Relations with Stakeholders

- Relations with Customers
- Relations with Shareholders and Investors
- Relations with Insurance Agents
- Relations with Business Partners
- Relations with Employees
- Relations with Local Communities and Society
## Relations with Stakeholders

Tokio Marine Group believes that building a relationship of trust through dialogues and cooperation with all stakeholders, including customers, is important for implementing high-quality CSR management.

### Relations with Customers

Tokio Marine Group values feedback from its customers and carries out daily initiatives to improve quality in order to earn customer trust.

### Relations with Shareholders and Investors

Tokio Marine Group works to realize sound and highly transparent corporate governance through the promotion of information disclosure and the exchange of opinions in a timely and appropriate manner.

### Relations with Insurance Agents

Tokio Marine Group builds trustworthy partnerships and undertakes collective efforts to truly improve operational quality from a customer standpoint.

### Relations with Business Partners

Tokio Marine Group aims to realize sustainable development and fulfill its social responsibility together with all its business partners.

### Relations with Employees

Tokio Marine Group will continuously build an open and dynamic corporate culture that enables each and every employee to demonstrate his or her creative potential.

### Relations with Local Communities and Society

Business activities are realized with the support of everyone in local communities. With this in mind, Tokio Marine Group conducts various activities in respective regions worldwide.

*Linked with “Local Community and Social Contribution Activities” pages.*
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.

Tokio Marine Group continuously promotes initiatives to enhance quality from a customer standpoint 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."

Based on the Group's common standards related to customer comments, each company of Tokio Marine Group has formulated a response policy in order to develop a structure to utilize customer feedback for improving products and services.
Tokio Marine Group establishes basic policies for the protection of customers' interests and develops a system to thoroughly promote being customer-oriented and pursue various aspects including customer protection.

Additionally, we have formulated the Tokio Marine Group Policies for Managing Transactions involving conflict of interest and, through compliance with these policies by directors, officers and employees, work to manage transactions involving conflict of interest to ensure that clients' interests are not unduly harmed.
Tokio Marine Group’s 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.” 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, 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.

Anshin ("Reassuring") Quality and Business Renovation Project

Tokio Marine & Nichido defines Anshin Quality as specific quality standards that are indispensable for the products and services the company provides to customers and is promoting an array of initiatives to realize this.

Specifically, we are promoting the Business Renovation Project throughout the Company to integrate the improvement of the quality of products and services with enhancement of the comfort of the business processes in which we provide those products and services to customers.

This project is aimed at changing the way our employees and agents do business in all processes from the signing of contracts to payment of claims to make those processes more comfortable for customers.

In line with this objective, we are creating a framework that facilitates customer-friendly processes by making drastic revisions to provide simple and easy-to-understand products to customers, easy-to-operate systems for agents and quick administrative procedures in response to customers’ needs. At the same time, we are steadily reforming business processes by initiating such arrangements as the cashless payment of premiums and early notices of renewal.

Going forward, we will work to provide a more comfortable experience for customers by changing to a new business model that utilizes tablet devices and smartphones to achieve growth by securing stable product quality and improving quality.
■ Image of quality improvement that Tokio Marine & Nichido is aiming for

- **Simple**
  - Drastically simplify products and services to make them easy-to-understand for customers.

- **Smooth**
  - Reduce waiting times for customers by developing and introducing an agents’ ICT system that can be operated without referring to manuals.

- **Speedy**
  - Promote a completely cashless system for payment of premiums at convenience stores and by credit card, etc.
Examples of Initiatives with Next-Generation Model

In April 2012, Tokio Marine & Nichido adopted a next-generation model using tablet computers and other devices as part of its efforts to enhance comfort and convenience for customers. For Super Insurance, auto insurance, fire insurance, personal injury insurance and life insurance—our main products for individual customers—we introduced the paperless Raku Raku Tetsuzuki (Quick and Easy Online Procedures), which allows customers to request a premium estimate, view product descriptions and apply for insurance on their tablet computers and other devices. These procedures enable us to provide easy-to-understand product descriptions with videos and electronic pamphlets. We have also introduced “Your Enrollment at a Glance,” which enables customers to visually check their family’s insurance enrollment status on their tablet computers and other electronic devices.

This next-generation model won the top IT Overall Award at the 31st Information Technology Award 2013 sponsored by the Japan Institute of Information Technology. The IT Overall Award is presented in recognition of initiatives that will serve as models for other companies and institutions under present circumstances as well as in the future, and to date numerous well-known companies have received this award. In the future as well, Tokio Marine & Nichido will strive to further enhance comfort and convenience for customers through “next-generation models.”

Screen image of Raku Raku Tetsuzuki contract procedures

Ensuring Customers Have a Clear Understanding of Insurance Products

Tokio Marine & Nichido is pursuing the concept 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) without explanation. Forms that have been created from March 2007 onwards are based on these rules.
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 and TV commercials, we provide information that advises customers to contact Tokio Marine & Nichido Life if they have any uncertainties about receiving insurance claims payments and insurance benefits.

Raising the Quality of Call Centers

Tokio Marine Group’s Call Center Departments implement a variety of initiatives for the purpose of raising the quality of customer responses as the sum of the Group’s call centers. One such initiative is the “telephone response contest” encompassing all call centers. Under the auspices of a panel of professional external judges and through a competition, this contest introduces each call center’s approach to customer responses, enables participants to learn new skills and promotes brainstorming.

These activities for improving customer response quality are yielding noteworthy results. As one example, in the J.D. Power Asia Pacific “2014 Japan Call Center Satisfaction Survey,” Tokio Marine & Nichido placed in the top three companies in the non-life insurance category and Tokio Marine & Nichido Life ranked in the top three in life insurance.

Looking ahead, we will work to provide security and safety by striving to make caring responses in close contact with our customers at all Group call centers.
Providing Anshin Quality of Claims Services to Customers

Tokio Marine & Nichido designates specific quality standards that are indispensable for products and services provided to customers in terms of "Anshin Quality," and the company and agents have been making concerted efforts to thoroughly promote initiatives toward the realization of Anshin Quality. When we receive accident notices, we utilize a system that verifies whether such an accident is covered under any other contracts that will allow payment for that accident, thereby providing claimants with information about the payment of claims. Specifically, in terms of auto insurance, we have introduced a system that has various criteria 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 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, inquiries and claims from customers are accepted via an exclusive toll-free telephone line. Assistance from 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 agree 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 Re-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 in written form.

- [Tokio Marine & Nichido: Re-examination results by the Claims Service Re-Examination Committee (in Japanese)](http://example.com/reexamination-results)
The true value of an insurance company is put to the test when a customer is involved in an accident. We consider it our mission to provide the high quality claims services in such an eventuality. In auto insurance, this requires that our highly specialized and experienced staff members resolve claims using a team approach aimed at a smooth resolution.

At Tokio Marine & Nichido, our experienced claims service staff of approximately 8,300 people put together optimal teams with our network of highly specialized experts including approximately 1,500 adjusters, approximately 470 lawyers and approximately 100 consulting physicians throughout Japan 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 242 service bases nationwide, we satisfy 92.4% of customers who use their insurance by exercising our sophisticated negotiating power backed by our industry dominance with more than around 2.62 million accident settlements per year.

**Shared Value for Caring for Customers as Our First Priority**

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 our human values. There is no end to the cultivation of human values."

- "Face to face with a person who needs your help, as a fellow human being, what does your heart tell you? Everything starts from here. I want to help because a person needs my help. This strength of emotion is our raison d'etre."

**My Relations with CSR: Providing Insurance Claims Services by Caring for Customers**
Further Enhancing 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 company and accurate advice offered by affiliated lawyers, doctors and other experts.

- Challenging Social Issues -Providing Value through Our Core Businesses- Health

- Claims Service System in Japan (As of July 2014)

<table>
<thead>
<tr>
<th></th>
<th>Tokio Marine &amp; Nichido</th>
<th>Nisshin Fire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of service bases</td>
<td>242</td>
<td>90</td>
</tr>
<tr>
<td>Claims service staff and adjusters</td>
<td>Approx. 9,800 (As of July 2013)</td>
<td>Approx. 1,200</td>
</tr>
<tr>
<td>Lawyers</td>
<td>Approx. 470</td>
<td>Approx. 56</td>
</tr>
<tr>
<td>Consultant doctors</td>
<td>Approx. 100</td>
<td>Approx. 14</td>
</tr>
<tr>
<td>Tax accountants/Accountants</td>
<td>Approx. 62</td>
<td>-</td>
</tr>
<tr>
<td>Number of automobile accident settlements (Annual)</td>
<td>Approx. 2.62 million</td>
<td>Approx. 0.2 million</td>
</tr>
</tbody>
</table>
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 feedback, each company of Tokio Marine Group has formulated a response policy in order to develop a structure to utilize customer opinions for improving products and services.

Customer Feedback Response Policy

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 feedback, each company of 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

Customer surveys and feedback received directly from customers by employees and agents lead to improvements in products and services. For example, Tokio Marine & Nichido, Nisshin Fire and Tokio Marine & Nichido Life enter such feedback into a unified management system that is set up on their respective intranets in order to analyze it. This feedback is then utilized to improve products and services. Additionally, Tokio Marine & Nichido conducts regular meetings with consumer advisors in order to receive advice from the perspective of consumers. In these ways, such activities are helping to enhance the ease of understanding of the details of documents.
**Social Responsibility**

**Relations with Stakeholders**

### 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 review operation systems in conformity with ISO 10002, the international standard for management of the complaints handling process. Additionally, 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. From this position, 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.

### 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 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 customer surveys regarding auto insurance, fire insurance and Super Insurance. 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 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 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 on the level of satisfaction toward the company or agents from 3,000 customers who are randomly selected from among auto insurance policyholders. In fiscal 2013, 733 customers responded and opinions received are being utilized to enhance the quality of products and customer response. Additionally, initiatives are 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 contract signing are being conducted via the Internet while surveys during claims payment are conducted by mail. A total of approximately 27,000 customers responded to the survey in fiscal 2013.
Social Responsibility

Relations with Stakeholders

Structure for Listening to Customer Feedback

- Tokio Marine & Nichido
Tokio Marine Holdings

Social Responsibility

Relations with Stakeholders

- Tokio Maine & Nichido Life

*The Board of Directors Committee is an internal cross-sectional committee composed of full-time directors and general managers established for the purpose of utilizing “feedback from customers” to improve the business quality.
### Fiscal 2013 Number of Customer Feedback Comments

#### Tokio Marine & Nichido

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissatisfied</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Products and services</td>
<td>Policy and pamphlet related</td>
<td>623</td>
<td>466</td>
<td>582</td>
<td>594</td>
<td>2,265</td>
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<tr>
<td></td>
<td>Products and services related</td>
<td>2,001</td>
<td>1,863</td>
<td>2,267</td>
<td>2,504</td>
<td>8,635</td>
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<tr>
<td></td>
<td>Subtotal: Products and services</td>
<td>2,624</td>
<td>2,329</td>
<td>2,849</td>
<td>3,098</td>
<td>10,900</td>
</tr>
<tr>
<td>Enrollment: Contract procedures</td>
<td>Contract renewal procedures</td>
<td>1,156</td>
<td>1,342</td>
<td>1,147</td>
<td>1,028</td>
<td>4,673</td>
</tr>
<tr>
<td></td>
<td>Explanation of contract details</td>
<td>459</td>
<td>426</td>
<td>357</td>
<td>382</td>
<td>1,624</td>
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<tr>
<td></td>
<td>Subtotal</td>
<td>1,615</td>
<td>1,768</td>
<td>1,504</td>
<td>1,410</td>
<td>6,297</td>
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<tr>
<td>Enrollment: Contract management</td>
<td>Policy deficiencies</td>
<td>565</td>
<td>431</td>
<td>477</td>
<td>410</td>
<td>1,883</td>
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<tr>
<td></td>
<td>Non-arrival of policy</td>
<td>141</td>
<td>97</td>
<td>134</td>
<td>80</td>
<td>452</td>
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<td></td>
<td>Modification procedures</td>
<td>1,453</td>
<td>1,393</td>
<td>1,239</td>
<td>1,357</td>
<td>5,442</td>
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<tr>
<td></td>
<td>Account transfers</td>
<td>373</td>
<td>347</td>
<td>422</td>
<td>334</td>
<td>1,476</td>
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<tr>
<td></td>
<td>Subtotal</td>
<td>2,532</td>
<td>2,268</td>
<td>2,272</td>
<td>2,181</td>
<td>9,253</td>
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<tr>
<td>Enrollment: Response and etiquette</td>
<td>Response and etiquette</td>
<td>1,081</td>
<td>955</td>
<td>882</td>
<td>968</td>
<td>3,886</td>
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<tr>
<td>Enrollment: Others</td>
<td>Matters concerning enrollment not corresponding to the above</td>
<td>257</td>
<td>77</td>
<td>184</td>
<td>84</td>
<td>602</td>
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<td>Category</td>
<td>Total 1</td>
<td>Total 2</td>
<td>Total 3</td>
<td>Total 4</td>
<td>Total 5</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>Subtotal: Enrollment total</td>
<td>5,485</td>
<td>5,068</td>
<td>4,842</td>
<td>4,643</td>
<td>20,038</td>
<td></td>
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<tr>
<td>Insurance claims payments: Contacting and responses</td>
<td>3,881</td>
<td>3,812</td>
<td>4,023</td>
<td>3,875</td>
<td>15,591</td>
<td></td>
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<tr>
<td>Insufficient explanation about insurance claims payments</td>
<td>990</td>
<td>970</td>
<td>971</td>
<td>1,118</td>
<td>4,049</td>
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<tr>
<td>Advisability of payment</td>
<td>695</td>
<td>1,003</td>
<td>1,009</td>
<td>980</td>
<td>3,687</td>
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<tr>
<td>Subtotal</td>
<td>5,566</td>
<td>5,785</td>
<td>6,003</td>
<td>5,973</td>
<td>23,327</td>
<td></td>
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<tr>
<td>Insurance claims payments: Response and etiquette</td>
<td>1,095</td>
<td>1,182</td>
<td>1,178</td>
<td>1,124</td>
<td>4,579</td>
<td></td>
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<tr>
<td>Telephone response and visitation etiquette</td>
<td>16</td>
<td>40</td>
<td>48</td>
<td>38</td>
<td>142</td>
<td></td>
</tr>
<tr>
<td>Insurance claims payments: Others</td>
<td>16</td>
<td>40</td>
<td>48</td>
<td>38</td>
<td>142</td>
<td></td>
</tr>
<tr>
<td>Matters concerning payment not corresponding to the above</td>
<td>84</td>
<td>73</td>
<td>84</td>
<td>75</td>
<td>316</td>
<td></td>
</tr>
<tr>
<td>Subtotal: Total for insurance claims payments</td>
<td>6,677</td>
<td>7,007</td>
<td>7,229</td>
<td>7,135</td>
<td>28,048</td>
<td></td>
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<tr>
<td>Matters concerning personal information</td>
<td>108</td>
<td>103</td>
<td>103</td>
<td>136</td>
<td>450</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>108</td>
<td>103</td>
<td>103</td>
<td>136</td>
<td>450</td>
<td></td>
</tr>
<tr>
<td>Dissatisfied Total</td>
<td>14,978</td>
<td>14,580</td>
<td>15,107</td>
<td>15,087</td>
<td>59,752</td>
<td></td>
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<tr>
<td>Requests</td>
<td>1,127</td>
<td>1,034</td>
<td>1,025</td>
<td>955</td>
<td>4,141</td>
<td></td>
</tr>
<tr>
<td>Recommendations</td>
<td>1,712</td>
<td>1,462</td>
<td>1,541</td>
<td>1,342</td>
<td>6,057</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>17,817</td>
<td>17,076</td>
<td>17,673</td>
<td>17,384</td>
<td>69,950</td>
<td></td>
</tr>
</tbody>
</table>
Tokio Marine & Nichido Life (List of Points of Dissatisfaction Only)

<table>
<thead>
<tr>
<th>Item</th>
<th>Principal Details of Feedbacks</th>
<th>Number of Comments Received (Comments)</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>New contract related</td>
<td>Dissatisfied with explanations and with presentments on insurance policy at time of enrollment, others</td>
<td>4,014</td>
<td>21.3</td>
</tr>
<tr>
<td>Receipt related</td>
<td>Dissatisfied with insurance premium payment methods and modification procedures, others</td>
<td>2,304</td>
<td>12.2</td>
</tr>
<tr>
<td>Protection related</td>
<td>Dissatisfied with contract details modifications, policyholder loans, cancellation procedures, others</td>
<td>5,361</td>
<td>28.5</td>
</tr>
<tr>
<td>Insurance claims and benefits related</td>
<td>Dissatisfied with insurance claims and benefits and payment procedures for maturity proceeds, others</td>
<td>1,555</td>
<td>8.3</td>
</tr>
<tr>
<td>Others</td>
<td>Dissatisfied with after-service, etiquette and telephone response, others</td>
<td>5,605</td>
<td>29.8</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>18,839</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Customer Satisfaction (Fiscal 2013)

Tokio Marine & Nichido

Overall Level of Satisfaction regarding Products and Services

- Satisfied: 74.5%
- Neither satisfied nor dissatisfied: 22.4%
- Dissatisfied: 3.1%

Overall Level of Satisfaction regarding Contract Procedures

- Satisfied: 80.8%
- Neither satisfied nor dissatisfied: 16.2%
- Dissatisfied: 3.0%
Results of Auto Insurance Survey: Level of Satisfaction regarding Overall Claims Services

![Pie chart showing satisfaction levels]

- **Satisfied 45.6%**
- **Neutral 46.7%**
- **Dissatisfied 1.4%**
- **Very dissatisfied 0.4%**
- **Neither satisfied nor dissatisfied 3.5%**
- **Somewhat satisfied 6.0%**
- **Somewhat dissatisfied 1.6%**
- **Very dissatisfied 1.3%**
- **Dissatisfied 1.1%**

**Tokio Marine & Nichido Life**

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

![Pie chart showing satisfaction levels]

- **Satisfied 40.0%**
- **Neutral 46.7%**
- **Dissatisfied 1.4%**
- **Very dissatisfied 11.4%**

The survey enclosed with the "Notice regarding Contract Details" to which 29,395 people responded by the end of September 2013 was analyzed.

**Status of customer feedback for respective Group company websites**

- [Tokio Marine & Nichido: Overview 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 2013)

- **Tokio Marine & Nichido**
  
  <Customer Feedback>
  Insurance premiums for 24-month, 36-month or 60-month policies are not listed on the Notification of Expiration on auto liability insurance for motorized bicycles. This is confusing and makes it appear that a contract can be concluded only for the coverage period shown on the notice.
  
  <Response>
  We have added listings of premiums for 12-month and 48-month policies and now provide information for all selectable premiums.

- **Tokio Marine & Nichido Life**
  
  <Customer Feedback>
  I wish to enroll in Medical Kit R. I'd like to be able to enroll even with a chronic illness.
  
  <Response>
  In February 2014, we launched sales of Medical Kit Love R, a product with less-stringent underwriting standards than for Medical Kit R. Medical Kit Love R offers the features shown below.
  
  - Medical Kit Love R is a product offering easy enrollment even for people with worries about their health condition.
  - In the same manner as for Medical Kit R, Medical Kit Love R refunds the entire amount of premiums paid if no hospitalization benefits are received up to a certain age. Even when hospitalization benefits are received, Medical Kit Love R refunds the excess of premiums paid until a prescribed age over benefits received for hospitalization in the form of a health refund benefit. Additionally, the coverage continues throughout the life of the insured for the same insurance premium paid at the time of enrollment.

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**Status of customer feedback for respective Group company websites**

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

Enhancing 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 adjusted earnings, excluding embedded value (EV). In view of our solid profits, in fiscal 2013 Tokio Marine Holdings paid total annual cash dividends per share of 70 yen, an increase of 15 yen from the previous fiscal year.

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.

Information Disclosure and Investor Relations

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 Tokio Marine Group and future business development.

Information Disclosure (Disclosure Policy of Tokio Marine Group)
Tokio Marine Holdings carries out continuous dialogue (investor relations) with shareholders, investors and securities analysts, with the president and other executives playing central roles.

In fiscal 2013, besides convening two IR briefings for institutional investors, Tokio Marine Holdings held over 500 meetings during the year with domestic and overseas analysts and institutional investors that included visiting and meeting with overseas investors. Additionally, briefings were held for individual investors in various cities of Japan beginning with Tokyo, Osaka and Nagoya.

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 management.

<table>
<thead>
<tr>
<th>Briefings for individual investors</th>
<th>Held a briefing for individual investors by President Nagano on the theme of Tokio Marine Group's corporate strategy. Also held briefings for individual investors by the IR officer as needed, mainly at securities companies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Briefings for analysts and institutional investors</td>
<td>Held an IR conference in May 2013 on the fiscal 2013 business plan. Also held an interim IR conference on the progress of the fiscal 2013 business plan based on this plan in November 2013. In addition, IR division representatives held quarterly results conference calls for analysts and institutional investors.</td>
</tr>
<tr>
<td>Briefings for overseas investors</td>
<td>Held individual meetings for overseas institutional investors and analysts by the president and IR officer in the United States, Europe and Asia, and explained the Group's business results, business plan, business environment and other conditions.</td>
</tr>
<tr>
<td>Posting IR materials on website</td>
<td>Post information of financial results and disclosure materials besides financial results on the Company website in an appropriate and timely manner, as well as annual securities reports, IR briefing videos and explanations of preliminary reports regarding the monthly business results of principal subsidiaries.</td>
</tr>
</tbody>
</table>

Additionally, we proactively disclose information on our website with regard to financial results, Group structure, management strategies and CSR activities. Through our website, we are striving to promote "visible IR" that familiarizes people with the Group and gives them a sense of trust. In recognition of these initiatives, the Company’s website was selected as number one in the insurance industry for the fifth consecutive year on Gomez Consulting’s "Investor Relations Site Ranking."
## Relations with Insurance Agents

<table>
<thead>
<tr>
<th>Working Together with Agents to Improve Quality</th>
<th>Education and Training Systems for Agents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tokio Marine Group endeavors to build partnerships based on trust and improve the business quality through smooth communication with agents.</td>
<td>In order to meet customer expectations and earn their trust so that customers are able to consult us about insurance with confidence, each Tokio Marine Group company develops various measures, including educational programs and training systems for agents.</td>
</tr>
</tbody>
</table>
Social Responsibility

Relations with Stakeholders

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

The Role of Agents in Tokio Marine Group

In auto insurance and life insurance, for example, 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 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, each Tokio Marine Group company 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 defines Anshin ("Reassuring") Quality as the basic standard that is indispensable in terms of products and services provided to customers and works together with agents to improve quality. In addition, with regard to an agent commission system, we conduct assessments using various factors that include quality items, growth items (scale, revenue increase rate, claims ratio) and partnership items (including consulting capability, quality of agent management and claims service response capability). By doing so, we have established a system that supports agents that are achieving growth by being selected by customers in terms of quality. Going forward, we will promote reforms toward a new business model utilizing tablet computers and smartphones to realize an even more comfortable experience for customers. In this respect, insurance companies and agents will work hand-in-hand to deliver quality to all customers and strive to expand customer support.

Nisshin Fire has also established its Customer Standards for agent operations such as procedures for binding insurance contracts and an explanation of products and actions to be taken when an accident occurs, as well as 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 the 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 April 2012, TNet, which previously could only be accessed from the personal computers of agent offices, was given multi-device compatibility. As a result, it is now accessible from tablet computers and other devices, allowing agents to conduct business anywhere, at any time. Additionally, as a means of enhancing the quality of customer response, we 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 is an online agent system provided by Tokio Marine & Nichido 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 TNet-WITH as a business administration management support tool in view of the difficult circumstances faced by agency managers in comprehending business administration processes and the degree of execution of various measures along with growth in size and organizational development of agents. TNet-WITH enables qualitative conditions to be shared within agencies, within the company and between agents and the company, and functions as a tool for enabling the entire Tokio Marine Group to provide unified support for solving management issues faced by agents. By centralizing agent management support measures into the TNet agent support system and utilizing TNet-WITH, we seek to further enhance communication within agents and within the company and between agents and company employees and improve the quality of agents' operations and customer services.
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 general tests for salespersons of property and casualty insurance (basic units/product units) operated by The General Insurance Association of Japan, the company has been making efforts to improve the quality of sales activities by having salespersons obtain qualifications and complete training as designated for individual products. To provide a foundation for supporting these systems, we are also building a New Salesperson Management System (BOSS) to manage sales qualifications, training records and other relevant matters according to each salesperson, and 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 animation and videos that enable agents and salespersons to picture actual business scenes, as well as case studies and tests to check on what has been learned.

*This program is available via TNet.*
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 six 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 website 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.

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 2014, 967 persons participated in the system of Tokio Marine & Nichido, obtaining highly professional knowledge and skills in areas such as insurance products and sales techniques over a maximum period of 38 months. In addition to this group training across all outlets, practical education is conducted through training by advisors in the workplace and on-the-job (OJT) training as a means of nurturing excellent insurance planners.

Nisshin Fire also has established the Risk Advisor Employee System for acquiring 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.

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 this content on a regular basis.”
Tokio Marine Holdings

Social Responsibility

Relations with Stakeholders

Relations with Business Partners

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

Tokio Marine & Nichido Group Principle of Transactions

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.
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 this policy, Tokio Marine & Nichido selects its contractors according to the standard for selecting outsourcing contractors and 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 stipulates the management system for outsourcing contractors.
Tokio Marine Holdings

Social Responsibility

Relations with Stakeholders

Relations with Employees

<table>
<thead>
<tr>
<th>Fair and Honest Personnel Affairs</th>
<th>Development of Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>We aim to enhance employees' work satisfaction along with efforts to &quot;continuously build an open and dynamic corporate culture that enables each and every employee to demonstrate his or her creative potential&quot; through a transparent and fair personnel system.</td>
<td>Tokio Marine Group considers its employees to be its most valuable assets. With this in mind, Tokio Marine Group is creating &quot;a corporate culture that encourages self-cultivation and the development of human resources&quot; through comprehensive employee training centered on on-the-job training (OJT) and ongoing support for self-development.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilizing Diverse Human Resources</th>
<th>Work/Life Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tokio Marine Group promotes diversity throughout the Group by progressively moving forward in promoting the employment of persons with disabilities, encouraging female employees to take active roles and creating a workplace in which older employees with a wealth of knowledge and experience can take active roles.</td>
<td>In response to changes in environments faced by families and local communities, Tokio Marine Group has been working to achieve harmony between work and life from the perspective of creating a corporate culture in which employees respect each other's diverse values.</td>
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</table>

<table>
<thead>
<tr>
<th>Occupational Health and Safety</th>
<th>Communication with Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each Tokio Marine Group company has been making efforts to create an environment in which employees can work with enthusiasm by providing both physical and mental health care for its employees.</td>
<td>Tokio Marine Group works to enhance communication with employees through various initiatives such as direct dialogue between employees and executives or building sound labor-management relations.</td>
</tr>
</tbody>
</table>
Tokio Marine Group aims to enhance employee motivation by 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.

Tokio Marine Group respects human rights and accepts diversity of nationality, gender, age and other attributes based on the Tokio Marine Group Corporate Philosophy to “continuously build an open and dynamic corporate culture that enables each and every employee to demonstrate his or her creative potential.” Moreover, Tokio Marine Group maintains a transparent and fair personnel system and fully implements a performance-based pay system in an effort to enhance employees’ job satisfaction and motivation in order to increase productivity and corporate value through response to changes in the environment and appropriate management of personnel and labor risks.

- [CSR Performance Data (Number of employees, basic employee data, etc.)](#)
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, Tokio Marine Group has been undertaking efforts to become a group truly trusted and supported by customers by creating "a corporate culture that encourages self-cultivation and the development of human resources." This is accomplished through comprehensive employee training centered on on-the-job training (OJT) and ongoing support for self-development.

**Development of Human Resources as Professionals**

We are working to leverage the "Human Ability" of employees, which is a very important quality in providing value to customers when 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 considering the other party’s standpoint

The three elements that make up "Human Ability"

1. Abilities as professionals
2. Energies
3. Always think and act by considering the other party's standpoint
Each Tokio Marine Group company is building skill development programs and personnel systems appropriate for the characteristics of their respective offices.

Tokio Marine & Nichido has implemented measures to develop its human resources with the aim of nurturing a culture in which every employee "continuously takes up the challenge of innovation from a customer's perspective" and "is aware of problems from the viewpoint of customers and identifies and solves these problems through flexible thinking and a broad vision as an insurance professional." Specifically, employees participate in interviews between supervisors and their subordinates that are held four times a year. These interviews feature dialogue as well as feedback in the form of personnel performance reviews 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. On the basis of assigning roles that utilize each person's strengths, career planning is undertaken in combination with 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, the company actively sends young employees to short-term overseas training programs and to business schools and law schools in Japan and abroad, universities in non-English-speaking countries and other institutions 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.
Tokio Marine & Nichido provides employees with opportunities to choose their jobs to realize their own career vision. The company has introduced the Job Request System to support employees in building their careers and to help strengthen the independence of employees based on choice and self-responsibility. Ordinary companies order staff reassignments, but this system allows employees themselves to apply for jobs that they want to try in order to achieve their career visions. It is therefore a key personnel system for maintaining and expanding the energy of employees. In particular, locally based employees in jobs not subject to relocation can take on the challenge of a new job in a different location, or continue working after changing localities due to reasons such as marriage or a spouse's relocation, by applying through the Job Request System (U-turn and I-turn transfers*). In addition to the Job Request System, the company offers employees the opportunity to declare their wishes regarding job transfers and their future career visions from the perspective of putting the right people in the right jobs based on their career visions and transfer wishes.

*U-turn and I-turn Transfers

| U-turn transfers | A transfer in which locally based employees in jobs not subject to relocation can be relocated temporarily to take on the challenge of utilizing their aptitudes in jobs not available in their own localities on the condition that they must return to their original localities after the temporary relocation. This provides employees an opportunity to take on the challenge of new jobs outside the traditional framework. |
| I-turn transfers | A transfer in which employees in jobs not subject to relocation can continue working after changing localities due to reasons such as marriage or a spouse's relocation. Allowing employees to relocate while maintaining their position in the company at the same level of compensation is also considered. |

Note: Not all employee relocation requests are approved.

- CSR Performance Data (Job Request System)
Promotion of Global Human Resources Strategy

Amid the growing importance of overseas business, Tokio Marine Group considers it essential to implement a global human resources strategy to build a human resources base that supports development into a Japan-based global insurance group. This strategy entails hiring and developing diverse human resources at Group companies around the world regardless of nationality, age or gender.

In July 2010, Tokio Marine Holdings established the Global Human Resources Group as a specialized unit to plan and implement a global human resources strategy.

The Company regularly holds the Global Human Resources Meeting by gathering the human resources department managers of major Group companies to discuss measures to strengthen cooperation among human resources departments of Group companies and human resources development common to the Group, personnel strategies and other matters. The Tokio Marine HR Policy, the foundation for personnel policies of the overseas insurance business, was formulated in 2011 based on discussions at this meeting.

The Company will continue to develop concrete measures such as global human resources training and rotation while actively incorporating the opinions and requests of Group companies around the world.

Developing Global Human Resources

Since fiscal 2012, Tokio Marine Group has been implementing a global human resources strategy that revolves around the following three points in order to build a human resources base that supports development into a global insurance group.

(1) Expand the base of the global talent pool
(2) Develop Global Leaders
(3) Share the Group’s Corporate Philosophy

Based on this strategy, Tokio Marine & Nichido began sending third-year employees throughout Japan to short-term overseas training programs, aiming to expand the base of the global talent pool for the Group’s globalization. The Group also has programs to develop Global Leaders by providing the Senior Global Leadership Development Program, in which senior leaders selected from Group companies in Japan and overseas can learn and strengthen their global leadership skills.
Global Training

In 2012, Tokio Marine Group launched the Senior Global Leadership Development Program (SGL), a training program for overseas local employee managers aimed at nurturing various human resources in respective countries worldwide regardless of nationality, age or gender. Similarly, in 2013 Tokio Marine Group inaugurated the Middle Global Leadership Development Program (MGL) targeting local overseas future leaders.

For the SGL program, top executives gather from respective countries around the world to participate in programs that are conducted over a five-month period, including group training held on three occasions. Through the SGL, participants aim to achieve the following two objectives necessary for Global Leaders:

1. Gain a deep understanding of and practice Tokio Marine Group's Corporate Philosophy, values and vision
2. Build the mindset and skills of Global Leaders

Participants are divided into teams to work on action learning. At the first group training in 2013, participants visited the Tohoku disaster area and engaged in discussions with agents and employees who were involved in responding to the Great East Japan Earthquake to deepen their understanding of Tokio Marine Group's Corporate Philosophy, values and vision of being a Good Company. At the second group training, they visited New York and Philadelphia, where they engaged in discussions with the managers of Group companies, as well as deepened their understanding of business strategies and built their mindset and skills as Global Leaders through participation in a program jointly developed with Wharton School of the University of Pennsylvania. Going forward, the participants will continue action learning as they interact with other diverse group members and experience interactive sessions on leadership skills. At the final group training, each team delivered presentation to management and engaged in active discussions.

At the MGL launched in 2013, approximately 23 middle-management employees gathered from around the world to participate in the one-week program in Japan. Just as with SGL, participants visited the Tohoku disaster area and engaged in discussions with local agents and employees and deepened their understanding of Tokio Marine Group's values and vision. Participants divided into teams according to their respective fields of expertise and carried out action learning in each category based on the theme "What should be done to become a “Good Company?” At the end of the program, each team delivered presentation to management and engaged in a spirited exchange of opinions.
Tokio Marine Group started the Global Job Rotation Program from fiscal 2011 as part of its global human resources strategy in order to effectively utilize overseas local talent. The four main objectives of the Global Job Rotation Program are as follows.

(1) Support effective implementation of global strategies through assignment of the right people to the right jobs.
(2) Utilize employees who have knowledge and experience in Tokio Marine Group to raise the level of the know-how and ability of the Group as a whole.
(3) Provide overseas local employees with opportunities to advance their careers to boost their motivation.
(4) Create richly diverse workplace environments with people of different racial backgrounds, nationalities, ages and genders to transform the corporate culture and promote globalization.

Since the program was launched in fiscal 2011, the Head Office in Japan has been accepting approximately 20 local employees from countries overseas over periods from a few weeks to one year, in which they work together with Japanese employees in various departments, including the human resources, IT and reinsurance departments. We continue to aim to achieve the objectives listed above through this program.
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 pertaining to the promotion of diversity Group-wide include promoting the employment of persons with disabilities, encouraging female employees to take active roles and creating a workplace in which older employees with a wealth of knowledge and experience can take active roles.

Promoting Diversity

Based on the Tokio Marine Group Corporate Philosophy of "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," every company in the Group respects human rights and encourages diversity in gender, age and nationality. The Group also welcomes individuals with diverse values to bring them together to achieve even greater results.

As an example of accomplishments in promoting diversity, in fiscal 2013 Tokio Marine & Nichido 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 earned this award based on high regard 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.

Going forward, each company in Tokio Marine Group will continue to implement various initiatives that lead to diversity promotion.

Promoting the Employment of Persons with Disabilities

Aiming to broadly accept persons with disabilities and exceed the statutory employment rate to become a corporate group in which diverse personnel work enthusiastically, Tokio Marine Group is promoting the employment of persons with disabilities at Group companies and working to raise consciousness of normalization. Tokio Marine Business Support Co., Ltd., a special subsidiary based on the Disabled Persons Employment Promotion Law, is supporting Group development by providing services that include administrative support, printing and logistics.
In January 2010, we established Tokio Marine Business Support with the aim of promoting the employment of persons with intellectual and developmental disabilities, and in March 2010, the company was the first in the non-life insurance industry to be approved as a special subsidiary (253 employees as of August 1, 2014).

A total of 101 employees with disabilities (as of August 1, 2014), mainly persons with intellectual and developmental disabilities who are considered to have fewer employment opportunities among persons with disabilities, are working at the Tokyo head office and at the Nagoya, Osaka and Kyushu branch offices. These employees are supporting Group companies by performing such operations as data input and processing, document enclosure and shipping and printing. In the recovery and destruction of confidential documents, one of its operations, the company has introduced a wet-type shredder that dissolves paper with water rather than by cutting, and by doing so, is simultaneously assuring information security and protecting the environment.

Based on its corporate 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 by 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.

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.

- CSR Performance Data (Rate of employment of persons with disabilities)
- My Relations with CSR: Aiming to create workplaces in which everyone can work with enthusiasm
- Tokio Marine Business Support (in Japanese)

Tokio Marine & Nichido Systems Co., Ltd. is actively taking measures to employ persons with disabilities, such as by making offices barrier-free and hiring physically challenged persons as IT engineers. In 2008, we hired visually impaired persons and commenced in-house 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. Smile Cafe is used by about 300 people every day and is a place where employees can relax. Smile Office Service is also expanding the types of work it handles and has gained the trust of employees. By having general employees and persons with disabilities work together, synergetic effects are being created in terms of gaining strength from each other and enhancing work satisfaction.

Empowering Female Employees

Women account for more than 40 percent of the employees at Tokio Marine Group consolidated companies in Japan. In keeping with the Group’s Corporate Philosophy, by further empowering and promoting the growth of female employees, we aim to provide customers with products and services that achieve even greater customer satisfaction. For this purpose, we provide a variety of opportunities to every female employee at each Group company for autonomously building their careers and empowering them in an even wider range of fields. For instance, at the branch manager conference and other venues, the president of Tokio Marine & Nichido has been advocating the active promotion of diversity as his top message since assuming his current post. For management-level positions, we continually work to transform awareness with initiatives that include the assessment items of the Role Challenge System (internal assessments). To continuously develop female executives, Tokio Marine & Nichido gives female employees responsibilities based on their individual career vision, provides year-round OJT, implements job rotation and implements selection-based training programs as part of a larger environment that allows women to take on challenges according to their intentions and abilities. In February 2013, Tokio Marine & Nichido established the Diversity Promotion Team within the Human Resources Planning Department, as the company accelerates initiatives for promoting diversity as one of its growth strategies.

This series of initiatives has been acclaimed and Tokio Marine Holdings was selected for “Fiscal 2013 Nadeshiko Brand” designation, a joint project by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange (TSE). Tokio Marine Holdings became the first company in the insurance industry to be selected for this designation.

“Nadeshiko Brand” designation involves selecting one company listed on the First Section of the TSE from each industry. These companies are described as “an appealing brand for investors that emphasizes raising medium- and long-term corporate value” as companies that proactively utilize female human resources, which includes providing environments where women are able to continue working.

Going forward, each company in Tokio Marine Group will continue to implement initiatives that lead to the empowerment of female employees.

- Tokio Marine & Nichido: Empowering Female Employees (in Japanese)
- CSR Performance Data (Number of directors, number of managers)

System for Continued Employment for Older Employees

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 experience and strengths to generate new added value while maintaining high levels of motivation.

- CSR Performance Data (System for Continued Employment for Older Employees)
In response to changes in the environments faced by families and local communities, Tokio Marine Group has
been working to achieve harmony between work and life from the perspective of creating a corporate culture in
which employees respect each other's diverse values.

Diverse and Flexible Working Styles

To support diverse and flexible working styles, Tokio Marine Group companies have established a range of
systems including nursing care leave and volunteer work leave, as well as the ability to flexibly change daily
working hours and planning operations-type discretionary work system. Also, to support the diversification and
greater flexibility of work locations and work times, Tokio Marine & Nichido and Tokio Marine & Nichido Life
allow the use of the thin-client system, mainly by management staff and persons eligible for the planning
operations-type discretionary work system.

I-turn transfers under Tokio Marine & Nichido's Job Request System have 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. Tokio Marine Group supports the balance
between work and childcare.

Initiatives for Reducing Total Working Hours

Tokio Marine & Nichido emphasizes a work-life balance and is making every effort to reduce total working hours of
employees for the purpose of realizing working methods with high productivity. In recent years, Tokio Marine &
Nichido has been implementing year-round initiatives to ensure that working hours are not excessive. As part of
these efforts, it has designated one day a month for leaving the office at a fixed time and has also specified a one-
week period when employees are required to leave the office together by a fixed time. Additionally, to help reliably
nurture a climate in which each employee can proactively control his or her own working hours, we are promoting
efforts to make effective use of the surplus time that results from reducing work operations and enhancing the
efficiency of these operations. In line with these efforts, Tokio Marine & Nichido newly established such initiatives
as Go Go Challenge Day (employees finish work at 5:30 p.m. once per week) and Summer Challenge (employees
finish work at 7:30 p.m. and leave the office by 8:00 p.m. each day during a one-month period in summer).

* CSR Performance Data (Nursing care leave system, number of thin-client terminal users)

* CSR Performance Data (Annual average actual working hours)
Support for Balancing Work and Childcare

Each Tokio Marine Group company supports the balance between work and childcare. Tokio Marine & Nichido supports both work and childcare according to a basic philosophy of offering maximum support before and during childcare leave and after the return to work by providing eight packages of full childcare support*. The company has a Childcare Leave System that allows up to two years of leave in special situations and has also established programs such as the Short Working Hours System, which is available to employees from pregnancy through the end of the fiscal year corresponding to the child’s third year of elementary school. In addition to promoting dialogue between employees who use the system and their supervisors, from fiscal 2014 the supervisors are encouraged to join seminars for employees who use the Short Working Hours System held at the headquarters, thereby deepening dialogue between the two. Moreover, the Group has enhanced systems that support the smooth return to work of employees who use the system. These include the preparation of environments enabling the home-use of the thin-client system by those persons utilizing the childcare leave system and wishing to promote their self-development and holding seminars for employees who will take and is taking maternity, paternity and childcare leave.

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 Award in the "equality promotion company section" and the "family-friendly company section" of the Director of the Tokyo Labor Bureau at the 2010 Equality/Balance Promotion Company Commendation, which is hosted by Japan’s Ministry of Health, Labour and Welfare. In addition, in October 2014 the company received the Minister's Excellence Award in the "Family-friendly Enterprises Category" of the 2014 Equal Employment/Work-Life Balance Promotion Enterprises Commendation by the Ministry of Health, Labour and Welfare. This was awarded in recognition of the company’s initiatives to create environments where employees can easily take temporary retirement and return to work by establishing support systems with which to balance work with childcare and nursing care.

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; and in January 2012, the company won the Excellent Award under the system of approving and awarding companies promoting the active participation of women in Nagoya City in fiscal 2011.

At the same time, Tokio Marine & Nichido Life has been promoting the upgrade of systems such as those 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 Labor Bureau.

* Tokio Marine & Nichido has established various systems to support female employees who are raising children. These systems include (1) Retiree Rehiring System, (2) Maternity Leave System, (3) Childcare Leave System, (4) Short Working Hours System, (5) Substitution by Regular Full-Time Employees, (6) Resumption of Work Support System, (7) Support of Use of Babysitters and (8) Partnered Childcare Centers (approximately 1,000 locations as of April 2014).
Once each year, Tokio Marine & Nichido implements an employee attitude survey covering all employees to ascertain employee satisfaction levels. We learned from the survey in fiscal 2013 that overall employee satisfaction is high. We will consider employee needs based on the results of the survey, use this information in discussing future personnel measures and provide this as feedback for organizational management to further raise employee satisfaction.

- **CSR Performance Data (Employee attitude survey)**
Relations with Employees

Occupational Health and Safety

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

Workplace Health and Safety Structure

In accordance with the Industrial Safety and Health Act, Tokio Marine Group companies set up health and safety committees at each domestic business site with more than 50 employees. Composed of industrial physicians, health and hygiene managers, nurses in charge of health management and persons selected from the employee labor union, these committees convene once per month to deliberate on measures for health maintenance and enhancement and improving the workplace environment as well as measures for preventing health disorders, beginning with disorders arising from overwork.

Health Management

Each Tokio Marine Group company has established Health Management Offices and Health Consultation Offices with industrial physicians and nursing staff at main bases and carries out various activities such as measures to counter metabolic syndrome, support to stop smoking and mental health measures.

Mental Health Care

Each Tokio Marine Group company has established the Basic Policy on Mental Health Measures and actively promotes mental health measures by recognizing the importance of pursuing the maintenance and improvement of employees' mental health in terms of corporate management.

As measures to maintain good mental health, Tokio Marine & Nichido posts information related to mental health on the company's intranet and implements mental health surveys utilizing stress-check tools to promote self-management and line care. Additionally, initiatives are undertaken to maintain a good workplace environment. Further support includes setting up a mental health counseling desk with nursing staff and counselors and providing assistance from specialists both internally and externally to enable employees who are taking a leave of absence to return to work.

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 set up opportunities for dialogue. In fiscal 2013, a Dialogue with Executives was held 16 times at branch offices across the entire company, with 351 employees taking part in a frank exchange of opinions with executives. A total of 136 dialogue forums have been held since fiscal 2006.

Feedback from participants led to increased employee satisfaction and comments received included, "It was a good opportunity to hear about the direction of the company firsthand" and "My motivation really increased."

**Sound Labor-Management Relations**

In Tokio Marine Group, Tokio Marine & Nichido and other Group companies conduct good-faith negotiations and consultations with labor unions on a wide range of topics, from payroll and human resources systems and occupational health and safety to management policies, to maintain and improve the sound development of the company and the working conditions of union members.

- [CSR Performance Data (Labor union participation rate)]

**Family Day for Families to Understand Employees' Work**

Each Tokio Marine Group company holds Family Day, in which employee's families are invited to the company to deepen their understanding about the company and work tasks. Tokio Marine & Nichido holds these events at various departments and branches on a timely basis as opportunities for children to learn through games the relevance of insurance for handling various troubles such as traffic accidents.