

Relations with Stakeholders

- Relations with Customers
- Relations with Shareholders and Investors
- Relations with Agents
- Relations with Employees
- Relations with Local Communities and Society
- Relations with Suppliers

This e-CSR Report 2011 was produced based on information posted on the Company's website.



Relations with Customers

Initiatives to Improve for quality of products and services

The Tokio Marine Group continuously seeks to enhance quality and convenience from a customer standpoint in accordance with the Group's corporate philosophy: "Through the provision of the highest quality products and services, the Tokio Marine Group aims to deliver safety and security to all its customers."

Concept of quality of products and services in the Tokio Marine Group

The Tokio Marine Group has earned high regard from its customers by providing products and services which are ahead of the times in accordance with the Group's corporate philosophy: "Through the provision of the highest quality products and services, the Tokio Marine Group aims to deliver safety and security to all its customers." From a medium- to long-term viewpoint, it is conceivable that social and economic changes such as the declining birthrate and aging population and global warming inside and outside Japan could give rise to new risks. In response to the diversifying needs of both individual and corporate customers in connection with such changes, the Tokio Marine Group will combine the capabilities of all Group member 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.

"Anshin Quality" and "Business Renovation Project"

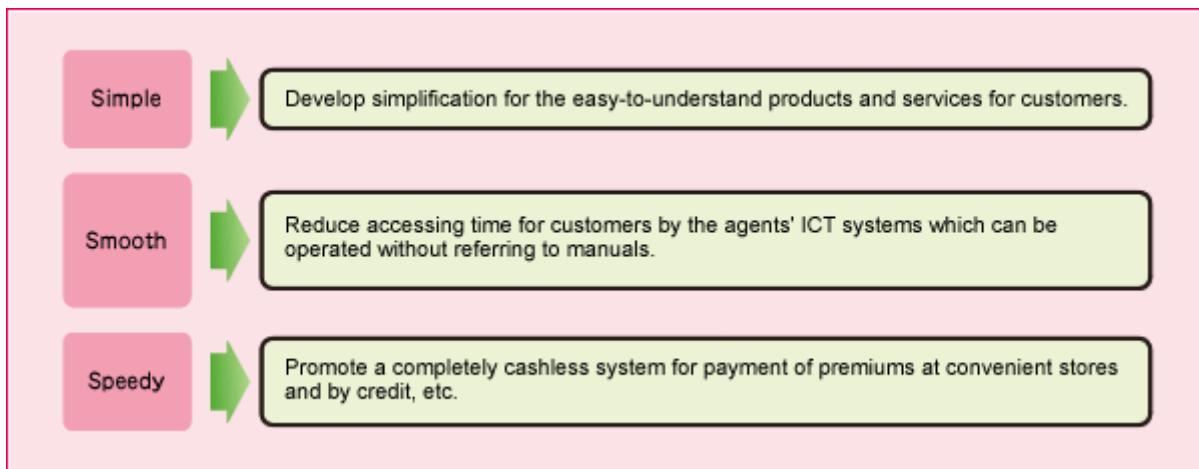
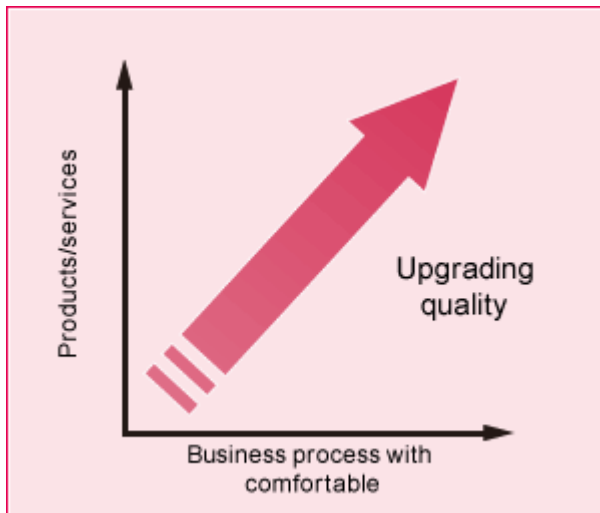
In order to realize the Group's corporate philosophy, Tokio Marine & Nichido designates specific quality standards that are indispensable for products and services provided to customers in terms of "Anshin Quality" and is promoting an array of initiatives to realize this.

Specifically, in addition to enhancing the quality of products and services, we are also promoting the Business Renovation Project throughout the company based on the concept that quality enhancement can be truly achieved by "making all business processes more prompt and accurate at the time of providing products and services to customers, thereby earning a sense of comfort and trust from customers."

This project is aimed at realizing reform towards new ways of doing business for employees and agents in all processes from the signing of contracts to the payment of claims. Based on the fundamental concept of making complex insurance business practices simple, smooth and speedy to increase customer convenience, we have drastically revised our products, administrative procedures and systems to provide "simple and easy-to-understand products to customers," "quick administrative procedures in response to customers' needs" and "easy-to-operate systems for agents." At the same time, in the course of drastically revising the conventional ways of doing business, we have initiated such arrangements as the cashless payment of premiums and early notices of renewal, and our employees and agents have been proceeding with business steadily along these lines. In the future, we will further promote initiatives with the aim of achieving growth by securing stable product quality through business process reforms and the enhancement of product quality.

Improving quality = Improving products/services x Business process with comfort and accuracy

■ Image of improving quality that Tokio Marine & Nichido is aiming for





For Improving Insurance Literacy

Tokio Marine & Nichido is pursuing the concepts of "easy-to-understand" based on customer feedback, including opinions. Accordingly, the company devised rules for creating forms that make customers feel at ease in order to make significant improvements to forms that customers can understand (fill out) by reading them by themselves. Forms that have been created from March 2007 onwards are based on these rules.

To Provide "Anshin Quality" of Claims Services to Customers

True value as an insurance company is questioned in the unlikely event that customers are involved in accidents. We consider that it is our mission to provide the highest quality claims services in such an eventuality.

Tokio Marine & Nichido designates specific quality standards that are indispensable for products and services provided to customers in terms of "Anshin (Reassuring) quality" and the company and agents are currently undertaking concerted efforts to thoroughly promote initiatives towards the realization of "Anshin (Reassuring) quality." When we receive accident notices, we utilize a system that verifies whether or not such an accident is covered under any other contracts that will allow payment for that accident, thereby providing claimants with information about the payments of claims. Specifically, in terms of auto insurance, we have introduced a system that has various functions according to which we cannot close the file until after we have paid all incidental claims without any omission. By means of this system and various types of training, we are now confident in making appropriate payment of claims to customers.

- Information regarding details of coverage and a list of possible claims payable will be 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 which not only verifies the amount but also provides a detailed breakdown.
- When insurance claims cannot be paid, we will inform customers of the reason both verbally and in written form in an easy-to-understand manner. Additionally, inquiries and claims from customers are accepted via an exclusive toll-free telephone line. Assistance by external specialists such as lawyers is also available via the Re-examination Request System*.



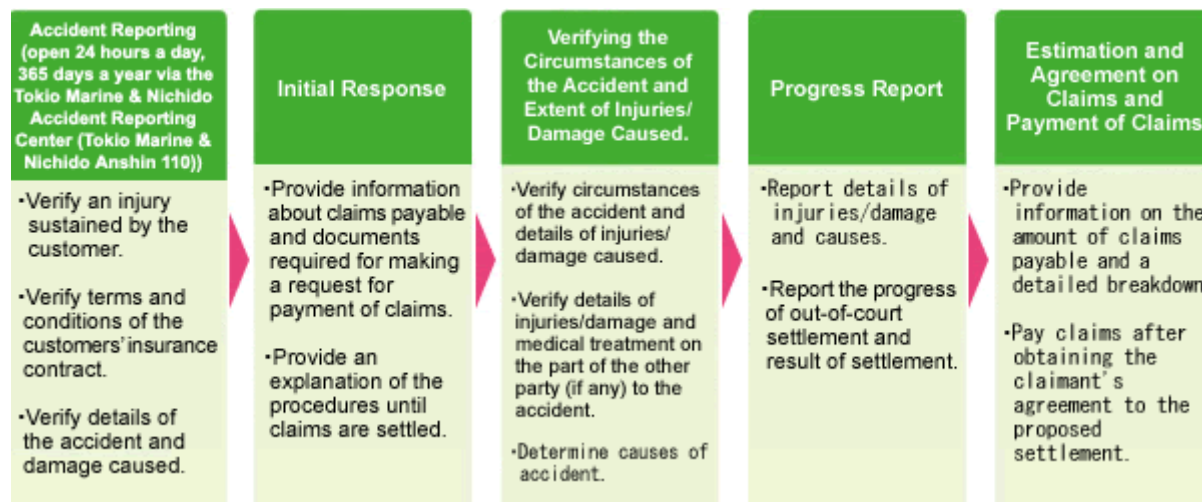
***Re-examination Request System(Tokio Marine & Nichido).**

In cases where customers do not concur with the decision made by the claims service bases that are involved with the payment of insurance claims, the Re-examination Request System can be used upon request by customers (including policyholders and insured persons). Under the Re-examination Request System, the Claims Service Examination Committee, which is a closed-door committee comprised of external specialists (doctors and lawyers), re-examines the decision made by the claims service base responsible for the case using re-examination request documents and materials submitted by relevant parties. The results are subsequently reported to customers who requested the re-examination via correspondence.

- ▶ [Tokio Marine & Nichido Re-examination Request System\(Japanese only\)](#)
- ▶ [Tokio Marine & Nichido Re-examination results by the Claims Service Examination Committee\(Japanese only\)](#)



■ Claim Payment Procedures



To Further Enhance Customer Reassurance

We are making efforts to eliminate customer anxiety through such means as Tokio Marine & Nichido Medical Service's free medical advice service, highly specialized services provided by each Group member company and accurate advice offered by affiliated lawyers, doctors and other experts.

▶ [Providing Value through Our Businesses -Medical Assist, Hospitalization Assist](#)

■ Claims Service System in Japan (As of August 2011)

	Tokio Marine & Nichido	Nisshin Fire
Number of service bases	240	106
Staff	Approx. 9,700	1,062
Lawyers	Approx. 510	39
Consulting physicians	Approx. 130	11
Tax accountants /Accountants	Approx. 80	-
Number of automobile accident settlements reached (/year)	Approx. 2.68 million	Approx. 0.21 million

Initiatives to Improve Quality of Products and Services through Manufacturing (Monozukuri) Theory

Since 2007, Nisshin Fire has been conducting joint research with the Manufacturing Management Research Center, Graduate School of the University of Tokyo in pursuit of enhancing quality from a customer standpoint by applying manufacturing (monozukuri) theory in the manufacturing industry to non-life insurance. The Service Planning Office within the Product Department was newly established in fiscal 2009 and has since carried out the planning of products and services that utilize the concept of monozukuri. For our new comprehensive auto insurance product You-Side (launched in April 2011), we revised the details of coverage and significantly revamped pamphlets by applying the know-how of monozukuri in the manufacturing industry in order to provide coverage details, contract procedures and product explanations that are easy-to-understand for customers. Additionally, we have also established standard operation processes in claims services response with the aim of further pursuing the "prompt and appropriate payment of insurance claims" by responding in accordance with these processes while also realizing services that will meet customer expectations.

Quality Enhancement at Call Centers

Tokio Marine & Nichido established the Vendor Management Organization (VMO) for call centers of the entire Group and is working to enhance the quality of call center operations. From fiscal 2009, we have been working to build common IT infrastructures among call centers and are consecutively expanding the introduction in respective call centers to standardize call center operations and strengthen collaboration of call operations between centers. Additionally, in fiscal 2010, the company formulated the Tokio Marine Contact Center Operation Standards (CCST) as the Group's shared standards. These CCST clarify the standards and details of activities that should be accomplished to enhance quality so that each call center can be operated under the same evaluation standards with the aim of enhancing quality and providing homogeneous services to customers throughout the Group. Each call center is promoting initiatives to enhance customer services and improve operation processes based on the CCST standards.

Strengthening Customer Services through the Multi-Access platforms

In order to address the diversified lifestyles and means of communication of our customers, Tokio Marine & Nichido is working to expand and upgrade customer contact points of contact, including agents, call centers and its company website (construction of the Multi-Access platforms). We will deliver greater security to customers by enabling them to select optimal access procedures tailored to their needs and circumstances.

At call centers, we are upgrading our structures to realize customer-oriented quality while also developing a system to share the details of customer inquiries among agents and respective corporate departments.

On our company website, we are offering functions that are available 24 hours for individual policyholders to conveniently manage their contracts (such as for verifying contract details or receiving changes to contract details) through such means as Internet services offering dedicated policyholder sites (Japanese only). We also offer functions for providing reassurance in the unlikely event of an accident (such as for receiving accident reports or verifying the response status of automobile accidents).

Going forward, we will consecutively expand and upgrade these initiatives based on customer feedback.





"NTT Docomo's One-Time Insurance Products" via Mobile Phone

Based on the concept of "necessary coverage at anytime for a necessary period," NTT Docomo Inc. and Tokio Marine & Nichido launched the Docomo One-Time Insurance service that enables insurance products to be provided easily and safely anytime and anywhere via mobile phone. The service commenced in April 2010 with four kinds of product lineups for overseas travel insurance, domestic travel insurance, sports and leisure activities insurance, and golfer's insurance.

The procedures for subscribing are very simple without having to visit outlets or fill out application forms. Since information of mobile phone users will be entered automatically, this makes it possible for users to get insurance by simply entering a minimum of items. As for premiums payments, since the cost will be charged together with monthly mobile phone fees, there is no need to input account or credit card information or other relevant information. Additionally, Docomo automatically and promptly sends information via phone mail regarding One-Time Insurance to mobile phones with an auto-GPS capability when customers are at a place where they might feel the need for insurance, such as golf and ski resorts and airports, thereby offering services that enable completion of subscription procedures on-site.

We will continuously examine various aspects toward developing and providing new concept insurance products via mobile phones to further expand and upgrade one-to-one response for customers.

▶ [NTT DoCoMo One-Time Insurance](#)

Addressing new services via Smartphone

E.design Insurance Co., Ltd. which is a subsidiary, began offering various kinds of services for auto insurance via mobile phone and smartphone* from April 2011.

With the launch of these services, policyholders can access the Internet via smartphones anywhere, anytime to use various services such as reporting accidents, verifying accident response status, making changes to contract details and renewal procedures. Additionally, customers who are considering applying for automobile insurance can also complete overall procedures via smartphones by requesting an estimate.

We received many responses from customers, including requests to further expand and upgrade services for smartphones. In the future, we will work to address customer needs by consecutively expanding services for smartphones, including corresponding handsets.

* The term smartphone refers to a multifunctional handset with many functions including voice calls and Internet access.



▶ [E.design Insurance press release \(in Japanese\)](#)



Relations with Customers

Response to Customer Feedback

Critical opinions and demands from customers are valuable assets for us to provide more quality services to customers. Based on the Group's common standards related to customer comments, each company of the Tokio Marine Group has formulated a response policy in order to develop a structure to utilize customer opinions for improving products and services.

Tokio Marine & Nichido Customer Feedback Response Policy

- **Basic Philosophy**
Tokio Marine & Nichido sincerely accepts and actively applies customer feedback to its corporate activities with customer trust as the basis of all of its business activities.
- **Basic Policy**
 - (1) We will proactively accept and appreciate customer feedback.
 - (2) We will undertake company-wide initiatives to take full responsibility for addressing customer feedback.
 - (3) We will utilize customer feedback to enhance the quality of our operations, including products and services.
 - (4) We will deliver greater "safety and security" based on customer feedback.

Structure to Make Improvements Based on Customer Feedback

We are undertaking initiatives to improve products and services by sharing information about customer feedback gained through various tools such as surveys and needs perceived by employees and agents as they come in contact with customers. For example, Tokio Marine & Nichido, Tokio Marine & Nichido Life and Nisshin Fire enter such feedback into a unified management system that conforms to the ISO 10002 standard, which is set up on their respective intranets, in order to analyze customer feedback. This feedback is then utilized for various purposes such as the development and improvement of products, administrative work and systems. Additionally, Tokio Marine & Nichido conducts regular meetings with five consumer advisors in order to identify problems and improve the situation from external standpoints. These initiatives are helping to improve various aspects such as simplifying information materials or establishing toll-free telephone services exclusively for overseas travel insurance and claims.

Self-Declaration of Compliance with the ISO 10002 standard

As a means of standardizing the quality of response toward customer feedback company-wide, Tokio Marine & Nichido and Tokio Marine & Nichido Life have reviewed operation systems in conformity with the ISO 10002 standard, the international complaint-management standard. Additionally, the companies were the first in the domestic financial industry to verify compliance with the standard in June 2007 and subsequently made an external announcement in July. We will continuously strive to enhance the quality of operations in terms of products and 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.



Websites for respective Group companies: Initiatives to respond to customer feedback (Japanese Only)

- ▶ [Tokio Marine & Nichido "In order to maintain customer trust"](#)
- ▶ [Nisshin Fire "Initiatives to respond to customer feedback"](#)
- ▶ [Tokio Marine & Nichido Life "Initiatives to respond to customer feedback"](#)



Gathering to Customer Feedback

Each Group member company is actively gathering to customer feedback through various means such as via customer surveys, customer consultation calls, consultation and inquiries sections on company websites, information gathering via agents and personnel in charge of sales. From the perspective of enhancing the transparency of initiatives regarding customer feedback, the number of feedback comments received, details of claims and examples of developing and improving products and services carried out based on such feedback are made public via company websites in greater detail.

Tokio Marine & Nichido is conducting surveys for policyholders in relation to auto insurance, fire insurance, super Insurance and medical insurance products. The aim is to validate whether the company is appropriately providing explanations regarding products or various kinds of supplementary insurance products and services as well as important terms, and verifying the intent and the scope of insurance coverage, including building structures.

Tokio Marine & Nichido Life is obtaining customer feedback by enclosing surveys along with notices regarding contract details, insurance policies and other relevant documents that are sent to all policyholders once a year.

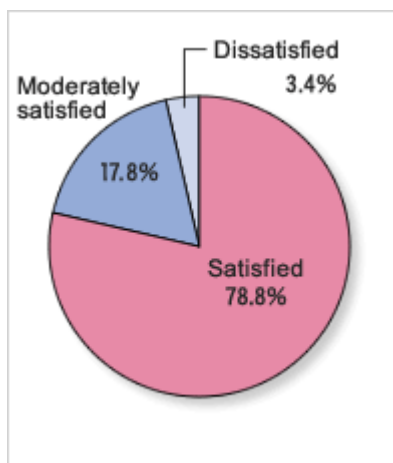
Nisshin Fire is obtaining evaluations or the level of satisfaction toward the company or agents from 3,000 customers who are randomly selected from among auto insurance policyholders. In fiscal 2010, 823 customers responded and opinions received are being utilized to enhance the quality of products and customer response. Additionally, initiatives are also being undertaken whenever necessary at the time of contract or payment of insurance claims by directly asking customers about their evaluation of the company and agents in terms of customer response. Surveys at the time of signing a contract are being conducted via the Internet while surveys during claims payment are conducted via mail. We are receiving responses from approximately 2,400 customers to these surveys on a monthly basis.



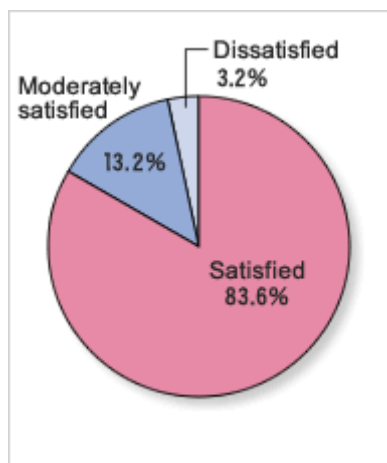
Customer Satisfaction (Fiscal 2010)

Tokio Marine & Nichido

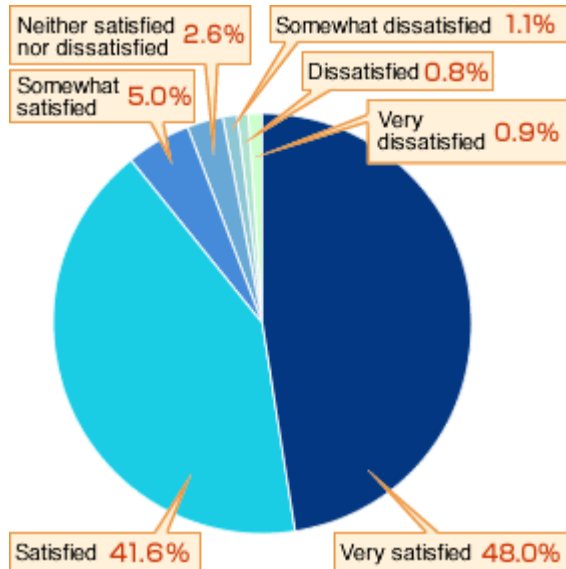
Overall Level of Satisfaction regarding Products and Services



Overall Level of Satisfaction regarding Contract Procedures

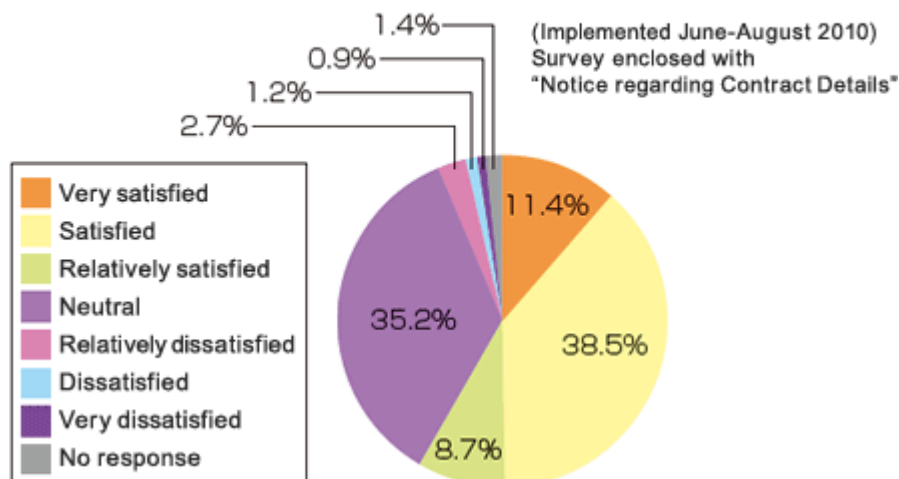


Results of Auto Insurance Survey: Level of Satisfaction regarding Overall Claims Services



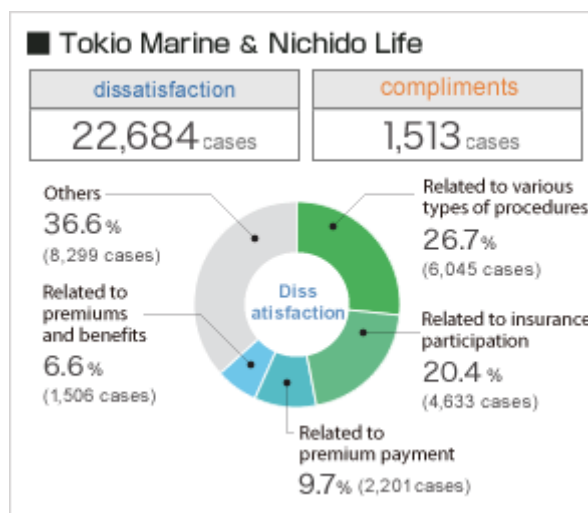
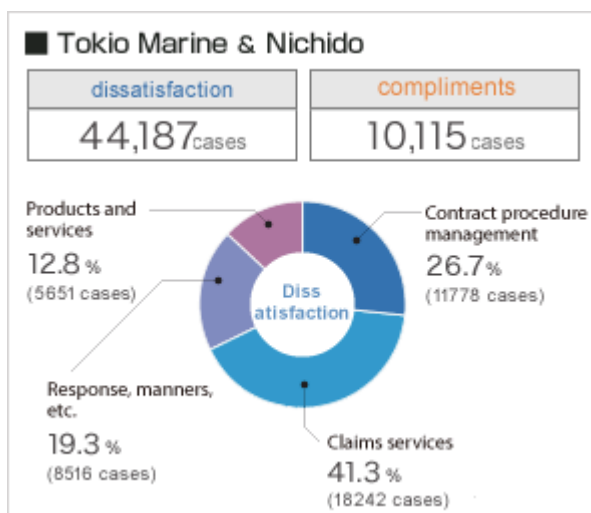
Tokio Marine & Nichido Life

To what extent are you satisfied by the enrollment of life insurance of Tokio Marine & Nichido Life?



A total of 37,314 persons responded to the fiscal 2010 survey enclosed with the Notice regarding Contract Details.

Dissatisfaction Feedback



Status of customer feedback for respective Group company websites(Japanese Only)

- ▶ [Tokio Marine & Nichido: "Overview of customer feedback"](#)
- ▶ [Nisshin Fire: "Response to customer complaints"](#)
- ▶ [Tokio Marine & Nichido Life: "Status of customer feedback"](#)

Examples of Improvements Based on Customer Feedback (Fiscal 2010)

<Customer comments>

Policy documents for non-life insurance and life insurance are created separately even though I enrolled in Super Insurance. As a Super Insurance product, I wish that the documents are created so that the list of terms of non-life and life insurance can be fully understood.

<Details of improvement>

A list of contract details was newly established the list indicates what is covered under the term using a "≪" mark or "≻" mark for understanding the overall system of coverage for new Super Insurance, which is providing from October 2010.

Note: For policyholders who are already enrolled in Super Insurance, improvements will be made from the day when the contract becomes effective dated January 2012 onwards (planned).

Status of customer feedback for respective Group company websites(Japanese Only)

- ▶ [Tokio Marine & Nichido: "Development and improvement examples based on customer feedback"](#)
- ▶ [Nisshin Fire: "Examples of improvements that have been carried out based on customer feedback"](#)
- ▶ [Tokio Marine & Nichido Life: "Main items that have been developed and improved based on customer feedback"](#)

Shared Value for Giving Consideration to Customers

At Tokio Marine & Nichido, although it is not tangible, we believe that giving careful consideration to customers first and foremost is a component of product quality of claims services. To this end, a booklet entitled "Kokorokara (From Our Hearts)" is distributed to all members engaged in claims services, including new employees who join the company each year. The booklet summarizes the values on which we place importance, including the shared ideas of all members involved with claims services for customers, working in harmony with colleagues and in pursuit of expertise. We hope to continuously hand down our purpose, pride and sincerity in claims services from a customer standpoint as part of our DNA.



Kokorokara Booklet

Cover page and inside text "We want to make our field of specialization the cultivation of human values. There is no end to the cultivation of human values."

Note: Japanese, English and Chinese versions are also available.



Relations with Shareholders and Investors

Tokio Marine Holdings aims to be a company that earns the trust of shareholders and investors and realizes sound and highly transparent corporate governance by undertaking the disclosure of information and the exchange of opinions in a timely and appropriate manner.

Toward Enhancement of Returns to Shareholders

Tokio Marine Holdings strives to enhance returns to shareholders through the payment of dividends and acquisition of treasury stocks, while also securing the collateral strength needed for sound business management.

Regarding dividends, we are maintaining stable dividends with a target payout ratio of 40%-50% of average core adjusted earnings*. In fiscal 2010, the amount of total annual cash dividends was 50 yen per share with a dividend payout ratio of 55% versus average core adjusted earnings.

Additionally, acquisition of treasury stocks will be implemented flexibly by taking into account the market environment, capital status and business opportunities in a comprehensive manner.

*Core adjusted earnings = Adjusted earnings from non-life, life and other businesses - Capital transactions including capital increases

▶ [See "Returns to Shareholders" for details.](#)

Information Disclosure and Investor Relations

The Tokio Marine Group is striving to enhance disclosure that is fair and easy to understand so that each stakeholder can quickly and accurately understand the current status of the Tokio Marine Group and future business development.

Disclosure Policy of the Tokio Marine Group

We aim to disclose meaningful information regarding the Tokio Marine Group that enhances management transparency and fairness in connection with our "Corporate Social Responsibility."

1. Disclosure Policy

It is our policy to expeditiously disclose information in accordance with the Securities Listing Regulations stipulated by the Tokyo Stock Exchange.

We strive for timely, accurate and fair disclosure of other information that is relevant to our customers, shareholders and investors, representative offices and employees, as well as Japanese society at large.

2. Disclosure Methods

Disclosure pursuant to the Tokyo Stock Exchange rules, regulations and other requirements is made through the Timely Disclosure network, or TDnet, as well as the press and other appropriate means. We subsequently post disclosed information on our website.

Other disclosure is made in a manner appropriate to the content of the relevant information.

3. Disclaimer

Disclosure made based on this Disclosure Policy is intended to accurately, expeditiously and fairly inform the public regarding the Tokio Marine Group's activities and is not intended to constitute an investment offer or solicitation.

Adopted on November 30, 2004

Revised on September 29, 2010

Proactive IR Activities

Tokio Marine Holdings carries out continual dialogue (investor relations) with shareholders, investors and securities analysts, with the President and other executives playing central roles.

In fiscal 2010, in addition to two briefings for institutional investors, a total of 155 meetings were held through visiting institutional investors overseas and a total of approximately 460 institutional investors were met with in Japan and around the world. Additionally, briefings were also held for individual investors.

Opinions and suggestions received via various types of briefing sessions, one-on-one meetings and other means are indispensable for realizing sound and highly transparent corporate governance. We truly value investors' opinions, and will continue to work to reflect such feedback in future operations.



Briefing for individual investors



IR Briefings for Individual Investors	October 2010: Implemented investor seminar hosted by a securities company in addition to a briefing for individual investors.
Briefings for analysts and institutional investors	Held financial results and investor relations briefings (twice annually) and appropriately held briefing sessions for institutional investors.
Briefings for overseas investors	Held a total of 7 briefings in the U.S., Europe and Asia, and implemented individual meetings for 155 overseas institutional investors.
IR materials posted on website	Posted information of financial results and disclosure materials besides financial results on the company website in an appropriate and timely manner, as well as annual security reports, IR briefing materials and videos, and explanatory videos of preliminary reports regarding the monthly business results of principal subsidiaries.

Consequently, in November 2010 Tokio Marine Holdings won the IR Prime Business Award by the The Japan Investor Relations Association in recognition of these IR activities. The award was received following the IR Special Award in fiscal 2008.

Additionally, the Company website also was number one in the insurance industry for two consecutive years on Gomez Consulting Co., Ltd's "Investor Relations Web-Site Ranking 2011." It was also selected as the best site (ranked number one by business sector) in Nikko Investor Relations Co., Ltd. 's ranking of listed company websites.



Relations with Agents

Working Together with Agents to Enhance Quality

To build partnerships based on trust and to provide "safety and security" that truly is based on customers' points of view, the company endeavors to mutually improve the quality of operations through smooth communication with agents.

The Roles of Agents in the Tokio Marine Group

In auto insurance and life insurance, for example, the roles of agents in the Tokio Marine Group are to protect customers from risks by providing various kinds of insurance products and services as intermediaries between customers and the insurance company. Agents are carrying out a broad range of consulting activities such as introducing optimal insurance tailored to the needs of each customer and quickly supporting customers to provide security for customers in the event of disasters or accidents.

For agents to be indispensable persons truly relied upon by customers, every member company of the Tokio Marine Group has been proceeding with initiatives directed toward its agents such as various kinds of training, the construction of administrative systems and management support.



Working Together with Agents on Initiatives to Improve the Quality of Operations

Tokio Marine & Nichido formulated quality standards for agent support capabilities that are expected from its employees specifically based on "Anshin (reassuring) quality," basic standards which are indispensable in terms of products and services provided to customers. At the same time, since 2007, we have been conducting dialogues with all agents and checks on the standard's satisfaction levels and working toward making improvements in applicable areas. From fiscal 2010, we have shifted toward "risk-based" initiatives, which promote improvements based on deficiencies of quantitative indices while also striving to steadily ensure quality in our daily operations. In doing so, we are working to enhance quality together with agents and expand customer support by ensuring "Anshin (reassuring) quality" for all customers.

Nisshin Fire has also established its "Customer Standards" for agent operations such as the procedures for concluding insurance contracts, an explanation of products and actions to be taken when an accident occurs, and has been proceeding with initiatives so that all its agents across Japan may provide customers with uniform and a high level of services. Additionally, although agents' commissions were conventionally determined by considering the level of contribution and other relevant factors in addition to the size of premiums written, Nisshin Fire drastically changed the structure, whereby the company will conduct an evaluation of "level of achievement of operations as an agent in terms of providing services and support for customers" to decide agents' commissions. In this respect, the company has shifted the concepts from "scale" to "function" and from "quantity" to "quality," thereby adopting an "agent commission system based on the customer's perspective" that is aimed at raising the quality of insurance sales.

Sharing Information with Agents

Tokio Marine & Nichido is developing the agent's ICT system TNet* in order to readily provide functions that are related to insurance administrative procedures as well as product information and sales tools that are necessary for agents as they respond to customers. In August 2009, as a means of enhancing the quality of customer response, we started to mutually share the records of responses between customers and agents, and between customers and customer centers. We will continuously endeavor to enhance communication between agents and Tokio Marine & Nichido through successive advancement of TNet to provide services that will further achieve customer satisfaction.



TNet top screen

*TNet is an online agent system provided by Tokio Marine & Nichido since May 2008 with the intent of supporting agents in enhancing the quality of insurance business operations and increasing operational efficiency.

Business Administration Management Support for Agents

Tokio Marine & Nichido is introducing Agent Compass as a business administration management support tool based on the difficult circumstances of agency managers to easily comprehend management issues and other relevant problems in line with a shift toward more complex operation processes accompanied by the growth in size and organizational development of agents. This compass serves as a management support model that enables agent management issues to be visualized using quantitative and objective indicators, analysis to be conducted on relevant issues and initiatives to be undertaken to resolve issues according to business processes. By centralizing support measures to resolve agents' management issues and incorporating all these mechanisms into the agent system TNet, we seek to further enhance communication with agents and employees and improve agents' quality of operations and customer services.

Voice Comments from Agents Promoting Initiatives to Enhance Quality

- Using the compass to realize visualization has enabled us to share within business offices our outlet's management issues and efforts to address these issues as well as the status of progress. At the same time, since we are also able to share these aspects with the company in a timely manner, it also leads to initiatives toward making improvements based on the same point of view.
- All members are undertaking initiatives under the slogan "Let's become the NO.1 Agent in Japan in terms of compass analysis indicators!" We aim to further boost customer satisfaction through this initiative since indicators are equivalent to the quality for increasing customer satisfaction.

(Agent in Toyohashi Branch Office, Aichi Prefecture; Miyachi Total Insurance Office)



Relations with Agents

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.

Qualification Systems for Salespersonship

Tokio Marine & Nichido stipulates the condition that "agency owners must see to it that their salespersons finish a training course designated by the company" from the standpoint of realizing insurance sales activities that fulfill the standard of "Anshin (reassuring) quality." In addition to tests for salespersons of property and casualty insurance and the insurance products training system operated by the General Insurance Association of Japan, the company has also been making efforts to improve the quality of sales activities by having salespersons obtain qualifications and complete training as designated for individual products as well as building a New Salesperson Management System to manage sales qualifications, training records and other relevant matters according to each salesperson. We are promoting various measures to enhance the quality of salespersons such as by utilizing a system, whereby salespersons who have not acquired designated sales qualifications are unable to handle contracts.

Provision of Training Programs for Agents

Tokio Marine & Nichido Academy

In order to train agents and salespersons capable of satisfying the requirements of the standard of "Anshin (reassuring) quality," Tokio Marine & Nichido conducts the "Tokio Marine & Nichido Academy" training program covering a broad range of business knowledge such as product details, sales techniques, claim services and compliance. With regard to product details, in particular, this program has achieved a high level of educational efficiency by using moving visual images such as animations and videos which enable agents and salespersons to picture actual business scenes, as well as case studies and tests to check on what has been learned.



Screen shot of Tokio Marine & Nichido Academy

This program is available via TNet.

Voice Comments from Agents Who Utilized Tokio Marine & Nichido Academy

- Text and narrations using moving visual images in the Tokio Marine & Nichido Academy training program were practical, very easy to understand and useful.
- The content produced for the Tokio Marine & Nichido Academy training program consists of various items such as animation and illustrations, which were easy to understand for beginners as well. Practical examples using moving visual images are very useful for daily communication with policyholders. We hope to continue using these contents on a regular basis.

Tokio Marine & Nichido Life Training College

Tokio Marine & Nichido Life provides the "Tokio Marine & Nichido Life Training College" training program for life-insurance agencies who aim to develop professional insurance salespersons. In this program, for roughly five months, agency salespersons and life-insurance promoters take part together in group training and Web-based training, in which the most advanced training program has been adopted, while also carrying out practical activities on the front lines of business. These practical activities provide the latest programs for supporting the sales activities of participants, such as the adoption of "Antore Hiroba," a site where agencies can exchange information with each other. Also, the programs give salespersons opportunities to continue helping each other to improve their skills after the completion of their training, including follow-up training at branch offices.



Antore Hiroba

Agent Trainee System

Tokio Marine & Nichido and Nisshin Fire have established trainee systems for the development of their exclusive professional agents. As of the end of March 2011, 1,036 persons participate in the system of Tokio Marine & Nichido, learning highly professional knowledge and skills in areas such as insurance products and sales techniques over a period of 38 months. In addition to this group training across all outlets, practical education is also conducted through training by advisors in the workplace and on-the-job training as a means of nurturing excellent risk consultants.



Relations with Employees

Fair and Honest Personnel Affairs and Respect for Human Rights

The Tokio Marine Group aims to enhance employee motivation through promoting a transparent and fair personnel system. The Group also endeavors to realize a corporate culture in which all employees respect human rights through various initiatives such as human rights training.

Fair and Honest Personnel Affairs

The Tokio Marine Group believes it essential that motivated and capable employees who possess a diverse sense of values should fully demonstrate their capabilities, regardless of gender, age, nationality or other attributes, to improve the quality of the products and services that we provide to customers. We are aiming to enhance employees' job satisfaction along with efforts to "continuously build an open and dynamic corporate culture that enables each and every employee to demonstrate his or her creative potential" through a transparent and fair personnel system.

Basic Data

Number of employees (as of March 31, 2011)

Total number of employees	29,758
Domestic Group companies	24,193
Overseas Group companies	5,565 (Asia: 1,920; North and Central Americas: 3,100; Europe: 545)

Basic employee data (at Tokio Marine & Nichido as of March 31, 2011)

Average age:	40.7
Average years continuously employed:	10.5 years
Average salary:	Approx. 8,210 thousand yen



Respect for Human Rights

The Tokio Marine Group supports and respects the Universal Declaration of Human Rights and international labor standards as well as the OECD Guidelines for Multinational Enterprises.

Regarding respect for human rights, the entire Group is implementing initiatives in accordance with "respect and actively promote the recognition of human rights for all people," which is stipulated under the Tokio Marine Group CSR Charter.

Additionally, the 10 principles concerning human rights, labor, the environment and anti-corruption advocated by the United Nations Global Compact coincides with the Tokio Marine Group's own approach to CSR and the Tokio Marine Group CSR Charter. Accordingly, Tokio Marine Holdings supports and has participated in the United Nations Global Compact since 2005.

Establishment of Tokio Marine Global HR Policy

Amid the growing importance of overseas business, the Tokio Marine Group believes it essential to hire and nurture diverse personnel, regardless of nationality, age and gender at each Group company in respective countries and regions worldwide and develop an environment in which employees can fully exert their capabilities.

Tokio Marine Holdings established and clearly stated the Tokio Marine Global HR Policy (HR Policy) in December 2010 as a universal philosophy and concept for human resources (HR) shared by each Group company in respective countries and regions worldwide. The Company also held the Global HR Meeting in February 2011 together with HR department managers of principal Group companies, thereby seeking to share the concept and spirit indicated under the HR Policy, including "human resources being major assets," "respect diversity" and "provision of fair and equal opportunities."

Based on the spirit of this HR Policy, Tokio Marine Holdings and each Group company in respective countries and regions worldwide will promote and pursue the permeation of various personnel affairs measures, including employee training and support.

▶ [Global HR Policy](#)



Initiatives to Raise Awareness of Human Rights

Every year, each member company of the Tokio Marine Group holds human rights training in the workplace, in which all employees and other co-workers take part to build a dynamic corporate culture without discrimination or harassment. In addition, in seeking to achieve comfortable workplaces, the Group carries out preventative and enlightenment activities regarding sexual harassment and other forms of harassment by establishing a consultation service (hotline), which is staffed by internal and external specialists, based on the motto of "Never do it, Never let anyone do it, and Never overlook it."

Percentage of Human Rights Training Participants (Domestic Group Companies)

Fiscal 2009 (As of March 31, 2010)	Fiscal 2010 (As of March 31, 2011)
99.9%	99.9%



Relations with Employees

Development of Human Resources

The Tokio Marine Group considers its employees to be its most valuable assets as the Group works toward achieving sustainable growth as a corporate group selected by customers for its quality. With this in mind, the Tokio Marine Group has been undertaking efforts to become a group truly trusted and supported by customers through creating "a corporate culture that encourages self-cultivation and the development of human resources." This is being accomplished through comprehensive employee training centered on on-the-job training and ongoing support for self-development.



Development of Human resources as Professionals

We are working to leverage the "Human Ability*" of employees, which is very important for them to provide value to customers in selling intangible products such as insurance products and services.

*Three elements that make up "Human Ability": Abilities as professionals, energies and to always think and act by putting yourself in the other party's shoes

The three elements that make up "Human Ability"

1. Abilities as professionals
2. Energies
3. Always think and act by putting yourself in the other party's shoes

Each of the Tokio Marine Group companies is building skill development programs and personnel systems appropriate for the characteristics of their respective offices.

Tokio Marine & Nichido has undertaken measures to develop its human resources by cultivating a culture in which every employee "continuously takes up the challenge of innovation from a customer perspective" and "identifies and solves problems through flexible thinking and a broad vision as an insurance professional." More specifically, interviews between supervisors and their staff are held four times a year to develop each employee's competencies (in behavior and thinking). At the interviews, employees share their career visions and personal strengths and weaknesses with supervisors. This is undertaken in combination with on-the-job training (OJT), off-the-job training (Off-JT) and self-development efforts.

In addition to a wide range of correspondence-based training activities, including Rank-Specific Training, Optional Training, Specialization Training and e-Learning services, Tokio Marine & Nichido offers an External Qualification Support System by providing financial assistance to employees who wish to earn such qualifications. The company also actively sends employees to training at business schools, law schools and other institutions both in Japan and around the world to develop personnel who possess a broad perspective, international sensibilities and a high degree of specialized knowledge. Tokio Marine & Nichido also works to enhance the career development of employees of Group member companies overseas through efforts including group training in their own countries and in Japan.

Human Resources Development Cycle (Tokio Marine & Nichido)



Job Request System

Tokio Marine & Nichido is implementing the Job Request System as a key system for maintaining and expanding the energies of its employees. Through this system, it works to enable employees to transfer into desired positions to the extent possible. This system includes internal recruiting, in which employees apply for positions indicated in advance, and area selection. Each of these leads to increased motivation and improved work skills by enabling employees to take the initiative in choosing their own positions. Additionally, "U-turn" transfers*1 and "I-turn" transfers*2 utilized by locally based employees are also functioning as support measures to promote and enable female employees to take active roles in the company.

*1 "U-turn" transfers: A transfer in which regional employees not subject to relocation can be relocated temporarily to take on the challenge of utilizing their own aptitudes in jobs not available in their own localities, on the condition that they must return to their original localities after the temporary relocation.

*2 "I-turn" transfers: A transfer in which employees not subject to relocation can continue working after changing localities due to reasons such as marriage or a spouse's relocation.

Job Request System (Tokio Marine & Nichido)

Fiscal year	Applicants	Approval
Fiscal 2010	271	99
Fiscal 2011	301	96



Relations with Employees

Utilizing Diverse Human Resources

The Tokio Marine Group believes it essential that motivated and capable employees who possess a diverse sense of values should exert their capabilities to the full extent, regardless of gender, age, nationality or other attributes, to improve the quality of the products and services that it provides to customers worldwide. Specific initiatives per Training to the promotion of diversity group-wide include the promotion of employment of individuals with disabilities, promotion of female employee taking active roles, and creating a workplace in which older employees with a wealth of knowledge and experience can take active roles.

Promoting the Employment of Persons with Disabilities

Based on its vision to "broadly accept persons with disabilities without adhering to the statutory employment rate to become a corporate Group in which diverse personnel are working enthusiastically," the Tokio Marine Group is promoting the employment of persons with disabilities and working to achieve normalization (creating a workplace culture in which employees can exert their capabilities to the fullest regardless of disabilities). The percentage of employees with disabilities within the overall domestic Group stood at 2.09% as of June 1, 2011.

Promoting the Employment of Persons with Disabilities through a Special Subsidiary

In January 2010, we have established Tokio Marine Business Support Co., Ltd. with the aim of promoting the employment of persons with intellectual and developmental disabilities. The company hires employees centering on persons with intellectual and developmental disabilities who are considered to have less employment opportunities among persons with disabilities. The company is conducting operations that include document shipping, data input and processing, printing, production of name cards and wet shredder processing.

The company initially commenced operations with 54 executives and regular employees (including 34 persons with disabilities). In April 2011, Tokio Marine Business Support merged with Tokio Marine & Nichido Operations, which specializes in management, delivery and printing of business documents, and Tokio Marine & Nichido Corporation, the provider of office services which include sales of office supplies. As of July 1, 2011, 253 people (including 73 persons with disabilities) are working at bases in Tokyo, Osaka, Nagoya and Fukuoka.

Based on its management philosophy to (1) be an organization that provides support instead of being a support recipient, 2) be a company in which employees can have their dreams and take pride in, and 3) expand opportunities for taking active roles, the company is focusing on creating an environment in which employees can work enthusiastically with a sense of satisfaction. This is achieved through adopting various initiatives such as assigning work according to the suitability of each and every employee, implementing monthly individual interviews and making visual appeals of points to take note of or work processes using a whiteboard. Work quality is becoming more advanced as a result of conducting operations for nearly one year.

In the future, the company plans to broaden the field for persons with intellectual and developmental disabilities to take active roles by expanding operations through cultivating operations that could be outsourced from respective Tokio Marine Group companies.

Voice

Hiroyuki Okamoto, Tokio Marine Business Support

I am in charge of recovering waste paper by visiting each floor and saying hello to everyone and calling for recovery of waste paper in order to process and recycle waste paper in respective Group companies using wet shredders. I am delighted and feel a sense of satisfaction by thinking that I am contributing to the 100% recycling of paper. As for my colleagues at the workplace, I am keeping in mind to communicate according to each person so that we can both work comfortably.



Employment of Persons with Disabilities as Part of a Measure to Enhance Work Satisfaction

Since the merger in 2004, Tokio Marine & Nichido Systems Co., Ltd. is actively working to employ persons with disabilities, such as responding to barrier-free offices and hiring physically challenged persons as engineers. In 2008, we hired visually impaired persons and commenced internal massage services. In 2009, the company also launched an internal cafe, Smile Cafe, and Smile Office Service, which provides general administration services such as producing name cards and ordering stationery to promote the employment of persons with intellectual disabilities. By having opportunities for general employees and persons with disabilities to work together, synergetic effects are also being created in terms of gaining strength from each other and enhancing work satisfaction.





Promoting Career Opportunities for Female Employees

Given that about 50% of its employees are women, the Tokio Marine Group considers it important to make the most of their attributes and strengths, and to give them the opportunity to participate in a wider field of activities. This, in turn, improves our ability to respond to the diverse needs of customers. Based on the theme of "maximizing organizational capabilities," each domestic Group member company held the WOMEN & MEN'S FORUM 2010 in December 2010 to provide opportunities for creating a corporate culture in which female employees can take active roles and enable them to consider for themselves about their future career visions. Participated by approximately 250 Tokio Marine Group employees, the forum consisted of lectures by inviting external lecturers, group discussions by participants and group presentations. Additionally, off-site meetings were also held at the workplace level under the same theme of "maximizing organizational capabilities," thereby undertaking company-wide efforts to discuss various aspects to create a workplace that helps and supports women in taking active roles.

Number of female managers (Tokio Marine Group as of July 1, 2011)

Insurance business	Tokio Marine & Nichido	80
	Nisshin Fire	27
	Tokio Marine & Nichido Life	6
	Tokio Marine & Nichido Financial Life	28
	Millea Nihon Kosei SS Insurance	4
	E.design Insurance	1
Other businesses	Domestic Group total	40
Total		186



System for Continued Employment for the Elderly Employees

The Tokio Marine Group considers actively promoting the employment of older members to be an important management issue in maintaining the sustainable growth of the Group as a whole. In addition to encouraging continuous self-advancement and changes in consciousness and behavior on the part of employees themselves, the Group intends to provide fields of activity in which employees can utilize their past experiences and strengths to generate new added value while maintaining high levels of motivation.

**Numbers of employees using the system for continued employment
(Tokio Marine Group as of July 1, 2011)**

Tokio Marine & Nichido	312
Nisshin Fire	65
Tokio Marine & Nichido Life	14
Tokio Marine & Nichido Financial Life	2
Other	21
Total	414

Promotion of Intercultural Communication

Amid the growing importance of overseas business, the Tokio Marine Group considers it essential to promote global communication by employing and nurturing diverse human resources in each Group company in respective countries and regions worldwide regardless of nationality, age and gender.

In July 2010, Tokio Marine Holdings established the Global Human Resources Group within the Company to strengthen human resources development and personnel affairs strategies from a global perspective.

In February 2011, the Company held the Global Human Resources Meeting by gathering human resources department managers in principal Group companies to discuss measures to strengthen cooperation between respective company human resources departments, human resources development common to the Group and personnel affairs strategies.

We will continue to actively incorporate the opinions and requests of Group companies in respective countries and regions worldwide while also promoting intercultural communication through expanding specific measures, including the global rotation of personnel and personnel training.

Enhancement of Work Satisfaction

Each Group member company is working to create an environment in which employees can work enthusiastically.

Tokio Marine & Nichido Systems believes that employees' voluntary participation in the process of considering what can be done to make our workplace more comfortable will contribute to enhancing work satisfaction. On this basis, the "Waku Waku Workstyle" is being promoted as a company-wide effort.

"Waku Workstyle Office" is an activity, in which employees carry out initiatives by themselves by soliciting improvement ideas based on the concept of creating a workplace environment in which all employees, including persons with disabilities, can work with a sense of enthusiasm. Various ideas, whether they be small or major, have been realized to date. These include the establishment of signboards and library corners, the introduction of a free layout that allows moving desks freely and the establishment of the Future Center for developing creative discussions.

At the same time, we focused on system planning to enhance teamwork such as quickly introducing the mentor-mentee system. In recognition of these initiatives, we received the 22nd (fiscal 2009) JMA HRD Excellence Award (Japan Management Association) and were selected as a company that is a great place to work (as determined by the Great Place to Work® Institute Japan and published in Nikkei Business magazine) for the three consecutive years since 2008.

- Free Layout Office

Changes were made to offices by adopting movable desks and eliminating side file cabinets so that the layout of desks can be changed according to team meetings and work phases.

- Future Center

A conference room was established in a building located at a distance slightly away from the head office as a place to discuss issues that are difficult to resolve in daily workplaces in a cooperative and creative manner in a free-flowing atmosphere. Employees who have received facilitator training facilitate meetings to enable more effective discussions.

- Mentor-mentee system

Under this system, senior employees (mentors) from different departments offer advice and support young employees (mentees) to build relationships between supervisors and subordinates.



Relations with Employees
Work/Life Balance

In response to changes in the environments faced by families and local communities, the Tokio Marine Group has been working to achieve harmony between work and life from the perspective of creating a corporate climate in which employees respect each others' diverse values.

Diverse and Flexible Style of Working

As an initiative to support diverse and flexible working styles, the Group has established a range of systems including nursing care leave and volunteer work leave. The "I-Turn System" under Tokio Marine & Nichido's Job Request System has also been designed in consideration of flexible working styles.

*"I-turn" transfers: A transfer in which employees not subject to relocation can continue working after changing localities due to reasons such as marriage or a spouse's relocation. The Tokio Marine Group supports the balance between work and childcare.

Number of Employees Who Used the Systems (Domestic Companies Subject to Consolidation)

	Fiscal 2009	Fiscal 2010
Nursing care leave	6	9
Volunteer work leave*	184	152

* Results of Tokio Marine & Nichido only.

Work/Life Balance Support


The Tokio Marine Group supports the balance between work and childcare.

Tokio Marine & Nichido has introduced "8 packages of full childcare support" as a system for protecting motherhood and childcare support. In recognition of this system and the company's other proactive initiatives for employees' childcare support, Tokio Marine & Nichido received the Himawari Award 2010 in the corporate category from Himawari no Kai, a non-profit organization approved by the Cabinet Office, Government of Japan. Additionally, in October 2010, the company won the excellent prizes in both sections of the "equality promotion company section" and "family-friendly company section" by the Director of the Tokyo Labor Bureau at the 2010 Equality/Balance Promotion Company Commendation, which is hosted by Japan's Ministry of Health, Labor and Welfare. In February 2011, the company also received the Outstanding Award under the 2010 Nagoya City Childcare Support Company Certification and Commendation System, which is implemented by Nagoya City

At the same time, Tokio Marine & Nichido Life has been promoting the upgrade of systems such as enabling employees, who utilize the Life Balance System (Short Working Hours System), to set their working hours in 30-minute increments.

Additionally, in recognition of proactive initiatives for employees' childcare support, Tokio Marine & Nichido, Tokio Marine & Nichido Life and Tokio Marine & Nichido Systems were granted the "Next Generation Certification Mark (Kurumin)" subsequent to accomplishing the "General Business Owner Action Plan based on the Next Generation Nurturing Support Measures Promotion Law" by the Tokyo Labour Bureau.

Number of Employees Who Used the Systems (Domestic Companies Subject to Consolidation)

Systems	Fiscal 2009(As of July 1, 2010)	Fiscal 2010(As of July 1, 2011)
(1) Retiree rehiring system	0	26
(2) Maternity leave system	280	302
(3) Childcare leave system	400 (incl. 20 male employees)	505 (incl. 25 male employees)
(4) Short working hours system	327	414

In addition to the above-mentioned systems, Substitution by Full-Time Employees, Resumption of Work Support System, Support of Use of Babysitters and Partnered Childcare Centers (approximately 1,000 locations as of April 2010) and other systems have been established to support female employees who are raising children.

Relations with Employees
Health Management

Each member company of the Tokio Marine Group has been making efforts to build an environment in which employees can work with enthusiasm by providing both physical and mental health care for its employees.

Health Management

Each member company of the Tokio Marine Group establishes Health Management Offices and Health Consultation Offices with industrial physicians and nursing staff at main bases and carries out various measures such as measures for metabolic syndrome and helping persons to stop smoking.

Rate of Employees who Received Health Check (Domestic Companies Subject to Consolidation)

Fiscal 2009	Fiscal 2010
99.6%	99.9%

Industrial Accidents (Domestic Companies Subject to Consolidation)

	Fiscal 2009	Fiscal 2010
Occupational accidents	57 persons	60 persons
Commuting accidents	42 persons	52 persons

Mental Health Care

The Tokio Marine Group is actively promoting mental health measures by recognizing the importance of pursuing the maintenance and improvement of employees' mental health in terms of corporate management.

Tokio Marine & Nichido established the Basic Policy on Mental Health Measures, in which information related to mental health is posted on the internal intranet to promote self-management and line care. At the same time, initiatives are also undertaken to maintain a good workplace environment by posting stress check tools for measuring the level of mental health in the organization. Additionally, support is also provided by specialists both internally and externally, including mental health counseling by nursing staff and counselors.

Other Group companies, including Nisshin Fire, Tokio Marine & Nichido Life and Tokio Marine & Nichido Financial Life have also been working to deepen understanding of mental health matters by conducting mental health training while also developing counseling systems.

Relations with Employees
Communication with Employees

The Tokio Marine Group is working to vitalize internal, two-way communication through various occasions.

Direct Dialogue between Employees and Executives

With the goal of vitalizing communication between employees and executives, since fiscal 2006 Tokio Marine & Nichido has held offsite meetings known as "Wednesday dialogues." In fiscal 2010, 10 sessions were held in total, at the head office and in Sendai and Nagoya. A total of 300 people took part in these dialogues, which featured the frank exchange of opinions between employees and executives.



In addition, regarding dialogues with the president held during his visits to the front lines of business since fiscal 2007, a total of 5,387 employees participated, and a total of 196 persons have taken part in "Free Talks," in which executives in charge of the service departments visit the front lines.

Each of these programs has been evaluated highly as leading to an improvement in motivation through the direct communication of management's rationale and the directions in which the company is moving.

Sound Labor-Management Relations

Tokio Marine & Nichido builds strong relationships of trust by means of labor contracts concluded between the company and its labor union (approximately 15,000 members). The company conducts repeated negotiations and consultations with its labor union about a wide range of topics, from payroll and human resources systems and workplace health and safety to management policies, through such means as joint labor management conferences held nearly 35 times annually and daily consultations between permanent representatives. Additionally, Tokio Marine & Nichido is also conducting negotiations and consultations in a sincere manner with other labor unions in order to resolve respective issues.

Labor Union Participation Rate(Domestic Group Companies)

Fiscal 2009	Fiscal 2010
87.4%	81.1%

CSR Communication Meetings

The Tokio Marine Group is holding CSR Communication Meetings across domestic subsidiaries to promote the exchange of opinions with employees, with the goals of deepening employees' understanding of CSR initiatives and penetrating these initiatives throughout the organization as well as reflecting these opinions in future CSR initiatives and measures. These meetings featured a straightforward exchange of opinions on the Tokio Marine Group's CSR initiatives and CSR activities conducted in respective workplaces. Comments received from participants included that "understanding CSR initiatives has led to increased motivation."

"Family Day" for Families to Understand Employees' Work

Each member company of the Tokio Marine Group is holding Family Day, in which employee families are invited to the company to deepen understanding about the company and work tasks. At the Tokio Marine & Nichido head office and Shinjuku Building, the event consisted a puppet show and games to learn the relevance of insurance for handling various troubles such as traffic accidents. Tokio Marine Nichido Outsourcing Management and Tokio Marine & Nichido Life head office also provided an opportunity to enjoy experiencing the workplace through various events such as a workplace tour and name card exchange with the president. Comments received from family members who participated the event included that "it was a good opportunity for the children to think about their parents' work."





Relations with Suppliers

The Tokio Marine & Nichido Group formulated the Group Code of Conduct and the Principle Transactions, which outlines the items that should be followed in terms of conducting transactions. In doing so, the Group and business partners will fulfill their social responsibilities while also mutually achieving sustainable development.

Tokio Marine & Nichido Group Principle of Transactions

The 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

The 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

The 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

The Tokio Marine & Nichido Group thoroughly conducts appropriate management and protection of information acquired through business partners.

4. Consideration for the environment

The 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

The 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.