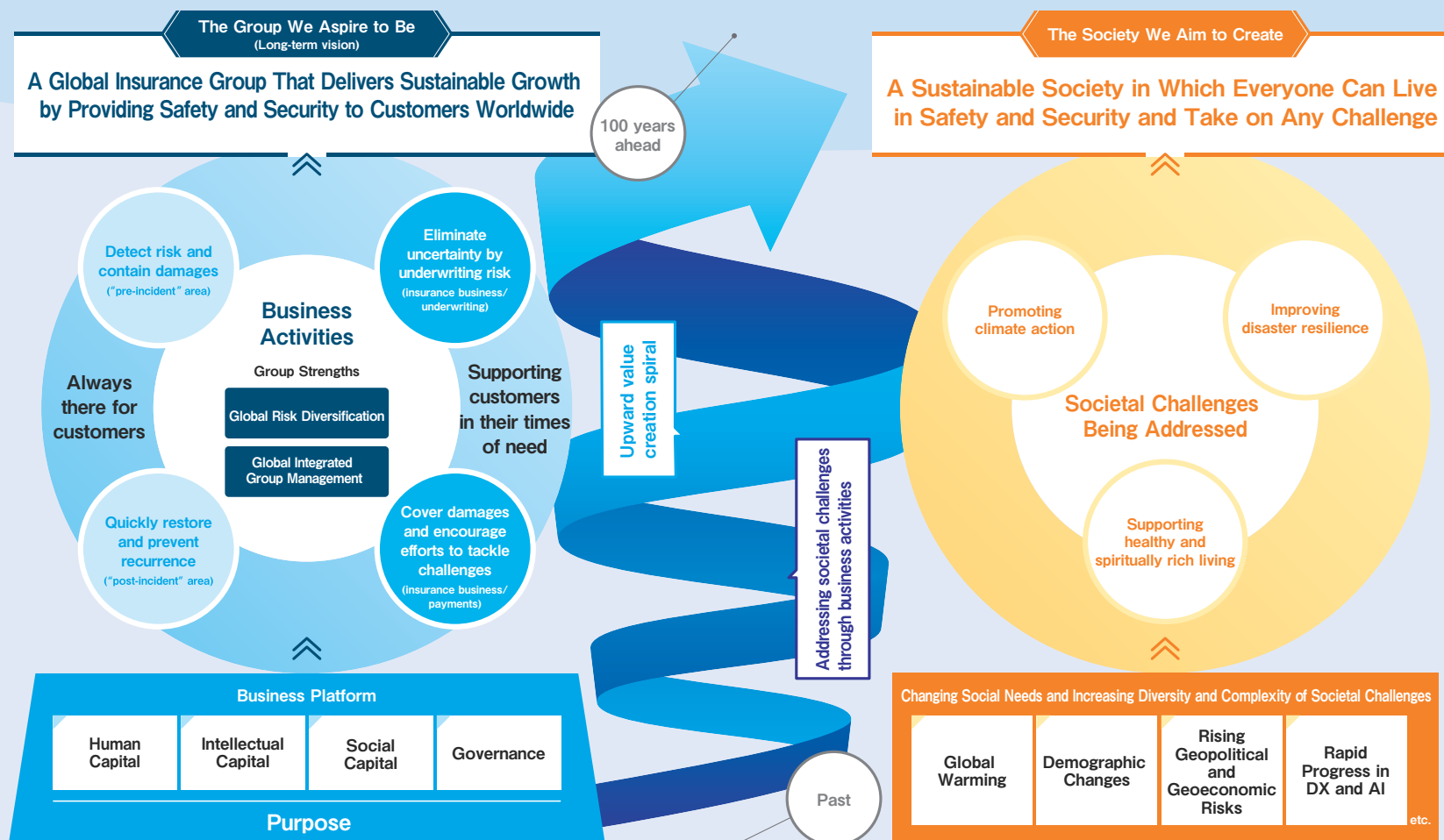
*3: Shows premiums from 2002 onward when Tokio Marine Holdings was established

*4: Does not include one-time dividends provided as capital level adjustment



3 Tokio Marine Group's Approach to Value Creation

With our Purpose as our foundation, we will bolster our human, intellectual, and social capital and create a cycle of business activities and solutions to societal challenges. This is how we will steadily refine our strengths and strategies and galvanize our problem-solving capabilities. Through this Purpose Story, we will continue to grow for the next 100 years.



4 CSUO Message

By contributing to building a better society through constantly seeking and offering solutions to ever-changing global issues as only Tokio Marine can, we will accelerate the upward spiral of resolving social issues while growing our business.

Protecting customers and society in their times of need has been Tokio Marine Group's raison d'être since our founding, aiming to be a global insurance group that delivers sustainable growth by providing safety and security to customers worldwide. Based on this purpose, we have confronted evolving social challenges head-on and offered solutions that only we can. Our historical contributions, from supporting Japan's modernization as a trading nation through maritime insurance to aiding postwar motorization with automobile insurance and promoting renewable energy through tailored insurance packages, illustrate how our core business activities inherently address social issues and embody sustainability. The spirit of sustainability ingrained in our 40,000 employees worldwide is the very essence of our DNA, a legacy passed down through generations since our founding.

Environmental Changes Surrounding Sustainability

In this rapidly changing and unpredictable era, the environment surrounding sustainability is also undergoing constant shifts. The scope of societal issues we need to address has expanded beyond global warming and climate change and the increasing frequency and intensity of natural disasters to encompass such areas as human rights and biodiversity preservation. Against this backdrop, my mission as CSUO is to make sure we continue to embody this long-established DNA of solving social problems and directly connect that to growth for society and the Company.

That is, "to continue building a sustainable society by balancing our corporate activities and the resolution of social issues." Despite the changing times, the core concept of our deeply rooted sustainability strategy has remained unchanged since our inception. We must continue to step up our efforts and capacity to solve issues. As these challenges become increasingly diverse and complex, it is important that we employ our expertise and know-how globally and mobilize as "one team" to combat them. It is imperative that we unite the individual contributions of each Group company and carry out collective activities with a greater sense of urgency.

Establishment of Promotional Framework and Penetration of Global Sustainability Strategy

To swiftly execute this strategy across the board, in fiscal 2021 we enacted the Group Sustainability Policy applicable to all Group companies and identified eight key areas (materiality) for focused initiatives based on our purpose. We also established the Sustainability Committee, which includes executives from overseas Group companies, to actively engage in discussion regarding our global sustainability strategy and initiatives. The Sustainability Committee goes beyond discussing overarching policies; it also focuses on showcasing how social challenges are tackled through both domestic and international business operations. This approach has led to increased communication between Japanese and overseas branches and played a crucial



Kiyoshi Wada

Managing Director
Group Chief Sustainability Officer
(CSUO)

role in expediting strategic decision-making and implementation throughout the Group. These initiatives have effectively propelled the permeation of sustainability policies and strategies across the Group. Centered on the eight key areas (materiality), efforts to address social challenges through business activities are gaining global momentum.

In addressing climate change, we are not only developing and offering products and services that contribute to the growth of renewable energy, but also engaging with more than 250 companies on climate change and environmental themes and operating a renewable energy fund to promote green investments. Furthermore, we have established the GX Round Table to foster collaboration across the Group in the green transformation (GX) field, advancing support for the global transition to a decarbonized society.

Within the domain of disaster resilience, we are actively broadening our efforts across pre-emptive and post-incident strategies, with the goals of accident prevention, mitigating burdens during incidents and expediting recovery while averting future recurrences. Harnessing digital technology, we have established streamlined and automated insurance claim procedures, ensuring swift delivery of benefits to those impacted. In the United States, we provide accident-detection sensors free of charge, integrating digital innovation into product evolution and launch to forestall accidents and curtail losses through data-driven insights. Our commitment extends to collaborative efforts in disaster prevention and mitigation across diverse industries through CORE, a disaster prevention consortium. This consortium has generated specific solutions such as the Real Time Hazard and resilient information delivery services, garnering support from over 100 participating companies and magnifying its societal impact.

We are also making consistent strides in other crucial domains, such as broadening Environmental, Social and Governance (ESG) investment and financing, making contributions toward future generations, improving disclosures in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and crafting a policy for human rights due diligence.

Accelerated Integration with Business Activities and Response to New Social Challenges

These initiatives have contributed to the incremental global adoption of our sustainability strategy, and we will take steps to further refine it going forward.

Specifically, we aim to create a state where exceptional ideas arising from each workplace, which contribute to solving social challenges, are transformed into unique businesses and services distinctive to the Group through effective communication among diverse employees and persistent hypothesis testing. To achieve this, we are enhancing the incorporation of our sustainability strategy into business plans and establishing a mechanism to review initiatives based on key performance indicators (KPIs). This initiative takes center stage in 2023. Furthermore, we recognize the importance of cultivating individuals who can drive the execution of strategies at each Group company. These individuals should embrace the sustainability strategy as their own, integrate it into their organizational plans and champion its implementation by involving their peers. To this end, we are developing a systematic curriculum for talent development in the theory and practice of sustainability strategy, scheduled for implementation this fiscal year.

As new social issues related to human rights and biodiversity conservation emerge, we remain attuned to changing perspectives and societal expectations, responding promptly.

Addressing human rights concerns, we have already created a human rights risk map, identifying priority areas for action among “business partners,” “value chains” and “employees.” In terms of biodiversity conservation, we continue to advance activities emblematic of the Group, such as mangrove planting and ocean conservation, while considering the forthcoming Taskforce on Nature-related Financial Disclosures (TNFD) framework for assessing impacts on ecosystems and natural capital resulting from business activities.

These endeavors do not operate in isolation, however. By proactively disclosing our various initiatives, such as our TCFD Report and Human Capital Report, we seek to invigorate dialogue with stakeholders, leveraging insights gained to further elevate our sustainability strategy.

Enhancing Value by Circulating Corporate Activities and the Resolution of Social Issues

Guided by our enduring purpose of protecting customers and society in times of need, we will combine the collective capabilities of the Group and take pride in our commitment to be a front-runner in solving social issues. At the same time, we will strive to increase both social value and economic value (profit growth) by circulating our corporate activities against the resolution of social issues.

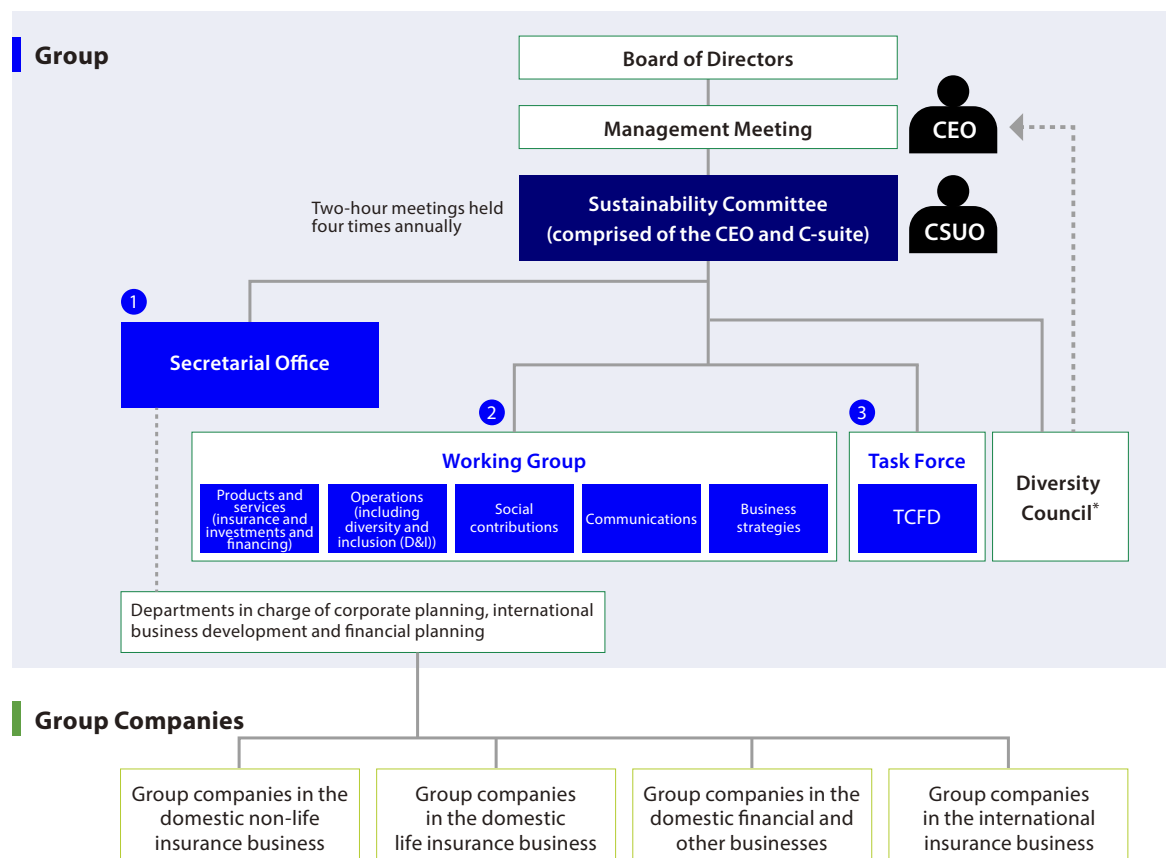
We sincerely appreciate the ongoing understanding and support of all our stakeholders.

5 Organizational Structure for Promoting Sustainability

Given its importance, the Sustainability Committee consists of top management members, including the CEO and other chief officers. In addition, members from Group companies around the world also participate in committee meetings. In this and other ways, we explore measures to address various

issues by gathering the wisdom of the entire Group. The committee's deliberations are promptly reported to the Management Meeting and the Board of Directors, and the feedback obtained is used in subsequent discussions and considerations.

Organizational Structure for Promoting Sustainability



* A body aimed at building consensus among Group companies regarding important D&I themes (e.g., fostering female executive candidates, making companies more inclusive)

(1) Role of the Sustainability Committee

- Deliberates on Tokio Marine Group's sustainability strategies
- Oversees the overall management and execution of sustainability strategies
- Reports to and submits matters for discussion to the Board of Directors and in relevant management meetings

<Matters discussed by the Sustainability Committee>

Apr. 2022	Formulation of annual plan for fiscal 2022 (permeation of sustainability strategy, reduction of GHG emissions, contribution to future generations, etc.)
Aug. 2022	Initiatives to contribute to future generations Strengthening of the Climate Policy, etc.
Nov. 2022	Permeation of sustainability strategy within the Group Response to key ESG rating agencies, etc.
Feb. 2023	Review of the fiscal 2022 plan and direction of the 2023 plan Progress and future development of human rights due diligence, etc.

(2) Roles of other organizations

① Secretarial Office

Handles administration for the committee (as well as the subcommittees and task force) and promotes sustainability strategies.

② Working Groups

Formulate and execute annual plans for respective issues, with input from relevant departments of Tokio Marine Holdings and members of Group companies.

③ Task force

Organizes members of projects tasked with strengthening short-term initiatives.

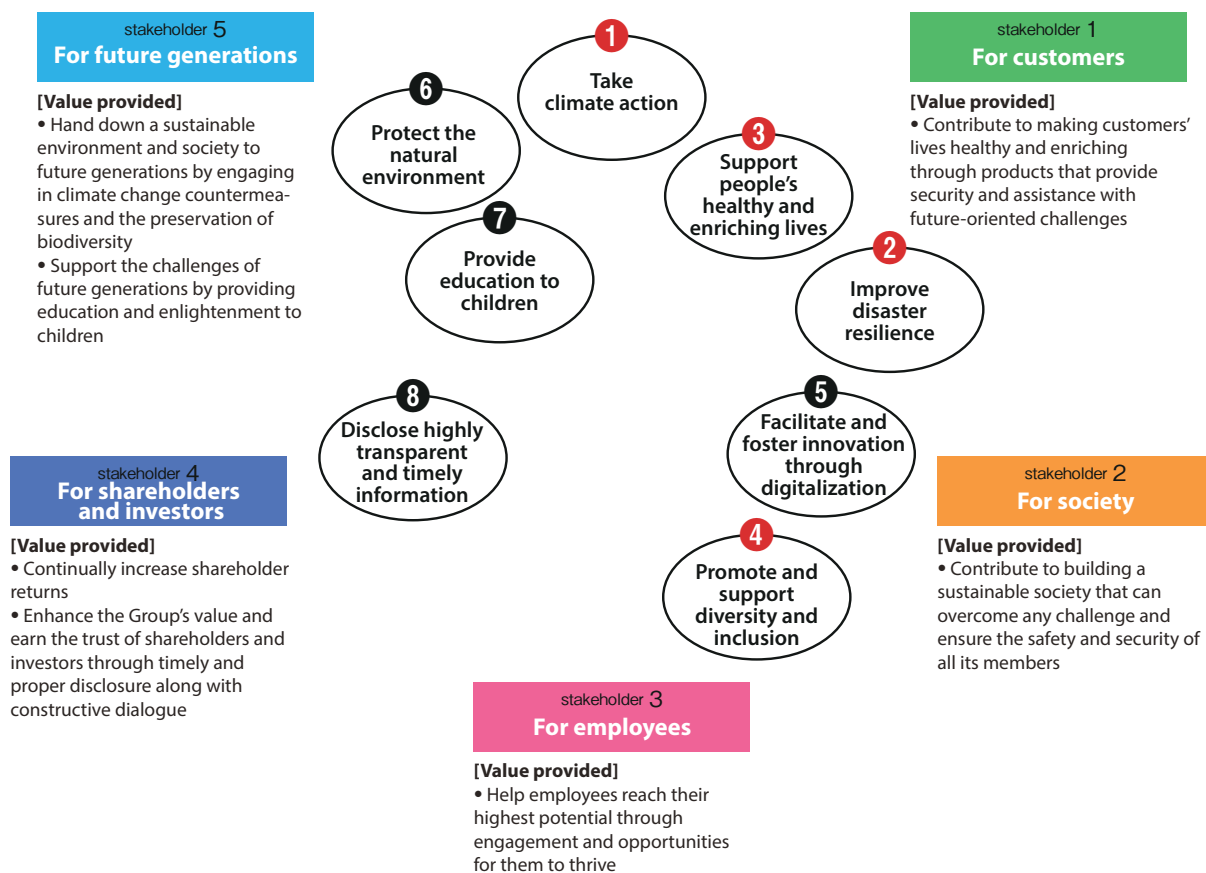
6 Specifying Eight Material Issues (Materiality)

Based on advice from stakeholders, specialists and external experts, in 2021, Tokio Marine Group specified eight material issues that the Group should address.

STEP
1

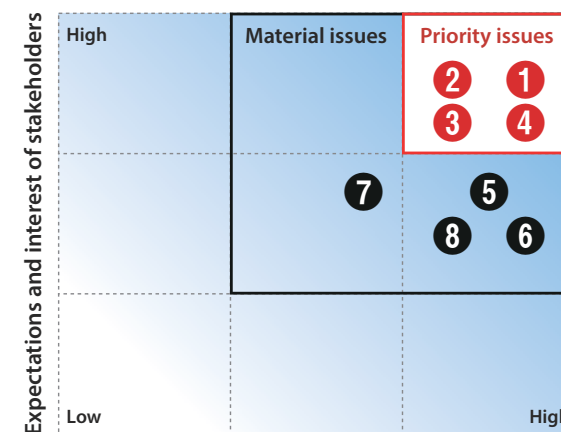
Defining Value (Purposes) to Provide to Our Stakeholders

Based on the strong belief that “it is our duty to pass on a bright future to the next generation,” we have clearly positioned “future generations” as stakeholders. Then, we identified eight material issues based on the value we provide to each stakeholder and the social issues that affect our insurance business.

STEP
2

Prioritizing Issues

We assessed the eight material issues along the two axes of “expectations and the interest of stakeholders” and “importance for Tokio Marine Group,” and selected four priority issues.



- Material issues**
- Priority issues**
1. Take climate action
 2. Improve disaster resilience
 3. Support people's healthy and enriching lives
 4. Promote and support diversity and inclusion
 5. Facilitate and foster innovation through digitalization
 6. Protect the natural environment
 7. Provide education to children
 8. Disclose highly transparent and timely information

7 Primary Initiatives for Eight Material Issues (Materiality)

1 Take Climate Action

Climate change is a critical global issue that threatens the security and safety of customers and society. It also affects the insurance industry directly. Therefore, Tokio Marine Group has been pushing forward with a range of initiatives by positioning climate change as the most important issue that should be addressed head on as an insurance company operating businesses globally and as an institutional investor. At the same time, we regard it as a business opportunity for achieving growth and provide insurance products that promote the widespread use of renewable energy and offer investments and financing on such themes as climate action.

Target: Reduce the Group's GHG emissions by 60% (vs. fiscal 2015)

34 % reduction^{*1}

Achieve carbon neutrality

10 consecutive years

Achieve carbon neutrality through engagement with corporate customers

Dialogue with

250 companies^{*1}

Decarbonization-related insurance underwritten

About **35** billion yen^{*1}

Sustainable and themed investments and financing (balance as of the end of fiscal 2022)

About **109** billion yen

^{*1} Fiscal 2022 results

[For fiscal 2023 results, please see Supplemental Information 2023.](#)

Achieving Carbon Neutrality through Engagement with Corporate Customers

The task of achieving carbon neutrality needs to be tackled jointly with corporate customers. As such, we have supported their decarbonization efforts through dialogue and the provision of solutions. Recently, we have selected about 200 corporate customers with particularly large greenhouse gas (GHG) emissions and defined an interim target to seek more in-depth dialogue with them.

■ Defining an Interim Target for 2030 for Dialogue (Engagement) with Corporate Insurance Customers

In Tokio Marine Group, major subsidiary Tokio Marine & Nichido will hold dialogue with 200 large corporate customers^{*2}, which account for approximately 90% of the company's insurance-associated GHG emissions, and aim to achieve Level 2 engagement with more than 160 customers by 2030.

Level 1: Identify issues

Level 2: Make proposals based on identified issues

Level 3: Provide insurance and related solutions

^{*2} Companies listed in the Prime Market of the Tokyo Stock Exchange, selected from Tokio Marine Nichido's top 150 customers in terms of written insurance premiums and top 100 customers in terms of GHG emissions



Achieving Carbon Neutrality through the Provision of Products and Services and Investments and Financing

■ Initiatives as an Insurance Company

We are working to develop and provide insurance products and services that will help promote the widespread use of offshore wind, solar and other renewable energy and storage batteries, as well as the utilization of hydrogen. In fiscal 2022, the amount of decarbonization-related insurance underwritten in the entire Group totaled about 35 billion yen.

■ Initiatives as an Institutional Investor

We are promoting sustainable and themed investments and financing. In fiscal 2022, we invested in Japan's first blue bonds, and the balance of investments and financing as of the end of fiscal 2022 stood at roughly 109 billion yen. We also set up a new framework of impact investment in May 2022, and the commitments amounted to about 13 billion yen at the end of fiscal 2022.

■ Initiatives as an Asset Manager

We provide investment products for institutional investors, which make diversified investments in solar, wind, biomass, water, geothermal and other renewable energy power generation facilities in Japan and provide investment income to investors from sales of electric power.

2 Improve Disaster Resilience

For Tokio Marine Group, whose home market is Japan, one of the most disaster-prone countries in the world, improving disaster resilience by resolving disaster issues and mitigating the damage from disasters is a critical area where Tokio Marine Group's raison d'être is strongly called into question.

Tokio Marine Group aims to go beyond merely paying insurance claims in the event of an emergency and transform into a company that supports its customers at all times. We will do this by providing peace of mind before and after an emergency, such as preventing emergencies, reducing burdens when an emergency occurs, supporting quick restoration and preventing the recurrence of emergencies.

Insurance claims for major natural disasters paid in 2022

More than
150,000 cases
About **130** billion yen

Corporate members of the disaster prevention consortium CORE

More than
100 companies
As of June 30, 2023

Target: Continue BCP formulation support

BCP assistance agreements concluded with a total of:

42 prefectural governments
13 designated major cities
76 other cities
As of February 28, 2023

[Sustainability Report 2023 Supplemental Information](#) 

Accelerating and Increasing the Sophistication of Claims Payments

In fiscal 2022, Tokio Marine & Nichido introduced a system to automate the process from receiving loss reports to notifying the amounts of claims payments for certain claims for natural disasters. Automatically going through the claims filing procedures for disaster-affected customers, the system has allowed us to make insurance claims payments sooner than the conventional method. Moreover, the automation has eliminated some clerical work and allowed us to deal with customers in a more detailed manner when in-person response is required.

In 2022, major natural disasters continued to occur, such as an earthquake off the coast of Fukushima Prefecture in March, a hail storm in the Kanto region in June and typhoons Hinnamnor, Nanmadol and Talas in September. For these five disasters, Tokio Marine & Nichido paid claims amounting to some 130 billion yen^{*1} for a total of more than 150,000 cases. Utilizing the best mix of people's ability and digitalization, we will strive for even earlier restoration of the livelihoods and business activities of disaster-affected customers.

^{*1} Claims paid for the five disasters, including an earthquake, on the basis of original insurance, not taking into account reinsurance

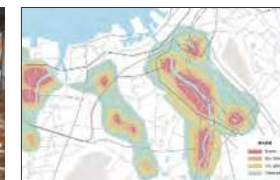
Creation of Solutions by the Disaster Prevention Consortium CORE

As of July 2023, the disaster prevention consortium CORE, for which Tokio Marine Group is the founding member, is joined by more than 100 companies from diverse sectors and now has 10 subcommittees, one each for 10 themes. Thanks to the activities of these subcommittees, there has been a further study of solutions directly related to the four areas of disaster prevention and mitigation (capturing the current states, formulation of measures/implementation, evacuation and rebuilding livelihoods) as well as increased collaboration among the participating companies. We have thus entered a phase of turning ideas into specific solutions for commercialization mainly targeting local governments. These include the Real Time Hazzard, in which AI is used to analyze security camera footage in the event of a water-related disaster and visualize flooding in real time, and the Disaster Loss Simulation, which will simulate the total loss amount in a subject area upon the occurrence of a disaster.

Real Time Hazzard (to be released in fiscal 2023)



Analyze depth of flooding using AI



Issue an alert (flooding map)

3 Support People's Healthy and Enriching Lives

In the current era of 100-year life, it is everyone's wish to live a long, healthy life. An aging population and the availability of advanced medical care, on the other hand, have been pushing up the financial burden of individuals, their families and society every year. As an insurance company covering disease and illness through life and non-life insurance products, Tokio Marine Group aims to leverage its extensive expertise to offer high-value-added products and services. With these initiatives, the Group will contribute to solving social issues, such as extending healthy life and asset lives, as well as support a healthy and enriching lifestyle.

Insurance underwritten in the healthcare domain

20 billion yen

Fiscal 2022 result

Health and productivity management support provided to:

About
2,000 companies

Fiscal 2022

Continue to be selected as a "Health & Productivity Stock"

8 consecutive years

Fiscal 2023



Expanding the Healthcare Domain

Tokio Marine Group is working to develop and provide new healthcare services by focusing on domains such as the elderly, healthcare and asset formation.

Tokio Marine & Nichido Life has proactively promoted businesses by providing various products, including new cancer insurance that provides coverage depending on the duration of treatment, as well as *Anshin Cancer Treatment Insurance*, providing coverage of up to 100 million yen for treatment at specified national hospitals, for which public health insurance will not apply. These products have garnered high praise from customers.



We have also been engaging in an initiative called Life Insurance Revolution since 2012. Since November 2017, we have been engaged in Life Insurance Revolution Nextage, a new initiative that aims to provide optimum safeguards by protecting customers in all domains. These safeguards encompass "new protection in anticipation of advances in medical technology," "accumulation" and "prevention and presymptomatic health."

Promoting Health and Productivity Management of Corporate Customers

Companies based in each region in Japan are facing serious issues, including a lack of human resources and the need to improve productivity. Leveraging the experience and know-how accumulated through the selection as a "Health & Productivity Stock" for eight consecutive years, Tokio Marine Holdings supports customers' health and productivity management and helps them resolve various issues, with its more than 200 employees nationwide serving as the driving force. More specifically, in response to the growing need among companies to obtain certification under Japan's Certified Health & Productivity Management Outstanding Organizations Recognition Program, we support about 2,000 companies by providing insurance products to help balance work with treatment or nursing care, web-aided learning on the topic of mental health in addition to stress checks and other services. We are also striving to develop and provide insurance products closely aligned with health and productivity management and gaining high recognition from customers.



4 Promote and Support Diversity and Inclusion (D&I)

In an era with an uncertain and unpredictable future, diversity is the key enabler in providing optimum and creative solutions backed by a high level of expertise for various issues facing customers worldwide. We believe that encouraging talented and motivated employees with diverse values to fully demonstrate their capabilities regardless of gender, age, nationality and disabilities is also important in improving the quality of products and services we offer to customers around the world.

Percentage of women



*1 Tokio Marine Holdings, after the 2023 Ordinary General Meeting of Shareholders

*2 Global, as of April 2023 (11.2% for Tokio Marine & Nichido)

*3 A deviation score calculated using an engagement survey provided by Link and Motivation Inc.

Engagement survey



*4 Please refer to P. 78 of our Human Capital Report 2023 for the calculation method.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 78)

*5 The actual percentage is 101.0%, as some male employees took childcare leave during fiscal 2022 for children born in the previous fiscal year.

PRIDE Index 2022



Achieving Growth through Promotion of Diversity and Inclusion (D&I)

We regard the promotion of D&I as a key success factor for achieving further growth in an uncertain environment and market. By promoting D&I, we will “secure competitive advantage,” “demonstrate the Group’s integrated strength,” “secure top talent” and “improve productivity.”



Protect customers and society in their times of need

Tokio Marine Group's Purpose

Creating an Environment Where All Employees Fully Demonstrate Their Capabilities

To create an environment where all Group employees can demonstrate their capabilities to the fullest while taking advantage of their diverse backgrounds, Tokio Marine Holdings established the position of the Group Chief Diversity & Inclusion Officer (CDIO) and the Diversity Council in April 2021. In 2022, we established a D&I community in each region (Europe, Asia and Japan) comprising employees in charge of D&I promotion in Group companies, thereby setting up a structure to accelerate our D&I promotion efforts by linking top-down initiatives of the Diversity Council and bottom-up initiatives of these communities.

The entire Group is also undertaking various initiatives to encourage changes in the awareness and behavior of each employee, such as cultivating knowledge of unconscious bias and eliminating the gender gap.

Meanwhile, Tokio Marine & Nichido has continued to maintain a high score level in engagement surveys, which it has adopted to gauge employees' job satisfaction and motivation.

5 Facilitate and Foster Innovation through Digitalization

Going beyond merely paying insurance claims in the event of an emergency, we are proactively utilizing digital technologies to provide customers with products and services that lead to the prevention of emergencies, minimization of damage, speedy recovery and prevention of the recurrence of an emergency. We will also enhance countermeasures against the new risks arising in step with the progress of digital innovation. Further, we have positioned the data we accumulate daily and our digital technologies as a source of our competitive advantage to produce results globally.

Development of Data-Driven Products

Investment in and development of human resources are essential in accelerating support for and spurring innovation utilizing digital technologies. Tokio Marine Holdings has recruited about 100 specialists in digital fields, including engineers and designers.

We have also integrated the Group's advanced digital capabilities into Tokio Marine dR (TdR), our core data company. We utilize these capabilities to underwrite insurance based on advanced data analysis methods, provide new data solutions and develop embedded insurance. We have consequently developed and released a series of data-driven products, such as insurance with risk mitigation services, which analyzes customers' facility repair data to provide optimal insurance programs and support reductions in repair costs. Another such product is corporate fire insurance with typhoon and other wind damage risk diagnosis services, which uses aerial photography and proprietary accident data. By providing these products, we have generated unprecedented added value and solutions.

Response to Cyber Risks: 24/7 Emergency Hotline Service

Cyberattacks have become increasingly sophisticated and elaborate in recent years, and there is a concern that they will grow further in numbers. In response, Tokio Marine & Nichido has been providing *Cyber Risk Insurance* since 2015. We also opened Tokio Cyber Port, an online information lounge on cybersecurity countermeasures, in 2020 to raise awareness among companies and other customers about cybersecurity and encourage them to strengthen countermeasures. In April 2022, the company expanded its Emergency Hotline Service, a free consultation service for cyber risk-related problems, and by making it available around the clock, 365 days a year, set up a system to provide one-stop support to customers.



Tokio Cyber Port website

6 Protect the Natural Environment

The natural environment is the basis of all life and people's livelihoods. It is also the premise of our envisioned sustainable society in which people can live safely and with a sense of security while also taking on bold challenges.

Tokio Marine Group has already been contributing to climate action and the preservation of biodiversity and wetlands through its Green Gift Project, Mangrove Planting Project and other activities to protect the natural environment. However, we believe we need to step up our efforts in the future.

Preservation of Natural Capital and Biodiversity: Launching a Project to Protect Eelgrass Beds

In 2022, Tokio Marine Group launched activities to protect and restore eelgrass beds. Eelgrass is a seaweed that thrives in shallow, sandy areas with gentle waves and sunlight. It is highly effective in absorbing and fixating CO₂ from the atmosphere and has a feature to purify water.

Preserving natural capital and biodiversity translates into a variety of benefits, namely, lower emissions of greenhouse gases, mitigation of disaster risks from tsunamis and flooding and revitalization of regional economies, and contributes to the creation of a sustainable future.



Investment in a Forestry Fund

Tokio Marine & Nichido has been making investments conducive to the preservation of natural capital and committed to investment in a forestry fund in fiscal 2023.

Through the investment, the company intends to resolve an issue of longer intervals between tree felling and improve forest management, including tree planting, while at the same time supporting the achievement of carbon neutrality and preservation of natural capital. As seen above, we will promote the passing down of valuable forest resources to future generations in the investment management field as well.



7 Provide Education to Children

One of our major, timeless responsibilities is providing education to and raising awareness of children who will lead the future. As various social issues become increasingly complex and diverse, our responsibility for future generations is likewise increasing.

Tokio Marine Group hosts programs to consider solutions to environmental and social issues with children and provides other opportunities for education and awareness raising to pass down a better natural environment and society to future generations.

Educating and Raising Awareness of Children through Green Lessons and Disaster Prevention Lessons: Joined by 136,000 Children

In Japan, we provide Green Lessons to raise awareness for the protection of the global environment and Disaster Prevention Lessons to teach elementary school children how to protect themselves in a disaster. A total of 136,000 children attended these lessons, 59,000 for Green Lessons and 77,000 for Disaster Prevention Lessons since their launch in 2005 and 2012, respectively. We will continue to provide such education and awareness-raising opportunities in the future as well.



Providing Disaster Prevention Lessons Globally: Holding Lessons in Vietnam

More recently, we have undertaken similar initiatives overseas. In Vietnam, for example, we added the prevention of water accidents, a social issue in the country, to the curriculum and held Disaster Prevention Lessons for about 800 children in elementary schools in Hanoi.

We will continue to strive for environmental protection and better disaster resilience through the education of children who are leaders of the future.



8 Disclose Highly Transparent and Timely Information

In recent years, there has been an increase in ESG investment that utilizes non-financial information such as environmental, social and governance (ESG) factors in addition to corporate financial information for investment decisions. As a founding member of the Task Force on Climate-related Financial Disclosures (TCFD), we are contributing to the promotion of climate-related information disclosure while working to enhance our own disclosure of information.

We also believe that timely, appropriate and highly transparent information disclosure is essential from the perspective of further increasing the trust of shareholders, investors and other stakeholders.

Human Capital Report

To facilitate an even deeper understanding of Tokio Marine Group among many stakeholders, we issued our first Human Capital Report in June 2023.

Since our founding, we have positioned “people” as a driving force of our growth and worked to maximize people’s capabilities. The report conveys our approach and initiatives in this area on an as-is basis to a maximum extent and in an easily comprehensible manner.



TCFD Report

With natural disasters continuing to intensify, climate action has been gaining greater significance. In response, we separated a section on climate-related information disclosure from our Sustainability Report and issued the TCFD Report 2023 in June 2023.

The report discloses information on Tokio Marine Group's unique initiatives based on the roles it should assume, namely an insurance underwriter, institutional investor, asset manager, global company and good corporate citizen.



8 External Evaluations

Tokio Marine Group is working to improve its initiatives in environmental, social and governance (ESG) fields and has received numerous evaluations and awards in Japan and overseas. Also, to contribute to the creation of a safe, secure and sustainable future, Tokio Marine Group also participates in various initiatives that include the United Nations Global Compact (UNGC), the United Nations Environment Programme Finance Initiative (UNEP FI) and the United Nations Principles for Responsible Investment (PRI).

ESG Index/ESG Rating	Rating Agency
Dow Jones Sustainability Indices 	 S&P Global
MSCI In 2022, we received an AA rating in the MSCI's ESG index. We have also been selected as a component of two of MSCI's ESG investment indexes: the MSCI Japan ESG Select Leaders Index and the MSCI Japan Empowering Women Index (WIN). *THE USE BY Tokio Marine Holdings, Inc. OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF Tokio Marine Holdings, Inc. BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED AS-IS AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.  	 MSCI
Sustainalytics In August 2023, we received an ESG Risk Rating of 19.0 and were rated by Morningstar Sustainalytics as having a low risk of material financial impact due to ESG factors. In no event shall Sustainability Report 2023 be construed as investment advice or professional opinion as defined by applicable law. Copyright 2023 Morningstar Sustainalytics. All rights reserved. This publication/ article/ section contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at https://www.sustainalytics.com/legal-disclaimers. 	 Sustainalytics
FTSE4Good Index 	 FTSE Russell
FTSE Blossom Japan Index (ESG index) 	 FTSE Russell

Evaluation from ESG Rating Agencies

Tokio Marine Holdings works toward transparency in its disclosure of ESG information and has earned high acclaim from numerous global ESG indexes. As of the end of August 2022, Tokio Marine was listed in the ESG indexes shown below. Through these evaluations, we are working to further strengthen our sustainability promotion structure by incorporating external knowledge and utilizing feedback from ESG evaluation organizations.

ESG Index/ESG Rating	Rating Agency
S&P/JPX Carbon Efficient Index (themed index/environmental) 	 S&P/JPX
CDP (climate change) (Obtained A- rating and Supplier Engagement Rating (SER) in 2022)  	 CDP
2023 Health & Productivity Stock Selection (eighth consecutive year since 2016) 	Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange
Outstanding Health and Productivity Management 2023, large enterprise category (White 500) 	Ministry of Economy, Trade and Industry
Semi-Nadeshiko Brand for fiscal 2021 	Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange
Digital Transformation Stock 2023 	Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange and Information-technology Promotion Agency, Japan

Awards Received for ESG Initiatives

Tokio Marine Group strives to improve its initiatives in terms of environmental, social and governance (ESG) criteria, and has received numerous evaluations and awards both in Japan and overseas.

Awards Received in Japan

■ ESG Finance Awards Japan



We received the Silver Award (Minister of the Environment Award) in the environmentally sustainable company category at the 4th ESG Finance Awards Japan, sponsored by the Ministry of the Environment. Tokio Marine Group was commended for proactively contributing to addressing environmental issues and always considering and explaining that responding to environmental issues and increasing corporate value over the medium to long term are inseparable.

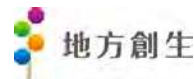
■ PRIDE Index 2022



Tokio Marine & Nichido received a Gold rating in the PRIDE Index 2022, an evaluation index for companies and organizations' efforts toward sexual minorities such as LGBTQ+. Developed by the voluntary organization "work with Pride*," the PRIDE Index promotes creating workplaces in Japan where LGBTQ+ people feel comfortable working beyond the boundaries of companies and organizations.

* A voluntary organization that supports the promotion and establishment of LGBTQ+ diversity management in companies and organizations.

■ Regional Revitalization



We received the Minister's Commendation for the seventh consecutive year as a "characteristic example of initiatives" for financial institutions contributing to regional revitalization.

Awards Received Overseas

■ Insurance Asia Awards 2021



Our overseas Group companies received the Insurance Asia Awards 2021 (CSR Initiative of the Year) in Singapore and India.

■ The Best Workplaces in Brazil / Best Places to Work in Insurance



Our overseas Group companies were awarded The Best Workplaces in Brazil for the 10th consecutive year and the Best Places to Work in Insurance in the United States.

Awards for Disclosure Efforts

■ Awards for Excellence in Corporate Disclosure



We were selected as an excellent company (first place) in the insurance, securities and other financial institution category.

■ NIKKEI Annual Report Awards



We won the Semi-Grand Prix for our Integrated Annual Report 2022 at the Nikkei Integrated Report Awards.

■ ESG Finance Awards Japan



In the Environmentally Sustainable Company category of the 4th ESG Finance Awards Japan sponsored by the Ministry of the Environment, we were commended as a company with substantial ESG information disclosure.

Special
Feature 1

Penetrating Our Sustainability Strategy

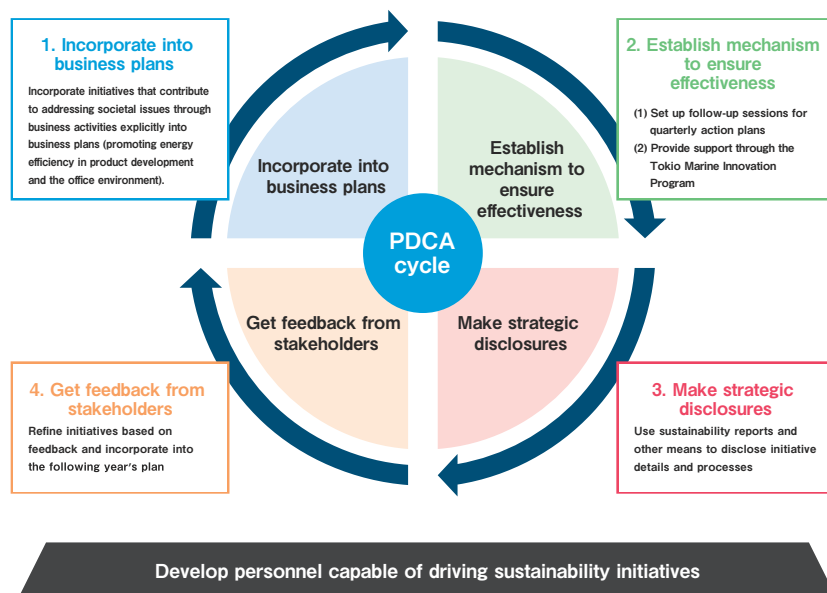
Tokio Marine Group facilitates an understanding of its sustainability strategy and policies among Group employees and pursues a number of initiatives to further address social issues through its business activities.

Further Integration of Sustainability Strategy and Business Operations and Measures for Nurturing Individuals to Promote Sustainability

To further strengthen and accelerate the integrated management of the sustainability strategy and business operations, it is imperative to establish a robust PDCA cycle anchored in our promotion framework, which includes the establishment of the Chief Sustainability Officer (CSUO) position and the Sustainability Committee. We have made it clear that starting from fiscal 2023, Group companies in and outside Japan will incorporate efforts to address social challenges through business activities into their business plans and have been working to establish a process for this purpose.

Furthermore, it is essential to cultivate individuals who can drive the voluntary execution of the

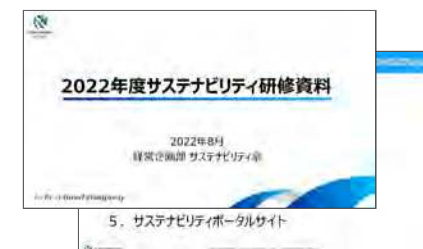
Accelerating the Sustainability Strategy through a PDCA Cycle



sustainability strategy at each Group company. These individuals should embrace the strategy as their own, integrate it into their organizational plans and promote its implementation while involving their peers. In order to perpetually nurture such individuals, we plan to create a systematic curriculum for talent development in the theory and practice of our sustainability strategy in fiscal 2023.

Nurturing Individuals to Promote Sustainability

Tokio Marine & Nichido conducts sustainability training through e-learning for all employees once a year to promote an understanding of and share the philosophy and policies of its sustainability activities. In fiscal 2023, the company will also create a talent development curriculum to nurture key persons assuming the role of promoting its sustainability strategy. The curriculum will be designed to explain the growing importance of sustainability management and its background and provide specific examples of Japanese companies' initiatives. By using an original framework developed in-house, the company will discuss and explore measures to resolve societal challenges through business activities.



Strengthening Communication with Overseas Group Companies

For overseas Group companies, we provide a quarterly newsletter, "Group Sustainability Update," to describe the latest information and required actions regarding sustainability. To instill our sustainability strategy and policies more firmly among all Group companies, we will continue to enhance sustainability-related communication with them.

Sustainability Award

To promote the fostering of a corporate culture in which each employee engages in sustainability, we have been operating the Sustainability Award throughout Tokio Marine Group, including overseas Group companies, since fiscal 2015.



In fiscal 2022, we selected 11 initiatives of Group companies in and outside Japan for commendation. In fiscal 2021, we established a department to solicit ideas to tackle and resolve societal challenges as an organization or a team and provide support for turning these ideas into reality to accelerate sustainability initiatives throughout the Group.

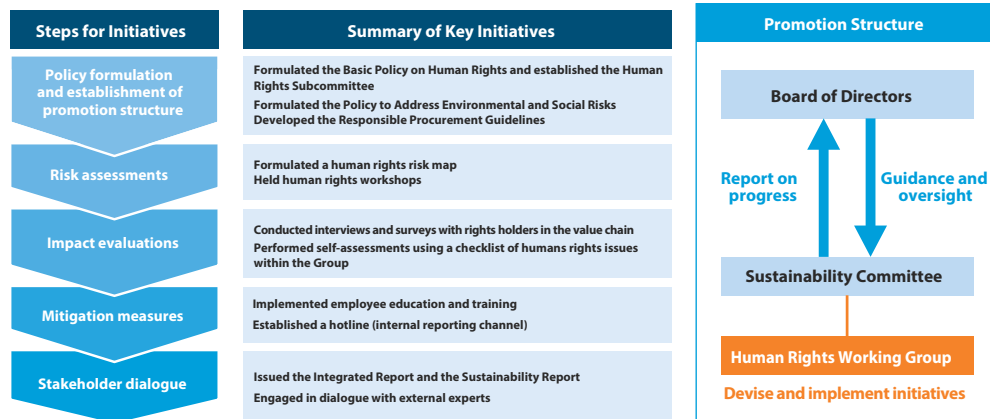
Special
Feature 2

Commitment to Respecting Human Rights

Tokio Marine Group is dedicated to respecting human rights across all business endeavors. Guided by principles such as the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO International Labour Standards and the United Nations Guiding Principles on Business and Human Rights, we have established the Tokio Marine Group Basic Policy on Human Rights to clearly show our commitment as a Group to respecting human rights.

We have also established the Human Rights Subcommittee to reinforce our promotion structure and have been conducting risk assessments and impact evaluations to clearly identify high-priority challenges.

In the future, we will continue to engage in dialogue with our stakeholders, enhancing the sensitivity of our leadership and each employee toward human rights to enable swift response to human rights issues.



Establishment of Policies

In December 2021, we formulated the Tokio Marine Group Basic Policy on Human Rights aligned with the United Nations Guiding Principles on Business and Human Rights, clarifying our commitment as a Group to respect human rights as an employer and in our core businesses and value chain. Additionally, we developed the Responsible Procurement Guidelines as a normative framework for promoting responsible procurement and procurement practices throughout the value chain.



Risk Assessment

■ Development of Human Rights Risk Map

We have identified the risks related to human rights issues of key stakeholders relevant to our business.

■ Holding a Human Rights Workshop

In November 2022, a human rights workshop was organized and held by members of the Planning and Administrative Section. Taking into account the insights of external experts, we conducted an assessment of risks related to human rights within our business areas (insurance underwriting and investment, value chain and operations of the Group).

Key Areas of Focus for Each Business Area Identified in the Workshop

Business Areas	Areas of Focus
Insurance underwriting and investment	Insured companies and individuals as insurance customers and financing recipients
Value chain	Insurance agents Foreign technical trainees and workers engaged in automotive maintenance The Group's suppliers and service providers
Operations of the Group	Group officers and employees



Impact Evaluation

Based on the results of the workshops, we pinpoint key areas of focus while considering the impact and potential risks to our stakeholders and conduct an impact evaluation. In fiscal 2022, we focused on foreign technical trainees engaged in automotive repairs within our value chain. With guidance from external experts, we conducted interviews to gain a better understanding of the actual situation. Based on the findings, we will work on addressing the challenges identified.

Special
Feature 3

Initiatives for Future Generations

Based on the strong belief that “it is our duty to pass on a bright future to the next generation,” we have positioned “future generations” as a stakeholder and are dedicated to entrusting them with a sustainable environment through endeavors such as mitigating climate change and conserving biodiversity. In fiscal 2022, we established a cross-functional global task force to discuss initiatives for contributing to future generations, and the task force identified three key themes and five priority initiatives to focus on. In fiscal 2023, we will promote these efforts both domestically and internationally.

Areas of focus	Outline of key initiatives
Restoration of natural capital and response to climate change	Conservation of biodiversity and disclosure of information on natural capital (planting of mangrove trees and other reforestation efforts, restoration of eelgrass beds)  
	Investment in natural capital (ESG investment and financing) (impact investment targeting natural capital, promotion of general business investment and financial products) 
Nurturing the leaders of tomorrow	Educational support for children and students and industry-academia collaboration (conducting educational classes and fostering talent through collaboration with educational institutions) 
	Support for participation in business activities (providing opportunities for high school students to work as interns and young employees to participate in management) 
Supporting the transition to a circular economy	Support for waste reduction and recycling through insurance (promoting recycling and reuse of damaged goods through property insurance) 

Restoration of Natural Capital and Response to Climate Change

The preservation of biodiversity and the natural environment is a global priority. Tokio Marine Group started planting mangroves in 1999, and since then we have been engaging in this distinctive endeavor as “insurance for the future of the Earth” to pass down a safe and secure environment to future generations (total of 12,261 hectares as of March 31, 2023). In fiscal 2022, we initiated efforts to

preserve eelgrass beds, which possess a high capacity for absorbing and sequestering atmospheric CO₂ along with water purification capabilities. Across the Group, we are committed to advancing initiatives that safeguard the global environment.



Also in 2022, we established a team at Tokio Marine & Nichido dedicated to impact investments that harmonize both social and economic value, specifically targeting investments in natural capital. In addition to renewable energy funds and environmental funds, we will also commit to investing in a new field, forest funds, in fiscal 2023. While promoting these endeavors, we are exploring approaches for disclosing information about natural capital and conducting assessments of the impact (including economic value) of mangrove planting mainly on ecosystems. We are also looking into disclosures that align with the guidelines set forth by the Taskforce on Nature-related Financial Disclosures (TNFD).

Nurturing the Leaders of Tomorrow

Tokio Marine & Nichido hosted a meeting of the Junior Advisory Board, in which high school students served as advisors to provide recommendations from the perspective of a future generation. The company discussed with them about themes such as values we should cherish in our work and how to cultivate a sense of inclusiveness while increasing diversity, and the discussion brought new insight to both sides. A junior internship program was also held to provide an opportunity for high school students to experience working at Tokio Marine & Nichido. Participants commented that they have come to understand they can help society by working for a company and that the event provided a useful reference when thinking about their future careers. We will continue to undertake the education of people by engaging future generations in our business activities.



Supporting the Transition to a Circular Economy

We are engaged in efforts to reduce food waste and promote recycling through insurance. In Japan, Tokio Marine & Nichido has formed a consortium to combat food loss with three private companies, collecting data related to food waste and developing insurance policies to compensate for the costs of food recycling. In Southeast Asia, we offer cargo insurance that provides compensation for food products that have lost commercial value due to damage to outer packaging in transit on the condition that they will be donated. This supports a circular economy by contributing to the promotion of sustainable practices for still-edible food items.



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1 Progress of Eight Material Issues (Materiality)

Tokio Marine Group is steadily promoting various initiatives by continuing to implement an effective PDCA cycle, such as setting medium- to long-term sustainability goals (non-financial KPIs). The table below shows the progress of the PDCA cycle for each of the eight material issues. In fiscal 2022, we worked

to penetrate our strategies and policies within the Group as the number of examples of solving social issues through our core business increased globally. In fiscal 2023, we will advance the integration of our sustainability strategies and businesses, such as incorporating sustainability strategies into business plans.

Material issues (★ Designated as priority issues)	How the Group can contribute	Value creation What are the Group's goals (qualitative or quantitative)?	Value creation Achievements so far and future plans
1 Take climate action★	Reduce CO ₂ emissions from the Group's operations and meet RE100 criteria	Targets for fiscal 2030 1) Reduce the Group's greenhouse gas emissions by 60%* ¹ compared with fiscal 2015 2) Have renewable energy account for 100% of electricity consumption at main workplaces 3) Switch all company-owned vehicles to electric vehicles* ² (Tokio Marine & Nichido, Tokio Marine & Nichido Life)	1) Fiscal 2022 results: 34% reduction (compared with fiscal 2015) 2) Adopt renewable energy at workplaces in Japan, the United States and Europe (Tokio Marine & Nichido, Tokio Marine & Nichido Life, PHLY, TMK, etc.) Fiscal 2022 results: 26% (compared with fiscal 2020) 3) Tokio Marine & Nichido and Tokio Marine & Nichido Life are gradually switching to electric vehicles.
	Realize carbon neutrality through engagement with investees and corporate insurance customers	Target for fiscal 2050: Virtually zero greenhouse gas emissions (including at insurance customers and recipients of investments and loans)	Promote engagement on climate change and the environment (Tokio Marine & Nichido, fiscal 2022 results: dialogue with more than 250 companies) Create decarbonization plans and strategies for underwriting and investment/financing portfolios
	Achieve carbon neutrality by offering products and services and providing investments and loans	Expand green transformation (GX)-related insurance products and solutions Increase written premium from GX-related insurance products by around 7 billion yen in fiscal 2023* ³ (Tokio Marine & Nichido Fire; compared with fiscal 2020)	GX-related insurance products (fiscal 2022 results: approximately 35 billion yen) Fiscal 2022 result: Increased written premium in GX-related insurance products by 6.3 billion yen (compared with fiscal 2020)
		Continue to facilitate green investing	Implemented sustainability-themed investments and loans (balance as of the end of fiscal 2022: approximately 109 billion yen) Established impact investment limit (approximately 13 billion yen committed as of the end of fiscal 2022) Strengthened commitment to and involvement in renewable energy funds (approximately 62 billion yen committed as of the end of fiscal 2022)
	Carry out mangrove planting to combat global warming (through carbon fixation) and mitigate damage from environmental disasters	Continue to maintain carbon neutrality Surpass 300 billion yen in cumulative economic value from mangrove planting by fiscal 2038	Achieved carbon neutrality in fiscal 2022 (10th consecutive year since fiscal 2013)

*1 Based on our business activities (Scope 1, 2 and 3 (Categories 1, 3, 5 and 6))

*2 EVs, PHVs, HVs, etc.

*3 Net premiums written

Progress of Eight Material Issues (Materiality)

Material issues (★ Designated as priority issues)	How the Group can contribute	Value creation	
		What are the Group's goals (qualitative or quantitative)?	Achievements so far and future plans
2 Improve disaster resilience ★	Enhance response to natural disasters	Develop products and services that provide swift insurance payments in the event of a large-scale disaster	Reduce time for insurance payment by automating the payment process (from fiscal 2022)
	Provide security for customers before and after disasters in ways besides insurance payments	Collaborate with various industries and companies on disaster prevention and mitigation projects	The number of member companies in the disaster prevention consortium CORE has increased to 100, and the number of working groups has expanded to 10 (as of June 30, 2023)
	Establish sustainable fire insurance systems	Increase fire insurance profit by more than 45 billion yen in fiscal 2023 (Tokio Marine & Nichido business unit profit compared with fiscal 2020))	Increased profit in fire insurance in fiscal 2022 (up by 36.6 billion yen compared with fiscal 2020); cumulative improvement of approximately 60 billion yen projected in fiscal 2023
		Develop and provide products and services useful for disaster prevention/mitigation, early recovery, etc.	Conducted joint research into measures for addressing issues such as aging condominiums with the University of Hawaii Plan to provide Real Time Hazard, which captures flood depth with AI analysis of CCTV footage and sends alert information (fiscal 2023) Launched an initiative in South Africa promoting adoption of fire insurance and fire alarms bundled together for low-income housing (fiscal 2022)
	Assist with business continuity planning (BCP) in partnership with government bodies and businesses	Continue providing support to BCP	Cumulative number of agreements with governments (as of the end of February 2023) • 42 prefectures • 13 major cities • 76 municipalities
3 Support people's healthy and enriching lives ★	Address asset building and savings needs in response to longevity risks (Develop and provide new healthcare services)	Increase revenue by 20-30 billion yen*1 in the healthcare domain in fiscal 2023 (Tokio Marine & Nichido) Increase the CAGR of new policy premiums by about 5% in fiscal 2023 (Tokio Marine & Nichido Life)	Established a preparatory company to conduct a proof of concept for new business in the healthcare domain (April 2023) Expanded ancillary insurance services (including services for early detection of cancer and direct payment of benefits to affiliated hospitals from February 2022) Developed and provide new solutions for disease precursor detection (validation experiments for early detection using Apple Watch started in October 2021) Achieved CAGR of 11% in new policy annualized premiums at Tokio Marine & Nichido Life in fiscal 2022 (compared with fiscal 2020) Established a health promotion consortium in China and collaborating with Japanese and Chinese companies to develop products and services that enhance healthcare
	Widely promote services for facilitating Health and Productivity Management	Continued selection in the Health & Productivity Stock Selection Continue health management support (Tokio Marine & Nichido)	Included in the Health & Productivity Stock Selection 2023 (for the eighth consecutive year) Provided health management support to approximately 2,000 companies (in fiscal 2022)

*1 Net premiums written

Progress of Eight Material Issues (Materiality)

Material issues (★ Designated as priority issues)	How the Group can contribute	Value creation What are the Group's goals (qualitative or quantitative)?	Value creation Achievements so far and future plans
4 Promote and support diversity and inclusion ★	Promote diversity and foster an inclusive corporate culture	Promote and support diversity and inclusion through the Diversity Council, etc. Continue to conduct culture and value surveys KPIs 1) Percentage of female directors and Audit & Supervisory Board members: 30% (fiscal 2027 target) 2) Percentage of female managers at Tokio Marine & Nichido: 30% (fiscal 2030 target) 3) Percentage of female sub-leaders at Tokio Marine & Nichido: Maintain above 50%	Created the Diversity Council and the Group Diversity and Inclusion Officer (CDIO) position (fiscal 2021) Established D&I communities in Japan, Asia, Europe and the United States (fiscal 2022) Scored 4.4 out of 5 in the culture and value survey in fiscal 2022 ^{*1} Recent progress: 1) Percentage of female directors and Audit & Supervisory Board members: 20% (Tokio Marine Holdings, following the 2023 Ordinary General Meeting of Shareholders) 2) Percentage of female managers at Tokio Marine & Nichido: 11.2% (realized 31.6% on a global basis; as of April 2023) 3) Percentage of female sub-leaders at Tokio Marine & Nichido: 58.9% (as of the end of fiscal 2022)
	Share best practices group-wide and carry out improvement initiatives	Carry out human rights due diligence and improvement initiatives based on the UN Guiding Principles on Business and Human Rights	Create and publish a human rights due diligence and improvement policy in line with the UN Guiding Principles on Business and Human Rights, etc. (December 2021) Further promote human rights due diligence among employees, our businesses (insurance underwriting, investment and financing) and the value chain
5 Facilitate and foster innovation through digitalization	Use digital data in a more sophisticated manner to cover new risks and provide security to customers before and after events in ways besides insurance payments	Accelerate data strategies upon the establishment of core data company Tokio Marine dR in July 2021 (expand provision of pre- and post-incident assurance)	Launch specific initiatives for the comprehensive disaster prevention and mitigation solutions business, such as Real Time Hazzard, with the disaster prevention consortium CORE which began in April 2022 led by the Group as its engine (from August 2023) Develop data-driven products in collaboration with Tokio Marine dR Started accident prevention and loss reduction efforts in the United States using telematics and through the distribution of and temperature sensors
	Address increasing cyber risks amid digital advancements	Increase revenue by around 5 billion yen through cyber risk insurance by fiscal 2023 (Tokio Marine & Nichido; compared with fiscal 2020) ^{*2}	Achieve double-digit growth in cyber-risk insurance each fiscal year (Tokio Marine & Nichido) Started offering incident response services (from April 2022, the first in the industry) Expanded emergency hotline services and started responding to cyber-related issues 24/7 (from April 2022)
	Use digitalization to support small and medium-sized enterprises (SMEs)	Increase revenue by 15-25 billion yen through insurance for small and medium-sized enterprises by fiscal 2023 (Tokio Marine & Nichido; same as above) ^{*2}	Promote additional compensation based on specially packaged products for small and medium-sized enterprises Launched a website (BUDDY+) that offers one-stop solutions from information provision to issue resolution, strengthening our approach to customers
	Apply digitalization to raise the efficiency of operations	Enhance the efficiency of operations with a one-percentage-point improvement in the combined ratio by fiscal 2023 (Tokio Marine & Nichido)	Combined ratio of 92.5% as per the fiscal 2023 plan (Tokio Marine & Nichido, 0.9-percentage-point improvement from fiscal 2020 on a normalized basis)

^{*1} Totals for Tokio Marine Holdings and its Group companies worldwide

^{*2} Net premiums written

Progress of Eight Material Issues (Materiality)

Material issues (★ Designated as priority issues)	How the Group can contribute	Value creation What are the Group's goals (qualitative or quantitative)?	Value creation Achievements so far and future plans
6 Protect the natural environment	Conserve biodiversity and wetlands through activities such as mangrove reforestation and marine protection efforts	Maintain carbon neutrality Surpass 300 billion yen in cumulative economic value from mangrove planting by fiscal 2038	Achieved carbon neutrality in fiscal 2022 (10th consecutive year since fiscal 2013)
	Promote social contribution, such as implementing the Green Gift Planet GENKI Program	Have 100% of employees participate in social contribution activities	100% of employees participated in social contribution activities (fiscal 2022)
7 Provide education to children	Provide various educational programs	Continue providing Green Lessons	Green Lessons were held approximately 900 times and attended by 59,000 people (cumulative total as of March 31, 2023)
		Continue providing Disaster Prevention Lessons	Disaster Prevention Lessons were held approximately 1,195 times and attended by approximately 77,000 people (same as above) Chinese version of Disaster Prevention Lessons held 25 times and attended by approximately 1,800 people (same as above)
		Continue providing Group Work on Managing Risks and Opportunities	Group Work on Managing Risks and Opportunities held 59 times and attended by approximately 1,900 people (same as above)
		Continue implementing StreetWise Finance, a financial and insurance literacy education program	Approximately 170,000 people participants (cumulative total as of June 30, 2023)
		Create pillars other than those above	Creation of new pillars to contribute to future generations
8 Disclose highly transparent and timely information	Properly disclose information by strengthening compliance with the Task Force on Climate-related Financial Disclosures (TCFD) and other guidelines	Disclose information based on the TCFD recommendations through integrated annual reports, sustainability reports, etc.	Held themed presentation: "Tokio Marine Group's Contribution and Growth Strategy in the Renewable Energy Market (June 2021)" and "Our Climate Strategy & the TCFD (January 2021)" held Revised our "Basic Approach to Climate Change" on September 30, 2022 Released the Human Capital Report and TCFD Report 2023 (June 2023) Looked into disclosing information related to natural capital in line with the TNFD framework

2 Relationship between Tokio Marine Group's Eight Material Issues and 17 SDG Goals

Tokio Marine Group provides various products and services and is undertaking initiatives to realize a sustainable society.

The eight material issues the Group has defined are closely aligned with the 17 SDG goals. We will strive to contribute to the attainment of the SDGs by resolving these material issues.

Eight material issues (★ Four designated as priority issues)	17 SDG goal	
1 Take climate action ★		7. Affordable and clean energy (Ensure access to affordable, reliable, sustainable and modern energy for all)
		13. Climate action (Take urgent action to combat climate change and its impacts)
2 Improve disaster resilience ★		11. Sustainable cities and communities (Make cities and human settlements inclusive, safe, resilient and sustainable)
3 Support people's healthy and enriching lives ★		1. No poverty (End poverty in all its forms everywhere)
		2. Zero hunger (End hunger, achieve food security and improved nutrition and promote sustainable agriculture)
		3. Good health and well-being (Ensure healthy lives and promote well-being for all at all ages)
		10. Reduced inequalities (Reduce inequality within and among countries)
		12. Responsible consumption and production (Ensure sustainable consumption and production patterns)
		16. Peace, justice and strong institutions (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels)

Eight material issues (★ Four designated as priority issues)	17 SDG goal	
4 Promote and support diversity and inclusion ★		5. Gender equality (Achieve gender equality and empower all women and girls)
5 Facilitate and foster innovation through digitalization		8. Decent work and economic growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)
		9. Industry, innovation and infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation)
6 Protect the natural environment		6. Clean water and sanitation (Ensure availability and sustainable management of water and sanitation for all)
		14. Life below water (Conserve and sustainably use the oceans, seas and marine resources for sustainable development)
		15. Life on land (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss)
7 Provide education to children		4. Quality education (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all)
8 Disclose highly transparent and timely information		17. Partnerships for the goals (Strengthen the means of implementation and revitalize the global partnership for sustainable development)

3 Stakeholder Engagement — Promoting Initiatives Together with Various Stakeholders

For implementing high-quality management practices, Tokio Marine Group believes that building mutual trust through dialogues with all stakeholders including customers is crucial. We work to identify issues of Group companies and promote a deeper understanding of Tokio Marine Group's thinking, values and various types of initiatives based on customer opinions (customer compliments, complaints and other opinions and suggestions) received by Group companies, and through engagement with shareholders and investors, dialogue with agents, communications with employees and ESG rating agencies and opinion exchange with external experts (Sustainability Dialogue).

Stakeholders		Engagement		Links
Category	Subcategory	Policy	Contents	
Customers	Policyholders	We continually provide customers and society with "safety and security." We will continue to promptly and appropriately provide even higher quality products, services and processes that meet the expectations of our customers.	Basic knowledge of insurance	Naruhodo Insurance Guide (Basic) (in Japanese) Naruhodo Insurance Guide (Life Events) (in Japanese)
			Customer satisfaction levels	Response to Customer Feedback >>
	Business partners	We aim for healthy mutual growth and development with our business partners.	Business partners	Sustainability in the Value Chain >>
Shareholders		To assure transparent and fair management, we work for timely and appropriate information disclosure, while implementing a variety of measures to realize constructive dialogue with domestic and overseas shareholders and investors.	Dialogue with shareholders and investors	Stakeholder Engagement (Dialogue with Shareholders and Investors) >> Corporate Governance (Relations with Shareholders and Other Stakeholders) >>
			Disclosure policy	Information Disclosure
Employees	Tokio Marine Group employees	We respect each and every employee as individuals and recognize their dignity and value, and pay careful attention to ensure that they can fulfill their responsibilities to their families. We aim to be a professional group with very distinctive characteristics while cooperating to ensure all colleagues maximize their performance with integrity and compassion.	Employee satisfaction levels	Improving Employee Engagement >>
			Dialogue	Penetrating our Sustainability Strategy >>
	Insurance agents	We emphasize mutual trust with our agents and combine our strengths to meet the needs of customers while cooperating to promote mutually sound growth and development.	Cooperation with insurance agents	Collaboration with Agents >> Education and Training Systems for Agents >>

Stakeholders		Engagement		Links
Category	Subcategory	Policy	Contents	
Society	Local communities	As a good corporate citizen, we strive to be trusted by all people and society while contributing to the creation of a society where a diverse group of people can live healthy lives with a sense of security. We also make efforts to soundly protect the global environment for future generations. In addition, by partnering with NPOs, etc., we conduct a mangrove planting project.	Awards	External Evaluations >>
			Initiatives	Participation in Initiatives >>
			Sustainability Dialogue	Stakeholder Engagement (Sustainability Dialogue) >>
			Mangrove Planting Project	Protecting the Global Environment through Products and Services (Green Gift Project: Mangrove Planting) >>
	Research institutions	To respond to disasters caused by climate change, we will enhance our natural disaster risk assessment through industry-academia collaboration and will provide products and services for stable responses to disasters in the future.	Climate change and natural disaster risk research	Research on Climate Change and Natural Disaster Risks >>
	External initiatives, organizations, governments	To respond to global-scale issues such as climate change, poverty, human rights and resource and energy issues and help create a secure, safe and sustainable future, we will collaborate with governments and industry organizations and participate in initiatives that include the United Nations Global Compact and the United Nations Environment Programme Finance Initiative (UNEP FI), and undertake activities in cooperation with a variety of stakeholders toward resolving these issues.	Participation in initiatives	Participation in Initiatives >>
	Media	Based on the Tokio Marine Group Sustainability Charter that states, “We intend to disclose information timely and appropriately and to promote dialogue with all our stakeholders to ensure effective corporate management,” we will cooperate with the media and carry out fair, timely and proper disclosure of company information to gain the trust and understanding of our stakeholders.	News release	News release
			Tokio Marine Holdings corporate website (Sustainability page)	Tokio Marine Holdings Corporate Website (Sustainability page)
Future generations		We aim to pass on a sustainable global environment to future generations.	Experience-based environmental protection activities	Protecting the Global Environment through Products and Services (Activities to Protect Forests and the Sea) >>

Sustainability Dialogue



Katsuya Kikuchi

Member of Sustainability Standards Board of Japan
Director, General Manager of Responsible Investment Department and
General Manager of Alternative Responsible Investment Department,
Tokio Marine Asset Management Co., Ltd. (at the time of study session)

In the name of the “Sustainability Dialogue,” Tokio Marine Group regularly invites experts to share the latest knowledge on sustainability with management and to engage in dialogue (opinion exchange and discussion) about Tokio Marine Group’s sustainability initiatives. We utilize their opinions and suggestions in formulating our sustainability strategies and promoting related initiatives.

On December 14, 2022, we invited Katsuya Kikuchi, a member of the Sustainability Standards Board of Japan and Director of Tokio Marine Asset Management Co., Ltd., and held a study session for directors on the theme of the “Ways of Engagement to Support Transition to Decarbonization.” The following highlights the key points of the session.

1 Decarbonization and engagement

Even though Japan’s efforts toward decarbonization are said to lag other countries, participation of Japanese companies in global frameworks is in the world’s top group together with the United States and the United Kingdom, ranking first and second, respectively, for the Task Force on Climate-related Financial Disclosures (TCFD) and Science Based Targets (SBI) initiatives. The stakeholders’ perspective is essential for decarbonization, and engagement, which is a form of collaboration with stakeholders, is important in realizing decarbonization. Engagement is also included in the company evaluation criteria of the Carbon Disclosure Project (CDP) Supplier Engagement Rating, and the weight of “Supplier Engagement” is 35% in the rating.

2 What is engagement?

In the policy trends in the past decade, company and investor engagement has been consistently at the core of efforts to revitalize Japan’s economy. Engagement is a key word related to collaboration between not only business managers and investors but also various other stakeholders and is an effort drawing attention in terms of decarbonization.

<Points to be noted in promoting engagement>

- 1) Fill a perception gap: Filling a perception gap is most important in an early stage of engagement.
- 2) Provide solutions: Provide data, information and analysis tools and find collaboration partners needed to formulate and execute a problem-solving plan
- 3) Provide finance functions: Provide various finance functions in addition to investment, financing and insurance
- 4) Support disclosure and reporting: Supporting disclosure is particularly important in decarbonization engagement, as companies, even non-listed companies, are required to disclose a broad range of information on the impact of Scope 3 emissions.
- 5) Empathize with customers

3 Transition and value chain (Scope 3)

A considerable amount of investment is needed for low-carbon efforts globally, mainly in emerging countries in Asia. As such, in addition to facilitating green investment, growing importance is now attached to the roles of finance to promote investment in companies undertaking innovation in the field of climate action toward steady transition and a drastic reduction in greenhouse gas emissions. Clearer engagement strategies are needed with regard to transition finance. Finance also plays a significant part from the perspective of supply chains, from upstream to downstream.

4 Initiatives of Tokio Marine & Nichido

I highly value that the company has specified “engagement” as a large category of its climate action policy and is disclosing information on specific efforts in its core business and examples of collaboration with partners. From the market perspective, it is important to continuously provide information and disclose as much quantitative (impact) information as possible. In its current information disclosure, the connectivity between financial and non-financial information serves as a key word, but it will be required to show how each initiative is linked to corporate value.

5 Evaluation in the capital market and future outlook

The formulation of unified standards for sustainability disclosure is globally underway. Sustainability disclosure will become legally mandated in the future, rather than a voluntary effort, and will further increase its importance in company evaluation. In the future, the capital cost will go up or down depending on companies’ sustainability initiatives and related disclosure.

Dialogue with Stakeholders

Dialogue with Shareholders and Investors

Fundamental Policy

Tokio Marine Holdings will strive to enhance trust by providing information to the capital markets in a timely, fair and continuous manner while ensuring transparency and accountability in its disclosures, and to promote understanding of its efforts to increase corporate value and accurate assessment of the Company. Furthermore, through constructive dialogue between management and shareholders and investors, the Company will gain an appropriate understanding of how it is viewed and the state of the capital markets and provide that understanding and feedback to management and within the Company to lead to the improvement of management itself and further enhance corporate value.

In April 2023, we established the Global Communications Department as an organization responsible for aligned, interdepartmental investor relations (IR), shareholder relations (SR) and public relations (PR) operations, with the aim of further strengthening dialogue with a wide range of stakeholders, including capital markets, shareholders, the media and employees.



Dialogue with Investors

Dialogue with Institutional Investors

The Company holds financial results conference calls, IR conferences and theme-focused strategy conferences both onsite and live streamed worldwide on the Internet, and is thereby engaging in dialogue with shareholders and investors around the world.

The IR conference held in May 2023 was joined by an Outside Director who is regarded as representing minority shareholders. During the conference, the Outside Director responded from an objective standpoint to questions about the Board of Directors discussions and how he regards Tokio Marine Group from his position as Outside Director. Participants commented that it was a valuable opportunity to listen firsthand to an Outside Director, that they had deepened their understanding of the Company's management and that they would like to see more opportunities of this kind in the future.

We also continuously hold briefings focusing on topics of high interest in capital markets. In fiscal 2022, Special IR Meetings were held in London and New York City to provide presentations by the CEOs and executives of major subsidiaries in Europe and the United States and Q&A sessions with participants. In Japan, we also held two special briefings on overseas subsidiaries, featuring the CEOs of overseas subsidiaries as speakers, and received favorable responses. We have also resumed face-to-face dialogue, including overseas IR activities in North America, Europe and Asia. In fiscal 2022, we held dialogues with approximately 530 corporate investors in Japan and overseas while improving the quality of these dialogues.

[IR conference video \(May 2023\)](#) (in Japanese)



Dialogue with Individual Investors

We hold conferences for individual investors every year, featuring the Group CEO. Since fiscal 2022, we have held these briefings in Osaka, Fukuoka and Aichi in addition to Tokyo. The Company provided easy-to-understand explanations of the Group's management strategy and shareholder return, which are of great interest to individual investors. These conferences received about a 90% participant satisfaction rate.

Also, in response to requests from many individual investors for stock splits, we implemented a three-way stock split in October 2022. We will continue to engage in careful dialogue with investors with the aim of expanding our investor base and Tokio Marine fan base.

[🔗 Conference video](#) (in Japanese)

Feedback

The Company is also making efforts to report the opinions obtained through dialogue with shareholders and investors widely to management and other members of the Company, and to reflect them in the improvement of management. Many of our employees have no contact with capital markets in their daily work, but through IR activity reporting sessions, they come to understand the voices of the capital markets, the evaluation of the Company and the connection between their work and the capital markets. This has a positive impact on their own motivation and growth and, as a result, a virtuous circle of company growth is also created.

In fiscal 2022, we also used remote tools to share and interact with 2,748 Group employees.

Engagement with the Local Community

Tokio Marine Group promotes local community and social contribution activities in collaboration with NPOs committed to solving various issues in local communities. For the Mangrove Planting Project, one of the most notable initiatives undertaken by Tokio Marine & Nichido, we have formed a long-term partnership with the NGO Action for Mangrove Reforestation (ACTMANG) specializing in mangrove planting, Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA) and International Society for Mangrove Ecosystems (ISME). Besides planting mangroves, we also cooperate in improving environmental awareness and promoting industries in designated planting regions, such as providing environmental education and workshops for local residents and children.

4 Participation in Initiatives

Tokio Marine Group supports and respects the Universal Declaration of Human Rights, the ILO's International Labour Standards and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. Also, Tokio Marine Group will contribute to the creation of a safe, secure and sustainable future through participation in such initiatives as the United Nations Global Compact (UNGC), the United Nations Environment Programme Finance Initiative (UNEP FI), UNEP FI Principles for Sustainable Insurance (UNEP FI-PSI) and the United Nations Principles for Responsible Investment (PRI).

Human Rights, Labor, the Environment and Anti-Corruption

■ The United Nations Global Compact (UNGC)



The United Nations Global Compact (UNGC) is a voluntary initiative for participation by companies in the creation of a global framework under which companies exercise responsible and creative leadership to act as good members of society to realize a sustainable society.

The ideas and contents of the Ten Principles concerning human rights, labor, the environment and anti-corruption advocated by the UNGC coincide with Tokio Marine Group's own approach to sustainability as well as our Sustainability Charter. Therefore, Tokio Marine Holdings has been a signatory to and has expressed its support for the UNGC since 2005.

Tokio Marine Holdings is participating in the United Nations Global Compact Network Japan (GCNJ) and in fiscal 2022 participated in such initiatives as the Disaster Prevention and Mitigation Working Group and the WEPs Working Group, among others. From fiscal 2023 and beyond, Tokio Marine Holdings will promote these initiatives in the "Participant" capacity.

*Tokio Marine Holdings summarizes and reports every year on the status of initiatives for addressing the Ten Principles of the United Nations Global Compact.

[Communication on Progress](#) (PDF/663.3KB)

[The United Nations Global Compact](#)

Sustainable Finance and Insurance

■ UNEP FI Principles for Sustainable Insurance (UNEP FI-PSI)



More than 400 financial institutions around the world participate in the United Nations Environment Programme Finance Initiative (UNEP FI), an initiative that surveys, researches and puts into practice business approaches that consider economic development, the environment and sustainability.

In January 2022, Tokio Marine Group changed the UNEP FI signatory body from Tokio Marine & Nichido to Tokio Marine Holdings to promote sustainability throughout the Group. As a corporate group, it promotes environmental and sustainability initiatives through its business activities. The Group participated in the PSI's 10th anniversary event in June 2022 and contributed to its success. An example of the Group's participation is the congratulatory video message from Shuzo Sumi, the current counselor of Tokio Marine & Nichido and the president when the company became a signatory of PSI. Tokio Marine Holdings also sent a panelist to the panel discussion, which was part of the Asia Pacific Roundtable held in South Korea in May 2023, on the role of financial institutions in decarbonization in the Asia-Pacific region.

[UNEP FI](#)



The Principles for Sustainable Insurance (PSI) of UNEP FI is a working group that surveys, researches and executes ESG initiatives in the insurance industry.

Tokio Marine & Nichido has not only participated in the formulation of PSI but also supported its intent and policies and became its founding signatory in June 2012. The company has since been promoting insurance industry initiatives that consider ESG issues together with insurance companies all around the world.

Since fiscal 2018, Tokio Marine & Nichido has participated in the PSI Task Force on Climate-related Financial Disclosure (TCFD) Insurer Pilot Working Group and was involved in creating the framework for climate-related financial disclosure in the global insurance industry based on the TCFD recommendations. The company was also instrumental in the creation and publication of the “Insuring the climate transition” report in January 2021. In June 2022, we participated in PSI’s 10th anniversary event and appealed to the insurance industry to contribute to The Decade of Action, which under the UN calls for the acceleration of ESG initiatives toward 2030.

[PSI of UNEP FI](#)

■ Ministry of the Environment Principles for Financial Action toward a Sustainable Society (Principles for Financial Action for the 21st Century)



Based on a suggestion from the Ministry of the Environment’s Central Environment Council Expert Committee on Environment and Finance, the Principles for Financial Action for the 21st Century were compiled in 2011 by Japan’s Environmental Financial Action Principles Drafting Committee, which featured the participation of a wide range of financial institutions, with the aim of broadening the circle of initiatives for environmental financing. The Principles for Financial Action are aimed at enabling domestic financial institutions to promote optimal initiatives in their main businesses for addressing a host of issues they face directly such as environmental, social and governance issues. Under these principles, the direction of which aligns with UNEP FI and the PRI, financial institutions seek to fulfill their necessary responsibilities and roles for the formation of a sustainable society based on their concerns about the future of the earth.

Within Tokio Marine Group, Tokio Marine & Nichido actively participated as a member of the drafting committee and the six Group companies (Tokio Marine & Nichido, Tokio Marine & Nichido Life Insurance, Nisshin Fire & Marine Insurance, E. design Insurance, Tokio Marine Millea SAST Insurance and Tokio Marine Asset Management) have agreed with the intent of and signed the Principles. (As of August 31, 2022)

In the future as well, Tokio Marine Group will continue to promote the kind of initiatives that the financial and insurance industries can provide support for to create a sustainable society.

[Principles for Financial Action for the 21st Century](#)

Sustainable Investment

■ Principles for Responsible Investment (PRI)



The Principles for Responsible Investment (PRI) is an initiative devised mainly by UNEP FI and the UNGC, which expresses and puts into practice stances and policies that consider ESG issues in investment decisions by financial institutions and institutional investors.

The following Tokio Marine Group companies agree with the thinking of the PRI and have signed the Principles.

Signatories (Timing)	Initiatives
Tokio Marine Asset Management (April 2011)	Signed the UN-supported PRI initiative, accepting these Principles as an asset management company. The company established a responsible investment committee composed of the chief asset managers of each asset class, as well as a responsible investment group. Through these steps, the company develops basic policies, processes and systems concerning responsible investment and undertakes initiatives that take into account ESG issues during investment analysis, product development and exercise of voting rights.
Tokio Marine & Nichido (August 2012)	Tokio Marine & Nichido has endorsed the concept of the PRI and signed on as an asset owner. The company has established an ESG investment and financing policy and has been promoting initiatives for ESG engagement and ESG integration.

■ Japan Sustainable Investment Forum



Japan Sustainable Investment Forum (JSIF), a not-for-profit organization (NPO), carries out activities to promote the spread and development in Japan of sustainable investment and ESG investment, which are actively undertaken in Europe and the United States. JSIF functions as a venue for information and opinion exchanges, discussions and investigative research among persons involved with ESG investment and aims for the sound development of ESG investment and for the building of a sustainable society.

As members of JSIF, Tokio Marine & Nichido and Tokio Marine Asset Management are participating in investigative research on ESG investment and in initiatives for the sound development of this investment.

[Japan Sustainable Investment Forum \(JSIF\)](#)

Climate Change and Nature-related Disasters

 Management system for lobbying activities and trade association memberships 

■ Partnership for Carbon Accounting Financials (PCAF)



The PCAF is an international initiative to develop methods for measuring and disclosing GHG emissions associated with investment and financing, and Tokio Marine & Nichido joined in January 2022. To date, the organization has developed methods for measuring and disclosing GHG emissions related to listed stocks and corporate bonds, commercial loans and unlisted stocks, project finance, commercial real estate, mortgage loans and auto loans. In November 2022, the PCAF developed and made available a method for measuring GHG emissions related to insurance underwriting portfolios.

Tokio Marine & Nichido aims to hone its technology related to the measurement and analysis of GHG emissions and improve the quality of dialogue (engagement) with its recipients of investments and financing to achieve decarbonization.

■ The United Nations Office for Disaster Risk Reduction (UNDRR) — Private Sector Alliance for Disaster Resilient Societies (ARISE)



In November 2015, the United Nations Office for Disaster Risk Reduction (UNDRR), a strategic framework for disaster risk reduction adopted by United Nations member countries in 2000, launched the Private Sector Alliance for Disaster Resilient Societies (ARISE) toward the strengthening and reorganization of the Private Sector Partnership for Disaster Risk Reduction (DRR-PSP) for disaster prevention that Tokio Marine & Nichido joined in 2014.

Tokio Marine & Nichido participated in the 7th Global Platform Meeting (GP2022) and Stakeholder Forum hosted by UNDRR in May 2022 and made a presentation on “Insurance Companies as Risk Managers.”

■ The Geneva Association



The Geneva Association is an insurance industry think tank composed of approximately 70 executives from major insurance companies around the globe.

As a member of the Executive Committee of the Geneva Association, Tsuyoshi Nagano, Chairman of Tokio Marine Holdings, leads and supports surveys and research on important insurance industry issues (climate change and the environment, health and aging society, socioeconomic resilience, new technologies and data, cyber issues, compensation liabilities, public policies and regulations, etc.) handled by the association. At the same time, as Joint-Chairman of the “Climate Change and Emerging Environmental Topics” working group, he is taking the lead in undertaking surveys and research on climate change and natural disaster risk and disseminating related information to society.

■ ClimateWise



ClimateWise is an initiative in which approximately 30 leading insurers in Europe jointly carry out studies and research on various risks and opportunities related to climate change and make recommendations toward reducing the risks that climate change imposes on economic and social life. The initiative is operated by the University of Cambridge Institute for Sustainability Leadership (CISL).

Participants from Tokio Marine Group include Tokio Marine Kiln and Tokio Marine HCC International. Tokio Marine Kiln Group CRO Vivek Syal serves as a member of the ClimateWise Insurance Advisory Council.

Tokio Marine Group will continue to promote efforts toward mitigating and adapting to climate change in accordance with the seven ClimateWise Principles.

■ Asia-Pacific Financial Forum (APFF)



The Asia-Pacific Economic Cooperation (APEC) Finance Ministers' Process (FMP) established the Asia-Pacific Financial Forum (APFF) in 2013 to facilitate public-private partnerships regarding many different financial issues within APEC. Tokio Marine & Nichido participates in the APFF as a member and leads discussions on disaster risk financing and insurance (DRFI)* and the dissemination of climate-related disclosure conducive to the promotion of sustainable financing.

Regarding DRFI, under the APEC FMP and after the 2019 meeting of finance ministers' approval of a policy promoting the use of CAT bonds within APEC, the World Bank and APFF jointly held an online workshop on CAT bonds in September 2020 and exchanged information and opinions that would assist the widespread use of CAT bonds in the APEC region. Subsequently, another online workshop on CAT bonds was held in October 2022 that invited specialists from Indonesia, Thailand and the Philippines to speak.

An online roundtable was held in April 2022 on how to promote financial preparedness in the APEC region through public-private partnerships against pandemic risks. Tokio Marine & Nichido engaged in the discussion from the standpoint of an insurance underwriter.

For sustainable financing, Tokio Marine & Nichido participates in the Sustainable Finance Development Network (SFDN), which is under the umbrella of the APFF and, following the TCFD Consortium in Japan, engages in activities for the development of a structure within APEC to encourage the disclosure of climate-related financial information.

* DRFI is a broad concept that bundles multiple countries and offers a wide variation of insurance schemes that range from insurance that covers natural disaster risk, with countries being the insured party, to schemes under which private-sector insurance companies provide earthquake insurance coverage for individual customers possessing regular homes and household goods, with governments serving as reinsurers.

■ Insurance Development Forum



The Insurance Development Forum (IDF) was established in 2016 as a public-private partnership led by the private insurance industry to promote the widespread use of insurance schemes in countries vulnerable to natural disasters.

Tokio Marine Group has been participating as a member of the IDF's Operating Committee and Steering Committee since 2018. The IDF assembles experts involved in promoting disaster risk insurance around the world to mutually share experiences and motivate each other. Since Japan has experienced many disasters, its input for disaster responses has been greatly valued, including for the earthquake insurance system implemented as a public-private collaborative scheme. Meanwhile, the network cultivated through participation in the IDF has proved useful for discussions at the aforementioned APFF. As such, Tokio Marine Group has been instrumental in organically bridging initiatives advocated by the two organizations.



Climate Change and Nature-related Disclosure

■ CDP



The Carbon Disclosure Project (CDP) is an organization that drives an initiative under which the world's principal institutional investors cooperate in calling for companies worldwide to disclose their climate change strategies (risks and opportunities) and greenhouse gas (GHG) emissions.

Tokio Marine Holdings participates every year as a CDP Signatory and is supporting surveys in the areas of corporate climate change strategies and GHG emissions as well as energy usage.

■ Financial Stability Board (FSB) Task Force on Climate-related Financial Disclosures (TCFD)



The Task Force on Climate-related Financial Disclosures (TCFD) organized under the Financial Stability Board (FSB) released its recommendations in June 2017, which have played a central role in promoting information disclosures of climate-related risks and opportunities.

In addition to disclosing its own information based on the TCFD recommendations, Tokio Marine Holdings contributed to the release of the recommendations in 2017 and was involved in the creation of their framework as a TCFD member. Moreover, in Japan the Company has served in its capacity as one of the founders of the TCFD Consortium and a member of its Planning Committee to facilitate discussions and opinion exchanges among relevant parties in both public and private sectors from around the world. The Company has also been working to encourage the spread and promotion of TCFD initiatives in Japan and Asia-Pacific countries.

■ Taskforce on Nature-related Financial Disclosures (TNFD) Forum



The TNFD is an international initiative launched in June 2021 by the UNEP FI, UNDP, Global Canopy and the World Wildlife Fund (WWF). By establishing a framework for disclosing nature-related financial information and encouraging companies to disclose nature-related information, the TNFD aims to shift global financial flows toward nature-positive outcomes.

In January 2022, Tokio Marine Holdings endorsed and participated in the activities of the TNFD Forum from the perspective of further promoting efforts to protect the natural environment.

Environmental Value Creation

■ Ministry of the Environment Eco-First System



Eco-First is a system under which companies pledge to the Ministry of the Environment that they will proactively undertake initiatives for protecting the environment that include adopting global warming countermeasures and waste and recycling measures. Under the system, the ministry certifies those companies (top-notch companies within the industry) that “carry out visionary and unique business activities that lead the industry” in environmental fields.

In 2008, Tokio Marine & Nichido was certified as an Eco-First company. In fiscal 2014, Tokio Marine & Nichido obtained recertification under its new regulations. This was in recognition of initiatives aimed at protecting the earth’s environment, curbing global warming and preventing and reducing damage caused by natural disasters through the insurance business. These include “offering environment-conscious insurance with the participation of customers through the Green Gift Project” and “research centered on industry-academia collaboration that focuses on climate change and natural disasters.”

The main activities being undertaken by Tokio Marine & Nichido as an Eco-First company are as follows.

- Provision of environmentally conscious insurance with the participation of customers through the Green Gift Project
- Reducing CO₂ emissions of Tokio Marine & Nichido by 60% by fiscal 2050 (compared with fiscal 2006), etc.

In fiscal 2020, as one of the leading companies within the insurance industry, Tokio Marine & Nichido participated in events sponsored by the Eco-First Promotion Council together with other Eco-First companies and carried out environmental awareness activities.

Tokio Marine & Nichido will continue to promote initiatives for protecting the global environment and preventing global warming as an Eco-First company.

■ Endorsement of the Ministry of the Environment's COOL CHOICE



COOL CHOICE is a national campaign that encourages all “smart choices” conducive to countermeasures for global warming. They include switching to products, utilizing services and making lifestyle choices that contribute to the realization of a decarbonized society to reduce emissions of CO₂ and other greenhouse gases.

Tokio Marine & Nichido endorses COOL CHOICE, a national campaign being carried out by the Japanese government to counter global warming, and will work to make “smart choices” that contribute to the realization of decarbonized operations in all business activities. This includes not only striving for power savings in summer and winter but also in areas ranging from products and services to donations and volunteer activities.

■ Endorsement of the Ministry of the Environment's “Fun to Share” Climate Change Campaign



The Ministry of the Environment has been undertaking the Fun to Share climate change campaign since March 2014. By sharing with all citizens information, technologies and knowledge leading to the creation of an enriched low-carbon society, the campaign aims to not only foster interest in and a sense of crisis about global warming concerns but also create opportunities for linking companies, organizations, communities and citizens and realize Japan's first “Lifestyle Innovation,” in which Japan can take pride, throughout the world.

Tokio Marine & Nichido has endorsed the Fun to Share campaign and is actively promoting initiatives toward the realization of a low-carbon society.

■ Green Purchasing Network



Tokio Marine & Nichido
is a member of the Green
Purchasing Network.

The Green Purchasing Network was established in 1996 as a facilitative network and an information-disseminating organization of companies, government agencies and non-governmental organizations leading the way in green purchasing. The network was established based on the recognition that green purchasing plays a crucial role in the formation of markets for environment-friendly products and represents an extremely effective means of promoting the development of environment-friendly products through markets and by extension for building a sustainable society.

As a member of the Green Purchasing Network, Tokio Marine & Nichido promotes initiatives for green purchasing.

■ 30 by 30 Alliance for Biodiversity by the Ministry of the Environment



The 30 by 30 Alliance for Biodiversity was established to achieve global targets to end and reverse biodiversity loss (i.e., become nature-positive) by 2030 and to effectively protect at least 30% of Japan's land and sea areas as sound ecosystems by 2030. The Ministry of the Environment launched the initiative in April 2022 with the aim of preserving more than 30% of the country's land as a natural environment area by 2030.

Tokio Marine & Nichido has been promoting the conservation of biodiversity through the Mangrove Planting Project since 1999. From fiscal 2022 and beyond, the company will promote initiatives for biodiversity as a company that has endorsed the 30 by 30 Alliance at its establishment.

■ GX League



The GX League was established to enable companies actively working to achieve carbon neutrality and pursuing green transformation (GX) to collectively discuss issues to change the entire socioeconomic system and create new markets.

Tokio Marine & Nichido joined the 73 members of the GX League as a leader of the GX Management Promotion Working Group to formulate rules for market creation, one of the League's initiatives. In March 2023, it published its Basic Principles on Disclosure and Evaluation of Climate-related Opportunities. To achieve carbon neutrality, activities of the League are aimed at building a structure that enables Japanese companies' contributions to mitigating climate change to be appropriately evaluated in terms of opportunities (e.g., reduction of emissions from the products and services on the market).

Furthermore, Tokio Marine & Nichido joined the GX League in May 2023 and will continue to contribute to the provision of value to transform the societal structure in pursuit of carbon neutrality.

5 Tokio Marine Group's Environmental Initiatives

5.1 Creating Environmental Value

5.1.1 What Our Environmental Initiatives Aim for: Corporate Philosophy and Policy

● Tokio Marine Group Basic Policy on Environment

Tokio Marine Group recognizes that all humans and companies assume an important responsibility for future generations to protect the environment and create environmental value. Accordingly, we are committed to realizing a safe, secure and sustainable society in every aspect of our corporate activities.

■ Protecting the Global Environment and Creating Environmental Value through Our Business Activities

In our business activities, we will promote climate change mitigation and adaptation measures such as promoting the widespread use of clean energy and responding to natural disasters. Together with our activities to conserve biodiversity and wetlands, we will move ahead to protect the global environment and create environmental value.

① Climate Change Countermeasures

Climate change is a global issue and has a direct impact on the insurance industry. As such, we regard it as one of the most important issues that we should tackle head on in our core insurance business and as an institutional investor and global company. Based on constructive dialogue and collaboration with various international organizations, governments, industries, academic institutions and civil society, we will contribute to the transition to a decarbonized society by proactively implementing climate change countermeasures.

② Promotion of the Widespread Use of Clean Energy such as Renewable Energy

In mitigating climate change, we will promote the widespread use of clean energy through the provision of products and services in the renewable energy field and contribute to the transition to a decarbonized society.

③ Response to Natural Disasters

In adapting to climate change, we will contribute to the creation of a society resilient to natural disasters by applying our knowledge on natural disasters and disaster prevention and reduction, which we have accumulated over the course of our long history, to the development and provision of products and services and by delivering safety and security before and after disasters.

④ Conservation of Biodiversity and Wetlands

We will contribute to the preservation of biodiversity and wetlands by practicing business activities that give consideration to harmonization with and the improvement of the global environment and by carrying out mangrove planting and other environmental protection activities around the world.

■ Reduction of Environmental Footprint in Our Value Chain

Tokio Marine Group will promote initiatives to reduce the environmental footprint in our value chain while complying with environmental laws and regulations as well as various agreements regarding the environment to which the Group has agreed.

① Reduction of Environmental Footprint

We recognize the environmental footprint of our resource and energy consumption and waste generation, and strive to reduce our environmental footprint by promoting resource and energy conservation, decarbonization and low-carbonization, resource circulation, harmonization with nature and green purchasing from a viewpoint of the overall value chain.

② Continuous Improvement of the Environment and Prevention and Reduction of Pollution

We strive to prevent and mitigate environmental pollution by setting goals and targets, reviewing and revising our activities and continually improving the environment.

③ Promotion of Environmental Awareness-Raising and Social Contribution Activities

We strive to promote environmental protection not only by promoting the dissemination of environmental information, provision of environmental consulting services and environmental awareness-raising and educational activities both internally and externally, but also by promoting local community and social contribution activities as a good corporate citizen.

■ Governance and Management Structure

The Board of Tokio Marine Holdings approves the revision or abolishment of the Basic Policy on Environment. However, Executive Officers in charge of the Corporate Planning Department may approve minor changes. The status of compliance with the policy and the Group's environmental initiatives is deliberated at the Management Committee and other meetings and reported to the Board for a timely, appropriate and transparent information disclosure.

■ Stakeholder Engagement

Tokio Marine Group strives to protect the global environment, create environmental value and reduce the environmental footprint of our business activities and value chain through dialogue, cooperation and collaboration with various stakeholders, including future generations.

In promoting these efforts, Tokio Marine Group supports the following international agreements, initiatives, etc., related to the environment*.

We communicate this Basic Policy on Environment to all Group employees and ensure thorough adherence among them and announce it to the public.

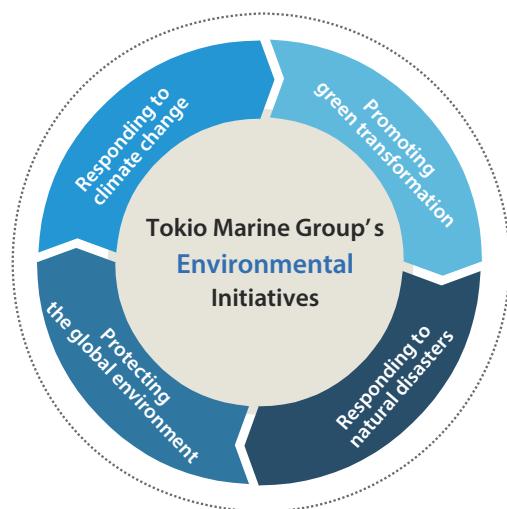
Adopted on December 21, 2021

*The United Nations Sustainable Development Goals, United Nations Framework Convention on Climate Change / Paris Agreement, Sendai Framework for Disaster Risk Reduction 2015-2030, Convention on Biological Diversity, Ramsar Convention, Washington Convention, United Nations Communities of Ocean Action for supporting the implementation of SDG 14, United Nations Global Compact, United Nations Environment Programme Finance Initiative, Principles for Sustainable Insurance, Principles for Responsible Investment, Task Force on Climate-related Financial Disclosures, CDP, Principles for Financial Action for the 21st Century

5.1.2 Initiatives to Create Environmental Value

🕒 Domains of Initiatives

Tokio Marine Group promotes its environmental initiatives in four domains, namely responding to climate change, promoting green transformation, responding to natural disasters and protecting the global environment.



🕒 Overview of Key Initiatives in Each Domain

Responding to climate change

Tokio Marine Group has been working to promote the use of renewable energy, support customers' and society's climate change countermeasures, reduce CO₂ emissions from our business activities and encourage ESG investment to achieve the goal of the Paris Agreement. We have joined multiple international initiatives to combine forces with other companies and government agencies.

- Continuously reduce total greenhouse gas emissions of Tokio Marine Group and business partners toward achieving the goal of the Paris Agreement
- Drive transition to a decarbonized society through engagement with business partners
- Cooperate in policies promoted by public agencies toward achieving the goal of the Paris Agreement
- Contribute to the mitigation and response to climate change risk
- Provide support for climate change disclosure in accordance with the recommendations of the TCFD, and others

To promote green transformation, we help customers to become carbon neutral and to work toward a decarbonized society and contribute to the growth and development of industry through the development and provision of insurance products and solutions as well as through risk consulting.

- Develop insurance products and solutions that will contribute to more widespread use of renewable energy, including offshore wind power and solar power
- Carry out research on and develop insurance products that will contribute to spreading storage batteries, promotion of use of hydrogen and establishment of new technologies, such as carbon dioxide capture and storage (CCS) and carbon dioxide capture, utilization and storage (CCUS) technologies
- Provide support for local governments and companies for building distributed energy systems
- Provide support for local small to medium-sized companies toward achieving carbon neutrality

Responding to natural disasters

We are promoting the development and provision of products and services leading to the safety and security of customers and local communities. We are also promoting activities to disseminate our knowledge on disasters and disaster prevention and mitigation widely throughout society through efforts such as raising disaster prevention awareness of children as well as companies before a disaster strikes. After a disaster, we focus on making appropriate and swift claims payments and providing services for the early recovery of business operations of companies affected by the disaster.

- Provide support for formulating an ISO standard certifying disaster preparedness
- Build a system for responding quickly to natural disasters and improve claims payment process
- Improve the profitability of fire insurance at Tokio Marine & Nichido
- Provide earthquake insurance that promptly pays insurance claims after an earthquake and fire insurance with a system for donation that contributes to disaster prevention and mitigation

Protecting the global environment

Tokio Marine Group is implementing local and social contribution activities around the world that help protect the environment and preserve biodiversity and wetlands. These activities emphasize voluntary engagement by employees and tie-ups with NPOs and other groups.

- Promote eco activities through the Green Gift Project, which carries out mangrove planting mainly in Southeast Asia and environmental protection activities around the world
- Continue to undertake tree planting project PHLY 80K Trees Campaign in the United States
- Continue providing Green Lessons to raise environmental awareness for children
- Collaborate in afforestation project in Aki City, Kochi Prefecture

5.1.3 Targets for Creating Environmental Value

Responding to climate change

Aiming for net-zero emissions
by fiscal 2050
(for our own operations and investees)

60% reduction of emissions for our own operations
by fiscal 2030
(vs fiscal 2015)

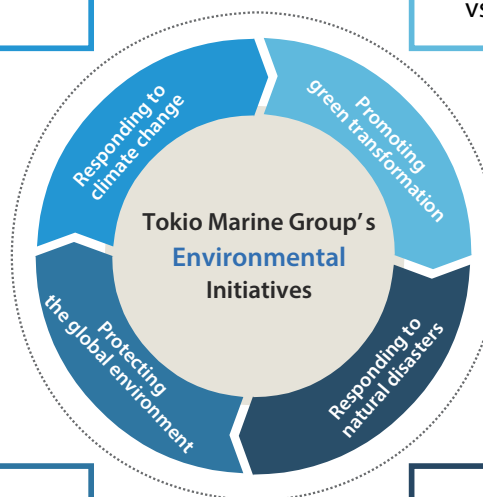
Achieve carbon neutrality
in fiscal 2023
(Achieving the status for 10 consecutive years up to fiscal 2022)

Promoting green transformation

Increase GX-related insurance products by 7 billion yen
by fiscal 2023
(Tokio Marine & Nichido;
vs fiscal 2020)

100% use of renewable electricity
at major facilities
by fiscal 2030

Engagement target
in fiscal 2030
200 major client companies



Protecting the global environment

Provide and increase level of sophistication of solutions related to protection of global environment

Plant a total area of 1,150 hectares of mangrove forest
from fiscal 2019 to
fiscal 2023

Achieve cumulative total of 58,000 participants in Green Lessons
by end of
fiscal 2023

Responding to natural disasters

Issue an ISO concept standard certifying disaster preparedness
in fiscal 2023

Improve profitability of fire insurance more than 45 billion yen
by fiscal 2023
(vs Tokio Marine & Nichido business unit profit in fiscal 2020)

Provide and increase level of sophistication of solutions related to disaster prevention

5.1.4 Structure for Promoting Environmental Management

Tokio Marine Group has established a dedicated department (Sustainability Division, Corporate Planning Department) at Tokio Marine Holdings to oversee and promote environmental management for the Group. This department identifies challenges related to environmental management and formulates and implements the Group's environmental management strategy. In addition, we have assigned sustainability key persons in each department responsible for sustainability activities at Group companies in Japan and overseas. Sustainability key persons are committed to reducing the environmental footprint associated with our business activities alongside the management team in each Group company. The Sustainability Division, Corporate Planning Department supports efforts to promote environmental management at Group companies through dialogue and cooperation with the sustainability key persons.

At core Group companies such as Tokio Marine & Nichido, we have set up a dedicated department to oversee and promote environmental management (e.g., Sustainability Division, Corporate Planning Department at Tokio Marine & Nichido). A sustainability key person, assigned to each department and branch office to promote sustainability activities, encourages the full participation of employees in environmental management.

Tokio Marine Group performs plan-do-check-act (PDCA) management through our proprietary Green Assist environmental management system, which draws on ISO 14001, and engages in energy conservation and resource conservation activities.

The head office of Tokio Marine & Nichido adopted an environmental management system based on the ISO 14001 environmental management system in fiscal 1999* and is working continuously to achieve environment-related targets. At Group companies in Japan and overseas, we have introduced our unique environmental management system linked to Tokio Marine Holdings and Tokio Marine & Nichido. These Group companies are working to achieve targets set every year, including those related to environmental issues.

* There were no major issues noted in internal auditing or external examination under ISO 14001 and no major violations of environmental laws among Group companies.

5.1.5 Performance Reporting: Environmental Accounting

① Environmental Conservation Cost (Tokio Marine & Nichido)

Environmental costs	FY2020		FY2021		FY2022	
	Investment (million yen)	Expenses (million yen)	Investment (million yen)	Expenses (million yen)	Investment (million yen)	Expenses (million yen)
Business area costs	271	233	314	246	59	275
Upstream/downstream costs	0	26	0	25	0	26
Management costs	0	20	0	23	0	24
R&D costs	0	101	0	96	0	135
Social contribution activity costs	0	73	0	118	0	127
Environmental remediation costs	0	0	0	0	0	0
Total	271	453	314	508	59	587

② Environmental Performance Indicators Related to Environmental Benefits (Tokio Marine Holdings)

Environmental performance indicator	FY2020	FY2021	FY2022
Total energy input (GJ)	653,337	719,420	707,708
Water resource input (m ³)	628,513	1,724,096	1,947,079
Greenhouse gas emissions (t-CO ₂)	67,140	60,457	54,552
Waste emissions (t)	1,975	1,837	1,911

Note: Figures for all environmental performance indicators are provided on a global basis.

③ Economic Benefits of Environmental Conservation Initiatives (Tokio Marine & Nichido)

Environmental performance indicator	FY2020 (million yen)	FY2021 (million yen)	FY2022 (million yen)
Cost reduction	383	308	244
Revenue	0	0	0
Total	383	308	244

5.2 Responding to Climate Change

5.2.1 Basic Approach to Climate Change

Climate change is a global issue and has a direct impact on the insurance industry. As such, we regard it as one of the most important issues that we should tackle head on in our core insurance business and as an institutional investor and global company.

Based on constructive dialogue and cooperation with various organizations and industrial groups, including international organizations, governments, industries, academic institutions and civil society, we will voluntarily implement climate action and help promote the transition to a decarbonized society.

5.2.2 Climate-Related Financial Disclosure Based on the TCFD Recommendations

The Task Force on Climate-related Financial Disclosures (TCFD) had been entrusted by the Financial Stability Board (FSB) to formulate voluntary recommendations for consistent, comparable, reliable, clear and efficient climate-related disclosures by companies in the financial sector and released its final recommendations (TCFD recommendations) in June 2017.

Release of TCFD Report

The intensification of natural disasters in recent years has caused a significant impact on customers and society and made it an urgent task to take climate action and improve disaster resilience. Advancing climate action absolutely requires the understanding and support of all stakeholders. Up to the present, Tokio Marine Holdings has contributed to the formulation and publication of the TCFD recommendations as a founding member of the TCFD and has been making disclosures based on these recommendations in its integrated annual reports and sustainability reports since 2017.

In order to provide a clearer view of our related policies and actions, we have released a TCFD report focusing on climate change. This report describes Tokio Marine Group's response to climate change in terms of governance, strategies, risk management and metrics and targets, which represent the four pillars of the TCFD recommendations. The "Strategies" section, in particular, presents our initiatives for each of the roles we assume, namely an insurance company, institutional investor, asset manager, global company and good corporate citizen.

While always keeping in mind our purpose of protecting customers and society in times of need, we will continue to seek to resolve social issues through business activities, enhance our corporate value and support the decarbonization of customers and local communities through our insurance products and services as well as investment and financing.

[TCFD Repot 2023](#) (PDF/9.3MB) 



5.2.3 Initiatives for Responding to Climate Change

◎ Reducing CO₂ Emissions and Becoming Carbon Neutral

The environmental footprint caused by the business activities of Tokio Marine Group is relatively small compared with companies in the manufacturing industry; however, the size of the Group makes it a large consumer of energy. In order to reduce the environmental footprint from our business activities wherever possible, we have positioned initiatives for reducing the environmental footprint as a key issue for the Group. The entire Tokio Marine Group, in Japan and overseas, is making efforts to become carbon neutral* under the following strategic concepts.

- ① **Reduce:** Use energy-efficient buildings and facilities and cut back on energy usage.
- ② **Switch:** Switch to natural energy.
- ③ **Offset:** Absorb and fix CO₂ by mangrove planting and retirement of emissions credits.

* Carbon neutral means that CO₂ emitted in the course of a company's business activities is equivalent to the volume of CO₂ absorbed and reduced by way of mangrove planting, use of natural energy and the retirement of emissions credits by such a company.

■ Promoting Measures against Climate Change toward Becoming Carbon Neutral in 2050

Toward achieving carbon neutrality in 2050, Tokio Marine Holdings has defined new targets for promoting measures against climate change, which is one of its sustainability priority areas and is one of the key issues over the medium to long term.

- ① Reduce greenhouse gas emissions of Tokio Marine Holdings by 60% in fiscal 2030 from the fiscal 2015 level.
- ② Use 100% renewable energy for electricity consumed at major bases in fiscal 2030.
- ③ Replace all company-owned vehicles with electrified vehicles in fiscal 2030 (Tokio Marine & Nichido, Tokio Marine & Nichido Life, Nisshin Fire).
- ④ Aim for net zero greenhouse gas emissions by fiscal 2050 (including insurance customers, investee companies and financing recipients)

■ Raising Employees' Energy Conservation Awareness

Responding to the calls for energy conservation (in particular, the restraint of electricity consumption during peak periods) following the Great East Japan Earthquake of March 2011, Group companies in Japan have been implementing Summer & Winter Electricity-Saving Measures as an initiative to firmly establish electricity and energy conservation.

Specifically, the companies are making continuous efforts to (1) conserve energy in offices (reducing unneeded light fixtures, placing restrictions on the use of OA equipment, copiers and others that take power from outlets, and thoroughly managing air conditioning (such as setting temperatures in offices to 28°C in summer and 19°C in winter); and (2) review employees' work styles (such as encouraging early morning working hours and promoting casual dress code). In addition, Tokio Marine & Nichido endorses COOL CHOICE, a national campaign that encourages all "smart choices" that contribute to countermeasures for global warming, including Japan's energy-saving and low-carbon products, services and behavior in order to attain the Japanese government's target of a 46% reduction in greenhouse gas emissions by 2030 compared with fiscal 2013. We are promoting activities to realize a low-carbon society.

■ Promoting the Use of Natural Energy

Tokio Marine Group is promoting the use of natural energy in Japan and overseas. In fiscal 2022, Tokio Marine Holdings, Tokio Marine & Nichido and Tokio Marine & Nichido Life fully switched to renewable energy for electricity used within their head office building. From 2002 to 2022, Tokio Marine & Nichido purchased green power of approximately 1 million kWh annually through wind power and biomass power generation. In fiscal 2022, Tokio Marine & Nichido also started using green power generated by hydropower and purchasing non-fossil certificates. In addition, the Tradable Green Power Certificates purchased by the company are being allotted to the reduction of emissions at target sites based on the system regarding emissions trading and the obligation to reduce total emissions of greenhouse gases pursuant to the Ordinance on Environmental Preservation to Secure the Health and Safety of Citizens of the Tokyo Metropolitan Area (Environmental Preservation Ordinance).

U.S.-based Philadelphia Insurance Companies has purchased green power to account for 100% of its electricity use over the year in its business activities and has achieved net zero emissions* since fiscal 2013. U.K.-based Tokio Marine Kiln has also fully switched to renewable energy for electricity consumed within its head office building.

* Net zero emissions are achieved when the net of CO₂ emissions and energy consumed equals zero.

■ CO2 Emission Reduction Data (Energy Conservation and Reduction in Buildings, Facilities, etc.)

[Tokio Marine Holdings and Major Subsidiaries]

<CO2 Emission Reduction Targets>

- Long-term target (fiscal 2030): -60% (compared with fiscal 2015 level)
- Reduction target in fiscal 2023: -1% compared with previous year

<CO2 Emissions (Fiscal 2022 Results)>

Fiscal 2022 CO₂ emissions by Tokio Marine Holdings and its major subsidiaries (Scope 1 (direct emissions) + Scope 2 (indirect emissions) + Scope 3 (other indirect emissions)) were 80,201 tons (Japan: 48,587 tons, overseas: 31,614 tons) versus a start-of-year target of 82,648 tons (a 1% reduction year on year), or a 3.93% decrease in emissions compared with the previous fiscal year.

As a result of efforts to steadily reduce CO₂ emissions at Group companies in Japan and overseas, we succeeded in cutting these emissions beyond targets at the Group level. In addition, we have been expanding the coverage of the calculations for Scope 3 since fiscal 2015 in order to meet expectations from society in terms of initiatives to create environmental value by companies.

[Sustainability Performance Data \(CO₂ emissions from energy sources and CO₂ reduction and fixation \(Tokio Marine Holdings and major subsidiaries\)\)](#) >>

[Tokio Marine & Nichido]

<CO2 Emission Reduction Targets>

- Long-term target (fiscal 2050): -60% (compared with fiscal 2006 level)
- Reduction target in fiscal 2023: -1% compared with previous year

<CO2 Emissions (Fiscal 2022 Results)>

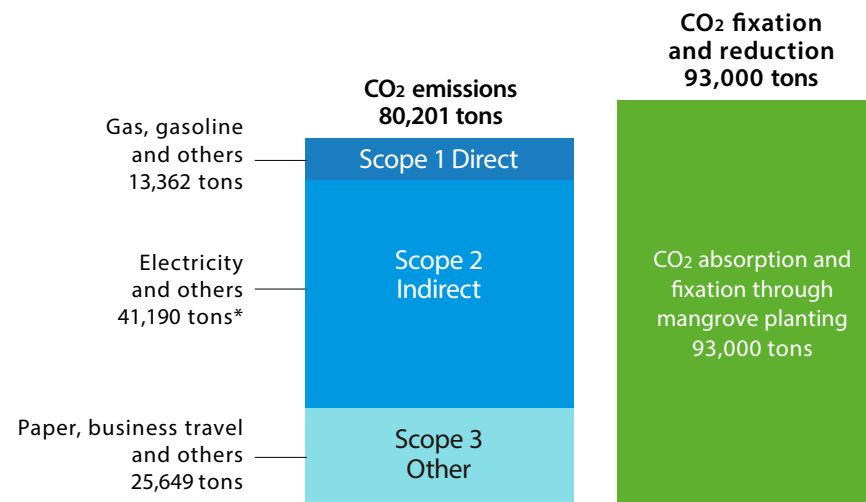
Fiscal 2022 CO₂ emissions by Tokio Marine & Nichido (Scope 1 (direct emissions) + Scope 2 (indirect emissions) + Scope 3 (other indirect emissions)) were 34,425 tons versus a start-of-year target of 41,361 tons (a 1% reduction year on year). The percentage of reduction was 17.6% compared with the previous fiscal year, thereby achieving the target. The main cause of this decrease was a reduction in power consumption owing to energy-saving initiatives.

[Sustainability Performance Data \(CO₂ emissions from energy sources \(Tokio Marine & Nichido\)\)](#) >>

■ Initiatives toward Achieving Carbon Neutral Status through Mangrove Planting (CO₂ Absorption and Fixation through Mangroves)

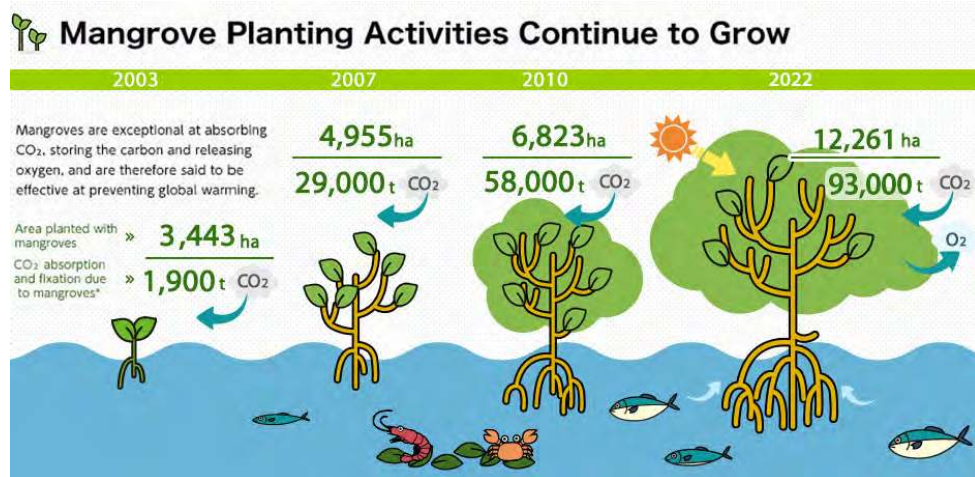
Mangrove forests have an effect on the prevention and mitigation of global warming by absorbing and fixing a significant volume of CO₂. Under the concept of “insurance for the future of the Earth,” Tokio Marine Group has engaged in the Mangrove Planting Project since 1999. As of March 31, 2023, approximately 12,261 hectares of mangrove forest have been planted through this project in nine countries, primarily in Asia.

Each Group company strives to reduce the environmental footprint through energy conservation and resource conservation. At the same time, Tokio Marine Group aims to achieve carbon neutral status on a global basis, offsetting the CO₂ emissions generated by its business activities with CO₂ fixation and reduction through means such as mangrove planting and natural energy (green power). Fiscal 2022 CO₂ emissions by Tokio Marine Holdings and its major subsidiaries were 80,201 tons, which was a 3.93% decrease in emissions compared with the previous fiscal year.



* CO₂ emissions include the effect of purchasing green power, etc., of 14,074 tons.

The effect of CO₂ fixation and reduction due to mangrove planting, etc., was 93,000 tons and carbon neutral status was achieved for the 10th year in succession for the Group overall (Japan and overseas).



* Information on CO₂ emissions from energy usage and other relevant information are subject to a third-party guarantee by Ernst & Young ShinNihon LLC. Tokio Marine Holdings requested the Central Research Institute of Electric Power Industry (CRIEPI) to evaluate and calculate the amount of CO₂ absorption and fixation through mangrove trees and received the evaluation report. Further, a third-party organization (Ernst & Young ShinNihon LLC) has been requested to implement the agreed-upon procedures in compliance with Practical Guidelines in Specialized Fields 4400, Engagements to Perform Agreed-Upon Procedures (The Japanese Institute of Certified Public Accountants) for part of the data used in the report. As a result, Tokio Marine Group has deemed that the effects of CO₂ absorption and fixation through mangrove planting have been calculated properly.

* The coverage of calculations for Scope 3 (other indirect emissions) was expanded in fiscal 2015.

Reduction of Environmental Footprint in Business Activities

Environment-Friendly Buildings and Facilities

Tokio Marine Group is engaged in initiatives* that consider the environment and disaster prevention in buildings and facilities it owns, as appropriate for each structure.

- Facilities investment amount related to energy conservation measures: 126 million yen (fiscal 2022, Tokio Marine & Nichido)

*Upgrading to boilers, high-efficiency lighting fixtures (LED, etc.) and air conditioning, etc.

[Efforts by Tokio Marine & Nichido]

Jointly with Tokio Marine & Nichido, Tokio Marine Holdings has unveiled the design of our new head office building, which will be rebuilt as the redevelopment project of the current Tokio Marine Nichido main building and annex building.

These buildings will be reborn as a 100-meter-high “head office building made of trees,” the world's largest wooden hybrid structure at the time of its completion, which uses an unprecedented amount of domestic fire retardant wood. Wood is an excellent eco-friendly construction material that absorbs and stores CO₂ during the process of growth. By utilizing a large quantity of domestic timber and through other CO₂ reduction measures, we can reduce the amount of CO₂ emitted during the construction of the building by approximately 30% compared to when constructing regular buildings. In addition, we will contribute to saving energy and realizing a decarbonized society* by introducing highly energy-efficient facilities and a district heating and cooling system and using 100% renewable energy for our electricity consumption. Since many trees planted after the Second World War are said to have grown enough for use, generating a substantial amount of demand is essential in restoring the country's forests and forestry industry. By using a large quantity of domestic timber in our new head office building, we aim to contribute to the revitalization of Japan's forestry, the creation of local employment and consequently, the establishment of regional circular economies.



* On February 27, 2022, our new head office building plan acquired provisional certification of “Platinum,” the highest rating in the LEED® (Leadership in Energy and Environmental Design) v4 for Building Design and Construction: New Construction, an international green building rating system.

[Efforts Overseas]

At Group companies overseas, as in Japan, we are taking measures to conserve energy as appropriate for each building or facility we own.

In 2017, Philadelphia Insurance Companies (PHLY) in the United States decided to renovate its long-used headquarters building to update its aged technology, infrastructure and exterior. The aim was to provide an excellent work space to employees and facilitate environmental, social and governance

(ESG) efforts. The renovation gave consideration to the environment by replacing windows, switching to a more comfortable, energy-efficient air-conditioning system, adding a charging station for electric vehicles, installing adjustable lighting fixtures that sense movement and natural light and creating a self-sustaining outdoor greenery zone that has won an award.



The building also took into account social aspects, such as safety and accessibility. For safety, it incorporated a speaker system for emergency and evacuation announcements and a video monitoring system. Accessibility was ensured by introducing button-controlled height adjustable desks for all employees, replacing swinging doors with sliding doors and removing curbstones from the parking lot to make it level with the sidewalk. These features have also resulted in a traceable reduction in waste and consumption of water, gas, electricity and paper.

Each year, Safety National in the United States participates in the St. Louis Green Business Challenge, which is a program initiated by Missouri Botanical Gardens that assists companies with integrating sustainable measures into their daily operations. Companies participating in the Challenge compete with themselves to improve performance year over year.

In 2022, Safety National achieved the Champion Level Award, with their submission detailing how they have created a culture of conservation. This year-long project included measurable elements like energy savings from the solar arrays installed on the home office buildings, CO₂ emissions reduced by a hybrid work environment, water conservation achieved with low-flow fixtures installed in the home office, robotic process automation (RPA) initiatives that reduced physical mailings and regular recycling events on campus. The company's conservation efforts also included the addition of a porous parking lot, installation of mason bee houses to help pollinate local plants, additional greenery on campus and a transition to environmentally friendly cleaning supplies to reduce pollution in waterways and minimize ozone depletion.



Throughout the year, Safety National's employee-led Sustainability Committee organizes and produces educational content to increase awareness and engagement with these issues among employees.

■ Initiatives to Reduce Paper Use

Tokio Marine Group's volume of paper consumed in fiscal 2022 was 5,171 tons (Japan: 4,610 tons, overseas: 561 tons), which marked a decrease of 8.6% on a year-on-year basis thanks to reduction efforts in and outside Japan. In fiscal 2023, we are taking action under a target of reducing paper volume in Japan by 1% from the previous fiscal year.

As a measure to curb paper consumption, Group companies are distributing mobile terminals (tablets and notebook PCs) to employees to reform working styles while reducing paper consumption, along with promoting the paperless Raku Raku Tetsuzuki (Quick and Easy Online Procedures) for applying for insurance on tablet or other devices, expanding the use of paperless conferencing, using green procurement of stationery and office supplies, shifting forms and pamphlets to Web formats (i.e., promoting paperless operations) and firmly establishing the practice of double-sided copying and printing multiple pages on one sheet.

In December 2020, we rolled out Remote Raku Raku Tetsuzuki, a one-stop online service for customers to view a proposed insurance product and its description, and purchase them on their smartphones and other devices. Through this service, we have realized seamless and paperless procedures that also make customers feel at ease.

[Examples of Initiatives toward High-Quality Solicitation](#) >>

■ Promoting Waste Recycling

Tokio Marine Group has installed paper machines that make new paper from used paper using very little water and is promoting paper recycling that can be completed in our offices.

■ Effective Use of Water

At the La Mer Sanbancho building in Tokyo, Tokio Marine & Nichido is promoting the effective use of water by collecting rainwater and recycling it for flushing toilets.

5.3 Promoting Green Transformation

Through the development and provision of insurance products and solutions as well as risk consulting, Tokio Marine Group seeks to assist customers in becoming carbon neutral and shifting toward a decarbonized society, as well as to contribute to the growth and development of the industry.

In February 2021, Tokio Marine & Nichido established the Green Transformation (GX) Task Force and has been assisting customers' efforts in becoming carbon neutral and transitioning to a decarbonized society by developing and providing insurance products and services related to renewable energy and supporting disclosures of climate change risks and opportunities based on the TCFD recommendations.

While responding to global warming and climate change is gaining significance, we will combine our knowledge and expertise accumulated throughout Tokio Marine Group and promote support matched to a wide range of customers.



[Special GX website](#)
(in Japanese)

■ Holding a GX Roundtable

In March 2023, we held a GX Roundtable of 15 Group companies in London to share information and promote relevant initiatives globally. These participating companies shared their respective initiatives in this field and discussed possible collaboration and business expansion opportunities within the Group. Going ahead, we intend to turn the outcomes of the meeting into specific initiatives.



5.3.1 Basic Approach to Promoting the Widespread Use of Clean Energy

In mitigating climate change, we will promote the widespread use of clean energy through the provision of products and services in the renewable energy field and contribute to the transition to a decarbonized society.

5.3.2 Providing Solutions for Promoting the Widespread Use of Clean Energy

● Offshore Wind Power Generation

■ Globally Providing Insurance Products Related to Renewable Energy

Renewable energy such as offshore wind power and solar power is expected to be a new power source for the transition to a decarbonized society. As such, installation and widespread construction of facilities are promoted in various countries. Such renewable energy-related projects, however, require various types of insurance products. In response, we acquired GCube, a leading player in providing insurance underwriting services for renewable energy projects around the world, in 2020. The company possesses strengths in excellent underwriting capabilities, superior claims service capabilities and a prominent presence in the renewable energy industry. Tokio Marine Group companies in Japan, the United States and Mexico are joining forces with GCube to support the spread of renewable energy around the world.

■ Total Support for Offshore Wind Power Generation from Construction Phase to Operation Phase

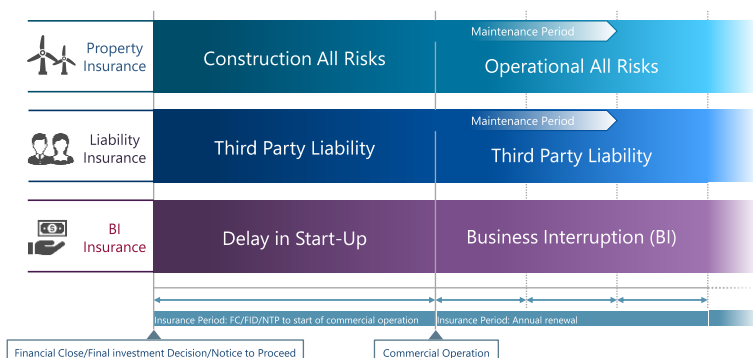
In offshore wind power generation projects, various parties, including overseas windmill manufacturers, are involved in construction of facilities. In response, Tokio Marine & Nichido's package exclusively designed for such projects offers comprehensive and seamless total support in order to cover a variety of risks facing each party throughout the construction work. Although this type of insurance package is generally employed in Europe and the United States, the content and clauses of the company's insurance have been adjusted to fit the legal system and environment of Japan.

Beginning with underwriting insurance for a project in the Netherlands in 2013 that the customer has

acquired rights for, Tokio Marine & Nichido has been supporting a total of 63 offshore wind power generation projects in 10 countries and regions including Japan. In fiscal 2022, while taking on six new projects, the company has provided support to the wind power generation industry in Japan by working with experts from overseas and holding seminars to present and share the know-how it has gained through underwriting these projects as well as efforts for accident prevention.

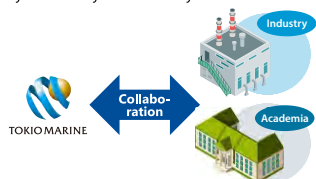
A dedicated team was set up to deal with wind power-related projects in 2013, and a task force was established in 2019 to provide company-wide support for the industry. Tokio Marine & Nichido aims to be the industry leader from an insurance perspective for offshore wind power generation projects, an area expected to grow and develop not only in Japan and Asia but across the entire world, and to accelerate initiatives in this core business area to protect the global environment.

Determine various risks involved in each phase and create insurance package providing necessary coverage at a price reflecting the risks



Build unique risk model for Japan

Build unique risk model for Japan in industry-academia collaboration with Nippon Kaiji Kyokai and Kyoto University



Apply European wind power project experience to Japan

Prepare Japanese version of the Marine Warranty Survey Guideline based on the marine warranty survey required for underwriting offshore wind insurance in Europe, adjusted to the Japanese weather and marine conditions and construction contractors and operators' practices

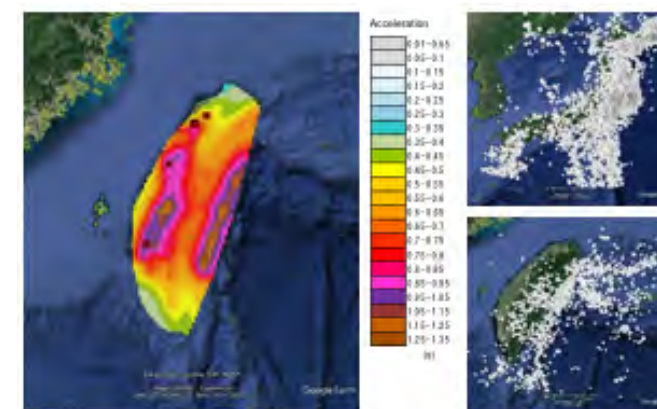


Stochastic Assessment of Natural Disasters

The risk of a natural disaster occurring such as a typhoon, earthquake or tsunami is significantly different between Japan and Europe. In arranging insurance for offshore wind power generation projects, Tokio Marine dR calculates the critical indicator of Probable Maximum Loss (PML) using stochastic methods and conducts risk assessment and published a paper on this evaluation model.

In many cases, project financing has become an integral part of offshore wind power generation projects as they grow in scale. Lenders also want to understand the risk involved using stochastic assessments that use a fixed recurrence interval such as 475 years for an earthquake and 100 years for a typhoon. This PML calculation has also been adopted in Japan's first commercial offshore wind power generation project mentioned previously.

Earthquake: Distribution of Peak Ground Acceleration & Seismicity



© Distribution of Peak Ground Acceleration with a probability of 10% in the next 50 years
Copyright © Tokio Marine & Nichido Risk Consulting Co., Ltd.

Developing Defect Warranty Insurance for Contractual Liability of Construction Contractors and Component Suppliers of Offshore Wind Power Generation Projects

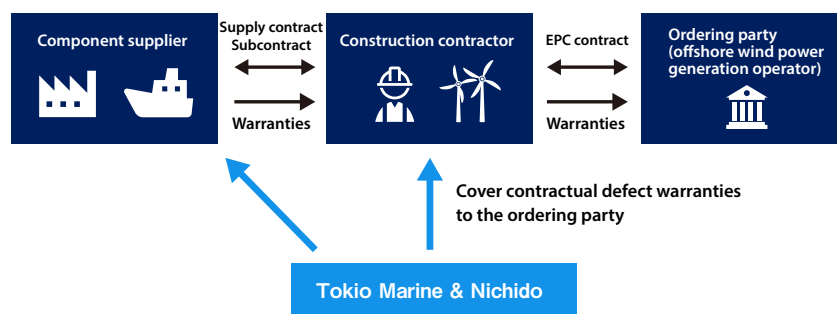
In order to provide greater support for the development of the offshore wind power industry, Tokio Marine & Nichido has developed an insurance product that covers defect warranties of construction contractors and component suppliers, which involve considerable costs and also continue for a long term.

The product covers its defect warranties related to the design, materials, fabrication or installation

of windmill components, undersea cables, facility foundations and other parts and pays insurance claims accordingly. It also covers ship fees, a cost unique to offshore wind power generation projects, and will be customized for specific coverage details. With this product, the company can even consider the possibility of offering a payment limit of over 1 billion yen for defects warranties spanning as long as five years.

Through the provision of this insurance product, the company will help construction contractors and component suppliers secure financial soundness and support the development of Japan's offshore wind power generation industry by backing new entries into the industry and hence contributing to its higher competitiveness.

Notional image of coverage



☉ Solar Power Generation

■ Mega-Solar Package Program

In July 2012, Tokio Marine & Nichido began marketing its Mega-Solar Package Program. Through risk consulting and insurance products, the program offers an integrated solution for the risks involved in mega-solar (large-scale solar power generation) projects.

• Making Use of Evolving Risk Assessment Approaches in Consulting

The Mega-Solar Package Program is composed of 1) risk consulting (natural disaster risk assessment and soil contamination risk assessment) and 2) arrangement of property and casualty insurance.

In the event of damage from earthquake, tsunami, water, wind, landslide or other natural disasters, mega-solar projects may be forced to review installation expenses or construction period, and business operations following launch may be severely affected. Based on natural disaster information and knowledge accumulated over the years in the property and casualty insurance business, the product offers risk consulting services that include a five-stage evaluation of natural disaster risks at planned mega-solar installation sites and soil contamination risk assessment consulting services through means such as site usage history surveys and field investigations. By incorporating such consulting services, mega-solar business operators are able to accurately assess the risks that can threaten business continuity and can effectively carry out necessary investments and measures.

Conducting risk assessments of mega-solar projects has helped us build up extensive know-how, which we are using to provide consulting services for renewable energy facilities for biomass and wind-power generation businesses.

[Tokio Marine dR's "Risk Assessment of Renewable Energy Facilities"](#) (in Japanese)

Tokio Marine dR's "Risk Assessment of Renewable Energy Facilities"

Chart: Natural disaster hazard information of Tokio Marine dR (example)

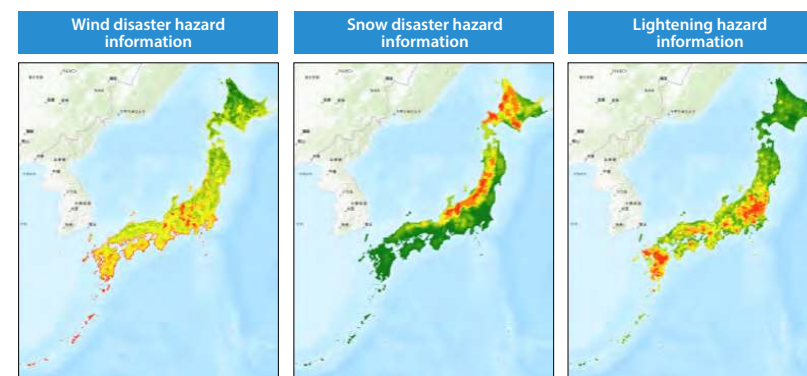


Table: Results of natural disaster risk assessment (example)

Site	Seismic motion	Liquefaction	Tsunami	Volcanic eruption	Strong wind	River flooding	High tide	Landslide/Slope failure	Snow disaster	Lightning strike
A	3	3	1	4	2	5	1	3	2	1
B	1	1	1	1	3	4	1	5	3	1
...	...	...	...	...	...	...	...	...	...	...

• Arrangement of Appropriate Property and Casualty Insurance at the Mega-Solar Project

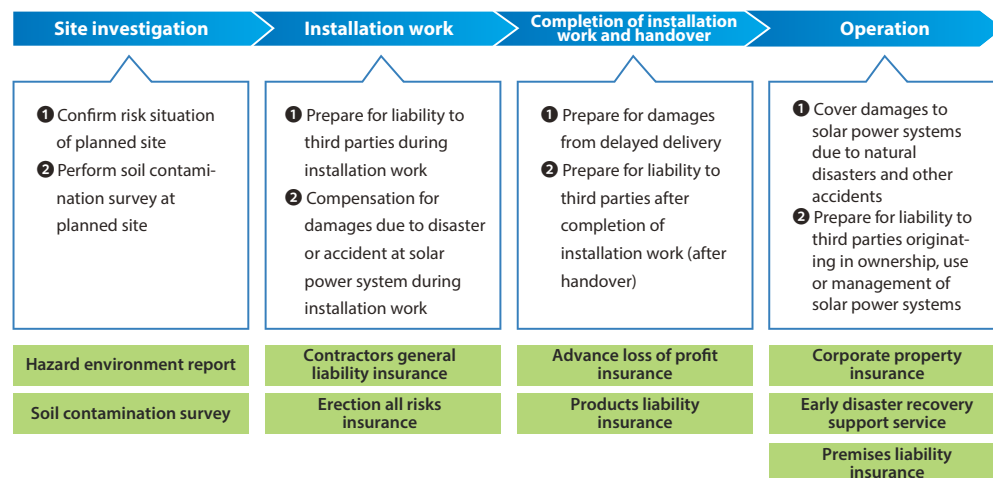
Installation and Operational Stages

As various risks are expected at every stage – from installation to operation – in mega-solar projects, appropriate risk management is achieved by analyzing risk factors that can impact project management and by arranging for insurance against each risk. As a specific example, risks associated with installation work may include damage to a solar power system or temporary installation caused by an accident or disaster, such as fire or lightning strike; lost profits due to a delay in the launch of operation resulting from the damage; and compensation for damage in case a solar power system has caused an accident during installation or after completion.

Hedging these risks is possible by using erection all risks insurance, delayed start of operations insurance and various forms of liability insurance. Additionally, risks related to facility operation may include damage to a solar power system caused by fire or other accident or disaster, lost profits due to suspension of operation resulting from the damage and compensation for damage as an owner or manager of the facilities. These risks can be hedged by corporate fire insurance and various forms of liability insurance.

Solar power and other forms of renewable energy are indispensable as new energy sources to support the social infrastructure of the future. Based on the role that insurance companies bear in

Mega-solar project flow from installation work to operation



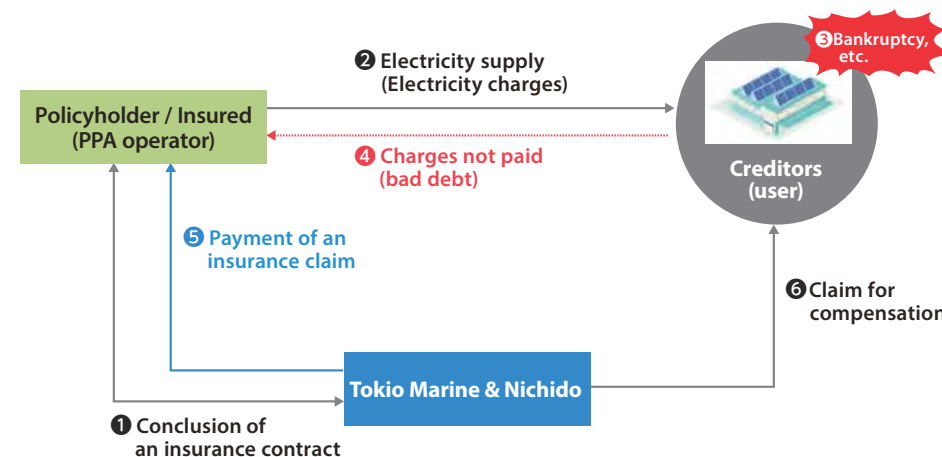
society, Tokio Marine & Nichido will support the smooth diffusion of renewable energy by providing insurance products and risk consulting services and contribute to the development of a sustainable society.

■ Providing Insurance Package for Solar PPA Operators

Tokio Marine & Nichido offers an Insurance Package for Solar PPA Operators, an insurance product providing power purchase agreement (PPA) operators with comprehensive coverage for various risks, including the risk of damage to power generation facilities, compensation liability risk arising from the management of facilities and risk of the user (company using the facilities) going bankrupt.

In recent years, a PPA model has drawn much attention on the back of the growing need to use renewable energy. It is a business model in which a third party installs its own renewable energy facilities on the roof of the user's building or within its premises by incurring the installation costs, and supplies generated power to the user while recovering these and other costs through a long-term PPA with the user. An increase in the introduction of renewable energy is expected to continue via this model, as it has the advantage of eliminating the associated initial cost for the user. There is, however, a risk that the originally planned cost recovery would be difficult for reasons such as an unexpected and sudden accident during the term of the contract. By offering this insurance package, the company will promote the introduction of renewable energy based on the solar PPA model.

Notional concept of coverage for risk of non-payment of electricity charges due to bankruptcy of the user



Other Initiatives

Commencing Sales of Wholesale Electric Power Price Fluctuation Insurance

Tokio Marine & Nichido offers Wholesale Electric Power Price Fluctuation Insurance, which provides compensation for losses incurred by electricity retailers when the price of electricity in the wholesale electricity market rises sharply due to severe weather like extreme heat or cold. Although electricity retailers are increasing their procurement ratio of electricity derived from renewable energy, when the amount of procured renewable energy-derived electricity falls due to adverse weather or other events, retailers must procure replacement power from the Japan Electric Power Exchange (JEPX) and bear the risk of market-based price fluctuations. Price fluctuations in the wholesale electric power market have a significant impact on electricity retailers, and the bankruptcies and closures of electricity retailers caused by unforeseen price spikes from severe weather events have become a social issue.

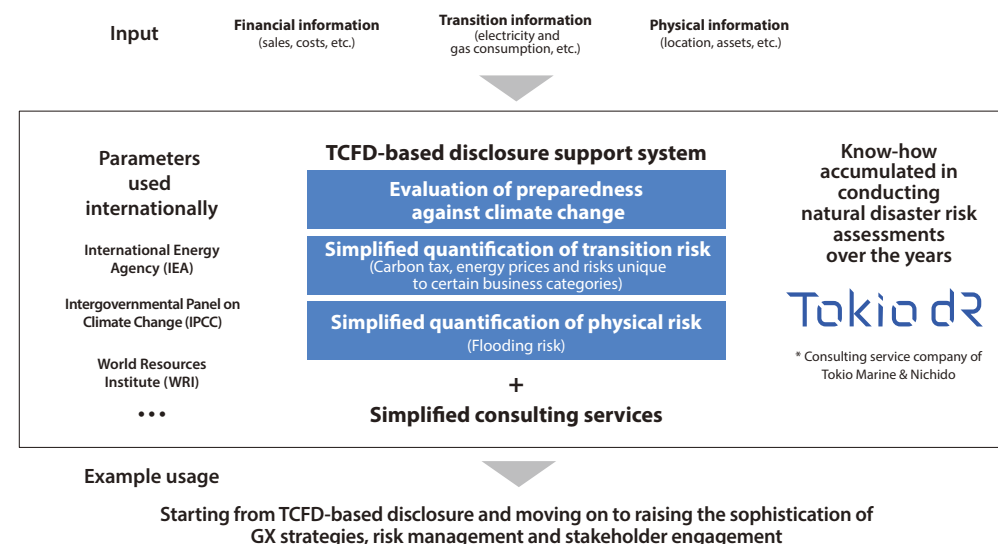
Bearing this issue in mind, Tokio Marine & Nichido launched this product to offer electricity retailers stability in their business operations and promote the widespread use of renewable energy with the goal of helping in the transition to a decarbonized society. The company plans to use the knowledge obtained through offering this product to develop other insurance products and contribute to the stable growth of the electricity market by compensating for the risk surrounding both electricity retailers and various stakeholders in the market.

Developing a TCFD Disclosure Support System and Providing Related Consulting Services

Tokio Marine & Nichido has developed a system to support information disclosure based on the TCFD recommendations, specifically assisting TCFD scenario analysis that causes significant work burdens on companies. By providing the system to a wide range of customers and continuously enhancing its functionality based on customer feedback, Tokio Marine & Nichido supports the GX strategies of various companies striving to disclose climate-related financial information for achieving decarbonization and carbon neutrality.

Additionally, the company has set up the GX Promotion Advisory Task Force jointly with MUFG Bank, Ltd. The task force is providing consulting services by utilizing the consulting staff of the two companies and the TCFD-based disclosure support system developed by Tokio Marine & Nichido. Its support menu offers services necessary for climate change response and disclosure. The consulting services leverage the

two companies' ability to collect information, including industry and investor trends, from the network they have cultivated through their global activities as total financial services groups, as well as their abilities to analyze business opportunities and risks in various fields and provide solutions based on the analysis through financing and insurance services. Going a step beyond simple disclosure support, we will provide consulting services designed to raise the sophistication of strategies and implement needed countermeasures, consequently helping customers promote decarbonization-oriented business management and enhance corporate value.



5.4 Responding to Natural Disasters

5.4.1 Basic Stance on Natural Disasters

From the aspect of adaptation to climate change, we will apply our knowledge on natural disasters and disaster prevention and mitigation accumulated throughout Tokio Marine's long history to the development and provision of products and services while contributing to the creation of a society resilient to natural disasters by providing safety and security both before and after such disasters occur.



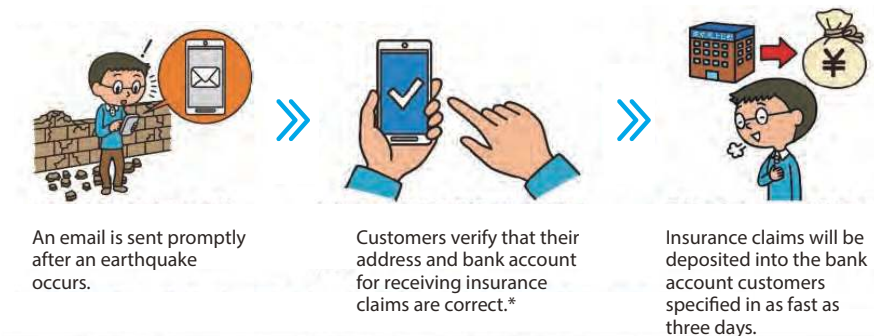
Tokio Marine & Nichido received certification as an organization contributing to the building of national resilience ("Resilience Certification") in the first evaluation conducted in fiscal 2016 and continues to have it renewed ever since.

5.4.2 Promoting Disaster Prevention and Mitigation through Products and Services

■ Launch of the Industry's First Magnitude Index-Based Earthquake Insurance (EQuick Insurance for Earthquake Preparation)

When a large natural disaster occurs, it may take a certain amount of time to assess damage and pay insurance claims. Through questionnaires to earthquake survivors, we have learned that various expenses are incurred in the immediate aftermath of an earthquake and there is a need for funds to pay for them. Based on this finding, Tokio Marine & Nichido released a magnitude index-based earthquake insurance (*EQuick Insurance for Earthquake Preparation*) in March 2021, which promptly pays insurance claims after an earthquake so that customers can pay for post-earthquake living expenses. A fixed amount of insurance set according to the earthquake magnitude observed in the area where customers reside will be paid in as fast as three days. The process from enrollment application to the receipt of insurance claims can be completed on a smartphone, providing more convenience to customers.

Flow of receiving insurance claims

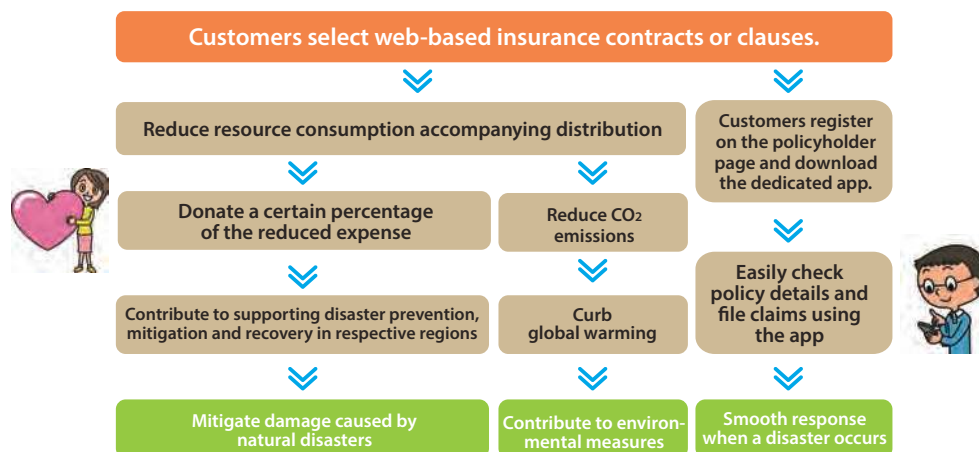


* Insurance claims will be paid based on the initial contract if the earthquake information cannot be confirmed within 72 hours of the earthquake.

■ **Fire Insurance with a System for Donation That Contributes to Disaster Prevention and Mitigation:
Tokio Marine & Nichido's Total Assist Fire Insurance x Red Feather Disaster Prevention/Reduction
Program**

Tokio Marine & Nichido launched the “Total assist fire insurance x Red Feather Disaster prevention/reduction program” in cooperation with the Central Community Chest of Japan, which promotes the Red Feather Community Chest. The program is aimed at supporting efforts to prevent and mitigate damage from natural disasters whose frequency and intensity are increasing and to quickly recover from a disaster.

If a customer who has enrolled in a fire insurance policy (Total Assist Fire Insurance) selects web-based insurance contracts or clauses, Tokio Marine & Nichido donates a certain percentage of the reduced expenses to the Red Feather Community Chest to support disaster prevention, mitigation and recovery activities. Another purpose is to contribute to environmental efforts through the reduction of resource consumption. In July 2022, a certificate of appreciation was granted by the Central Community Chest of Japan in recognition of the donation to the Red Feather Community Chest, which was made through this program.



■ **Development of *Disaster Experience AR* App for Simulating a Disaster on a Smartphone or Tablet**

To minimize damage from floods, which are becoming more intense and frequent, it is important for everyone to regard disasters as their own personal matters and raise their disaster prevention awareness.

Tokio Marine & Nichido and Tokio Marine dR have developed the *Disaster Experience AR* app that enables customers to “experience” a water disaster on their smartphones as if it has actually happened to them. The app simulates the risk of water immersion caused by a flooding river and landslides and prepares customers to take appropriate action when a disaster actually occurs.

The *Disaster Experience AR* app uses augmented reality (AR) technology* to enable the visualization of flooding and landslides caused by a water disaster through the scanning of a QR code with a smartphone camera. The app has the following characteristics.

- Predicted flood heights of rivers all over Japan are collected in the geographical information system (GIS) and linked to an original hazard map prepared by Tokio Marine dR.
- The map covers all of Japan and the danger can be visualized at any point on the map, which can be used to confirm the risks that family members living separately may be exposed to.

* Technology to superimpose virtual visual information onto the user's actual environment

Images of *Disaster Experience AR* app



■ Providing the Natural Disaster Hazard Report and Kantan Risk Map

The frequency and intensity of natural disasters such as earthquakes, typhoons and heavy rains have increased in recent years. This has resulted in a rise in customer needs to keep abreast of information about hazards in and around their houses, offices and other surroundings before emergencies occur. To meet these needs, the Natural Disaster Hazard Report and Kantan Risk Map were released in fiscal 2022. The former is only available to employees and agencies and enables them to view detailed information, while the latter, available to everyone and viewable using a smartphone or computer, shows important information in a simple and easily comprehensible manner. Users can select a location or enter an address to view information about water damage and earthquake risks at that location. Updated every year based on data provided by national and municipal governments, these materials can offer the most current information that will be useful in the prevention and mitigation of disasters affecting offices and homes.

[☞ Kantan Risk Map \(in Japanese\)](#)



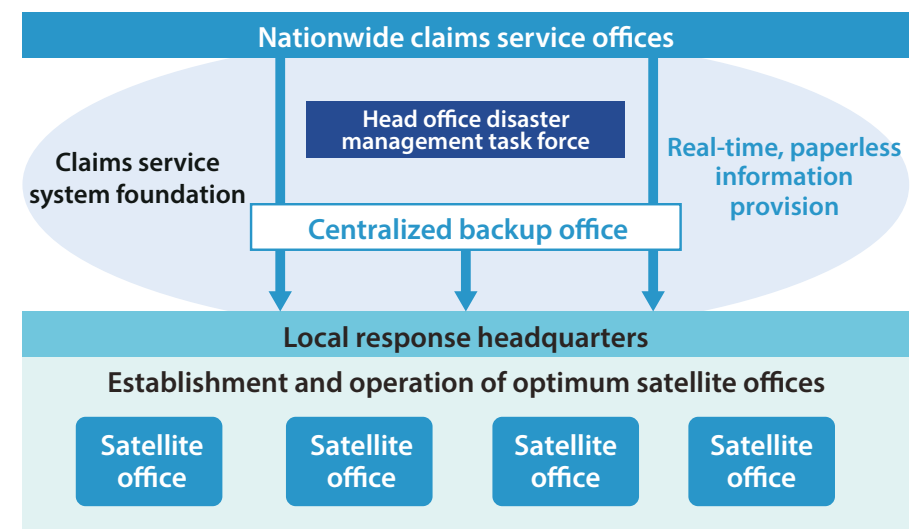
■ System for Responding Quickly to Natural Disasters

The purpose of Tokio Marine Group is to protect customers and society in times of need, which is a commitment we have upheld in all of our activities.

Japan has been struck by a number of natural disasters such as typhoons and floods in recent years, causing serious damage across the country. If a large-scale disaster occurs, Tokio Marine & Nichido promptly establishes backup offices (insurance claims centers), local disaster response offices and

satellite offices (temporary offices to conduct damage assessment and other operations in disaster-stricken areas) to facilitate initial response. The company's system network enables damage service offices across Japan to exchange and share information in real time, which in turn allows for providing support smoothly in remote regions. Tokio Marine & Nichido makes company-wide efforts, with employees, appraisers and adjusters (damage investigators) dispatched to the disaster areas visiting customers affected by the disaster to check the status of damaged houses and other properties in order to quickly pay insurance claims using digital, AI and other technologies.

[☞ System for Responding Quickly to Natural Disasters \(Tokio Marine & Nichido website\) \(in Japanese\)](#)



Providing caring claims services for individual customers



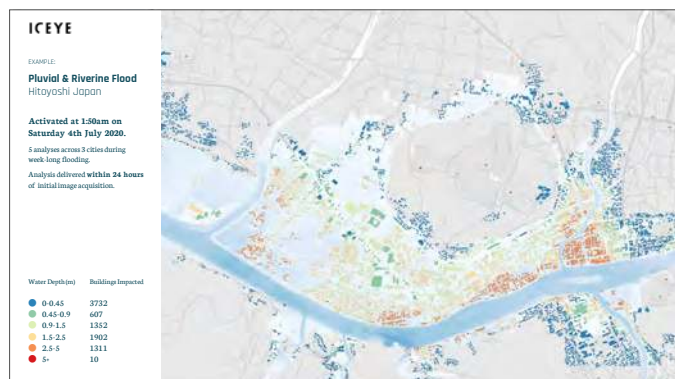
■ Development of Claims Payments Using Satellite Imaging and AI

Tokio Marine & Nichido began working with ABeam Consulting Ltd. to pay insurance claims using satellite imagery in 2018. To increase the sophistication of these activities, the company has been cooperating with ICEYE and Mitsubishi Electric Corporation, which possess advanced satellite image analysis technologies.

Mainly in the event of a water disaster, this initiative will enable a more detailed calculation of damage and the height of flooding using AI to analyze data, including images on social media and data from immersion sensors in addition to acquired satellite images. The data will be combined with Tokio Marine & Nichido's customer data, such as locations and property information, to determine the damage on a customer-by-customer basis and significantly reduce the time before customers receive their insurance claims.

This initiative was highly evaluated and granted the Claims Initiative of the Year – Japan at the Insurance Asia Awards 2021 hosted by the Charlton Media Group.

Tokio Marine & Nichido and ICEYE have concluded a capital and business alliance in February 2022. This alliance is aimed at advancing various initiatives, including the digital transformation of insurance claims services related to natural disasters and the joint development of new insurance products and services, by leveraging ICEYE's technologies for high-precision, high-frequency earth observation and its technology development team dedicated to the insurance field to help solve diverse social issues.



AI analysis of satellite imagery to quickly assess damage in detail

■ Support for the Quick Recovery of Disaster-Affected Areas beyond the Framework of Insurance

Damage from water disasters due to typhoons or torrential rains has been increasing in the last several years. While it is important to support the people affected by these disasters, the difficulty of determining support needs has emerged as an issue. To solve this issue, Tokio Marine & Nichido has begun to collaborate with the Japan Voluntary Organizations Active in Disaster (JVOAD), which has an extensive network of municipal governments and volunteer groups across Japan. In the event of a disaster, the company will provide JVOAD with information including data on estimated damage, damage investigation data and the needs of the people affected by the disaster. This will help build a team of municipal government and volunteer groups that is proportionate to the damage and provide support closely matched to the needs of the affected people.

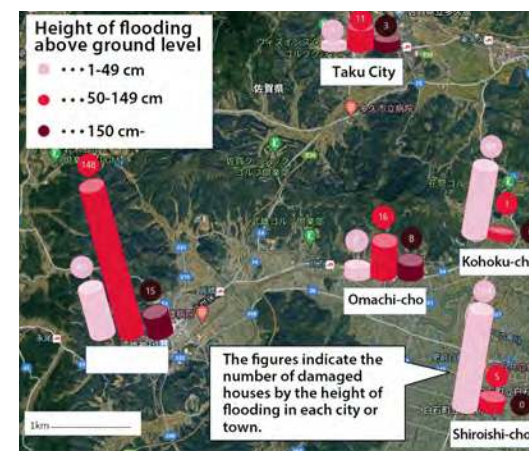


Image showing the number of affected policyholders in each area based on satellite image analysis (Torrential rain in August 2021)

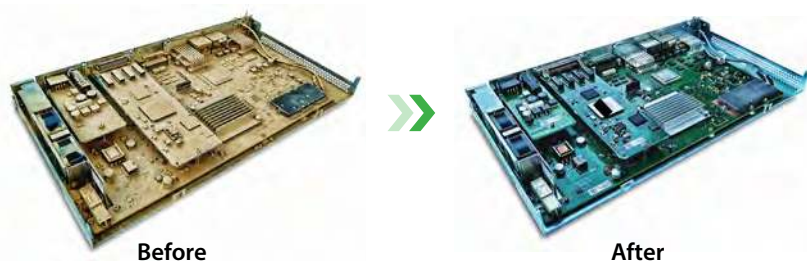
■ Early Disaster Recovery Support Service through Tie-Up with BELFOR Group

Tokio Marine & Nichido has established an exclusive partnership for providing services in Japan with the BELFOR Group, one of the world's largest disaster recovery support corporate groups, and provides its corporate customers in particular with the Early Disaster Recovery Support Service for machinery, facilities, buildings and other property damaged in an accident or disaster. The BELFOR Group has provided many early recovery services for its customers' factories, stores and other facilities damaged by typhoons, floods and other wide-area disasters as well as everyday fire accidents across Japan. The BELFOR Group's special technologies contribute to waste reduction by repairing, not replacing, damaged machines and equipment.

Reference: Special technologies representative of BELFOR

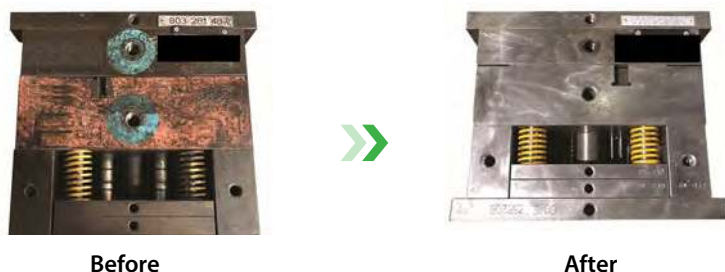
1. Precision cleaning

Equipment is disassembled to clean electronic boards using alkali detergents and deionized water uniquely developed by BELFOR and reassembled after complete drying of components in a vacuum chamber.



2. Ultrasonic cleaning

Corroded metallic components are placed into an ultrasonic washing tank with a uniquely developed rust-removing chemical and corrosion is removed quickly.



■ Efforts to Develop an ISO Standard Certifying Disaster Preparedness

Disaster prevention (Bosai) has been recognized worldwide, as evidenced by the Sendai Framework for Disaster Risk Reduction 2015-2030 adopted at the Third United Nations World Conference on Disaster Risk Reduction in 2015 as well as by the declaration in 2019 by the G20 of institutionalizing the Sendai Framework. Accordingly, Japan has been leading an effort to develop an ISO standard certifying disaster preparedness. It is aimed at creating value as a new industry; applying disaster prevention products, services and infrastructure in society; and improving disaster preparedness in Japan and throughout the international community.

This initiative is being advanced as an international standardization project related to disaster preparedness within an ISO project (TC268: Sustainable cities and communities / SC1: Smart community infrastructure / WG6: Disaster risk reduction). In Japan, the Ministry of Economy, Trade and Industry commissioned the project to the Japanese Standards Association, which has been subsequently recommissioned to Professor Fumihiko Imamura of the International Research Institute of Disaster Science (IRIDeS) at Tohoku University, with Tokio Marine & Nichido's endowed research division established within IRIDeS serving as the administrative organization.

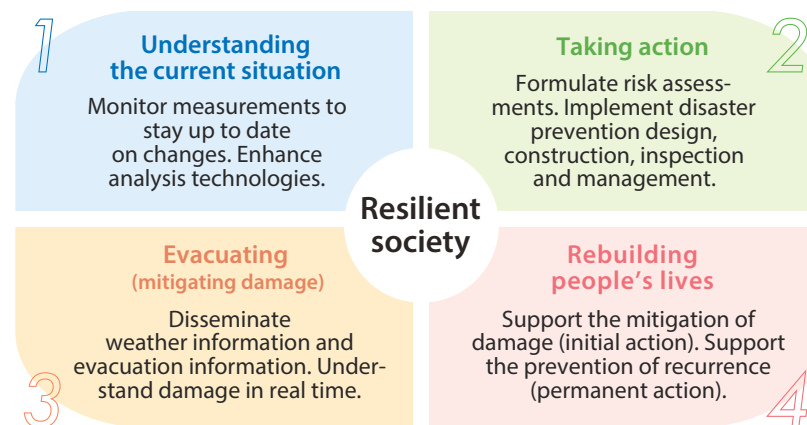
[Illustration of targets of the disaster preparedness ISO]



A technical report (TR 6030: Smart community infrastructure — Disaster risk reduction — Survey results and gap analysis) with a list of categories that require disaster preparedness standards was published in fiscal 2022. Based on the report, we submitted draft standards in two different categories of “seismometers” and “concepts” to an international conference. Discussion is underway to publish the standards in fiscal 2023 and fiscal 2024, respectively. Activities for officially proposing international standards are also underway in risk finance and disaster food. Further, proposals regarding disaster preparedness data standards and seismometer performance standards are in the pipeline. Alongside the promotion of standardization, the administrative organization is also cooperating with BOSAI-TECH, a project planned and operated by the Sendai City government for the creation and support of disaster-related venture businesses, to produce next-generation venture businesses to address social issues. Tokyo Marine Group supports these activities in many different ways, for example, by sending employees to be members of discussion committees, mediating cooperation with international organizations and participating in BOSAI-TECH.

■ Disaster Prevention Consortium (CORE) Aimed at Building a Disaster-Resilient Society

CORE was established by 14 companies in November 2021, with Tokio Marine & Nichido being the initiator. (As of August 10, 2023, it has been joined by 101 companies.) It is aimed at establishing specific measures such as the creation and market deployment of new services for accelerating and promoting new initiatives related to the prevention and mitigation of disasters in line with the Fundamental Plan for National Resilience. The Consortium includes a plenary session and subcommittees. The plenary session meets twice a year to address the domain of co-creation, enabling government officials and experts to share information about market trends and other topics. The subcommittees focus on competition-related domains, collecting the strengths of multiple corporations to promote research and the development of solutions. Currently, the Consortium has 10 subcommittees and many of them have started field tests and similar activities. Examples include the development of AI analysis technology to identify signs that a disaster will occur and the status of disasters using camera imagery and the development of technology to save labor and streamline damage surveys using sensors and satellites. These co-creation solutions are a unique feature of the Consortium that fosters cross-industrial cooperation.



Current agenda of subcommittees	1	2	3	4
Use of remote sensing to identify infrastructure maintenance and management risks	○			
Real-time hazards	○			
Risk assessment encompassing all hazards; application of risk assessment to community development and disaster-preparedness measures	○	○		
Discussion of BCP from a community-based perspective to supply pharmaceutical products in the event of a disaster	○	○		
Information services to maintain logistics functions and business continuity in the event of a water disaster	○	○	○	
Prediction of disasters that would necessitate evacuation			○	
Use of digital technologies to survey damage and accelerate recovery and reconstruction				○
Research into new disaster-preparedness information systems and using these systems to consider disaster-preparedness businesses				○
Use of timelines to prevent damage to key facilities such as hospitals and to enable them to continue functioning in the event of a flood	○	○	○	○
Comprehensive resilience support service for buildings and building use	○	○	○	○

■ Enhanced Condominium Sustainability through Industry-Academia Collaboration

In Hawaii, the number of aging condominiums has been increasing, resulting in more accidents such as water leaks due to a lack of proper management and creating a social issue. In January 2023, First Insurance Company of Hawaii started providing a practical course in the analysis of its root causes and the development of solutions in collaboration with a local university while conducting research to improve maintenance. In May 2023, the company developed a web platform for training and information sharing to enable building managers to prevent water leaks. First Insurance Company seeks to resolve social issues by proposing solutions to prevent accidents via industry-academia collaboration.



■ Making Fire Insurance and Fire Alarms Widely Available

South Africa-based Hollard Insurance offers a set that includes fire insurance and a fire alarm in collaboration with disaster-prevention company Lumkani, contributing to the prevention of fires and the payment of compensation in the event of a fire. Offering the set at a price that is affordable to low-income people helps make insurance and fire alarms widely available and increases society's disaster resilience. The number of distributors significantly increased in 2022, which has resulted in the creation of employment opportunities. By continuing to provide fire insurance and fire alarms to more people, Hollard Insurance will protect people's lives and valuable property from fires.



5.5 Protecting the Global Environment

5.5.1 Basic Stance on Protecting the Global Environment

In adapting to climate change, we will apply our knowledge of natural disasters and disaster prevention and mitigation, which we have accumulated over the course of our long history, to the preservation of biodiversity and wetlands by practicing business activities that give consideration to harmonization with and the improvement of the global environment and by carrying out mangrove planting and other environmental protection activities around the world.

5.5.2 Protecting the Global Environment through Products and Services

Through the Green Gift Project, which involves mangrove planting and environmental protection activities worldwide, we contribute to not only the alleviation of and adaptation to climate change and the protection of biodiversity and wetlands but also the reduction in disaster damage and stability in the lives of people in or near forested areas. In the future as well, Tokio Marine Group will continue to undertake the project, and by doing so, promote the creation of mangrove forests toward the realization of a sustainable society.

◎ Creating Value through the “Green Gift” Project

Through eco-friendly products, Tokio Marine & Nichido acts as one with its agents in engaging in global environmental protection initiatives and welcomes participation from customers as well.

■ “Green Gift” Project System and Benefits of Reducing Paper

With the support of its customers, in 2009 Tokio Marine & Nichido initiated the Green Gift Project based on the concept of undertaking eco activities. Under this project, when a customer chooses web-based insurance contracts (clauses) on its website rather than a paper-based contract in brochure form, the company donates funds corresponding to a portion of the value of the reduction in paper used to NPOs and NGOs involved in environmental protection activities. Such funds are then used to support mangrove planting overseas and environmental

protection activities in Japan, including activities to protect the sea and forests, such as the protection and restoration of eelgrass beds well as afforestation efforts in Aki City, Kochi Prefecture, and a project rejuvenate the forest on the coast damaged in the Great East Japan Earthquake.



Customers' selection of the web policy option leads to the conservation of paper resources. Additionally, it allows the company to reduce environmental footprint created by manufacturing paper and transportation to the company, mailing of policies to customers and disposal of policies after expiry. In fiscal 2022, the number of contracts taking advantage of the web policy option was approximately 12.18 million, representing a reduction in paper usage of approximately 3,072 tons.

■ Disclosing Information on the “Green Gift” Project

To help customers better understand the activities of the Green Gift Project, Tokio Marine & Nichido established a Green Gift page on its website that reports on each of the initiatives. With regard to mangrove planting activities, the page reports on topics such as planting activities in various countries where mangrove planting is undertaken, updates on the growth of planted saplings and the volume of CO₂ absorbed through planting.

Through this project, Tokio Marine & Nichido will continue to create social value via initiatives aimed at the conservation of paper resources, prevention of global warming, conservation of biodiversity, reduction of disaster damage and contribution to local economies, communities and human resources development.

◎ Promoting Non-Printing of Insurance Policies

Since February 2013, Tokio Marine Millea SAST Insurance has been implementing, as part of its shift toward paperless operations, an initiative under which customers can view their policies on its website rather than on paper, which has helped reduce paper consumption.

In addition, since April 2013, a portion of the proceeds saved through this move has been used to support and participate in the tree-planting activity in Meguri's Forest in Shonan International Village, Kanagawa Prefecture, where the company's head office is located. This project involves

dense planting and mixed planting of a variety of locally indigenous seedlings, which are the most stable seedlings and capable of survival, to let nature take its course in restoring the forest to its original form. By doing so, the project aims to “create a forest that protects life” and thus supports the community, economy and an enriched society.

Although nurturing the seedlings into a forest takes much time, through this activity, employees, their families and the company are united as one in increasing awareness of the need to protect the global environment.



◎ Green Gift Project (Activities to Protect Forests): Mangrove Planting

■ Status of Mangrove Planting

Since 1999, Tokio Marine & Nichido has been conducting its Mangrove Planting Project primarily in Southeast Asia. During the 24-year period to fiscal 2022, we planted a total of 12,261 hectares of new forest in nine countries: Indonesia, Thailand, the Philippines, Vietnam, Myanmar, Fiji, India, Bangladesh and Malaysia. (We have consigned the work to evaluate the status of mangrove growth and CO₂ absorption and fixation in planted areas to the Central Research Institute of Electric Power Industry (CRIEPI) and have been receiving reports from the institute.)

The activity was rolled out in 1999 as a commemorative project to celebrate the 120th anniversary of Tokio Marine & Nichido, with the original idea coming from employees who voiced their desire to launch a long-lasting initiative in the environmental field. The project is conducted in partnership with the NGOs Action for Mangrove Reforestation (ACTMANG), OISCA and the International Society for Mangrove Ecosystems (ISME) and through collaboration with local governments and communities. Under this initiative, Tokio Marine & Nichido formulated a five-year plan using the afforested area as a key performance indicator and monitors progress on a semi-annual basis. In the current five-year plan (Phase V from fiscal 2019 to fiscal 2023), the company has set the target of planting a total of

1,150 hectares of new forest and has so far planted a total of 1,303 hectares over the four years from fiscal 2019 to fiscal 2022. Despite the impact of COVID-19, which has caused a delay in the plan in certain regions, Tokio Marine & Nichido remains committed to systematically promoting mangrove tree planting to protect the abundance of nature.

The mangrove planting initiative has earned extensive acclaim and Tokio Marine & Nichido was presented with the Minister of the Environment Award for Global Warming Prevention Activities (International Contribution Category) in 2013. In 2019, which marked the 20th anniversary of this project, Tokio Marine & Nichido announced the Mangrove-based Value Co-creation 100-Year Declaration under which it will create value in partnership with various stakeholders, including NGOs, government agencies in tree-planting regions, local community residents, employees, agents and customers. At the same time, the company also registered this initiative as a project of the United Nations Communities of Ocean Action for supporting the implementation of SDG 14 and reports progress to the United Nations annually.

■ Benefits of Mangrove Planting for the Environment and Local Life

“Mangrove” is a generic term for flora that thrives in brackish waters (where seawater and fresh water meet) along tropical and subtropical coastlines and river mouths in Asia, Africa and South America. Mangroves are sometimes referred to as “forests in the sea” and are effective in mitigating global warming as they absorb and fix large volumes of CO₂, a major cause of global warming. They also serve as natural levees to protect people’s lives and local ecosystems from tidal waves, tsunamis and other natural disasters.

Mangroves protected the lives of many people as well as buildings and structures when the tsunami that occurred in the Indian Ocean hit in December 2004 and the typhoon that wreaked havoc in the Philippines in November 2013 (named Yolanda in the Philippines and Haiyan in English). At present, mangroves are being planted in the Demak area of Indonesia and Gujarat State in India, which are susceptible to coastal erosion and flooding, with the main objective being to protect people’s lives and keep buildings and structures intact.

Mangrove forests also serve as “cradles of life,” as the roots of mangrove trees create a rich ecosystem by providing a sanctuary for living creatures such as small fish, shellfish, crabs and shrimps that feed off mangrove leaves and berries while attracting monkeys and birds, which in turn feed on them. Mangrove trees also help ensure a gentle tide and waves at high tide and maintain water

temperature. Fish and shellfish caught in the sea and in rivers near mangrove forests in Quảng Ninh Province in Vietnam and Ranong Province in Thailand are the staple diet of the local people and a source of income through sales to intermediaries, thus contributing to sustainable regional development. In addition, the mangroves themselves are being used in a variety of different ways. Along with the seeds and fruits being used to make soup and sweets, the leaves become feed for farm animals and the trunks and branches are used as materials for the pillars and roofs of people's homes, thereby providing excellent support to the lives of the people.

Tokio Marine & Nichido considers mangroves as "insurance for the future of the Earth" because they protect the planet and people's lives and bring benefits. The company is committed to being involved in the Mangrove Planting Project for 100 years jointly with NGOs and local government agencies and residents. The project has been up and running for 24 years to date and the mangrove forests

continue to grow, and the company has been putting more effort into activities that protect and nurture mangrove forests.

■ Economic Value and Impact on Local Communities from Mangrove Planting

To the present, mangrove planting has generated diverse benefits such as mitigating and preventing global warming, preserving biodiversity and contributing to the development of local economies, communities and human resources. However, expressing the specific economic value created by this project had proved difficult. To determine this value, Tokio Marine & Nichido commissioned Mitsubishi Research Institute, Inc. to undertake a survey and make assessments based on internationally recognized methods. The results of provisional calculations show that the total economic value created by the Mangrove Planting Project from 1999 when the company started the planting to 2019 totaled 118.5 billion yen.

This project also impacts some 1.41 million people living where the mangroves are planted or nearby and has generated benefits in terms of improving the lives of residents in these communities and preventing and mitigating disasters. By ascertaining the numerical value of the outcomes of the mangrove-planting activities, we were able to reaffirm our awareness of the positive social impact of this initiative. Going forward, we will utilize the results of this value assessment to improve our Mangrove Planting Project and continue to undertake these activities together with our stakeholders as we aim to further create value.

Indian Ocean tsunami following earthquake off the island of Sumatra in December 2004



Mangrove planting area in Ranong, Thailand, the area behind which was protected from tsunami damage



Tale Nok near Ranong, Thailand, which did not have mangroves, was damaged by the tsunami.

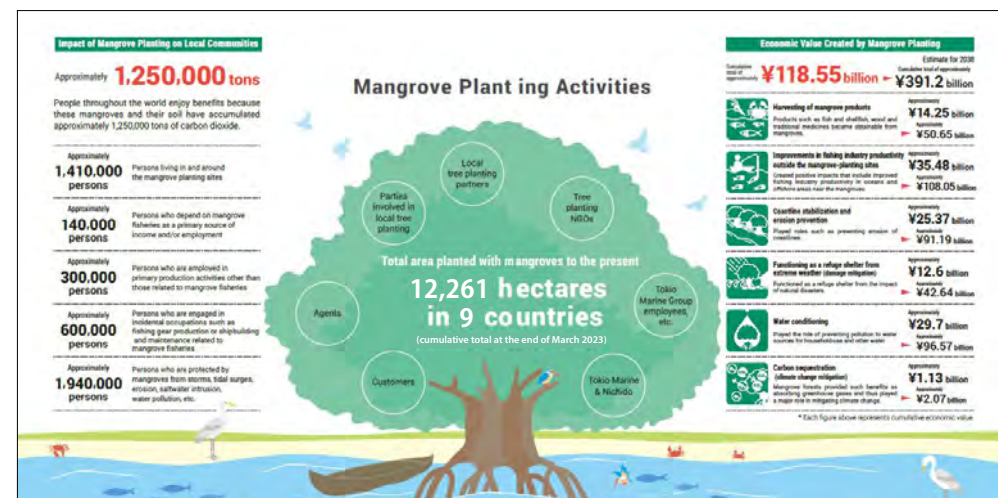
Benefits of mangroves



Fish catches are more abundant thanks to the mangroves. (Ranong Province, Thailand)



The young leaves of the grey mangrove are used as feed for farm animals. (Gujarat State, India)



■ Mangrove Planting Tours

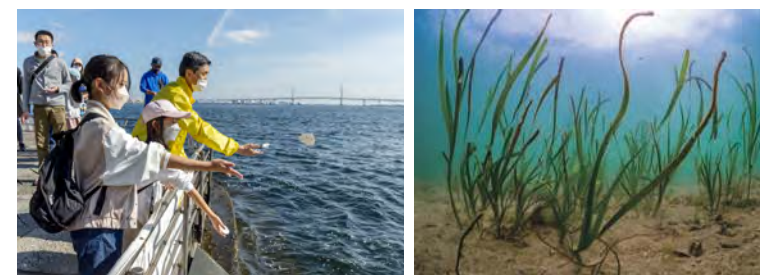
Since 1999, Tokio Marine & Nichido has promoted its Mangrove Planting Project in Southeast Asia and other countries and regions.

About once a year, Tokio Marine & Nichido and Tokio Marine Group employees and agents as well as their families participate in a mangrove planting volunteer tour to plant mangrove seeds and saplings with local residents and visit villages and elementary schools in respective regions to promote international exchange. Even though we were unable to hold the tours in fiscal 2020 and fiscal 2021, we have conducted 20 mangrove planting volunteer tours to date, in which a total of approximately 590 members have participated.



◎ Green Gift Project (Activities to Protect the Sea): Protecting and Restoring Eelgrass Beds

In October 2022, Tokio Marine & Nichido launched activities to protect and restore eelgrass beds. Eelgrass is expected to generate a positive effect of absorbing and fixating CO₂ from the atmosphere, as it absorbs CO₂ through photosynthesis and sinks to the sea floor when it dies, becoming part of the sediment and retaining carbon for a long time in deep waters. Eelgrass beds also serve as sites for fish to lay eggs and for young fish to grow and are expected to have additional effects, such as the purification of water and the protection of biodiversity. In November 2022, about 100 members, including Group employees, agents and their families, participated in a volunteer activity to scatter eelgrass seeds in the Minato Mirai District in Yokohama.



◎ **Green Gift Project (Activities to Protect Forests):
Collaborative Afforestation Efforts in Kochi Prefecture:
Tokio Marine & Nichido's Forest for the Future**

In May 2009, Tokio Marine & Nichido concluded a five-year partners agreement with Kochi Prefecture, Aki City and the Eastern Kochi Forestry Association to promote afforestation in Aki City under the prefecture's Collaborative Afforestation Project with Environmentally Advanced Corporations (the five-year agreement was renewed in May 2019).

The forest covered under the agreement has been named "Tokio Marine & Nichido's Forest for the Future." Every year, we conduct a volunteer tour for Group employees and agents including their families to experience tree thinning and socially interact with local residents. By March 2023, we have held 14 such tours, in which a total of some 610 members participated. Participants felt that it was a project that taught them the importance of maintaining and protecting forests and the effort that goes into doing so, and that they wanted to expand the initiative with every opportunity as their own responsibility.



◎ **Green Gift Project (Activities to Protect Forests):
Restoration Projects of the Coastal Forests of Tohoku Region**

Tokio Marine & Nichido supports activities of the NPOs OISCA and Watari Greenbelt Project to restore coastal forests damaged in the Great East Japan Earthquake in Natori City and Watari-cho, respectively, in Miyagi Prefecture.

In Natori City, the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA) has been leading the Restoration Project of the Coastal Forests of Tohoku Region. In the project, the company has been participating in activities to restore coastal pine tree forests in the city and to facilitate regional revitalization through the recovery of agricultural land and the creation of job opportunities in disaster areas. Under its policy of never forgetting the event and continuing to do whatever it can, even in small ways, the company launched an employee volunteer program in fiscal 2016. The company has organized five tours to date, and a total of approximately 50 people have participated, including Group employees, agents and their families.

The NPO Watari Greenbelt Project has been engaging in an initiative to restore tide-control forests along the coastal areas and promote the recovery and new community development of Watari-cho, Watari-gun, Miyagi Prefecture. Since fiscal 2013, Tokio Marine & Nichido has been soliciting and sending employee volunteers on tours to assist the initiative. During each tour, they visit the coastal areas devastated by the tsunami, remove weeds in tree-planting areas and assist in the cultivation of saplings that will be planted along the coast. The company has to date conducted 25 such tours, with the participation of approximately 370 employees, including Group employees, agents and their families.



◎ PHL Y 80K Trees Initiative

Philadelphia Insurance Companies (PHLY) continues to partner with the Arbor Day Foundation through the “80K Trees” tree planting program which was established in 2015. Throughout the United States, record wildfires, storms and other natural disasters have destroyed millions of trees in forests in recent years. According to the U.S. Forest Service, there has been an annual reduction of about 175,000 acres of treed areas in cities and communities in the United States. The loss is equivalent to some 36 million trees annually.

PHLY is on a mission to invest in healthy forests and ecosystems to provide greater security to communities and has been participating in two activities, namely the 80K Trees initiative and community planting programs.

In 2022, PHL Y planted trees through the 80K initiative in Montana and Florida, thereby contributing to the restoration of areas affected by disasters and wildfires and the improvement of living habitats and biodiversity.

Community planting programs on Arbor Day were launched in 2021 in response to safety precautions related to the pandemic and have been impacting areas in need of tree canopy, clean air and improved walkability. In 2022, the planting events were held in Philadelphia (Pennsylvania), Sacramento (California) and Chicago (Illinois), in which about 70 PHL Y employees participated in planting approximately 350 trees. Over the next 40 years, the trees planted during these events are estimated to reduce 1.36 tons of air pollutants, avoid 762,428 gallons of rainwater runoff and sequester 217 metric tons of CO₂ emissions in their communities.

PHLY and the Arbor Day Foundation helped the planting of approximately 500,000 trees over the seven years from 2015. This, in turn, has restored 864 acres of forests, avoided 52,000,796 gallons of rainwater runoff, sequestered 369,076 metric tons of CO₂ and removed 1,895 tons of air pollutants.



5.5.3 Initiatives for Reducing the Environmental Footprint in the Value Chain

◎ Promoting Eco-Safe Driving and the Use of Recycled Auto Parts

From the perspective of creating a recycling-based society and reducing the burden on the environment (i.e., curbing CO₂ emissions from the manufacture of parts), Tokio Marine Group is calling on employees to engage in the Eco-Safe Driving program of The General Insurance Association of Japan and is actively using recycled auto parts* when repairing vehicles used by Group companies.

Furthermore, Tokio Marine & Nichido, Nisshin Fire and E. design Insurance are taking action in calling for the use of recycled auto parts and proposing the use of these parts to individual and corporate customers who have met with accidents.

* Number of instances of use of recycled auto parts (fiscal 2022, Tokio Marine & Nichido): about 16,242

With the approval of customers, Tokio Marine & Nichido is making efforts to expand the use of recycled parts. The company's actions include distributing pamphlets to boost awareness of the Recycled Parts Usage Promotion Campaign among agents and auto repair shops, as well as creating content for tablet devices to aid these businesses in easily explaining the merits of recycled parts to customers.

* Recycled parts are said to have an effect in reducing CO₂ emissions compared with new parts (23.1 kg for a bumper, 97.3 kg for a door, etc. (Source: Survey by The General Insurance Association of Japan))

5.5.4 Preservation of Natural Capital and Biodiversity

Tokio Marine Group has positioned the preservation of natural capital and biodiversity as a challenge that needs to be tackled, and we are striving to find a solution throughout business activities.

◎ Tokio Marine Group's Vision for Preserving Natural Capital and Biodiversity

Preserving natural capital and biodiversity translates into a variety of benefits, namely, lower emissions of greenhouse gases, mitigation of disaster risks from tsunamis and floods and revitalization of regional economies, and contributes to the creation of a sustainable future. Tokio Marine Group recognizes the importance of achieving the goals of the Convention on Biological Diversity, the Kunming-Montreal Global Biodiversity Framework, the Convention on Wetlands of International Importance especially as Waterfowl Habitat (Ramsar Convention) and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (Washington Convention) and aspires to contribute to becoming nature positive (halting and reversing loss of diversity).

In addition, Tokio Marine Group contributes to the preservation of natural capital and biodiversity, prevention of deforestation and the preservation and restoration of forests by reducing paper usage through insurance products subject to our customer-participating, environment-conscious Green Gift Project as well as by conducting mangrove planting overseas and environmental protection programs (including the protection and restoration of eelgrass beds) in Japan. We undertake such efforts as a member of the United Nations Environment Programme Finance Initiative (UNEP FI), the Principles for Financial Action for the 21st Century initiative of the Ministry of the Environment (MOE), the Promotion Partners program under The Declaration of Biodiversity by Nippon Keidanren and the 30 by 30 Alliance for Biodiversity also of the MOE, and based on the vision outlined below. This vision draws on the Millennium Ecosystem Assessment, the Economics of Ecosystems and Biodiversity (TEEB) and the Guidelines for Private Sector Engagement in Biodiversity issued by the MOE.

Initiatives for preserving natural capital and biodiversity as well as preserving and restoring forests are closely associated with the human rights issues concerning indigenous peoples and local community members. Tokio Marine Group desires to help resolve these issues as well through its business activities.

Tokio Marine Group's Vision for Biodiversity

Tokio Marine Group recognizes the preservation of biodiversity as one of its most important environmental issues and, as a good corporate citizen, conducts initiatives for the preservation and sustainable use of biodiversity under the following two themes.

- ① We endeavor to understand our relationship with biodiversity (benefits and impact) in our business activities to reduce our impact on biodiversity and to preserve biodiversity.
- ② We engage in educational activities on the preservation of biodiversity for the general public and work with our stakeholders to contribute to the development of a sustainable society.

Tokio Marine & Nichido's Stance on Biodiversity

Tokio Marine & Nichido states in its environmental policy that it will strive to contribute to protection of the environment and preservation of biodiversity in its business activities, including insurance products, non-life insurance services and financial services. Efforts are being made to preserve biodiversity by making this a priority in business activities.

[Protecting the Global Environment through Products and Services](#) >>

[Participation in Social Contribution and Awareness-Raising Activities for the Protection of the Global Environment](#) >>

◎ Participation in the Promotion Partners Program under The Declaration of Biodiversity by Nippon Keidanren

Tokio Marine & Nichido supports The Declaration of Biodiversity by Nippon Keidanren and in January 2010 joined the Promotion Partners program under the declaration. Our business activities comply with the declaration and its behavioral guidelines.

[The Declaration of Biodiversity by Nippon Keidanren](#) (in Japanese)

◎ Participation in the 30 by 30 Alliance for Biodiversity by the MOE

Tokio Marine & Nichido joined the 30 by 30 Alliance for Biodiversity launched by the MOE in April 2023 to end and reverse biodiversity loss (i.e., become nature-positive) by 2030 and achieve the 30 by 30 target of protecting at least 30% of Japan's land and sea areas by 2030. The company will work together with its stakeholders to preserve biodiversity and wetlands and protect and restore forests.

5.5.5 Participation in Social Contribution and Awareness-Raising Activities for Protection of Global Environment

Tokio Marine Group is implementing local and social contribution activities around the world that help protect the environment and biodiversity. These activities emphasize voluntary engagement by employees and tie-ups with NPOs and other groups.

◎ Social Contribution and Awareness-Raising Activities for Environmental Protection in Collaboration with Local Governments in Japan

Tokio Marine Group engages in social contribution and awareness-raising activities for environmental protection through Green Lessons: The Mangrove Story; Collaborative Afforestation Project with Kochi Prefecture; and Marunouchi Citizens Environmental Forum.

■ Green Lessons: The Mangrove Story

As part of its efforts to raise environmental awareness, since 2005 Tokio Marine Group has provided Green Lessons: The Mangrove Story, an environmental education program for children in elementary and special needs schools. Employee and agent volunteers visit these schools and give lectures in which they tell stories about mangrove planting. Through these lectures, children and students learn about the prevention of global warming, preservation of biodiversity, how mangrove trees serve to reduce tsunami damage and soil loss, and activities they can carry out themselves to protect the global environment.

As of March 31, 2023, the Group visited around 900 elementary and special needs schools throughout Japan and provided Green Lessons to 59,000 children.

[🔗 Mamomaru's Laboratory for the Future \(Tokio Marine & Nichido's educational program for children who will lead the future\)](#) (in Japanese)

■ Marunouchi Citizens Environmental Forum

Every year, Tokio Marine & Nichido holds a social and environmental awareness seminar, the Marunouchi Citizens Environmental Forum, jointly with Mitsubishi Corporation. At the 64th forum held online in fiscal 2022, we invited underwater photographer Ikuo Nakamura to talk about what he has recognized, including environmental changes, in the sea under the theme of "Warning from the Sea – The World through the Camera Lens."

Some 200 people from inside and outside the company attended, some of whom commented that the forum was a good opportunity to think more about what we can do now and carry out each action.

🕒 Social Contribution and Awareness-Raising Activities for Environmental Protection by Overseas Group Companies

In Tokio Marine Group, U.S.-based Philadelphia Insurance Companies (PHLY) is promoting environmental activities in different locations that include participation in Earth Day.

■ TEAMPHLY Initiatives

U.S.-based PHLY has been encouraging its employees to take part in initiatives to protect the environment in the workplace, home and local community in order to leave behind a beautiful environment for the next generation. PHLY has explored how to make a positive impact on the environment through products and services, environmental footprint reduction in the office and through community involvement.

PHLY offers a number of environmental underwriting products that protect businesses seeking to improve sustainability practices. Additionally, PHLY's Commercial and Surety bonds support wind and solar energy.

As part of its risk management services, PHLY offers the PHLYTRAC Vehicle Telematics Program. The program helps customers select more efficient routes to reduce vehicles' engine idling and has successfully improved the driving range per gallon of gasoline by 3.76%. This and other similar products and services show PHLY's commitment to climate action.

The company also continues its purchase of renewable energy certificates to offset CO₂ emitted through the use of power in offices throughout the United States. In 2022, PHLY's renewable energy certificate purchase supported the development of wind energy products equivalent to the electricity used to power 1,042 average homes in the U.S. for one year.

In addition to these business practices, many PHLY employees across the country choose to support organizations whose missions are geared toward environmental preservation through volunteer efforts. PHLY's home office supports Riverfront North, Wissahickon Valley Watershed Association and Tookany/Tacony-Frankford Watershed through volunteerism, three organizations whose missions aim to sustain local waterways.

[🔗 TEAMPHLY](#)

■ Participation in Earth Day Events

U.S.-based PHLY conducted various activities to promote Earth Day as part of its employee-driven environmental awareness program.

In 2022, all employees were encouraged to celebrate Earth Day through environment-focused volunteer activities, such as removing and recycling plastics through a cleanup event designed to protect waterways.

In addition to such in-person events, online volunteer events were also provided to increase the opportunities to join Earth Day. Examples include creating balls of plastic yarn ("plarn") from plastic bags to be crocheted into sleeping mats for the homeless and recycling old T-shirts to make bags and donating the bags to a local shelter. More than 40 employees also participated in "plalking" (picking up litter while walking), a combination of community service and fitness.

Earth Day celebration activities included:

- Environmental volunteer activities
- Donations to environmental NPOs
- Hosting an Earth Day Webinar

5.6 Research on Climate Change and Natural Disaster Risks

Responding to risks associated with climate change and natural disasters, one of Tokio Marine Group's sustainability material issues, also comprises a major management issue that the global insurance industry must address in the medium to long term.

Through industry-academia collaboration with The University of Tokyo, Nagoya University, Kyoto University and Tohoku University, Tokio Marine Group engages in research on climate change and natural disaster risks in an effort to gain deeper scientific insight into disaster prevention and mitigation and to raise the sophistication of measuring methods through risk modelling to ascertain risk volume in even greater detail. Our efforts in this area include the development of a stochastic risk assessment approach.

We believe that in addition to providing products and services in developed countries it is also important to disseminate the ideas of an insurance mechanism and risk management practices in developing countries and regions particularly vulnerable to the impact of climate change and natural disasters in accordance with the Sendai Framework for Disaster Risk Reduction 2015-2030, which provides new world guidelines for disaster risk reduction.

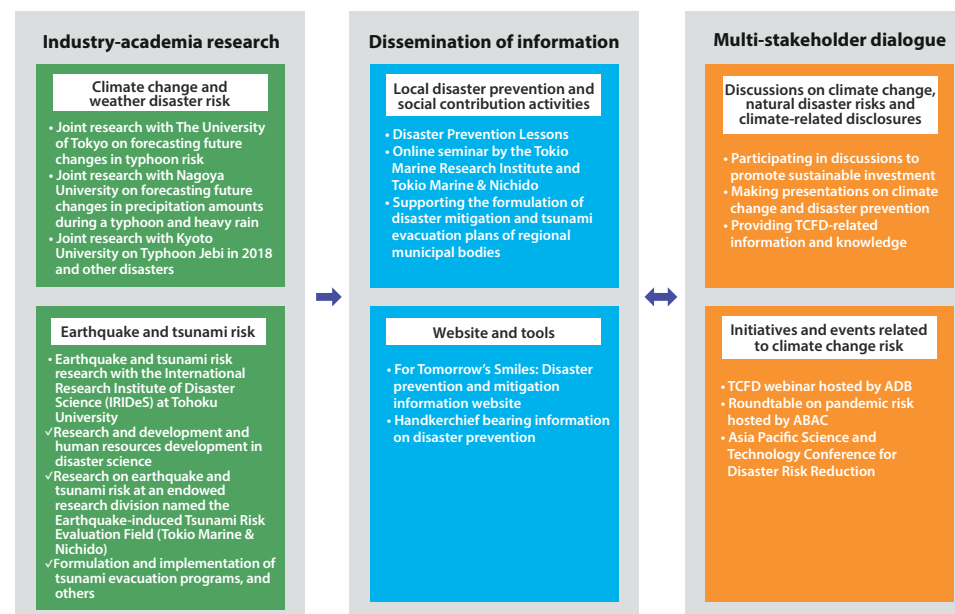
To this end, we are working to resolve disaster issues and mitigate disaster damage globally by using the outcomes of our industry-academia research to the benefit of society and by taking part in international initiatives, such as the United Nations Office for Disaster Risk Reduction (UNDRR) Private Sector Alliance for Disaster Resilient Societies (ARISE) and The Geneva Association's Climate Change and Emerging Environmental Topics (CC+EET) Working Group.

5.6.1 Initiatives to Counter Climate Change and Natural Disaster Risks

The 21st session of the Conference of the Parties to the UNFCCC (COP21) held in December 2015 adopted the Paris Agreement as a new international framework of measures against climate change for 2020 and beyond. As the world's common long-term goal, the Paris Agreement aims to keep a global temperature rise below 2°C compared with pre-industrial levels while pursuing efforts to limit the increase even further to 1.5°C. The agreement also makes a clear link between itself and the Sendai Framework for Disaster Risk Reduction 2015-2030, which was adopted at the Third United

Nations World Conference on Disaster Risk Reduction held in Sendai in March 2015. There is a concern for the growing natural disaster risk due to climate change, and Tokio Marine Group, working to resolve disaster issues and mitigate disaster damage, also gives due attention to the goal of the Paris Agreement and intends to contribute to its achievement.

Climate change due to global warming and other factors is considered to possibly bring about major changes in the frequency and scale of weather disasters in the future. Therefore, analyses only from historical data cannot assess risk appropriately and may significantly impact the calculation of insurance premiums and the ability to pay insurance claims in the event of a serious disaster. In response, Tokio Marine Group conducts research on climate change and natural disaster risks and on earthquake and tsunami risks through industry-academia collaboration and presents the outcomes at conferences and forums on disaster risk reduction. We also utilize these outcomes in our social contribution activities and disseminate relevant information to the public. Additionally, we proactively participate in initiatives and events related to climate change to disseminate the outcomes and details of our industry-academia research activities to the world and engage in multi-stakeholder dialogue to share information about the latest research projects and discuss how to promote disaster prevention.



5.6.2 Research on Climate Change and Natural Disaster Risks

● Building a Society Capable of Adapting to Climate Change and Natural Disaster Risks

By matching forecasts of future changes in risk due to climate change and other meteorological risk assessment approaches to a base of conventional risk assessment approaches, Tokio Marine Group is aiming to create a more advanced approach to climate change and natural disaster risk assessment.

■ Utilizing Research Outcomes to Provide Products and Services for Adapting to Climate Change

There is a concern that damage concerning natural disasters will increase due to climate change and the resulting greater fluctuations in natural phenomena. Tokio Marine Group is promoting initiatives to resolve natural and other disaster issues and mitigate disaster damage through its business operations. However, as changes in climate and fluctuations in natural phenomena increase, using only the past disaster and insured contingency data may prevent appropriate natural disaster risk assessment and may reduce our ability to provide insurance products and services covering natural disaster risk to customers and local communities as we have done previously.

In response, Tokio Marine Group seeks to promote research on climate change and natural disaster risks in collaboration with the world's leading scientists and researchers and to use research outcomes and other various findings broadly to the benefit of society. Simultaneously, as a corporate group engaging in the insurance business, we intend to translate our research activities into the ability to sustainably provide insurance products and related services to customers and local communities.

Tokio Marine Group will continue to forge ahead with research on climate change and natural disaster risks with the world's leading researchers through industry-academia collaboration and proactively leverage knowledge gained through such research.

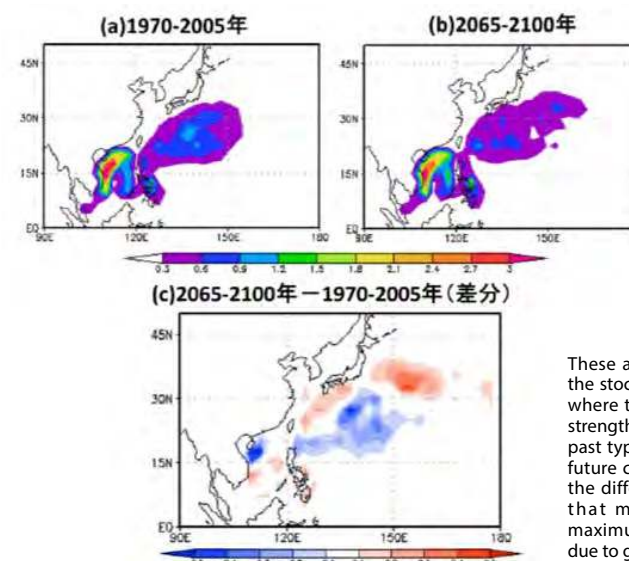
● Joint Research with The University of Tokyo: Forecasting Future Changes in Typhoon Risk Using Climate Model Data

With the aim of forecasting and evaluating future changes in typhoon risk, the Tokio Marine Research Institute has been continually undertaking joint research with The University of Tokyo since 2007.

The Atmosphere and Ocean Research Institute at The University of Tokyo, our partner in this joint

research, is conducting front-line research into climate change and other climate systems using an integrated analysis of observation data and results of simulations based on climate models. Professor Masahiro Watanabe, our co-researcher, and other researchers have contributed as lead authors to the creation of the IPCC assessment reports, which are a compilation of the latest findings on climate change, and The University of Tokyo has received acclaim from around the world for the widely used research results.

In joint research with The University of Tokyo, we have developed an original stochastic typhoon model and investigated the relationship between global warming and changes in typhoons by simulating typhoons under future climate conditions using the latest set of global warming data. The research to date has revealed that global warming will cause typhoons to take more eastward tracks and become stronger and will increase the number of typhoons reaching their maximum strength near Japan. These findings generally align with the content of the IPCC assessment reports. In fiscal 2021, we updated the dataset we use for simulation to the Coupled Model Intercomparison Project Phase 6 (CMIP6), the latest dataset that has contributed to the creation of the IPCC Sixth Assessment Report released in August 2021. Using the dataset, we have been forecasting future changes in typhoons in respective global warming scenarios.



These are the results of simulations using the stochastic typhoon model to determine where typhoons will reach their maximum strength. Charts (a) and (b) show the data of past typhoons and simulation results under future climate conditions, while Chart (c) is the difference between the two, revealing that more typhoons will reach their maximum strength on the sea near Japan due to global warming.

• **Dispatching a Researcher to Yokohama National University's Typhoon Science and Technology Research Center and Participating in the Moonshot Research and Development Program**

The Tokio Marine Research Institute has been dispatching its researcher to the Typhoon Science and Technology Research Center as a visiting researcher. The Center, which is Japan's first research institute specializing in typhoons, was established in the Yokohama National University in October 2021. It seeks to contribute to the establishment of a safe, vibrant and sustainable society by controlling typhoons and to the realization of a decarbonized society by harnessing typhoon energy. Leveraging its standing as a private sector research institute that is both a member of academia and a business enterprise, the Tokio Marine Research Institute will aim to make a contribution in terms of research activities and the social implementation of research outcomes together with the Center's researchers and other companies.

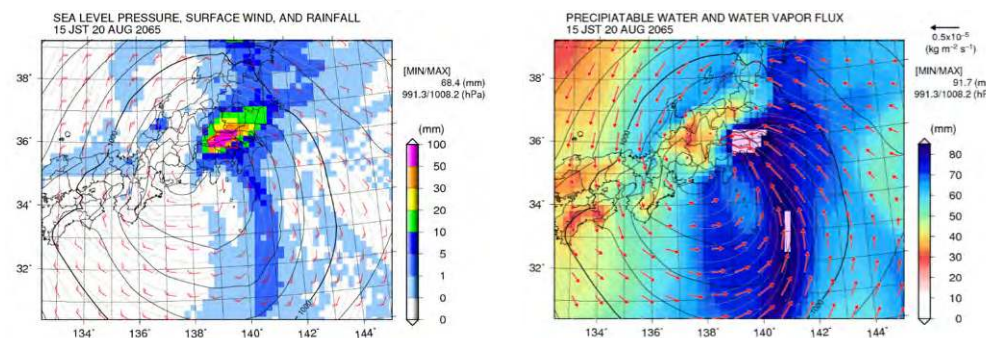
The Tokio Marine Research Institute is also participating in a research project conducted under the Moonshot Research and Development Program of Japan's Cabinet Office, in which Yokohama National University Professor and the Center's Director Hironori Fudeyasu serves as the project manager.

• **Joint Research with Nagoya University: Analysis of Strength and Frequency of Torrential Rain in the Future due to Global Warming**

With the aim of forecasting how the strength and frequency of torrential downpours, which cause water disasters, are changing along with global warming, the Tokio Marine Research Institute is performing joint research with the Institute for Space-Earth Environmental Research at Nagoya University. Our co-researcher, Professor Kazuhisa Tsuboki from the university, is a leading expert in this area. He has developed a high spatial resolution model capable of performing detailed simulations of such aspects as clouds and precipitation, and is advancing research into the mechanisms of torrential rain, typhoons and other phenomena.

Since its launch in 2010, joint research has been conducted to pursue a more accurate forecasting method. We have first simulated how past typhoons will change under future climate conditions to forecast changes in typhoon-induced rainfall. We have then utilized the results of simulations conducted by the Japan Meteorological Agency's Meteorological Research Institute (MRI) to forecast future changes in rainfall, including non-typhoon precipitation. More recently, we have made stochastic future forecasts based on the enormous number of simulation results through the early

adoption of the Database for Policy Decision-Making for Future Climate Change ("d4PDF") developed by MRI and other organizations. We are currently carrying out research on methods that can forecast more localized future changes and continual changes over time in torrential rain patterns.



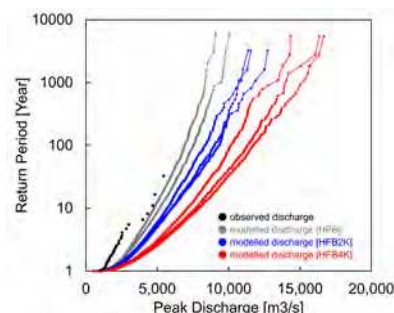
These charts represent an extracted example based on the d4PDF showing the maximum level of flow volume of the Arakawa River in a 2°C rise scenario. The chart on the left indicates hourly rainfall, surface wind speed and atmospheric pressure, while the chart on the right shows precipitable water and water vapor flux. In this example case, a typhoon causes considerable rainfall along the Arakawa River valley.

• **Joint Research with Kyoto University: Assessment of Water Disaster Risk under Future Climate Conditions**

With the aim of quantitatively assessing changes in water disaster risk under future climate conditions, the Tokio Marine Research Institute is engaging in joint research with the Disaster Prevention Research Institute and the Graduate School of Engineering at Kyoto University. Professor Eiichi Nakakita and Professor Yasuto Tachikawa, who are our co-researchers, are top-class researchers in this area, and we are proceeding with research by also leveraging know-how for forecasting the strength and frequency of torrential rain under future climate conditions, which we have gained through joint research with Nagoya University.

Since its launch in 2012, joint research has forecast future changes in river flow volume by using a rainfall runoff model to simulate river flow volume based on precipitation data. First, we have built a rainfall runoff model for river valleys in Japan, including the Arakawa, Shonai and Yodo rivers, to forecast future changes in river flow volume. Then, we expanded the scope overseas and adapted the model for river valleys that are considerably different from those in Japan, customizing it for the Red River in Vietnam and the Chao Phraya River in Thailand. In recent years, we have been using the d4PDF for precipitation data used in our model simulation and performing stochastic water disaster

risk assessment based on thousands of precipitation data patterns. Currently, our ongoing research aims to develop methods targeting river valleys in Japan to enable the efficient forecast of river flow volume of multiple river valleys, including small and medium-sized rivers.



The photo on the left is the Chao Phraya River in Thailand, one of the target river valleys of our research. The chart on the right shows peak discharge of each year under 2°C and 4°C rise scenarios, which were forecast using the d4PDF. The chart reveals that peak discharge will increase in line with higher temperatures.

• Research Presentations at Academic Societies and Other Gatherings

The Tokio Marine Research Institute proactively publicizes the results of its research through presentations at academic and other conferences. We have been continually announcing the results of joint research with The University of Tokyo, Nagoya University and Kyoto University, respectively, at the Meteorological Society of Japan since fiscal 2008 and the results of joint research with Nagoya University and Kyoto University, respectively, at the Japan Society of Hydrology and Water Resources since fiscal 2013. We have written academic papers on some joint research findings and submitted them to academic journals. To date, the following two peer-reviewed papers have been included in the collections of academic papers of the Japan Society of Civil Engineers.

- Forecasts of future changes in extreme flow volume of the Red River in Vietnam using the d4PDF (included in September 2020)
- Forecasts of future changes in extreme flow volume of the Chao Phraya River in Thailand based on the d4PDF to which multiple bias corrections have been applied (included in September 2022)

■ Building a Resilient Society Capable of Assessing, Reducing and Adapting to Earthquake and Tsunami Risk

After the Great East Japan Earthquake hit in 2011, diverse disasters, including major earthquakes and wind and water disasters, have continued to inflict serious damage around the world. Against this background, Tokio Marine Group brings together the data and expertise gained through its non-life insurance and risk consulting businesses to advance initiatives leading to the safety and security of society.

• Earthquake and Tsunami Risk Research in Collaboration with the International Research Institute of Disaster Science at Tohoku University

In July 2011, a few months after the Great East Japan Earthquake, Tokio Marine Group concluded an industry-academia collaborative agreement with Tohoku University and began research and development and human resource development initiatives in disaster science. The initiatives drew upon Tohoku University's knowledge and data concerning tsunami risk assessment and other areas of disaster science, and Tokio Marine & Nichido's knowledge accumulated through its insurance business. At Tohoku University, the International Research Institute of Disaster Science (IRIDeS) and an endowed research division named the Earthquake-induced Tsunami Risk Evaluation Field (Tokio Marine & Nichido) established within IRIDeS have researchers, including Professor and IRIDeS Director Fumihiko Imamura, Specially Appointed Professor Kenichi Kamata, Academic Fellow and Professor Shinichi Takeda, Associate Professor Anawat Suppasri, Specially Appointed Associate Professor David N. Nguyen, Assistant Professor Noriko Uchida and Project Instructor Mari Yasuda, who are engaging in research on the assessment of earthquake and tsunami risk and activities to promote disaster prevention and mitigation in local communities.



Fiscal 2023 members of the Endowed Research Division, IRIDeS, Tohoku University

To date, we have identified actual damage caused by the Great East Japan Earthquake, assessed tsunamis following major past earthquakes, conducted research on tsunami risk assessment methods that take into consideration vulnerabilities and disaster preparedness in society and published the findings both in Japan and overseas. We have also provided disaster prevention education, held awareness-raising seminars and developed disaster prevention educational tools to disseminate the knowledge thus obtained widely throughout society. Among the members of the team, in particular, Associate Professor Anawat Suppasri received a Young Scientists' Award 2022 in the Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology in recognition of his research that has led to the establishment of a practical method to estimate tsunami damage and contribute to the mitigation of damage globally.

Chart 1 shows the simulation results of the tsunami caused by the 2011 Great East Japan Earthquake, which hit areas near Kesennuma City, Miyagi Prefecture. This simulation enables us to estimate the distribution of debris and other objects washed ashore and the volume of tsunami deposits, and provides data that is valuable in formulating measures for preventing combined damage as well as post-disaster response plans. Chart 2 is a guide for school administrators showing how to perform tsunami evacuation during the COVID-19 pandemic, developed jointly with UNDRR and the United Nations Development Programme (UNDP). It was released in 2020 on the day designated as World Tsunami Awareness Day and has been contributing to disaster prevention and mitigation both in and outside Japan.

Through industry-academia collaboration with Tohoku University as well as collaboration with various industry, government, academia and private-sector stakeholders, Tokio Marine Group will continue to promote efforts to support recovery of disaster-affected areas, increase resilience in local

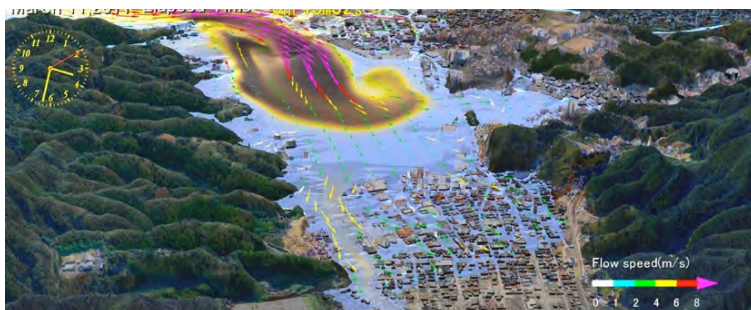


Chart 1: Simulation of the combined damage in Kesennuma City caused by the earthquake-induced tsunami in the Tohoku region in 2011 (Created by IRIDeS, Tohoku University)

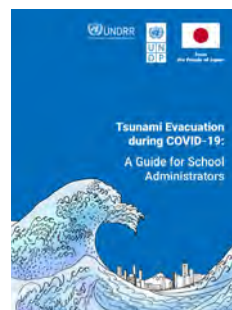


Chart 2: Tsunami Evacuation during COVID-19: A Guide for School Administrators

communities and countries across the world and deliver solutions for a safe and secure future.

During the Great Kanto Earthquake that occurred 100 years ago, a large tsunami hit along the coasts of the Kanto region and Shizuoka Prefecture. The height of the tsunami is said to have reached 12 meters in Atami, Shizuoka Prefecture, and 9 meters in Tateyama, Chiba Prefecture, but details remain unknown. On this occasion, we simulated the occurrence and propagation of the tsunami using the 2013 models of Japan's Cabinet Office. The results showed that a tsunami in Sagami Bay hit the coastal areas in a few minutes (Chart 3) and then flowed into Tokyo Bay (Chart 4). In the future, we will confirm the fidelity of the simulated tsunami, while carrying out comparative verification of the records at the time, and compile the characteristics of how the tsunami hit on the day.

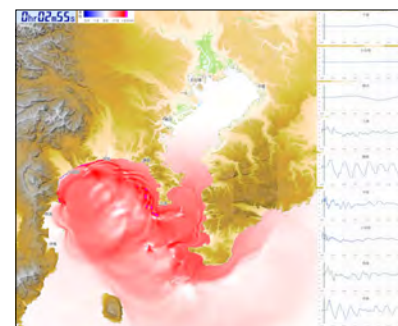


Chart 3

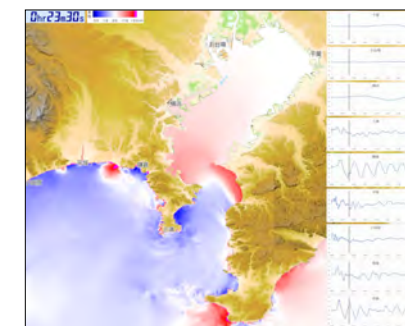


Chart 4

•Assessment of Resilience Using Biodiversity as an Index

Natural ecosystems greatly affect the resilience of human society as they can mitigate and act as a buffer against the impacts of natural disasters; provide food, clothing and shelter for people; and serve as a foundation for forming a distinctive local landscape and culture. Assistant Professor Noriko Uchida, who joined the team at IRIDeS, Tohoku University, in 2020, has been engaging in research on "environmental DNA" to quantify biodiversity, measurement of which has been difficult. In fiscal 2022, she started measuring the environmental DNA of insects, crustaceans and fish in diverse environments that exist horizontally between the sea and land, such as swash zones, sand beaches, sand hills and tidal lands. The data obtained from the research is expected to contribute to the co-existence of human society and ecosystems, for example, through the framework developed by the Taskforce on Nature-related Financial Disclosures (TNFD) to disclose information on how systems in human society centered on economic activities impact ecosystems. In the future, her work will target mangrove forests, which have drawn attention for their roles in disaster prevention and people's livelihoods, to explore its ecosystem linked to the lives and safety of people.

• Research Presentations at Academic and Other Conferences

We present and disseminate the results of the above research at academic conferences and symposiums both in and outside Japan. In fiscal 2021, we conducted 14 presentations at academic and other conferences in Japan and overseas and disseminated information at the Seventh National Conference on Disaster Risk Reduction held in Kobe, Hyogo Prefecture, in October 2022 and the Sendai Symposium for Disaster Risk Reduction and the Future held in Sendai, Miyagi Prefecture, in March 2023. As another specific example, we planned and conducted a panel discussion during the World BOSAI Forum 2023 held in March 2023 in Sendai on the theme of sustainable disaster prevention and mitigation and expanding diverse collaboration for the purpose of disaster prevention and mitigation. The year 2023 marks the centennial of the Great Kanto Earthquake, and we intend to disseminate information in and outside Japan on the future direction of disaster prevention and reconstruction to be planned in advance while comparing the experience and lessons gained from major earthquakes, including the Great Kanto Earthquake and Great East Japan Earthquake.

[Major presentation (example)]

[Sendai Symposium for Disaster Risk Reduction and the Future 2022](#) (PDF/5.2MB) (in Japanese) 

• Disaster Surveys

We also conduct damage and other surveys and risk assessments when a major disaster strikes in or outside Japan. Under a science research grant program of Japan's Ministry of Education, Culture, Sports, Science and Technology, we have conducted research for the 2022 Tonga tsunami on its mechanism and social impacts and a survey on damage to the fishery industry and released an academic paper in a timely manner, which was also presented at an international academic conference. As a member of a new five-year program under the Science and Technology Research Partnership for Sustainable Development (SATREPS) of the Japan Science and Technology Agency (JST), in fiscal 2022 we also initiated research on a new sustainable system for establishing a resilient society in the coastal areas of Indonesia as well as related social contribution activities. Additionally, in response to the Turkey-Syria Earthquake that occurred in February 2023, we dispatched a survey team and are working with local researchers to identify damage and provide recovery and reconstruction support.

• Summary of Activities to Date

In April 2012, an endowed research division named the Earthquake-induced Tsunami Risk Evaluation Field (Tokio Marine & Nichido) was established within IRIDeS at Tohoku University. This division has been engaging in basic and practical research on the following topics.

Period	Research topic
[Phase 1] April 2012 –	Research into earthquake and tsunami risk assessment • Analysis of the wave height distribution and arrival time of tsunamis caused by major past earthquakes, including the Great East Japan Earthquake • Research and development of more reliable damage simulations that take into consideration vulnerabilities and disaster readiness capabilities in society both in Japan and overseas and tsunami risk assessment methods that factor in the probability of occurrence • Research into tsunami evacuation (e.g., providing basic information for disaster mitigation planning of coastal areas and cooperating in formulation of tsunami evacuation plans of regional municipal bodies)
[Phase 2] April 2015 –	• Research on effects of coastal forests to mitigate tsunami damage • Research on raising the sophistication of tsunami numerical simulation models (encompassing simulations of tsunami-induced flooding, movement of floating objects and movement of soil) • Development of a mobile application (to assess the depth of immersion and immersed surface areas of the 2011 tsunami and subsequent damage to fishing boats)
[Phase 3] April 2018 –	• Research on damage to farming rafts and eelgrass beds caused by the 2011 earthquake and tsunami • Research on assessment of global tsunami hazards and risk • Research on human damage in past tsunamis
[Phase 4] April 2021 –	• Research on comprehensive disaster prevention of local communities through ecosystems in coastal areas • Research on quantification of cascading disasters • Analysis of fatalities of the Great East Japan Earthquake in Miyagi Prefecture with a focus on where the victims were found • Research on examination of the sustainability of diverse disaster prevention education techniques, including on-demand educational materials

5.6.3 Disseminating Relevant Information

Through employee volunteer activities, Tokio Marine Group disseminates disaster prevention information via the media and holds disaster prevention seminars for children and adults with support from research institutes who are our joint research partners.

🕒 Delivering Safety and Security to Children and Small and Medium-Sized Companies

■ Providing School Disaster Mitigation Awareness Lessons through Tohoku University

Utilizing the lessons learned from the Great East Japan Earthquake, Tokio Marine & Nichido's endowed research division (Earthquake-induced Tsunami Risk Evaluation Field) established within IRIDeS, Tohoku University, has been providing school disaster mitigation awareness lessons for children on a continuing basis since fiscal 2014 to build a society resilient to disasters. The lessons have been provided not just in the Tohoku region but also at other locations in and outside Japan to more than 18,000 children at 310 schools as of April 2022 (Photo 1). The initiative also represents one of the major social collaboration activities undertaken by Tohoku University.

The lessons translate the knowledge cultivated through disaster science research of IRIDeS into educational materials that describe disaster risk from a scientific viewpoint, yet in a manner easily comprehensible by children. An original group work tool incorporating elements of brain science and cognitive psychology, "Disaster Prevention and Mitigation Stamp Rally (stamp collecting game)," has also been developed and is used as a teaching aid.

In keeping pace with digitalization in schools, we have introduced an online means to update our conventional style of providing in-person lessons at schools (Photo 2). Online lessons require voluntary involvement of homeroom teachers, thus providing opportunities for teachers themselves to learn about disaster prevention. In addition to a disaster prevention comprehension quiz, we also provide counseling to teachers about disaster prevention, thereby helping to promote education on this topic at schools. As one online program, we have also developed a digital game, "Awatara (Our Timeline)," for junior high school students to think about disaster prevention in their respective communities and are putting the game into practical use.



Photo 1: Disaster prevention and mitigation workshop



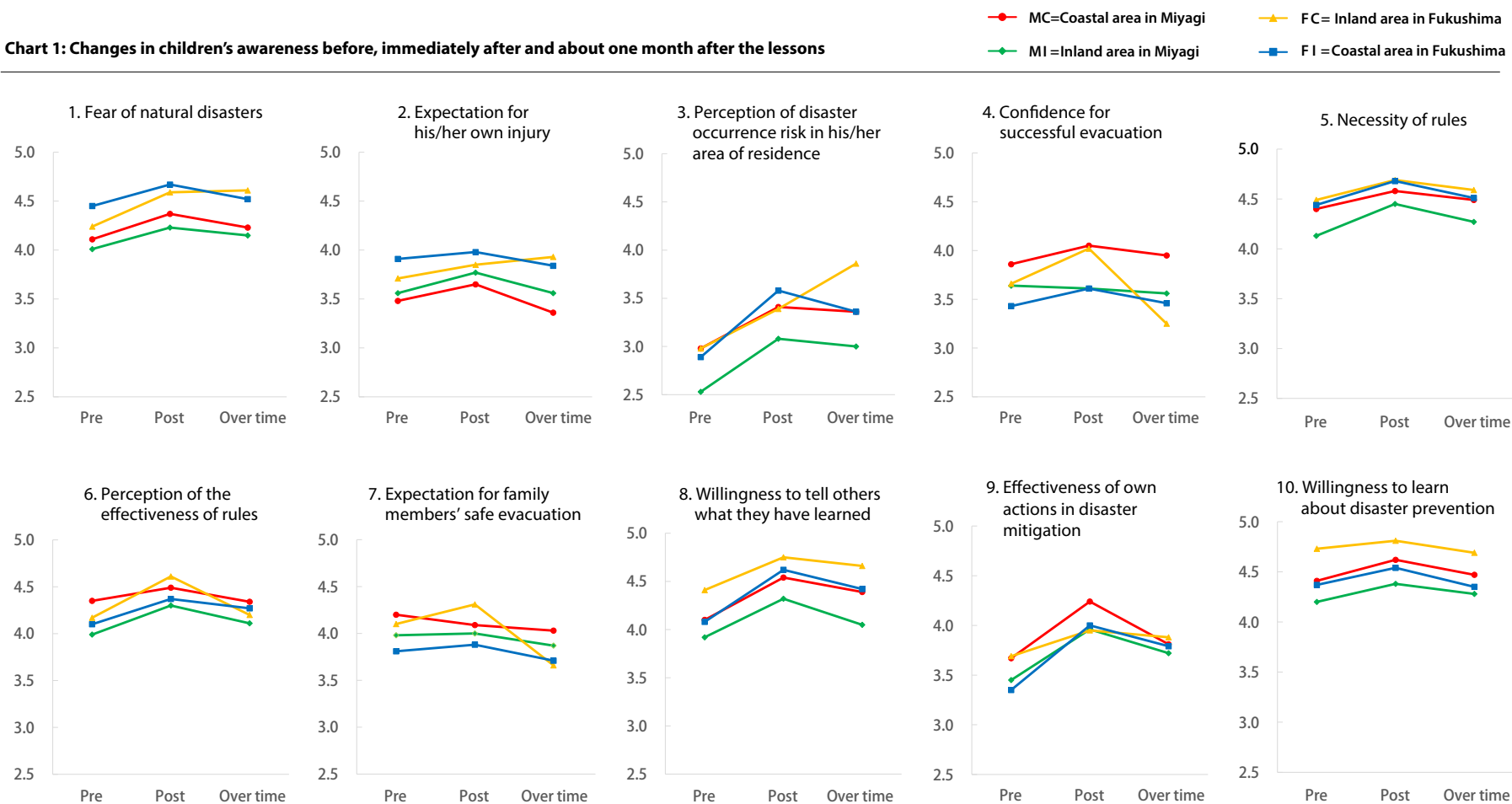
Photo 2: Snapshot of an online lesson



Photo 3: Students playing "Awatara (Our Timeline)"

We have also surveyed and analyzed changes in children's disaster risk and disaster prevention awareness before and after the school lessons (Chart 1). The results have revealed that there is a regional distinction in basic levels of disaster prevention awareness as well as changes in awareness immediately after the lessons and persistence of such changes over time. For example, comparing Fukushima Prefecture and Miyagi Prefecture, both of which sustained tsunami damage during the Great East Japan Earthquake, children's awareness showed both a regional distinction between an inland and coastal area and a prefectural difference.

Chart 1: Changes in children's awareness before, immediately after and about one month after the lessons



Disaster Prevention Lessons

Based on the lessons learned from the Great East Japan Earthquake, employee volunteers, including agents, have been conducting Disaster Prevention Lessons since 2012 to convey knowledge on disaster prevention to children and help them prepare for the next disaster. Disaster Prevention Lessons ("Earthquake and Tsunami" edition) are a program to raise readiness for disaster prevention among elementary school children. Employee volunteers from Tokio Marine dR developed educational materials, which were then supervised by IRIDeS at Tohoku University. In the lessons, children learn about the mechanisms that cause earthquakes and tsunamis, what to do when an earthquake occurs and what preparations should be made in advance.

In fiscal 2020, we rolled out Disaster Prevention Lessons ("Water and Landslide Disasters" edition), a new program that has been supervised by IRIDeS at Tohoku University and the Disaster Prevention Research Institute at Kyoto University. This is a program for children to learn about the mechanism behind heavy rains, how to cultivate a mental attitude to take action and start evacuating and points to be noted when staying at an evacuation shelter. The aim of our Disaster Prevention Lessons is to cultivate a correct understanding of earthquakes and water disasters among children and the ability to prepare themselves for an impending disaster.

As of March 31, 2023, Disaster Prevention Lessons have been held 1,195 times at elementary schools and special needs schools across Japan, with some 77,000 children attending. We will continue to promote the creation of a safe, secure and resilient society and future by engaging in awareness and educational activities for disaster readiness through our Disaster Prevention Lessons.



Supporting the Formulation of Business Continuity Plans (BCP) for Regional Municipal Bodies

BCP Program and Seminar on Formulation of Plans for Strengthening Business Continuity Capability* in Collaboration with Local Governments, Chambers of Commerce and Other Organizations

Tokio Marine & Nichido offers a program to assist in the formulation of business continuity plans (BCP) and a seminar on the formulation of plans for strengthening business continuity capability* for small and medium-sized companies. Sales personnel from the company's branches nationwide serve as lecturers and offer the program and seminar in collaboration with our partners, including respective local governments, chambers of commerce, commerce and industry associations and financial institutions.

*System to certify plans for strengthening business continuity capability

A system in which the Minister of Economy, Trade and Industry assesses plans for pre-disaster measures for disaster prevention and mitigation formulated by small and medium-sized companies and certifies them as plans for strengthening business continuity capability. Certified companies will receive a tax break, financial support and support in the form of additional points in the screening for a subsidy.

Booklet "Rethink Now! Earthquake in the Foreseeable Future and Preparation for It" and "Easy, Understandable BCP Planning Sheet"

We have developed "Rethink Now! Earthquake in the Foreseeable Future and Preparation for It," an awareness-raising booklet designed to renew our understanding of the basics of earthquake risk in Japan, and "Easy, Understandable BCP Planning Sheet," a tool for small and medium-sized companies to grasp an overall picture of a BCP in one sheet and make their first step in formulating their own BCPs. The booklet and planning sheet cover not just earthquakes but also other disasters, including water disasters now occurring more frequently, as well as COVID-19 and other infectious diseases. These tools are also intended to enable companies to raise the level of their own BCPs as well as their entire supply chain's BCPs and to make these BCPs more viable by disseminating and instilling the idea of BCP among their employees. Through our employees and agents, we distribute these combined tools to companies, local governments, chambers of commerce and commerce and industry associations.

Website

• Creating a Society with High Disaster Consciousness – For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website

Since March 2013, Tokio Marine & Nichido has been operating the “For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website” with the aim of contributing to the creation of a secure, safe and sustainable society and providing an opportunity for people to think about disaster readiness and mitigation.

This site has been supervised by the endowed research division named the Earthquake-induced Tsunami Risk Evaluation Field established within IRiDeS at Tohoku University, with which Tokio Marine & Nichido has entered into a collaborative agreement. It uses illustrations, comics and games to offer easily understood explanations of the mechanisms behind “earthquakes, tsunamis, volcanoes, typhoons, tornadoes, torrential downpours and heavy snowfalls, as well as infectious diseases,” along with such other topics on how we should prepare ourselves for and respond to disasters. Other information to help promote disaster awareness includes a simple and useful tool to calculate the necessary amount of emergency food to be stockpiled at home.

[For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website](#) (in Japanese)



5.6.4 Multi-Stakeholder Dialogue

Tokio Marine Group participates in discussions on climate change, natural disaster risks and climate-related disclosures and proactively engages in multi-stakeholder dialogue aimed at reducing and mitigating the risks placed on economic and social life or encouraging measures against climate change.

• Roundtable on Public-Private Collaboration for Pandemic Risk Transfer Hosted by APEC Business Advisory Council (ABAC) Philippines

Tokio Marine & Nichido participated as a panelist in an online roundtable hosted by ABAC Philippines on April 20, 2022. The purpose of the event was to explore ways of public-private collaboration in preparation for the next pandemic following COVID-19, and the company shared its perception of issues as a non-life insurance company.

• TCFD Summit

On October 5, 2022, the fourth TCFD Summit hosted by Japan's Ministry of Economy, Trade and Industry was held online (a hybrid of live streaming and video distribution). Tokio Marine Holdings served as a moderator in a panel discussion entitled “Responding to the Global Trend of Constructing Disclosure Rules and Assessing Opportunities.” The session reviewed the significance of the process from the publication in 2021 of the revisions to the TCFD's recommended disclosure metrics and targets to the publication of proposed sustainability-related disclosure standards by the International Sustainability Standards Board (ISSB). At the same time, a discussion was held on what measures should be taken to raise investors' attention to metrics, including a company's contribution to CO2 reductions, from the perspective of facilitating disclosure of business opportunities.

• Public Symposium for Promoting the Use of Climate Change Risk Information Hosted by the National Institute for Environmental Studies (NIES)

The Public Symposium for Promoting the Use of Climate Change Risk Information hosted by NIES was held on October 11, 2022, and Tokio Marine Holdings gave a keynote speech on “Global Trend in Climate-Related Disclosure and Physical Risks.” During the symposium, the need for climate change risk information was shared between government agencies and corporate parties forecasting climate change and its impact and providing support for TCFD-based disclosures and other consulting services. They exchanged views on the enhancement of an information infrastructure to provide

information based on the said need and the appropriate use of information on climate change-related risks and opportunities.

•Promoting Green/Transition Finance in the Asia-Pacific Region

A hybrid seminar entitled “Promoting Green Recovery through Regional Cooperation in the Asia-Pacific” hosted by the Chinese Taipei Pacific Economic Cooperation Committee (CTPECC) was held on October 21, 2022. Tokio Marine Holdings gave a lecture, “Implementing the TCFD Recommendations toward Promoting Green/Transition Finance – A Report from Japan,” to present Japan's efforts, which position the promotion of TCFD-based disclosures as one pillar of the country's green transformation (GX) strategy and utilize such disclosures in promoting transition finance.

•The Japanese Society of Insurance Science (JSIS)

On November 5, 2022, the first day of the annual meeting of JSIS, an in-person symposium entitled “Significance and Issues of Insurance toward Resolving Social Issues” was held at the International Conference Center of Waseda University. During the symposium, Tokio Marine Holdings provided a keynote lecture on the theme of “Significance of Insurance for Building a Resilient Society – Implications of International Discussion.” The symposium included a panel discussion with participants from the non-life, life and mutual insurance industries and JSIS as well as a Q&A session with the audience. Constructive opinions were exchanged on the roles insurance could play in achieving the Sustainable Development Goals (SDGs).

•The Japanese Association of Risk, Insurance and Pensions (JARIP)

During the forum on “Climate Change Risk Analysis, Evaluation and Response” hosted by JARIP and held in a hybrid manner on March 18, 2023, Tokio Marine Holdings reported the current status of climate-related risk disclosure, mainly discussions at the TCFD, along with disclosure examples in and outside Japan. In a panel discussion, opinions were exchanged about the current status and issues of risk analysis and disclosure, mainly climate-related scenario analysis and trends in transition finance.

•Discussion for Promoting Transition Finance in APEC by the Asian Development Bank (ADB)

A hybrid roundtable, which was called for by ADB and co-hosted by ABAC and the Asia-Pacific Financial Forum (APFF) Sustainable Finance Development Network (SFDN), was held on April 13, 2023, on the theme of “Transition Finance Strategies in APEC.” As a member of APFF SFDN, Tokio Marine & Nichido participated in a panel discussion to present Japan's efforts, which position the

promotion of TCFD-based disclosures through the TCFD Consortium as a policy pillar toward the transition to decarbonization.

•United Nations Environment Programme Finance Initiative (UNEP FI) Roundtable Asia Pacific

The UNEP FI Regional Roundtable Asia Pacific was held in person on May 24 and 25, 2023, in Seoul, South Korea. Tokio Marine Holdings participated in a panel discussion on decarbonization in the Asia-Pacific region and emphasized that in order to support the decarbonization of the entire society as a financial/insurance sector, we should try to provide solutions that take into consideration the situations facing each company/local government while fully understanding the decarbonization pathway that may differ in each country and region.

•World BOSAI Forum 2023

On March 11, 2023, the World BOSAI Forum 2023 was held in Sendai City, Miyagi Prefecture. It included an interim assessment of the Sendai Framework for Disaster Risk Reduction, which was agreed upon in 2015. Jointly with Tohoku University, Tokio Marine & Nichido participated in a panel discussion entitled “Towards International and Multidisciplinary Collaboration for a Resilient Society” to provide a presentation on various initiatives related to disaster resilience.



6 Tokio Marine Group's Social Initiatives

6.1 Creating Social Value

6.1.1 What We Aim for toward Creating Social Value

We believe that society, in which people live and act, needs to ensure a social environment that gives consideration to the safety and health of all people and encourages people to respect each other and take up a new challenge with a sense of security. Tokio Marine Group will work to implement its Corporate Philosophy of building an open and dynamic corporate culture that enables each and every

employee to demonstrate his or her creative potential. At the same time, we will make proactive efforts for the entire society, in which we do business, to realize a symbiotic society where everyone respects the other's personality and individuality and supports each other.

① Respect for Human Rights

Tokio Marine Group supports and respects the International Bill of Human Rights, the United Nations Guiding Principles on Business and Human Rights and other relevant rules, and as an employer, promotes respect for human rights in the value chain through our business in accordance with the Tokio Marine Group Human Rights Policy.

② Promoting Diversity and Inclusion

Tokio Marine Group promotes diversity and inclusion group-wide, believing that for us to further improve the quality of our products and services worldwide, we must enable all of our motivated and talented employees to demonstrate the maximum of their potential regardless of gender, age, nationality, race, disability, sexual orientation, gender identity or any other attributes.

③ Promoting the Development and Empowerment of Human Resources

Based on Tokio Marine Group's philosophy on human resources, "Tokio Marine Group – Our People," we are working on the strategic development of diverse human resources, both in Japan and overseas, toward the realization of a global insurance group.

④ Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards

Tokio Marine Group regards employees as one of our most valuable assets and their health as a critical management issue. We seek to ensure the physical and mental health of employees so that they can work enthusiastically with higher levels of satisfaction and motivation, support the health promotion of customers, local communities and society as a whole and help to

resolve related social issues. By doing so, we ultimately aim to achieve the Group's sustainable growth. In addition, from the perspective of revitalizing regional economies and local communities, we provide support to companies working to improve health and productivity management.

⑤ Contributing to the Creation of a Safe and Secure Society

Tokio Marine Group provides products and services that anticipate changes in the social environment or customer needs by utilizing the solutions offered by respective Group companies, including insurance. The Group will contribute to the realization of a society based on good health and longevity through activities to raise awareness about cancer in Japan and around the world, activities to spread knowledge about nursing care and offering advice through medical professionals. We also aim to include everyone both socially and economically, irrespective of age, gender or disability. To this end, employees around the world are proactively working on activities that nurture future generations and support the elderly, the deaf and blind, persons with disabilities, athletes and expectant mothers in conjunction with NGOs.

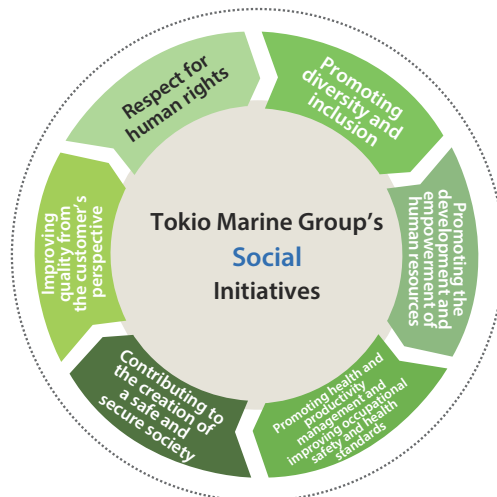
⑥ Improving Quality from the Customer's Perspective

Aiming to become "a company that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice," Tokio Marine Group takes feedback from customers seriously and works to improve the operational quality on a constant basis. We strive to build trust-based partnerships with agents and improve our operational quality together in order to truly provide safety and security for customers.

6.1.2 Initiatives for Creating Social Value

🌐 Domains of Initiatives

Tokio Marine Group will promote its social initiatives in six domains, namely respect for human rights, promoting diversity and inclusion, promoting the development and active roles of human resources, promoting health and productivity management and improving occupational safety and health standards, contributing to the creation of a safe and secure society, and improving quality from the customer's perspective.



🌐 Overview of Key Initiatives in Each Domain

Respect for human rights

Tokio Marine Group fully understands international action principles and guidelines concerning human rights and participates in and contributes to initiatives concerning social responsibility, and by doing so, fulfills its role toward realizing a sustainable society.

- Promote initiatives in accordance with the Tokio Marine Group Human Rights Policy
- Comply with the Tokio Marine Group Code of Conduct
- Conduct human rights risk assessment
- Respond to the Modern Slavery Act of the United Kingdom and Australia

Promoting diversity and inclusion

The group-wide promotion of diversity and inclusion (D&I) includes eliminating the gender gap, creating a workplace in which older employees and persons with disabilities can take active roles as well as promoting employment regardless of nationality or race, facilitating mid-career recruitment and training of employees with diverse experience and promoting employment of persons with disabilities.

- Set up a structure to promote D&I, including establishment of the Diversity Council, and cultivate an appropriate corporate culture
- Accelerate efforts to create an environment that enables female employees to take up a new challenge based on their willingness and capabilities
- Promote active roles and employment of diverse human resources, including older people and persons with disabilities

Promoting the development and empowerment of human resources

We are working on the strategic development of diverse human resources, both in Japan and overseas, by proactively accelerating investment in people. The Group's overall human resources development and utilization are managed by the Group Chief Human Resources Officer (CHRO), while the Board of Directors and Management Meeting of each Group company monitor the individual implementation status.

- Enhance employee satisfaction and motivation through human resources development with a focus on dialogue
- Provide continuous support for the growth of each employee based on the human resources development cycle
- Promote the global human resources strategy
- Promote work style reform to enable diverse employees to work with high productivity and achieve growth

Promoting health and productivity management and improving occupational safety and health standards

Tokio Marine Group has been making efforts to create an environment in which employees can work with enthusiasm by providing both physical and mental healthcare for its employees. In addition, from the perspective of revitalizing regional economies and local communities, we support companies working to improve health and productivity management.

- Promote health measures, such as the "Get Healthier" initiative and health support for women, and create a comfortable workplace environment
- Rotate the PDCA cycle for evaluation and improvement of initiatives related to health and productivity management
- Provide support for customers' health and productivity management

Contributing to the creation of a safe and secure society

Tokio Marine Group provides products and services that anticipate changes in the social environment or customer needs in relation to medical treatment, household budget, longevity and health by utilizing the solutions offered by respective Group companies, including insurance. We also undertake a range of social contribution and awareness-raising activities.

- Conduct activities to raise awareness of cancer and other diseases across the world, including Japan
- Respond to poverty issues by such efforts as selling microinsurance in farming communities in India
- Continue support activities for the recovery of areas affected by the Great East Japan Earthquake
- Engage in social contribution activities for the elderly and awareness-raising and educational activities for dementia on a volunteer basis

Improving quality from the customer's perspective

Tokio Marine Group establishes basic policies for the protection of customers' interests and develops a system to thoroughly promote being customer-oriented and to pursue various aspects including customer protection. In addition, in accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine Group works to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

- Formulate and announce the customer-oriented business conduct policies and promote efforts under these policies
- Develop a structure to utilize customer feedback for improving products and services

6.1.3 Targets for Creating Social Value

Respect for human rights

Promote initiatives based on **the Group's policy concerning human rights**

Rotate PDCA cycle with regard to respect for human rights

Promote **human rights due diligence**

Promoting diversity and inclusion

Increase the ratio of female directors and Audit & Supervisory Board members to 30% in fiscal 2027

Increase the ratio of women in management and higher-level positions to 30% in fiscal 2030
(Tokio Marine & Nichido)

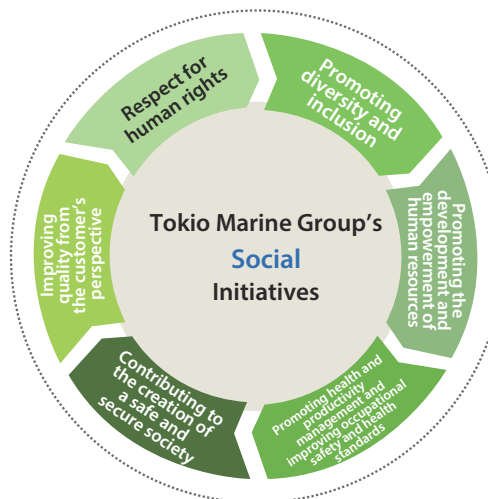
Promote employment of persons with disabilities: Attain legally mandated employment rate, etc.

Improving quality from the customer's perspective

Thoroughly promote customer-oriented operations

Rotate PDCA cycle for improvement responding to customer feedback

Utilize customer feedback for improving products and services



Promoting the development and empowerment of human resources

Raise employee satisfaction levels:
Continue to conduct our culture and value survey

Achieve 100% execution of working practices*¹ related to working hours
(Tokio Marine & Nichido)

Support work / childcare balance:
Maintain Kurumin certification

Contributing to the creation of a safe and secure society

Provide **products and services matching customer needs**

Provide **microinsurance**

Attain 100%+ employee participation rate in social contribution activities

Promoting health and productivity management and improving occupational safety and health standards

Achieve health-related targets*²

Continue to be selected as "Health & Productivity Stock"
(Being selected for eight consecutive years)

Provide and enhance **health and productivity management solutions**

*1 Go Go Challenge Day (employees finish work at 5:30 p.m. or within 7.5 hours of actual working once per week) and Season Challenge (all lights off and employees finish work at 8:00 p.m. for one month four times a year)

*2 Individuals' health (improving presenteeism and work engagement) and organizational health (improving organization's vibrancy level)

6.2 Respect for Human Rights

6.2.1 Basic Approach to and Policy on Human Rights

Tokio Marine Group has considered “protecting customers and society in times of need” to be its purpose since its founding. The insurance business has been called a “people’s business,” and everything about insurance comes from the trust created by people. As we continue with our business, we must earn the trust of customers, employees and local residents and respect the human rights of all people.

As an insurance company, we are connected with customers, stakeholders, and other rightsholders from a broad range of industries. Our impact on society is not minor. Every employee who comes into contact with customers and society must remain aware of the importance of respecting human rights and put this into action. To this end, Tokio Marine Group formulated the Tokio Marine Group Basic Policy on Human Rights and the Responsible Procurement Guidelines based on related principles such as the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO International Labour Standards, UN Guiding Principles on Business and Human Rights and UN Global Compact.

With the mission of providing customers and local communities with safety and security and protecting them against risks, we need to understand how our business activities are directly or indirectly connected to human rights and how they can impact human rights. Accordingly, we provide education to employees of Group companies and increase their awareness. In fiscal 2022, we formulated a human rights risk map to assess our impact on human rights in Japan, clarified the area that should be prioritized and urgently addressed, conducted a study on those areas and implemented concrete measures.

If there is a possibility that human rights will be negatively affected, we implement measures to prevent it. When a human rights issue occurs, which should not happen in the first place, we have a system in place to ensure that the problem is reported by the workplace to top management so that it can be addressed immediately.

Amid the rapid changes in the external environment, it is not possible to complete a system for respecting human rights in our business activities and extensive value chain overnight. Nevertheless, we strongly believe that the management team should attentively listen to the voices of rightsholders and other stakeholders and continue to discuss the approaches and processes needed to do so. Each employee should also be more sensitive of human rights and, in cooperation with business partners, promote responsible procurement initiatives. Sharing a strong commitment to upholding human rights, we will continue these initiatives step by step. This should enable us to earn the trust of customers, local communities (residents), the employees of different organizations and other stakeholders.

■ Tokio Marine Group’s Business Activities and Their Impact on Human Rights

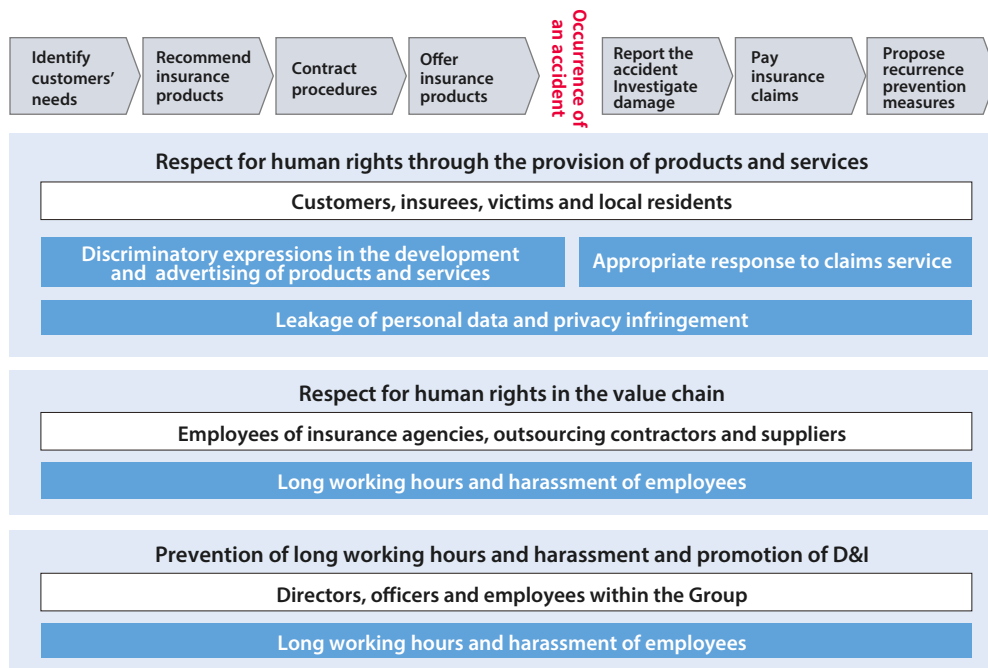
Tokio Marine Group’s business activities (business domains) can be classified into three domains, namely “insurance underwriting, investments and financing,” “value chain” and “Direct operations.” The table below shows the rightsholders, human rights issues (e.g., negative impacts on human rights) and our response regarding the issues in each of these business activities (domains).

Business domain	Rightsholder	Human rights issue	Our Response
 Insurance underwriting, and investments, and financing	Customers, insured persons, victims, Employees of companies we have invested in/financed Local residents	Privacy rights (leakage of personal information, infringement of privacy) Negative impact on the community	Privacy Policy, Policy to Address Environmental and Social Risks
 Value chain	Insurance agencies, outsourcing contractors and employees of suppliers	Workers’ rights (regarding discrimination, harassment, long working hours, etc.) Treatment of immigrant/foreign workers Prevention of harassment	Responsible Procurement Guidelines
 Direct operations	Directors, officers, employees and staffs within the Group	Workers’ rights (regarding discrimination and harassment)	Promotion of diversity and inclusion

Tokio Marine Group's main business activity is providing customers and society with safety and security through insurance underwriting. The table below shows issues relating to rightsholders and human rights (e.g., a negative impact on human rights) in the flow of insurance operations.

Flow of insurance operations

□ = Rightsholder ■ = Human rights issue □ = Our action



Human Rights-Related Policy

In implementing our Corporate Philosophy, we have formulated the Tokio Marine Group Sustainability Charter as principles of conduct required from the perspective of social responsibility, and strive to respect human rights for all people, including customers, shareholders/investors, insurance agents, business partners, employees, local communities/society and future generations. The insurance business, which forms the core of Tokio Marine Group's business, has been called a "people's business," and respect for human rights forms the basis for its sustainable growth.

Tokio Marine Holdings endorses and respects the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO Core Labour Standards, UN Guiding Principles on Business and Human Rights and ISO 26000, and has signed the United Nations Global Compact. Tokio Marine Group fully understands international action principles and guidelines concerning human rights and participates in and contributes to initiatives concerning social responsibility, and by doing so, fulfills its role toward realizing a sustainable society.

Tokio Marine Group Sustainability Charter (excerpt)

Tokio Marine Group is committed to fulfilling its corporate social responsibility (CSR) by implementing its Corporate Philosophy to achieve sustainable growth together with the development of society in accordance with the following principles:

Respect for Human Rights and Dignity

- We respect and actively promote the recognition of human rights for all people.
- We strive to ensure an energetic working environment that is both safe and healthy and to promote training and education of our employees.
- We respect the right to privacy and strive to enforce this right through the management of personal information.

• Tokio Marine Group Basic Policy on Human Rights

As our Corporate Philosophy states, with customer trust as the foundation for all its activities, Tokio Marine Group (the “Group”) continually strives to raise corporate value. The foundation for implementing this Corporate Philosophy is respect for the human rights of all people, such as customers, society (including business partners and civil society organizations), employees, shareholders and investors, and future generations, and we are committed to respecting human rights across all of our business activities. The [Tokio Marine Group Basic Policy on Human Rights](#) (the “Policy”) is based on the Corporate Philosophy and Code of Conduct and outlines our approach to respecting human rights throughout our business activities, including our entire value chain.

Each officer and employee (including temporary staff) of Tokio Marine Group's companies is expected to act in line with this Policy to ensure that our business activities comply with the Group human rights commitment.

We also expect our business partners to support and practice the principles expressed in this Policy and aim to work together toward the promotion of respect for human rights.

*The policy is in accordance with UN Guiding Principles on Business and Human Rights and was approved at Tokio Marine Holdings' Board of Directors meeting in December 2021.

• Policy to Address Environmental and Social Risks

Tokio Marine Group will strive to appropriately identify and manage risks that have a negative impact on the environment and society in accordance with the Group's Basic Policy on Environment and Basic Policy on Human Rights. As an initiative to encourage insurance customers and investees to respect human rights, in December 2021, we formulated the [Policy to Address Environmental and Social Risks](#) to evaluate the prevention and mitigation of human rights risks in specific sectors. Tokio Marine Group will work together with its insurance customers and investees in promoting initiatives to respect human rights.

• Responsible Procurement Guidelines

In March 2023, Tokio Marine Group established the [Responsible Procurement Guidelines](#) as a code of conduct for promoting responsible procurement and procurement practices throughout its value chain, realizing a safe, secure and sustainable society and pursuing sustainable growth in cooperation with its business partners. Tokio Marine Group promotes responsible procurement and procurement practices, including respect for human rights, throughout the value chain by making the guidelines known to all of its business partners and requesting that they respect international norms and comply with laws and

regulations relating to fair and honest transactions and respect for human rights and labor, contribute to the protection of the global environment, ensure thorough information security, develop a management system and disclose information.

• Tokio Marine Group Compliance Code of Conduct

Tokio Marine Group defines its Corporate Philosophy as perpetually enhancing its corporate value based on customers' trust, and to carry out all its business activities in pursuit of being a “Good Company” trusted by all people and the society. The [Tokio Marine Group Compliance Code of Conduct](#) summarizes specific actions for realizing the Corporate Philosophy and being a “Good Company” from a compliance perspective, which must precede everything else in all of Tokio Marine Group's business activities.

In line with the Code of Conduct, the directors, officers and employees of Tokio Marine Group companies (including temporary employees) must ensure the fairness of their business activities by observing applicable laws and regulations and internal rules, conducting fair and equitable business activities within social norms and correctly understanding and rigorously obeying rules relating to business activities.

6.2.2 Structure to Promote Human Rights

Within Tokio Marine Group, actions to address sustainability issues, including human rights risks and other human rights-related issues, are discussed by the Sustainability Committee and the Management Meeting. Decisions are made before plans and progress are reported to the Board of Directors. The process is operated leveraging a governance structure led by related executive bodies under the guidance and supervision of the Board of Directors.

■ Sustainability Committee

To address sustainability issues, including human rights, the Sustainability Committee, which is composed of the Group CEO, the Group Chief Human Resources Officer (CHRO), the Group Diversity & Inclusion Officer (CDIO), the Group Chief Sustainability Officer (CSUO) and other members, discuss topics such as the formulation of strategies and targets as well as the coordination and promotion of initiatives.

The Sustainability Committee met four times in fiscal 2022, discussed efforts to respect human rights and decided on the direction of initiatives. For a detailed explanation of its promotional and supervisory structure, see Organizational Structure for Promoting Sustainability on page 12 of this report.

[Reported and discussed items at the FY2022 Sustainability Committee]

April 2022	Fiscal 2022 annual plan for initiatives to respect human rights
August 2022	Human rights due diligence action plan
November 2022	Activities for human rights due diligence in the second half of fiscal 2022
February 2023	Review of activities in the second half of the fiscal year

■ Human Rights Subcommittee

To examine human rights issues, we have established the Human Rights Subcommittee, subordinate to the Sustainability Committee. The subcommittee consists of permanent members from the Human Resources Department, the Legal & Compliance Department and the Corporate Planning Department of Tokio Marine Holdings. Advised by human rights specialists, the subcommittee discusses initiatives to respect human rights and how to apply them throughout the Group.

In fiscal 2022, the Human Rights Subcommittee met about once a month. Initiatives included the formulation of the Responsible Procurement Guidelines, the implementation of human rights due diligence initiatives, planning for initiatives to respect human rights in a way unique to Tokio Marine Group, and the review of progress and changes to these initiatives when necessary.

■ Compensation for Directors, Audit & Supervisory Board Members and Executive Officers

At Tokio Marine Group, non-financial indicators regarding the main issues of the sustainability strategy, including the promotion and penetration of D&I initiatives, have been incorporated into the performance-linked compensation for directors and executive officers since fiscal 2022. The Sustainability Committee reviews the progress of initiatives to reach goals, which is presented as an index, before the Compensation Committee deliberates on compensation and makes final decisions.

6.2.3 Raising Awareness and Penetrating Respect for Human Rights

Tokio Marine Group is engaged in many various initiatives to raise awareness and penetrate respect for human rights across the Group to deepen employees' understanding of human rights risks and issues and promote initiatives to respect human rights.

■ Respect for Human Rights within the Group

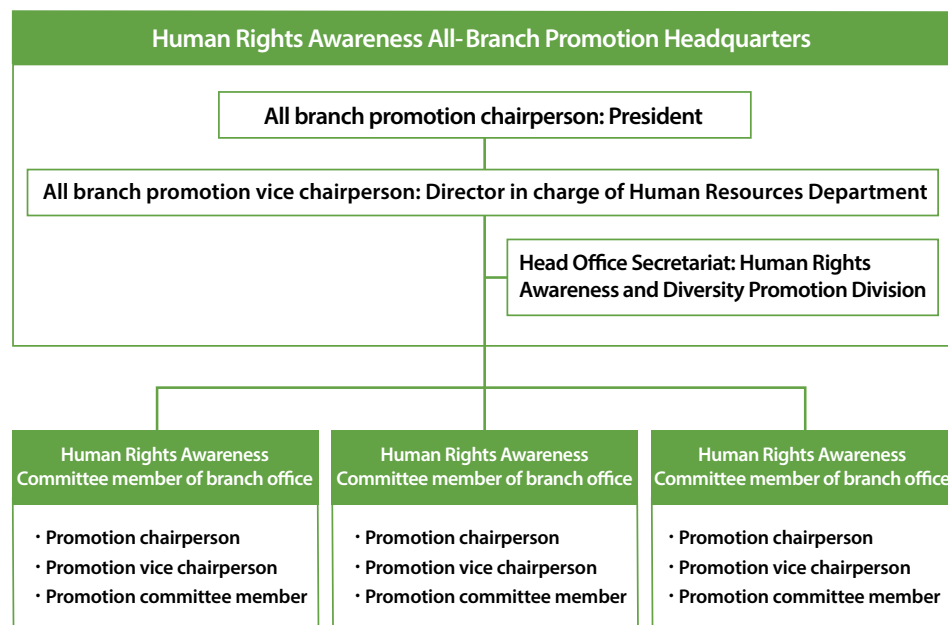
At each Group company, all employees and other co-workers are working to build a vibrant corporate culture without discrimination or harassment.

At Tokio Marine & Nichido, we formulate the Basic Policies and Measures Related to Human Rights at the beginning of each fiscal year, and under the human rights awareness promotion structure, provide support to all local for their relevant initiatives made in relation with operations that involve human rights and inspect the status of their initiatives at the end of the fiscal year. We go through the plan-do-check-act (PDCA) cycle on a constant basis to survey the status, identify issues and take improvement measures.

Principal Initiatives

- Conducting human rights awareness training (to be attended by all employees) and execution of daily business operations with an awareness of human rights
- Achievement of diversity and inclusion (achievement of normalization within the Group and promotion of employment and retention of persons with disabilities)
- Prevention of, education on and appropriate response to various types of harassment and fair hiring selection practices
- Initiatives to raise human rights awareness of agents

Human Rights Awareness Promotion Structure (Tokio Marine & Nichido)



■ Process to Monitor the Promotion of Human Rights Awareness (Tokio Marine & Nichido)

- 1 Establish and thoroughly implement policies for promoting human rights awareness.
- 2 Develop an organizational structure to promote human rights awareness with the president as the responsible person.
- 3 Implement human rights awareness training for all directors, officers and employees at least once a year.
- 4 Formulate and thoroughly implement policies aimed at implementing fair recruitment selection practices and establish the Human Rights Awareness Committee for Fair Selection and Recruitment.
- 5 Promote normalization (increasing employment of persons with disabilities and improving their workplace environment in terms of both "software" and "hardware").
- 6 Establish rules for the prevention of harassment in the workplace and set up an in-house consultation desk.
- 7 Request and support agents' voluntary efforts to raise human rights awareness.

• Human Rights Awareness Training

Every year, each member company of Tokio Marine Group holds human rights training in the workplace and e-learning training, in which all employees and other co-workers attend to practice the Basic Policy on Human Rights and build a vibrant corporate culture without discrimination or harassment. Training is based on themes that reflect social issues and employees learn about a wide range of areas, which include acquiring knowledge concerning a number of human rights issues in Japan, including discrimination against people belonging to minority communities, normalization, LGBTQ+ and harassment issues as well as issues regarding foreign residents and the Sustainable Development Goals (SDGs).

Tokio Marine & Nichido has established a promotion structure mainly comprising the Human Rights Awareness Promotion Headquarters and the Human Rights Awareness Promotion Committee members of each branch office. Aside from the annual human rights awareness training held in the workplace, the company also holds rank-based training, such as executive seminars. In addition to employees, the company provides various training tools to agents to support their human rights awareness training.

[Sustainability Performance Data \(Human rights training participation rate, etc.\)](#) >>

• Fostering a Culture to Respect Human Rights by Soliciting and Awarding Human Rights-Related Slogans

During Human Rights Week, which takes place from December 4 to 10 every year, each Group company solicits human rights-related slogans from employees and their families. The aim is to facilitate an understanding of the importance of respecting human rights and raise human rights awareness in the workplace, at home and within local communities. We select excellent slogans and disseminate them through our in-house intranet, Group newsletters and posters to be put up in each workplace as an effort to instill and spread the awareness of respecting human rights.

• Keeping the Human Rights Perspective in Daily Business Operations and Thoroughly Ensuring Prevention of Discriminatory Practices

Tokio Marine & Nichido has in place a document inspection system to check for any expression (including illustrations, photos and videos) or wording undesirable from the perspective of human rights in its advertisements and insurance soliciting documents for customers as well as in its daily business operations. The system also performs a check to make sure the company does not obtain unnecessary personal information. Moreover, the company has established a system to appropriately report and respond by prescribing rules for handling cases of discrimination events that are discovered or encountered and making these known internally.

■ Hotline (for Internal Whistle Blowing)

See Hotline System (Internal Whistle Blower System) on page 163 for information on actions to address real or possible compliance violations. See page 145 for information on the point of contact for customers.

The hotline is a contact point set up to receive reports from those who work for the Group (including those who have retired within one year). However, even if we receives reports of labor compliance violations (including possible violations) from other business partners with whom the Group has cooperative relationships based on contracts, we also respond to them in line with the above procedures.

■ Education Relating to Legal Affairs and Compliance

In fiscal 2022, managers of legal and compliance divisions of major overseas Tokio Marine Group companies convened for the Global Legal & Compliance Conference. To add to the attendees' knowledge, outside specialists were invited to give lectures on topics such as international trends in regulations relating to human rights and the UN Guiding Principles on Business and Human Rights.

■ Sustainability Training

Every year, Tokio Marine Holdings, Tokio Marine & Nichido and other major Group companies provide all employees, dispatched employees, contractors' employees and others with sustainability training in different forms, including e-learning programs. The training program seeks to facilitate a deeper understanding and penetration of human rights issues among employees and encourage the independent resolution of human rights issues by learning about the UN Guiding Principles on Business and Human Rights, trends in human rights due diligence in and outside Japan, the Basic Policy on Human Rights, the Policy to Address Environmental and Social Risks and the Responsible Procurement Guidelines.

■ Disseminating Responsible Procurement Guidelines

In March 2023, Tokio Marine Group formulated and published its Responsible Procurement Guidelines and has been working to ensure the employees of Group companies and business partners are well aware of the guidelines. Information about the guidelines is published on the websites of Tokio Marine Holdings and major Group companies. At the same time, we are committed to making the guidelines disseminated to the employees of the Group companies and our major business partners and requesting that international norms relating to human rights and labor are respected and laws and regulations are obeyed.

From the perspective of social responsibility, Tokio Marine & Nichido shares its Principle of Transactions with business partners (suppliers and subcontractors) and requests a commitment to compliance with laws, regulations and social norms, the promotion of fair and honest transactions, thorough information management and consideration of the environment, including domains related to respect for human rights.

6.2.4 Human Rights Due Diligence

Tokio Marine Group has established a system to ensure human rights due diligence (HRDD) based on the UN Guiding Principles on Business and Human Rights.

For Tokio Marine Group, HRDD means an ongoing, preventive and voluntary process to become a "Good Company" and to avoid or mitigate any negative impact of corporate activities on human rights. Based on this process, Tokio Marine Group conducted a human rights risk assessment in fiscal 2017 with the assistance of the specified NPO Caux Round Table Japan (CRT Japan), and again in 2022, with the assistance of outside experts and specialists. Going forward, we plan to update the assessment on a periodic basis while considering the impacts of significant changes to our business operations.

The assessments were conducted on Group companies in and outside Japan, and we identified potential human rights risks against our major rightsholders, which we need to tackle in order to prevent risks from occurring. For details, please refer to the results of the human rights risk mapping conducted in 2022.

Tokio Marine Group also ensures that ESG is taken into consideration in the context of mergers and acquisitions (M&As). In reviewing opportunities for acquisition, for example, our M&A transaction manual lists target company's ESG policies, such as those relating to "Environment", "Social" (including human rights) and "Governance", as one of the key factors to evaluate. How they are implemented and how much attention is paid within such company will be important evaluation points as well.

■ Structure for the Management of HRDD

Tokio Marine Group's Human Rights Subcommittee stays up to date on the progress of its HRDD initiatives.

■ Human Rights Risk Map — Identifying and Evaluating Human Rights Risks

• Aim of Identifying Human Rights Risks

In putting our Corporate Philosophy into practice, Tokio Marine Holdings has established the “Tokio Marine Group Sustainability Charter” as our code of conduct to fulfill our social responsibility. This outlines our commitment to respecting the human rights of all people including customers, shareholders & investors, agents & business partners, employees, local communities & society and future generations. We have also established the “Tokio Marine Group Basic Policy on Human Rights,” and are committed to respecting human rights as an employer, through our main business operations and in our value chain.

Tokio Marine Holdings supports and respects the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO’s International Labour Standards, UN Guiding Principles on Business and Human Rights, ISO 26000 and SA8000, and is a signatory to the UN Global Compact. We understand internationally recognized principles and guidelines related to human rights and have comprehensively assessed and identified in particular the human rights issues of our business-related key stakeholders and rightsholders (negative impacts on human rights and other issues) for fulfilling our role in realizing a sustainable society through participating in and contributing to social responsibility-related initiatives and respecting human rights/promoting HRDD.

• Process*1

Step 1: Determining the scope	Identify 1) major areas of Tokio Marine Group's business; 2) stakeholders and rightsholders in major areas of business; and 3) human rights issues expected in relation to international guidelines, etc. (1)Areas of business: Insurance underwriting, investment/financing, value chain, direct operations Stakeholders and rightsholders: Customers, insured persons, victims, employees of insurance customers and investees, local residents, employees of insurance agents/outsourcing contractors/suppliers and directors, officers and employees of the Group (2)Human rights issues: Employees: Forced labor, human trafficking, child labor, discrimination, inhumane treatment, freedom of association, collective bargaining rights, working hours, wages, occupational safety and health, treatment of immigrants/foreign workers and privacy-related rights Local residents: Health of local residents, land issues, large-scale resettlement of residents an adequate standard of living, access to water & sanitation, indigenous peoples' rights and acts of security personnel that infringe on human rights																					
Step 2: Evaluation and identification of salient human rights issues	Evaluation and identification of human rights issues that are most relevant to our key rightsholders. In the evaluation and identification process, the following data and methods were used to evaluate the likelihood and severity of human rights risks. <table><tr><td></td><td>Likelihood*²</td><td>Severity*²</td></tr><tr><td>Utilization status of whistleblower system</td><td>✓</td><td></td></tr><tr><td>Control Self-Assessment (CSA*³) data of overseas Group companies</td><td>✓</td><td></td></tr><tr><td>Internal interviews and discussions</td><td>✓</td><td></td></tr><tr><td>Requests from civil society organizations</td><td>✓</td><td>✓</td></tr><tr><td>Guidelines published by internationally recognized organizations (UNEP FI, British International Investment)</td><td>✓</td><td>✓</td></tr><tr><td>Risk evaluation results of insurance industry (including industry peer evaluations)</td><td>✓</td><td>✓</td></tr></table>		Likelihood*²	Severity*²	Utilization status of whistleblower system	✓		Control Self-Assessment (CSA* ³) data of overseas Group companies	✓		Internal interviews and discussions	✓		Requests from civil society organizations	✓	✓	Guidelines published by internationally recognized organizations (UNEP FI, British International Investment)	✓	✓	Risk evaluation results of insurance industry (including industry peer evaluations)	✓	✓
	Likelihood*²	Severity*²																				
Utilization status of whistleblower system	✓																					
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Guidelines published by internationally recognized organizations (UNEP FI, British International Investment)	✓	✓																				
Risk evaluation results of insurance industry (including industry peer evaluations)	✓	✓																				
Step 3: External review	Discussions with human rights experts and advisers																					
Step 4: Reporting	Formulation and disclosure of the human rights risk mapping materials																					

*1 Tokio Marine Group conducted a human rights risk assessment with the assistance of CRT Japan in 2017 and outside experts and specialists in 2022, and plans to update it periodically considering impacts of significant changes to its business operations, etc.

*2 The check mark indicates which data and methods were used to assess the likelihood and severity of human rights risks.

*3 CSA refers to Control Self-Assessment which is conducted annually to overseas Group companies to confirm that business operations are being conducted appropriately based on the prescribed internal control standards.

• Human Rights Risk Mapping: Evaluation and Identification Results

Areas of business		Insurance underwriting	Investment and financing	Value chain	Direct operations
Stakeholders		Customers and society	Recipients of investment and financing and society	Business partners	Employees
Rightsholders		Customers, insureds Victims and local residents	Employees of investees and Local residents	Employees of insurance agents, outsourcing contractors and suppliers	Directors, officers and employees of the Group
Human rights issues	Right to be free from forced labor and human trafficking		●	●	●
	Right to be free from child labor		●	●	
	Right to be free from discrimination and inhumane treatment		●	●	●
	Freedom of association and right to collective bargaining		●	●	●
	Right to fair and just working conditions: working hours and wage		●	●	●
	Right to fair and just working conditions: occupational health and safety		●	●	●
	Rights of migrants and migrant workers ^{*1}		●	●	
	Right to privacy		●	●	●
	Negative impacts on the community ^{*2}	Right to health of local residents	●	●	
		Right to property and freedom of movement	●		
		Right to an adequate standard of living	●		
		Right to water and sanitation	●		
		Rights of indigenous peoples	●		
	Rights of people in high-risk situations ^{*3}		●	●	●
	Right to effective remedy (reporting system and grievance mechanisms)		●	●	●

*1 This refers to foreign national workers in non-desk work and those employed for the purpose of engaging in routine work (simple or repetitive work) that does not require licenses or qualifications related to specialized skills (e.g., foreign national workers engaged in administrative work are not included).

*2 This refers to the negative impact on human rights of local residents caused by negative impacts of business operations on the environment, biodiversity, occurrence of disasters, etc.

*3 This refers to the risk of involvement in human rights violations caused by operating in specific situations with high risks of human rights violations (e.g., areas where conflict, political instability and/or corruption are widespread).

● Dots represent the human rights issues identified in each business operation (stakeholder).

• Human Rights Risk Mapping: Risk Mitigation and Remedy

Areas of business	Insurance underwriting	Investment and financing	Value chain	Direct operations
Stakeholders	Customers and society	Recipients of investment and financing and society	Business partners	Employees
Rightholders	Customers, insureds Victims and local residents	Employees of investees and Local residents	Employees of insurance agents, outsourcing contractors and suppliers	Directors, officers and employees of the Group
Approach to respect human rights	- Tokio Marine Group strives to conduct appropriate human rights due diligence to identify, assess, prevent and mitigate, and account for negative impacts on human rights related to its business operations. - In the case that we identify that our business operations have caused or contributed to negative impacts on human rights, we endeavor to mitigate and remediate such impacts through appropriate processes and by holding dialogue with relevant stakeholders.			
Policies for each business operation	We prohibit discrimination based on unreasonable grounds in the provision of products and services. We will not only prevent and mitigate negative impacts on human rights, but also promote the human rights of all customers and contribute to the realization of an inclusive society. We strive to consider environmental, social and governance issues, including human rights, in our insurance underwriting and investment decision-making processes.		We aim to fulfill our social responsibilities together with our business partners to achieve sustainable development together and to promote respect for human rights together.	- We strive to respect human rights by ensuring a rewarding working environment where each employee upholds diverse values and working styles. - Prohibition of forced labor, human trafficking and child labor, respecting freedom of association and the right to collective bargaining, prohibition of discrimination and harassment, promotion of diversity and inclusion
Sites with mitigation remediation plans implemented	68 domestic and international Group companies. * For TMNF, 189 branches and divisions (as of Mar. 31, 2022)		- Domestic Group companies (TMNF's domestic subsidiaries) * For TMNF, 189 branches and divisions (as of Mar. 31, 2022)	68 domestic and international Group companies. * For TMNF, 189 branches and divisions (as of Mar. 31, 2022)
Risk mitigation & prevention/ remediation (Examples of specific initiatives)	- Conducting dialogues with experts, civil society organizations and other stakeholders to accurately grasp their expectations and requests to our company and reflecting them in our insurance underwriting and investment policy and practices to address environmental and social risks - As a result, for example, based on dialogues with NGOs in the Arctic region, we established our "Policy to Address Environmental and Social Risks >>" (established in Dec. 2021), which includes the screening of potential negative impact on indigenous peoples' rights and the local community in the Arctic region. This policy also prohibits the underwriting and investment in inhumane weapons such as cluster munitions and anti-personnel land mines. Supporting global companies in their efforts to reduce human rights risks that may occur in their supply chains through the provision of insurance products and services >>		- Distribution of "Principle of Transactions >>" (established in Mar. 2009) to suppliers. (TMNF) - As a result of dialogue with suppliers and NGOs, TMNF has refrained from procuring controversial paper products, which may have negative impacts on the environment and local community and is recommending the purchase of FSC^{*1}-certified paper and environmentally conscious paper products. (TMNF) - Distribution of human rights training tools to insurance agents (TMNF)	- Conducting human rights training & sustainability training Providing reporting channels through establishing internal and external hotlines >> Implementing document inspection system to prevent discriminatory practices >>

*1 FSC (Forest Stewardship Council®) certification is a tool that guarantees respect for human rights in addition to environmental considerations in the forestry and forest product industry. Procurement of FSC-certified products means procurement of products that consider their impact on human rights.

Based on the results of the comprehensive assessment of human rights risks, Tokio Marine Group organized a human rights workshop for employees engaged in practical operations. Featuring advice from outside experts, the workshop narrowed down human rights risks that should be prioritized from a practical perspective.

■ Human Rights Workshop's Assessment of Risks and Impact

In November 2022, a human rights workshop was held with the participation of members from the corporate planning and administrative departments of Tokio Marine Holdings and Tokio Marine & Nichido. The workshop consisted of three parts: "global trends in business and human rights," "workshop session 1: sharing and discussing current initiatives and issues" and "workshop session 2: value chain development." Based on the opinions of outside specialists, we narrowed down risks in the areas of our business (direct operations, value chain, insurance underwriting, investment and financing). As a result, the following priority human rights risks were identified.

- Respect for the human rights of non-Japanese technical trainees
- Respect for human rights to be practiced with business partners in our value chain
- Respect for the human rights of all insurance customers
- Prevention of damage to corporate value through insurance underwriting, investment and financing
- Prevention of the infringement of employees' human rights
- Prevention of the furtherance of prejudice and discrimination in advertisements and product development

Impact assessments, including interviews of rightsholders, were also conducted in some areas that have been specified by the human rights workshop as being high risk.

■ Progress of Initiatives for HRDD by Area of Business Domains

Presented below is the progress in human rights DD up to the end of fiscal 2022 by business domain in consideration of the results of the human rights workshop.

• Respect for Human Rights in Insurance Underwriting, Investment and Financing: Respect for the Rights of Indigenous People and Local Residents through Insurance Underwriting, Investment and Financing

We recognize the importance of responding to the identified human rights risks within insurance underwriting, investment and financing, and periodically reviews the sectors that should be prohibited or considered within the framework of the Policy to Address Environmental and Social Risks, while referencing international principles of action and guidelines. We also review them whenever necessary based on dialogues with experts, NGOs and other parties. In September 2022, we revised the Policy to Address Environmental and Social Risks and made the implementation of insurance underwriting, investment and financing in the oil sands sector oil and gas extraction projects in the Arctic Circle more strictly, as they are likely to negatively impact the rights of indigenous peoples and other local residents.

• Respect for Human Rights in the Value Chain: Interviewing Rightsholders to Conduct Impact Assessments

Auto insurance is a major insurance product in the non-life insurance business. Car dealers and repair/maintenance operators are valuable stakeholders in Tokio Marine Group's value chain. With the cooperation of CRT Japan, a human rights expert, we engaged in dialogue with technical trainees and other people engaged in car repair and maintenance and exchanged opinions to better respect human rights.

• Respect for Human Rights in In-House Operations: Preventing Infringement of Employees' Human Rights through Self-Inspection

We seek to increase an understanding of how Tokio Marine Group companies in Japan and overseas respect human rights as an employer, as well as identify human rights and labor issues connected to the employees of the Group while preventing such issues from occurring, minimizing them when they occur and making improvements. Accordingly, we encourage each Tokio Marine Group company to conduct self-assessment using the Tokio Marine Group Checklist on Human Rights Issues, which references international standards regarding respect for human rights and labor. We aim to link these assessment to strengthen initiatives to respect human rights as an employer throughout the Group.

■ Respect for Human Rights in Sustainable Investment and Financing

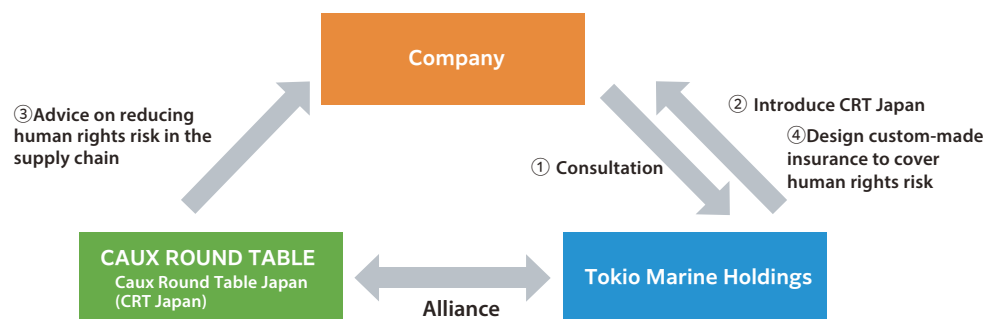
Giving consideration to environmental, social and governance (ESG) issues in investment and financing is becoming increasingly important from the perspective of improving long-term risk/return. Tokio Marine & Nichido places great importance on the social role and responsibilities that the insurance industry is expected to fulfill, and in June 2012 signed as a drafting member the Principles for Sustainable Insurance (PSI) advocated by the United Nations Environment Programme Finance Initiative (UNEP FI). In April 2011, Tokio Marine Asset Management signed the United Nations-supported Principles for Responsible Investment (PRI) initiative, accepting these principles as an asset management company. As an insurance firm that has taken ESG issues into account in its insurance underwriting, investment analysis and other actions, Tokio Marine & Nichido signed the PRI in August 2012. Through PRI and PSI related activities, Tokio Marine Group is strengthening its initiatives for respecting human rights in investment and financing.

[Initiatives for Sustainable Investments](#) >>

■ Supporting Initiatives for Reducing Human Rights Risk in Building Supply Chains

In solving human rights problems such as forced labor and child labor globally, rather than relying solely on initiatives by government institutions, there are increasing demands that global companies take responsibility and respond to these problems throughout their entire supply chains. There are also various instances in which inadequate handling of these issues causes a major decline in the brand value of global companies, sometimes leading to product boycotts.

Accordingly, in fiscal 2017 Tokio Marine & Nichido formed a business alliance with CRT Japan and has been providing support for initiatives for reducing human rights risk, such as forced labor and child labor, which



could occur within global companies' supply chains that span the world.

Tokio Marine & Nichido introduces CRT Japan to companies working to promote "responsible supply chains." These companies receive advice from CRT Japan and establish systems that aim to reduce human rights risk throughout their entire value chain.

Tokio Marine & Nichido then designs and provides custom-made insurance for companies that receive advice from CRT Japan. This insurance covers the additional costs of establishing crisis measures when hidden human rights risks are discovered at second- and third-tier manufacturing subcontractors overseas despite having already taken adequate measures for human rights risk when building supply chains.

Tokio Marine Group will continue to support the building of supply chains of global companies.

■ Fact-Finding Survey of Initiatives to Respect Human Rights among Tokio Marine Group Companies in Japan and Overseas

In fiscal 2022, we conducted a written survey among Tokio Marine Group companies to gain basic information on topics such as the relevant laws and regulations in the countries where they are located, major outsourcing contractors and suppliers and current initiatives to respect human rights. The survey aimed to find facts about their initiatives regarding respect for human rights, and the results were used as a reference to formulate human rights-related measures for the entire Group.

The results revealed that each Group company is not engaged in transactions in industries that have particularly conspicuous human rights issues in terms of outsourcing and procurement. At the same time, few companies were found taking action in accordance with international rules on human rights established by the UN Guiding Principles on Business and Human Rights. This renewed our understanding of the need to involve all Group companies in the promotion of these initiatives.

6.2.5 Mechanisms for Complaint Handling and Remediation

Tokio Marine Group has established internal and external hotlines (whistle-blowing hotlines) where officers and employees of Group companies can report and consult on matters that may involve human rights concerns. The Group provides its officers and employees with multiple contact points and reporting channel options including internal and external hotlines, as well as a company audit hotline. We prohibit any disadvantageous treatment or retaliation against relevant officers, employees and those who cooperate in investigations because of such reports or consultations. In addition, we strictly manage the confidentiality of reports and consultations by ensuring anonymity and sharing information only to the extent necessary for effective investigations and corrective measures.

Tokio Marine Holdings monitors the handling of the reports and provides support for the appropriate installation and operation of the whistle-blowing system, thereby establishing a mechanism that allows officers and employees of each Group company to report concerns without fear of retaliation.

Tokio Marine Group is also working to open a hotline for handling external complaints in 2024 so that it can be used to identify and solve possible human rights issues in its value chain (supply chain).

6.2.6 Response to the Modern Slavery Act 2015 of the United Kingdom and Modern Slavery Act 2018 of Australia

Tokio Marine & Nichido, Tokio Marine Kiln and other Tokio Marine Group companies published a modern slavery statement in compliance with the UK's Modern Slavery Act 2015. Meanwhile, Tokio Marine & Nichido and other companies submitted a modern slavery statement to the Australian government in compliance with its Modern Slavery Act 2018.

■ Actions Taken by Tokio Marine & Nichido

Tokio Marine & Nichido has been publishing its statement every year since 2016 under the Modern Slavery Act 2015 of the United Kingdom. Starting from 2020, the company also annually reports (registers) its modern slavery statement to and with the Australian government under the country's Modern Slavery Act 2018. Tokio Marine & Nichido will continue to report its modern slavery statement

without fail, and together with its employees and business partners, will implement initiatives to prevent slave labor and human trafficking.

[Tokio Marine & Nichido's statement under the UK Modern Slavery Act 2015](#)

[Tokio Marine & Nichido's statement under Australia's Modern Slavery Act 2018](#) (Australian government's online register site)

Modern Slavery

Modern Slavery refers to enslavement and servitude, all forms of forced labor and human trafficking, etc. The International Labour Organization (ILO) reported in a 2014 survey that there were approximately 21 million victims of forced labor worldwide (as of 2012) while annual illicit profits reached US\$150 billion (estimate), which shows that even in present times slave labor and human trafficking are serious social problems.

Modern Slavery Act 2015 of the United Kingdom

In March 2015, the British government enacted the Modern Slavery Act 2015 to prevent forced labor and other present-day slave labor as well as human trafficking. The act went into effect in October 2015. Section 54 of the act requires commercial organizations that undertake business in the United Kingdom and that have annual sales of £36 million or more to publish a statement of steps taken each fiscal year to prevent slave labor and human trafficking in their own businesses and value chain (supply chain).

Modern Slavery Act 2018 of Australia

Following the United Kingdom, the Australian government enforced the Modern Slavery Act 2018 in January 2018. The act requires entities based or operating in Australia, which have an annual consolidated revenue of more than ASD 100 million, to report (register) every fiscal year on how they assess risks of modern slavery in their operations and supply chains as well as actions to address these risks.

6.2.7 Stakeholder Engagement

Tokio Marine Group believes that the practice of high-quality business management regarding respect for human rights requires the establishment of mutual trust through dialogue with stakeholders and leads it to the resolution of human rights issues.

Our top management takes charge of listening to the opinions of outside experts. Employees work to understand human rights issues by listening to customers' opinions directed to the Group companies, communicating with shareholders, investors, employees, business partners and civil society organizations and exchanging opinions with outside experts. These insights are reflected in the Group's initiatives, such as in HRDD. Through integrated annual reports, sustainability reports and individual interviews, we strive to promote an understanding of Tokio Marine Group's views, values and initiatives.

We then implement a process for the continued improvement of the Group's initiatives to respect human rights based on dialogues with stakeholders. In this way, we aim to improve the quality of our management regarding the respect of human rights.

■ Advisory Council

In August 2022, Tokio Marine Holdings held an Advisory Council meeting to discuss the human rights actions that global enterprises are expected to implement. The council consists of Group CEO Satoru Komiya, CFO Kenji Okada, CHRO Kenichi Kitazawa, CSUO Kiyoshi Wada, CDIO Mika Nabeshima and other members. The meeting was also joined by outside experts, including Mr. Hiroshi Ishida, the Executive Director of CRT Japan, Ms. Chikako Miyata, the Executive Vice President of ANA Holdings Inc. and Ms. Yuko Tsutsui, the Executive Officer of NYK Line.

The Advisory Council received advice on topics such as changes in the external environment surrounding human rights issues, best practices of progressive companies, ways to identify human rights issues, excellent mechanisms for handling complaints and practical application of HRDD. We utilized the advice of outside experts in the formulation and implementation of Tokio Marine Group's HRDD action plans.

■ Participating in the Stakeholder Engagement Program

Tokio Marine Holdings participated in the Stakeholder Engagement Program (SHE) organized by the Japan CSR Consortium, for which CRT Japan acts as the administrative office. The program facilitates companies from various sectors, NPOs and NGOs to share the latest knowledge about human rights issues and discuss the contexts where human rights issues arise, the connection between business activities and human rights, important human rights issues and the importance of business activities that consider human rights. Through our participation in SHE, we deepen our understanding of human rights issues and strive to improve Tokio Marine Group's initiatives to respect human rights.

■ Dialogues with Human Rights-Related NGOs and NPOs

Through dialogues with human rights-related NGOs and NPOs, Tokio Marine Group companies increase their understanding of various human rights issues, the connection between human rights issues and the respective companies' business activities, as well as the negative impact of our business activities on human rights. The insights gained through these activities are utilized in their respective initiatives to respect human rights.

■ Third-Party Opinion

Business and Human Rights Initiatives of Tokio Marine Group**1. Initiatives to be commended in fiscal 2022**

The following are your initiatives to be commended in fiscal 2022 for the establishment of a management structure based on the United Nations Guiding Principles on Business and Human Rights (hereinafter, the “UNGPs”).

① Top management’s commitment

At the meeting of Tokio Marine Holdings’ Advisory Council held on August 26, 2022, the top management expressed its basic approach toward the UNGPs and proactively exchanged opinions responsibilities that a executive management should bear when making management decisions. This strongly conveyed the top management’s commitment to the promotion of initiatives aligned with the UNGPs.

② Participation in the Stakeholder Engagement Program

By joining the Stakeholder Engagement Program organized by CRT Japan, you sought to increase an understanding of the connection between human rights issues and your business operations through participation in workshops and discussions for identifying human rights issues in the industry.

③ Identification of human rights themes

Tokio Marine identified human rights themes in its business operations and value chain through HRDD risk assessments.

2. Initiatives to be addressed in the future

In relation to your initiatives in fiscal 2022 for the establishment of a management structure based on the UNGPs, we expect you to address the following.

① Check for the presence of human rights issues

Continue with HRDD and, through impact assessments (direct dialogue with rightsholders), check for the presence of human rights issues and address them. Ensure that the knowledge obtained through this series of processes is shared within Tokio Marine Group to increase an understanding of the UNGPs within the entire Group.

② Completeness

Regarding the business partners Tokio Marine is involved with, proactively exercise your positive influence on society by requesting that suppliers comply with your procurement policy.

③ Depth

Place importance on building relationships of trust with rightsholders through direct dialogue and improve your mechanisms for handling complaints.

④ Information disclosure

Through the activities described above, develop a narrative on topics such as how much of your vision has been achieved and what needs to be done by when, and then disclose the narrative with information on decision-making processes and the decisions made at the Management Meeting to increase the transparency of your initiatives.

September 2023

Hiroshi Ishida

Executive Director
CRT Japan



6.3 Promoting Diversity and Inclusion

Tokio Marine Group believes that for us to further improve the quality of our products and services worldwide, we must develop all of our motivated and talented employees to the maximum of their potential regardless of gender, age, nationality, disability or any other attributes. Specific initiatives pertaining to the group-wide promotion of diversity and inclusion (D&I) include eliminating gender the gap, creating a workplace in which older employees and persons with disabilities can take active roles as well as promoting employment regardless of nationality or race and facilitating mid-career recruitment and development of employees with diverse experience.

6.3.1 Tokio Marine Group's D&I

■ Definition of D&I

Tokio Marine Group defines diversity and inclusion as below. This definition serves as the basis of various initiatives toward D&I.

What is diversity?	What is inclusion?
Attributes, qualities and experiences that shape the individuality of each employee 	Creation of workplaces where all aspects of diversity are accepted, cultivated and respected so that all employees can maximize contributions to our customers, business partners and society 

■ D&I Vision

Tokio Marine Group has formulated the D&I Vision based on four important elements consisting of Attract, Empower, Develop/Promote and Retain, which we will strive to realize through our D&I initiatives. In conjunction with "Our People," which expresses Tokio Marine Group's philosophy on human resources, we will make a group-wide commitment to D&I and evolve our initiatives toward the attainment of D&I. Through the realization of Attract, Empower, Develop/Promote and Retain, we aim to become a truly inclusive global insurance group.

A Truly Inclusive Global Insurance Group

Attract

We aim to be a company that everyone can fully demonstrate their inherent capabilities and that is chosen by a diversity of human resources regardless of individual attributes.

Empower

We will create a truly inclusive working environment where all employees can fully thrive, establish an environment necessary for contributing to customers and society and delegate employees an appropriate degree of discretion.

Develop/Promote

We will offer support that enables each and every employee to achieve growth through their work by providing all employees with a variety of experiences and learning opportunities as well as venues to play active roles.

Retain

We will build strong bonds of trust between the company and employees, and employees will be evaluated fairly and compensated appropriately based on their contributions.

"Our People"

- Our people are the most valuable asset of our Group and a key driver of our Good Company vision.
- We aim to attract and retain the best talent in every aspect of our business to ensure we deliver safety and security to our customers and their communities.
- Our people bring passion and a challenging spirit to their endeavors and we provide them opportunities for career development and ongoing personal growth.
- Our people embody diversity and we value inclusion as a truly global company. We work hard to create a business environment where we can achieve our full potential as we continue our endless journey to be a Good Company.

6.3.2 D&I Promotion Structure

■ D&I Promotion Structure

Tokio Marine Group established the position of Group Chief Diversity and Inclusion Officer (CDIO) and Diversity Council in April 2021 to accelerate D&I-related initiatives and create an environment that enables all Group employees to leverage their diverse backgrounds and fully exercise their capabilities.

Chaired by the Group CEO, the Diversity Council is positioned as an advisory body that directly reports to the CEO. Led by the CDIO, council members representing the domestic and international companies of the Group discuss important D&I-related topics. For details, see [Human Capital Report 2023](#) (in Japanese) (PDF/P.58).



Diversity Council in July 2023

6.3.3 D&I Initiatives

■ D&I Promotion Structure

Tokio Marine Group regards the promotion of D&I as its growth strategy, with the Group CEO communicating this at many different meetings and seminars. For details, see [Human Capital Report 2023](#). For details, see [Human Capital Report 2023](#) (in Japanese) (PDF/P.58).

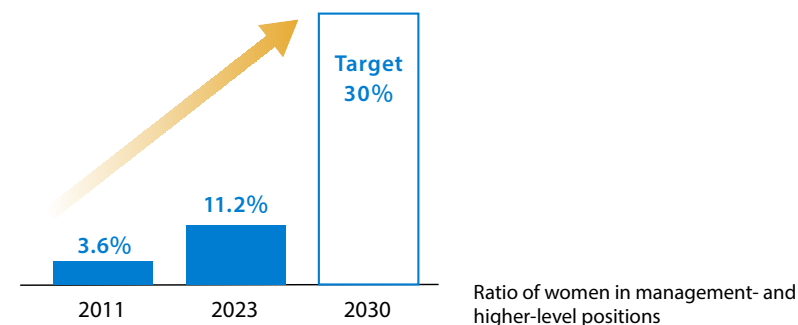
■ Eliminating Gender Gap

Eliminating the gender gap is a group-wide issue. For many years, we have been actively promoting the creation of a workplace environment and the development of our human resources, aiming to enable every female employee to develop her career in self-directed ways and take on leading roles in a broader range of fields.

① Tokio Marine & Nichido's Initiatives

Rooted in its belief that employees with diverse value sets participating in the decision-making process increase the quality of its decisions, Tokio Marine & Nichido continues its work toward eliminating the gender gap to achieve a state in which women commonly participate in every decision-making process. Based on a policy for initiatives toward eliminating the gender gap via a dual approach of having women participate in every decision-making process and increasing the engagement of each and every female employee, the company aims to realize this state by introducing initiatives that create an environment where each female employee can continue to grow while feeling motivated to work.

Tokio Marine & Nichido has set a quantitative target of increasing the ratio of women in management- and higher-level positions to 30% by fiscal 2030. Accordingly, the company has been stepping up its efforts to create an environment where they can take up a new challenge based on their willingness and capabilities. These include role assignment and year-long on-the-job training (OJT) based on individual career visions, job transfers across departments and various training.



② Group Initiatives and Results

Aside from initiatives undertaken individually by Group companies, Tokio Marine Group as a whole is providing a variety of opportunities for female employees. In fiscal 2019, we launched Tokio Marine Group Women's Career College (TWCC), an internal program for female employees of Tokio Marine Group companies in Japan. It provides the opportunity for willing participants to think about and increase awareness of their own careers as they motivate each other and gain insight into diverse values and philosophies.

As a result of these initiatives, more than 500 women are currently holding management-level positions and playing active roles at Group companies in Japan. Tokio Marine Holdings has two female directors, one Audit & Supervisory Board Member and two executive officers, while Tokio Marine & Nichido has one female director, two Audit & Supervisory Board Members and five executive officers. Both companies are integrating diverse views into their corporate management.

In recognition of such group-wide initiatives and performance in terms of results, Tokio Marine Holdings was selected four times as a “Nadeshiko Brand” in fiscal 2013, fiscal 2015, fiscal 2017 and fiscal 2018. Further, the Group CEO announced his advocacy of a declaration of action stating that a group of male leaders dedicated to empowering women would accelerate the active participation of women who shine as well as the vision of the 30% Club Japan established in May 2019.



Tokio Marine & Nichido has earned the Diversity Management Selection 100, an award sponsored by the Ministry of Economy, Trade and Industry (METI). For this award, METI selects and commends “companies that have raised corporate value through diversity-oriented management.” Tokio Marine & Nichido was recognized for its efforts such as enabling numerous women to continually take active roles by helping protect motherhood, enhancing systems for supporting child rearing and transforming the overall roles of employees, and for promoting the employment of persons with disabilities while raising consciousness of the principle of normalization.



In addition, six other Group companies, including Tokio Marine & Nichido Career Service and Tokio Marine dR, were granted “Eruboshi” certification by the Minister of Health, Labour and Welfare as outstanding companies in terms of conditions related to promoting the active participation of women. The certification has three stages depending on the number of assessment items fulfilled and five companies received the top certification.

[Sustainability Performance Data \(Number of directors and managers\)](#) >>

■ Overseas Initiatives

U.S.-based PURE wants employees to be passionate about their jobs, devoted to the company and proactively committed to their work, and it believes that employees perform best in an environment where they are respected and treated fairly and equally.

Employee Resource Groups (ERG) are independent, employee-operated entities founded in each region since 2021. They operate as resources for the company to make decisions on policy and community issues while simultaneously advancing the following initiatives to build a diverse and inclusive organization.

PURE United (Ally)	Raises employee awareness and fosters a sense of unity by listening to feedback from the local community on company activities and promoting solidarity with marginalized groups.
Asian & Pacific Islander ERG	Creates a community for employees of Asian and Pacific Islander descent and provides a venue where members can mutually recognize common traits and different viewpoints in a psychologically safe environment and grow together.
PURE + (LGBTQIA +)	Raises awareness for the respect of LGBTQIA+ people, promotes growth and ensures equality.
PURO Orgullo (Hispanic & Latinx)	Promotes individual and professional growth for members by creating an environment that supports PURE's Hispanic and Latinx community.
The BERG (Black ERG)	Provides a venue for members who share a common purpose to achieve their ideas and foster individuality through communal participation, cultural literacy and skill development.
Women's Leadership Council	Creates a network and support system where competent female members collectively enhance their skills while strengthening collaboration and multiculturalism and the community.

6.3.4 Utilizing Diverse Human Resources

■ Empowering an Age-Inclusive Workforce

Tokio Marine Group is engaged in efforts such as the continuing employment and personal development of older employees, which lead to the sustainable growth of the Group as a whole and the empowerment of these employees. For details, see [Human Capital Report 2023](#) (in Japanese) (PDF/P.61).

■ Promoting Employment of Persons with Disabilities

Aiming to “resolve social issues by promoting employment of persons with disabilities and creating supportive working environments to contribute to the realization of an inclusive society where everyone can live with a sense of security,” Tokio Marine Group is promoting the employment of persons with disabilities at Group companies and working to raise consciousness of normalization. For details, see [Human Capital Report 2023](#) (in Japanese) (PDF/P.61).

[Sustainability Performance Data \(Rate of employment of persons with disabilities\)](#) >>

[Tokio Marine Business Support](#) (in Japanese)

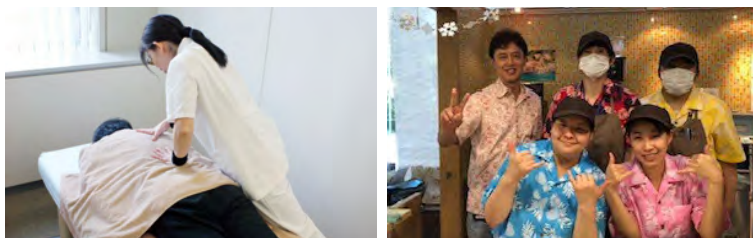
● Promoting Normalization

Tokio Marine & Nichido Systems has made offices barrier free and hired persons with physically disabilities as IT engineers.

In September 2008, the company set up a massage room on the administrative floor to employ people with visual impairments to provide massages to employees. Since September 2009, the company has been employing people with disabilities to provide services, including at the internal Smile Cafe and the Smile Office Service which provides general administrative services such as the production of name cards, printing documents and digitalizing paper documents. In this way, the company has been actively committed to promoting normalization, helping persons with disabilities enjoy a good quality of life. Smile Cafe is a place where employees can relax and every day a total of about 400 colleagues come to the cafe or buy from the cafe’s cart that comes to their workplaces. It also sells bread and sweets made at a nearby welfare facility. Every year, Smile Office Service has added to the types of work it handles and it has gained the trust of the Group’s employees.

By having general employees and members with disabilities work together, synergetic effects are being created in terms of cheering up each other and enhancing work satisfaction.

[Tokio Marine & Nichido Systems](#) (in Japanese)



6.4 Promoting the Development and Empowerment of Human Resources

Publication of Human Capital Report

The insurance business is referred to as a “people’s business.” Everything about the business comes out of the trust built by people, including employees. Confident that maximizing the power of people will lead to the realization of Tokio Marine Group’s purpose of protecting customers and societies in times of need, we have worked to invest in people and develop human resources since the Group’s establishment. The commitment remains unchanged. We squarely face the maximization of the power of people by seeing people as the driving force for growth. The concept of human capital management is rapidly becoming widespread. In relation, the trend toward disclosing information about human capital management is accelerating. In the future, it is expected that our stakeholders will refer to information related to human capital in many different situations.

Amid this trend, we have published Human Capital Report 2023 in the hope that communicating our views on and commitment to human capital management, without omission, will help stakeholders understand us more deeply.

To date, we have presented information about human capital in our integrated annual reports and sustainability reports. We believe that the publication of a report specifically on human capital will increase stakeholders’ understanding of Tokio Marine Group’s view on people and specific initiatives.



6.4.1 Tokio Marine Group's View on Its Purpose and People

Our approach to people is set forth in “Tokio Marine Group – Our People.” Based on this concept, we will systematically develop and drive engagement with all of our diverse people groupwide, in order to become a global insurance group, thus increasing the value of human capital that contributes to the realization of our purpose. For details, please refer to the following report.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 15) 

■ Proactively Accelerating Investment in Human Capital

The Company's goal is to solve social issues through our business activities with our purpose at its core and in turn increase our corporate value. In order to agilely respond to and solve increasingly complex social issues, the capabilities of the Group's more than 40,000 employees in Japan and internationally are a key factor for our success. We will therefore invest in and further develop human capital to remain a “Good Company” that is truly needed and trusted by customers and local communities 100 years from now. For details, please refer to the following report.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 12-15) 

6.4.2 Various Initiatives to Promote Human Resources Development

■ Initiatives for Human Resources Development

The insurance business, which constitutes Tokio Marine Group's founding business, is a people's business. People and the trust built by people are the source of all our competitiveness. We believe in the power of people and seek to develop human resources that can think on their own, act quickly and keep growing.

For example, Tokio Marine & Nichido aims to be a company where all employees continue to grow and formulates its human resources development policy from dual perspectives of “individuals” and the “organization.” Leveraging the synergy between these perspectives, we are working to help each employee improve faster.

Specifically, Tokio Marine & Nichido thoroughly aligns the career visions of individual employees, what they want to become and their strengths and weaknesses. This is done based on the human resources development cycle that uses regular interviews throughout the year between supervisors and their subordinates as milestones. While assigning challenging roles that lead to the growth of respective subordinates, the company provides continuous support for their growth and follows up on their progress.

In assigning roles, Tokio Marine & Nichido indicates the importance of addressing social problems through its business. When setting goals, the company goes back to Tokio Marine Group and considers specific actions to provide value that leads to the resolution of the issues faced by customers and local communities and ensures that these goals reflect a consideration of each employee's role and that it is persuasive to the employee. As a result, bonuses are determined by employee performance, including the resolution of social issues.

Tokio Marine & Nichido also creates and provides an extensive range of programs related to human resources development, including broad training opportunities and e-learning and other learning tools, both of which respond to employees' diverse needs and career visions. The company has also established a variety of systems, such as the Project Request System and Job Request System, to support employees' aspirations.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 38-44) 

6.4.3 Dialogue with Employees

Tokio Marine Group values dialogue with employees about overall management, personnel measures and workplace environments and leverages the feedback to improve its management.

■ Building a Sense of Unity throughout the Group

We conduct a culture and value survey every year with the dual aims of measuring the extent to which our purpose has permeated and promoting D&I. The survey asks employees of Tokio Marine Group companies around the world the same questions in different languages. The scores have remained high. For details, please refer to the following report.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 63) 

■ Enhancing Engagement

We conduct an engagement survey to accurately understand the status of the engagement of each employee and implement effective measures in a timely manner. For details, please refer to the following report.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 66-67) 

[Sustainability Performance Data \(Employee attitude survey results\)](#) >>

6.4.4 Developing and Securing Human Resources Capable of Engaging in Global Business

■ Promotion of Global Human Resources Strategy

Amid the increasing importance of overseas business, Tokio Marine Group considers it essential to build a human resources base that supports development into a global insurance group through the hiring and developing of diverse human resources at Group companies around the world. To achieve this goal, we formulated a global human resources strategy and have been promoting various measures on an ongoing basis since 2012.

Pillars of Tokio Marine Group Global Human Resources Strategy

- ① Develop Global Leaders
- ② Develop highly professional human resources for each function in line with expertise
- ③ Expand the base of the global talent pool
- ④ Establish systems and infrastructure to spread the Company's Corporate Philosophy

In fiscal 2023, the Tokio Marine Group Leadership Institute was established to consistently and continuously produce group management leaders in the integrated management of the Group. As the first step to becoming a group management leader, the Institute offers unique, high-quality programs for leader development for the Group's domestic and overseas companies. For details, please refer to the following report.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 50-51) 

To expand the talent pool, we provide employees with many training opportunities, including global training (short-term overseas dispatch) for Tokio Marine & Nichido employees (third-year employees) taking the Global Course, which started in fiscal 2012, and overseas trainee dispatches. A specialized department in charge of global human resources was established at Tokio Marine Holdings to steadily promote these measures. At the same time, the company regularly holds the Global Human Resources Conference by gathering human resources department managers of major Group companies to discuss measures to strengthen cooperation among human resources departments, human resources development common to the Group, personnel strategies and other matters. Going forward, the company will continue to promote the global human resources strategy while actively incorporating the opinions and requests of Group companies around the world.

■ Stably Securing Global Management Personnel and Personnel with Specialized Knowledge

The environment surrounding Tokio Marine Group has been undergoing rapid changes, including technological advancements, globalization and demographic shifts. Consequently, it has become increasingly important to accurately capture these highly uncertain changes in the external environment and reflect them in corporate management. As a system to stably develop management personnel with high levels of expertise and management capability to respond to such significant changes on a global scale and drive the Group's management, Tokio Marine Holdings introduced a new personnel system in April 2019. Under the system, we have been promoting group-wide talent management of such personnel and continually providing a variety of transnational training programs.

[Sustainability Performance Data \(Number of employees, basic employee data\)](#) >>

■ Securing Human Resources Who Will Lead the Future

Tokio Marine & Nichido endeavors to secure diverse and capable human resources that can play active roles globally regardless of gender, nationality or whether they are new graduates or mid-career employees.

Tokio Marine & Nichido will continue to engage in a broad range of recruitment activities in an effort to secure excellent and competent human resources, and at the same time provide opportunities for participants to explore social issues and new solutions through workplace experiences and exchange with employees, and contribute to the development of future generations. For details, please refer to the following report.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 37) 

6.4.5 Transforming Working Styles

Tokio Marine Group has been striving to transform working styles with the aim of driving sustainable growth of the Group and employees by having diverse human resources work with high productivity.

■ Initiatives in Pursuit of Highly Productive Working Styles

Tokio Marine Group implements initiatives to pursue highly productive working styles, such as increasing the flexibility of work rules. The time freed through these initiatives will be effectively used by each employee for personal growth and lead to the creation of higher added value. In this way, we seek the sustained growth of both employees and the company. For details, please refer to the following report.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 37) 

[Sustainability Performance Data \(Annual average actual working hours\)](#) >>

Women play active roles in more domains, and more women continue their careers after marriage and while caring for children. Tokio Marine Group provides many different programs, such as childcare leave, to help employees balance work and childcare so that they do not have to give up their careers and can feel secure when giving birth and raising their children. For details, please refer to the following report.

[Human Capital Report 2023](#) (in Japanese) (PDF/P. 75-76) 

[Sustainability Performance Data \(Nursing care leave system\)](#) >>

[Sustainability Performance Data \(Retiree rehiring system, maternity leave system, etc.\)](#) >>

6.4.6 Welfare Benefits

Tokio Marine & Nichido, the main insurance business company of Tokio Marine Group, offers legally mandated welfare systems such as health insurance, welfare pensions, unemployment insurance and workers' accident compensation insurance. The company also provides additional welfare programs, including an employee stock ownership plan, corporate pension fund, welfare package service provided through a welfare benefit agency, recreational facilities, condolence money and disaster relief payment.

■ Tokai Nichido Employee Stock Ownership Plan

Tokio Marine & Nichido operates an employee stock ownership plan that facilitates the acquisition of shares by employees, senior employees, specified employees and specially assigned employees

and supports employees of Tokio Marine Holdings by providing various benefits, such as payroll deductions for contributions and incentive payments, to help them acquire shares more easily and build assets. The participation rate stands at approximately 64%, with the number of participants exceeding 12,000 (both as of October 2023). Meanwhile, the number of shares held totals 30,589,000 shares, with a shareholding ratio of 1.53% (both as of March 31, 2023).

■ Tokio Marine & Nichido Pension Fund Defined Benefit Pension

Tokio Marine & Nichido allocates points to employees according to performance assessments, which are accumulated annually. The accumulated points at the time of calculating pension entitlement are then multiplied by the point unit price to determine the base salary. The amount of pension benefit is determined by multiplying the base salary by a fixed factor for each employee. In this program, employees receive a pension or lump-sum payment at the age of 65 or later.

■ Defined Contribution Pension

Tokio Marine & Nichido administers a pension program that lets employees select and operate their own investment products. As the source of funds, employees can either use the company contribution, which is calculated by multiplying points based on annual performance assessment by a predetermined point unit price, or individual contributions to which employees themselves add a lump-sum amount within a certain scope. In this program, employees receive a pension or lump-sum payment at the age of 60 or later based on the results.

6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards

6.5.1 Our Stance on Promoting Health and Productivity Management

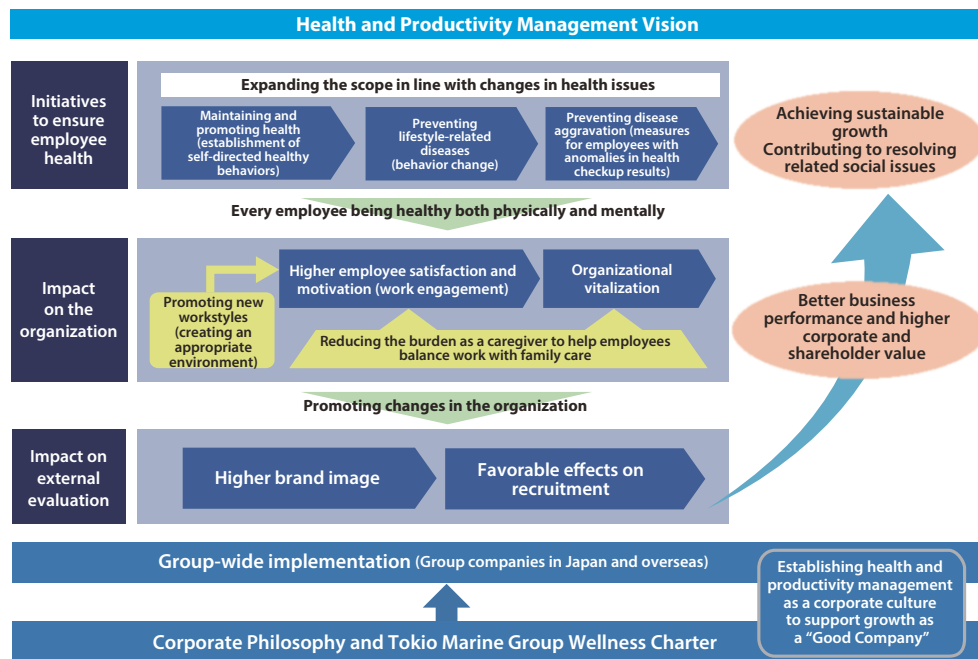
Maintaining and enhancing the physical and mental health of our employees is our top priority, as they are the driving force for solving social problems through our business based on our Purpose and consequently enhancing our corporate value. As such, we seek to provide an environment that enables employees to work with enthusiasm and vigor. Tokio Marine Group has been encouraging its employees

to maintain and improve their health both physically and mentally by building a management system for increasing occupational safety and health within the Group and continually working to improve the performance of its management system.

◎ Tokio Marine Group's Health and Productivity Management Vision

In all its business activities, Tokio Marine Group regards its employees, who play critical roles in carrying them out, as one of its most valuable assets. We seek to ensure the physical and mental health of employees so that they can work enthusiastically with greater satisfaction and motivation, support the health promotion efforts of customers, local communities and society as a whole and help resolve related social issues. By doing this, we ultimately aim to achieve the sustainable growth of the Group.

Tokio Marine Group thoroughly complies with laws and regulations related to occupational safety and health and, as a signatory to the UN Global Compact, respects international standards and norms related to occupational safety and health.



◎ Tokio Marine Group Wellness Charter

In order to instill Tokio Marine Group's vision of and thinking behind health and productivity management throughout Group companies in and outside Japan, we have formulated the Tokio Marine Group Wellness Charter as health-related guidelines for employees. To disseminate the charter to Group companies overseas, we created both Japanese and English versions.

Tokio Marine Group regularly holds training sessions for employees responsible for health and productivity management at each Group company in Japan. In addition to applying health and productivity management measures throughout the Group and improving content, we have distributed a video message from the Group Chief Wellness Officer (CWO) in English for employees at overseas Group companies and put together a feature story on health and productivity management in the Group newsletter, among various efforts, to help employees internalize the philosophy behind the Tokio Marine Group Wellness Charter throughout Group companies in and outside Japan.

In addition, the Group established "Responsible Procurement Guidelines" and is striving to care for safety, health and living conditions of employees and others of business partners, and ensure the environment in which employees and others can work with enthusiasm and enhance the health and productivity of employees and others.

[Tokio Marine Group Wellness Charter](#)



<Declaration of Health and Productivity Management>

Tokio Marine & Nichido, a major Tokio Marine Group company, is promoting an array of initiatives under its Declaration of Health and Productivity Management, which states that employees represent the most important driving force in becoming and continuing to grow as a “Good Company” chosen by customers, and that Tokio Marine & Nichido proactively seeks to maintain and promote the physical and mental health of employees and their families. The company provides the expertise cultivated through these initiatives to its business partners working on health and productivity management. In this way, it also promotes these initiatives throughout society.

◎ Relationship between Tokio Marine Group's Health and Productivity Management Vision and Health-Related Measures

Tokio Marine & Nichido's thinking about the health it pursues through its health and productivity management initiatives is focused on two axes, the health of individual employees and the health of the organization. Accordingly, the company has established the following four ultimate health-related target indexes and defined quantifiable targets for three of them. Under the occupational safety and health management system, the company implements a PDCA cycle and seeks to improve the level of its occupational safety and health and enhance organizational and individual health. It is necessary to implement measures to reduce absenteeism related to non-occupational illness or injury. Equally important is the creation of systems and a corporate environment that enables employees to take time off when necessary. These elements are vital in the development of workplaces that enable employees to thrive and have long careers. For this reason, Tokio Marine & Nichido will focus on the analysis of factors without setting specific targets for the time being.

Ultimate health-related target indexes		Targets for 2023
Health of individual employees	Improvement in presenteeism*1	63.0
	Improvement in absenteeism	—
	Enhancement of work engagement*2	2.75
Health of the organization	Enhancement of the organization's vibrancy level*3	3.00

*1 Absolute presenteeism identified by the WHO Health and Work Performance Questionnaire (WHO-HPQ) (maximum: 100)

*2 Measured by work engagement indicators in a simple survey of new work stress (maximum: 4.0)

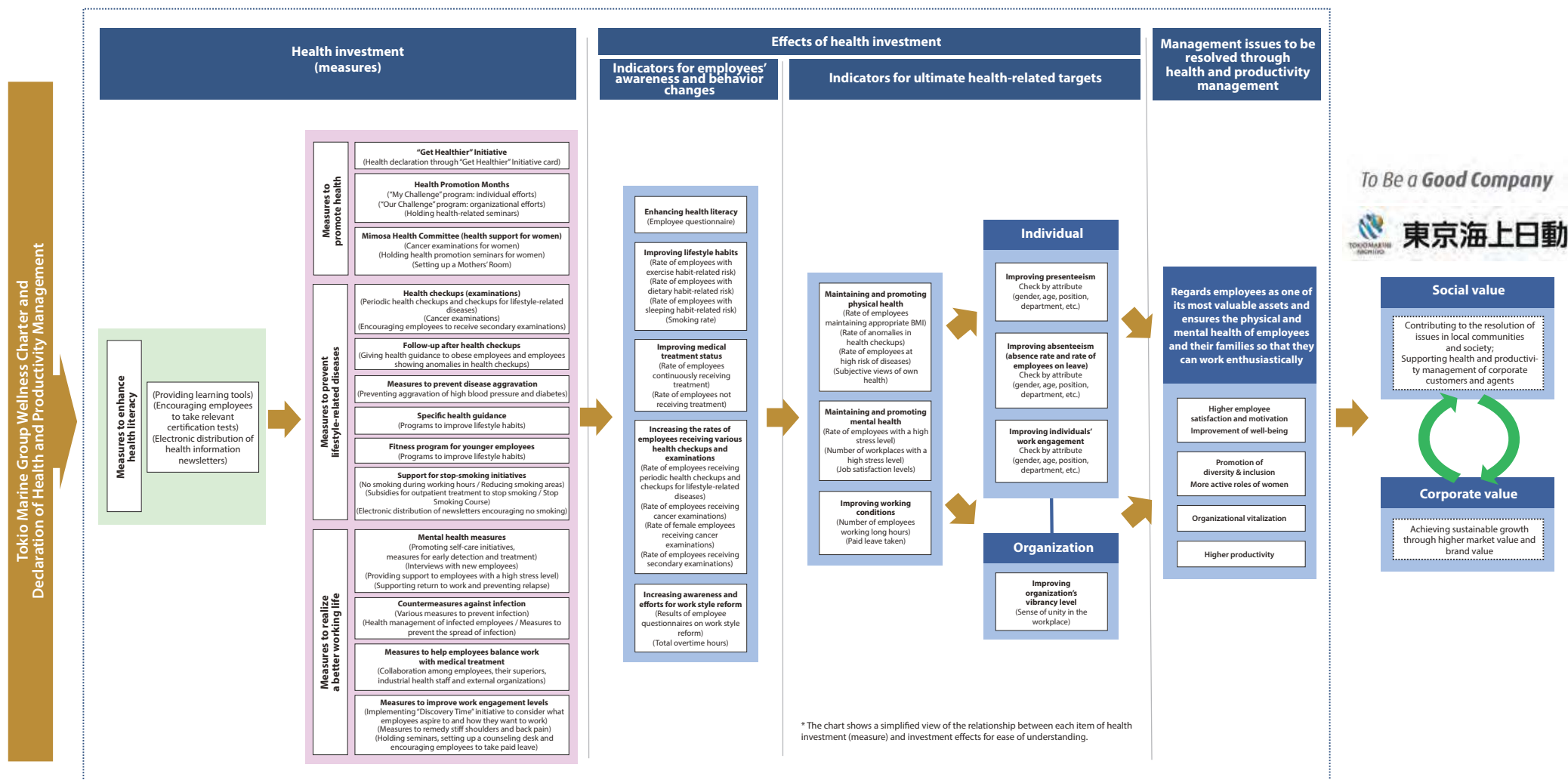
*3 Measured by organization unity indicators in a simple survey of new work stress (maximum: 4.0)

For the four indexes, Tokio Marine & Nichido collaborated with the Health Insurance Association and analyzed health-related data, including the results of health checkups. It has been shown that presenteeism, absenteeism, work engagement and the organization's vibrancy level are all statistically related to lifestyle-related disease risk, mental health risks and the work environment.

Tokio Marine & Nichido has always worked to promote health through four priority measures. They are measures to promote health based on a population approach to improving lifestyle habits, measures to prevent lifestyle-related diseases including steps to prevent their progression into severe conditions and to encourage people to undergo a variety of health checkups; measures to realize a better working life including mental health measures; and measures to enhance health literacy which are the basis for all health-related behaviors. As analyses of data have confirmed that these initiatives contribute to the enhancement of individual and organizational performance, the company will remain focused on these health-related measures.

In addition, Tokio Marine & Nichido periodically identifies and evaluates risks related to occupational safety and health. The results are utilized in implementing the PDCA cycle in its health-related initiatives by, for example, preferentially taking countermeasures to address the material risks identified through the process. In the event of an occupational accident, the company interviews the employees involved and investigates to identify the cause of the accident and prevent any recurrence.

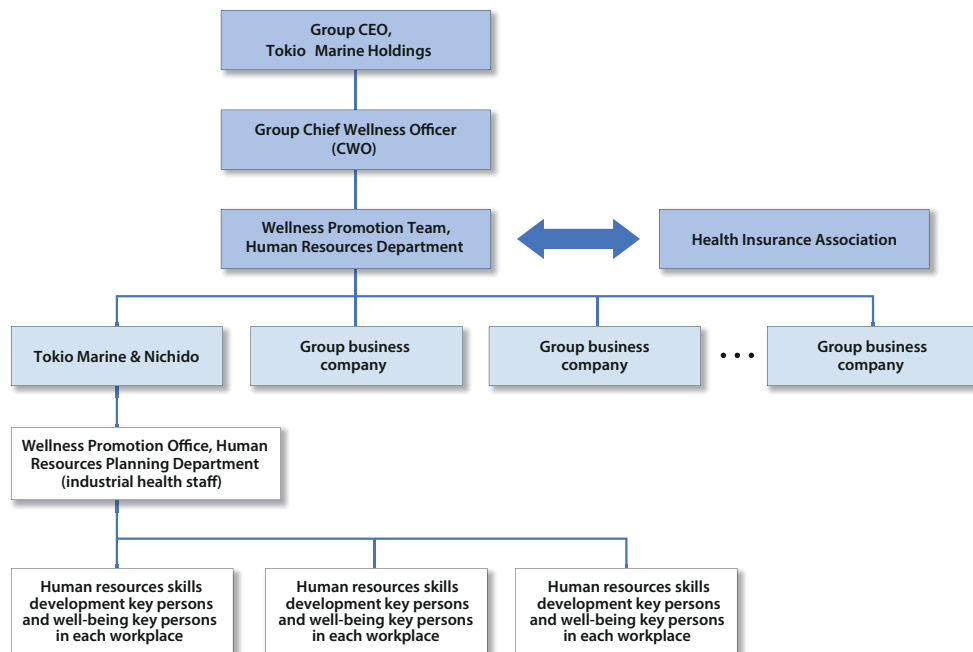
Relationship between Tokio Marine Group's Health and Productivity Management Vision and Health-Related Measures



● Promotion Structure

Overseen by the Group CEO, our initiatives to promote health and productivity management and occupational safety and health management are led by the Group Chief Wellness Officer (CWO) who is also the Group Chief Human Resources Officer (CHRO), and the Wellness Promotion Team established within Tokio Marine Holdings. We are also engaged in collaborative health promotion initiatives jointly with the Health Insurance Association.

Additionally, with the aim of extending our efforts to ensure that all employees working across Japan can be healthy, Tokio Marine & Nichido has established a system enabling the industrial health staff members (including industrial physicians and public health nurses) stationed at 46 locations nationwide to collaborate with key people appointed in each workplace for human resources skills development and for well-being. Using Tokio Marine & Nichido's initiatives as a benchmark, we are implementing a similar system in other Group companies in a phased manner. The company is working to regularly engage in dialogue with employee representatives to ensure that employees'



ideas are reflected in its health and productivity management and occupational safety and health management efforts. Public health nurses and other professionals leading the creation and implementation of health and productivity management plans are registered in the Japan Society for Occupational Health's Occupational Health Nurse Program and continuously receive training to increase their expertise (as of September 2023: one senior specialist, three specialists and 10 registrants).

6.5.2 Health and Productivity Management / Occupational Health and Safety Initiatives and External Evaluation

● Initiatives to Ensure Employee Health

For its initiatives to ensure employee health, Tokio Marine & Nichido has defined the following priority measures based on "Data Health" plans created in collaboration with the Health Insurance Association as well as the results of analysis of health checkup and various other health-related data.

• Measures to Enhance Health Literacy

We regard health literacy as indispensable in our actions to maintain and promote health. We work to increase the health literacy of employees so that they are mindful of their own health and that of the people around them, willingly learn about health measures and voluntarily engage in health promotion initiatives.

• Measures to Promote Health

We believe the ongoing initiatives of employees are essential to maintain and promote their health. By providing measures and tools to support their initiatives and encouraging individual and organizational initiatives, we strive to enhance the health of all employees resulting in their lifelong well-being.

• Measures to Prevent Lifestyle-Related Diseases

A lifestyle-related disease is a health issue that greatly affects both the current and future life of an employee. As an effort to prevent the onset and aggravation of lifestyle-related diseases, we proactively provide support by industrial health staff as necessary based on the results of health checkups.

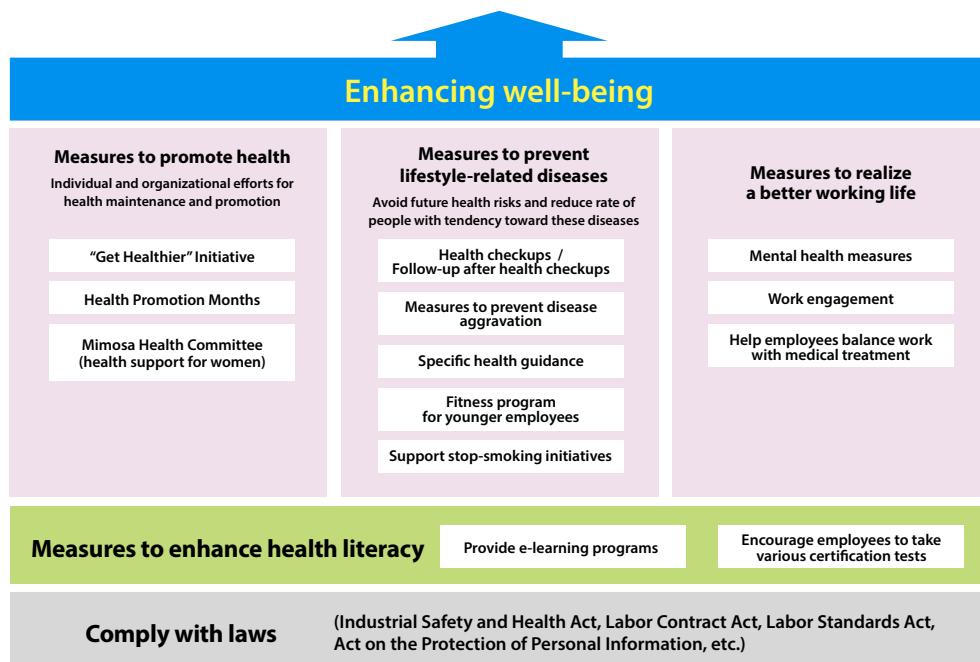
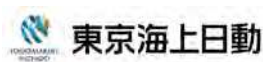
• Measures to Realize a Better Working Life

In order to ensure the physical and mental health of employees, attention needs to be paid not only to the health status of individuals but also to factors affecting it, such as the workplace environment and their attitude toward work. We implement mental health measures led by supervisors in each workplace and industrial health staff and help employees balance work with medical treatment so as to enable them to work with vitality and with a higher level of work engagement and lead a fulfilling life.

• Legal Compliance and Discussion with Employee Representatives

The Industrial Safety and Health Act, Health Promotion Act and other relevant laws and regulations form the foundation of all our initiatives in this area. We comply with every aspect of these laws and regulations, from the conducting of regular health checkups and stress checks to protecting personal information. In its labor agreements, we promise to implement the safety and health measures

To Be a Good Company



necessary for keeping employees healthy and preventing hazards while the labor union agrees to cooperate with these measures.

Each Group company has established an industrial safety and health management framework in accordance with the Industrial Safety and Health Act to fulfill its obligation to ensure safety is appropriately considered. Specifically, Group companies appoint an industrial physician and a health officer and establish a health committee at each domestic business site with more than 50 employees. The committees, composed of an industrial physician, a health officer, people in charge of health management and selected employee representatives meet monthly to deliberate measures for maintaining and promoting physical and mental health, improving the workplace environment and preventing health disorders, including disorders resulting from overwork.

◎ Examples of Major Health Measures

■ "Get Healthier" Initiative

[Goals]

Reduce the ratio of employees facing imminent lifestyle-related risks. ⇒ Increase the ratio of employees with healthy BMI value. ⇒ Reduce the ratio of employees with lifestyle-related diseases. ⇒ Improve presenteeism and absenteeism.

[Details]

This is an all-participation health promotion initiative designed to enable employees to maintain and promote their health. As part of this initiative, we have carried out Health Promotion Months campaign every October and November since 1990. We have also been working to increase the rate of participation and achieve better effects in improving lifestyle habits by making adjustments to how we conduct the initiative. Adjustments to date include providing menus of activities ("My Challenge" and "Our Challenge" programs) to support individual and workplace initiatives, respectively. We have also appointed key persons in each workplace and introduced a web-based tools. We also organize a President's Award program and have introduced an AI-based health app course.

[Results]

In fiscal 2022, 7,106 people, 38.2% of all eligible people, participated in the "Get Healthier" Initiative. After the initiative concluded, participants were asked to answer a questionnaire, and 97.5% of respondents said they were satisfied or very satisfied with the initiative, indicating that participants' satisfaction was very high.

[Future initiatives]

To involve more employees in the initiative, we will implement measures such as the utilization of digital methods so that employees can participate more enthusiastically and voluntarily, as opposed to passively. These efforts will lead to the prevention of lifestyle-related diseases and the improvement of performance indicators.

Verification of the Cost Effectiveness of the “Get Healthier” Initiative

The “Get Healthier” Initiative is divided into the “My Challenge” and “Our Challenge” programs. The former involves the efforts of individuals, while the latter involves organizational initiatives. During either program, participants may acquire a maximum of 555 points depending on participation status.

We divided participants with comparable data into two groups to examine the cost-effectiveness of the “Get Healthier” Initiative. Those who acquired 200 points or more were included in Group A (1,416 participants), while those with fewer than 200 points were included in Group B (5,228 participants). The result revealed Group A was 1.36 points higher than Group B in terms of presenteeism.

The presenteeism disparity was converted into a monetary value from which the expense of implementing the “Get Healthier” Initiative for the participants (approx. 500,000 yen) was deducted. The cost-effectiveness of the program was found to be equivalent to a net gain of approx. 150 million yen annually.

As the “Get Healthier” Initiative is thus expected to improve participants’ lifestyle habits and presenteeism, we will keep working to involve more employees in the initiative while increasing its effectiveness in helping employees improve both their physical and mental health.

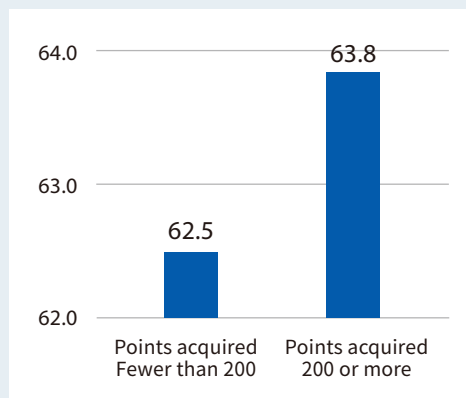


Figure 1: Comparison of presenteeism by points acquired

The presenteeism of the group of participants that acquired 200 points or more was 1.36 points higher than the group that acquired fewer than 200 points. The benefits (approx. 150 million yen) greatly outweighed the expense of implementing the initiative for the participants (approx. 500,000 yen).

■ Measures for Employees at High Risk of Lifestyle-Related Diseases**[Goals]**

Increase the percentage of employees getting medical treatment while reducing the percentage of employees not getting medical treatment. ☒ Reduce the percentage of high-risk employees. ☒ Improve presenteeism and absenteeism.

[Details]]

We set a predetermined threshold for blood pressure and blood sugar levels, and an industrial physician interviews all high-risk employees. High-risk employees are divided into different categories based on criteria such as whether they have undergone treatment. After that, we decide the intervention methods that are most necessary for the employees in each category. We encourage appropriate medical treatments and changes of behavior by recommending medical consultations, collaborating with primary-care doctors and providing health guidance via public health nurses. We follow through until their data improves.

Moreover, the results of multi-year analysis on health checkup data revealed that 50% of employees showing high blood pressure (levels II and III in some guidelines) did not apply to these levels in the previous year. To prevent aggravation and suppress an increase in the number of employees developing higher blood pressures, our public health nurses are providing health guidance and disseminating related information via e-mail to employees with level-I high blood pressure.

These initiatives reduced the rate of high-risk employees from 1.7% in fiscal 2021 to 1.6% in fiscal 2022.

[Benefits]

In fiscal 2021, 62.8% of employees with high blood pressure and 43.1% of employees with high blood sugar levels were diagnosed as not having high-risk symptoms in the following fiscal year.

[Future initiatives]

With the average age of our workforce rising, measures to aid high-risk employees are becoming increasingly important. Looking ahead, we will continue to implement two-pronged measures to provide support for the health of our workforce. One is to arrange an intervention to aid high-risk employees and another is to prevent an inflow of more employees into the high-risk group so that employees can promote their health to thrive over long careers.

■ Fitness Program for Younger Employees

[Goals]

Reduce the percentage of employees at risk of obesity due to exercise and eating habits. ⇒ Increase the percentage of employees maintaining a desirable BMI. ⇒ Reduce the percentage of high-risk employees. ⇒ Improve presenteeism and absenteeism.

[Details]

Since acquiring proper lifestyle habits while still young helps prevent lifestyle-related diseases in the future, the program implements measures to help younger employees below the age of 40 maintain a healthy body weight. In fiscal 2022, we held online seminars on diet and exercise for younger employees as a population approach and implemented health literacy initiatives. In addition, we administered a program upon request aimed at addressing obesity and metabolic syndrome.

[Results]

In fiscal 2022, 78.6% of the 192 participants completed the program. Among those who completed the course, 57.6% lost weight (2.0 kg on average) and 86.7% responded that they pay more attention to their health. Furthermore, it was observed that exercise habits improved for 55.6% of the participants who completed the program.

[Future initiatives]

An analysis of presenteeism factors indicates that risks related to obesity and eating habits can aggravate presenteeism. The fitness program for younger employees is thus expected to indirectly improve the presenteeism.

◎ Other Health-Related Measures

■ Health Support for Women

[Applicable priority measures]

Measures to promote health; Measures to enhance health literacy

[Details]

In fiscal 2021, we named a series of measures the Mimosa Health Committee to provide stronger support for women's health and continue to promote a variety of policies throughout the year.

Our women's health support seminars in fiscal 2022 included one in May about preconception care and another in March about menopause. These seminars featured outside speakers and were available online for all employees to view.

We also strived to increase women's health literacy by providing information through channels including e-learning channels and Mimosa Health Committee mailing lists. By sending related information to all employees without limiting it to women, we intend to communicate and facilitate an understanding of our health support measures for female employees in the hope that these initiatives are an opportunity for employees to think about the health of the women around them, including their family members and colleagues. We also set up a dedicated hotline for female employees regarding health-related topics so that they can feel at ease when seeking advice.

The "Get Healthier" Initiative, a part of the Health Promotion Months project, includes the Women's Health Course that focuses on health issues unique to women, promotes initiatives to maintain the balance of physical and mental health and provides opportunities to improve the everyday habits of female employees.

While implementing these measures, we have been examining women's presenteeism and work engagement for years.

In addition, Tokio Marine & Nichido set up a Mothers' Room within its head office where many female employees are working. It is a space used by female employees for lactation or resting when they are not feeling well because of a hormonal imbalance. It has been well received as a comfortable space, and it also fulfills the need to return to work early after giving childbirth.

[Results]

According to a questionnaire survey of employees, 38.4% of our workforce and 57.5% of female employees participated in and utilized our measures to support women's health in fiscal 2022. Furthermore, 65.3% of all participants said they appreciated the initiative.

[Benefits]

We examined the correlation between the status of women's health measures and our ultimate target indices relating to health. The results revealed that the more measures they work on, the more they influence work engagement and presenteeism (Figure 2). Enhancing, communicating about and

promoting the understanding of the measures supporting women's health is thus expected to lead to improvements in terms of work engagement and presenteeism.

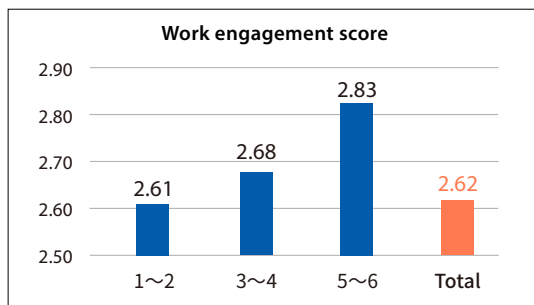


Figure 2: Relationship between the number of women's health measures and work engagement

The more employees participate in and utilize the measures supporting women's health, the more work engagement increases.

■ Mental Healthcare

[Applicable priority measures]

Measures to realize a better working life

[Details]

Each Tokio Marine Group company actively promotes mental health measures as we recognize the importance of pursuing the maintenance and improvement of employees' mental health in terms of corporate management. Tokio Marine & Nichido has established the Basic Policy on Mental Health Measures. Under this policy, supervisors at respective workplaces and industrial health staff collaborate to proactively implement various measures. These include initiatives to maintain sound mental health (primary prevention), measures to encourage early detection and treatment (secondary prevention) as well as measures to care for employees with mental health issues (tertiary prevention). Since 2012, the company has also been making initiatives to improve work engagement, which is considered a primordial prevention measure for mental illnesses.

Specific initiatives for primary prevention include using stress checks to promote self-care and analyze issues at an organizational level in order to maintain a good workplace environment. We have also been proactively promoting mindfulness. In addition, for employees working in the claims service departments, we have also launched a mind care program to enable them to always maintain good mental health conditions as professionals when facing customers who have encountered an

accident or disaster. For secondary prevention, in addition to setting up a mental health counseling desk, for new employees, in particular, we promote care initiatives not only in the workplace but have also established a system to check their health condition periodically and provide early support using a multifaceted approach involving public health nurses, human resources personnel and other relevant parties.

Our tertiary prevention efforts include initiatives that encourage adapting to the workplace and the work duties in order to seamlessly support employees returning to work. Analyses have revealed that deteriorations in mental health are connected to absenteeism and we will continue to implement the plan-do-check-act (PDCA) cycle and help employees work with enthusiasm, particularly changes in lifestyles and workstyles due to the prolonged COVID-19 pandemic.

■ Creating a Comfortable Workplace Environment

[Applicable priority measures]

Measures to realize a better working life

[Details]

Tokio Marine Group is not only satisfying various standards stipulated under laws and regulations related to the workplace environment but also promoting the creation of a comfortable workplace environment that takes into consideration lighting, noise, ventilation, temperature, humidity and other ergonomic aspects. At the same time, we are working to prevent health problems caused by sedentary work by installing stand-up meeting spaces and other office facilities to increase the amount of physical activity and encouraging employees to have a break standing up.

More specifically, we enable employees to choose when and where to work, facilitate active communication in workplaces and implement the "Discovery Time" initiative involving all the branch offices.

We are striving to find out how various changes accompanying COVID-19 has been mentally and physically impacting employees at Group companies both in and outside Japan as well as how they are trying to alleviate the effects while considering the appropriate application of best practices at each Group company. We will appropriately respond to identified issues and consider applying good practices to other Group companies.

[Sustainability Performance Data \(Percentage of employees who received health checks, industrial accidents, etc.\)](#) >>

◎ Evaluation and Improvement of Health and Productivity Management Initiatives (PDCA)

While discussing with management the analysis results of various health-related data, including the results of health checkups, stress checks and employee questionnaires, Tokio Marine & Nichido defines key performance indicators (KPIs) for its entire health and productivity management initiatives (e.g., improvement of presenteeism), intermediary KPIs (e.g., rate of anomalies in health checkups) and indicators for awareness and behavior changes (e.g., improvement in lifestyle habits and rates of employees receiving health checkups and other examinations) linked to these intermediary KPIs and respective targets.

The company monitors the trends of KPIs for individual measures, verifies the effectiveness of each measure and works to improve while implementing the PDCA cycle. The company also implements a PDCA cycle for comprehensive health and productivity management and manages occupational safety and health management by continuously analyzing the correlation between the KPIs for comprehensive health and productivity management and the results of stress checks, reviewing the conditions by employee attribute (gender, age, department, position, geographical area, etc.) and checking if there are health issues for which new measures should be considered.

Toward the realization of Tokio Marine Group's Health and Productivity Management Vision, which is a framework for evaluating its initiatives to enhance its corporate value and grow sustainably, the company also verifies the impact on external evaluations on a continuous basis.

<Example Verification Results for KPIs for Entire Health and Productivity Management initiatives>

Based on data about respondents from the stress checks all employees undergo, we measure presenteeism, absenteeism, work engagement and the organization's vibrancy and analyze factors that influence each.

[Presenteeism]

Company-wide, presenteeism has improved for the three consecutive years from fiscal 2019 to 2022 (Figure 3). Since it is well-known that improvements in presenteeism are related to maintaining and improving physical and mental health and improving work conditions, we are implementing various measures such as the "Get Healthier" Initiative, supporting women's health and measures for mental health. The analysis of the correlation with the results of the stress checks identified relationships

with the amount of discretion employees have in their work, their aptitude and job satisfaction in particular. Going forward, we will continue to work to involve more employees in the "Get Healthier" Initiative, supporting women's health and other related efforts while also reviewing the effectiveness of other health measures expected to facilitate improvements in presenteeism. In this way, we seek to increase the effectiveness of our health-related measures.

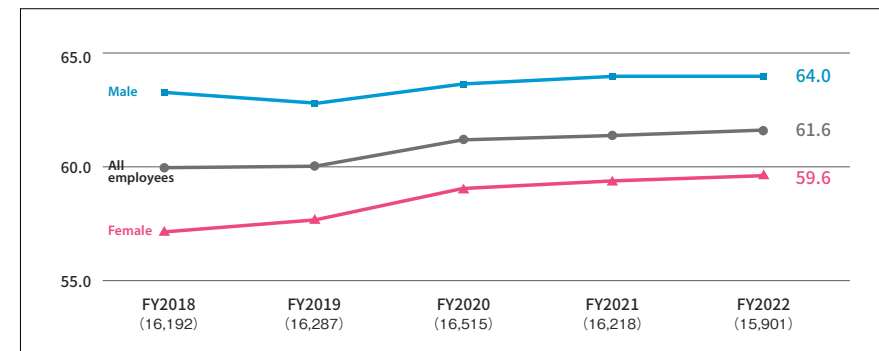


Figure 3: Change in presenteeism over time

* Figures in parentheses indicate the number of employees included in the analysis.

[Absenteeism]

The analysis of the relationships with the results of stress checks relating to absenteeism (percentage of employees who take one or more days off work annually) found absenteeism is correlated to physical complaints and job satisfaction. We will stay committed to maintaining and promoting physical and mental health. We will also stay focused on building workplaces where female employees can work long term as women's absenteeism is increasing more than that of men (Figure 4).

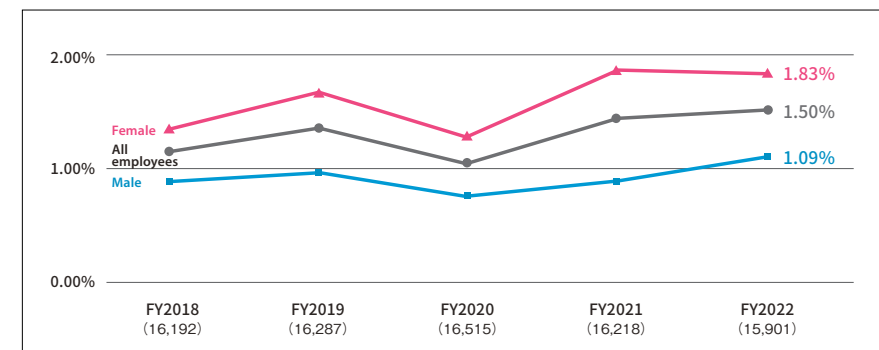


Figure 4: Change in absenteeism over time

Figures in parentheses indicate the number of employees included in the analysis.

[Work engagement]

Tokio Marine & Nichido's work engagement remains at a favorable level (Figure 5). It is known that the improvement of work engagement is related to maintaining and promoting physical and mental health and improving work conditions. The analysis of the relationships with the results of the stress checks shows a correlation between job satisfaction, aptitudes and the degree of support from superiors. Improvements regarding these aspects can be expected to help improve work engagement. We will conduct a more in-depth analysis of the factors that may influence changes in this index while working on the development of effective measures.

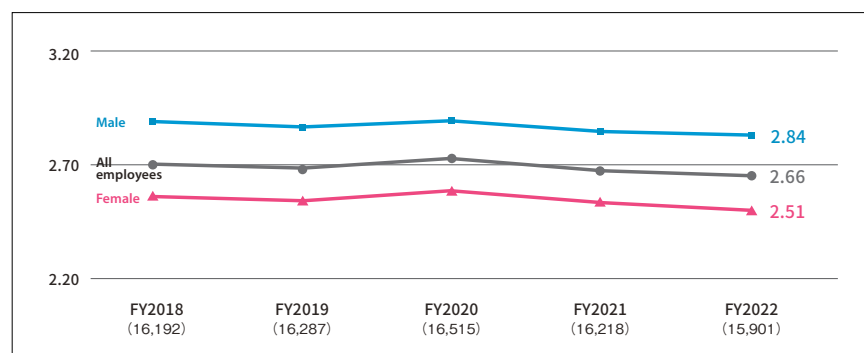


Figure 5: Change in work engagement over time

Figures in parentheses indicate the number of employees included in the analysis.

[The Organization's Vibrancy Level]

Organization's vibrancy is an index that Tokio Marine & Nichido began monitoring in fiscal 2016 as a KPI for health and productivity management. It is set as the ultimate target index for measuring an organization's health, and the rate for both men and women from fiscal 2020 to 2022 has remained stable (Figure 6).

Analysis of its relationship with the results of stress checks showed relationships with interpersonal stress and other factors in workplace environments. In addition, connections with work conditions were found, such as the degree of discretion employees have in their work and aptitude. Since organization's vibrancy is strongly correlated with work engagement, another KPI, improving these two indexes has the potential to generate synergy.

In order to promote individuals' health and facilitate development of better relationships in the workplace, we will remain committed to the "Get Healthier" Initiative, mental healthcare, support for the health of female employees and other health initiatives as we continue to monitor the effectiveness of these initiatives on the improvement of indices.

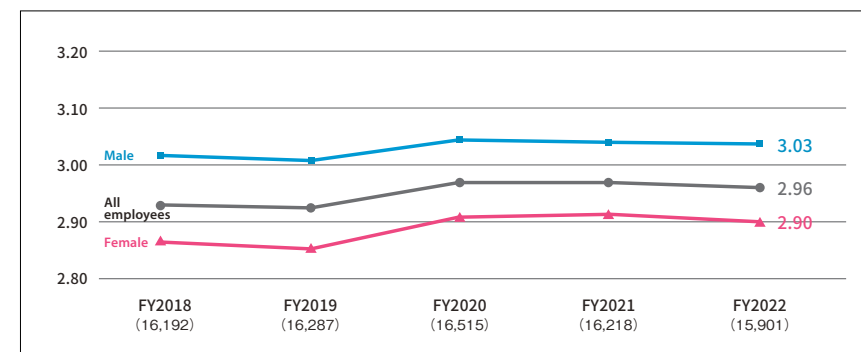


Figure 6: Change in the organization's vibrancy over time

Figures in parentheses indicate the number of employees included in the analysis.

■ Other Related Indexes

[Sustainability Performance Data Health \(Management and Occupational Health and Safety\) >>](#)

■ Example Verification Results for External Evaluation

- Evaluating the impact of career choice popularity rankings on recruitment (Results of verification: High rankings have been maintained in company popularity surveys among job-seeking undergraduates conducted by Mynavi Corporation and Nikkei Inc. since being selected for the first time as a Health & Productivity Stock.)
- Identifying changes in the number of corporate customers to which Tokio Marine Group has provided support in health and productivity management (Results of verification: There has been an increase in the number of corporate customers being recognized under the Certified Health & Productivity Management Outstanding Organizations Recognition Program sponsored by the Ministry of Economy, Trade and Industry (METI).)

[Initiatives to Spread Health and Productivity Management throughout Society \(Supporting Customers' Health and Productivity Management\) >>](#)

Health issues change constantly in line with changes in society, companies and the workplace environment. As more attention is being paid to human asset management, we will recommit ourselves to actively investing in health as a company that prioritizes the health of our employees and their families. In recent years, in response to the promotion of diversity and inclusion, we have been providing finely tuned support to health-related issues specific to women by leveraging our workplace-based industrial health system.

In the future as well, we will anticipate an impact of these changes on employee health and support work styles with higher productivity from the health aspect by preventing health issues from becoming prevalent.

■ **Selected as Health & Productivity Stock and Recognized under METI's Certified Health & Productivity Management Outstanding Organizations Recognition Program**

As a result of these initiatives, Tokio Marine Holdings was selected as a "2023 Health & Productivity Stock" co-sponsored by METI and the Tokyo Stock Exchange for the eighth consecutive year since 2016 for its outstanding health and productivity management.

At the same time, many Tokio Marine Group companies were recognized under METI's 2023 Certified Health & Productivity Management Outstanding Organizations Recognition Program (large enterprise category). Tokio Marine Holdings, Tokio Marine & Nichido and Tokio Marine & Nichido Life were selected for the seventh consecutive year; Tokio Marine & Nichido Medical Service and Tokio Marine & Nichido Systems for the sixth consecutive year; Tokio Marine dR for the fifth consecutive year; Nisshin Fire & Marine Insurance, Tokio Marine Assistance and Tokio Marine & Nichido Outsourcing Management for the fourth consecutive year; Tokio Marine Asset Management, Tokio Marine Nichido Better Life Service and Tokio Marine & Nichido ANSHIN 110 for the third time; and Tokio Marine & Nichido Communications for the second time. Of these, Tokio Marine Holdings, Tokio Marine & Nichido, Tokio Marine & Nichido Life, Tokio Marine & Nichido Medical Service and Tokio Marine dR were in the top 500 group and certified as "White 500" companies.

In the small to medium-sized enterprise category, the program recognized E. design Insurance, Tokio Marine Millea SAST Insurance, Tokio Marine International Assistance, Tokio Marine & Nichido Partners Hokkaido, Tokio Marine & Nichido Partners Tohoku, Tokio Marine & Nichido Partners East, Tokio Marine & Nichido Partners TOKIO, Tokio Marine & Nichido Partners Tokai Hokuriku, Tokio Marine & Nichido Partners Kansai, Tokio Marine & Nichido Partners Chugoku Shikoku, Tokio Marine & Nichido

Partners Kyushu, Tokio Marine & Nichido Anshin Consulting, Tokio Marine & Nichido Auto Support Center, Tokio Marine & Nichido Finance, MMC Insurance Services, Nisshin Fire Insurance Service and Nisshinfire Information System. Of these companies, kio Marine & Nichido Partners Tohoku, Tokio Marine & Nichido Partners Kansai, Tokio Marine & Nichido Partners TOKIO and Nisshin Fire Insurance Service were certified as "Bright 500" companies.

Initiatives to ensure the physical and mental health of employees and their families, enhance health literacy and voluntarily and continuously maintain health are becoming increasingly important as they form the foundation of employee productivity and enable Tokio Marine Group to resolve issues for customers and local communities. We will use this selection as motivation to work to enhance the health of employees, improve the level of occupational safety and health as well as further expand and develop health and productivity management.



6.5.3 Initiatives to Spread Health and Productivity Management throughout Society

Tokio Marine Group is committed to its health and productivity management. Leveraging the expertise cultivated through our initiatives, we also support companies working to improve health and productivity management and contribute to the widespread embrace of health and productivity management in society. For example, we have organized health and productivity management seminars in various locations, engaged in awareness-raising activities in cooperation with local governments, chambers of commerce and other organizations and provided information through our sales representatives. In the Responsible Procurement Guidelines and the Partnership Declaration we created together with business partners, we have declared our support for health and productivity management of our business partners as part of our initiatives spanning the entire value chain. In this way, we consider the safety, health and living conditions of the workers of our business partners and seek to secure vibrant work environments and promote the health of workers.

◎ Supporting Customers' Health and Productivity Management

As Japan's labor force shrinks, managing employee health and creating a good working environment have become important management issues in order to ensure sustainable corporate growth. Tokio Marine Group has formulated a philosophy and policy with employee health positioned as a core theme for management, and related issues are being addressed.

We were selected as a "Health & Productivity Stock" for the eighth consecutive year in recognition of these initiatives. We support the promotion of corporate health and productivity through a range of services in order to deliver the know-how we have gained from these initiatives to customers.

In the Tokio Marine Group Wellness Charter, we declare that we will contribute to the resolution of social issues and realization of a healthier and more prosperous future by supporting health promotion initiatives of our customers, communities and society as a whole.

<Initiatives of Tokio Marine & Nichido>

Tokio Marine & Nichido works to raise awareness for health and productivity management and supports relevant initiatives of local companies by issuing booklets compiling example initiatives of companies engaging in health and productivity management, hosting related seminars across Japan and cooperating with local governments, chambers of commerce and other organizations. The company also provides support to companies seeking to obtain certification as a Health & Productivity Management Organization. The number of companies we support has increased year after year. In fiscal 2022, we provided support to approximately 2,000 corporate customers and, consequently, many of our corporate customers and agents have successfully received the certification.

Tokio Marine & Nichido also supports employee health management at its corporate customers through various initiatives, including using internal health improvement events like the Get Healthier Initiative Campaign Tools, offering informational materials such as its Health Improvement Bulletins and incorporating incidental services into insurance products.

<Initiatives of Tokio Marine & Nichido Medical Service (TMS)>

TMS has doctors, nurses and licensed psychologists in-house and carries out business in the medical and health fields. As a total healthcare consulting company, TMS offers health promotion measures to increase health knowledge of corporate customers' employees and encourage their behavior change in addition to a 24/7 telephone health consultation service, a mental health support service, industrial health-related services to provide services across Japan that help corporate customers promote health and productivity management.

<Initiatives of Tokio Marine dR (TdR)>

In enforcing health and productivity management more effectively within a company, it is crucial that the company and its health insurance association make collaborative initiatives to promote health measures while appropriately capturing employees' health issues.

TdR analyzes various data held by companies and health insurance associations, including health checkup results, prescription data and health measure outcomes. The company then performs quantitative evaluation* of the relationship between the data and medical expenses or health inhibiting factors to develop highly effective health promotion measures. By doing so, TdR supports

the reduction of health-related risks and improvement of productivity (such as lower presenteeism). TdR also provides support for the establishment of various corporate systems essential for promoting health and productivity management and for implementation of health promotion measures as well as support for the introduction and promotion of human asset management systems to develop human resources, foster organization, increase employee motivation and raise engagement.

* Using insight and knowledge gained through an ongoing joint research project since 2014 with the Healthcare Data Science Research Unit of the Institute for Future Initiatives (formerly the Policy Alternatives Research Institute), The University of Tokyo

🕒 Support for Mental Health Management

Tokio Marine & Nichido Medical Service offers the Employee Assistance Program (EAP) to support companies in their management of mental health. Aside from conducting stress tests as required under the Industrial Safety and Health Act, EAP has a comprehensive menu of services provided by a team of experts including psychiatrists, clinical psychotherapists and personnel and labor consultants. These services range from follow-ups for employees based on the results of employee stress checks and support for improvement activities for individual workplace environments to providing supportive care during a leave of absence or when returning to work and formulating measures to prevent recurrence.

EAP is now being used by more than 700,000 employees of corporations. Through the program, the company will continue to help workers remain mentally healthy and enhance work engagement.

[🔗 Tokio Marine & Nichido Medical Service TMS NAVIGATOR](#) (in Japanese)

6.6 Contributing to the Creation of a Safe and Secure Society

6.6.1 Basic Approach to the Creation of a Safe and Secure Society

Tokio Marine Group provides products and services that anticipate changes in the social environment or customer needs by utilizing solutions offered by respective Group companies, including insurance, thereby contributing to the creation of a safe and secure society.

Tokio Marine & Nichido Life supports customers' healthy and enriching lives by working to resolve social issues in an era of the 100-year life.

In addition, the entire Tokio Marine Group engages in a variety of activities as a member of society and respective local communities in order to promote social and economic inclusion of all people. These include activities to raise awareness of cancer and other diseases, spread knowledge about nursing care and support recovery of disaster-affected areas.

6.6.2 Building a Society Based on Health and Longevity

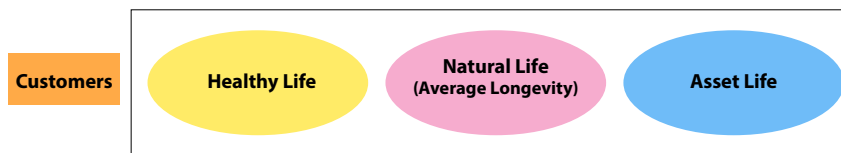
■ Tokio Marine & Nichido Life's Initiatives for Building a Society Based on Health and Longevity

• Initiative of *Hokenbito* (True Insurance Professionals) Activities: Resolving Social Issues in an Era of the 100-Year Life

Since its founding, Tokio Marine & Nichido Life has sought to protect as many customers as possible. Under the three initiatives called the "Movement to Protect Customers from Cancer," "Life Insurance Revolution to Protect One's Living" and "Life Insurance Revolution Nextage," the company has engaged in activities that focus on "learning," "conveying" and "assisting." In October 2019, the company put a collective name, *Hokenbito* Activities, to its ongoing initiatives. Specifically, these activities include stepping up efforts to protect customers against social issues that emerge and change with the times, including the need to lengthen "a natural life," "a healthy life" and "an asset life" in the current era of the 100-year life.

Hokenbito Activities**Hokenbito Activities = Learning, Conveying and Assisting
Resolving Social Issues in an Era of the 100-Year Life**

Significant changes involving a declining and aging population have driven us into an era of the 100-year life with an unprecedentedly aging society. To live energetically and by one's own values in such an era, it is essential to lengthen the following three "lives." Tokio Marine & Nichido Life continues to protect customers by providing value that supports these lives.



Tokio Marine & Nichido Life and its agents/consignees make full efforts to protect customers not only by providing death coverage, the basic component of life insurance, to prepare for an emergency but also by delivering **information** and **products** needed in an era of the 100-year life.

■ Tokio Marine & Nichido Life's Products to Support a Society based on Health and Longevity**• Launch of Anshin Cancer Treatment Insurance and Revision of Cancer Diagnosis Insurance R**

On February 2, 2022, Tokio Marine & Nichido Life launched *Anshin Cancer Treatment Insurance* to respond to the latest environment surrounding cancer treatment. To customers receiving the three major cancer treatments (surgery, radiotherapy and anticancer drug treatment) and cancer pain relief treatment, this product pays a benefit based on the duration of treatment, thus enabling them to make rational preparation for treatment expenses.

A rider for specific cancer treatments is also available to provide coverage of up to 100 million yen for receiving expensive medical treatment at their own expense so that customers can concentrate on treatment with peace of mind. Further, Tokio Marine & Nichido Life has relaxed the underwriting criteria for customers who have suffered from cancer before. At the same time, the company has added to *Cancer Diagnosis Insurance R* an option that exempts customers from paying insurance premiums in the future if they are diagnosed with a malignant neoplasm. The company has also introduced a new service that supports the early detection of cancer to help protect customers from

the disease.

• Launch of New Riders for Medical Kit Yell

As we enter an era of the 100-year life, the extension of the healthy life spans of senior citizens has become a social issue. In response, in August 2020 Tokio Marine & Nichido Life launched *Medical Kit Yell*, a medical insurance product with relaxed underwriting criteria, for customers with health concerns or chronic illnesses. *Medical Kit Yell* addresses diverse customer needs by offering various types of riders. The company has added three new riders to respond to an even broader range of customer needs.

① Rider for Specific Cancer Treatments (with relaxed underwriting criteria)

In response to the ongoing development of advanced cancer treatment technologies, this rider provides coverage of up to 100 million yen in total for customers receiving specific treatments, including those they receive at their own expense.

② Female Disease Benefit (with relaxed underwriting criteria)

This rider provides coverage for hospitalization for diseases specific to women and breast reconstruction surgery received after breast cancer treatment.

③ Lump-Sum Payment Endorsement for Hospitalization (with relaxed underwriting criteria)

A generous lump-sum payment is made for short-term hospitalization, including day cases, as hospitalization periods have been getting shorter.

• Launch of Market Link Protect, a New Variable Insurance Product (Fixed-Term) with a Rider That Exempts Customers with Specific Diseases from Paying Insurance Premiums

With the advent of a society with greater longevity, well-planned asset building for spending a comfortable life in retirement has become a social issue. To address this issue, in August 2017 Tokio Marine & Nichido Life launched *Market Link*, a variable insurance product with premiums paid in installments (monthly or annual payments). On August 1, 2022, the company launched *Market Link Protect*, a new plan featuring a rider added to *Market Link* that exempts customers with specific diseases from paying premiums. It allows customers to continue building assets as initially planned even if they suffer from cancer or other serious diseases and face an increase in treatment expenses, a decline in income or other problems.

• Launch of *Anshin Treatment Support Insurance* and *Anshin Treatment Support Insurance R*

As we enter the era of the 100-year life, the need to stay healthy and active is growing among elderly customers in particular.

To meet their needs, we launched new health insurance products on August 2, 2023, including *Anshin Treatment Support Insurance*. It extensively covers eight lifestyle-related diseases that can easily necessitate long-term treatment, from early treatment, such as outpatient care, to the long-term treatment of severe disease. This product is also available as an R-type plan, which refunds unused insurance premiums. In addition, four new services are provided along with coverage to provide *anshin* (peace of mind) that cannot be provided by economic coverage alone and to comprehensively support customers' health.

■ Enhancement of Accompanying Services to Insurance Products

Tokio Marine Group uses ancillary insurance product services to help customers get healthier and support appropriate care for diseases and injuries.

• *Medical Assist*: Providing 24/7 Telephone Support for Customers Seeking Advice on Illness or Injury

Medical Assist is a free health and healthcare consultation service available to policyholders and insureds of Tokio Marine & Nichido and Tokio Marine & Nichido Life and their families. The service is provided via telephone 24/7 and gives advice on matters such as everyday physical problems and the handling of emergencies such as sudden illness or injury. It also provides information about hospitals, clinics and other medical facilities that are open on holidays or late at night. Furthermore, specialists from more than 30 areas of medical care are available for consultation by appointment and the service also arranges the transfer and transport of patients to other hospitals on behalf of the patient.

Nurses with a wealth of clinical experience talk with callers first and, if necessary, cooperate with emergency medical specialists playing leading roles at emergency medical institutions, departmental specialists on the level of university professors or associate professors, pharmacists, national registered dietitians and other specialists. Nurses initially respond to customer inquiries and then depending on the situation, emergency medical specialists and other medical staff address the issue as necessary. Using the example of a consultation regarding a child stung by a bee, first the caller is asked about the symptoms the child is showing. Then, the caller is advised regarding the necessity

of seeking emergency medical care, while receiving instructions on the first aid best suited to the symptoms.

[🔗 Medical Assist](#) (in Japanese)

• “*Medical Note for Tokio Marine Group*” Online Service

“*Medical Note for Tokio Marine Group*” is an online service that allows customers to easily, directly and individually consult and ask questions of healthcare professionals, mainly medical specialists, from their personal computers and smartphones. It offers a menu that includes an online medical consultation service, a service to make a reservation for customers to obtain a second opinion at a hospital they choose from the list and a service to make an appointment with a listed doctor or hospital of their choice. In addition, in February 2022, we began to provide a service that allows customers to make a reservation for more detailed cancer tests when their result of preliminary cancer screening by the local government or other medical institutions come back as “Suspected” or “Needing detailed test” and to select a hospital from among those that provide specialized medical services. It is available free of charge for insureds of Tokio Marine & Nichido Life (excluding those of group insurance).

• “*Calomama Plus*” to Support Customers' Health Promotion

To support customers' health management and the prevention of disease aggravation, we have introduced “*Calomama Plus*,” a health guidance app developed by Link & Communication Inc., in which an AI managerial dietician supports users' everyday life in terms of food, exercise and sleep. The app utilizes an original algorithm based on nutrition management data of over 100,000 people and provides the most appropriate advice in real time from among more than 200 million patterns. A fee-based service used for employee health management by more than 6,000 companies, the app is available free of charge to insureds of Tokio Marine & Nichido Life's medical insurance with relaxed underwriting criteria, pension-type nursing care insurance and whole life insurance for longevity. The app enables customers to choose a program according to their individual objectives and work to promote their health or prevent disease aggravation readily and comfortably.

• Services for Receiving Tests for Detecting Cancer Risk at Preferential Prices

Available since February 2022 to detect ovarian cancer, these tests provided by Craif Inc. use urine to detect cancer risk, with a phased plan for other cancers. These services are available for policyholders of cancer insurance of Tokio Marine & Nichido Life, as well as insureds and their families. They can receive the tests at preferential prices at partner medical institutions.

• Service for Supporting the Creation of Family Trusts

This service, provided by famitra Inc., is aimed at supporting the creation of family trusts for preventing assets from being frozen due to the onset of dementia. The company provides comprehensive support, ranging from explanations and suggestions around family trusts to the creation of a trust contract. After the trust has been created, the company continues to support the families in operating the trust as a trust supervisor. This service is available at a preferential price for policyholders of pension-type nursing care insurance and whole life insurance for longevity of Tokio Marine & Nichido Life, as well as insureds and their families.

• Anshin Healthcare (Service for Helping Customers Get Healthier)

The service consists of different menus to promote customers' health and detect illnesses at an early stage using a dedicated web app (Anshin Healthcare). The following four new services support the extension of the healthy life spans (Medical Note for Tokio Marine Group and Calomama Plus, which are both mentioned above, and other services are available on the app).

① Health self-check

Jointly developed by Value HR Co., Ltd. and Tokio Marine Group companies, this service uses an algorithm to predict the risk of diabetes, hypertension, ischemic heart diseases and cerebrovascular diseases by entering the results of health checkups.

② Checkup plan

This is the first service in Japan that proposes a recommended cancer screening plan (e.g., types of tests, frequency of screening) based on a simple online questionnaire. The service is provided via Whitehealthcare Inc.

③ Online checkup result consultation

This service allows users to seek advice online from public health nurses and other specialists about their questions and concerns regarding the results of their checkups. It is provided via Tokio Marine & Nichido Medical Service Co., Ltd.

④ Anshin Preventive Medicine Channel

The service enables users to view recommended videos from among a wealth of video content supervised by Dr. Yuma Mori from Preventive Room Co., Ltd. on risks and the prevention of lifestyle-related diseases based on the results of checkups.

■ Launch of *Mirairo Cancer Insurance* That Uses Digital Disability Certificates

Tokio Marine & Nichido has developed and launched *Mirairo Cancer Insurance*, which is intended for people with the Mirairo ID* digital disability certificate and their families. This product was developed jointly with Mirairo Inc., which operates a business providing services related to universal design, and Zenchikyosai Inc., a company specialized in insurance for people with disabilities. The insurance features a simple health notification process and allows families and other people to conduct the enrollment procedures and health conditions notification process by proxy, making it easier for people with disabilities to enroll.

By offering products like this, Tokio Marine & Nichido strives to resolve social issues and contribute to improving the quality of life of people with disabilities and others. In this way, the company aims to build a symbiotic society where anyone can live safely, comfortably and with a sense of security and express themselves in a diverse way.

* A digital disability certificate released by Mirairo with the goal of creating a new future where people with disabilities will find it easy to go out and business operators will be able to respond to them smoothly



■ Supporting the Provision of Japanese-Language Medical Services in the United States

The Japanese Medical Practice outpatient clinic operated by Mount Sinai Health System in New York City with donations from Tokio Marine & Nichido has been providing medical services in Japanese since 1990. This clinic, which just celebrated its 30th anniversary, plays a major role in providing medical and health checkup services to the local Japanese community. Even under the COVID-19 pandemic, it continued to provide medical services by also utilizing online means and played an additional role of giving vaccinations. The clinic is highly regarded by the Japanese Consulate General in New York as a medical institution providing services to Japanese people.

■ Development of New Products and Services by the Health Promotion Consortium

The Tokio Marine & Nichido Fire Insurance Company (China) Limited (TMNCH) formed a health promotion consortium with major home electronics manufacturer Panasonic Electric Equipment (China) Co., Ltd. and medical device manufacturer OMRON (China) Co., Ltd. to develop insurance products and services relating to health and medical care. The goal of the consortium is to facilitate the growth of the health, medical care, elder care and insurance service domains in a cross-industry manner through co-creation by Japanese and Chinese companies. It is also aimed at contributing to the resolution of social issues in China, such as the Healthy China 2030 national policy and the aging population. Currently, the consortium is implementing the following projects, with more products and services on the way.

[Smart town]

Providing health promotion-type insurance products and services to residents of wellness smart towns developed by Panasonic

[Health and productivity management]

Visualizing health data and providing health promotion services to employees of Japanese-affiliated companies in accordance with their health condition



6.6.3 Response to a Mobility Society

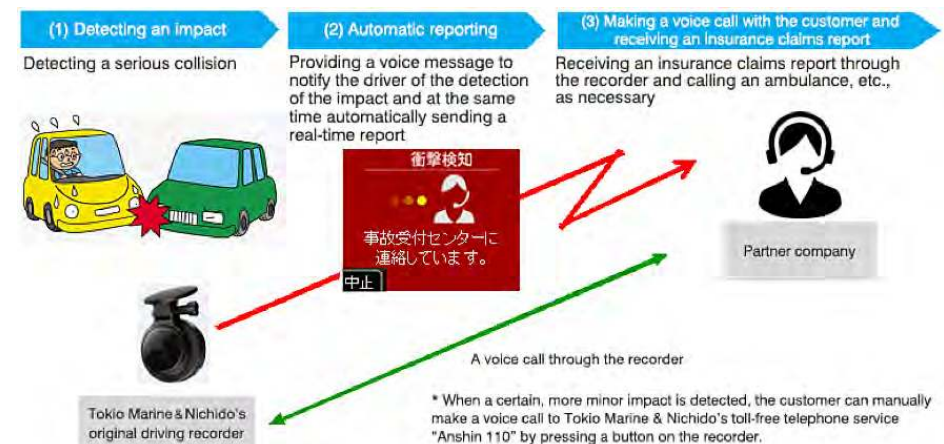
Tokio Marine Group assists in handling accidents and safe driving utilizing telematics and Internet of Things (IoT) technology. For individual customers, the Group also promotes insurance products and services that facilitate traffic safety, including *One Day Auto Insurance*.

■ Introduction of Drive Agent Personal

For the first time as a major insurance company in Japan, Tokio Marine & Nichido started providing *Drive Agent Personal*, an advanced service for individual customers utilizing its original driving recorder, as a rider for auto insurance in April 2017. The company lends its driving recorder to each policyholder and provides a set of leading-edge services as shown below.

① Advanced accident response service

Upon detecting a serious collision, the recorder reports the incident automatically to a partner company, allowing the customer to have a voice call with an operator and eliminating his or her anxieties immediately following the accident. The operator also calls an ambulance depending on the situation. Moreover, the recorder automatically sends a video of an accident covering before and after the detection of the collision to Tokio Marine & Nichido and releases, when appropriate, the customer from the burden of explaining how the accident has occurred. This video can also be used for resolution of the accident case.



② Accident prevention support service

When the drive recorder detects sudden operations during daily driving, it alerts the driver in real time. It has been confirmed that this service is highly effective in not only providing a sense of security when an accident occurs but also preventing an accident from occurring in the first place, as evidenced by the lower probability in the occurrence of an accident compared with customers who have not signed the rider as well as the reduction in the frequency of dangerous driving such as sudden braking.

<Benefits of dashboard camera-equipped auto insurance>

Accident reduction ^{*1}	Shortening of period up to accident resolution ^{*2}
Reduced approx. 13%	Reduced approx. 15%

^{*1} According to a survey conducted by Tokio Marine & Nichido in January 2023, comparing a drop in the number of accidents per newly signed insurance policy for a driving recorder-equipped car versus the previous policy in the same period.

^{*2} According to a survey conducted by Tokio Marine & Nichido in October 2021 comparing how much the period from the occurrence of an accident to the payment of insurance claim in an accident between cars where the percentage of fault accrues to both parties was shortened with or without a subscription to a rider.

Tokio Marine & Nichido delivers an even greater sense of security with the addition of a feature to send an SOS signal when the driver suddenly falls ill or is harassed by a reckless driver. When such a trouble occurs, the driver will receive appropriate advice from a partner security company by pressing the corresponding button four or more times in three seconds.

③ Safe driving diagnosis service

The recorder provides safe driving diagnosis reports, which are created by using Tokio Marine & Nichido's original algorithm, based on each customer's tendency toward reckless driving.

In recognition of these services as making great contributions to the safety and security of consumers, Tokio Marine & Nichido received the ACAP Consumer-Oriented Activities Award from the Association of Consumer Affairs Professionals (ACAP) in February 2021. Additionally, as a new offering from April 2021, the company provides a driving recorder equipped with two built-in cameras, which can film not just front views but also side and rear views. The number of cars insured^{*} has steadily increased and by combining individual and corporate contracts, it reached a cumulative total of one million cars in March 2023.

To mitigate damage caused by traffic accidents, Tokio Marine & Nichido is also working to build a system to request the dispatch of an emergency medical helicopter when an accident occurs, using the data from a driving recorder. A trial operation of the system is already underway in Chiba Prefecture. Going forward, the trial will expand to other prefectures and hospitals using physician-staffed emergency vehicles. After assessing its benefits, necessary improvements will be added in pursuit of the full-scale operation of the system.

^{*} Number of cars insured and equipped with a dashboard camera Tokio Marine & Nichido lends to the insured

■ Drive Agent for Corporate Policyholders

We sell *Drive Agent* for corporate policyholders. The product not only includes the same features offered by *Drive Agent Personal* but also provides a system to check safe driving and operational management data on a cloud service. It allows both drivers and responsible managers to review daily driving conditions from the same perspective and enables corporate customers to make company-wide initiatives for safe driving.

■ One Day Auto Insurance

Tokio Marine & Nichido provides *One Day Auto Insurance* (driver insurance available in the unit of days), which can be purchased anytime via smartphone and at convenience stores. This auto insurance product allows infrequent drivers using cars owned by their parents or friends to purchase insurance at the reasonable cost of 800 yen a day (24 hours) for just the number of days needed. The product was launched in January 2012 by Tokio Marine & Nichido as the first of its kind in the non-life insurance industry in Japan, and the cumulative number of subscriptions exceeded 10 million (as of January 2022).

Our *One Day Auto Insurance* received the Nikkei Veritas Award for Superiority at the Nikkei Superior Products & Services Award 2011, an annual award organized by Nikkei Inc. to recognize exceptional new products and services. In addition to the novelty of enabling customers to buy auto insurance at a reasonable price, with greater ease and when and where needed, the product was highly acclaimed for its ability to help



resolve one social issue of increasing traffic accidents involving uninsured drivers.

Through this product, Tokio Marine & Nichido will continue to contribute to the reduction of uninsured drivers involved in traffic accidents and ensure safety and security by providing products and services that are useful in people's daily lives and business activities.

[Tokio Marine & Nichido: One Day Auto Insurance](#) (in Japanese)

■“Safe Drive With” for an Accident-Free Society

E.design Insurance is undertaking the “Safe Drive With” project using customers' traffic safety data to conduct analyses and research to realize an accident-free society.

For example, Moshikamo Map is a web service for parents and children to detect and visualize road hazards on the map. It has obtained information about more than 8,000 hazards on school-commuting roads from about 90 municipalities all over Japan and uses its map to visualize over 58,000 hazards, including those reported by users and the National Police Agency's open data* (as of May 2023).

In collaboration with Eisai Co., Ltd., the company is also analyzing the relationship between brain health and driving behavior by gathering data together with customers to reduce traffic accidents.

* National traffic accident data based on the National Police Agency's open data, including traffic accident statistics (January 1–December 31, 2020)



■Using Technology to Prevent Accidents

Philadelphia Insurance Companies (PHLY) in the United States has been promoting their PHLYTRAC telematics program for policyholders with commercial auto coverage since 2016. Using a GPS tracking solution that installs in seconds, PHLYTRAC provides organizations with real-time updates on driver behavior and fleet conditions. Organizations nationwide have significantly reduced driver risks like speeding, hard braking, hard acceleration and more, all while reducing claims frequency by greater than 20%. Currently there are more than 65,000 vehicles on the program, which represents over 20% of PHLY's insured vehicles, translating to over 1.8 billion miles protected. In light of recent technological innovations, policyholders can also choose an AI dashboard camera solution as an add-on to the program.



6.6.4 Responding to Technology Innovation

In the face of growing corporate social responsibility and cyber risks to companies, Tokio Marine Group sells insurance products that offer comprehensive coverage for each risk and has launched a portal site, “Tokio Cyber Port,” to disseminate information on cyber security. Using AI and other cutting-edge technologies, the Group also offers better insurance services to customers.

■ Launching an Online Cyber Security Information Portal Site, “Tokio Cyber Port”

In recent years, it is becoming increasingly difficult to completely block cyberattacks, as work style reforms and the widespread use of telecommuting have increased online business operations. Cyberattacks targeting companies have also become highly advanced and sophisticated. In the meantime, increasing companies’ cyber security awareness and reinforcing their related structures have become an urgent task.

Against this backdrop, Tokio Marine & Nichido launched “Tokio Cyber Port,” an online information site that compiles the latest information on cyber security measures, in January 2020. It provides a broad range of the latest information and services related to cyber security, including the latest news on cyberattacks and cyber security, columns by experts, free security services and a telephone consultation service for security incidents. The aim is to familiarize companies with cyber security and encourage them to utilize “Tokio Cyber Port” for their cyber security measures.

Tokio Marine & Nichido was the first among leading non-life insurance companies in Japan to develop Cyber Risk Insurance in 2015 to support many companies in the country’s cyber security domain as an insurer forming a part of social infrastructure. The company will continue to contribute



to the creation of a safe and secure society by playing the role of backing up innovation of related technologies in Japan.

[Tokio Cyber Port](#) (in Japanese)

■ Secure and Comfortable Incident Settlement Process Utilizing an Optimal Mix of Human Ability and Digitalization

Based on the concept of providing an optimal mix of human ability and digitalization, Tokio Marine & Nichido has pushed forward with its utilization of digital technologies in its customer interfaces and operational processes while using AI, satellite imagery and other new technologies in the handling of accidents. The company provides a reassuring and comfortable experience throughout the process up to the resolution of the accident using an AI-based accident reproduction system, smartphone-based insurance claim procedures and other means to eliminate customers’ anxiety and stress about the accident handling process and by combining real and digital methods tailored to the customer’s wishes.



The process won the METI Minister’s Prize at the fourth Nihon Service Award, Japan’s first award for commending innovative, excellent services hosted by the Japan Productivity Center’s Service Productivity & Innovation for Growth.

For customers wishing to apply for insurance claims fully online, the use of various digital tools in the incident settlement process allows them to complete the procedures by themselves using their smartphone and other devices. For those who feel uneasy about such online procedures, our personnel in charge of claims services and agencies are available to help them and provide a secure and comfortable experience until the settlement of an incident. With our personnel providing services with a human touch, we seek to realize a “strikingly impressive” claims settlement service through the best mix of people’s ability and digitalization.

[DX special website](#) (in Japanese)



■ Initiatives to Ensure Swift and Appropriate Claims Payments by Utilizing AI

Tokio Marine Group is working to resolve a social issue of false insurance claims by utilizing AI and digital technology. Combating false claims has become an important issue in the entire non-life insurance industry from the perspectives of operating a sound and stable non-life insurance system, maintaining trust in the insurance business and ensuring fairness. Methods of making false claims are becoming increasingly complex and sophisticated in recent years, and a broad understanding of these methods and a high level of expertise are required to implement countermeasures. P.T. Asuransi Tokio Marine Indonesia (TMI) and Tokio Marine & Nichido are striving to increase the level of sophistication of their countermeasures by incorporating AI and digital technology, along with enhancing the expertise of responsible personnel working in the departments tasked with insurance claims payments.

• Solution Adopted by TMI

In emerging countries in Asia and elsewhere, a rise in false insurance claims has become a social issue, posing a challenge for insurance companies. In response, in March 2020 TMI adopted an AI-driven fraud detection system of Shift Technology of France in its claims handling process for auto insurance.

The system gives a score (possibility of fraud) along with its rationale for each claim, allowing TMI's fraud response team to concentrate on more suspicious cases. Through the solution, TMI has detected and handled many more false claims that had been difficult to find in the conventional manual process (about 50 times more compared to before it was adopted). This significant result

has consequently led to more swift insurance claims payments to customers and appropriate levels of premiums (for maintaining social trust and ensuring fairness). The solution has also generated many side benefits, such as deterring fraud by externally announcing the use of the system and incorporating lessons learned from the identified false claims into insurance underwriting rules.

TMI collaborates with Shift's data scientists on a daily basis to improve the accuracy of fraud detection, utilize external data and handle emerging fraud trends in the market. At the same time, TMI discusses the introduction of fraud detection in cargo insurance and other insurance products. Through these and other initiatives, TMI continues to be committed to realizing the Group's core mission, To Be a Good Company providing better insurance services to customers in Indonesia and resolving social issues in the country.

• Solution Adopted by Tokio Marine & Nichido

Tokio Marine & Nichido adopted an AI-driven fraud detection system in its claims handling process for auto insurance (developed by U.S.-based Metromile Inc.) and accident insurance (developed in-house) in October 2021 and for fire insurance (developed by France-based Shift Technology) in August 2022.

More specifically, these systems extract certain elements from policy details, loss and injury reports and other relevant information, which could lead to fraud, and give a score for each case to quickly identify cases that require closer scrutiny. Previously, responsible personnel in the relevant departments had checked every case for its connection with false claims. The adopted solution, on the other hand, allows different and effective response to each case. It will lead to a further improvement in the quality of claims services as suspicious cases are handled more carefully while even more considerate response is made to legitimate ones. The company is also proceeding with the introduction of a system to allow customers to complete everything from incident reporting to receipt of insurance claims at any time over the Internet, not just during business hours on weekdays, by increasing AI's accuracy of identifying legitimate cases eligible for early claims payments and by combining it with other advanced technologies.

Tokio Marine & Nichido will continue to fuse AI and digital technology with people's ability and endeavor to provide swift and comfortable claims services to customers.



Example of fraud detection in accident images: An analysis by AI indicated that images 1 and 2 were derived from the same image and that the front part in each image has been deliberately doctored to disguise as being repaired.

6.6.5 Support for Small and Medium-Sized Enterprises

Regional small and medium-sized enterprises (SMEs), which form the foundation of the Japanese economy, are facing numerous business challenges. Tokio Marine Group supports the development of SMEs by capturing changes in the risks surrounding them and developing and providing insurance products and services that help SMEs continue their businesses, take on new challenges and achieve growth.

■ Opening BUDDY+ Website to Provide Solutions Exclusively to SMEs

Tokio Marine & Nichido has opened BUDDY+, a website that provides SMEs with online services, including the provision of information about and solutions to the diverse business challenges SMEs face. Highly specialized contents, such as providing support for M&As for business succession and securing human resources as well as a subsidy and grant-in-aid diagnosis system, are available regardless of whether users are policyholders or not.



6.6.6 Responding to Poverty Issues

As social issues such as poverty, widening inequality and discrimination become more serious, it is urgent to resolve these issues through financial inclusion initiatives. Based on the SDG goal of leaving

no one behind, Tokio Marine Group, in cooperation with its stakeholders, strives to understand the characteristics of countries and regions, their circumstances and the needs of people in difficult circumstances. Through the development and provision of financial inclusion-related products and services (including distribution channels and methods), we work to improve access to basic insurance products and financial services for people in difficult circumstances so that they can enjoy the benefits of these products and services. We support people in difficult circumstances and their families by providing financial and insurance education and contribute to improving their standard of living.

We also strive to promote understanding of sustainability issues, including financial inclusion, among management (through the Sustainability Committee, etc.), educate employees (through sustainability training, etc.) and develop mechanisms for handling complaints (through human rights due diligence initiatives, etc.).

[Financial Inclusion Products & Services](#)

[Financial Inclusion - Non-Financial Support](#)

■ Development of Weather Insurance and Microinsurance Jointly with IFFCO-TOKIO

In 2001, Tokio Marine Group established IFFCO-TOKIO General Insurance Co., Ltd. (IFFCO-TOKIO), a non-life insurance company, as a joint venture with Indian Farmers Fertiliser Cooperative Limited (IFFCO), which has a nationwide network of 38,000 member cooperatives, and began offering auto, fire and other insurance in India.

From the start, the business tackled the issue of resolving uncertainty faced by farmers in India through the mechanism of insurance and looked into the development of weather insurance and microinsurance (i.e., insurance available at low cost).

These products have become essential in stabilizing the lives of people in farming communities, with annual premiums written amounting to 10.0 billion to 20.0 billion rupees (approximately 16.0 billion to 32.0 billion yen).

In 2001, the company, in collaboration with IFFCO, started sales in India's rural communities of *Sankat Haran Bima Yojna*, low-cost accident insurance available for 1 rupee (about 2 yen) per year as an incidental to fertilizer. Since then, the company has released other microinsurance products,

including *Janta Suraksha Bima Yojna*, property insurance available for 100 rupees (about 160 yen) per year; and *Mahila Suraksha Bima Yojna*, accident insurance aimed at women in farming communities.



IFFCO-TOKIO headquarters



Accident insurance available as an attachment of fertilizer sold in collaboration with IFFCO

IFFCO-TOKIO offers *Barish Bima Yojna/Mausam Bima Yojna*, an index-based weather insurance product that takes into account the impact on grain harvest yields in farming communities due to unseasonable climate in the wet monsoon season (June to September) and the dry *rabi* season (October to April).

Development of this revolutionary product leveraged IFFCO-TOKIO's capabilities in market surveys aimed at local farmers and Tokio Marine Group's years of expertise in insurance underwriting accumulated in Japan to evaluate climate risks such as precipitation volume and temperature in all areas of India. To gain communities' understanding of the weather insurance mechanism and spread its use, the company has been conducting briefings for farmers in every state in India on an ongoing basis together with banks, NGOs and other partners. Currently, the company sells weather insurance, mainly its own as well as other government-sponsored products such as *Pradhan Mantri Fasal Bima Yojana* (RMFBY) and Weather Based Crop Insurance Scheme (WBCIS), to more than 4 million farming households per year.

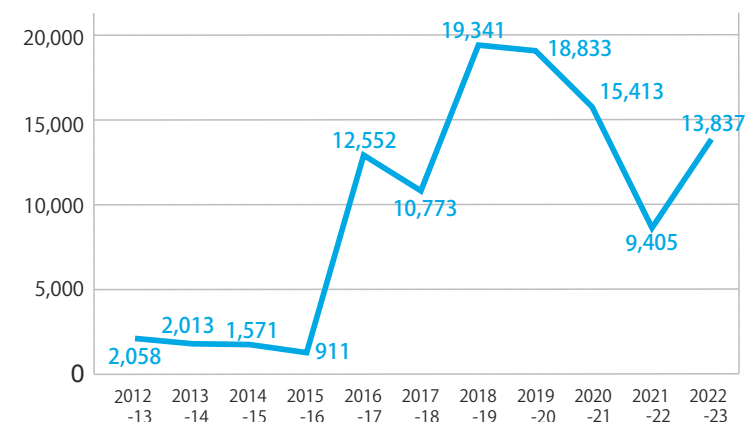


Members of the Rural Marketing Team of IFFCO-TOKIO and Rural Community Area Managers of IFFCO (in front of IFFCO's grain depot center)

Crop and weather insurance details

FY2022: GWP INR 13,837 million, Claims Paid INR 6,740 million

Crop and weather insurance sales (Premiums written; Unit: million rupees)



Initiatives to Increase Prevalence of Medical Insurance for Low-Income Earners

Rashtriya Swasthya Bima Yojna (RSBY) is a medical insurance scheme for low-income earners sponsored by the government of India. It was launched in 2008 in India through joint initiatives among insurance companies, medical institutions and the government. Subscribers to RSBY only need to pay 30 rupees (about 48 yen) per household as a registration fee with coverage up to 30,000 rupees annually (about 48,000 yen) for a maximum of five persons per household in case medical services are required for injury or illness.

IFFCO-TOKIO began selling RSBY in 2011 and launched add-on medical insurance in 2014 under *Biju Krushak Kalyan Yojana* (BKKY), another insurance scheme for low-income families sponsored by a state government. The company has delivered security to people with low incomes.

Under the *Ayushman Bharat* (National Health Protection Scheme) announced in 2018, the insurance schemes for low-income families mentioned above have become available to more people with greatly expanded benefits. In addition, IFFCO-TOKIO started offering *Ayushman Bharat - Sarbat Sehat Bima Yojana* (AB-SSBY), a medical insurance scheme for low-income families, in the state of Punjab in fiscal 2019 and fiscal 2020. From fiscal 2021, the company offers *Ayushman Bharat Pradhan Mantri*

Jan Arogya Yojana (AB-PMJAY) SEHAT, an insurance scheme for low-income households in the state of Jammu and Kashmir. The state governments subsidize all insurance premiums, enabling them to receive medical treatments of up to roughly 800,000 yen per year per family free of charge.

These have become essential medical insurance schemes for people who previously could not receive sufficient medical services because of their economic situation.



Insurance soliciting

■ Initiative to Support Low Incomes in the United States

The Tokio Marine North America Services (TMNAS) Finance Team has implemented an initiative to support low income households via the reduced tax burden with Philadelphia Insurance Companies (PHLY) and their long-time business partner Affordable Equity Partners (AEP).

The housing complexes developed by AEP and their partners are financed through the sale of the tax credits to PHLY, and when completed are rented to low income members of the communities. PHLY benefits via the reduced tax burden made possible by the tax credits purchased from AEP. So far, PHLY has invested over US\$2.78 million, which has gone toward the 2,500 units across six states in the United States. The relationship is a “win-win-win” for PHLY, TMNAS and AEP and the 2,500 families living in the beautiful new facilities.



6.6.7 Social Contribution and Awareness-Raising Activities

Tokio Marine Group Social Contribution Strategy

In order to accomplish our goal of protecting customers and society in times of need, Tokio Marine Group will cooperate and work with our stakeholders and promote social contributions with the participation of all employees around the world.

Motivated employees work with sincerity and empathy, continue to find new ways to address social issues and spread those mindsets and actions to the entire organization and Group. This in turn fosters a corporate culture of resolving social issues as a natural course of action and creates a positive cycle between solving social issues and facilitating corporate growth (enhancing corporate value) that will contribute to achieving the SDGs.

Tokio Marine Group promotes social contribution activities to work alongside our stakeholders, including future generations, on our four key sustainability issues of taking climate action, improving disaster resilience, supporting people's healthy and enriching lives, and promoting and supporting D&I. We established the Group Sustainability Committee and the Social Contribution Subcommittee to deliberate and review policies and targets for the Group's social contribution activities, while the Board of Directors of Tokio Marine Holdings considers and determines the policies and targets for the social contribution strategies.

Tokio Marine Group's Code of Conduct will apply to all social contribution activities, donations and collaborations.

Social Contribution Activities with the Participation of All Employees

Tokio Marine Group is implementing different social contribution activities around the world that emphasize voluntary participation by employees and tie-ups and collaboration with NPOs and other groups.

Each Group company strives to support the proactive involvement of employees in ongoing social contribution activities in a number of ways, such as introducing social contribution activities in which employees can participate and setting up leave systems for volunteer activities.

In fiscal 2022, the total social contribution activity participation rate among domestic and overseas Group employees (total number of participants in social contribution activities in relation to the number of employees) was 102.4%, indicating that on average each employee took part in one or more social contribution activities.

Overview of Support Systems/Programs and Fiscal 2022 Results (Tokio Marine & Nichido)

Matching gift system	A system in which the company makes a donation matching the amount voluntarily donated by employees (6 cases totaling 529,230 yen)
Volunteer leave / leave of absence system	A system to support employees for their volunteer time (used by 42 employees) • Volunteer leave A system in which employees are permitted to take leave limited to 10 days per year to participate in volunteer activities that include relief initiatives in a disaster and support for social welfare institutions or groups relating to persons with disabilities, the elderly and children's welfare facilities, etc. • Volunteer leave of absence A system in which employees are permitted to take leave for a period of over six months and up to two years, in principle, to participate in a volunteer program recognized by the company, particularly actions with a high degree of social contribution in a social welfare institute, etc.
Share Happiness Club	A donation program operated by employee volunteers In fiscal 2022, a total of 1,970,910 yen donated by 938 employees was distributed to the following organizations: • Watari Greenbelt Project • Childline Support Center Japan • Japan Deafblind Association • WaterAid Japan • Medecins Sans Frontieres Japan Association • Children Meet Artists • Usunova • Japan Environmental Action Network • Peace Boat Disaster Relief
Sustainability Months	Months for strengthening initiatives for proactively carrying out local community and social contribution activities across the entire Company (October-November) • Online parasports seminar • Courses to foster support for dementia care • Activities to protect and restore eelgrass beds • Online seminar on "Protecting the Sea" by Fukuoka Field & Underwater Naturalists • Volunteer tour to restore the coastal forests of Tohoku Region • Seminar to introduce best practices for resolving social issues through business

Medical and Nursing Care

Supporting Companies' Health and Productivity Management (Balancing Work with Nursing Care) and Assisting in the Resolution of Management Issues for Care Service Providers

The rapidly aging society has given rise to a number of social issues. Among them are people quitting their jobs to take care of elderly parents and the issue of presenteeism, almost synonymous with lower labor productivity. As such, companies are required to help employees balance work and nursing care in the context of health and productivity initiatives. Care service providers that support people in need of care and their families increasingly face the need to keep their business going by addressing many different business issues, such as the labor shortage, staff training and business continuity plans (BCPs) to be implemented during a critical event.

To solve these social issues, Tokio Marine Nichido Better Life Service supports many companies and care service providers in their sustainable management by offering a variety of solutions leveraging the expertise it has accumulated through the operation of its elderly care service business.

[Solutions for balancing work with caregiving]

Service to understand the actual caregiving situation; Seminars on balancing work with caregiving (for employees and for managers); Creating a handbook for balancing work with caregiving; Online consultation service; Individual consultation by industrial care managers

[Support for balancing work with caregiving](#) (in Japanese)



[Seminars for care service providers]

Risk management-related seminars (risk management system, dementia care, self-support care, learning from complaints, dietary independence and the prevention of accidental ingestion and aspiration); human resource development-related seminars (staff training, complaint handling, interpersonal skill improvement and presentation skill improvement); BCP-related seminars (BCP for nursing care and visiting care facilities); and the 7 Habits® Care seminar.

[🔗 Seminars for care service providers](#) (in Japanese)

■ AED & Basic Life-Saving Workshop to Build a Society That Can Practice Life-Saving Skills

Tokio Marine & Nichido provides a workshop to practice using automated external defibrillators (AEDs) and to perform cardiopulmonary resuscitation (CPR). Approximately 210 employees from Tokio Marine Group have attended the workshop in fiscal 2022.

**■ Movement to Protect Customers from Cancer****• Background of the Initiative**

As part of initiatives to fulfill its social mission as an insurance company providing cancer insurance, Tokio Marine & Nichido Life has been supporting the Pink Ribbon Movement since March 2005. Extending these activities, we have decided to steadily offer comprehensive solutions for customers' concerns. As a first step, upon the release of an insurance product to support cancer treatment in September 2007, we rolled out a company-wide, ongoing and perpetual initiative called the Movement to Protect Customers from Cancer.

• Basic Policy

In Japan, cancer is considered a national disease and is a source of much grief. The fact has fueled our desire to protect our customers from cancer to help ease the suffering of cancer patients and to assist their families going through the ordeal. For us, the social role of an insurance company now

extends beyond insurance payments to working to prevent cancer and providing mental support. Accordingly, Tokio Marine & Nichido Life has launched the Movement to Protect Customers from Cancer. The movement consists of the following three steps: (1) Getting to know cancer; (2) Talking about cancer; and (3) Helping with cancer countermeasures.

• Collaboration with Local Authorities

An urgent task is to improve cancer examination rates in order to detect the disease at an early stage. However, the checkup rate is lower than 50% targeted by the government and local authorities. Based on the belief that joint action with as many people as possible is indispensable for improving the situation, Tokio Marine Group has signed agreements with 44 prefectural bodies and 18 cities (as of March 31, 2022) and has been actively promoting collaboration with them to call more attention to cancer and raise examination rates.

In October 2009, Tokio Marine & Nichido Life and Tokio Marine & Nichido became promoting partners for Corporate Actions for Cancer Checkups, a national project commissioned by the Ministry of Health, Labour and Welfare to raise the cancer examination rate to more than 50% through joint initiatives by the government and companies. By taking part in this public-private partnership, we intend to contribute to the improvement of the cancer examination rate in Japan.

• Nationwide Regional Activities

Tokio Marine & Nichido Life encourages cancer education activities in its daily sales operations with the aim of disseminating cancer knowledge and increasing cancer examination rates. In addition to periodic cancer-related study sessions, exchange meetings and seminars for agents/consignees at branch offices across the country, we have also introduced the Movement to Protect Customers from Cancer and hold an annual national insurers conference of employees and agent/consignee representatives who are committed to engaging in Hokenbito (True Insurance Professionals) Activities. The entire conference is streamed online to promote the unwavering conviction that everything Hokenbito does is to protect customers and act as a venue to brainstorm actionable items. The 16th conference was held in fiscal 2022 and featured lectures from experienced nurses and health care professionals to increase participants' understanding of cancer and as well as bolster their sense of purpose in providing customers with information and security.

• Agreement with Shizuoka Cancer Center

In 2007, Tokio Marine & Nichido Life and Tokio Marine & Nichido Medical Service (TMS) concluded a comprehensive agreement on joint research into the best ways to provide consultation, support and information regarding the treatment of cancer with the Shizuoka Cancer Center. This joint research program has focused on such areas as jointly developing tools to communicate in plain language the importance of preventive medicine and medical checkups as well as knowledge on cancer.



Shizuoka Cancer Center

• Promoting the Pink Ribbon Movement

Tokio Marine & Nichido Life has been promoting the Pink Ribbon Campaign in support of J.POSH, an NPO engaged in pink ribbon movements for breast cancer awareness in Japan, to convey the importance of early detection of breast cancer. Tokio Marine Group employees, led by Tokio Marine & Nichido Life employees, have held street campaigns nationwide and handed out awareness goods* since 2005.

*The certified NPO J.POSH collaborates with medical institutions nationwide on the Japan Mammography Sunday (J.M.S) initiative to create an environment enabling women who are busy on weekdays to have mammograms on the third Sunday in October. Tokio Marine & Nichido Life also supports this initiative and hands out goods with information on medical institutions.



• Providing Encouragement to Cancer Patients by Making Terry Cloth Caps

Since 2009, Tokio Marine & Nichido Life has joined initiatives undertaken by Iwate Hospice Association, a citizens' group in Morioka City, Iwate Prefecture, to support cancer patients and their families and help them gain courage to fight against the disease. The company has been making terry cloth caps for patients undergoing anticancer drug treatment.

Every year, participants from Tokio Marine & Nichido Life and other Tokio Marine Group companies and their families stitch the caps together and donate caps as Christmas presents to cancer hospitals nationwide through the Iwate Hospice Association.



• Education Support for Orphans

Tokio Marine & Nichido Life established a fund in 2016 to financially support children who have lost one or both parents due to illnesses such as cancer, and it established the Tokio Marine & Nichido Life Scholarship Program, a social contribution activity supporting future generations with the cooperation of the Japan Philanthropic Association. The program offers 300,000 yen per year scholarships to university students and others until they graduate or leave school.

• Donation to Organizations Helping Children and Elderly People under Treatment for an Illness

Donations from Tokio Marine & Nichido Life's employees and agents are used to support activities of organizations helping children undergoing medical treatment and elderly people. Employees of the company also provide support to the activities of these organizations through participation and other means. Donations have been made to the following organizations since fiscal 2016.

- NPO CliniClowns Association
- NPO The Support Network for NANBYO Children of Japan
- NPO Dementia Friendship Club

■ Supporting and Collaborating with the Center for iPS Cell Research and Application (CiRA), Kyoto University

In January 2015, Tokio Marine & Nichido donated a total of 100 million yen to Kyoto University's iPS Cell Research Fund, covering a five-year period. In addition, the company called for donations to the fund from employees of Tokio Marine Group companies and other individuals and made an additional donation exceeding 1.4 million yen in 2022.



Presenting a certificate for the donation to CiRA Director Jun Takahashi for fiscal 2022

Tokio Marine & Nichido is also collaborating with a project called the iPS Cell Stock for Regenerative Medicine (transferred from CiRA to the CiRA Foundation (CiRA F), also at Kyoto University, in April 2020) to stockpile induced pluripotent stem (iPS) cells for medical use. The project involves collecting blood from donors having a special type of human leukocyte antigens (HLAs), which is thought to cause less immune rejection. In August 2016, in addition to Kyoto University Hospital, blood collection also started at the medical corporate foundation Kaijo Building Clinic, a tie-up medical institution of Tokio Marine Group. The provision of iPS cells for regenerative medicine started in August 2015, and the stock has grown to cover about 40% of people in Japan.

CiRA F is currently working with CiRA to promote a plan to provide iPS cells with reduced risk of immune rejection by using genome editing technology and conducting technology development with the goal of enabling the provision of iPS cells of patients themselves at the cost of around 1 million yen by 2025.

CiRA is working on research every day to enable the development and clinical application of next-generation iPS cell technology. Through our donations to the research fund, we hope to ease the suffering of people with intractable diseases and injuries and contribute to the establishment of a research environment that can stably obtain a pool of excellent researchers and research supporters and to the further advancement of research in this area. At the same time, we will continue to provide support to health, medical and other related fields to deliver safety and security in the form of risk management, including insurance, and through collaboration among Group companies.

■ N Program to Support Young Physicians in Clinical Study Programs in the United States

In collaboration with the Mount Sinai Health System in New York, Tokio Marine & Nichido continues to offer the N Program. Since 1991, this medical residency program promotes exchange between the two countries in the medical field by annually supporting the education of young Japanese doctors with the desire to gain clinical experience in the United States. In general, people wishing to experience clinical training at an educational hospital in the United States are selected by way of a nationwide recruitment system. The N Program is handled differently, however, and has become an invaluable program for young Japanese doctors who want to undergo clinical training at an educational hospital in the United States. The N Program has made remarkable progress thanks to the cooperation of doctors at U.S. medical institutions and the efforts of residents who participated as trainee physicians. To date, the total number of graduates of this program has grown to over 200.

[🔗 N Program](#) (in Japanese)

🕒 Disaster Relief

Tokio Marine Group engages in recovery support for disaster-affected areas, including employee volunteer activities.

■ Initiatives to Support Recovery of Areas Affected by the Great East Japan Earthquake

Tokio Marine Group engaged in approximately 30 activities to support areas affected by the Great East Japan Earthquake. Starting in May 2011 immediately following the disaster, Group company employees, agents and their families across the country provided support to disaster areas in Iwate Prefecture and Miyagi Prefecture.

Their activities included removing disaster debris, cleaning up houses damaged by the tsunami, removing mud from houses and street drainage gutters, assisting agricultural and fishery-related work, sorting books for donation to libraries in disaster areas and cleaning damaged and mud-covered photographs and documents.

Tokio Marine & Nichido also engages in volunteer activities in support of two NPOs engaging in activities to restore tsunami-devastated coastal forests in Natori City and Watari-cho, respectively, along the coast of Miyagi Prefecture. For details, please refer to Green Gift Project (Activities to Protect Forests): Restoration Projects of the Coastal Forests of Tohoku Region.

[🔗 Green Gift Project \(Activities to Protect Forests\): Restoration Projects of the Coastal Forests of Tohoku Region](#) (in Japanese)

Also, employees of Tokio Marine & Nichido and Group companies made paper lanterns from milk cartons for the Prayer Lanterns Lighting, a memorial event for the Great East Japan Earthquake held in Morioka City, Iwate Prefecture. More than 2,000 lanterns were sent to the Morioka Recovery Support Network, the secretariat of the event. On the day of the event, 30 employees and their families from branches as well as agents in Morioka and other locations volunteered to set up and light lantern candles.



🕒 Developing Youth and Promoting Sports

Tokio Marine & Nichido promotes social contribution activities through three foundations with such aims as helping young people grow, encouraging international cultural exchange and promoting sports in the local community.

We also encourage children who will take the lead in the next generation to think about environmental issues, disaster preparedness and traffic safety through our lesson programs delivered to schools and other environmental initiatives.

■ Nurturing Future Generations, Encouraging International Exchange and Promoting Sports in Local Communities through Foundations

Tokio Marine Kagami Memorial Foundation was established in 1939 and initiated an academic research grant program in 1940 and a scholarship program in 1941. The foundation provides scholarships to students at Japanese universities and graduate school exchange students from ASEAN nations and assists academic studies by researchers.

Tokio Marine & Nichido Educational Development Fund, established in 1984, offers assistance to

elementary school and junior high school children orphaned through traffic accidents and for educational research by educators.

The Tokio Marine Sports Foundation was established in 1937 with the aim of promoting sports and educational activities among the public to help bring bright and enriched lives to the people of Japan. The two facilities owned by the foundation, Nasu Sports Park and Toda Boathouse (a water sports facility), are used by a wide range of groups from young children to senior citizens. The foundation is also involved in local support exchange events planned by members of Tokio Marine & Nichido's sports teams and charity concerts given by the company's orchestra.

Overview and Activities of Each Foundation

Foundation Name	Summary	Activities in Fiscal 2022
Tokio Marine Kagami Memorial Foundation	- Provides scholarships to students at Japanese universities and graduate school exchange students from ASEAN nations - Provides academic research aid and earthquake research aid to young social science researchers	Scholarships awarded: 153 (138 students at Japanese universities and 15 students from ASEAN nations) Research assistance: 11 projects (Academic research aid: 5 projects; Earthquake research aid: 6 projects)
Tokio Marine & Nichido Educational Development Fund	Provides assistance for educators and to children orphaned through traffic accidents	Financial assistance for education and research: 100 Scholarships for children orphaned through traffic accidents: 118
The Tokio Marine Sports Foundation	Promotes sports activities in local communities	Number of persons using Nasu Sports Park: 35,120 Number of persons using Toda Boathouse: 5,017

[Tokio Marine Kagami Memorial Foundation / scholarship program to exchange students from ASEAN nations](#) (in Japanese)

[Tokio Marine & Nichido Educational Development Fund](#) (in Japanese)

[The Tokio Marine Sports Foundation youth exchange project through sports activities](#) (in Japanese)

■ Holding Aerospace Classes with the Local Community to Nurture People Interested in Aerospace

Tokio Marine & Nichido aims to contribute to the advancement of local economies and society by actively participating in regional revitalization efforts.

Going forward, further growth is expected in the Tokai region, where the aerospace industry is concentrated. Tokio Marine & Nichido has been running aerospace classes for elementary and junior high school students that provide education and include experiments related to aerospace. The idea behind the initiative is a desire to increase the opportunity for children to become interested in aerospace since it is the younger generation who will bear responsibility for the future of the aerospace industry.

The project makes use of know-how accumulated in risk management relating to the aerospace industry and of Tokio Marine & Nichido's own industry-government-academia network built on ties with Aichi Prefecture and Nagoya University, and has been made possible owing to its community-based work that includes contributing to human resources development.

In March 2023, an aerospace class was held at the Gifu-Kakamigahara Air and Space Museum, which let a total of 60 elementary school students learn about space and satellites and have a simulated experience of the training and missions of astronauts. The most recent class focused on H3 rockets. Attendees ranging from children to their parents enjoyed learning about the aerospace industry. By providing a venue to generate more aerospace-related human resources in the Tokai region, the classes are expected to contribute to the advancement of Japan's aerospace industry.



■ Workshop to Create Local Community Safety Maps to Promote Crime and Disaster Prevention and Traffic Safety

Since September 2007, Tokio Marine & Nichido has been co-sponsoring the "Daijoubu Campaign," a movement led by The Mainichi Newspapers, and supporting activities to protect children and local residents from disasters and crimes.

As part of this campaign, Tokio Marine & Nichido began holding the Workshop to Create Local Community Safety Maps across Japan in fiscal 2011 in collaboration with The Mainichi Newspapers.

At a training seminar conducted by Professor Nobuo Komiya of Rissho University, an expert in criminal sociology, Tokio Marine & Nichido employees and local elementary school children identify dangerous areas on their ways to and from schools and around schools based on two keywords of "easily accessible" and "not openly visible" to create their own local community safety maps.* This initiative enables them to protect themselves from crime by learning about the concept of dangerous areas. Starting in fiscal 2021, this event has been held online.

Tokio Marine & Nichido will continue to contribute to the safety and security of local communities through this and similar initiatives.

* A local community safety map, developed by Professor Nobuo Komiya of Rissho University, is a map to show "dangerous," crime-prone areas, which have been picked based on the two keywords of "easily accessible" and "not openly visible."



[Daijoubu Campaign](#) (in Japanese)

■ “Group Work on Managing Risks and Opportunities”: Career Development Program for Junior High and High School Students

Tokio Marine Group has promoted career education mainly for junior high and high school students by providing its own career education program, “Group Work on Managing Risks and Opportunities,” which was developed jointly with universities, NPOs and educators.



In the program consisting of card games and teamwork activities, students become owners of a bakery and think about ways to operate the bakery successfully over a long period. The lesson simulates responses to various risks associated with owning a business, enabling the students to discover issues for themselves and solve them collaboratively. A cumulative total of 1,900 students have received career education to date.

■ Ashinaga Charity & Walk

Tokio Marine & Nichido participated in a charity walk event, Ashinaga Charity & Walk, hosted by Meiji Yasuda Life Insurance Company. From Tokio Marine Group, a total of 1,525 employees took part. A monetary donation of 937,399 yen was collected and used to support orphans as described below.



① Donated to Ashinaga to be used for the following purposes to support orphans:

- Construction and operation of Tohoku Rainbow House, a healing space for children orphaned by the Great East Japan Earthquake
- Scholarship loans for orphans who want to attend high school, university, junior college or other educational institutions

② Allocated as financial assistance to orphans living in prefectures affected by the Great East Japan Earthquake through donations to orphan support funds

■ Disaster Education Support for Children and Local Residents in China

• Disaster Prevention Lessons in China

As of August 2023, the Tokio Marine & Nichido Fire Insurance Company (China) Limited (TMNCH) has organized Disaster Prevention Lessons, an overseas version of Tokio Marine Group's offerings, in 10 Chinese provinces and municipalities since 2016 (32 provinces and municipalities in total). They have been attended by a total of 1,981 people including preschool, elementary and junior high school students and the elderly, with 148 employees participating in providing Disaster Prevention Lessons.

TMNCH's Disaster Prevention Lessons have repeatedly improved and evolved as follows:

- They are held in locations of activities for children who have been left behind in their place of birth due to parents moving to urban areas for work, and expanding eligibility to include elementary and junior high school students in the areas where the company's branches are located and in remote places.
- They are held in housing complexes and eligibility is expanded to include elementary and junior high school students and older people over the age of 60.
- Closer connection with customers is established as the effectiveness of the activity is increased through collaboration with their social contribution activities.

In 2023, the TMNCH (Shanghai) volunteer team was established to ensure the quality of the Disaster Prevention Lessons. There are 33 team members in total, which is more than 10% of the total number of employees in the Shanghai area.



■ Educational Assistance for Children of Migrant Workers in China

The activity to support the children of migrant workers in China started in 2009. Funds donated by Tokio Marine Group are spent by schools in areas of the country with many migrant workers on the construction of facilities for activities such as the Seven-colored Summer Vacation. To date, support facilities have been established in over 300 locations in more than 30 provinces and municipalities across China.

In June 2023, 19 Tokio Marine Group employees in and outside China voluntarily organized a Seven-colored Summer Vacation volunteer activity at the Xundian Rende No. 4 Complete Primary School in Yunnan Province. Some TMNCH employees also volunteered to hold a Disaster Prevention Lesson about earthquakes, a topic of unique importance to the province.



■ Serving as a Special Sponsor of the JOC Junior Olympic Cup Swimming Tournament

Tokio Marine & Nichido started providing support to the Japan Swimming Federation as one of the initiatives undertaken to commemorate its 110th anniversary in 1989, and has been doing so as one pillar of social contribution activities based on its desire to contribute to the sound development of Japan's youth by promoting swimming. Specific efforts include serving as a special sponsor of the National JOC Junior Olympic Cup Swimming Tournament held twice a year (spring and summer) and providing support for the costs of attending competitions and training camps for Junior Olympic athletes.



[Go! Go! Junior Swimmers!](#) (in Japanese)

[Sports support site "Sports Activation"](#) (in Japanese)

■ Participating in Room to Read's Educational Support Program in Developing Countries

Tokio Marine & Nichido has participated in the educational support effort led by the international NGO Room to Read since fiscal 2010. During the 12 years to fiscal 2021, the company made donations every year, thereby providing educational support for a total of about 2,929 girls to help them attain independence in the future, offering a study environment for children by opening 17 reading rooms and supporting the introduction of 355 literacy education programs in India, Bangladesh and Vietnam.

For girls not attending school for economic reasons or because they are tied to household duties as a result of their parents' lack of understanding, the program offers financial aid for tuition fees and endeavors to convey the importance of education to their families through home visits. These efforts have allowed girls to continue their education, with many achieving excellent performance in their schoolwork to make their dreams a reality.

[International NGO Room to Read](#)



■ Brazilian Seed: Providing Educational Opportunities to Youths and Supporting Their Job Search

Brazil-based Tokio Marine Seguradora S.A (TMSR) runs the Brazilian Seed program to provide educational opportunities to young people experiencing social and economic difficulties and help them find employment. Since 2021, the program has supported 170 young people, and 50 of the 63 (79%) people who completed the program found jobs in 2021 and 2022.

In Brazil, orphans leave orphanages and go out into the world when they turn 18 years old. Many of these young people are anxious about not having spent enough time learning and preparing. To address this issue, as part of its Brazilian Seed commitment, the company provides livelihood assistance and about four months of education and support to 15- to 18-year-old orphanage residents preparing to join the labor market. In the program, many TMSR employees volunteer to be mentors who teach young orphans while providing mental support and advice about work and life.



Social and Economic Inclusion of All People

◎ Social Contribution Activities and Awareness-Raising Activities for the Elderly and Dementia

Tokio Marine Group undertakes social contribution activities for the elderly and awareness-raising activities for persons suffering from dementia as part of volunteer activities supporting the safety and security of the local community and families.

■ Contributing to the Creation of Communities That Understand Dementia: Courses to Foster Support for Dementia Care

Tokio Marine Group provides support for the Million-Supporter Caravan for Dementia, which is promoted by the Ministry of Health, Labour and Welfare and the nationwide Caravan Mate Liaison Council, and conducts courses to foster support for dementia care as a volunteer activity to support the safety and security of local communities and families. With the ultimate goal of creating neighborhoods where people with dementia and their families can live with peace of mind, the program is designed so that employees who take the course have the correct knowledge about dementia to share with friends and families as well as support and give compassionate consideration to people with dementia and their families in work and private life.

During the one-and-a-half-hour program conducted in each work department, mainly in Tokyo, attendees watch a DVD, listen to a lecture given by an employee (called a “caravan mate”) who has received special training on this subject and participate in a role-playing session. As of March 2023, a total of around 6,050 Group company employees have participated in this educational program



and become supporters for dementia care. We intend to promote this program further, as it gives us a good opportunity to deepen our understanding of the aging population and dementia and think about how we accordingly deal with our customers and our own families.

[↗ Million-Supporter Caravan for Dementia](#) (in Japanese)

◎ Supporting the Deaf and Blind and Sports for People with Disabilities

Tokio Marine Group supports the deaf and blind and sports for people with disabilities through its products, services and social contribution activities, thus contributing to the realization of a symbiotic society.

■ Collaboration with the Japan Deafblind Association

The Japan Deafblind Association is engaged in activities to support people with hearing and vision impairments across the country. Their activities include dispatching sign language interpreters and helpers, training interpreters and publishing a biannual magazine for the hearing and visually impaired.

Tokio Marine & Nichido has been a supporting member of the association since 2008. At the association's annual national conference, which is held to promote the interaction of people with these impairments and improve the skills of sign language interpreters and helpers, employees working in offices and branches in different areas serve as volunteer staff to cooperate in the running of the event.

As in fiscal 2020, this conference was cancelled in fiscal 2021 due to the COVID-19 pandemic.

[↗ Japan Deafblind Association](#) (in Japanese)



■ Development of the Universal Consulting Service for Companies Employing People with Disabilities

Tokio Marine & Nichido and Tokio Marine dR developed the Universal Consulting Service jointly with Mirairo Inc., which provides consulting services from the perspective of people with disabilities. This consulting service is provided based on the results of analyses of eye tracking data collected from eye trackers worn by people with disabilities. It is intended to help their companies improve their workplace environment, the safety of their facilities, their business processes, productivity and other aspects of their business.

Recent years have seen an increase in society's concerns regarding diversity and inclusion (D&I) that advocates for diverse human resources and their values. Companies are developing organizations for creating value by promoting the employment of diverse human resources, including people with disabilities. On the other hand, various issues have come to the surface regarding the employment of people with disabilities. They include delays in companies' establishment of frameworks, a lack of experience, employees leaving their jobs after a short period due to a mismatch in the employment relationship and changes in the work environment that have been accelerated due to the COVID-19 pandemic, such as teleworking.

By providing this service, which helps promote D&I, Tokio Marine Group will contribute to the creation of opportunities for people with disabilities to express themselves and to the establishment of a symbiotic society.



■ Contributing to the Realization of a Symbiotic Society Where Anyone Can Flourish: Learn About, Watch and Experience Sports with People with Disabilities

Tokio Marine & Nichido started sponsoring the Japanese Para-Sports Association (JPSA) in May 2016 and the Japan Inclusive Football Federation (JIFF) in October 2016 based on its belief that understanding and accepting each disability and characteristic and participating in and supporting para-sports lead to an understanding of D&I (the idea of accepting the diversity of humans and leveraging their diversity in society).

In addition, employees from around Japan conduct volunteer activities and cheer on athletes at the Japan Para Championships, which is a series of sports events for people with disabilities held regionally.



■ Building a Society in Which Anyone Can Take on Active Roles with the Special Olympics

In support of the Special Olympics Nippon Foundation's vision of creating a society where people with and without disabilities understand and respect each other's differences and live and grow together, Tokio Marine & Nichido became an official sponsor of the foundation in fiscal 2005 and has been supporting its activities by providing volunteers.

◎ Re-Evaluating Products Corresponding to LGBTQ+

Tokio Marine & Nichido is working to include same-sex partners in the definition of "spouse" for products that provide coverage for families and married couples. We respect the diverse family structures of our customers and will provide products that can be helpful in times of need.

◎ Support for Foundations and Donations

In seeking a sustainable society, Tokio Marine Group provides support to NPOs and operates financial assistance programs.

■ Tie-Up with the Sawayaka Welfare Foundation

The Sawayaka Welfare Foundation forms a network with a number of volunteer organizations across the country and works to build a system of mutual assistance in each local community with the ultimate goal of “building a new society in which all people can develop a close rapport with each other” in order to fulfill their desire to lead an enriching life. Tokio Marine & Nichido empathizes with this organizational philosophy and partners with the foundation.

[National volunteer network information of the Sawayaka Welfare Foundation](#) (in Japanese)

■ Providing Work Opportunities Broadly to People Seeking Work

Tokio Marine & Nichido Career Service strives to provide work opportunities broadly to people seeking work with an aim to build an inclusive society.

• Aiding and Collaborating with NPOs Supporting People Having Difficulty Finding a Job

Tokio Marine & Nichido Career Service established the Tokio Marine & Nichido Career Service Fund to Support People's Willingness through the Public Resources Foundation to support NPOs and other organizations supporting people who have difficulty working for many different reasons in their search

Track record of the Tokio Marine & Nichido Career Service Fund to Support People's Willingness over three years

Recipients of job assistance offered by subsidized organizations	Total number of subsidized organizations
① People with disabilities	9
② Low-income households / single mothers, etc.	2
③ Young people who are socially withdrawn or in need	11
④ Former orphanage residents	3
⑤ LGBTQ individuals	1
Total	26

for a job. The company has provided subsidies and engaged in collaboration since 2021. In March 2023, it provided third-year (final year) subsidies to 10 organizations aligned with the purposes of the fund. Through the three-year activities, Tokio Marine & Nichido Career Service has facilitated subsidization and collaboration with a total of 26 job assistance organizations all over Japan and strived to realize an inclusive society by encouraging many different individuals to achieve self-actualization through work.



[Tokio Marine & Nichido Career Service's new initiative for the creation of new workstyles](#) (in Japanese)

• Continuation of Job Assistance for Single Mothers

Single mothers face difficult financial conditions, with their average income being less than 50% of the income of the average household. To solve this social issue through employment, Tokio Marine & Nichido Career Service implemented the Manabi Assist program in cooperation with the NPO Single Mothers Forum in 2020 and 2021. This program packages e-learning training which can be done at home, monetary benefits during the training period, counselling services for people seeking advice on future workstyles and careers and job referrals. Nearly 130 single mothers participated in this program, which led them to find new jobs.



A Manabi Assist program session explaining PC settings

■ Safety First Grant Program for Workers' Compensation Policyholders

U.S.-based Safety National is offering the Safety First Grant Program. Under this program, current Safety National workers' compensation policyholders that are registered for at least one Safety National MAP Client Services online resource are encouraged to submit a nomination. Applicants have a chance to win one of three dollar-for-dollar matching reimbursement grants for the most creative risk-reducing solution that will help create a safer, more productive work environment for their employees. It is designed to facilitate creative ideas in risk management and promote innovative risk control solutions, while inspiring other employers who face similar risks.

Since 2014, Safety National has provided funding for 26 risk control projects, totaling US\$140,000 in matching grants that reduce risks for first responders, manufacturers, school operators and retailers. For example, one of the grant-winning solutions in 2022 involved increasing the number of motorized stretchers and beds in a healthcare environment to reduce the frequency of injuries suffered while transporting patients. Through proper safe-patient handling techniques and the use of these motorized stretchers, the hospital expects to see a 10 percent reduction in injury frequency, potentially impacting 560,000 patient encounters.



6.7 Improving Quality from the Customer's Perspective

Aiming to become “a company that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice,” Tokio Marine Group takes feedback from customers seriously and works to improve the operational quality on a constant basis. We strive to build trust-based partnerships with agents and improve our operational quality together in order to truly provide safety and security from a customer standpoint.

6.7.1 Basic Approach to Quality Improvement

Tokio Marine Group has earned high regard from its customers by providing products and services that are ahead of the times in accordance with the Group's Corporate Philosophy: “Through the provision of the highest quality products and services, Tokio Marine Group aims to deliver safety and security to all its customers.”

In the medium to long term, changes in living and business environments resulting from frequent natural disasters, demographic shifts and technological innovation in the world will generate many new opportunities and risks. In response to the diversifying needs of both individual and corporate customers in connection with such new opportunities and risks, Tokio Marine Group will combine the capabilities of all Group companies and will do its best to provide new products and services that anticipate the changing times and extend beyond the framework of conventional insurance products and services in areas such as the financial, medical and consulting fields. Supervised by the president, the improvements necessary for enhancing the quality of products and services are identified and managed by the responsible departments of each company of Tokio Marine Group.

1. Response to Customer Feedback

Tokio Marine Group considers customer feedback to be an important indicator for the evaluation of service quality and strives to improve the quality of its services. We also continuously monitor the social impact and risks of products and services to improve their development and provision.

2. High-Quality Insurance Solicitation

Tokio Marine Group works to explain and provide products and services based on a correct understanding of the risks surrounding customers, their intentions and circumstances and the needs of each individual customer. We also strive to ensure that customers correctly understand

important matters about the products and services we provide (including risks and details that may be detrimental to customers) and to provide easy-to-understand and appropriate explanations in accordance with the form of our selling and marketing. In addition, we not only comply with laws and regulations but also strive to carry out appropriate sales and solicitation activities related to products and services, which are conducive to reducing the negative impact on the environment and society and realizing a sustainable future.

3. Payment of Insurance Claims

While repeating the plan-do-check-act (PDCA) cycle for the implementation, review and improvement of operations, Tokio Marine Group always seeks to increase the quality of its products and services from the customer's perspective.

4. Instilling Customer-Oriented Business Conduct Policies

To provide safety and security based on the customer's perspective, Tokio Marine Group strives to improve its internal structure and provide regular training to individuals engaging in sales. In addition, we endeavor to build partnerships of trust through smooth communication with agents and improve the quality of operations together.

Basic Policies for Protection of Customers' Interests

Tokio Marine Group has established basic policies for the protection of customers' interests and developed a system to thoroughly promote being customer-oriented and to pursue various aspects including customer protection. In addition, in accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine Group will work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

[🔗 The Tokio Marine Group Policy for Management of Conflicts of Interest](#)

Customer-Oriented Business Conduct Policies

To more thoroughly carry out customer-oriented insurance business while remaining close to customers and accurately identifying their diversifying needs, Tokio Marine & Nichido, Tokio Marine & Nichido Life and some other Group companies have formulated and announced their respective policies on customer-oriented business conduct and have been working with agents to promote specific initiatives under these policies. We will review our policies on a periodic basis to constantly realize better business conduct, thereby earning the lasting trust of customers.

◎ Tokio Marine & Nichido Customer-Oriented Business Conduct Policies

Business Conduct Policy 1: Business conduct utilizing customer feedback

Under its corporate philosophy of placing customer trust at the base of all its business activities, Tokio Marine & Nichido has formulated a customer feedback response policy to encourage employees and agents to take customer feedback seriously and use it proactively in corporate activities. The company will pursue customer-oriented business conduct according to the policy.

Business Conduct Policy 2: Insurance solicitation

Tokio Marine & Nichido will work to provide appropriate products and services based on a correct understanding of risks facing customers and their needs and purposes while providing necessary information when concluding an insurance contract.

Business Conduct Policy 3: Payment of insurance claims (claims service)

To be of help to customers in times of need, remain by their side while correctly understanding their situations and positions and respond to their trust, Tokio Marine & Nichido will work to ensure the quality of its claims service and make swift and appropriate claims payments.

Business Conduct Policy 4: Initiatives to instill these policies

Tokio Marine & Nichido will provide training programs and promote initiatives to instill these business conduct policies in agents and employees so that they will always act in a customer-oriented manner.

Business Conduct Policy 5: Management of transactions involving conflicts of interest

In accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine & Nichido will work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

●Tokio Marine & Nichido Life Customer-Oriented Business Conduct Policies

Business Conduct Policy 1: Business conduct utilizing customer feedback

Under its corporate philosophy of placing customer trust at the base of all its business activities, Tokio Marine & Nichido Life regards it as extremely important that all employees and agents seriously take feedback from customers, including complaints, requests and suggestions, and meet their expectations. The company has accordingly formulated its customer feedback response policy and will work to make its business conduct even more customer-oriented.

Business Conduct Policy 2: Insurance solicitation

- (1) Tokio Marine & Nichido Life will work to develop life insurance products and services matched to customer needs while also paying attention to social and economic trends and changes in the business environment.
- (2) Tokio Marine & Nichido Life will deliver security by providing custom-tailored solutions that meet increasingly diverse customer needs and protect customers and their families.
- (3) Tokio Marine & Nichido Life will implement initiatives to provide detailed information on products and explain them in a thorough manner to customers and have them confirm, based on a correct understanding of the products, that our solutions match their needs and purposes.

Business Conduct Policy 3: Follow-up services and payment of insurance claims and benefits

Recognizing that paying insurance claims and benefits is one of the most basic and important responsibilities of an insurance company, Tokio Marine & Nichido Life will make sure to explain policy and other details to all customers in an easily comprehensible manner and make swift and accurate payments, working always from a customer standpoint. The company will also set up a system to provide follow-up services to elderly customers to ensure that they will make claims for which they are entitled to without omissions.

Business Conduct Policy 4: Initiatives to instill these policies

In order to encourage employees, agents and direct sales employees ("Life Partners") to act in a customer-oriented manner in all business conduct, Tokio Marine & Nichido Life will establish necessary evaluation and training programs and continue to implement initiatives to instill these business conduct policies among them.

Business Conduct Policy 5: Management of transactions involving conflicts of interest

In accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine & Nichido Life will work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

Business Conduct Policy 6: Asset management

In order to ensure future payments of insurance claims and benefits, Tokio Marine & Nichido Life will conduct asset management while paying due consideration to the distinctive characteristics of insurance contracts and by applying appropriate risk control.

6.7.2 Response to Customer Feedback (Business Conduct Policy 1)

Each Tokio Marine Group company strives to improve the quality of its services by regarding customer feedback as an important indicator for the evaluation of service quality.

■ Customer Feedback Response Policy

Critical opinions and demands as well as compliments from customers are valuable assets for us to provide more quality services to customers. Based on the Group's basic policy related to customer feedback, each company of Tokio Marine Group has formulated a response policy to utilize customer opinions for improving products and services.

■ Structure to Make Improvements Based on Customer Feedback

Customer surveys and feedback received directly from customers by employees and agents lead to quality improvements in terms of products, services and other aspects. For example, Tokio Marine & Nichido, Tokio Marine & Nichido Life and Nisshin Fire enter such feedback into a central management system that is set up on their respective intranets for later analysis. This feedback is then utilized for the said improvements.



Additionally, Tokio Marine & Nichido conducts regular meetings with external advisors and consumer monitors in order to receive advice from the perspective of the consumer. These activities have translated into various improvements, including easier-to-understand notices and documents.

<Initiatives in Compliance with ISO 10002>

As a means of standardizing the response to customer feedback companywide, Tokio Marine & Nichido and Tokio Marine & Nichido Life have established operation systems in conformity with ISO 10002, the international standard for management of the complaints handling process.

Moreover, these two companies were the first in the domestic financial industry to verify compliance with the ISO 10002 standard in June 2007 and subsequently made an external announcement in July. Under these operation systems, we will continuously strive to enhance the quality of operations in terms of products, services and other relevant aspects based on customer feedback. Nisshin Fire also made a self-declaration of compliance with the ISO 10002 standard in July 2008.

■ Listening to Customer Feedback

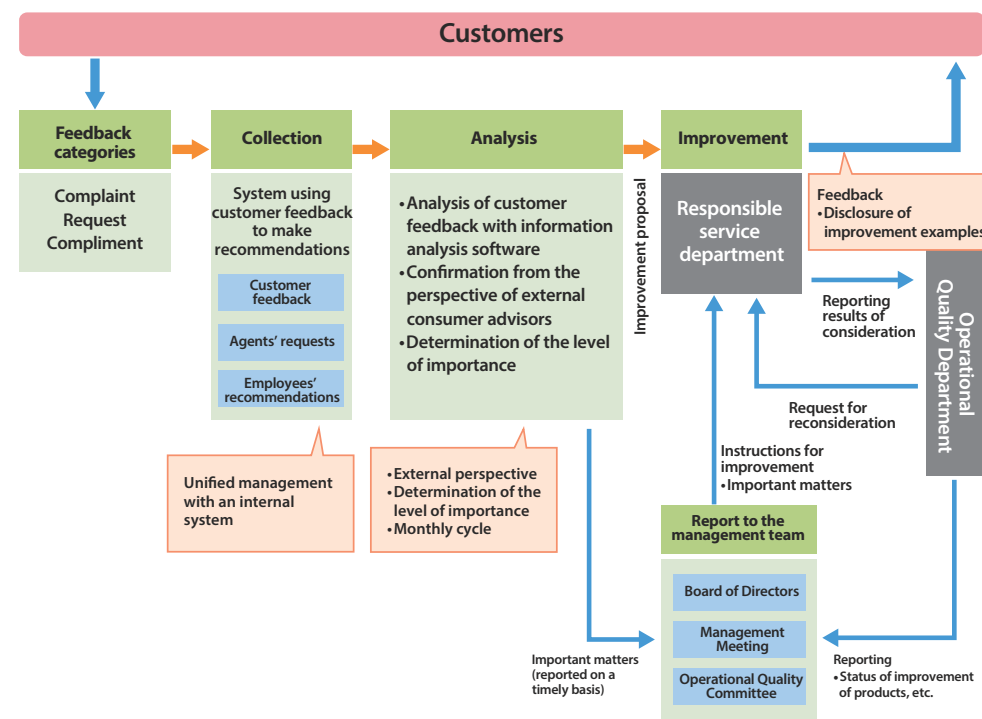
Each Tokio Marine Group company actively listens to customer feedback through various means such as customer surveys, telephone calls from customers, company websites and information gathering via agents and sales personnel.

From the perspective of enhancing the transparency of initiatives regarding customer feedback, the number of feedback comments received, details of these comments and examples of products and services developed or improved based on such feedback are made public via company websites in greater detail.

Tokio Marine & Nichido is conducting customer surveys regarding auto insurance, fire insurance and

<Structure for Listening to Customer Feedback>

[Tokio Marine & Nichido]



Super Insurance at the time of contract. The aim is to confirm whether the company is providing easy-to-understand explanations of details of coverage, premiums payments, rider services and important terms. Tokio Marine & Nichido also asks for cooperation in surveys after paying insurance claims to customers in order to obtain a wide range of opinions regarding responses to accidents. The company constantly makes efforts to improve quality based on this customer feedback.

Tokio Marine & Nichido Life encloses a questionnaire survey with its insurance policies, contract details or notices regarding the payment of insurance claims and benefits to extensively obtain customer feedback.

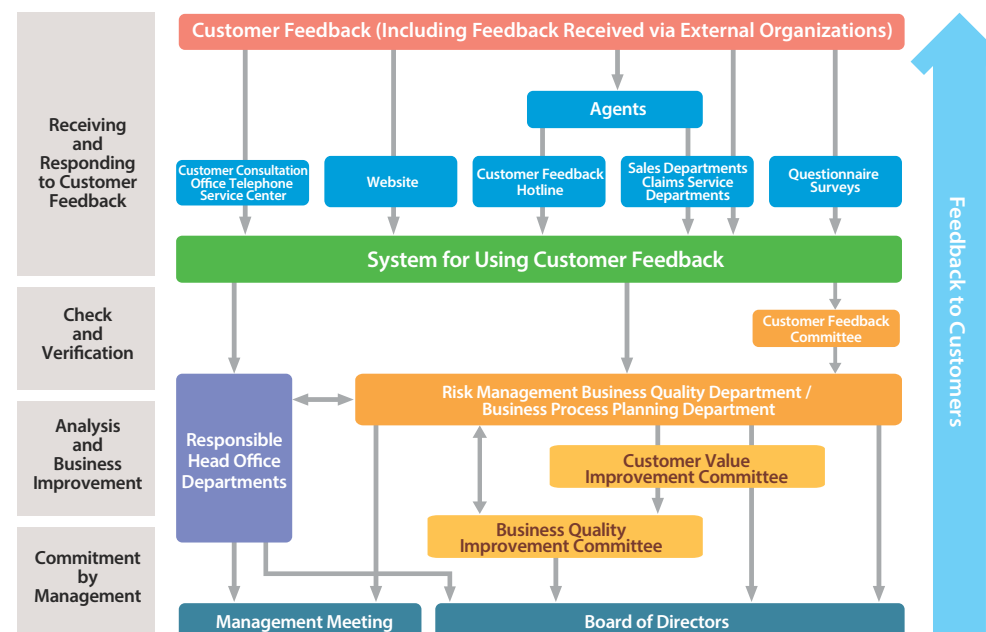
[Tokio Marine & Nichido Life]



*An internal cross-sectional committee of the Board of Directors composed of full-time directors and general managers and established for the purpose of utilizing feedback from customers to improve operational quality

Nisshin Fire strives to identify customer needs through various surveys, for example, on staff response during the contracting process and accident response services and works together with its agents to enhance the quality of its services to bring even greater satisfaction to customers.

[Nisshin Fire]



<Fiscal 2022 Number of Customer Feedback Comments>

[Tokio Marine & Nichido]

Customer feedback categories	Representative examples	Apr. - Jun. 2022	Jul. - Sep. 2022	Oct. - Dec. 2022	Jan. - Mar. 2023	Fiscal 2022
		Number of comments	Number of comments	Number of comments	Number of comments	Total as of Mar. 2023
Products and services						
Policy and pamphlet related	Policy and pamphlet details difficult to understand	310	283	320	304	1,217
Products and services related	Requests for improving products and services, others	1,762	1,699	1,481	1,555	6,497
Subtotal: Products and services		2,072	1,982	1,801	1,859	7,714
Enrollment: Contract procedures						
Contract renewal procedures	Delays in sending renewal information, others	1,033	1,017	979	914	3,943
Explanation of contract details	Insufficient explanation of contract details, others	302	251	231	258	1,042
Subtotal		1,335	1,268	1,210	1,172	4,985
Enrollment: Contract management						
Policy deficiencies	Errors in listed policy details	113	125	109	127	474
Non-arrival of policy	Delay in sending of policy	16	17	26	22	81
Modification procedures	Delay in modification procedures, others	929	858	791	867	3,445
Account transfers	Unable to make account transfers, others	128	124	116	134	502
Subtotal		1,186	1,124	1,042	1,150	4,502
Enrollment: Response and etiquette						
Response and etiquette	Telephone response and visitation etiquette	449	432	435	457	1,773
Enrollment: Others						
Matters concerning enrollment not corresponding to the above		10	4	8	11	33
Subtotal : Enrollment total		2,980	2,828	2,695	2,790	11,293
Insurance claims payments: Insurance claims payment						
Contacting and responses	Delay in being contacted by staff, insufficient explanation of procedures	1,380	1,533	1,535	1,397	5,845
Payment amount	Insufficient explanation about insurance claims payments	670	632	632	657	2,591
Advisability of payment	Advisability of payment	1,534	1,561	1,532	1,570	6,197
Subtotal		3,584	3,726	3,699	3,624	14,633

Dissatisfied

Dissatisfied	Customer feedback categories	Representative examples	Apr. - Jun. 2022	Jul. - Sep. 2022	Oct. - Dec. 2022	Jan. - Mar. 2023	Fiscal 2022
			Number of comments	Number of comments	Number of comments	Number of comments	Total as of Mar. 2023
	Insurance claims payment: Response and etiquette						
	Response and etiquette	Telephone response and visitation etiquette	555	592	502	532	2,181
	Insurance claims payments: Others						
	Matters concerning payment not corresponding to the above		14	10	5	6	35
	Subtotal: Total for insurance claims payments		4,153	4,328	4,206	4,162	16,849
	Matters concerning personal information		65	38	42	62	207
	Others		53	45	39	31	168
	Dissatisfied Total		9,323	9,221	8,783	8,904	36,231
Requests			985	965	1,007	1,122	4,079
Compliments			1,873	1,865	1,881	1,992	7,611
Total			12,181	12,051	11,671	12,018	47,921

[Tokio Marine & Nichido Life] (Number of Comments of Dissatisfaction Only)

Item	Principal Details of Feedback	Apr. 1, 2022–Mar. 31, 2023	Percent of Total (%)
New contract related	Dissatisfied with explanations and with presentments on insurance policy at time of enrollment, others	2,482	11.4
Receipt related	Dissatisfied with insurance premium payment methods and modification procedures, others	2,916	13.4
Protection related	Dissatisfied with contract details modifications, policyholder loans, cancellation procedures, others	5,324	24.4
Insurance claims and benefits related	Dissatisfied with payment procedures for insurance claims, benefits, maturity proceeds, others	6,955	31.9
Others	Dissatisfied with after-service, etiquette and telephone response, others	4,127	18.9
Total		21,804	100.0

[Nisshin Fire] (Number of Comments of Dissatisfaction Only)

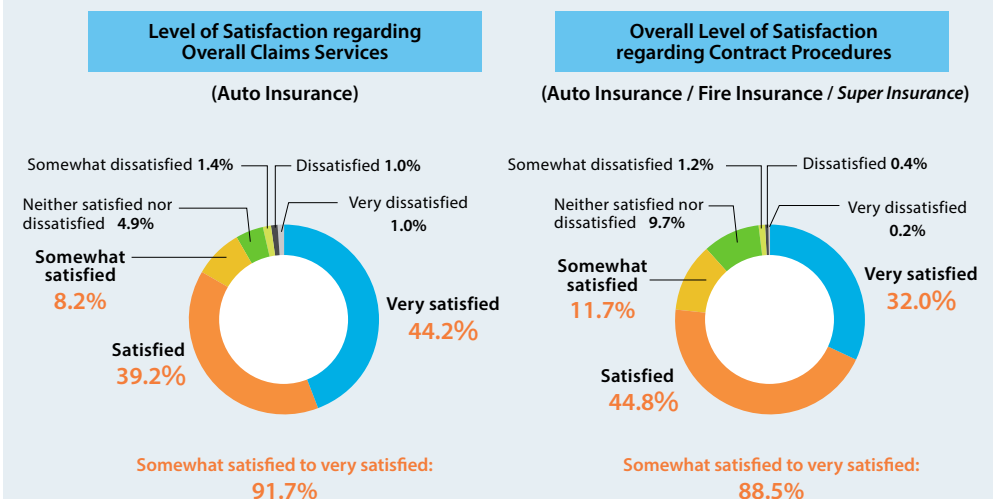
Item	FY2021	FY2022
1. Contracting and soliciting activities		
① Product details (coverage, others)	16	33
② Contracting procedures (incomplete, delays, others)	135	119
③ Soliciting activities (not thoroughly confirming with customers their needs and purposes, others)	91	90
④ Insufficient or erroneous explanation about policy details, conditions and others	188	190
⑤ Enrollment (conditions, restrictions, others)	17	27
⑥ Error in insurance premium calculation	27	28
⑦ Staff interaction with customers	21	25
⑧ Contents of forms and other documents (application forms, invoices, leaflets, others)	32	58
⑨ Other	150	111
Subtotal	677	681
2. Management and protection of contracts, collection of premiums		
① Insurance policies not reaching customers or errors in policies	16	24
② Availability of payment in installments or account transfer	51	51
③ Procedures for changing policies	181	170
④ Procedures for canceling policies	156	166
⑤ Processing of maturity repayment (processing delay, amount repaid, others)	7	1
⑥ Staff interaction with customers	10	5
⑦ Other	55	33
Subtotal	476	450
3. Insurance claims		
① Amount of insurance claims paid	125	117
② Delay in response and method of response	541	560
③ Advisability of payment	35	38
④ Staff interaction with customers	242	300
⑤ Other	6	6
Subtotal	949	1,041
4. Other (including complaints on the handling of personal information)	84	69
Total	2,186	2,241

Customer Satisfaction Targets

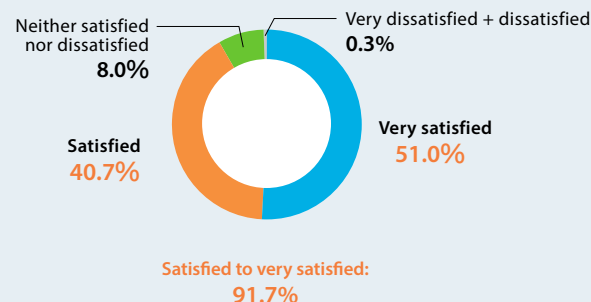
Every year, Tokio Marine & Nichido discloses customer satisfaction indicators on the page of its Japanese website that reports the status of the company's initiatives based on its customer-oriented business conduct policies. The company also implements many different programs in an effort to enhance customer satisfaction.*

The level of customer satisfaction is confirmed by conducting customer questionnaire surveys when soliciting insurance and paying insurance claims and benefits to identify the level of satisfaction of customers as a whole regarding contract procedures and the payment of insurance claims and benefits. In addition, we will conduct surveys using new approaches, such as the Net Promoter Score (NPS), to increase the sophistication of customer experience analyses. In this way, we take these valuable evaluations and opinions from customers seriously and work to improve our initiatives, aiming to develop initiatives that increase customer satisfaction.

*Numerical targets: Improvements YoY

<Tokio Marine & Nichido: Level of Satisfaction (Fiscal 2022)>


<Tokio Marine & Nichido Life: Level of Customer Satisfaction (Fiscal 2022)>

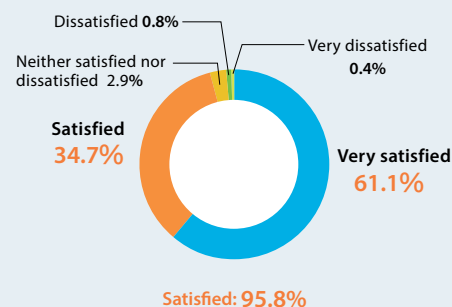
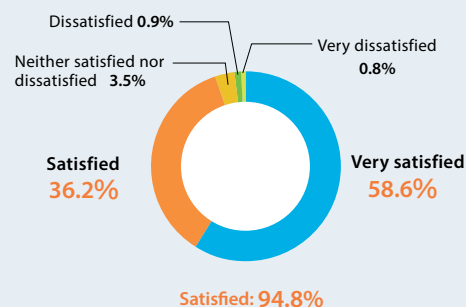
Overall Level of Satisfaction
at the Time of Enrollment(Overall Level of Satisfaction
regarding Contract Procedures,
Product Details, etc.)

<Nisshin Fire: Level of Customer Satisfaction (Fiscal 2022)>

Overall Level of Satisfaction regarding
Accident Response Services

(Auto Insurance)

(Fire Insurance / Specialty Insurance)



Status of customer feedback: Respective Group company websites

- [Tokio Marine & Nichido: Number of customer comments received and customer survey results \(in Japanese\)](#)
- [Tokio Marine & Nichido Life: Status of customer feedback \(in Japanese\)](#)
- [Nisshin Fire: Response to customer complaints \(in Japanese\)](#)

■ Main Examples of Items That Have Been Developed and Improved Based on Customer Feedback (Fiscal 2022)

Tokio Marine & Nichido

[Customer Feedback]

In addition to operator assistance, I want information on online procedures when contacting the customer center.

[Response]

We have expanded the scope of online contract procedures available to customers contacting the customer center. The lineup now includes *Super Insurance* in addition to auto insurance and fire insurance, which have been available for online procedures.

Tokio Marine & Nichido Life

[Customer Feedback]

Signatures, instead of seals, should be accepted when creating necessary documents for procedures.

[Response]

Since November 2022, we have accepted signatures instead of seals when creating necessary documents for various procedures for individual contracts.

Nisshin Fire

[Customer Feedback]

After receiving an explanation of the coverage details from an agent, I prefer to take my time to closely examine them and send the application later at my convenience.

[Response]

In October 2021, we introduced the *Web Raku Tetsuzuki* (Easy Online Procedures) for auto insurance, which allows customers to enroll in insurance products on their smartphones, tablets and other devices in addition to the existing means of telephone or mail.

Status of Customer Feedback: Respective Group Company Websites

- [Tokio Marine & Nichido: Improvement examples based on customer feedback \(in Japanese\)](#)
- [Tokio Marine & Nichido Life: Major and specific development and improvement examples based on customer feedback \(in Japanese\)](#)
- [Nisshin Fire: Examples of improvements that have been carried out based on customer feedback \(in Japanese\)](#)

The company also rolled out the *Remote Raku Raku Tetsuzuki* in December 2020. It is a seamless, paperless and at-ease service that uses a web conferencing app to complete everything online on smartphones and other devices, from proposing and explaining insurance products to customers to helping them apply for a product.

The initiative received a 2014 Ministry of Economy, Trade and Industry (METI) Minister's Award in recognition of its contribution to informatization of the economic society. It also won the top IT Overall Award at the 31st Information Technology Award 2013 sponsored by the Japan Institute of Information Technology. In the future as well, Tokio Marine & Nichido will strive to further enhance comfort and convenience for customers through a diverse range of initiatives.

■ Introducing a Function to Propose Insurance Products Using AI

For the first time in the insurance industry, we have developed a function in which AI designs recommended insurance plans that combine life and non-life insurance products based on customers' attribute information, including age, gender and family composition as well as which life and non-life insurance products they have enrolled in. For this function, we have filed an application for a business model patent.

We have adopted this function in our *Super Insurance* and have initiated the process of transforming ourselves toward the realization of a new form of insurance proposal, in which agents with excellent consulting abilities utilize this function to propose insurance products to customers.

* This function was developed jointly with PKSHA Technology Inc., which possesses a strength in AI technology.

6.7.4 Initiatives for Paying Insurance Claims (Business Conduct Policy 3)

Tokio Marine Group continuously promotes the enhancement of quality from a customer standpoint by repeating the plan-do-check-act (PDCA) cycle of implementation, verification and improvement.

■ Anshin ("Reassuring") Quality

As an effort to meet customers' expectations and gain their satisfaction, Tokio Marine & Nichido defines Anshin Quality, a level of quality that must be assured by anyone at the company, at anytime and anywhere by ensuring to achieve or execute things naturally expected of our products and services by customers.

Based on this Anshin Quality approach, the company has formulated its Anshin Quality Standards as quality standards that must be assuredly satisfied by anyone at the company, at anytime and anywhere. There are specific standards for each of the main business processes related to products and services, including solicitation, claims payment and basic customer response etiquette. Tokio Marine & Nichido is strongly committed to being customer-oriented under a firm determination to never providing to customers products or services that do not satisfy these standards.

■ Providing Information That Enables Customers to Make Claims without Any Omissions

To ensure that customers request insurance claims payments and insurance benefits without any omissions, Tokio Marine & Nichido Life provides information to customers regarding insurance claims payments and insurance benefits when they enter into an insurance contract, during the contract validity period and when requesting insurance claims payments and insurance benefits.

Additionally, through such means as our website, we ask customers to contact Tokio Marine & Nichido Life if they have any uncertainties about receiving insurance claims payments and insurance benefits.



Guidebook on receiving insurance claims payments and insurance benefits

We have made online insurance claims procedures available for a wider range of purposes, enabling customers to submit insurance claims easily via their smartphones or PCs. Online procedures exclusively for COVID-19-related claims have also been established. Furthermore, an AI automated voice response service has been introduced to enhance after-hours call center services in pursuit of greater customer convenience in the requesting of insurance claims payments and insurance benefits.

■ Raising the Quality of Call Centers

Tokio Marine Group's call center departments have formulated the Contact Center Standard for Tokio Marine (CCST) and have been evaluating and verifying the status of their operations based on the standard for the purpose of raising the quality of customer responses throughout the Group's call centers. We also conduct a customer satisfaction survey on a periodic basis and undertake improvement activities to satisfy customer needs. At the same time, we have been implementing various common measures, such as holding a "telephone response contest" of all call centers within the Group, for mutually refining customer response skills.

In addition, we utilize digital technology and enhance our website infrastructure to support customers when making inquiries or going through various procedures, while further upgrading response skills and striving to ensure quality response tailored to individual customers and stable operation of call centers.

As a result of these initiatives, Tokio Marine & Nichido received three stars, the highest rating, in HDI-Japan's quality benchmark for both contact for inquiries and online support in fiscal 2022.

■ Providing Anshin Quality of Claims Services to Customers

At Tokio Marine & Nichido, we believe that our value as an insurance company is tested when an accident occurs. To prepare ourselves for such an emergency, we define Anshin Quality as specific quality standards that are indispensable for the products and services provided to customers and, together with agents, have been making full, concerted efforts toward the realization of Anshin Quality. Also in terms of claims services, we seek feedback broadly from customers and constantly endeavor to improve quality based on such feedback while repeating the cycle of implementation, verification and improvement.

As one example, we have implemented the following operational improvements based on the evaluation results and opinions we gather through a customer survey, which is conducted after insurance claims are paid to policyholders of our auto insurance, who have been involved in an accident.

- Information regarding details of coverage and a list of available coverages (insurance claims) are sent to

customers upon receipt of the notification of an accident, and personnel in charge provide information on the amount of claims payable in an easy-to-understand manner.

- When insurance claims are paid, personnel in charge will explain in an easy-to-understand manner while also sending a statement of claims payable that not only verifies the amount but also provides a detailed breakdown.
- When insurance claims cannot be paid, we inform customers of the reason both verbally and in written form in an easy-to-understand manner. Additionally, customers' complaints and consultations regarding the payment of insurance claims are accepted via an exclusive toll-free telephone line. We have also established the Re-examination Request System* to ensure fairness in the payment of insurance claims.

* Re-examination Request System

We have introduced the Re-examination Request System for ensuring the fair payment of insurance claims.

It is a system for customers (including policyholders and insured persons) to request re-examination when they disagree with the decision not to pay insurance claims made by claims service bases in accordance with policy details.

In response to a written request for re-examination and other documents submitted by a customer, the Claims Service Re-examination Committee, which is a closed-door committee composed of external specialists (doctors, lawyers and legal experts), re-examines the decision. The committee examines the appropriateness of our decision from a legal or medical point of view and reports its results in written form to the customer who requested the re-examination.

However, this system does not apply to cases that are outside the activity scope of the committee, which is to make a decision from a legal or medical viewpoint. For details, please contact the responsible claims service base.

[Tokio Marine & Nichido: Re-examination Request System](#) (in Japanese)

[Tokio Marine & Nichido: Re-examination Results by the Claims Service Re-Examination Committee](#) (in Japanese)

To provide high-quality claims services in case of an emergency to deliver safety and security to customers by leveraging our high level of expertise, we are making various related efforts on top of the enhancement of the resolution capabilities of employees. In the following sections, we divide the process of claims services into five steps (receiving loss reports, initial response, loss adjustment, reporting progress and payment of insurance claims) and describe our initiatives in each.

[Receiving Loss Reports]

Receiving a loss report from a customer is our first customer contact point in claims services. We work to eliminate anxieties held by a customer who just had an accident by asking whether or not he/she was injured and what exactly happened and simultaneously giving considerate and appropriate advice.

[Initial Response]

After receiving a loss report, we confirm how the customer wishes to proceed with the accident response and provide a detailed description of the process from the beginning to the final resolution. It is only after we consult with the customer that we will contact the parties and others concerned. We try to relieve the customer's anxiety by reporting back to him/her the results of contacting these parties.

[Loss Adjustment]

This step involves checking the status of a car or building damaged by the accident. At the same time, we scrutinize details of necessary repairs and estimated repair costs to confirm an adequate loss amount and explain it to the customer in an easy-to-understand manner.

[Reporting Progress]

To eliminate the customer's anxiety and provide a greater sense of security, we ensure that we report progress in an appropriate manner based on the customer's intentions through the means of communication desired by the customer.

[Payment of Insurance Claims]

We calculate payable insurance claims and explain the details of these claims to the customer in an easy-to-understand manner. We then work to swiftly go through the payment procedures after confirming with the customer if he/she wants to file a claim.

We also utilize a system to check for other applicable policies and inform the possible payment of other insurance claims, if any, to the customer. For auto insurance, in particular, we have in place a system that

does not allow us to close the case until the payment of all payable insurance claims is made. By means of this system and various types of training, we ensure to make an appropriate payment of claims to customers.

Moreover, we constantly strive to improve the quality of our customer response over the telephone through employee training and by conducting a survey on its telephone responses by an external survey company. Initiatives are geared toward ensuring all responsible personnel always make a considerate and honest response to customers.

■ Resolution Capabilities of Team Experts

We consider it our mission to provide high-quality claims services when a customer is involved in an accident. In auto insurance, smooth claim settlement requires a team approach in which highly specialized and experienced staff members work as a team toward the same goal.

At Tokio Marine & Nichido, our experienced claims service staff team up with our nationwide network of highly specialized experts including adjusters, lawyers and consulting physicians as well as accountants and tax accountants to provide the resolution capabilities of Team Experts. This allows us to protect our customers in the event of an accident.

In addition to our reliable and extensive network of 218 service bases nationwide, we satisfy 94.1% of our customers who have filed claims under their insurance by exercising our sophisticated negotiating power backed by our industry dominance with more than around 2.91 million accident settlements per year.

Claims Service System in Japan (As of March 2023)

	Tokio Marine & Nichido	Nisshin Fire
Number of service bases	218	98
Claims service staff and adjusters	Approx. 10,600*	Approx. 900
Lawyers	Approx. 550	Approx. 50
Consultant physicians	Approx. 100	Approx. 10
Tax accountants/Accountants	Approx. 70	—
Number of automobile accident settlements (Annual)	Approx. 2.91 million	Approx. 190,000

6.7.5 Initiatives to Instill Customer-Oriented Business Conduct Policies (Business Conduct Policy 4)

Working Together with Agents to Improve Quality

To provide safety and security that truly is based on customers' points of view, Tokio Marine Group endeavors to build partnerships based on trust and together improve the operational quality through smooth communication with agents.

■ The Role of Agents in Tokio Marine Group

In auto, life and other insurance, the role of agents in Tokio Marine Group is to protect customers from risks by providing various kinds of insurance products and services as intermediaries between customers and each insurance company in the Group. Agents are carrying out a broad range of consulting activities such as introducing optimal insurance tailored to the needs of each customer and quickly providing support to deliver security to customers in the event of disasters or accidents.

For agents to meet customers' expectations and trust and be indispensable persons truly relied upon by customers, each Tokio Marine Group company has promoted initiatives directed toward its agents such as various kinds of training, establishment of administrative procedures and IT systems and business administration management support.

■ Working Together with Agents on Initiatives to Improve the Quality of Operations

At Tokio Marine & Nichido, we define Anshin ("Reassuring") Quality Standards as specific quality standards that are indispensable for the products and services provided to customers and work together with agents to improve quality. Our agent commission system is designed to not only secure and enhance our operational quality to unfailingly protect customers but also to further expand the area of providing value by offering products and services matched to diversifying customer needs.

As qualifications of excellent agents and salespersons (insurance solicitors), we use an internal system to certify "Top-Quality Agents" and an external qualification program to certify "General Insurance Total Planners." The Top-Quality Agent certification is given to Tokio Marine & Nichido's agents, which demonstrate a superior level of performance overall in terms of the abilities to propose insurance products and services to customers and respond to an accident and other emergencies and business soundness, stability and growth potential as an insurance agent, based on the standards specified by the company.

The General Insurance Total Planner qualification is the most prestigious solicitor qualification given by The General Insurance Association of Japan to insurance solicitation professionals who have acquired consultation-related knowledge and operational skills on top of basic knowledge of laws, tax affairs and other matters related to non-life insurance.

Going forward, we will promote reforms toward a new business model utilizing tablet devices and smartphones to realize an even more comfortable experience for customers. We will work hand in hand with our agents to deliver quality to all customers and gain higher recognition from customers.

Nisshin Fire has also established its Customer Trust Standards for agent operations concerning contract procedures, product presentations and response to customers involved in accidents or other incidents, as well as proceeding with initiatives accordingly to ensure that all its agents across Japan provide customers with the same, high level of services. Additionally, Nisshin Fire's agent commission system emphasizes the quality of contract procedures and responses to accidents, and the company evaluates the level of achievement of operations to determine agents' commissions.

Education and Training Systems for Agents

In order to meet customer expectations and earn their trust so that customers are able to consult us about insurance with peace of mind, we support the development of professional human resources through a qualifications system and training programs.

■ Original Learning Program

In order to foster salespersons capable of providing meticulous and excellent services to customers, Tokio Marine & Nichido offers a learning program that covers a broad range of operational knowledge on product details, claims services, compliance and other business-related topics. A course on Tokio Marine's original products knowledge, in particular, is provided as a mandatory course, which salespersons must take before they engage in product sales. Salespersons can take each course through various means, including our online agent system (TNet).

Tokio Marine & Nichido Life provides the Tokio Marine & Nichido Life Training College training program for promoting consulting sales capabilities of insurance salespersons. In this program, for roughly four months agent salespersons and the company's responsible employees take part together in group training and web-based training while also carrying out practical activities on the front lines of business.

With regard to these practical activities, the company provides the latest programs for supporting sales activities of participants, such as the adoption of Antore Hiroba, a website where participants can exchange information with each other. Also, the company gives salespersons opportunities to continue helping each other to improve their skills after the completion of their training, including follow-up training at branch offices.



■ Agent Trainee System

With a view to responding to diversifying customer needs and nurturing corporate agents' employees who have excellent consulting capabilities to propose appropriate insurance products, Tokio Marine & Nichido has established an Insurance Planner System.

Agents are increasingly required to cultivate the existing market more deeply and handle a wider range of insurance products. In light of this development, the system allows Tokio Marine & Nichido to accept selected employees of agents on loan for up to two years and help them quickly acquire solicitation skills. The training system is designed to instill compliance thoroughly and ensure consistent operational quality. It is also aimed at enabling trainees to learn specialized knowledge about insurance products and consulting sales methods in a phased and systematic manner, acquire more sophisticated solicitation skills and grow into highly professional solicitors when they return to their original employers (agents). Provided via a combination of online and in-person training, the program also involves practical activities such as roleplaying and on-demand streaming to facilitate the trainees' relearning matched to their degree of understanding. In this way, the training is made available more flexibly according to the degree of growth and roles of the trainees.

The system is open not only to specialized agents but also to agents in the auto, real estate and financial industries, and can be utilized to support agent improvement through many different channels.

Nisshin Fire also operates the Risk Advisor Employee System, a similar trainee system to develop specialized professional agents. The system is designed to acquire various knowledge and practical work experience that are necessary for selling insurance while being engaged in soliciting contracts and related work for a certain period.

7 Tokio Marine Group's Governance Initiatives

7.1 Policy to Address Environmental and Social Risks

Tokio Marine Group's business purpose has been to protect our customers and local communities by providing safety and security in times of need. With this in mind, Tokio Marine Group has made it our core identity "To Be a Good Company" — one that can still be trusted by customers and society in their times of need 100 years from now.

From our long history in the insurance industry, we have accumulated knowledge and experience that has enabled us not just to provide safety and security but to contribute to social development as well. In continuing to contribute toward resolving social issues, we help build a safe, secure and sustainable future that generates value for all of our stakeholders and our society more broadly.

Tokio Marine Group pays attention to the risks of negatively impacting the environment and society, and undertakes transactions (insurance underwriting, investments and financing) based on the customer's consideration for the environment and society. We position the mitigation of negative environmental and social impacts resulting from our business activities as an important management issue that must be addressed and will take appropriate measures while referencing international principles of conduct and guidelines.

■ Environmental and Social Risks to be Identified and Assessed

Tokio Marine Group will strive to appropriately identify and manage risks that have a negative impact on the environment and society in accordance with the Group's Basic Policy on Environment and Basic Policy on Human Rights. For example, deforestation not only has the risk that has a negative impact on the environment but also various risks including human rights abuses. In identifying and managing such risks appropriately, we will identify environmental and social risks based on the nature and severity of the risks as well as recommendations from various stakeholders and will identify the sectors where such risks are likely to occur.

■ Sector specific policies

1. Inhumane weapons

- Biological weapons
- Chemical weapons
- Cluster munitions
- Anti-personnel landmines

We will not undertake business transactions (insurance underwriting, investment and financing) with the inhumane weapons sector, which manufactures inhumane weapons, as these pose major humanitarian concerns.

2. Coal-fired power generation

Compared to other power generation, coal-fired power generation emits more greenhouse gases and also produces toxic substances such as sulfur oxides and nitrogen oxides.

Given the high risk of contributing to environmental impacts such as climate change and air pollution, we will not undertake new business transactions (insurance underwriting, investment and financing) for coal-fired power plants*¹, regardless of whether they are new projects or not.

3. Thermal coal mining

As with coal-fired power generation, the development of coal mines for power generation projects may result in increased greenhouse gas emissions through combustion at thermal power plants in the future. We also recognize the risks to the workers' occupational health and safety and the impacts of hazardous waste on local biodiversity.

In light of the negative impacts on climate change, ecosystems and human rights, we will not undertake new business transactions (insurance underwriting, investment and financing) for thermal coal mining projects*¹, regardless of whether they are new projects or not.

4. Oil sands

We recognize that oil sands mining has the potential to emit large amounts of greenhouse gases compared to conventional oil and gas extraction due to that oil sands mining requires more energy and water resources in the extraction and refining process. We also recognize the risks of infringing indigenous peoples' rights and negatively impacting the surrounding wildlife and ecosystems.

In light of the negative impacts on climate change, ecosystems and human rights, we will not undertake new business transactions (insurance underwriting, investment and financing) for oil sands mining projects.

5. Arctic oil and gas

Oil and gas extraction projects in the Arctic Circle (all areas north of latitude 66°33', including the Arctic National Wildlife Refuge, ANWR) entail significant risks of altering the habitats and ecosystems of rare species and marine life. We are also aware of the negative impacts on the livelihoods and cultures of indigenous peoples.

In light of the negative impacts on ecosystems and biodiversity, as well as on the indigenous peoples' rights, we will not undertake new business transactions (insurance underwriting, investment and financing) for oil and gas extraction projects*² in the Arctic Circle.

For escalation processes for each specific sector and transaction policy on climate change risk (insurance underwriting, investment and financing), please refer to our [TCFD Report 2023](#).

*¹ Exceptions for projects with innovative technologies and approaches, such as CCS/CCUS (carbon dioxide capture and storage / carbon dioxide capture, utilization and storage) and mixed combustion, may be granted after careful consideration, aiming to achieve the goals of the Paris Agreement

*² Exemptions for projects with decarbonization plans that are aligned with the Paris Agreement

7.2 Corporate Governance

7.2.1 Fundamental Corporate Governance Policy

To earn the trust of all people and society and achieve sustainable growth, Tokio Marine Group must raise the quality of initiatives for “business strategies,” “governance” and “social responsibility” and build a structure for resilient, highly sound and transparent management as a global insurance group.

Accordingly, as initiatives serving as the basis of such a management structure, Tokio Marine Group is making efforts for compliance, fraud prevention, information security, privacy, respect for human rights, sustainability in the value chain and sustainable investment.

Through these initiatives, Tokio Marine Group will meet the expectations of stakeholders, beginning with continuously enhancing shareholder value, and contribute to realizing a sustainable society.

■ Basic Approach to Corporate Governance

Tokio Marine Holdings (“the Company”) is committed to the continuous enhancement of corporate value by fulfilling its responsibilities to customers, society, employees, shareholders/investors, future generations and other stakeholders as set forth in the Tokio Marine Group Corporate Philosophy.

For this purpose, the Company recognizes the importance of establishing a sound and transparent corporate governance system and exercising appropriate control over its Group companies as a holding company and has formulated the Tokio Marine Holdings Fundamental Corporate Governance Policy. In this policy, the Company defines the rights of shareholders and securing fairness, and the responsibilities of the Board of Directors, etc.

[Tokio Marine Holdings Fundamental Corporate Governance Policy](#)

7.2.2 Corporate Governance System

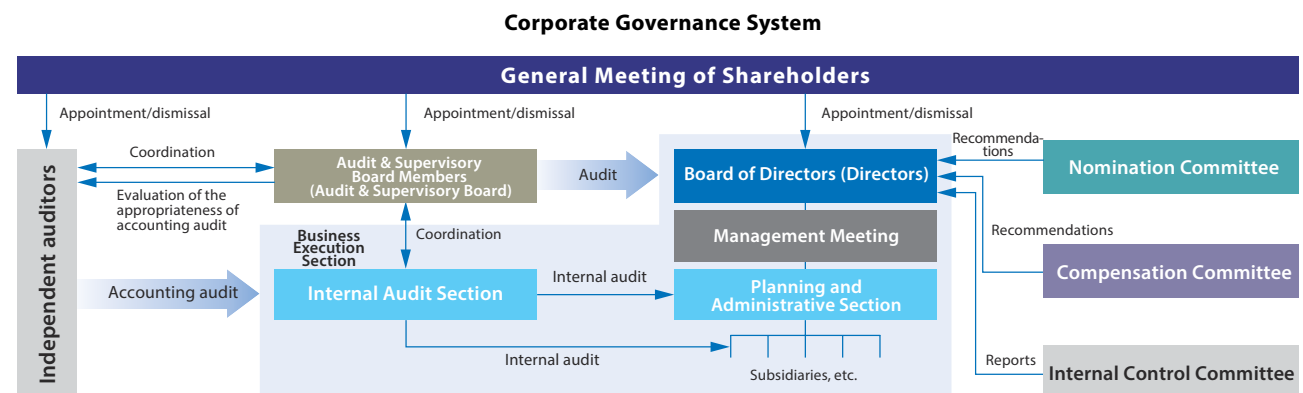
■ Corporate Governance System

The Company’s corporate governance system is designed as a hybrid structure whereby the Nomination Committee and Compensation Committee are discretionarily established in addition to the fundamental structure of a company with an Audit & Supervisory Board.

The Company believes that the above structure is optimal at this point for the following reasons. The Company determines significant business execution by resolution of the Board of Directors as an insurance holding company and makes high-quality decisions reflecting the insight of Outside Directors and Outside Audit & Supervisory Board Members; Audit & Supervisory Board Members who hold no voting rights at the Board of Directors meeting conduct unbiased and objective audits; and the transparency of the decision-making process of nomination of and compensation for Directors, Audit & Supervisory Board Members and Executive Officers is ensured as those matters are deliberated at the Nomination Committee and Compensation Committee.

The Company complies with all principles of Japan’s Corporate Governance Code (including those for companies listed on the Prime Market). The Company will continue to make efforts to enhance its corporate governance.

[Corporate Governance Report](#) (Last Update: June 26, 2023) (PDF / 1MB) 



• Structure of the Board of Directors

The Board of Directors is responsible for deciding on important matters relating to the execution of the Company's business such as determining the Group's business plan and various basic business policies, supervising the performance of individual Directors and establishing an effective internal control system.

As a general rule, one-third or more of the Company's Directors shall be Outside Directors. In addition, Directors are appointed for a term of office of one year and may be reappointed. To ensure its effectiveness, the Board of Directors shall have a balanced composition based on various viewpoints of diverse fields, gender, internationality, career and age as well as specialized knowledge. As of the end of June 2023, the Company had 15 Directors, of whom seven were Outside Directors. The schedule of the Board meeting is carefully planned to ensure that the attendance rate of the Board of Directors is 100%.

• Audit & Supervisory Board Members and Structure of the Audit & Supervisory Board

Audit & Supervisory Board Members, as an independent body entrusted by shareholders, audit the performance of Directors, with the aim of ensuring sound and fair management and accountability. Audit & Supervisory Board Members shall endeavor to conduct a high-quality audit in accordance with the auditing standards, auditing policies and auditing plans determined by the Audit & Supervisory Board.

As a general rule, a majority of the Company's Audit & Supervisory Board Members shall be Outside Audit & Supervisory Board Members. As of the end of June 2023, the Company had five Audit & Supervisory Board Members, of whom three were Outside Audit & Supervisory Board Members.

• Structure of the Nomination Committee and Compensation Committee

The Company has established the Nomination Committee and the Compensation Committee, which consist mainly of Outside Directors, to raise the transparency of the processes for selecting as well as determining compensation for Directors, Audit & Supervisory Board Members and Executive Officers of the Company and principal business subsidiaries.

The Nomination Committee shall deliberate on and report to the Board of Directors the appointment and dismissal of as well as appointment criteria and dismissal policy for the President & Chief Executive Officer, Directors, Audit & Supervisory Board Members and Executive Officers.

The Compensation Committee shall deliberate on the following matters and otherwise and report to the Board of Directors: Evaluation of the performance of the President & Chief Executive Officer, Directors (full-time) and Executive Officers; the compensation system and the level of compensation for the President & Chief Executive Officer, Directors and Executive Officers; and policy for determination of compensation for Directors, Audit & Supervisory Board Members and Executive Officers.

As a general rule, a majority of the members of each committee is selected from outside of the Company, and the chairman of each committee is one of the outside members.

• Conditions for Selection of Directors and Audit & Supervisory Board Members

Directors of the Company and its principal business subsidiaries shall have a deep understanding of the Company's business type, possess a wide range of knowledge required for management, and as a member of the Board of Directors, have the ability to make decisions that are necessary to determine significant business execution matters. Audit & Supervisory Board Members of the Company and its principal business subsidiaries shall have operational abilities and previous achievements and experience, etc., as Audit & Supervisory Board Members, and through implementation of high quality audits, secure sound and continuous growth of the Company, contributing to the establishment of a superior corporate control system that can respond to societal trust.

• Outside Officers

The presence of Outside Directors ensures the effective supervision of director performance by the Board of Directors. In addition, Outside Directors provide advice based on their insight as experts in various fields, thus ensuring an organization that enables appropriate decisions on important matters relating to the execution of the Company's business. The presence of Outside Audit & Supervisory Board Members creates an auditing organization with an independent and objective perspective. Moreover, it enhances the effectiveness of the Audit & Supervisory Board and ensures an organization that maintains sound, transparent management.

As of the end of June 2023, the Company has seven Outside Directors and three Outside Audit & Supervisory Board Members, all of whom satisfy the independence requirements of the Tokyo Stock Exchange and are registered as independent directors/auditors. Additionally, Tokio Marine

Holdings has its own standards for determining independence (Exhibit of the Tokio Marine Holdings Fundamental Corporate Governance Policy), and as a general rule, selects individuals who satisfy these standards as its Outside Directors and Outside Audit & Supervisory Board Members. Currently, all 10 individuals satisfy these internal standards as well.

• Evaluation of the Effectiveness of the Board of Directors

Once a year, the Company evaluates the effectiveness of the Board of Directors with the aim of further fulfilling its functions. In fiscal 2022, the Company conducted its first evaluation of the Board's effectiveness using a third-party organization.

<Evaluation method>

A third-party organization conducted a questionnaire survey and interview with all Directors and Audit & Supervisory Board Members and fed back the details of analysis and evaluation results while assuring anonymity. Based on the analysis details and evaluation results, the Board of Directors discussed the current status of the Board and the response needed in the future. The questionnaire and interview mainly covered the following topics.

- Roles and functions of the Board
- Size and composition of the Board
- Operation status of the Board
- How discussion is held by the Board and related issues
- Evaluation of the chairperson and how he/she should function
- Changes in institutional designing
- Response to the results of last year's evaluation of effectiveness
- Composition, roles and operation status of the Nomination Committee and the Compensation Committee
- Support system for Outside Directors
- Governance system of the Company and overall effectiveness of the Board
- Self-evaluation of the functioning of the Directors and Audit & Supervisory Board Members

<Evaluation results>

A third-party organization evaluated that the Company's Board of Directors is highly effective in its roles, as many important management issues are discussed under appropriate agenda setting and management, with the chairperson, internal and external Directors and Audit & Supervisory Board Members fulfilling their respective roles and functions appropriately. The results aligned with the Board's own evaluation results. We have also received the following suggestions from the Directors and Audit & Supervisory Board Members and will make appropriate responses in the future.

Summary of suggestion	Response
Efforts should be made to secure more discussion time, and discussion themes should be examined further.	We will work to add more opportunities for holding Board meetings and secure more discussion time.
It would be better to share more details of the discussions by the Nomination Committee and the Compensation Committee with the Board of Directors.	We will work to enhance the details of reports made to the Board of Directors after clarifying what should be reported to the Board.

• Compensation for Directors, Audit & Supervisory Board Members and Executive Officers

The Company shall ensure transparency, fairness and objectivity when determining compensation for Directors, Audit & Supervisory Board Members and Executive Officers. The following structure shall apply to compensation for Directors, Audit & Supervisory Board Members and Executive Officers.

Applicable personnel	Fixed compensation	Performance-linked compensation	Stock compensation
Directors (Full-Time), Executive Officers	○	○	○
Outside Directors, Directors (Part-Time)	○	—	○
Audit & Supervisory Board Members	○	—	—

*With respect to the component ratios of each type of compensation within the base amount of compensation for Directors and Executive Officers, in principle, the higher their positions, the greater the ratios of performance-linked compensation and stock compensation become.

The purpose of each type of compensation is as described below.

Compensation type	Purpose
Performance-linked compensation	Performance-linked compensation reflects the performance of an organization or an individual against the predetermined corporate and individual targets and is introduced to strengthen individuals' incentives to raise the Company's corporate value.
Stock compensation	Stock compensation is linked to the Company's share price and is introduced to encourage the recipients to fulfill their accountability to shareholders by sharing returns on the Company's shares with them.

The Board of Directors shall set the basic level of compensation for each position held by Directors and Executive Officers and determine the total amount according to their responsibilities, while taking into consideration factors such as the business performance of the Company and the level of compensation in other companies.

Of the different types of compensation for Directors and Executive Officers, fixed compensation and performance-linked compensation shall be paid monthly, while stock compensation shall be delivered upon resignation.

The Board of Directors shall determine the details of compensation to individual Directors and Executive Officers and other important matters concerning compensation to Directors, Audit & Supervisory Board Members and Executive Officers. Decisions on any matter requiring consultations with the Compensation Committee shall be made after obtaining opinions of the said Committee.

<Officer compensation to promote ESG initiatives>

For Tokio Marine Group, our initiatives for sustainability and ESG are part of our business aims themselves. It is our belief that we can realize sustainable growth for the Company as a result of solving social issues through our business. To further advance our ESG initiatives, the Compensation Committee has continuously discussed whether to reflect the outcomes of ESG initiatives in our existing performance-linked compensation while ensuring governance in terms of compensation for Directors, Audit & Supervisory Board Members and Executive Officers, based on the thinking that the degree to which initiatives are accomplished ought to serve as incentives.

As a result, we have revised our existing system of performance-linked compensation, which has previously provided appropriate incentives based on individual performance against the predetermined targets, to reflect ESG-related factors in the system. Specifically, in fiscal 2022 we added "employee engagement indicators" and "sustainability strategy indicators" to KPIs used to determine the portion of compensation linked to corporate business results.

In the future, we seek to continuously upgrade our performance-linked compensation system and realize equally high levels of incentives and accountability based on new developments in internal discussions about our sustainability strategy and the maturity of the methods used to evaluate non-financial indicators in the market or trends in creating new ones.

■ Strengthening Governance through Integrated Group Management

Through the function-based chief officer system and Global Committees, etc., the Company utilizes its global expertise and knowledge to solve the Group management issues.

Key Management Matters	Key Global Committees	Key Persons
ERM	ERM Committee	CFO (Financial)
M&A	International Executive Committee	Head of International Business
Underwriting	Global Retention Strategy Committee	CRSO (Retention Strategy)
Reserving	International P&C Reserving Actuary Committee	Chief International Actuary
Investment	Investment Executive Roundtable	CIO (Investment)
Risk management	International Risk Committee	CRO (Risk)
IT / Security / Digital	Global IT Committee Digital Round Table	CITO (Information Technology) CISO (Information Security) CDO (Digital)
Sustainability	Sustainability Committee GX Round Table	CSUO (Sustainability) Head of International Business
Diversity	Diversity Council	CDIO (Diversity & Inclusion)
Internal Audit	International Internal Audit Committee	International Head of Internal Audit

7.3 Compliance

Tokio Marine Group defines compliance as “observing applicable laws, rules and regulations and internal regulations and conducting fair and equitable business activities within social norms” and thoroughly implements compliance in this manner.

The Company has formulated the Tokio Marine Group Basic Policies for Compliance and the Tokio Marine Group Code of Conduct. The Company has maintained the Compliance System for the entire Group in accordance with the Policy and the Code. Also, the Company has built a structure to ensure group-wide compliance by periodically monitoring the status of compliance within the Group; receiving reports from Group companies on important compliance matters; discussing these matters among the Board of Directors, Management Meeting and the Internal Control Committee; and providing guidance and support about the activities of Group companies when necessary.

Group companies proactively undertake thorough compliance in accordance with the Tokio Marine Group Basic Policies for Compliance, etc. In addition, Group companies have created compliance structures suited to the content of their respective businesses while reporting to the Company on the status of thorough compliance and important issues concerning compliance.

[Tokio Marine Holdings: Compliance](#)

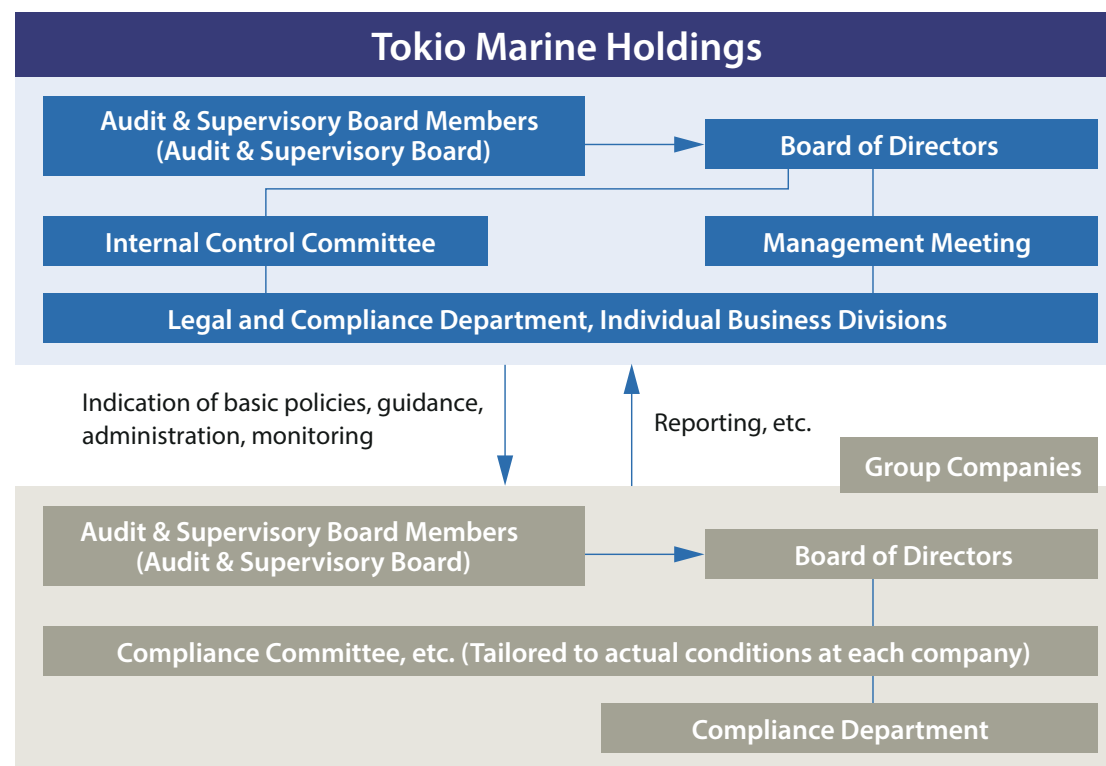
[Tokio Marine Group Code of Conduct](#)

7.3.1 Compliance System

Tokio Marine Group has in place a structure under which the Internal Control Committee, a committee of the Board of Directors, receives reports on the monitoring results for the implementation and operation status of compliance (encompassing prevention of bribery and corruption) and deliberates on these results as needed, with the supervision of the Board of Directors.

When an important compliance-related case occurs in a Group company, we make an appropriate response under the supervision of the Group Chief Legal and Compliance Officer (CLCO) of Tokio Marine Holdings and report it to the Board of Directors.

As a department in charge of the prevention of bribery and other forms of corruption, the Legal and Compliance Department of Tokio Marine Holdings has stipulated the Group’s relevant response policy. The management and supervision of the policy are the responsibility of the CLCO.



7.3.2 Compliance-Related Initiatives (Compliance Manual, Compliance Training and Evaluation and Improvement Activities)

Based on the Tokio Marine Group Compliance Standards formulated by the Company, the Company and Group companies have prepared their own compliance manuals and have made these manuals well known to directors, officers and employees. These compliance manuals explicitly stipulate each company's approach to compliance (including the Compliance Code of Conduct), a structure to promote compliance and a response to be made when finding a problem or receiving a customer complaint.

At Tokio Marine Group, each company provides risk-based periodical training to all employees (including part-time and dispatched employees) to nurture compliance awareness and impart knowledge on compliance needed in their respective operations. The training covers laws, regulations and internal rules concerning anti-corruption (including the prohibition of bribery) and ethical standards, with which directors, officers and employees must comply. Each year, we also conduct a risk assessment and risk-based internal audit on all operations as well as the Group's ethical standards, anti-corruption policies and other compliance-related matters.

In addition, the Group monitors the effectiveness of measures to ensure compliance through self-assessments by each Group company and internal audits by the Company and Group companies.

 [Tokio Marine & Nichido's employees performance appraisal system](#) 

7.3.3 Hotline System (Internal Whistle Blower System)

There may be cases where it is not appropriate to report a compliance violation or possible compliance violation (including cases related to corruption, human rights of workers and labor issues) through a usual reporting channel set up within the organization. To prepare for such cases, we operate internal and external hotlines (whistle blower contact points) to receive reports and inquiries from directors, officers and employees of Group companies around the clock, 365 days a year. From Group companies outside Japan, we accept reports and inquiries in 18 major languages, and each Group company communicates the existence of these hotlines through various means.

In fiscal 2022, the Group received 316 reports and inquiries (110% compared to the previous fiscal

year)*. We conduct appropriate investigations and responses concerning these reports and inquiries, and when a compliance or other violation is confirmed, implement corrective measures and measures to prevent recurrence. The reports and inquiries made through the hotlines have led to prevention, early detection and correction of misconduct. Additionally, we clearly specify in our regulations that we will never allow persons making reports or inquiries and those cooperating in investigations to be exposed to negative consequences because of their actions and keep details of reports and inquiries strictly confidential. We also accept anonymous reports and inquiries.

Group companies in Japan have established a system necessary to respond to whistle-blowing in accordance with the Amendment to the Whistleblower Protection Act, which came into effect on June 1, 2022.

* Of the reports and inquiries received in fiscal 2022, the number of cases related to harassment and other human rights infringements (including those found non-infringement as a result of investigations) was 115.

7.3.4 Anti-Corruption Initiatives

Tokio Marine Group formulated the Tokio Marine Group Sustainability Charter in 2004. It states, "While striving to maintain high ethical standards at all times, we will pursue strict compliance in all aspects of our business activities." With this in mind, we are committed to promoting fair operating practices (including anti-corruption) in accordance with international standards. Pledging agreement with the intent and purpose of the United Nations Global Compact (UNGC) in 2015, we are working on activities based on The Ten Principles of the UNGC relating to human rights, labor, the environment and anti-corruption. Our anti-corruption activities are designed to help us become a "Good Company" and are indispensable in the creation of a sustainable future.

As specific efforts to prevent bribery, we state in the Tokio Marine Group Code of Conduct that we shall not give any improper entertainment, gifts, benefits or other advantages to a public official or to a person who holds a status equivalent thereto. At the same time, under the Tokio Marine Group Policies for Prevention of Bribery, Group companies in and outside Japan have been working to establish an appropriate management system and regulations to prevent bribery, including rules for making donations to or sponsoring charity projects.

These regulations require the introduction of processes for creating and maintaining accurate accounting records, giving prior approval and making after-action reports based on related risks in order to prevent company expenses from being used for bribery.

7.3.5 Response to Anti-Social Forces

Tokio Marine Group has formulated the Tokio Marine Group Basic Policies Concerning Responses to Anti-social Forces so that Group companies can resist anti-social forces and make concerted and uniform responses. Initiatives are being promoted based on the basic stance stipulated in these policies and the Basic Principles to Prevent Damage from Anti-Social Forces.

[Tokio Marine Group Basic Policies Concerning Responses to Anti-social Forces (Excerpt)]

<Basic Stance>

Article 4: To ensure it consistently undertakes fair management and widely contributes to the development of society as a good corporate citizen, Tokio Marine Group shall sever all relationships with anti-social forces and forcefully repudiate any illicit demands made by them as a basic matter in the application of its Corporate Philosophy. In association with lawyers, police and other professionals, it will respond to anti-social forces in an uncompromising and organized manner.

<Basic Principles to Prevent Damage from Anti-Social Forces>

① Take action as a unified organization

With regard to illicit demands from anti-social forces, we will take action as a unified organization without leaving it to the person or the department in charge. In addition, we will ensure the safety of officers and employees who are tasked with handling illicit demands from anti-social forces.

② Contact relevant external institutions that specialize in such matters

In preparation for illicit demands from anti-social forces, we will always endeavor to build relationships of close cooperation with external specialized institutions, including police, anti-violence promotion centers and lawyers, and coordinate with such institutions as necessary in case illicit demands are made.

③ Sever all known relationships, including transactions

We will not have any relationship with anti-social forces, including business relationships (including transactions through business partners). We will also repudiate any illicit demands from anti-social forces.

④ Take legal action at either the civil or criminal level for any contingency

We will take both civil and criminal action against illicit demands from anti-social forces.

⑤ Prohibit backroom deals and funding

We will never make backroom deals to cover up a case even if a misconduct of a Tokio Marine Group company has resulted in an illicit demand from anti-social forces. We will never provide funds to anti-social forces in any form, such as giving rebates, inflating profits or dispatching employees.

7.3.6 Prevention of Money Laundering

Tokio Marine Group has formulated the Tokio Marine Group Policy for Anti-Money Laundering and Counter-Terrorist Financing and has been making group-wide efforts to prevent money laundering, terrorist financing and financing of the proliferation of weapons of mass destruction (collectively, "Money Laundering, etc.").

[Tokio Marine Group Policy for Anti-Money Laundering and Counter-Terrorist Financing (Excerpt)]

<Basic Concept>

Article 4: Tokio Marine Group, as a corporate group operating globally, shall, in order to fulfill its responsibilities in the international community, endeavor to prevent its business operations from being exploited for the purpose of Money Laundering, etc.

<Development of Internal Control Framework for the Prevention of Money Laundering, etc.>

Article 5: Based on this Policy, Tokio Marine Holdings and Tokio Marine Group Companies shall develop an internal control framework for the prevention of Money Laundering, etc. that is consistent across the entire Tokio Marine Group.

2. The organizational scheme for ensuring the proper implementation of this Policy is as follows.

(1) Tokio Marine Holdings has designated its Legal and Compliance Department as the department responsible for overall control of the activities for preventing Money Laundering, etc. across the entire Tokio Marine Group and also designated the executive officer responsible for that department as the person with overall responsibility for such activities.

(2) Each Designated Company shall set up a department controlling its own activities for preventing Money Laundering, etc. and appoint an officer with overall responsibility for such activities.

3. Based on this Policy, Tokio Marine Holdings and the Designated Companies shall each establish management systems that are necessary for them to perform their respective roles in the prevention of Money Laundering, etc., including the establishment of policies, rules, etc., and the creation, evaluation and improvement of organizational structures, etc.

7.3.7 Initiatives Concerning Appropriate Tax Reporting

Tokio Marine Group has formulated the Basic Policies for Accounting and the Group's Basic Policy for Internal Controls over Financial Reporting and established a structure for ascertaining the Company's consolidated financial condition and the financial condition of Group companies and for appropriately undertaking approval and reporting procedures directed at shareholders and supervisory agencies as well as for tax reporting.

With regard to tax compliance, considering that proper tax payment is a corporate social responsibility and that the strengthening of the international taxation framework is progressing rapidly, Tokio Marine Group files highly transparent and appropriate tax returns for the entire Group in accordance with the following Global Tax Policy.

[Tokio Marine Group Global Tax Policy]

① Basic Approach

Tokio Marine Group is committed to the continuous enhancement of its corporate value, with customer trust at the base of all its activities.

Not only does the Group assiduously comply with all local tax laws and regulations in the countries where there are operations, there is also a strong commitment to respect the traditions, cultures and practices in these countries. Business is conducted in a fair and equitable way conforming with social norms. The tax policy follows this commitment and the Group seeks to maintain a robust tax management framework, whilst achieving appropriate tax payments through understanding and applying tax rules.

This approach is intended to further enhance corporate value.

② Maintaining a Robust Tax Management Framework

In accordance with "Tokio Marine Group Basic Policies for Accounting," the Group ensures timely and appropriate tax compliance, including return submissions. The Group also adheres to the relevant tax rules, such as OECD transfer pricing guidelines.

Tokio Marine Holdings strives to maintain a robust tax management framework utilizing effective cooperation throughout the Group.

③ Achieving Appropriate Tax Payments

The Group comprehensively manages all business endeavors, including any relevant tax considerations. The Group ensures that where appropriate the Group applies tax incentives, exemptions and allowances, optimizing its tax position.

All tax planning initiatives follow the substance and purpose of our business activities. The Group does not engage in tax planning such as using tax-free or low tax jurisdictions (known as tax havens) solely to reduce tax, without a suitable commercial rationale or in a way contrary to the purpose of relevant tax laws and regulations.

④ Approach to Tax Risk

The Group is cautious to review potential significant tax risks before making business decisions. The Group carries out necessary due diligence and consults with external experts and tax authorities as required. The Group proactively manages transfer pricing and ensures that inter-company transactions are conducted based on the arm's length principle, in accordance with OECD transfer pricing guidelines and applicable local tax rules. The Group complies with all necessary transfer pricing documentation requirements.

⑤ Relationship with Tax Authorities

The Group is transparent in its dealings with tax authorities and proactively manages the relationship with these authorities, based on open communication and presentation of the relevant facts as appropriate.

■ Income Taxes by Country and Region (Fiscal 2022)

(Billion yen; people)

Country & region	Ordinary income	Income before tax	Amount of tax incurred	Amount of tax paid	Number of employees	Major subsidiaries	Major business
Japan	42,292	2,362	723	1,416	35,808	Tokio Marine & Nichido Fire Insurance Co., Ltd.	Domestic non-life insurance
						Nisshin Fire & Marine Insurance Co., Ltd.	Domestic non-life insurance
						E. design Insurance Co., Ltd.	Domestic non-life insurance
						Tokio Marine Millea SAST Insurance Co., Ltd.	Domestic non-life insurance
						Tokio Marine & Nichido Life Insurance Co., Ltd.	Domestic life insurance
						Tokio Marine Asset Management Co., Ltd.	Financial and general businesses
United States	22,088	3,277	757	751	9,877	Tokio Marine North America, Inc.	International insurance
						Philadelphia Consolidated Holding Corp.	International insurance
						Delphi Financial Group, Inc.	International insurance
						HCC Insurance Holdings, Inc.	International insurance
						Privilege Underwriters, Inc.	International insurance
Brazil	2,925	201	51	56	2,257	Tokio Marine Seguradora S.A.	International insurance
United Kingdom	3,998	427	79	41	1,411	Tokio Marine Kiln Group Limited	International insurance
Thailand	1,132	85	17	30	2,595	Tokio Marine Safety Insurance (Thailand) Public Company Limited	International insurance
Other countries and regions	3,997	(2,078)	76	(35)	5,578	Tokio Marine Asia Pte. Ltd.	International insurance
						Tokio Marine Life Insurance Singapore Ltd.	International insurance
						Tokio Marine Insurans(Malaysia) Berhad	International insurance
Consolidation adjustment, etc.	(9,949)	1,017	—	—	—		
Total	66,486	5,293	1,705	2,261	57,526		

* Information by country/region follows the method of data aggregation used in an official report by country.

■ Efforts for Maintaining a Robust Tax Management Framework

In order to maintain a robust tax management framework throughout the Group, we periodically hold group meetings, either in person or remotely, with persons responsible for tax affairs in Group companies

to explain points to be noted regarding standards of international taxation and share information on revisions to taxation systems of major countries.

7.4 Enterprise Risk Management (ERM)

7.4.1 ERM Framework

Tokio Marine Group is committed to Enterprise Risk Management (ERM) as a pillar of management to promote the Mid-Term Business Plan. Specifically, we are constantly aware of the relationship between “risk,” “capital” and “profit,” and by achieving “sufficient capital” and “high profitability” in relation to risk, we will strive for the sustainable expansion of corporate value.

7.4.2 Tokio Marine Group’s ERM Structure

The risks surrounding Tokio Marine Group are becoming more diversified and complex due to global business development and changes in the business environment. In addition, in today’s uncertain and rapidly changing political, economic and social climate, we must constantly watch for the emergence of new risks and take appropriate action. From this point of view, we are not limited to conventional risk management for the purpose of risk mitigation and avoidance, but are comprehensively assessing risk in qualitative and quantitative ways.

In addition, we are undertaking ongoing efforts to further reinforce our ERM structure. These include increasing the sophistication of risk assessment, such as cyber and other risks that are difficult to quantify, and strengthening natural disaster risk management, including revisions to our reinsurance scheme.

7.4.3 Qualitative Risk Management

In qualitative risk management, all risks, including risks that emerge due to changes in the environment, are identified and reported to management, while risks to the Group are discussed at the management level as needed. Risks identified in this manner are evaluated not only in terms of the economic loss or frequency of occurrence but also in terms of business continuity and reputation. Risks that have a large impact on the financial soundness and business continuity of the Group or of individual Group companies are identified as “material risks.” For identified material risks, we assess the sufficiency of capital through the quantitative risk management process described below, draw up control measures before the risks emerge and countermeasures* to be taken if the risks do emerge, and conduct plan-do-check-act (PDCA) management.

* Pre-emergence risk control measures include monitoring and centralized risk management based on the market environment and regulatory trends, while post-emergence risk response measures include manuals (including business continuity plans) and mock drills.

<Examples of emerging risks>

Emerging risks/Scenarios	Examples of responses
1 Progressive deterioration of public infrastructure and corporate facilities ○ Risk that insurance payouts will increase as growing deterioration of public infrastructure and corporate facilities leads to frequent major accidents	Response to economic impact ● Appropriately assess risks and develop products that meet customer needs, while generating stable profits through risk-appropriate underwriting, risk diversification and arranging reinsurance ● With respect to (4) shown at left, engage in research and analysis on the impacts of climate change
2 Space risk ○ Risk that insurance payouts will increase due to widespread power grid failures caused by geomagnetic storms and frequent communication disruptions resulting from space weather and increased space debris	
3 Innovations in medicine and biotechnology ○ Risk that insurance payouts will increase due to innovations in cancer diagnosis and genetic diagnosis technologies	
4 Global warming (physical risks of climate change) ○ Risk that insurance payouts will increase due to intensifying environmental degradation and disasters caused by global warming	
5 Inadequate response to decarbonization (climate change transition risk) ○ Risk of a decline in value of invested companies that lag behind in transitioning to a decarbonized society, impacting the value of the Group’s assets ○ Risk that the Group’s efforts toward decarbonization are perceived as inadequate by society, damaging our reputation	Response to the impact on business continuity and reputation ● Publicly disclose our fundamental approach to climate change, underwriting and investment policies and the initiatives based on these, and exchange opinions with experts and advisors in the climate field
6 Delayed response to stricter global focus on human rights ○ Risk that Tokio Marine Group’s efforts regarding respect for human rights are perceived as inadequate by society, damaging our reputation	Response to the impact on business continuity and reputation ● Publicly disclose our fundamental approach to human rights, human rights basic policies, management structure for respect of human rights, guidelines for responsible procurement and initiatives based on these, and exchange opinions with experts and advisors in the human rights field

<Material risks for fiscal 2023 and main anticipated scenarios>

Material risks/Scenarios	Examples of responses
1 Domestic or overseas economic crisis, chaos in financial and capital markets ○ The value of the Group's assets may fall due to a global economic crisis on the magnitude of the 2008 global financial crisis, or turmoil in financial and capital markets caused by geopolitical risk.	Response to economic impact ● Investigate the impact on the market due to geopolitical risks ● Control exposure through credit risk aggregation and management ● Conduct stress tests to confirm capital adequacy and funding liquidity ● Establish action plans for financial crises and interest rate increase risks
2 Loss of confidence in JGBs ○ The value of the Group's assets may fall as Japanese government bonds (JGBs) plummet in value due to a decline in the government's creditworthiness or the emergence of hyperinflation.	
3 Major earthquakes ○ A major earthquake beneath Tokyo or along the Nankai Trough may lead to significant human and material losses, causing widespread disruptions to social and economic activities, including those of the Group, resulting in large insurance payouts.	Response to economic impact ● Appropriately assess risks, including risk aggregation, and develop products that meet customer needs, while generating stable profits through risk-appropriate underwriting, risk diversification, and arranging reinsurance ● With respect to (3), (4), and (6) shown at left, conduct stress tests to confirm capital adequacy and funding liquidity
4 Major wind and flooding disasters (including physical risks of climate change) ○ Major typhoons or torrential rains may cause extensive physical damage, leading to significant disruptions in social and economic activities, including those of the Group, resulting in large insurance payouts.	Response to the impact on business continuity and reputation ● Establish crisis management systems and business continuity plans and verify their effectiveness through emergency drills ● With respect to (7) shown at left, develop cybersecurity measures, and verify their effectiveness through emergency drills
5 Volcanic eruptions ○ The eruption of Mount Fuji or similar volcanic activities could result in widespread physical damage due to volcanic ash and other effects, leading to significant disruptions in social and economic activities, including those of the Group, resulting in large insurance payouts.	
6 Pandemics ○ The widespread outbreak of a new highly fatal infectious disease could result in significant insurance payouts.	
7 Cyber risk ○ A cyberattack targeting many Group customers or supply chains may lead to significant insurance payouts. ○ A cyberattack targeting the Group's systems may result in the leakage of sensitive information and disruptions to business operations.	

Material risks/Scenarios	Examples of responses
8 Inflation ○ Due to soaring raw material costs and rapid increases in global prices, insurance payout costs rise, resulting in diminished underwriting profits from the inability to revise products in line with risks or secure reinsurance.	Response to economic impact ● Analyze the impact of inflation on insurance products and undertake product revisions and underwriting commensurate with risk
9 Disruptive innovation ○ Innovations that drastically reshape industry structures through digital transformation and innovative new entrants may erode the Group's competitive advantage and lead to significant reductions in premium income and profits.	Response to economic impact ● Ensure the competitive advantage of our insurance business by implementing basic strategies and executing projects for digital transformation ● Expand into new businesses, primarily in areas closely aligned with our insurance operations
10 Continued mutation of the COVID-19 virus ○ The continued mutation and sustained spread of COVID-19 may lead to disruptions in business activities.	Response to the impact on business continuity and reputation ● Establish crisis management systems and business continuity plans, and verify their effectiveness through emergency drills (Response to economic impact is detailed in (1) above)
11 Geopolitical risk ○ Escalation of tensions between nations into military conflicts could lead to extensive human and material damages, leading to significant disruptions in social and economic activities, including those of the Group.	
12 Conduct risk ○ Deviation between industry and corporate practices and societal norms could lead to the perception that the initiatives of Tokio Marine Group are inadequate by society, damaging our reputation.	Response to the impact on business continuity and reputation ● Conduct surveys on employee awareness and behavior, and enhance the efforts of the Group by compiling and sharing best practices
13 Violation of laws and regulations ○ Non-compliance with regulations concerning personal data protection, anti-money laundering and the reinforcement of economic sanctions related to the U.S.-China tensions and the Ukraine conflict may result in the imposition of fines and penalties and harm the Group's reputation.	Response to the impact on business continuity and reputation ● Monitor domestic and international social environments, trends in government agencies and changes in regulatory requirements, and take necessary measures accordingly

7.5 Responding to Disasters

■ Basic Policy for Responding to Disasters (Tokio Marine & Nichido)

In the event of a natural disaster such as an earthquake or a typhoon, Tokio Marine & Nichido has a crucial social mission of ensuring that it can continue its important business operations as a non-life insurer such as receiving loss reports, paying claims, maturity refunds and other payables and concluding policies in both the disaster-stricken area and elsewhere.

Therefore, Tokio Marine & Nichido has prescribed the following two points as its Basic Policies of the Business Continuity Plan for Disasters and formulated a business continuity plan (BCP).

[Tokio Marine & Nichido's Business Continuity Plan for Disasters, excerpt \(PDF/216KB\) \(in Japanese\)](#) 

<Basic Policies of the Business Continuity Plan for Disasters>

① Principles of employees' conduct

The priority order for employees' conduct in times of disasters is as follows.

- Assure the safety of human life
- Cooperate in securing the safety of local communities
- Continue important operations (business continuity)

In other words, the principle of employees' conduct is to give precedence to "assure the safety of human life" and "cooperate in securing the safety of local communities" before conduct related to "business continuity."

② Basic policy for business continuity

The following three business operations shall be regarded as important during a disaster. Management resources (personnel, funds) shall be accordingly transferred as needed and top priority shall be given to the continuation of these important business operations.

- Receiving of loss reports
- Payment of claims, maturity refunds and other payables
- Conclusion of insurance contracts

■ Building a Structure for Paying Insurance Claims in the Event of a Disaster Striking the Tokyo Metropolitan Area

At Tokio Marine & Nichido, should the head office facilities in particular become unusable because of a natural disaster striking the metropolitan area, such as a major earthquake or large-scale flooding due to a typhoon, earthquake claims cases for residential earthquake insurance shall be handled in the Kansai region. Additionally, backup offices shall be established at multiple bases throughout Japan, including in the Kansai region, and claims payment service responses, excluding on-site assessments after receiving claims, shall be made by all branches throughout Japan.

If the metropolitan area is struck by a disaster, a Claims Service Headquarters would be set up within the Head Office Disaster Response Headquarters. At the same time, a satellite office led by the Claims Service Department in charge of Tokyo, Chiba, Saitama and Kanagawa prefectures shall be set up and will accept support personnel from throughout Japan and handle customer responses, mainly on-site claims assessments, in disaster-stricken areas.

The infrastructure needed to provide claims services swiftly to the metropolitan area in the event of a natural disaster has been built in advance in the locations where the above-mentioned backup offices and satellite offices would be established. In this way, a structure for claims payment services during times of emergency is being established. Non-earthquake regular claims cases in the disaster-stricken metropolitan area shall be allocated to and handled by claims service bases throughout Japan prescribed in advance. Preparations are underway to quickly establish a structure to respond to a situation when an infectious disease breaks out simultaneously during a natural disaster.

7.6 Information Security

We have appointed the Director (Managing Director) in charge of the Legal and Compliance Department as the Group's Chief Information Security Officer (CISO) and designated the Legal and Compliance Department as the controlling department supervising information security for the entire Group. Each Group company has also established sections in charge of information security. In this manner, the Group is working to build an effective management structure for information security (including privacy). Additionally, the Board of Directors supervises the implementation of information security.

7.6.1 Policies and Regulations Related to Information Security Management

Tokio Marine Holdings recognizes the importance of personal information and confidential information ("information assets"). To ensure the appropriateness and trustworthiness of Tokio Marine Group's operations, we have formulated the Tokio Marine Group Policies for Information Security Management and use appropriate methods to conduct information security management at each Group company in accordance with their line of business, scale, location and other factors. The Group is also taking necessary measures, including revising its Privacy Policy, in response to the Amendment to the Act on the Protection of Personal Information, which came into effect on April 1, 2022.

Based on the Tokio Marine Group Policies for Information Security Management, each Group company establishes departments to oversee information security management and formulate policies and regulations. To protect information assets from various information leakage risks, including leak, loss and unauthorized use, we ensure the confidentiality of information assets and manage them so that they can be used when necessary. Furthermore, the Company regularly monitors the information security management of Group companies, setting up structures and providing information when necessary.

<Tokio Marine Group Privacy Policy> (Excerpt)

Tokio Marine Group (the "Group") is committed to the continuous enhancement of corporate value, with customer trust at the foundation of all its activities. Guided by this corporate philosophy, we, the Group, shall take all possible measures to protect customers' personal information, individual numbers and specific personal information (individual numbers and specific personal information are hereinafter collectively referred to as "Specific Personal Information, etc.") by causing each of our officers and employees to comply with the following group-wide privacy policy under the supervision of the manager in charge of group-wide protection of personal information based on the recognition of our social responsibility to properly manage customers' personal information and Specific Personal Information, etc., in compliance with the Act on the Protection of Personal Information, Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure and other relevant laws, rules, regulations and guidelines.

*"Personal information" and "personal data" provided in this Privacy Policy exclude Specific Personal Information, etc.

1. We shall acquire personal information and Specific Personal Information, etc., of our customers in a manner that is both legal and fair. Unless prescribed by laws, rules or regulations, we shall notify or publicize the purposes for using personal information and Specific Personal Information, etc., of our customers and shall use such information within these limits. We shall set the purposes for using and use Specific Personal Information, etc., within the limits prescribed by applicable laws, rules and regulations (for three areas of social security, taxes and disaster control measures).
2. Unless prescribed by laws, rules or regulations, we shall not provide personal information of our customers to third parties without prior consent of each such customer. We do not provide Specific Personal Information, etc., to third parties except in cases provided by law. There shall be no joint use of Specific Personal Information, etc., with Group companies and business partners. In addition, unless otherwise prescribed by law, rule or regulation, when

providing personal data to a third party, we shall record matters concerning such provision, and when collecting personal data from a third party, we shall confirm and record matters concerning such collection.

3. We shall strive to prevent the divulgence, destruction, impairment and unauthorized access of personal information and Specific Personal Information, etc., of our customers, implement appropriate safety control measures, keep the information accurate and updated, and delete the information without delay if it becomes no longer necessary. We shall promptly take corrective measures if any unauthorized access or the like occurs. When we contract out the management of personal information and Specific Personal Information, etc., of our customers to an outside service provider, we shall supervise the service provider appropriately, as needed.
4. Whenever we receive requests from our customers to view, suspend the use of, delete, update or otherwise process their personal data and Specific Personal Information, etc., that we hold, we shall respond promptly in accordance with laws, rules and regulations. We also welcome comments, questions and other inquiries regarding the management of personal information and Specific Personal Information, etc., of our customers.
5. We shall provide thorough supervision, instructions and education to our employees in charge so that the personal information and Specific Personal Information, etc., of our customers are managed appropriately.
6. We shall continue to revise and aim to improve our internal systems and procedures to protect the personal information of our customers.

 [Tokio Marine Group Privacy Policy](#)

7.6.2 Initiatives for Information Security

• Information Security Management System on the Basic Policies for Internal Controls

Based on the Tokio Marine Group Policies for Information Security Management, Tokio Marine Group thoroughly adheres to information security management rules to prevent information leakages. In particular, each Group company is adopting physical and technological safety control measures that include locking away customers' personal information and confidential documents when not in use, placing restrictions on taking documents and other items outside the company, using encryption and setting passwords for electronic information.

Tokio Marine & Nichido has installed thin-client* terminals for its in-house intranet. Thin-client terminals are not equipped with hard disks and information is centrally managed and deployed from a server, which thereby further strengthens information security.

* A method whereby the PC environment (client OS and applications) for each user is consolidated into and operated by the server

• Acquisition of External Certification

At Tokio Marine Group, Tokio Marine & Nichido Systems, which manages and operates information systems of major Group companies, including Tokio Marine & Nichido and Tokio Marine & Nichido Life, has acquired external certification for information security including Information Security Management System (ISMS) certification. These achievements recognize the initiatives taken within the Group to protect personal information. The Group intends to make continuous improvements and to strengthen further its information security management structure.

- **Company name:** Tokio Marine & Nichido Systems Co., Ltd.
- **Applicable standards:** ISO/IEC 27001:2013, JIS Q 27001:2014
- **Scope of application:** Information system operation and related information technology (IT) services management within Tokio Marine Group, undertaken by the IT Infrastructure Services Headquarters
- **Certification registration number:** IS 508253
- **Date of initial certification registration:** August 24, 2006
- **Expiration date:** October 31, 2025

• Response to Information Leakage and Other Incidents

Tokio Marine Group swiftly responds to incidents, including information leakage and cybersecurity incidents, in accordance with its information security management manual and other procedures.

<Tokio Marine & Nichido: Number of inquiries on personal information received from customers>

FY2020: 209

FY2021: 218

FY2022: 207

Fiscal 2020 inquiries related to:	Number received
Information leakage or loss	100
Information security management structure	13
Handling of information leakage	10
Other	84
Total	207

• Information Security Audit

Each year, we conduct risk assessment and risk-based internal audit on all operations as well as matters concerning Tokio Marine Group's information security (including cybersecurity).

• Training Programs and Assessments on Information Security

Tokio Marine Group periodically provides training programs for its employees and agents and conducts assessments to raise awareness of information security and promote appropriate management. Tokio Marine & Nichido, which handles customer information, provides annual e-learning training on information security to all employees and dispatched office staff and checks their training attendance.

7.7 Cybersecurity

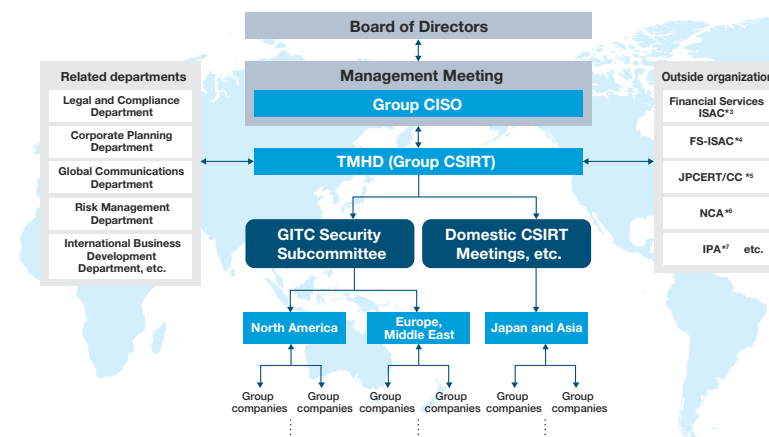
Recognizing cybersecurity as one of the important management issues, with the Group Chief Information Security Officer (CISO) as the supervisor under the leadership of management, the Group companies in Japan and overseas are unitedly maintaining a management system. Reports and discussions are also held twice a year by the Board of Directors, where outside directors with IT expertise also participate.

Specifically, we are promoting countermeasures by adopting global standard frameworks and standard architectures such as ISO 27001^{*1} and NIST SP800. Tokio Marine Group's basic ideas and compliance standards are determined from the perspective of people, processes, and technologies, and include constant monitoring, log analyses, periodic vulnerability-scanning, penetration tests, and risk

assessments. Furthermore, in order to prevent, detect and respond to cyberattacks that are becoming more sophisticated year by year, we use the PDCA cycle to formulate and execute improvement plans in response to issues identified in this process, while taking into account the amount of risk at each Group company, intelligence gained from inside and outside the Group, and the application of new technologies.

Under the Tokio Marine Group CSIRT^{*2}, the entire Group has also been divided into three regions, North America, Europe and Japan/Asia, and we are consolidating our organization and standardizing our technologies and processes at a high level. Each region carries out regular countermeasures such as employee training, including security monitoring on a daily basis, cyber drills (conducted multiple times a year mainly for relevant parties), targeted e-mail drills (conducted multiple times a year for all employees), etc. Also, in the event of a cyber incident, each region strives to establish an efficient and effective system by identifying the scope of the impact, and promptly implementing initial responses, recovery and recurrence prevention measures to prevent the spread of damage while cooperating with other regions.

A Group-wide committee made up of security experts gathers knowledge from around the world and promotes advanced security measures to support our customers and society in times of need.



^{*1} Tokio Marine & Nichido Systems, a core systems company of Tokio Marine Group, has acquired ISO27001 certification.

^{*2} Computer Security Incident Response Team

^{*3} Financial Services ISAC Japan

^{*4} Financial Services Information Sharing and Analysis Center

^{*5} Japan Computer Emergency Response Team Coordination Center

^{*6} Nippon CSIRT Association

^{*7} Information-technology Promotion Agency, Japan

Board member's membership in the committee which oversees cybersecurity strategy

7.8 Sustainability in the Value Chain

Tokio Marine Group is executing sustainability initiatives that are integrated into the value chain. As for sustainability in the value chain, we are engaging in three initiatives. These are value chain management in which we fulfill our social responsibilities together with business partners; promotion of environmental, social and governance (ESG) initiatives among customers, projects and companies, to whom and which we provide products and services; and sustainable investments that give due consideration to ESG issues in investment activities.

7.8.1 Value Chain Management

In the value chain, Tokio Marine Group carries out activities aimed at fulfilling its social responsibility and achieving sustainable development together with its business partners and at raising customer protection and convenience and assuring the soundness and appropriateness of its business.

■ Fulfilling Social Responsibilities Together with Business Partners

In March 2023, Tokio Marine Group formulated the Responsible Procurement Guidelines, which serve as our code of conduct in promoting responsible procurement and purchasing practices throughout the value chain together with business partners. The guidelines also cover such areas as ensuring fair and equitable transactions, respecting human rights and labor, protecting the global environment, implementing information security, setting up an appropriate management system and disclosing information. Each Group company posts information related to the Responsible Procurement Guidelines on its corporate website and communicates the Guidelines to employees and key business partners. The partners are requested to observe international norms on labor and respect for human rights, comply with relevant laws and regulations, help realize a circular economy and become carbon neutral and nature positive.

[Responsible Procurement Guidelines](#) >>

Additionally, Tokio Marine & Nichido has formulated the Principle of Transactions, which outlines the items that should be followed in terms of conducting transactions, and is applying this across its Group. Tokio Marine & Nichido issues the Principle of Transactions to such Group business partners as suppliers and subcontractors and requests that these business partners promote initiatives for “compliance with laws, regulations and social norms,” “promoting fair and honest transactions,” “thorough information management” and “consideration for the environment.”

Through dialogue and by sending a questionnaire, Tokio Marine & Nichido questions suppliers and subcontractors about the implementation of responsible procurement and purchasing practices and the contents of the Principle of Transactions. The results of the dialogue and questionnaire are compiled and are reflected in the next fiscal year’s action plan for the value chain.

<Tokio Marine & Nichido Group Principle of Transaction>

Tokio Marine & Nichido Group conducts transactions based on the following policies and aims to realize sustainable development with business partners (purchasers and consignees) and to fulfill its social responsibilities.

① Compliance with laws, regulations and social norms

Tokio Marine & Nichido Group complies with laws, regulations and social norms in every country and area when conducting transactions. We make every effort to reject relationships with anti-social forces and any undue claims from them.

② Promoting fair and honest transactions

Tokio Marine & Nichido Group selects business partners in a fair and honest manner based on comprehensive consideration of compliance with laws, regulations and social norms, business conditions, reliability, environmental activities, quality and prices of products, services and certainty of delivery period, among others.

③ Thorough information management

Tokio Marine & Nichido Group thoroughly conducts appropriate management and protection of information acquired through business partners.

④ Consideration for the environment

Tokio Marine & Nichido Group promotes the purchase of products with the least impact on the environment (purchase of green products) and works in cooperation with business partners to promote the creation of a recycling-oriented society.

⑤ Strengthening relationships of trust

Tokio Marine & Nichido Group endeavors to build good partnerships based on trust through frequent communication with domestic and overseas business partners and mutually gaining a deeper understanding.

7.8.2 Policies for Outsourcing Management

Tokio Marine Group has established the Tokio Marine Group Policies for Outsourcing Management in order to protect customers, enhance convenience and ensure the soundness and appropriateness of its operations in the event of outsourcing a portion or all of its operations.

Based on these policies, Tokio Marine & Nichido selects its consignees according to the Standard for Selecting Outsourcing Contractors and the Information Security Management System Standard. At the same time, each year the company conducts investigations of the actual status of outsourcing contractors based on the Regulations Related to Outsourcing Contractor Management, which stipulate the management system for outsourcing contractors, and makes improvements when inadequacies are discovered.

In the future as well, Tokio Marine Group will promote initiatives integrated into the value chain together with its business partners.

7.8.3 Study and Research on Promotion of ESG Initiatives through the Provision of Products and Services

Environmental, social and governance (ESG) factors facing society are increasingly affecting traditional risks. Tokio Marine Group believes that one of its crucial responsibilities is to provide high-quality and reliable products and services while working with customers and business partners to understand and respond to ESG risks that have a significant impact on society. To fulfill this responsibility, Tokio Marine Group will promote ESG initiatives through the provision of products and services across its sphere of influence based on the United Nations Environmental Programme Finance Initiative – Principles for Sustainable Insurance (UNEP FI-PSI).

[Research on Climate Change and Natural Disaster Risks](#) >>

United Nations Environmental Programme Finance Initiative – Principles for Sustainable Insurance (UNEP FI-PSI)

<https://www.unepfi.org/>

<https://www.unepfi.org/psi/>

7.8.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services

Tokio Marine Group strives to gain an understanding of ESG risks that have a significant impact on society and utilize the knowledge accumulated through its participation in various studies and international initiatives to develop insurance products and services while working with customers and business partners to respond to these risks.

[Relationship between Tokio Marine Group's Eight Material Issues and 17 SDG Goals](#) >>

■ System for Managing Sustainable Consumption

Tokio Marine Group has developed microinsurance and weather insurance for low-income earners in those developing countries with vulnerability to climate change, natural disasters, illnesses and accidents. Also, Tokio Marine Group supplies products and services that support the building and introduction of renewable energy facilities and also operates the Green Gift Project. Under this project, when customers choose web-based insurance contracts on our website, Tokio Marine & Nichido donates funds corresponding to a portion of the value of the reduction in paper for supporting environmental protection activities in Japan and overseas. The organizational structures for undertaking these initiatives are as follows.

Initiatives	Company
Microinsurance and weather insurance (India)	IFFCO-TOKIO General Insurance Co. Ltd.
Products and services that support the building and introduction of renewable energy facilities	Tokio Marine & Nichido (Sales Development Department, Sales Department)
Green Gift Project	Tokio Marine & Nichido (Sales Planning Department, Sustainability Department)

[Major ESG products of Tokio Marine Group \(PDF/205KB\)](#) 

■ Supporting Companies' ESG Management

ESG has recently been recognized as an important issue in business management. ESG-related topics have increased in Japan's Corporate Governance Code and more stringent regulations related to ESG information disclosure are placed on companies listed on the Prime Market of the Tokyo Stock Exchange. Moreover, there have been cases where companies were forced to change their business strategies because of the emergence of climate action, greenwashing and other environmental issues as well as human rights issues in various regions.

Against this backdrop, Tokio Marine & Nichido launched several efforts in January 2023. These include measuring the maturity of companies' ESG initiatives; assisting companies in reinforcing their ESG systems; and initiating the sale of a rider to its directors and officers liability insurance to cover expenses for investigating human rights and environmental issues and preventing recurrence.

Through these efforts, Tokio Marine & Nichido will continue to support further reinforcement of ESG-focused business management (ESG management) and help resolve social issues through sustainable finance (techniques and activities to financially guide the promotion of the resolution of environmental and social issues).

■ ESG Integration into Insurance Underwriting Risk Management

As a responsible insurance company for customers and society, Tokio Marine & Nichido revised its Insurance Product Development and Revision Procedure in July 2017 to include CSV (resolving social issues through core business) as one of the goals of product development and revision. The company also added environmental and social risks to the Procedure as checkpoints to be used when developing and/or revising an insurance product. In this way, the company has integrated environmental and social impact and risk assessment factors into its product development and revision process.

Additionally, in April 2018, Tokio Marine & Nichido revised its Insurance Underwriting Risk Management Manual to clearly include environmental and social impact and risk assessment factors as the checkpoints for insurance product development and revision. The company annually provides sustainability training to all employees, which is an e-learning program also covering topics related to the Policy to Address Environmental and Social Risks, and is working to facilitate employees' understanding by distributing the Handbook on the Policy to Address Environmental and Social Risks.

■ First Auto Insurance Eco Mark Certification Acquired for Financial Products and Continuous Certification

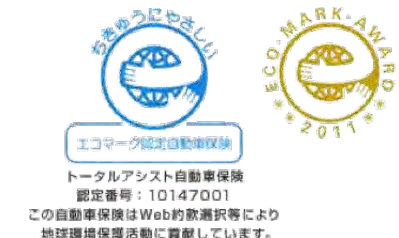
Ever since acquiring the first auto insurance Eco Mark^{*1} certification for financial products from the Japan Environment Association (JEA) in December 2010, Tokio Marine & Nichido continues to receive certification annually for its efforts to promote various initiatives in the environment-related field. These included promotion of the Green Gift Project, dissemination of information on eco-safe driving and accident reduction via the company website, increased use of recycled parts in auto repairs and premium discount services for hybrid, electric and compressed natural gas vehicles.

In 2011, Tokio Marine & Nichido won the Silver Prize in the Eco Mark Award 2011^{*2} sponsored by JEA, becoming the first company in the financial industry to receive an Eco Mark award. In granting the award, JEA highly recognized the company's efforts to promote the widespread use and increase the visibility of Eco Mark-certified auto insurance products (creation of Eco Mark awareness posters and extensive use of the Eco Mark label on auto insurance leaflets and renewal notices) and to offer eco-friendly auto insurance that allows policyholders to participate in activities to reduce environmental impact through the Green Gift Project. Becoming carbon neutral in its domestic business activities in fiscal 2009 and 2010 was another point that was recognized by JEA.

Tokio Marine & Nichido will continue to offer Eco Mark-certified auto insurance products that have a low environmental impact throughout the lifecycle and is recognized as beneficial for environmental preservation.

^{*1} The Eco Mark environmental label is granted to products that are certified as having less impact on the environment throughout their lifecycles and being effective in preserving the environment.

^{*2} The first award scheme established in 2010 in relation to the Eco Mark. Awards are presented to companies and organizations proactively engaged in activities to achieve the objective of the Eco Mark project: "Creation of a sustainable society through the wise choice of environment-friendly products by consumers and environment improvement efforts by companies."



7.8.5 Study and Research on Sustainable Investments and Financing

Tokio Marine Group believes that one of its basic roles is to give consideration to the environment, including climate change, as well as to society and governance in its investment and financing operations and contribute to the creation of a sustainable society. The sustainable growth of society is essential in securing long-term, stable income through investments. In an effort to solve various environmental, social and governance (ESG) issues, we join study and research activities such as the UNEP FI Principles for Sustainable Insurance (UNEP FI-PSI), UN Principles for Responsible Investment (PRI), Principles for Financial Action for the 21st Century and the Japan Sustainable Investment Forum and leverage the findings of these activities to execute sustainable investments and financing.

Tokio Marine Group is making group-wide efforts to promote sustainable investments and financing, and Tokio Marine & Nichido and Tokio Marine Asset Management, two companies accounting for a significant portion of the Group's entire investment activities, have become a signatory to the UN-supported PRI.

United Nations Environment Programme Finance Initiatives – Principles for Sustainable Insurance (UNEP FI-PSI)

<https://www.unepfi.org/>

<https://www.unepfi.org/psi/>

UN Principles for Responsible Investment (PRI)

<https://www.unpri.org/>

Principles for Financial Action for the 21st Century

<https://www.pfa21.jp/> (in Japanese)

Japan Sustainable Investment Forum

<http://www.jsif.jp.net/> (in Japanese)

7.8.6 Policies and Operational System for Sustainable Investments

With Tokio Marine Asset Management and Tokio Marine & Nichido taking the lead, Tokio Marine Group has formulated sustainable investment policies and aims for the sustainable growth of investee companies and thus promotes such initiatives as holding constructive “purposeful dialogue” with investee companies and publicly announcing the exercise of voting rights and the results of the exercise of voting rights.

■ Investment Policies

The investment policies of Tokio Marine & Nichido and Tokio Marine Asset Management are as follows. [For the latest revised version, refer to Sustainability Report 2023 Supplemental Information.](#)

<Asset Management Policy from the Tokio Marine & Nichido Disclosure Report 2022 (excerpt)>

Besides focusing on safety, profitability and liquidity in preparation for the payment of insurance claims, Tokio Marine & Nichido also undertakes asset management that contributes to society and public welfare. For this reason, with a main focus on Asset Liability Management (ALM), Tokio Marine & Nichido aims at securing long-term, stable income and carrying out efficient liquidity management under appropriate risk control giving due consideration to the characteristics of insurance products.

Additionally, in order to fulfill its corporate social responsibility, Tokio Marine & Nichido posts its ESG Investment and Financing Policy, which also gives appropriate consideration to ESG and other non-financial elements, at the link listed below.

https://www.tokiomarine-nichido.co.jp/company/pdf/TMNF_2023_d.pdf (in Japanese) 

<ESG Investment and Financing Policy from Tokio Marine & Nichido's Corporate Website (excerpt)>

Tokio Marine & Nichido envisions to be a “Good Company” that supports customers and local communities in times of need even 100 years from now. To achieve this goal, we will integrate consideration for society and public welfare into our investment process based on our social responsibility as a non-life insurance company and contribute to the creation of a safe, secure and sustainable future.

Specifically, as a signatory to the Principles for Responsible Investment (PRI) supported by the United Nations, we will promote environmental, social and governance (ESG) investments and

financing, which take into account both financial information and ESG elements, and seek to increase investment performance over the medium to long term and to resolve social issues.

<https://www.tokiomarine-nichido.co.jp/company/about/policy/stewardship.html> (in Japanese)

<Tokio Marine Asset Management>

One of Tokio Marine Asset Management's management principles is to contribute to the development of an enriched and comfortable social life and economic growth of society. Tokio Marine Asset Management, in conformance with its fiduciary responsibility, executes responsible investments that not only focus on financial elements of investee companies but also appropriately consider non-financial elements such as environmental, social and governance (ESG) issues. In addition, Tokio Marine Asset Management actively engages investees to promote their growth over the medium to long term with the aim of increasing medium- to long-term returns for customers.

Tokio Marine Asset Management adopts an ESG integration approach, which integratedly ascertains and systematically evaluates financial and non-financial elements, into its investment decision process. This process is commonly applied to all asset classes based on the recognition that ESG integration enables even higher-precision investee analysis and investment decisions.

Tokio Marine Asset Management regards ESG as a fundamental element to ensure medium- to long-term returns for customers and has placed its focus on governance in all asset classes while also appropriately considering environmental, social and other aspects as well.

[Initiatives for responsible investment](#) (in Japanese)

■ Organization Structure

The organization structures of Tokio Marine & Nichido and Tokio Marine Asset Management are as follows.

<Tokio Marine & Nichido>

At Tokio Marine & Nichido, ESG investment and financing planning is carried out in the Financial Planning Department and sustainable investment and financing initiatives are implemented in collaboration with departments that execute transactions. Moreover, by receiving the evaluation of an external organization through PRI's annual assessment, Tokio Marine & Nichido is identifying any issues in its efforts and process related to ESG investments and financing for continuous improvement.

<Tokio Marine Asset Management>

At Tokio Marine Asset Management, the ESG Asset Management Group takes the lead, in collaboration with other internal departments, in executing relevant initiatives in asset management operations in accordance with the policies and basic plan for promoting sustainability formulated by the company. As for stewardship activities, which include the exercise of voting rights, the Responsible Investment Department exercises voting rights based on various policies and provides support to the Investment Investigation Group.

■ Principles for Responsible Institutional Investors (Japan's Stewardship Code)

The Council of Experts established within the Financial Services Agency announced in February 2014 the "Principles for Responsible Institutional Investors (Japan's Stewardship Code) – To promote sustainable growth of companies through investment and dialogue." The Code was revised in May 2017 and thereafter in March 2020.

Under the Code, "Stewardship Responsibility" means bearing responsibility for expanding medium- and long-term investment returns for "customers and beneficiaries" (including end beneficiaries) through constructive "purposeful dialogue" (engagement) by institutional investors based on a deep understanding of investee companies and their business environments as well as consideration for sustainability (medium- to long-term sustainability, including ESG factors) consistent with investment management strategies to raise the corporate value of these companies and promote their sustainable growth.

In May 2014, Tokio Marine & Nichido agreed with the intent of the Principles for Responsible Institutional Investors (Japan's Stewardship Code) and also announced it would adopt the Code. Since then, the company has been reviewing its Policy on Japan's Stewardship Code and other related policy in a timely manner based on the revisions made to the Code.

[Tokio Marine & Nichido: Policy on Japan's Stewardship Code and Other Related Policy](#) (in Japanese)

In May 2014, Tokio Marine Asset Management (TMAM) announced its adoption of the Principles for Responsible Institutional Investors (Japan's Stewardship Code). Since then, the company has been reviewing its TMAM Stewardship Statement in a timely manner based on revisions to the Code.

[Tokio Marine Asset Management: Stewardship Statement](#) (in Japanese)

7.8.7 Efforts for Sustainable Investments and Financing

Tokio Marine Group contributes to the creation of a safe, secure and sustainable future together with its stakeholders by developing and providing ESG investment products.

■ Sustainable Investment and Financing Initiatives as an Institutional Investor

In order to realize a sustainable society, as an institutional investor, we are promoting investments in ESG-themed green bonds, sustainability bonds, social bonds and green loans. The total balance of such themed investments and financing was about 109 billion yen as of March 31, 2023, for Tokio Marine & Nichido, Tokio Marine & Nichido Life and Nisshin Fire. In our themed investment and financing operations, we are also promoting the creation of social and economic value in new fields. For example, Tokio Marine & Nichido executed its first green loan in August 2022 and invested in Japan's first blue bonds in October 2022 to support the investee companies' efforts for environmentally sustainable fishery and aquafarming businesses. The company has also invested in transition bonds issued by gas, iron and steel and other companies, thereby providing support on various fronts in the investment and financing field, to realize a decarbonized society.

In addition, in fiscal 2022, Tokio Marine & Nichido established a team to make impact investments in funds with measurable social returns, which can create both social and economic value. The team has made investment commitments to renewable energy, environmental and other funds conducive to climate action, and the total commitments amounted to about 13 billion yen as of March 31, 2023. In terms of impact investment, the company is also making efforts to create social and economic value in new fields. As one example, it committed to investment in a forestry fund in June 2023 to pass on valuable forest resources to future generations.

■ Initiatives as an Asset Manager

• Initiatives Related to Traditional Assets (Equities and Bonds)

In addition to simply providing ESG investment products, Tokio Marine Asset Management is striving to facilitate a more accurate understanding of the characteristics and details of these products among investors by defining when the company gives the name "ESG fund" to its investment funds.

Name	Definition
ESG fund	A fund that: • Seeks to generate impact or resolve environmental or social issues • Adopts ESG-focused methods* when selecting investment targets • Manages ESG-related factors appropriately by using quantitative indicators • Makes sufficient disclosure of ESG-related information

* We deem that the fund has adopted "ESG-focused methods" when it uses both of the following:

- A basic method with a focus on ESG, including ESG integration, screening based on norms, sector screening and engagement strategies
- An original method with a focus on ESG, including positive screening and best-in-class approach

The table below lists our ESG funds that satisfy the above definition. Tokio Marine Japanese Equity Focus Fund is an investment product of Tokio Marine Asset Management, which complies with Article 8* of Europe's Sustainable Finance Disclosure Regulation (SFDR).

	Tokio Marine Group's ESG funds (as of August 2023)
Publicly offered investment fund (for individual investors)	Tokio Marine Investment Trust to Fight Cancer
	Tokio Marine Climate Change Response Fund ("Green Future")
	Tokio Marine Renewable Energy Income Strategy Fund ("Green Power Shift")
Privately placed investment fund (for institutional investors)	Tokio Marine Japanese Equity ESG Investment Fund
	Tokio Marine Japanese Equity Focus Fund

* A fund will be Article 8-compliant if it satisfies a requirement of the SFDR to incorporate sustainability risk into the investment decision-making process.

• Initiatives Related to Alternative Investments

Since 2012, Tokio Marine Asset Management has been operating the TM Nippon Solar Energy Fund for institutional investors, including corporate pension funds, to invest in solar power plants as an investment product targeting Japan's national infrastructure. The company has also been operating the TM Nippon Renewable Energy Fund that invests in various types of renewable energy, including wind power, biomass, hydropower and geothermal power in addition to solar power, since 2017. These funds are investment products that diversify investments among Japan's renewable energy generation businesses and provide investment income to investors from sales of electric power.

A number of initiatives have been underway in Japan to achieve carbon neutral status, and the utilization of renewable energy is positioned as one of the most important efforts.

Tokio Marine Asset Management believes that these funds will contribute to the realization of carbon neutral status. By offering investment opportunities of social significance through these funds, the company strives to fulfill its social roles and responsibilities as an asset management company.

7.8.8 Exercise of Voting Rights and Disclosure of the Results of Exercise of Voting Rights

Based on the intent of the Principles for Responsible Institutional Investors (Japan's Stewardship Code), Tokio Marine & Nichido and Tokio Marine Asset Management have formulated clear policies on publicly announcing the exercise of voting rights and the results of the exercise of voting rights and are disclosing details of their stewardship activities that include the results of the exercise of voting rights.

<Tokio Marine & Nichido>

[Overview of stewardship activities](#) (PDF/188KB) (in Japanese) 

<Tokio Marine Asset Management>

[Stewardship activities and results of self-assessment](#) (August 2023) (PDF/2.1MB) (in Japanese) 

[Disclosure of the results of the exercise of voting rights](#) (Japanese equities) (in Japanese) 

8 Sustainability Performance Data

We provide principal sustainability performance data for Tokio Marine Group.

Reporting Period and Reporting Organizations

- Reporting period: Report on results for fiscal 2022 (April 1, 2022 – March 31, 2023)
- Reporting organizations: Tokio Marine Holdings and major subsidiaries

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

Corporate Governance

For details, please refer to Corporate Governance Report.

[Corporate Governance \(Corporate Governance Report\)](#)
Dialogue with Shareholders and Investors >>

Internal Control

[Internal Control](#)

Improving Quality from the Customer's Perspective

Improving Quality from the Customer's Perspective >>

Results of Tokio Marine Group's Sustainability Initiatives

Progress of Eight Material Issues (Materiality) >>

Environment

CO₂ Emissions from Energy Sources and CO₂ Reduction and Fixation (Tokio Marine Holdings and major subsidiaries)

[Reduction targets for CO₂ emissions]

- Long-term target (fiscal 2030) : -60% (compared with fiscal 2015 level)
- Reduction target in fiscal 2023 : -1% compared with the previous year

[CO₂ emissions]

From fiscal 2015, we began calculating Scope 3 "Category 1: Purchased goods and services (Purchased paper)," "Category 3: Fuel- and energy-related activities not included in Scope 1, 2" and "Category 5: Waste generated in operations" as we expanded the scope of calculation for CO₂ emissions. For fiscal 2022, CO₂

emissions (Scope 1+2+3) for Tokio Marine Holdings and major subsidiaries were 80,201 tons (domestic: 48,587 tons, overseas: 31,614 tons) versus the initial-year target of 82,648 tons (-1% from the previous fiscal year) and -3.93% compared with the previous fiscal year, thereby achieving the target. The principal factor was efforts to reduce environmental loads.

[Data coverage rate]

We calculate 100% (employee base) of Tokio Marine Holdings and major subsidiaries (excluding Scope 3 "Category 5: Waste generated in operations" and "Category 6: Business travel (by air)).

(Unit: tons)

		Fiscal 2020	Fiscal 2021	Fiscal 2022
CO₂ emissions		89,894	83,483	80,201 
Breakdown	Domestic ^{*1}	64,548	55,633	48,587 
	Overseas ^{*2}	25,345	27,850	31,614 
Scope 1	Direct (Gas, heavy oil, gasoline, etc.)	13,163 Domestic: 7,150 Overseas: 6,013	13,022 Domestic: 7,079 Overseas: 5,942	13,362  Domestic: 6,894  Overseas: 6,468 
	Scope 2	Indirect (Electricity, chilled/hot water, etc.)	47,435 Domestic: 31,603 Overseas: 15,832	41,190  ^{*3} Domestic: 23,979  Overseas: 17,212 
Scope 3	Total	22,754 Domestic: 17,666 Overseas: 5,088	23,026 Domestic: 16,950 Overseas: 6,075	25,649  Domestic: 17,714  Overseas: 7,935 
	Category 1: Purchased goods and services (Paper usage)	11,172 Domestic: 9,958 Overseas: 1,214	10,349 Domestic: 9,365 Overseas: 985	9,463  Domestic: 8,436  Overseas: 1,026 
	Category 3: Fuel- and energy-related activities not included in Scope 1, 2 (Electricity, steam and chilled/hot water usage)	8,638 Domestic: 6,385 Overseas: 2,253	10,875 Domestic: 6,195 Overseas: 4,679	9,764  Domestic: 5,793  Overseas: 3,971 
	Category 5: Waste generated in operations (Waste generation)	1,045	1,038	1,447 
	Category 6: Business travel (by air)	1,900 Domestic: 279 Overseas: 1,621 (Coverage rate: 100%)	764 Domestic: 353 Overseas: 411 (Coverage rate: 100%)	4,975  Domestic: 2,068  Overseas: 2,907  (Coverage rate: 100%)
CO₂ emissions per employee		2.08	1.94	1.86
Number of employees (consolidated fiscal year base)		43,260 persons	43,048 persons	43,217 persons
CO₂ reduction (Excluding CO₂ fixation through mangrove planting)		3,531	3	—
CO₂ fixation through mangrove planting		120,000	130,000	93,000

Data calculation method (☑ items)

[☞ Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

"1. Calculation Method of CO₂ emissions originating from energy consumption and CO₂ reduction"

Data collection scope (☑ items)

*1 [☞ Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2023)"

*2 [☞ Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

Companies in which the headquarters is located overseas of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2023)"

*3 Reflects the CO₂ reduction effect of 14,074 tons from green power purchases.

■ Environmental Load Data (Tokio Marine Holdings and major subsidiaries)

	Units	Fiscal 2020	Fiscal 2021	Fiscal 2022
Electricity usage	1,000 kWh (GJ)	118,313 (425,928)	119,473 (430,104)	130,109 ☑ (468,393)
Gas usage	1,000m ³ (GJ)	1,342 (58,653)	1,215 (53,115)	1,267 ☑ (55,345)
Steam and chilled/ hot water usage	GJ	17,337	83,128	27,150 ☑
Gasoline usage	kℓ (GJ)	3,766 (130,319)	3,905 (135,097)	3,913 ☑ (135,377)
Heavy oil usage	ℓ (GJ)	23,832 (931)	29,657 (1,160)	24,687 ☑ (965)
Business travel (by air)	1,000 km	18,092	7,100	53,786 ☑
Paper usage	t	6,105	5,655	5,171 ☑
Renewable energy (electricity) usage	1,000 kWh	—	21,068	33,972 ☑

Data calculation method (☑ items)

[☞ Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

"1. Calculation Method of Environmental load data"

Data collection scope (☑ items)

[☞ Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

Companies of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2023)"

■ CO₂ Emissions from Energy Sources (Tokio Marine & Nichido)**[CO₂ emissions reduction targets]**

- Long-term target (fiscal 2050): -60% reduction (compared with fiscal 2006 level)
- Reduction target in fiscal 2023: -1% compared with the previous year

[CO₂ emissions]

From fiscal 2015, we began calculating Scope 3 "Category 1: Purchased goods and services (Purchased paper)," "Category 3: Fuel- and energy-related activities not included in Scope 1, 2" and "Category 5: Waste generated in operations" as we expanded the scope of calculation for CO₂ emissions. For fiscal 2022, CO₂ emissions (Scope 1+2+3) of Tokio Marine & Nichido were 34,425 tons versus the initial-year target of 41,361 tons (-1% from the previous fiscal year) and -17.6% compared with the previous fiscal year due to energy conservation efforts.

[Data coverage rate]

100.0% of Tokio Marine & Nichido overall (employee base)

(Unit: tons)

		Fiscal 2020	Fiscal 2021	Fiscal 2022
CO₂ emissions		49,843	41,779	34,425
Scope 1	Direct (Gas, heavy oil, gasoline, etc.)	4,991	5,068	4,913
Scope 2	Indirect (Electricity, chilled/hot water, etc.)	30,353	23,140	15,892
Scope 3	Total	14,499	13,571	13,621
	Category 1: Purchased goods and services (Paper usage)	8,601	7,700	7,151
	Category 3: Fuel- and energy-related activities not included in Scope 1, 2 (Electricity, steam and chilled/hot water usage)	4,957	4,794	4,415
	Category 5: Waste generated in operations (Waste generation)	783	848	1,015
	Category 6: Business travel (by air)	158	229	1,040
CO₂ emissions per employee		2.88	2.42	2.06
Number of employees		17,253 persons	17,098 persons	16,749 persons

Data calculation method items)
[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#)

"1. Calculation Method of Human Rights and Labor (Basic Data) / Utilizing Diverse Human Resources"

Data collection scope items)

Tokio Marine & Nichido

Environmental Load Data (Tokio Marine & Nichido)

	Units	Fiscal 2020	Fiscal 2021	Fiscal 2022
Electricity usage	1,000kWh (GJ)	65,580 (236,088)	62,118 (223,626)	54,721 (196,997)
Gas usage	1,000m ³ (GJ)	654 (29,177)	658 (29,288)	598 (26,638)
Steam and chilled/hot water usage	GJ	14,771	17,000	20,831
Gasoline usage	kℓ (GJ)	1,464 (50,662)	1,504 (52,046)	1,496 (51,756)
Heavy oil usage	ℓ (GJ)	22,949 (897)	16,958 (663)	22,796 (891)
Business travel (by air)	1,000km	1,366	1,980	9,745
Water usage	1,000m ³	215	207	179
Paper usage	t	4,700	4,208	3,908
Waste	t	2,895	2,995	2,812
Recycling rate	%	56.6	55.7	57.1

Data calculation method items)
[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#)

"1. Calculation Method of Environmental load data"

Data collection scope items)

Tokio Marine & Nichido

🕒 Human Rights and Labor

■ Data Coverage Rate

Tokio Marine Holdings and major subsidiaries (employee base) are calculated as 100%.

Tokio Marine Holdings and domestic major subsidiaries:

57.4% of Tokio Marine Holdings and major subsidiaries (employee base)

Tokio Marine & Nichido:

38.8% of Tokio Marine Holdings and major subsidiaries (employee base)

■ Basic Data

[Number of employees (Tokio Marine Holdings and major subsidiaries)]

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Total number of employees (consolidated fiscal year base)	43,260	43,048	43,217
Tokio Marine Holdings and domestic major subsidiaries	Male: 12,674 Female: 12,797 Overall: 25,471	Male: 12,421 Female: 12,701 Overall: 25,122	Male: 12,118 ☒ Female: 12,699 ☒ Overall: 24,817 ☒
Tokio Marine Holdings and overseas major subsidiaries	Asia: 4,870 North and Central Americas: 12,262 Europe: 777 Overall: 17,909	Asia: 4,768 North and Central Americas: 12,473 Europe: 787 Overall: 18,028	Asia: 4,787 North and Central Americas: 13,003 Europe: 710 Overall: 18,500

Data calculation method (📄 items)

[📄 Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

"1. Calculation Method of Basic data on human rights and labor, and use of diverse human resources"

Data collection scope (📄 items)

[📄 Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2023)"

[Workforce Breakdown: Race/ Ethnicity & Nationality]

[📄 Race/ Ethnicity & Nationality data](#) 

[Basic employee data (Tokio Marine & Nichido)]

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Average age	Male: 47 Female: 37 Overall: 42	Male: 47 Female: 38 Overall: 42.1	Male: 47.3 Female: 38 Overall: 42.4
Average years continuously employed	Male: 12 Female: 12 Overall: 12	Male: 13 Female: 12 Overall: 12.4	Male: 12.9 Female: 12.6 Overall: 12.8
Average annual salary	Approx. ¥7.73 million	Approx. ¥8.30 million	Approx. ¥8.60 millio
Turnover rate*	2.0%	2.7%	3.2%

*The turnover rate is calculated based on the number of personnel who quit voluntarily (excluding the age-limit retirement).

[Number of new hires (Tokio Marine & Nichido)]

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Male: (New graduates)	206	195	173
(Mid-career hires)	34	38	61
Female: (New graduates)	418	408	334
(Mid-career hires)	8	6	18
Overall: (New graduates)	624	603	507
(Mid-career hires)	42	44	79

[Ratio of female employees' wages to male employees' wages in fiscal 2022* (Tokio Marine Holdings)]

Non-regular employees	Regular employees	All employees
59.2% ☒	75.7% ☒	66.7% ☒

*Tokio Marine Holdings does not differentiate wages based on gender. The gender gap in wages is attributable to wage settings based on expertise, career and performance. In our personnel system, there is no classification of employees based on what kind of work they engage in or where they work.

[Ratio of female employees' wages to male employees' wages in fiscal 2022* (Tokio Marine & Nichido)]

Non-regular employees	Regular employees	All employees
61.5% 	48.9% 	51.2% 

* For regular employees, there are two types of employee categories: "Global," which does not limit the work location, and "Area," which limits the work location. Such limitations have rendered the wage level of "Global" employees proportionally higher. The gender gap in wages is attributable to the fact that more male employees belong to the "Global" category and have comparatively longer years of service. Tokio Marine & Nichido does not differentiate wages based on gender.

[Ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation* (Tokio Marine Holdings)]

Fiscal 2021	Fiscal 2022	Fiscal 2023
13.0	17.7	15.3

* Total CEO compensation / Mean employee compensation

◎ Fair Personnel System and Management

[Employee attitude survey (Tokio Marine & Nichido)]

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Respondents	16,126 (Response rate: 91.6%)	16,541 (Response rate: 93.1%)	16,182 (Response rate: 92.6%)
Level of satisfaction	Male: 95.2% Female: 92.0% Overall: 93.4%	Male: 95.1% Female: 91.7% Overall: 93.2%	Male: 95.1% Female: 91.3% Overall: 93.0%

[Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
100%	100%	100%

◎ Development of Human Resources

[Employee training (Tokio Marine & Nichido)]

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Total training hours	226,503 hrs.	313,721 hrs.	271,897 hrs.
Average training hours per employee	15.29 hrs.	21.04 hrs.	18.38 hrs.
Total training cost	¥737,803,807	¥870,346,000	¥883,899,877
Average training cost per employee	¥49,804	¥58,362	¥59,739

[Job request system (job posting system) (Domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
Applicants: 433 Approval: 224	Applicants: 612 Approval: 241	Applicants: 716 Approval: 267

* Approved requests take effect in the fiscal year after that of the application.

* Figures for fiscal 2020 are for Tokio Marine & Nichido only.

Utilizing Diverse Human Resources

[Number of directors and managers (Tokio Marine Holdings and major subsidiaries)]

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Directors (including executive officers)	Male: 204 Female: 13 Overall: 217	Male: 296 Female: 52 Overall: 348	Male: 334 ☒ Female: 68 ☒ Overall: 402 ☒
General managers	Male: 804 Female: 37 Overall: 841	Male: 1,078 Female: 191 Overall: 1,269	Male: 1,033 ☒ Female: 198 ☒ Overall: 1,231 ☒
Section managers	Male: 2,518 Female: 361 Overall: 2,879	Male: 3,911 Female: 1,322 Overall: 5,233	Male: 3,954 ☒ Female: 1,966 ☒ Overall: 5,920 ☒
Managers (general managers and section managers) total	Male: 3,322 Female: 398 Overall: 3,720	Male: 4,989 Female: 1,513 Overall: 6,502	Male: 4,987 ☒ Female: 2,164 ☒ Overall: 7,151 ☒
(Deputy managers) *Only Tokio Marine & Nichido	Male: 1,605 Female: 619 Overall: 2,224	Male: 1,536 Female: 739 Overall: 2,275	Male: 1,487 Female: 875 Overall: 2,362

*Figures for fiscal 2020 are for Tokio Marine & Holdings and domestic major subsidiaries only.

Data calculation method (☒ items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

"1. Calculation Method of Human Rights and Labor (Basic Data) / Utilizing Diverse Human Resources"

Data collection scope (☒ items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2023)"

[Diversity-related data]

[Diversity-related data](#) 

[Number of female directors (Tokio Marine & Nichido, as of March 31, 2023)]

Directors and officers	Rate
8	13.3%

[Number of employees using the system for continued employment of older employees (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
831	925	996

[Rate of employment of persons with disabilities] (as of December 1 of each fiscal year)

Fiscal 2020	Fiscal 2021	Fiscal 2022
2.35%	2.39%	2.40%

* Reporting organizations: Applicable Group companies (Tokio Marine Holdings, Tokio Marine & Nichido, Tokio Marine Business Support, Tokio Marine & Nichido Career Service and Tokio Marine Nichido Better Life Service)

Reform of Working Styles

[Retiree rehiring system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
6	5	7

[Maternity leave system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
603	756	748

[Childcare leave system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
Male: 123 Female: 1,271 Overall: 1,394	Male: 158 Female: 1,342 Overall: 1,500	Male: 244 Female: 1,297 Overall: 1,541

[Short working hours system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
1,481	1,515	1,189

[Resumption of work support system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
1,210	1,357	1,303

[Return to work rate after taking childcare leave (Tokio Marine Holdings and major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
Male: 100% Female: 77.7%	Male: 99.3% Female: 94.8%	Male: 94.9% Female: 96.1%

[Employee retention rate after taking childcare leave (Tokio Marine Holdings and major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
Male: 100% Female: 76.5%	Male: 95.4% Female: 90.0%	Male: 83.4% Female: 84.7%

*Figures for fiscal 2020 are for Tokio Marine & Holdings and domestic major subsidiaries only.

[Spouse childbirth leave (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
17	33	28

[Nursing care leave system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
53	191	248

[Nursing care temporary retirement system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
7	6	13

[Annual average actual working hours (Tokio Marine & Nichido)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
1,987 hrs.	1,978 hrs.	1,989 hrs.

[Monthly average overtime hours (Tokio Marine & Nichido)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
22.63 hrs.	23.11 hrs.	24.02 hrs.

*Including legal overtime hours

[Number of annual paid leave days taken (Tokio Marine & Nichido)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
15.8 days	16.6 days	17.2 days

● Health Management and Occupational Health and Safety

[Percentage of employees who received health checks (Tokio Marine & Nichido)]

Category	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023 numerical targets
Percentage of employees who received health checks	100%	100%	100%	100%	100%
Percentage of employees who underwent a detailed examination after a regular checkup	86.4%	87.2%	92.5%	89.5%	90.0%
Uterine cancer screening rate	66.0%	60.5%	62.8%	61.7%	68.5%
Breast cancer screening rate	81.1%	74.6%	77.8%	77.0%	82.5%
Prostate cancer screening rate	76.1%	73.1%	75.6%	76.3%	—

[Specific health guidance implementation rate (Tokio Marine & Nichido)]

Category	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022 numerical targets
Specific health guidance implementation rate	57.3%	52.4%	68.1%	67.7%	Equal to or over 60.0%

[Awareness on health (Tokio Marine & Nichido)]

Category	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023 numerical targets
Status of health literacy ^{*1}	4.13	*2	4.10	4.08	4.13
Subjective sense of health ^{*1}	—	—	—	3.47	3.50

*1: Response to employee questionnaires (on a maximum scale of 5 points)
*2: Not implemented due to system change

[Participation in health improvement measures (Tokio Marine & Nichido)]

Category	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023 numerical targets
Number of employees who participated in Health Promotion Month/Health Challenge	7,060	8,101	7,997	7,106	8,130

[Health status of employees (Tokio Marine & Nichido)]

Category	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023 numerical targets
Findings at a regular health checkup	51.8%	54.0%	54.0%	54.3%	Under 50.0%
Persons maintaining a healthy body weight (BMI)	68.3%	67.8%	67.8%	67.8%	Equal to or over 70.0%
Smoking rate	13.7%	12.7%	12.3%	12.4%	12.2%
Rate of employees who have developed physical exercise habits	18.4%	19.5%	20.0%	20.9%	Equal to or over 20.0%
Stress test execution rate	98.4%	98.7%	98.8%	98.6%	Equal to or over 98.0%
Rate of employees with a high stress level	9.9%	8.2%	9.7%	10.7%	Under 10.0%

[Independent initiative implementation status (Tokio Marine & Nichido)]

Category	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023 targets
Number of employees participating in anti-obesity initiatives for young employees	301	*	263	192	Health guidance implementation rate: 80%

* Postponed due to the COVID-19 pandemic

[Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries)]**• Occupational accidents**

Fiscal 2020	Fiscal 2021	Fiscal 2022
72	59	43 

• Commuting accidents

Fiscal 2020	Fiscal 2021	Fiscal 2022
63	43	45 

[Absentee rate* (Tokio Marine & Nichido)]

Fiscal 2021	Fiscal 2022	Fiscal 2023
1.19%	1.37%	1.60% 

*Total days lost due to absenteeism / Total days scheduled to be worked

Data calculation method (items)[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

“1. Calculation Method of Industrial Accidents”

Data collection scope (items)[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/103KB\)](#) 

Companies in which the headquarters is in Japan of “2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2023)”

◎ Human Rights**[Human rights training participation rate (Tokio Marine Holdings and domestic major subsidiaries)]**

Fiscal 2020	Fiscal 2021	Fiscal 2022
100%	100%	100%

[Human rights training hours (Tokio Marine & Nichido)]

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Total training hours	21,789 hrs.	21,664 hrs.	22,725 hrs.
Training hours per employee	1 hr.	1 hr.	1 hr.
Participation rate	100%	100%	100%

◎ Local Community and Social Contribution Activities**[Employee participation rate in volunteer activities
(Tokio Marine Holdings and domestic major subsidiaries)]**

Fiscal 2020	Fiscal 2021	Fiscal 2022
113.5%	110.6%	102.4%

*Figures for fiscal 2020 is for Tokio Marine & Holdings and domestic major subsidiaries only.

**[Number of employees who took volunteer leave
(Tokio Marine Holdings and domestic major subsidiaries)]**

Fiscal 2020	Fiscal 2021	Fiscal 2022
9	90	48

[Donations (Including monetary and in-kind donations by Tokio Marine Holdings, domestic major subsidiaries and other affiliated companies)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
Approx. ¥2,062 million (includes disaster support of approx. ¥8 million)	Approx. ¥2,188 million (includes disaster support of approx. ¥5.3 million)	Approx. ¥1,473 million (includes disaster support of approx. ¥24.9 million)

*This includes donations by miscellaneous expenses for social contribution programs, payments in kind, opened facilities and employee dispatching.

*Monetary donations by employees and agents in fiscal 2022: Approx. ¥12.8 million

Third-Party Assurance

Tokio Marine Holdings has received a third-party assurance of the Tokio Marine Group Sustainability Report 2023 from Ernst & Young ShinNihon LLC with the aim of further improving the level of communication with stakeholders. (The independent third-party assurance logo  is marked where appropriate).

By obtaining the external assurance, we will work to improve the quality of Tokio Marine Group sustainability reporting. Tokio Marine Holdings has consecutively received same third-party assurances from fiscal 2016 to fiscal 2021 as well.

Environment

- ☑ CO₂ Emissions from Energy Sources and CO₂ Reduction
(Tokio Marine Holdings and major subsidiaries) >>
- ☑ Environmental Load Data (Tokio Marine Holdings and major subsidiaries) >>
- ☑ CO₂ Emissions from Energy Sources (Tokio Marine & Nichido) >>
- ☑ Environmental Load Data (Tokio Marine & Nichido) >>

Human Rights and Labor

- ☑ Number of employees (Tokio Marine Holdings and domestic major subsidiaries) >>
- ☑ Number of directors and managers (Tokio Marine Holdings and major subsidiaries) >>
- ☑ Absentee rate (Tokio Marine & Nichido) >>
- ☑ Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries) >>



Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

September 27, 2023

Independent Assurance Report

TO:

Mr. Satoru Komiya
President
Tokio Marine Holdings, Inc.

Takefumi Kawasaki
Yuji Ozawa
Engagement Partner
Ernst & Young ShinNihon LLC
Tokyo, Japan

We, Ernst & Young ShinNihon LLC., have been commissioned by Tokio Marine Holdings, Inc. (hereafter the "Company") and have carried out a limited assurance engagement on the Key Sustainability Indicators (hereafter the "Indicators") of the Company and its major subsidiaries for the year ended March 31, 2023 as included in the Company's *Tokio Marine Holdings, Inc. Sustainability Report 2023* (hereafter the "Report"). The scope of our assurance procedures was limited to the Indicators marked with the symbol "☑" in the Report.

- The Company's Responsibilities**
 The Company is responsible for preparing the Indicators in accordance with the Company's own criteria, which it determined with consideration of Japanese environmental regulations as presented in Calculation Method of *Method of Calculation and Scope in Data Collection for Key Sustainability Indicators* (https://www.tokiomarinehd.com/en/sustainability/pdf/sustainability_indicatorsFY2022.pdf). Greenhouse gas (GHG) emissions are estimated using emissions factors, which are subject to scientific and estimation uncertainties given instruments for measuring GHG emissions may vary in characteristics, in terms of functions and assumed parameters.
- Our Independence and Quality Control**
 We have met the independence requirements of the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants, which is based on the fundamental principles of integrity, objectiveness, professional competence and due care, confidentiality, and professional behavior. In addition, we maintain a comprehensive quality control system, including documented policies and procedures for compliance with ethical rules, professional standards, and applicable laws and regulations in accordance with the *International Standard on Quality Management (ISQM) 1* issued by the International Auditing and Assurance Standards Board.
- Our responsibilities**
 Our responsibility is to express a limited assurance conclusion on the Indicators included in the Report based on the procedures we have performed and the evidence we have obtained.
 We conducted our limited assurance engagement in accordance with the *International Standard on Assurance Engagements: Assurance Engagements Other than Audits or Reviews of Historical Financial Information* ("ISAE 3000") (Revised), and with respect to GHG emissions, the *International Standard on Assurance Engagements: Assurance Engagements on Greenhouse Gas Statements* ("ISAE 3410"), issued by the International Auditing and Assurance Standards Board. The procedures, which we have performed according to our professional judgment, include inquiries, document inspection, analytical procedures, reconciliation between source documents and Indicators in the Report, and the following:
 - Making inquiries regarding the Company's own criteria that it determined with consideration of Japanese environmental regulations, and evaluating the appropriateness thereof;
 - Inspecting relevant documents with regard to the design of the Company's internal controls related to the Indicators, and inquiring of personnel responsible thereof at the Company and 2 major subsidiaries visited;
 - Performing analytical procedures concerning the Indicators at the Company and 2 major subsidiaries visited; and
 - Testing, on a sample basis, underlying source information and conducting relevant re-calculations at the Company and 2 major subsidiaries visited.
 The procedures performed in a limited assurance engagement are more limited in nature, timing and extent than a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower than would have been obtained if we had performed a reasonable assurance engagement.
- Conclusion**
 Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Indicators included in the Report have not been measured and reported in accordance with the Company's own criteria that it determined with consideration of Japanese environmental regulations.

[Click on the image for an enlarged view](#)

GRI Standards Content Index

Sustainability Report 2023 is prepared in accordance with the Core option of the Global Reporting Initiative (GRI) Standards. (See “●GRI Content Index” for details.)

● Specifying Material GRI Indicators (Topics)

Tokio Marine Group considers GRI items (topics) as material items (topics). GRI items (topics) are those corresponding to “Eight Material Issues (Materiality) and Four Priority Issues” and those closely related to environmental, social and governance initiatives and conducive to GRI reporting principles (clarification, comparability, etc.).

Material GRI Indicator	Materiality (★Four designated as priority issues)								GRI items (topics) conducive to GRI reporting principles	Disclosure of Environmental, Social and Governance Contents
	1 Take climate action★	2 Improve disaster resilience★	3 Support people's healthy and enriching lives★	4 Promote and support diversity and inclusion★	5 Facilitate and foster innovation through digitalization	6 Protect the natural environment	7 Provide education to children	8 Disclose highly transparent and timely information		
GRI 2: General Disclosures 2021 3. Governance										Details: 7.2 Corporate Governance
GRI 2: General Disclosures 2021 4. Strategy, policies and practices										Details: 7.3 Compliance
201: Economic Performance										Details: 5.2 Responding to climate change Details: 7.3 Compliance
203: Indirect Economic Impacts										Details: 6.6 Contributing to the Creation of a Safe and Secure Society
205: Anti-Corruption										Details: 7.3.4 Anti-Corruption Initiatives
206: Anti-Competitive Behavior										Details: 7.3.4 Anti-Corruption Initiatives
207: Tax										Details: 7.3.7 Initiatives Concerning Appropriate Tax Reporting
301: Materials										Details: 5.1 Creating Environmental Value
302: Energy										Details: 5.1 Creating Environmental Value
303: Water and Effluents										Details: 5.1 Creating Environmental Value
304: Biodiversity										Details: 5.5.2 Protecting the Global Environment through Products and Services
305: Emissions										Details: 5.2 Responding to climate change
306: Waste										Details: 5.1 Creating Environmental Value
307: Environmental Compliance										Details: 5.1 Creating Environmental Value
308: Supplier Environmental Assessment										Details: 7.8 Sustainability in the Value Chain
401: Employment										Details: 6.3 Promoting Diversity and Inclusion
403: Occupational Health and Safety										Details: 6.4 Promoting the Development and Empowerment of Human Resources
404: Training and Education										Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards
405: Diversity and Equal Opportunity										Details: 6.2 Respect for Human Rights
412: Human Rights Assessment										Details: 5.5.2 Protecting the Global Environment through Products and Services
413: Local Communities										Details: 6.6.3 Response to a Mobility Society Details: 6.6.7 Social Contribution and Awareness-Raising Activities > ●Medical and Nursing Care
414: Supplier Social Assessment										Details: 7.8 Sustainability in the Value Chain
418: Customer Privacy										Details: 7.6 Information security, 7.7 Cybersecurity
419: Socioeconomic Compliance										Details: 6.2 Respect for Human Rights
Promoting ESG Initiatives through the Provision of Products and Services*										Details: 7.8.3 Study and Research on Promotion of ESG Initiatives through the Provision of Products and Services Details: 7.8.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services
Development of Clean Energy*										Details: 5.3 Promoting Green Transformation
Sustainable Investment and Financing*										Details: 7.8 Sustainability in the Value Chain
Disasters, Accidents and Microinsurance*										Details: 5.4 Responding to Natural Disasters Details: 6.6.3 Response to a Mobility Society
Comprehensive Insurance Service Encompassing Treatment, Finance, Longevity and Health*										Details: 6.6 Contributing to the Creation of a Safe and Secure Society

* Material issues identified by Tokio Marine Group that are not included in any of the items in the GRI Standards.

◎ GRI Content Index

Statement of use	Tokio Marine Holdings has reported in accordance with the GRI Standards for the period from April 1, 2022 to March 31, 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No specific sector standard applied

GRI Standard	Disclosures	Location (Reasons for Omission)
General Disclosures		
GRI 2: General Disclosures 2021	1. The organization and its reporting practices	
	2-1 Organizational details	About Us (Company Information) > Corporate Information Investor Relations > Stock Information > Stock Information About Us (Company Information) > Tokio Marine Group > List of Group Companies
	2-2 Entities included in the organization's sustainability reporting	About Us (Company Information) > Tokio Marine Group Details: Editorial Policy > ● Scope of This Report
	2-3 Reporting period, frequency and contact point	Details: Editorial Policy > Inquiry Information Details: Editorial Policy > ● Reporting period
	2-4 Restatements of information	Not applicable
	2-5 External assurance	Details: Third-Party Assurance
	2. Activities and workers	
	2-6 Activities, value chain and other business relationships	About Us (Company Information) > Tokio Marine Group > List of Group Companies Investor Relations > Financial Data Details: 3 Stakeholder Engagement Details: 7.8 Sustainability in the Value Chain Details: Editorial Policy > ● Scope of This Report > • Principal changes during the reporting period
	2-7 Employees	Details: 8 Sustainability Performance Data > ● Human Rights and Labor > ■ Basic Data > [Number of employees (Tokio Marine Holdings and major subsidiaries)]

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	[The disclosure method for disclosure item 2-8 and for temporary employees in disclosure item 2-7 is under consideration.]
	3. Governance	
	2-9 Governance structure and composition	Basics: 5 Organizational Structure for Promoting Sustainability Details: 7.2 Corporate Governance > 7.2.2 Corporate Governance System Details: 7.2 Corporate Governance > 7.2.3 Internal Control Corporate Governance > Corporate Governance Report
	2-10 Nomination and selection of the highest governance body	Details: 7.2 Corporate Governance > 7.2.2 Corporate Governance System Corporate Governance > Corporate Governance Report Shareholders' Meeting
	2-11 Chair of the highest governance body	Corporate Governance > Corporate Governance Report
	2-12 Role of the highest governance body in overseeing the management of impacts	Basics: 1 Top Message Basics: 5 Organizational Structure for Promoting Sustainability
	2-13 Delegation of responsibility for managing impacts	Basics: 4 CSUO Message Basics: 5 Organizational Structure for Promoting Sustainability
	2-14 Role of the highest governance body in sustainability reporting	Basics: 5 Organizational Structure for Promoting Sustainability [Important changes in the sustainability reporting method are reported and discussed at the Sustainability Committee and then reported and discussed at the Management Committee and Board of Directors for approval.]
	2-15 Conflicts of interest	CHAPTER II Rights of Shareholders and Securing Fairness of the Tokio Marine Holdings Fundamental Corporate Governance Policy Corporate Governance > Corporate Governance Report
	2-16 Communication of critical concerns	Basics: 5 Organizational Structure for Promoting Sustainability Details: 6.2 Respect for Human Rights > 6.2.2 Promotion Structure
	2-17 Collective knowledge of the highest governance body	Corporate Governance > Corporate Governance Report

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Details: 7.2 Corporate Governance > 7.2.2 Corporate Governance System > Compensation for Directors, Audit & Supervisory Board Members and Executive Officers
	2-19 Remuneration policies	Details: 7.2 Corporate Governance > 7.2.2 Corporate Governance System > Compensation for Directors, Audit & Supervisory Board Members and Executive Officers
	2-20 Process to determine remuneration	Details: 7.2 Corporate Governance > 7.2.2 Corporate Governance System > Compensation for Directors, Audit & Supervisory Board Members and Executive Officers
	2-21 Annual total compensation ratio	Details: 8 Sustainability Performance Data > ● Human Rights and Labor > ■ The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation
	4. Strategy, policies and practices	
	2-22 Statement on sustainable development strategy	Basics: 1 Top Message
	2-23 Policy commitments	Tokio Marine Group Sustainability/Wellness Charter
		Tokio Marine Group Compliance Code of Conduct
		Tokio Marine Group Basic Policy on Human Rights
		Addressing Environmental and Social Risks > Tokio Marine Group Responsible Procurement Guidelines
		Details: 7.3 Compliance > 7.3.2 Compliance-Related Initiatives (Compliance Manual, Compliance Training and Evaluation and Improvement Activities)
		Details: 6.2 Respect for Human Rights > 6.2.3 Raising Awareness and Penetrating Respect for Human Rights
		Details: 7.8 Sustainability in the Value Chain
	2-24 Embedding policy commitments	Basics: 5 Organizational Structure for Promoting Sustainability
		Details: 7.3 Compliance > 7.3.2 Compliance-Related Initiatives (Compliance Manual, Compliance Training and Evaluation and Improvement Activities)
		Details: 6.2 Respect for Human Rights
		Details: 7.8 Sustainability in the Value Chain
	2-25 Processes to remediate negative impacts	Details: 6.2 Respect for Human Rights > 6.2.5 Mechanisms for Complaint Handling and Remediation
	2-26 Mechanisms for seeking advice and raising concerns	Details: 7.3 Compliance > 7.3.3 Hotline System (Internal Whistle Blower System)
	2-27 Compliance with laws and regulations	Not applicable
	2-28 Membership associations	4 Participation in Initiatives

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 2: General Disclosures 2021	5. Stakeholder engagement	
	2-29 Approach to stakeholder engagement	3 Stakeholder Engagement
	2-30 Collective bargaining agreements	Details: 8 Sustainability Performance Data > ● Fair Personnel System and Management > [Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries)]
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Basics: 6 Specifying Eight Material Issues (Materiality) Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: GRI Standards Content Index > ● Specifying Material GRI Indicators (Topics)
	3-2 List of material topics	Details: GRI Standards Content Index > ● Specifying Material GRI Indicators (Topics)
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 7.2 Corporate Governance Details: 7.3 Compliance > 7.3.4 Anti-Corruption Initiatives
	201-1 Direct economic value generated and distributed	Details: Sustainability Performance Data > ● Local Community and Social Contribution Activities
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Details: 5.1 Creating Environmental Value > 5.1.5 Performance Reporting: Environmental Accounting Details: 5.2 Responding to Climate Change > 5.2.2 Climate-Related Financial Disclosure Based on the TCFD Recommendations
Indirect Economic Impacts		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality)
		Details: 5.5 Protecting the Global Environment > 5.5.2 Protecting the Global Environment through Products and Services
		Details: 5.6 Research on Climate Change and Natural Disaster Risks
		Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.7 Social Contribution and Awareness-Raising Activities > ● Medical and Nursing Care

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.7 Social Contribution and Awareness-Raising Activities > ● Developing Youth and Promoting Sports > ■ Nurturing Future Generations, Encouraging International Exchange and Promoting Sports in Local Communities through Foundations
		Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.7 Social Contribution and Awareness-Raising Activities > ● Medical and Nursing Care
	203-2 Significant indirect economic impacts	Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.6 Responding to Poverty Issues
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Details: 7.2 Corporate Governance > 7.2.3 Internal Control
		Details: 7.3 Compliance > 7.3.3 Hotline System (Internal Whistle Blower System)
		Details: 7.3 Compliance > 7.3.4 Anti-Corruption Initiatives
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Details: 7.3 Compliance > 7.3.4 Anti-Corruption Initiatives [Details regarding risk assessment are not disclosed.]
Anti-competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	Details: 7.2 Corporate Governance > 7.2.3 Internal Control
		Details: 7.3 Compliance > 7.3.3 Hotline System (Internal Whistle Blower System)
		Details: 7.3 Compliance > 7.3.4 Anti-Corruption Initiatives
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not applicable
Tax		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality)
		Details: 7.2 Corporate Governance > 7.2.3 Internal Control
		Details: 7.3 Compliance > 7.3.3 Hotline System (Internal Whistle Blower System)
		Details: 7.3 Compliance > 7.3.7 Initiatives Concerning Appropriate Tax Reporting

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 207: Tax 2019 Management approach disclosures	207-1 Approach to tax	Details: 7.3 Compliance > 7.3.7 Initiatives Concerning Appropriate Tax Reporting > [Tokio Marine Group Global Tax Policy]
	207-2 Tax governance, control, and risk management	Details: 7.3 Compliance > 7.3.3 Hotline System (Internal Whistle Blower System)
		Details: 7.3 Compliance > 7.3.7 Initiatives Concerning Appropriate Tax Reporting > [Tokio Marine Group Global Tax Policy]
		Securities Report > Independent Auditor's Report and Internal Control Report
207-3 Stakeholder engagement and management of concerns related to tax	Details: 7.3 Compliance > 7.3.7 Initiatives Concerning Appropriate Tax Reporting > [Tokio Marine Group Global Tax Policy]	
GRI 207: Tax 2019 Topic-specific disclosures	207-4 Country-by-country reporting	Details: 7.3 Compliance > 7.3.7 Initiatives Concerning Appropriate Tax Reporting > Income Taxes by Country and Region (Fiscal 2021)
Materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	Details: 5.1 Creating Environmental Value
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Details: Sustainability Performance Data > ● Environment
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality)
		Details: 5.1 Creating Environmental Value
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Details: Sustainability Performance Data > ● Environment
	302-2 Energy consumption outside of the organization	Details: Sustainability Performance Data > ● Environment
Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality)
		Details: 5.1 Creating Environmental Value

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 303: Water and Effluents 2018 Management Approach Disclosures	303-1 Interactions with water as a shared resource	Details: 5.1 Creating Environmental Value > 5.1.4 Structure for Promoting Environmental Management
	303-2 Management of water discharge-related impacts	Details: 5.1 Creating Environmental Value > 5.1.4 Structure for Promoting Environmental Management
GRI 303: Water and Effluents 2018 Topic-specific Disclosures	303-3 Water withdrawal	Details: 8 Sustainability Performance Data > ● Environment (■ Environmental Load Data (Tokio Marine & Nichido))
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) ----- Details: 5.1 Creating Environmental Value
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	Details: 5.5 Protecting the Global Environment > 5.5.2 Protecting the Global Environment through Products and Services > ● Green Gift Project (Activities to Protect Forests): Mangrove Planting > ■ Benefits of Mangrove Planting for the Environment and Local Life
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) ----- Details: 5.1 Creating Environmental Value
GRI305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Details: 8 Sustainability Performance Data > ● Environment > ■ CO ₂ Emissions from Energy Sources and CO ₂ Reduction and Fixation (Tokio Marine Holdings and major subsidiaries) > ■ CO ₂ Emissions from Energy Sources (Tokio Marine & Nichido)
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Details: 5.1 Creating Environmental Value
GRI 306: Waste 2020 Management approach disclosure	306-1 Waste generation and significant waste-related impacts	Details: 5.1 Creating Environmental Value > 5.1.1 What Our Environmental Management Aims for: Corporate Philosophy and Policy > ■ Reduction of Environmental Footprint in Our Value Chain ----- Details: 5.2 Responding to Climate Change > 5.2.3 Initiatives for Responding to Climate Change > ● Reduction of Environmental Footprint in Business Activities > ■ Promoting Waste Recycling 🔗 Method of Calculation and Scope in Data Collection for Key Sustainability Indicators
	306-2 Management of significant waste-related impacts	

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 306: Waste 2020 Topic-specific disclosures	306-3 Waste generated	Details: 8 Sustainability Performance Data > ● Environment > ■ Environmental Load Data (Tokio Marine & Nichido)
Environmental Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Details: 5.1 Creating Environmental Value
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Not applicable
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Details: 5.1 Creating Environmental Value
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Not applicable
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality)
		Details: 6.3 Promoting Diversity and Inclusion
		Details: 6.4 Promoting the Development and Empowerment of Human Resources
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Details: 8 Sustainability Performance Data > ● Human Rights and Labor
	401-3 Parental leave	Details: 8 Sustainability Performance Data > ● Reform of Working Styles [Discloses the number of employees using work/life balance related systems at Group companies in Japan]
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 403: Occupational Health and Safety 2018 Management Approach Disclosures	403-1 Occupational health and safety management system	Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards > 6.5.1 Our Stance on Promoting Health and Productivity Management > ● Tokio Marine Group's Health and Productivity Management Vision
	403-2 Hazard identification, risk assessment, and incident investigation	Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards > 6.5.1 Our Stance on Promoting Health and Productivity Management > ● Relationship between Tokio Marine Group's Health and Productivity Management Vision and Health-Related Measures
	403-3 Occupational health services	Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards > 6.5.1 Our Stance on Promoting Health and Productivity Management > ● Relationship between Tokio Marine Group's Health and Productivity Management Vision and Health-Related Measures
	403-4 Worker participation, consultation, and communication on occupational health and safety	Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards > 6.5.1 Our Stance on Promoting Health and Productivity Management > ● Promotion Structure
	403-5 Worker training on occupational health and safety	Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards > 6.5.2 Health and Productivity Management / Occupational Health and Safety Initiatives and External Evaluation
	403-6 Promotion of worker health	Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards > 6.5.2 Health and Productivity Management / Occupational Health and Safety Initiatives and External Evaluation
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards > 6.5.3 Efforts to Spread Health and Productivity Management throughout Society > ● Supporting Customers' Health and Productivity Management
GRI 403: Occupational Health and Safety 2018 Topic-specific Disclosures	403-9 Work-related injuries	Details: 8 Sustainability Performance Data > ● Health Management and Occupational Health and Safety > [Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries)]
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 6.4 Promoting the Development and Empowerment of Human Resources
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Details: 6.4 Promoting the Development and Empowerment of Human Resources Details: 8 Sustainability Performance Data > ● Development of Human Resources > [Job request system (job posting system) (Domestic major subsidiaries)]
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 6.3 Promoting Diversity and Inclusion

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Details: 8 Sustainability Performance Data > ● Utilizing Diverse Human Resources > [Number of directors and managers (Tokio Marine Holdings and domestic major subsidiaries)] Details: 8 Sustainability Performance Data > ● Human Rights and Labor > ■ Basic Data
Human Rights Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 6.2 Respect for Human Rights
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	Details: 6.2 Respect for Human Rights > 6.2.4 Human Rights Due Diligence
	412-2 Employee training on human rights policies or procedures	Details: 6.2 Respect for Human Rights > 6.2.3 Raising Awareness and Penetrating Respect for Human Rights > ■ Respect for Human Rights within the Group, ■ Process to Monitor the Promotion of Human Rights Awareness (Tokio Marine & Nichido) Details: 8 Sustainability Performance Data > ● Human Rights > [Human rights training participation rate (Tokio Marine Holdings and domestic major subsidiaries)]
		Details: 8 Sustainability Performance Data > ● Human Rights > [Human rights training hours (Tokio Marine & Nichido)]
Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 5.5 Protecting the Global Environment > 5.5.2 Protecting the Global Environment through Products and Services Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.3 Response to a Mobility Society
		Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.7 Social Contribution and Awareness-Raising Activities > ● Medical and Nursing Care
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Details: 5.5 Protecting the Global Environment > 5.5.2 Protecting the Global Environment through Products and Services > ● Green Gift Project (Activities to Protect Forests): Mangrove Planting > ■ Benefits of Mangrove Planting for the Environment and Local Life Details: 5.6 Research on Climate Change and Natural Disaster Risks
		Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.7 Social Contribution and Awareness-Raising Activities > ● Medical and Nursing Care

GRI Standard	Disclosures	Location (Reasons for Omission)
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Details: 7.8 Sustainability in the Value Chain > 7.8.2 Policies for Outsourcing Management
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Details: 7.8 Sustainability in the Value Chain > 7.8.2 Policies for Outsourcing Management [Tokio Marine & Nichido selects new contractors according to the Standard for Selecting Outsourcing Contractors and the Information Security Management System Standard.]
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Details: 7.6 Information Security Details: 7.7 Cybersecurity
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Details: 7.6 Information Security > 7.6.2 Initiatives for Information Security > • Response to Information Leakage and Other Incidents
Socioeconomic Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Details: 6.2 Respect for Human Rights > 6.2.3 Raising Awareness and Penetrating Respect for Human Rights > ■ Hotline Systems (Whistle Blower Systems) Details: 7.3 Compliance > 7.3.3 Hotline System (Internal Whistle Blower System) Details: 7.3 Compliance > 7.3.4 Anti-Corruption Initiatives
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Not applicable
Promoting ESG Initiatives through the Provision of Products and Services*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 7.8 Sustainability in the Value Chain > 7.8.3 Study and Research on Promotion of ESG Initiatives through the Provision of Products and Services, 7.8.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services

GRI Standard	Disclosures	Location (Reasons for Omission)
Development of Clean Energy*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 5.3 Promoting Green Transformation > 5.3.2 Providing Solutions for Promoting the Widespread Use of Clean Energy
Sustainable Investment*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 7.1 Response to Environmental and Social Risks Details: 7.8 Sustainability in the Value Chain > 7.8.5 Study and Research on Sustainable Investments and Financing, 7.8.6 Policies and Operational System for Sustainable Investments and Financing, 7.8.7 Efforts for Sustainable Investments, 7.8.8 Exercise of Voting Rights and Disclosure of the Results of Exercise of Voting Rights
Disasters and Traffic Safety*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) Details: 5.4 Responding to Natural Disasters Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.3 Response to a Mobility Society
Comprehensive Insurance Service Encompassing Treatment, Finance, Longevity and Health*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Basics: 7 Primary Initiatives for Eight Material Issues (Materiality) 6.6 Contributing to the Creation of a Safe and Secure Society

* Material issues identified by Tokio Marine Group that have no relevance to any of the items in the standards.

GRI 415 Public Policy. 415-1 Political Contributions. Value of political contributions: In Fiscal 2023, Tokio Marine Group made political donations amounting to 18.4 million yen. In Japan, it is mandatory for political organizations to release the status of income and spending of political funds. Therefore, the above mentioned amount is to be disclosed in the Official Gazette and prefectural public notice. Tokio Marine Group contributed 28 million yen to The General Insurance Association of Japan for its sustainability-related activities in FY2023. Tokio Marine Group contributed US\$22,175 to The United Nations Environment Programme Finance Initiative in FY2023.

Recognition about ISO 26000

In Tokio Marine Group, the departments handling each respective function are responsible for implementing initiatives for each sustainability issue. By referring to the core subjects addressed in ISO 26000, specifically organizational governance, human rights, labor practices, the environment, fair operating practices, consumer issues and community involvement and development, Tokio Marine Group reviews the materiality of its sustainability issues and makes efforts to improve them. The management systems for each issue are listed within each section of this report.

ISO 26000 Core Issues and Issues		Management Elements		Reference
Human rights	Due diligence/ Human rights risk situations/ Avoidance of complicity/ Discrimination and vulnerable groups	Approach regarding impact		Details: 6.2 Respect for Human Rights > 6.2.1 Basic Approach to Human Rights
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
			Goals and targets	Details: 6.2 Respect for Human Rights > 6.2.1 Basic Approach to and Policy on Human Rights
			Responsibilities and management resources	Details: 6.2 Respect for Human Rights > 6.2.2 Structure to Promote Human Rights
			Complaint handling mechanism	Details: 6.2 Respect for Human Rights > 6.2.3 Raising Awareness and Penetrating Respect for Human Rights > ■ Hotline Systems (Whistle Blower Systems)
			Specific steps	Details: 6.2 Respect for Human Rights > 6.2.5 Mechanisms for Complaint Handling and Remediation
Labor practices	Employment and employment relationships/ Conditions of work and social protection/ Social dialogue/ Health and safety at work/ Human development and training in the workplace	Approach regarding impact		Details: 6.3 Promoting Diversity and Inclusion Details: 6.4 Promoting the Development and Empowerment of Human Resources Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
			Goals and targets	Details: 1 Progress of Eight Material Issues (Materiality)
			Responsibilities and management resources	Details: 6.3.2 D&I Promotion Structure Details: 6.5.1 Our Stance on Promoting Health and Productivity Management
			Complaint handling mechanism	Details: 6.2 Respect for Human Rights > 6.2.3 Raising Awareness and Penetrating Respect for Human Rights > ■ Hotline Systems (Whistle Blower Systems) Details: 6.4 Promoting the Development and Empowerment of Human Resources > 6.4.3 Dialogue with Employees
			Specific steps	Details: 6.3 Promoting Diversity and Inclusion Details: 6.4 Promoting the Development and Empowerment of Human Resources Details: 6.5 Promoting Health and Productivity Management and Improving Occupational Safety and Health Standards

ISO 26000 Core Issues and Issues		Management Elements		Reference
The environment	Prevention of pollution/ Sustainable resource use	Approach regarding impact		Details: 5.1 Creating Environmental Value
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
			Goals and targets	Details: 5.1 Creating Environmental Value > 5.1.1 What Our Environmental Management Aims for: Corporate Philosophy and Policy
			Responsibilities and management resources	Details: 1 Progress of Eight Material Issues (Materiality)
			Complaint handling mechanism	Details: 5.1 Creating Environmental Value > 5.1.4 Structure for Promoting Environmental Management
			Specific steps	Details: 5.1 Creating Environmental Value > 5.1.4 Structure for Promoting Environmental Management "Green Assist environmental management system"
	Climate change mitigation and adaptation	Approach regarding impact		Details: 5.2 Responding to Climate Change
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
			Goals and targets	Details: 1 Progress of Eight Material Issues (Materiality)
			Responsibilities and management resources	Details: 5.1 Creating Environmental Value > 5.1.4 Structure for Promoting Environmental Management
			Complaint handling mechanism	Details: 5.1 Creating Environmental Value > 5.1.4 Structure for Promoting Environmental Management "Green Assist environmental management system"
			Specific steps	Details: 5.2 Responding to Climate Change Details: 5.3 Promoting Green Transformation > 5.3.2 Providing Solutions for Promoting the Widespread Use of Clean Energy
	Biodiversity and restoration of natural habitats	Approach regarding impact		Details: 5.5 Protecting the Global Environment > 5.5.4 Preservation of Biodiversity and Wetlands > ● Tokio Marine Group's Vision for Preserving Biodiversity and Wetlands
		Management methods	Policies/ Commitment	Details: 5.5 Protecting the Global Environment > 5.5.4 Preservation of Biodiversity and Wetlands > ● Tokio Marine Group's Vision for Preserving Biodiversity and Wetlands
			Goals and targets	Details: 1 Progress of Eight Material Issues (Materiality)
			Responsibilities and management resources	Details: 5.1 Creating Environmental Value > 5.1.4 Structure for Promoting Environmental Management
			Complaint handling mechanism	Details: 5.1 Creating Environmental Value > 5.1.4 Structure for Promoting Environmental Management "Green Assist environmental management system"
			Specific steps	Details: 5.1 Creating Environmental Value Details: 5.5 Protecting the Global Environment > 5.5.2 Protecting the Global Environment through Products and Services

ISO 26000 Core Issues and Issues		Management Elements		Reference
Fair operating practices	Anti-corruption/ Responsible political involvement/ Fair competition/ Respect for property rights	Approach regarding impact		Details: 7.3 Compliance > 7.3.4 Anti-Corruption Initiatives
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter Tokio Marine Group Compliance Code of Conduct
			Goals and targets	Details: Progress of Eight Material Issues (Materiality)
			Responsibilities and management resources	Details: 7.3 Compliance > 7.3.1 Compliance System
			Complaint handling mechanism	Details: 7.3 Compliance > 7.3.3 Hotline System (Internal Whistle Blower System)
			Specific steps	Details: 7.3 Compliance > 7.3.4 Anti-Corruption Initiatives
	Promoting social responsibility in the value chain	Approach regarding impact		Details: 7.8 Sustainability in the Value Chain
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter Details: 7.8 Sustainability in the Value Chain > 7.8.1 Supply Chain Management > Tokio Marine Group Principle of Transaction
			Goals and targets	Details: 7.8 Sustainability in the Value Chain
			Responsibilities and management resources	Details: Organizational Structure for Promoting Sustainability
			Complaint handling mechanism	Details: 6.2 Respect for Human Rights > 6.2.3 Raising Awareness and Penetrating Respect for Human Rights > ■ Hotline Systems (Whistle Blower Systems) Details: 6.7 Improving Quality from the Customer's Perspective > 6.7.2 Response to Customer Feedback (Business Conduct Policy 1)
			Specific steps	Details: 6.7 Improving Quality from the Customer's Perspective > 6.7.2 Response to Customer Feedback (Business Conduct Policy 1) Details: 7.8 Sustainability in the Value Chain
Consumer issues	Consumer service, support, and complaint and dispute resolution/ Education and awareness	Approach regarding impact		Details: 6.7 Improving Quality from the Customer's Perspective
		Management methods	Policies/ Commitment	Details: 6.7 Improving Quality from the Customer's Perspective > 6.7.1 Basic Approach to Quality Improvement
			Goals and targets	Details: 1 Progress of Eight Material Issues (Materiality)
			Responsibilities and management resources	Details: 6.7 Improving Quality from the Customer's Perspective Details: 6.7 Improving Quality from the Customer's Perspective > 6.7.2 Response to Customer Feedback (Business Conduct Policy 1) Details: 6.7 Improving Quality from the Customer's Perspective > 7.5 Initiatives to Instill Customer-Oriented Business Conduct Policies (Business Conduct Policy 4)
			Complaint handling mechanism	Details: 6.7 Improving Quality from the Customer's Perspective > 6.7.2 Response to Customer Feedback (Business Conduct Policy 1)
			Specific steps	Details: 6.7 Improving Quality from the Customer's Perspective

ISO 26000 Core Issues and Issues		Management Elements		Reference
Consumer issues	Consumer data protection and privacy	Approach regarding impact		Details: 7.6 Information Security Details: 7.7 Cybersecurity
		Management methods	Policies/ Commitment	Details: 7.6 Information Security > 7.6.1 Policies and Regulations Related to Information Security Management > Tokio Marine Group Privacy Policy
			Goals and targets	Details: 1 Progress of Eight Material Issues (Materiality)
			Responsibilities and management resources	Details: 7.6 Information Security Details: 7.7 Cybersecurity
			Complaint handling mechanism	Details: 6.7 Improving Quality from the Customer's Perspective > 6.7.2 Response to Customer Feedback (Business Conduct Policy 1)
			Specific steps	Details: 7.6 Information Security Details: 7.7 Cybersecurity
	Sustainable consumption	Approach regarding impact		Details: 7.8 Sustainability in the Value Chain > 7.8.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services > ■ System for Sustainable Consumption
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
			Goals and targets	Details: Progress of Eight Material Issues (Materiality)
			Responsibilities and management resources	7.8 Sustainability in the Value Chain > 7.8.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services > ■ System for Sustainable Consumption
			Complaint handling mechanism	Details: 6.7 Improving Quality from the Customer's Perspective > 6.7.2 Response to Customer Feedback (Business Conduct Policy 1)
Community involvement and development	Community involvement	Approach regarding impact		Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.7 Social Contribution and Awareness-Raising Activities
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
			Goals and targets	Details: 1 Progress of Initiatives for Eight Material Issues (Materiality)
			Responsibilities and management resources	Basics: 5 Organizational Structure for Promoting Sustainability
			Complaint handling mechanism	Details: 3 Stakeholder Engagement
			Specific steps	5.5 Protecting the Global Environment > 5.5.5 Participation in Social Contribution and Awareness-Raising Activities for the Protection of the Global Environment Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.7 Social Contribution and Awareness-Raising Activities > ● Developing Youth and Promoting Sports > ■ Nurturing Future Generations, Encouraging International Exchange and Promoting Sports in Local Communities through Foundations
				Details: 6.6 Contributing to the Creation of a Safe and Secure Society > 6.6.7 Social Contribution and Awareness-Raising Activities > Social and Economic Inclusion of All People

Overview of Group Sustainability Reporting

We introduce the Tokio Marine Group Overview of Group Sustainability Reporting and sustainability communication tools.

About the Group's Sustainability Report

Tokio Marine Group began publishing the Environmental Report in 2000. Along with the creation of Tokio Marine & Nichido Fire Insurance through the merger of Tokio Marine and Nichido Fire in October 2004, from 2005 Tokio Marine Group has been publishing the CSR Report, which summarizes the Group's sustainability activities. In 2012, we changed the name of this report to the Sustainability Report and from the perspective of conserving paper resources and enhancing convenience, we discontinued the printed version and began publishing web-based and PDF versions.

In 2015 we revamped our home page and created the Tokio Marine Holdings Corporate Website (sustainability page) as part of efforts to communicate sustainability information in an easier-to-understand manner and on a timely basis through multiple devices, including smartphones and tablet devices.

Tokio Marine Group is working to enhance communications with stakeholders toward a secure, safe and sustainable future. For this reason, Tokio Marine Group believes that familiarizing numerous stakeholders with its sustainability efforts and collaborating and cooperating with them is important. Therefore, we regard the Sustainability Report as absolutely essential in undertaking the Group's business operations and are disclosing information through this report.

Tokio Marine Group's Principal Sustainability Communication Tools

Tool	Content	Main readers	Date of publication (scheduled)	PDF	Booklet
Sustainability Report	Provides details of Tokio Marine Group's approach to sustainability and related strategies using relevant data	All readers	Japanese: September	●	
			English: November	●	
Integrated Annual Report	Concise describes how Group financial information relates to sustainability and non-financial information while presenting medium-to long-term corporate initiatives concerning value creation	Investors	Japanese: August	●	●
			English: September	●	●
TCFD Report	Provides a comprehensive report on the Group's climate change initiatives based on the TCFD recommendations.	All readers	Japanese: June	●	
			English: July	●	
Human Capital Report	Presents the Group's approach and initiatives regarding human capital management.	All readers	Japanese: June	●	
			English: September	●	

Editorial Policy

This report is intended to report on the principal sustainability activities of Tokio Marine Group in fiscal 2022 to all our stakeholders.

The Tokio Marine Group Sustainability Report 2023 focuses mainly on the philosophy and direction of Tokio Marine Group's sustainability initiatives as well as our activities based on eight material issues and four priority issues, and discloses detailed information.

We also publish Integrated Annual Report 2023 for investors.

[Integrated Annual Report 2023](#)

● Guidelines Referred to in Preparing this Report

- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- ISO 26000 Guidance on Social Responsibility
- United Nations Global Compact, "Guidelines for Communication on Progress (COPs)"

● Scope of This Report

• Reporting organizations

Fundamentally, this report covers Tokio Marine Holdings and its major domestic and overseas Group companies*. Refer to the "Data collection scope" for the calculation of each indicator in the Sustainability Performance Data.

*Tokio Marine & Nichido, Nisshin Fire, Tokio Marine & Nichido Life, Tokio Marine Asset Management, etc.
Representative companies are listed in the Securities Report.

• Reporting period

This report covers activities conducted primarily during fiscal 2022 (April 2022 - March 2023). However, for the purpose of further clarification, on occasion, reference is made to activities undertaken outside the reporting period.

• Principal changes during the reporting period

None

● Month of Publication

- Previous edition: November 2022
- Current edition: December 2023
- Next edition: November 2024 (scheduled)

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