Tokio Marine Holdings

Sustainability Report

2026

Inspiring Confidence.
Accelerating Progress.

Tokio Marine Group Sustainability Report 2026 Contents

Introduction

P.002 Tokio Marine Group / Group's Disclosure Framework
P.003 Tokio Marine At a Glance

CEO Message

P.004

Purpose Story 2026

P.011 ① Our Strength
P.015 ② Our Progress
P.019 ③ Our Future
P.023 Financial and Non-Financial Targets

Main Section

P.025 CSUO Message
P.026 Organizational Structure for Promoting Sustainability
P.027 Identification and Periodic Review of the 8 Material Issues (Materiality)
P.029 Initiatives and Progress on the 8 Material Issues (Materiality)
P.031 Specific Initiatives on the 8 Material Issues (Materiality)
P.035 External Evaluations
P.036 Special Feature — In Conversation: Building a Disaster-Resilient Society Together with Our Business Partners

Relationship between the 8 Material Issues (Materiality) and ESG

E: Environment	S: Social	G: Governance
Take Climate Action	Improve Disaster Resilience	
	Support Healthy and Fulfilling Lives	
Protect the Natural Environment	Value People and Promote Diversity and Inclusion	Open Governance with Integrity
	Provide Innovative Solutions	
Provide Opportunities for Future Generations		

Detailed Section

P.041 **1 Progress on the 8 Material Issues** (Materiality)
P.042 **2 Relationship between the 8 Material Issues and 17 SDG Goals**
P.043 **3 Stakeholder Engagement**
P.046 **4 Participation in Initiatives**
P.047 **5 Contribution to Society through International Dialogue and Collaboration**
P.048 **6 Sustainability-Related Policies**
P.049 **7 Take Climate Action**
P.049 7.1 Responding to Climate Change
P.050 7.2 Initiatives for Reducing CO_2 Emissions of Tokio Marine Group
P.056 **8 Protect the Natural Environment**
P.056 8.1 Preservation of Natural Capital and Biodiversity
P.056 8.2 Protecting the Global Environment through Products and Services
P.063 8.3 Participation in Corporate Citizenship Activities for Protection of Global Environment
P.065 **9 Improve Disaster Resilience**
P.065 9.1 Responding to Natural Disasters
P.076 9.2 Research on Climate Change and Natural Disaster Risks
P.084 **10 Support Healthy and Fulfilling Lives**
P.084 10.1 Contributing to the Creation of a Safe and Secure Society
P.090 10.2 Promoting Health and Productivity Management
P.105 **11 Value People and Promote Diversity and Inclusion**
P.105 11.1 Respect for Human Rights
P.118 11.2 Human Capital Management and Promoting DE&I
P.119 **12 Provide Innovative Solutions**
P.119 12.1 Basic Approach to the Solutions Business
P.119 12.2 Response to a Mobility Society
P.122 12.3 Responding to Technology Innovation
P.126 12.4 Promoting Open Innovation
P.127 **13 Provide Opportunities for Future Generations**
P.127 13.1 Tokio Marine Group's Initiatives for Future Generations
P.127 13.2 Globally Expanding Initiatives for the Future Generation
P.135 **14 Open Governance with Integrity**
P.135 14.1 Improving Quality from the Customer's Perspective
P.147 14.2 Corporate Governance
P.149 14.3 Compliance
P.153 14.4 Enterprise Risk Management (ERM)
P.155 14.5 Responding to Disasters
P.156 14.6 Information Security
P.159 14.7 Cybersecurity
P.159 14.8 Initiatives for Responsible AI Utilization
P.162 14.9 Sustainability in the Value Chain
P.167 **15 Corporate Citizenship Activities**
P.167 15.1 Tokio Marine Group Social Contribution Strategy
P.167 15.2 Corporate Citizenship Activities with the Participation of All Employees
P.177 **16 Quantification of Social Value**
P.177 16.1 Significance of Quantifying Social Value and Our Aspirations
P.177 16.2 Initiatives to Date on Quantifying Social Value and Key Points of the Update
P.178 16.3 Promoting Business Operations Utilizing Quantification of Social Value
P.179 16.4 Social Value Provided by Tokio Marine Group: Disaster Resilience
P.186 16.5 Social Value Provided by Tokio Marine Group: Mobility

Sustainability Performance Data

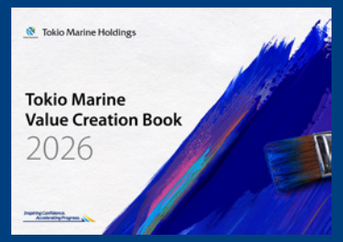
P.192

Inspiring Confidence.
Accelerating Progress.

Tokio Marine Group Disclosure Framework

In FY2026, we redesigned our disclosure framework to communicate more consistently how we create velue.

We positioned the CEO Message and Purpose Story as the key messages that run throughout our entire disclosure framework and serve as the starting point for all reports. Building on this foundation, we launched the Tokio Marine Value Creation Book, which provides a comprehensive overview of initiatives across all areas, while also publishing thematic reports designed to make it easier for stakeholders to access the information most relevant to their needs.



Tokio Marine Value Creation Book 2026

Comprehensive coverage of the Purpose Story and initiatives across all areas

Key Messages: CEO Message, Purpose Story

Content: Management Strategy, Finance, and Governance; Sustainability; Climate & Nature; Human Capital

Divided into theme-specific reports from the Value Creation Book based on readers' interests

For an overview focusing on management strategy, finance, and governance

Integrated Annual Report 2026

Key Messages

Content

Detailed Information

Key Points

Detailed information is provided on management strategy, financial information, and corporate governance, while concise overviews are provided for other topics.

Related Disclosure and IR Materials

- 2026 Integrated Annual Report Separate volume (Financial and Company Data)
- Management Strategy of Tokio Marine Group
- Annual Securities Report (Japanese only)
- Financial Summary Report
- Corporate Governance Report

Learn More about Our Sustainability-Related Information

Sustainability Report 2026

Key Messages

Content

This report presents our initiatives in sustainability management, materiality, environmental, social, and governance (ESG) matters.

Learn More about Our Responses to Climate Change and Natural Capital

Climate & Nature Report 2026

Key Messages

Content

This report provides a comprehensive overview of our initiatives on climate change and nature-related issues, in line with the recommendations of the TCFD and TNFD.

Learn More about Human Capital and Human Resources Strategy

Human Capital Report 2026

Key Messages

Content

This report presents our approach to human capital management and our initiatives in human resources strategy, talent development, DE&I, and related areas.

All reports and disclosure materials are available on our website. https://www.tokiomarinehd.com/en/ir/download/2026.html

INDEX

Introduction
- Tokio Marine Group's Disclosure Framework
- Tokio Marine At a Glance

CEO Message

Purpose Story 2026

Main Section

Detailed Section

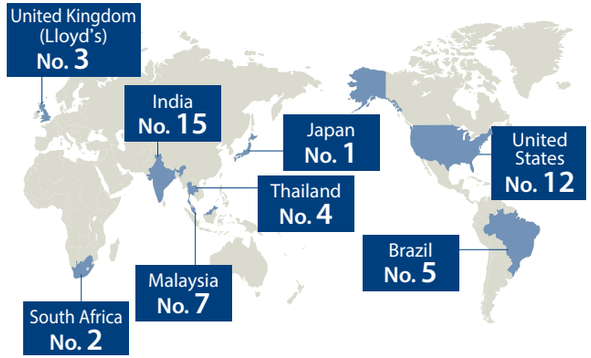
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Tokio Marine At a Glance

Market Position

● Business development



*: FY2025 Rankings by each country based on non-life insurance premiums.
Sources: AXCO, IRDAI, IPRB, SUSEP, Swiss Re, FSCA Financial Sector Conduct Authority, S&P Capital IQ, PA annual report, Global Data forecasts, KPMG insurance survey, company public materials

● Ranking of the market capitalization of global P&C companies (as of the end of June 2026)

Ranking	Company name	Market capitalization (billions of yen)
1	Allianz	29,130.9
2	Chubb	21,489.3
3	Progressive Corp.	20,726.1
4	Zurich	18,469.2
5	AXA	17,014.5
6	**Tokio Marine Holdings**	**13,924.1**
7	Travelers	11,414.4
8	Allstate	9,959.5
9	PICC Group	6,597.6
10	AIG	6,425.4

*: Covers the non-life insurance sector under the Bloomberg Industry Classification System (BICS).
Source: Bloomberg

Performance* (Full-year forecast for FY2026)

Total Business Volume
9.5 tn yen

Adjusted net income
950.0 bn yen

EPS Growth (2024-2026 CAGR)
+11.0%

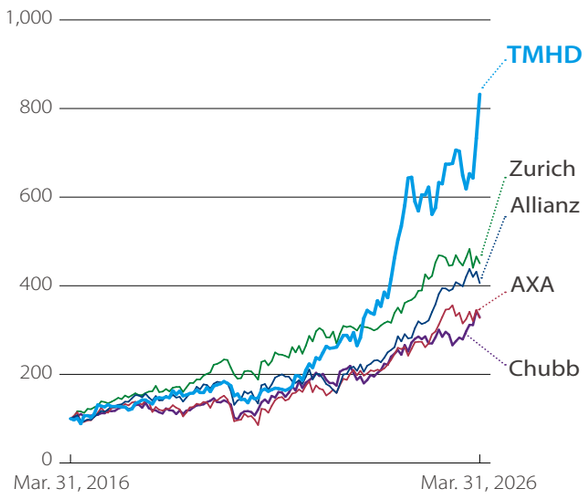
Adjusted ROE
13.0%

*: Based on IFRS

Financial Foundation: TMNF's Financial Rating (as of June 30, 2026)

S&P	Moody's	A.M.Best
A+	**Aa3**	**A++**

TSR* Trend (Last 10 years)



*: Total Shareholder Return (TSR): Capital return after dividend reinvestment, indexed to 100 based on the share price as of March 31, 2016. Source: S&P Capital IQ.

Employees (as of March 31, 2026)

Consolidated
67,000

Engagement score*
80%

*: Percentage of favorable responses (4 or 5 on a five-point scale) to relevant items in the Culture & Value Survey (CVS).

Customer Rating

NPS* advantage (Tokio Marine NPS − industry average NPS)

Japan (TMNF)	United States (PHLY)
+11pt	**+28pt**

*: Net Promoter Score (NPS). See the Purpose Story for details.

ESG Rating (as of August 31, 2026)

MSCI	CDP	S&P Global
AAA (Highest rating)	**A list** (Climate Change: Highest Rating)	**Selected for DJBIC* World / Asia Pacific**

*: The Dow Jones Best-in-Class Index

Environment (as of March 31, 2026)

GHG emissions reduction	vs. FY2015*1 **60% reduction**	(FY2030 target: 60% reduction)
Decarbonization-related insurance premiums*2	**55.5 bn yen**	(FY2030 target: 100.0 bn yen)
Economic value generated by mangroves*3	**Cumulative total: 220.3 bn yen**	

*1: Preliminary figure
*2: Insurance products that directly contribute to the realization of a decarbonized society, including insurance for renewable energy businesses such as offshore wind and solar power generation, as well as extended warranty insurance for electric vehicles and storage batteries
*3: For details, see Sustainability Report 2026

INDEX

Introduction
- Tokio Marine Group's Disclosure Framework
- Tokio Marine At a Glance

CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

CEO Message

Realizing Our Next Evolution, Powered by Our People Around the World

Masahiro Koike
President and Group CEO

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Opening remarks

Since becoming Group CEO in June 2025, I have engaged in extensive dialogue with a wide range of stakeholders, including investors and analysts in Japan and overseas, customers, business partners, and employees around the world. Through these conversations, my conviction has only grown stronger: The Tokio Marine Group's greatest strength lies in our people and in the deep trust we have earned from customers and business partners who know us well.Our enduring success has been built not only on the capabilities of our businesses but also on the shared values, commitment, and integrity of the people who bring our Purpose to life every day. In this message, I would like to share my thoughts on the Tokio Marine Group's core strengths, how they have translated into value creation, and how they will guide the next phase of our evolution.

Tokio Marine Group's characteristics and core strengths

Purpose-driven evolution

The first of the Tokio Marine Group's core strengths is our ability to evolve while remaining firmly anchored in our Purpose: to be there for our customers and society in times of need. Since our founding, we have sought to address the challenges facing society in each era and to expand the value we provide. In the late 19th century, as Japan began its modernization and international trade expanded, Tokio Marine was established as Japan's first marine insurance company, helping protect cargo from losses at sea. We subsequently introduced Japan's first automobile insurance, supporting the country's motorization. At a time when accident victims were often left without adequate recourse, we also launched Japan's first liability insurance, helping foster a greater awareness of fair compensation and social responsibility. Throughout our history, we have remained committed to serving customers and contributing to the development of society. This commitment has enabled us to grow into a leading company in Japan's non-life insurance industry.

If this early period was Phase 1 of our history, then Phase 2 began around 2000, when we accelerated our international expansion and evolved into a global insurance group originating from Japan. Through M&A, we welcomed companies and colleagues who shared our Purpose and culture into our Group. Together, we expanded our purpose-led approach to value creation around the world.

Today, we are entering Phase 3. In this next phase, we will continue sharpening our competitive edge as an insurer while expanding the value we deliver to become a solutions partner beyond insurance. Our role will still be to provide compensation after a loss occurs, but it will also extend further, as we aim to help prevent accidents, mitigate losses, support rapid recovery, and contribute to stronger, more resilient communities. This is not a departure from our past. Rather, it is the natural evolution of the Purpose that has guided us since our founding: to serve customers and society in ways that are adapted to the challenges of each new era.

Always sharpening our competitive edge: The Federated Model

Our second core strength is our distinctive approach to Group management: the Federated Model. Under this model, each Group company is led with strong ownership and accountability. Management teams are empowered to refine their business models, respond quickly to local needs, and pursue growth in ways that reflect the characteristics of their respective markets. At the same time, the Group maintains clear guardrails for governance and risk management. We also work together across the Group in areas where collaboration and the sharing of expertise can create greater value. This balance between autonomy and co-creation is one of the Tokio Marine Group's defining strengths. In my view, it is also rare. Many large organizations choose either control or autonomy. We have built a model that delivers both, and our results reflect that.

Autonomy enables agility. It allows our frontline teams, those closest to customers, markets, and local communities, to make timely and well-informed decisions. At the same time, by sharing insights and best practices across the Group, we can unlock meaningful synergies. Our record of profit growth across Group companies and our success in generating synergies demonstrate both the soundness and effectiveness of this model (Federated Model). I believe that, in an increasingly uncertain world, the Federated Model will become even more important as a foundation for sustaining our competitive advantage, our positive social impact, and our long-term growth.

Our approach to value creation and where we stand now

Our workforce is the driving force of value creation

At the heart of the Tokio Marine Group's value creation, and the very starting point of everything we do, is one essential force: every one of our employees around the world. Employees who believe in our Purpose and find genuine meaning and fulfillment in their work bring passion and commitment to serving customers. Together with our valued partners, including agents, brokers, and other stakeholders, they help solve customer challenges, strengthen societal resilience, and create positive impacts in the communities where we operate. These efforts enable us to achieve sustainable growth, generate returns for shareholders, and continue evolving our business model for future generations. This is the Tokio Marine way of creating value.

Our approach is not simply about generating economic value. Today's societal challenges, including climate change, are becoming more complex and interconnected. We believe that our role extends beyond insurance coverage. By providing value across the entire risk life cycle, from prevention and mitigation to recovery and reconstruction, we can contribute to a more sustainable and resilient society. In other words, helping solve societal challenges

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

is not separate from our business. It is fundamental to our sustainable growth. This upward spiral is what we call "Sustainability, the Tokio Marine Way." It is the essence of our Purpose and the very reason the Tokio Marine Group continues to exist and grow.

Where we stand now in delivering value to stakeholders

Against this backdrop, let me turn to where we stand today in delivering value to each of our stakeholders and contributing to their happiness.

Let me start with employees. Employees are the driving force of our value creation. For that reason, strengthening our human capital remains one of our highest priorities. We have continued to invest strategically in creating an environment where every employee can work with pride, find genuine meaning in their role, and realize their full potential. Our initiatives include embedding our Purpose throughout the organization; advancing diversity, equity and inclusion; developing future Group leaders; cultivating highly specialized talent; and creating systems that encourage each employee to take on new challenges.

As a result of these efforts, our employee engagement scores are consistently high (Human Capital Report 2026), and we have received strong external recognition. High engagement is an important foundation for delivering better and faster value to customers, while also enhancing our ability to adapt to a changing external environment. As CEO, I remain fully committed to strengthening both the quality and depth of our human capital. What inspires me most is not the scores themselves, but the actions they represent: employees who stayed to support customers through a major disaster, underwriters who redesigned a product because they identified a gap in community protection. That is what our Purpose looks like in practice.

The Tokio Marine Group Awards, a Group-wide program that honors employees who exemplify Our Purpose

The next group of stakeholders to discuss is customers. For customers, we seek to assess objectively whether our Purpose-led actions are truly contributing to their happiness. Insurance is an intangible product. Its true value is tested in the moment of greatest need, when a customer faces an accident, a disaster, or an unexpected loss. In those moments, we must respond with speed, expertise, empathy, and integrity. The quality of our products and services, our collaboration with distribution partners, and the actions of every employee all matter. I am grateful that customers in the markets around the world continue to place their trust in the Tokio Marine Group. Our Net Promoter Scores remain high both in Japan and overseas. This trust, the confidence that "Tokio Marine can be relied upon when it truly matters," has contributed to profit growth that exceeds the market across our businesses (The Passion of Our Employees, the Trust of Our Customers).

As for the value we deliver to shareholders, our value creation efforts have yielded top-tier growth in earnings per share (EPS) and dividend per share (DPS) along with a steady improvement in return on equity (ROE). Alongside these metrics, our overall value traces an upward path, while total shareholder return (TSR) compares favorably with that of our global peers (Delivering Consistently Strong Shareholder Returns).

We position dividends as the cornerstone of shareholder returns and aim to increase them sustainably in line with profit growth. We will continue to allocate capital with discipline, invest it efficiently, and generate sustainable value over the medium to long term. I do not take lightly the trust that shareholders have placed in this management team. In the capital allocation decisions we make, we keep that trust in mind. I deeply value the track record we have built together: expanding value creation, growing EPS and book value per share, improving ROE, and steadily enhancing shareholder returns. We will remain disciplined and unwavering in our commitment to deliver on that trust.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Strengths of our businesses

Our achievements have been made possible by the clear competitive advantages we have built in each market.

In Japan, where the three largest insurers account for close to 90% of the market and profitability is relatively stable, we have developed strong underwriting capabilities and maintained a high-quality distribution network over many years. As a market leader, we have achieved the highest profitability in the industry. In North America, the world's largest insurance market, we have delivered both strong growth and high profitability by leveraging our expertise in specialty insurance, a well-diversified portfolio, and our asset management capabilities. In high-growth emerging markets such as Brazil, we have continued to outperform the market by using digital technology and IT to achieve exceptional operational efficiency and customer convenience (Business Portfolio with Clear Competitive Advantages).

Across the Group, we identify the right path to success in each market based on its structure and competitive dynamics. By continuously refining these approaches, we have achieved top-tier profit growth on a global basis.

I should also mention something that will play a vital role in sharpening our edge in the future, and that is AI. We see AI as an enabler. Our goal is straightforward: to use AI to serve customers better, support our employees more effectively, and make faster and smarter decisions. The technology is the means. The outcome is what matters. Under the Federated Model, Group companies are advancing AI initiatives suited to their business characteristics, including underwriting, claims handling, sales support, risk analysis, and operational efficiency. At the same time, we are committed to ensuring that these efforts strengthen the competitiveness of the Group as a whole. Our AI Hubs in Tokyo and New York are driving the sharing of best practices and advancing research and development across the Group. In April 2026, we appointed a Chief AI Officer to accelerate the implementation and advancement of AI capabilities on a Group-wide basis. With this principle firmly in mind, we will continue deepening our use of AI to strengthen our competitive edge and deliver greater value to customers and society (Message from the CAIO).

Recent performance

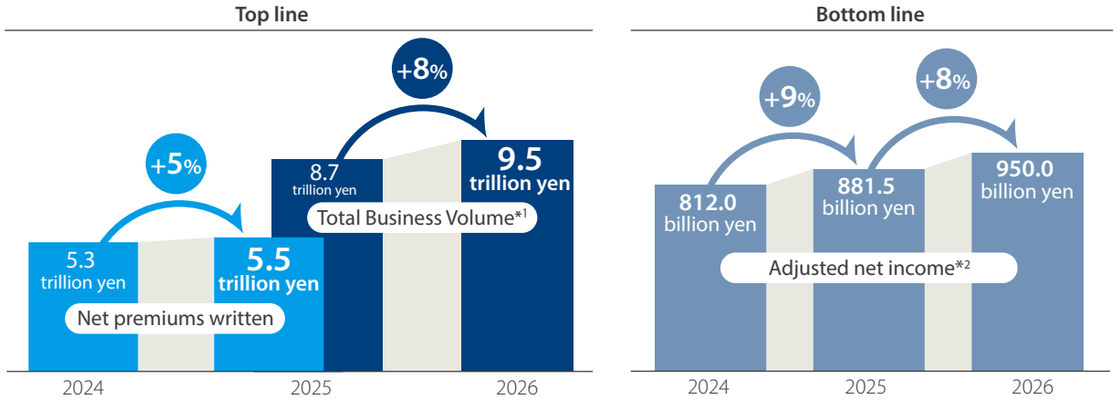
In fiscal 2025, our top line grew by 5% year on year. Our bottom line increased 9%, supported by relatively lower natural catastrophe losses in Japan and overseas, higher underwriting profits driven by business expansion and rate improvements, and continued underwriting discipline. It was a year in which we expanded our support for customers and enhanced both the quality and scale of the value we provide.

Beginning in fiscal 2026, we will disclose Total Business Volume (TBV) as a new KPI representing our top line. TBV combines gross premiums in the insurance business with revenue from the solutions business, providing a more comprehensive measure of the total value we deliver to customers. For fiscal 2026, we are targeting 8% growth in TBV across all businesses. We also expect adjusted net income of 950 billion yen, representing year-on-year growth of 8%. These targets reflect our confidence that our value creation efforts are resonating with customers. We will continue strengthening the foundations of sustainable growth and delivering value to all stakeholders.

Evolving the Tokio Marine Way: Aspiration 2035

Strong performance today does not guarantee growth tomorrow. The pace of change in our operating environment will only accelerate from here. Rising geopolitical risk, more severe natural catastrophes, volatility in interest rates and the capital markets, an evolving regulatory landscape, and rapid advances in AI: Each of these forces represents both a risk and an opportunity for the Tokio Marine Group. I am convinced that in an era of profound and accelerating change, only those companies that remain firmly grounded in their culture, business model, and competitive strengths, while simultaneously having the agility to transform, will be the ones that achieve the next level of success and growth. It is with this conviction that we formulated Aspiration 2035: a clear articulation of how far, and in what direction, the Tokio Marine Group will evolve over the next decade. The foundation is

Latest performance



*1: Total Business Volume represents the sum of the gross premiums in the insurance business and revenue in the solutions business.
*2: Calculated on an IFRS-basis.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

unchanged. The values shaped by our Japanese origins and strengthened together with colleagues around the world remain our bedrock: integrity, ownership, accountability, and a long-term perspective. Building on that foundation, we will sharpen our competitive edge in insurance even further, while expanding into solutions businesses that go beyond insurance. As a global company shaped by our Japanese origins, we will protect customers and society not only in times of need but also every day. We will continue striving to create a society and a future filled with greater happiness, through safety, security, and resilience. The quantitative milestones we have set reflect our ambition for this evolution, done the Tokio Marine way: adjusted net income of at least 1.7 trillion yen, more than double the current level and placing us among the top five global life and non-life insurance groups by net income, and ROE of at least 17%, positioning us at the top tier of global insurers.

So how do we intend to get there? The first driver of Aspiration 2035 is the further pursuit of risk diversification. We have always grown by taking on new risks and building a well-diversified portfolio. Going forward, we will accelerate that effort with greater ambition and pace. This means expanding our presence in markets where our share of Group profits remains relatively limited, including Australia, Canada, and Southeast Asia, deepening our geographic diversification. It also means expanding into new insurance product lines, broadening our diversification across business domains. We will pursue both paths through a combination of organic growth and strategic M&A. By incorporating risks with lower correlation to our existing businesses, we will strengthen the resilience of our portfolio, enhance the diversification effect, and create the conditions for sustained profit growth and ROE improvement.

The second driver is our solutions business. Our ambition is to establish a distinctive Tokio Marine business model in which insurance and solutions are offered as a fully integrated proposition. As risks grow in both magnitude and complexity, truly serving our customers and society demands more than compensation after the fact. We must be present across the entire arc of risk: before an event occurs, helping customers prevent accidents and mitigate their effects; and after an event, supporting rapid recovery and enabling them to build back better and more resilient than before. Realizing a model that is unique and different from our global peers is precisely what we hope to achieve by complementing our core insurance business with our solutions business.

Through these efforts, we will deliver greater security and peace of mind to our customers. As accident prevention improves and losses are better mitigated, we will also be in a position to offer insurance at more affordable premiums over time. For the Tokio Marine Group, the benefits extend further still: deeper, more enduring relationships with customers, stronger retention, and a more robust and resilient business model overall. The solutions business also carries the characteristics of a fee-based model, with a meaningfully lower capital requirement than our insurance business. As it scales, it will contribute to higher ROE for the Group as a whole. For all of these reasons, we are fully committed to developing the solutions business steadily and deliberately into the next major pillar of Group profit.

Ultimately, it is our employees and our businesses that will bring these two drivers to life. Risk diversification and the solutions business will only deliver results through the dedication and passion of every employee and every frontline team across the Group. That is why realizing these drivers requires us to become a more business-driven organization. In an era of mounting uncertainty, where the path toward the future cannot be drawn by a single stroke, the key to continuously refining our business model lies with those who are closest to customers and who know their markets best. These frontline teams must exercise genuine ownership and accountability, making well-informed decisions with speed and conviction. The role of the holding company is to set the overall direction for the Group and to maintain discipline. But the energy that drives real growth comes from the front lines,

Aspiration 2035: Our future vision

As a global Group shaped by our Japanese origins and strengthened by our international expansion, we are there for our customers and society, protecting them at all times, committed to realizing a future of safety, security and happiness.

Our diverse people are the source of our value creation. Driven by integrity, ownership, and accountability, we contribute globally to the happiness of our customers, colleagues, society, shareholders, and future generations, earning the trust of all stakeholders.

We blend the power of technology with our core strengths in underwriting, investment, and solutions. By taking calculated risks and working hand-in-hand with our partners, we address the most complex challenges facing our world.

What we can achieve

Value Creation Scale	Global Ranking	Value Creation Efficiency	Engagement
Net Income ≥ 2×	(Net Income Basis) Top 5 Global Insurance Group	ROE Global Top tier	Employees, our source of value creation, work with purpose and pride

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

from each business, and from every individual employee. That is my conviction. It is on the basis of this conviction that we began our transition in April 2026 to a three-business structure, comprising the Japan business, the overseas business, and the solutions business. By further clarifying the roles and responsibilities of business owners, and by delegating authority where it is most needed, we are building a more autonomous, agile, and execution-oriented organization. I am confident that this transition will take our Federated Model to the next level, unlocking greater growth potential and sharper business execution across the Group.

In March 2026, we announced a strategic partnership with Berkshire Hathaway Inc. The partnership rests on three pillars: a strategic equity investment in the Tokio Marine Group, collaboration in reinsurance, and strategic cooperation on M&A and other initiatives. What makes this partnership distinctive is not simply its structure, but the values that underpin it. The Tokio Marine Group and Berkshire Hathaway share the same core business principles: a long-term perspective, decentralized management, and capital discipline. By combining our respective strengths atop this shared foundation, we will broaden our strategic options, sharpen our ability to execute, and create new value for customers and society in an increasingly complex world.

At Berkshire Hathaway's annual meeting in May 2026, CEO Greg Abel and Ajit Jain, Vice Chairman of Insurance Operations, expressed their confidence in the partnership and their expectations for what we will build together.

Aspiration 2035 is fully achievable through our own efforts. But I see this partnership as a powerful accelerator: one that will enable us to reach higher goals and reach them sooner.

That conviction is what drove us to form this partnership and will drive us to make the most of it.

In closing

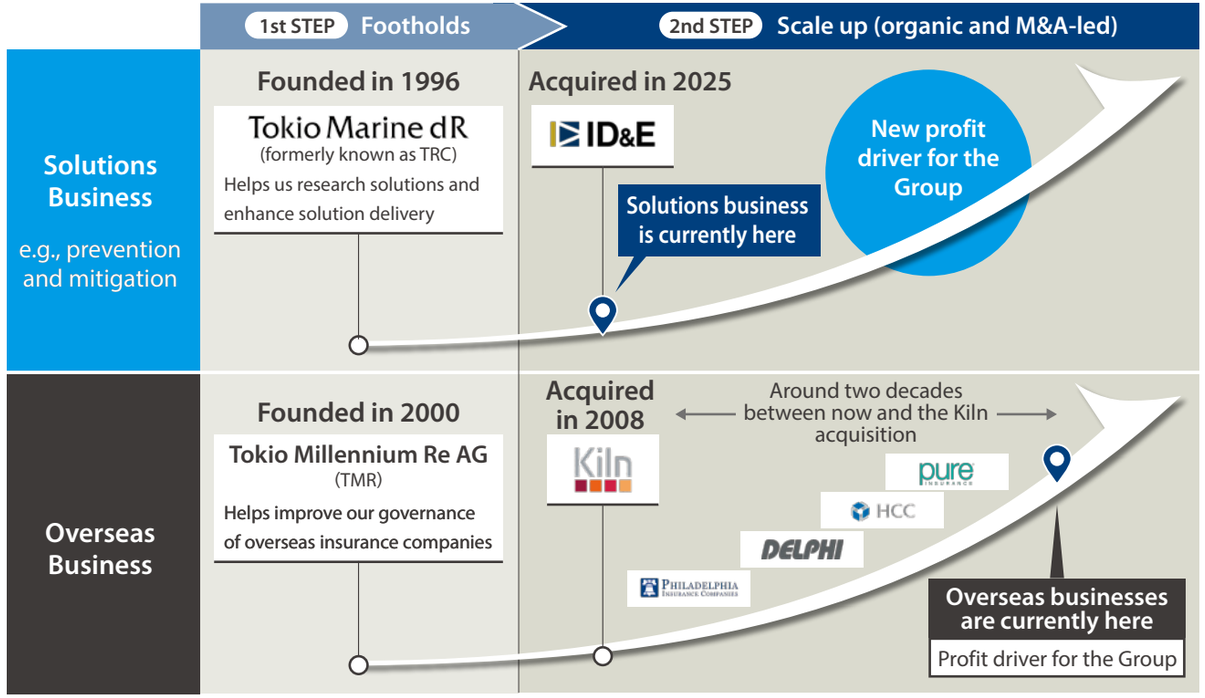
Since our founding in 1879, we have always tailored the value we deliver to the needs of each era, while remaining steadfast in our core Purpose: to be there for our customers and society in times of need. Now, in this latest phase of our evolution, we intend to go beyond insurance, becoming a more holistic risk solutions partner.

The solutions business will not be built overnight. But consider our overseas businesses, which today account for more than 60% of Group profits. That result is the culmination of more than two decades of tenacious, disciplined effort. We will bring exactly the same long-term commitment and determination to building the solutions business.

In the nearer term, I am acutely aware that our strategic partnership with Berkshire Hathaway has raised expectations further among investors and analysts. It has become one of the defining topics in my conversations with stakeholders, and I take that heightened interest seriously. To meet it, we will work in close collaboration with Berkshire Hathaway while executing the distinctive approach to value creation set out in Aspiration 2035, delivering greater value to customers and society, and driving higher growth and improved capital efficiency.

Powered by every one of our employees around the world, we will carry the Tokio Marine Group into its next phase of evolution. As Group CEO, I will lead this journey with unwavering resolve, committed to achieving the sustained enhancement of corporate value. I sincerely appreciate your continued support.

▸The solutions business at present



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

PURPOSE STORY 2026

1
Our Strength
Exploring our unique strengths and the drivers of our evolution

2
Our Progress
Tracing how our value creation is reaching stakeholders today

3
Our Future
Charting a path forward that is uniquely Tokio Marine

INDEX

Introduction
CEO Message
Purpose Story 2026
- ① Our Strength
- ② Our Progress
- ③ Our Future
- Financial and Non-Financial Targets

Main Section
Detailed Section
Sustainability Performance Data

1 Purpose-Driven Evolution

Expanding value creation as an industry frontrunner in a changing world

Since our founding, we have remained true to our Purpose—to be there for our customers and society in their times of need. As society has evolved, we have continually taken on new challenges and found new ways to address them.

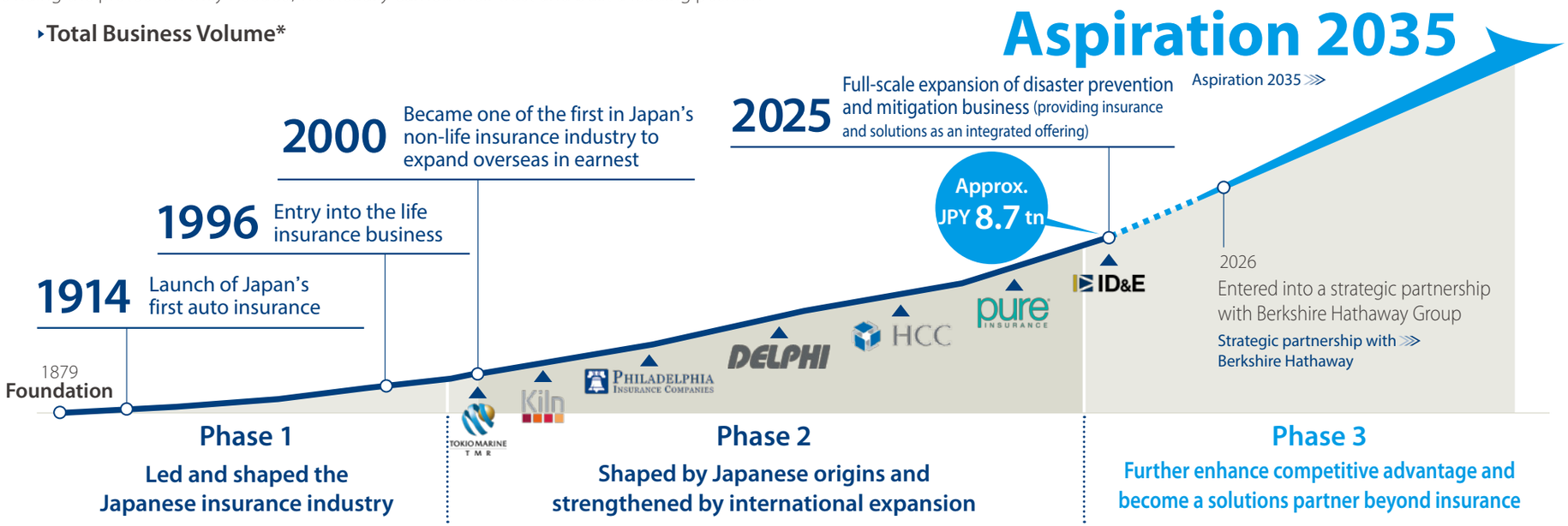
Our journey began in 1879, when Tokio Marine was founded as Japan's first non-life insurance company. As Japan modernized and trade expanded overseas, maritime accidents posed a growing risk to businesses. By taking on those risks, we helped support the country's economic and social development. Later, when only around 1,000 automobiles were on Japan's roads, we introduced the country's first auto insurance, supporting the rise of motorization. After the Great Kanto Earthquake of 1923, although fires caused by earthquakes were excluded from policy coverage, we made condolence payments to customers affected by the disaster. After World War II, we expanded into fire insurance and other areas to meet the needs of Japan's reconstruction and industrial growth. We later introduced Japan's first liability insurance and entered the life insurance business.

As society changed, so did the risks facing our customers. By anticipating those changes and providing the protection they needed, we steadily earned their trust and built a leading position in Japan.

From 2000, we accelerated our global expansion. We first established Tokio Millennium Re AG (TMR), gaining experience across a wide range of global risks while building our underwriting expertise and capabilities to manage overseas insurers. Building on this foundation, we expanded across Europe and North America through a series of major acquisitions, beginning with Kiln in 2008. By bringing together the strengths of colleagues around the world and continuing to refine our business model, we evolved into a Japan-born global company.

Today, the risks facing society are increasingly diverse and complex. Our next evolution is therefore not only to further strengthen our insurance business, but also to extend our role beyond insurance. By helping customers prevent and mitigate risks as well as recover from them, we aim to evolve into a solutions partner that provides more comprehensive protection. Just as we have continued to adapt the way we support customers and society since our founding, we will keep evolving around our Purpose—creating greater value for our stakeholders and enhancing corporate value over the long term.

▸**Total Business Volume***



*: Total of gross written premiums from the insurance business and revenue from the solutions business. Figures for 2024 and earlier are based on direct premiums written (excluding deposit premiums).

INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

1 Value Creation Model

Contributing to solving social challenges through Purpose-driven business activities

Employees driven to fulfill our Purpose are the force behind our value creation. Through our unique "insurance + solutions" business model, they continue to tackle increasingly diverse and complex social challenges around the world. These efforts, in turn, sharpen our strengthen and strategies, further enhancing our value creation capabilities. Through this virtuous cycle, we will continue to sustainably enhance our corporate value.

The Group We Aspire to Be

A Global Insurance Group That Delivers Sustainable Growth by Providing Safety and Security to Customers Worldwide

Aspiration 2035

As a global Group shaped by our Japanese origins and strengthened by our international expansion, we are there for our customers and society, protecting them at all times, committed to realizing a future of safety, security and happiness.

Insurance
Cover damages (insurance payments)

Solutions ("post-incident" area)
Quickly restore
Prevent recurrence
"Build Back Better"

Business Activities: "Insurance and Solutions"
Support our customers and society at all times and protect them in times of need

Insurance
Underwrite risks

Solutions ("pre-incident" area)
Detect risk
Contain damages

Drives everything: Employees driven to fulfill our Purpose

Federated Model—Autonomy and Co-creation

Tokio Marine Group Purpose

Protect our customers and society in their times of need

Addressing societal issues through business activities

The Society We Aim to Create

A Sustainable Society in Which Everyone Can Live in Safety and Security and Take on Any Challenge

The 8 Material Issues (Materiality)

- Take Climate Action
- Improve Disaster Resilience
- Support Healthy and Fulfilling Lives
- Value People and Promote Diversity and Inclusion
- Provide Innovative Solutions
- Protect the Natural Environment
- Provide Opportunities for Future Generations
- Open Governance with Integrity

Global Warming	Increase in Intensity of Natural Disasters	Demographic Changes
Growing Geopolitical Risks	Increasing Cyber Risks	Rapid Advancement of DX and AI

etc.

Ever-expanding and increasingly complex societal issues

INDEX

Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

1 Federated Model

Group management based on Autonomy and Co-creation

One of the defining features that accelerates our value creation is our distinctive group management approach: the Federated Model.

For any company operating globally, how the group is managed can have a significant impact on the quality of its growth. Should it pursue centralized integration to maximize synergies, or preserve the autonomy of individual companies to maintain agility? Rather than choosing one over the other, we have spent the past 11 years refining our Federated Model to combine autonomy and co-creation.

First, autonomy. Our Group brings together companies that have built distinctive business models and competitive strengths in different markets. Each company is therefore best placed to understand its own market. By respecting their autonomy, we enable local management teams to run their business with ownership and accountability—an approach we believe gives them the best chance of succeeding in their respective markets. This allows decisions to be made close to the market, enables agile responses to changing conditions, and empowers each company to continue strengthening its capabilities and pursue growth.

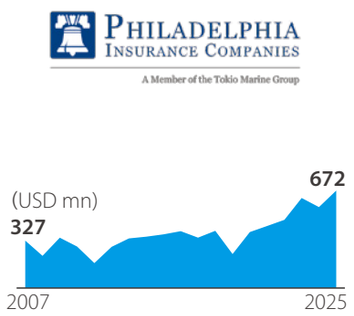
At the same time, while respecting the autonomy of each Group company, we establish Group-wide guardrails, including governance and risk management, and actively encourage dialogue and interaction across the Group. By leveraging the Group's collective capital, expertise, and networks while bringing together the strengths of each company, we create growth opportunities that no single company could generate alone. This is what we mean by "co-creation."

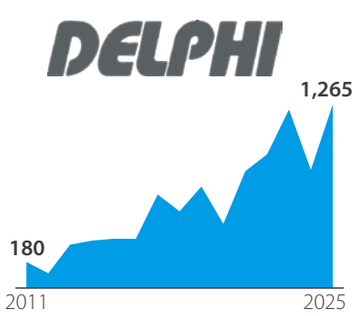
The Federated Model is therefore a form of group management that draws out the full potential of each company through respecting autonomy and elevates those individual strengths into the collective strength of the Group through co-creation. The results can be seen in the performance of the companies that have joined our Group, which have achieved growth exceeding that of their peers in their respective markets.

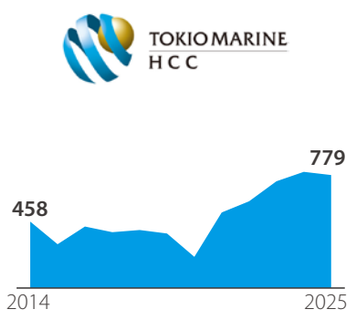
Underlying this model is a deep commitment to our Purpose. Because our companies share the same values even as they operate autonomously, they are able to respect and learn from one another and combine their strengths. This cannot be easily replicated simply by adopting the same systems or structures, and is a distinctive strength of Tokio Marine.

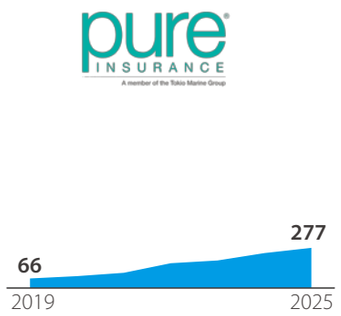
It also helps attract new members to our Group. Companies that share our Purpose and culture, and seek to further develop their own strengths, join Tokio Marine to take on new challenges. They then exercise their capabilities autonomously and grow further through co-creation with the Group. Through this virtuous cycle, we will continue to enhance both the quality and speed of our value creation.

▸Profit growth outpacing peers*1 (Profit growth since joining the Group)









Average annual growth rate since joining the Group	**+4.1%** Reference peers*2 +2.2%	**+14.9%** Reference peers*2 -1.3%	**+4.9%** Reference peers*2 +3.1%	**+27.0%** Reference peers*3 +8.3%

*1: Local accounting basis after-tax profit for TMHD. Peer figures prepared by TMHD based on D&P / analyst consensus data *2: Peer companies: Chubb, Travelers, and AIG *3: Peer companies: Chubb, Cincinnati, and AIG

INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

1 Globally Integrated Group Management

Integrated Group Management is one way we foster co-creation. By combining the distinctive strengths of each Group company, we amplify the capabilities of the Group as a whole.

Putting the right talent in the right place across the Group globally

Through M&A, we have steadily expanded our international business, diversified risk, and achieved profit growth. The greatest benefit, however, has been the exceptional talent and expertise we have welcomed into the Group.

The top management teams from acquired companies now help shape and execute key decisions by bringing together expertise from around the world, making our decision-making faster and more effective. Refined over the past 11 years, this approach has become a distinctive engine of growth for the Tokio Marine Group.

Deploying Global Talent to Strengthen Integrated Group Management

Appointment of Joint Group Leaders

Christopher Williams
Chairman of Int'l Business

Donald Sherman
Vice President Executive Officer Co-CIO

Brad Irick
Managing Executive Officer Co-Head of Int'l Business

Susan Rivera
Managing Executive Officer Co-CRSO

John Glomb
Managing Executive Officer

José Adalberto Ferrara
Managing Executive Officer

Caryn Angelson
Executive Officer Group CDIO

Stephan Kiratsous
Executive Officer Deputy CFO

Leverage Group Expertise

Global talents in key function roles

IT
Robert Pick

Broker Relationship
Mark Wilhelm

Internal Audit
Dawn Miller

Insurance Underwriting
Barry Cook

Legal Affairs
Randy Rinicella

Senior General Managers

Cyber Insurance
Daljitt Barn

Operations
Nick Hutton-Penman

Creating synergies by combining Group capabilities

Our Group companies accelerate growth by drawing on capabilities across the Group, including our product portfolio, underwriting capacity, and distribution networks. These synergies contribute approximately 70 billion yen to annual profit across four areas: Revenue, Investment, Capital, and Cost. This is comparable to the profit contribution expected from an acquisition of approximately 900 billion yen*. In addition to the direct earnings generated through M&A, we create substantial value by combining capabilities across the Group. We will continue to expand these synergies as a distinctive source of strength.

Group synergies

REVENUE
Leverage our global network (e.g., cross-selling)

INVESTMENT
Leverage DFG's asset management capabilities

CAPITAL
Optimize retention/ reinsurance at the Group level

COST
Leverage Group resources and economies of scale

Annual Profit Contribution from Group Synergies
approx. 70 billion yen
(Dec. 31, 2025)

Example of revenue synergies

REVENUE
We leverage the Group's globally expanding distribution network to offer highly competitive specialty products, such as those offered by TMHCC and TMK.

INVESTMENT
Since July 2014, major Group companies in Japan and overseas have progressively entrusted asset management to DFG, strengthening investment capabilities across the Group.

*: Group synergies of approximately 70 billion yen multiplied by the average P/E ratio of approximately 13x for North American P&C insurers.

INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

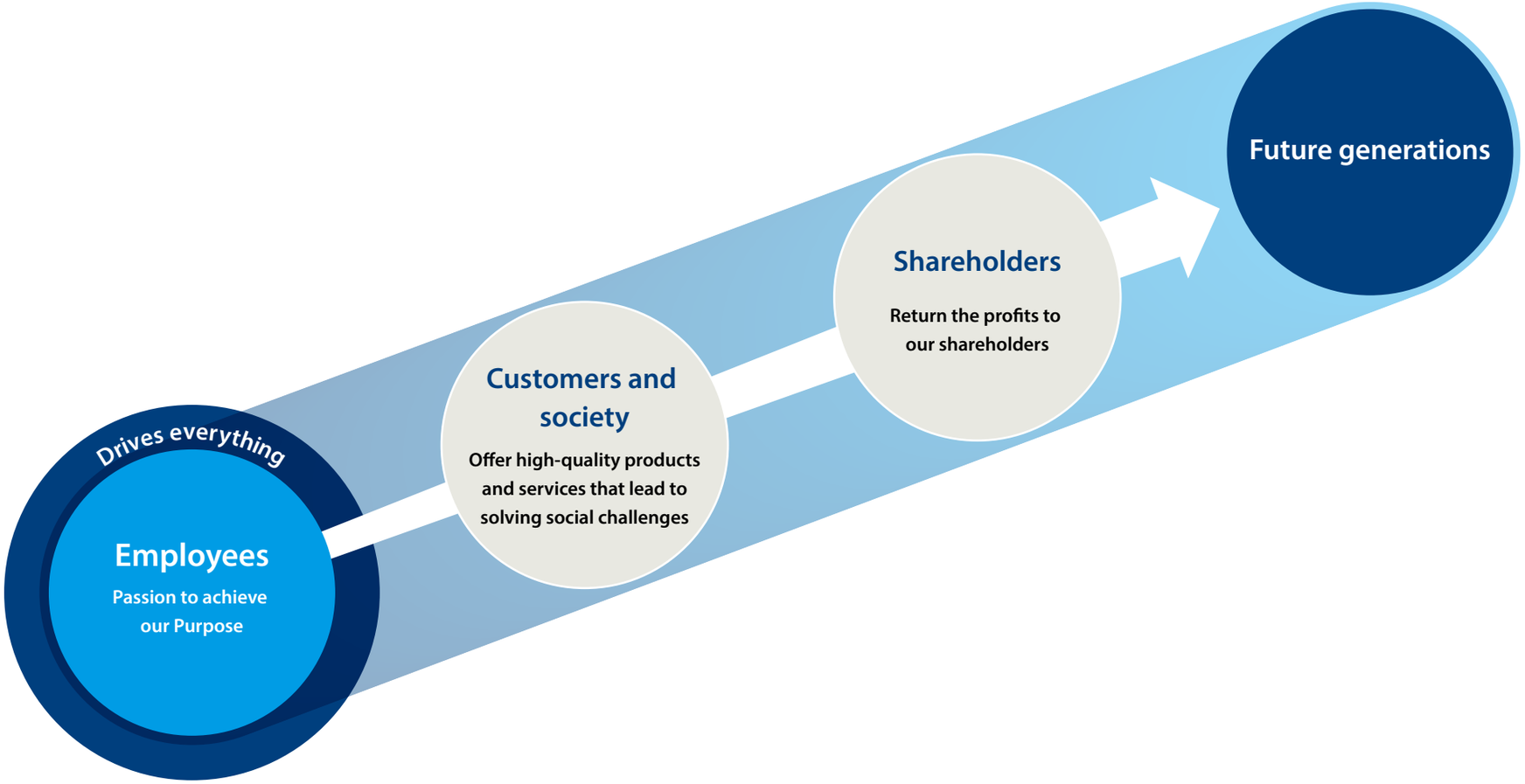
Our Approach to Value Creation

Creating value from our employees to future generations

Our Value Creation Model illustrates how, with our Purpose as its foundation, we address social challenges through our business activities and work toward realizing both the society we aspire to create and the Group we aspire to be. The diagram below shows how the value created through this process extends across our stakeholders.

The starting point is the commitment and actions of each employee. Driven by our Purpose, our employees act proactively with pride and a strong sense of purpose. Their commitment and actions extend to our partners, including agencies and brokers, building strong relationships based on trust. These relationships enable us to provide customers with high-quality products and services that help address social challenges and, in turn, contribute to the development and sustainability of society. By creating value for our customers and society, we also achieve sustainable growth, enabling us to return the profits generated through our business activities to our shareholders. We will continue to strengthen this chain of value creation and carry it forward to future generations.

This is our approach to value creation.



INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

The Passion of Our Employees, the Trust of Our Customers

The needs of customers and society continue to evolve. At the forefront of that change are our employee, driven to fulfill our Purpose and committed to creating value. That is why we place great importance on creating an environment where employees can take pride in their work, find fulfillment, and realize their full potential. We invest in employee growth, encourage people to take on diverse challenges, and recognize employees across the Group who bring our Purpose to life through their daily work. Through these initiatives, commitment to our Purpose continues to deepen across the Group, as reflected in our employee engagement. Engagement scores across the Tokio Marine Group remain consistently high (Human Capital Report 2026), and several Group companies with particularly strong engagement have also received external recognition, including awards such as Best Place to Work*1. Creating an environment in which every employee can work with pride and realize their full potential provides an important foundation for our sustainable growth.

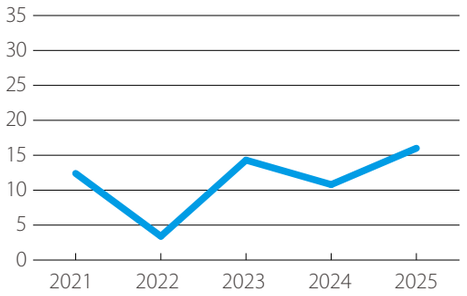
The passion of our employees also enhances the value we deliver to our customers. By listening closely to customers, understanding their challenges, and taking action to address them, we continue to earn their strong support. Our Net Promoter Score (NPS), an indicator of customer advocacy, has consistently remained well above the industry average. We believe that the trust built through these efforts has contributed to profit growth that outpaces the market in each region.

When employees take pride in their work, they create value that earns customers' trust. We will continue to harness the passion of our employees as the driving force behind our value creation, increasing our contribution to customers and society and, as a result, achieving sustainable growth.

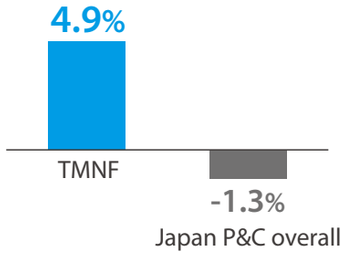
TMSR receiving its award after ranking second among companies with 1,000–9,999 employees in Brazil in the 2025 Great Place To Work rankings

Japan (TMNF)

NPS advantage*2
(our NPS − industry average NPS)



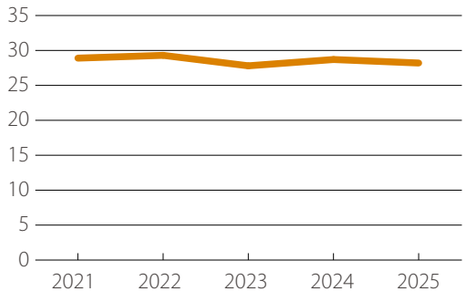
Underwriting profit growth*3
(10-year CAGR)



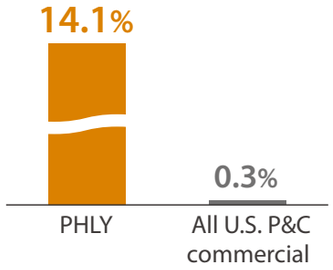
*1: Workplace environment evaluation/certification by third-party organizations in each country, based on employee experience (including engagement)
*2: Agency-based auto insurance NPS. The source of the industry average NPS is a survey conducted by NTT Com (average of TMNF, MS, AD, SJ, and AIG). Source: NTT Com Online. NPS Benchmark Survey 2025
*3: 2014–2024 CAGR. Source: General Insurance Association of Japan

United States (PHLY)

NPS advantage*4
(our NPS − industry average NPS)



Underwriting profit growth*5
(3-year CAGR)



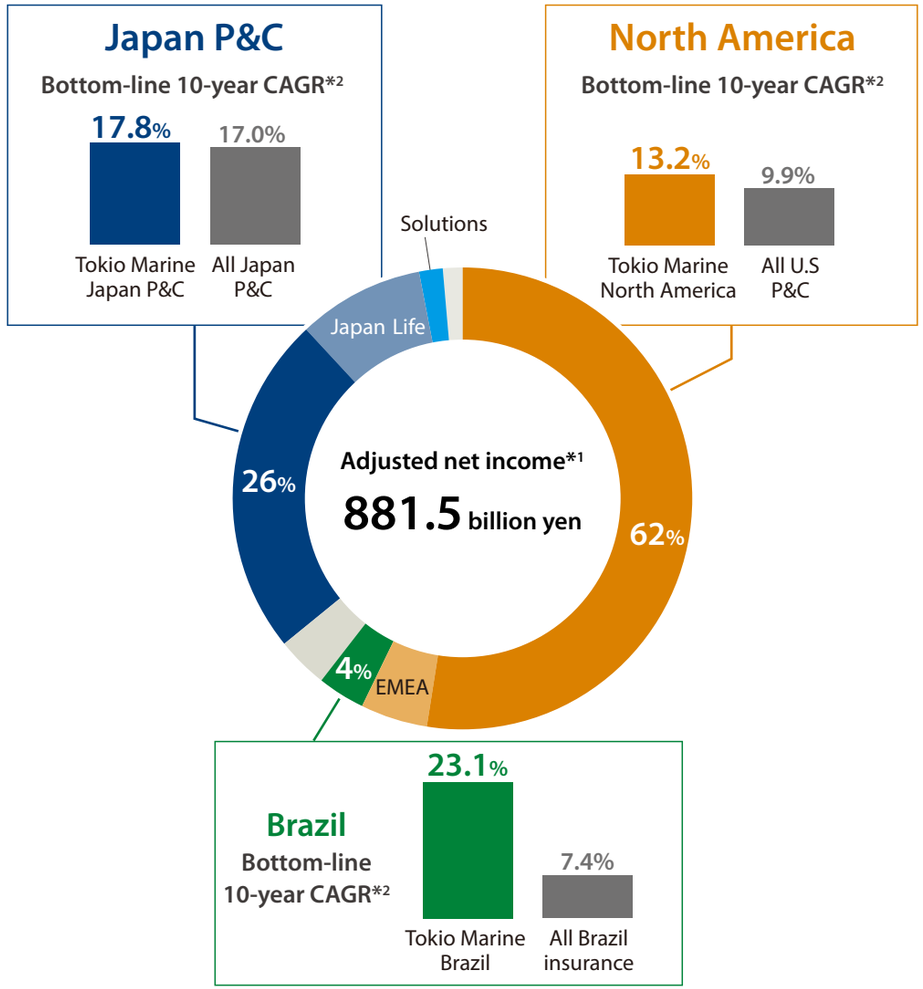
*4: Industry average NPS is the average for the U.S. auto insurance industry. (Source) NICE Satmetrix, Consumer Net Promoter Benchmark Study
*5: 2022–2025 CAGR, calculated by Tokio Marine. The calculation period is limited to three years due to the availability of U.S. P&C commercial data. Source: S&P Capital IQ

INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

Business Portfolio with Clear Competitive Advantages

Winning by sharpening our strengths in each market

▸**Business portfolio**



*1: FY2025 results on an IFRS basis.

*2: Profit growth (CAGR) for 2014–2024 (Japan P&C) and 2015–2025 (North America and Brazil). Tokio Marine Japan P&C figures are financial accounting profit of TMNF. Tokio Marine North America and Brazil figures are business unit profit (excluding FX). (Sources) Japan P&C: General Insurance Association of Japan; North America: S&P Capital IQ; Brazil: SUSEP

Our ability to create value is reflected in the competitive advantages we have built across our key markets, particularly Japan, North America, and Brazil. By developing a deep understanding of each market and continually refining the strategies that enable us to win, we have achieved strong Group-wide growth and stable profitability.

Japan:

In Japan, we combine underwriting capabilities developed over many years—including our ability to assess risk and price it appropriately—with the advanced underwriting expertise of our Group companies in Europe and North America. This helps us maintain and improve portfolio profitability. Our global presence also enables us to bring cutting-edge global products, such as cyber insurance and GX-related insurance, to the Japanese market, supporting growth in the domestic specialty insurance segment. In addition, the strong customer base built through our agency network enables us to implement timely premium rate revisions in response to changing market conditions. Together, these strengths allow us to deliver high profitability and sustainable growth that outperform our competitors.

North America:

In the world's largest insurance market, we focus on specialty insurance, where deep expertise and strong underwriting capabilities are essential. Each Group company concentrates on niche markets where it has particular strengths, while together they offer more than 100 product lines with relatively low correlation to one another. This creates a well-diversified portfolio across our North American business. As a result, we are able to maintain high and stable profitability while limiting the impact of changes in market conditions or weaker profitability in specific product lines. The strong asset management capabilities of our Group companies are another source of competitive advantage, enabling us to deliver market-outperforming growth and profitability through the combined strength of our underwriting and asset management.

Brazil:

In Brazil, extensive use of digital technologies has enable us to achieved high operational quality. Together with our in-house call center operations, which support a high level of service, this has helped us attract and retain a broad base of customers and brokers. As a result, in our core auto insurance business, market share has more than doubled over the past decade, making us the third-largest player in the market. We also maintain high profitability through industry-leading cost efficiency, supported by operational automation, and a flexible premium rate revision framework that helps us secure appropriate margins. These strengths have enabled us to grow well ahead of the market.

INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Delivering Consistently Strong Shareholder Returns

Enhancing shareholder value through sustained profit growth and disciplined capital management

Earnings per share (EPS), one of our key performance indicators, has delivered a top-tier compound annual growth rate (CAGR) of 12.0% over the past decade, driven by steady profit growth. We view this strong track record as evidence of our ability to continue creating value for customers and society, and to deliver that value consistently across our operations worldwide. As a result, dividend per share (DPS) has also achieved top-tier growth, while return on equity (ROE) has steadily improved. In other words, we have made progress not only in growing profits but also in improving capital efficiency.

Against this backdrop, total shareholder return (TSR) has significantly outperformed our global peers. Looking ahead, we will continue to create value for customers and society while achieving sustainable growth ourselves. At the same time, we will execute our capital policy with discipline and continue to improve ROE. Through these efforts, we aim to further enhance corporate value and deliver sustainable, long-term returns to our shareholders.

▸Key indicators*1

EPS growth (10-year CAGR) +12.0%

(Reference) Global peer EPS growth
Allianz: +6.8%, AXA: +6.1%, Chubb: +9.9%, Zurich: +12.3%

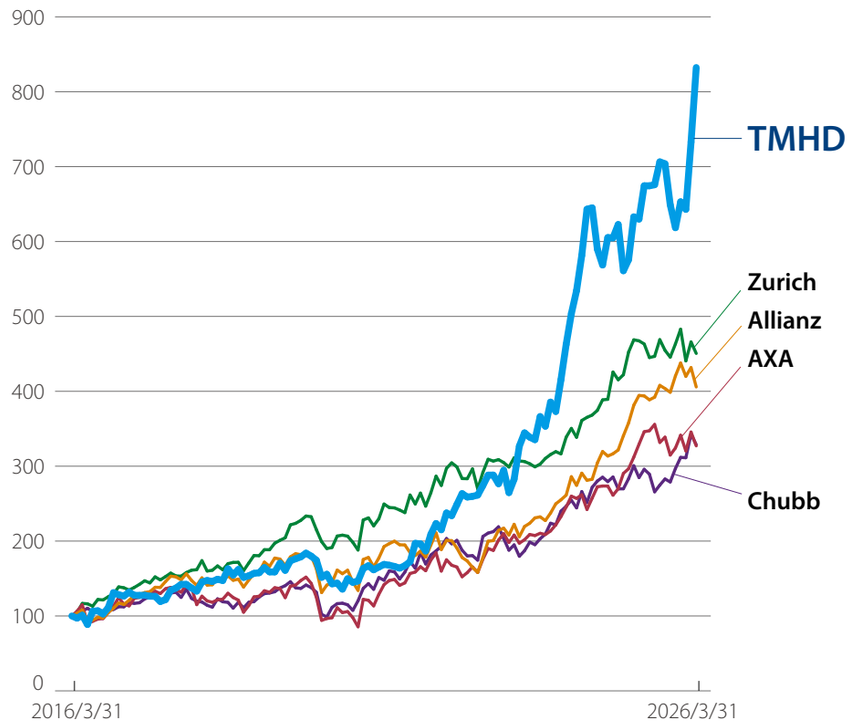
DPS growth (10-year CAGR) +19.4%

(Reference) Global peer DPS growth
Allianz: +8.9%, AXA: +7.7%, Chubb: +3.8%, Zurich: +5.8%

ROE improvement +5.8pt

(Reference) Global peer ROE improvement
Allianz: +5.6pt, AXA: +3.1pt, Chubb: +2.2pt, Zurich: +20.5pt

▸Total shareholder return*2



*1: EPS growth (CAGR), DPS growth (CAGR), and ROE improvement for 2015–2025. Adjusted net income, the numerator for our EPS and ROE, excludes gains from sales of the business-related equities, which is unique to Tokio Marine. Tokio Marine 2015 ROE is on a JGAAP basis (7.1%), while 2025 ROE is on an IFRS basis (12.9%). Peers' profits, the numerators for their EPS, are based on each company's respective KPI measure. Source: Company disclosures
*2: Capital return after dividend reinvestment. Indexed with the stock price as of March 31, 2016 set to 100. Source: S&P Capital IQ

INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

Aspiration 2035

Our Aspiration and the Guidepost

Where are we headed? Aspiration 2035 defines the direction our Group will pursue and the future we aspire to achieve.

Today, in addition to the domestic and international insurance businesses we have built since our founding, we are developing a new pillar—the solutions business—and expanding the value we provide beyond the traditional boundaries of insurance. To Realize this evolution in our business model, each business must take ownership ot its own growth, define where it wants to be over the mid- to long-term growth trajectory, and act proactively to get there.

Our Purpose serves as our North Star, while our Mid-Term Business Plan sets out our concrete strategies and initiatives. Aspiration 2035 connect the two by providing a shared direction for the Group. With this direction in place, each business can define its own challenges more clearly, while every employee can better see how the challenges they take on today connnect to the future we aspire to create. This is why we established Aspiration 2035.

Since our founding, we have protected our customers and society in times of need through insurance. Going forward, we will evolve to protect them not only in times of need, but also in their everyday lives. Rather than simply paying insurance claims after an accident or disaster, we will help prevent and mitigate risks before they materialize, empowering our customers and society to take their next step with confidence. By providing safety and security, we will continue striving to create a society and future filled with happiness. This is the future we envision through Aspiration 2035.

To realize this vision, we will continue to strengthen our existing insurance businesses while expanding into new geographies and growing our solutions business, whose risk characteristics differ from those of insurance. By further diversifying both our geographic footprint and business portfolio, we will reinforce the foundation for stable and sustainable value creation. At the same time, we will develop our solutions business into a third core business alongside our domestic and international insurance businesses. In doing so, we will evolve beyond an insurance into a solutions partner capable of providing more comprehensive responses to increasingly complex social challenges.

The driving force behind this evolution is our people. Insurance, our founding business, is built on a promise: to be there for our customers in their times of need. That is why customer trust is our most important asset—and why the actions of each employee matter so much. Grounded in integrity, our employees act with ownership and accountability, take on challenges with pride and a sense of fulfillment, and work together with their colleagues. The accumulation of these actions will bring to life the distinctly Tokio Marine evolution envisioned in Aspiration 2035.

As quantitative guidepost on this path, we aim to more than double adjusted net income to at least JPY 1.7 trillion and achieve an adjusted ROE of at least 17%, placing us among the global top-tier insurance groups.

INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

Growth Driver 1 for Realizing Aspiration 2035 Further Risk Diversification

To sustainably achieve our Aspiration 2035 targets of at least JPY 1.7 trillion in adjusted net income and an adjusted ROE of at least 17%, we need to do more than simply grow the business. We must continue to deliver profit growth that outpaces growth in risk exposure by underwriting high-quality risks. Further diversification is key.

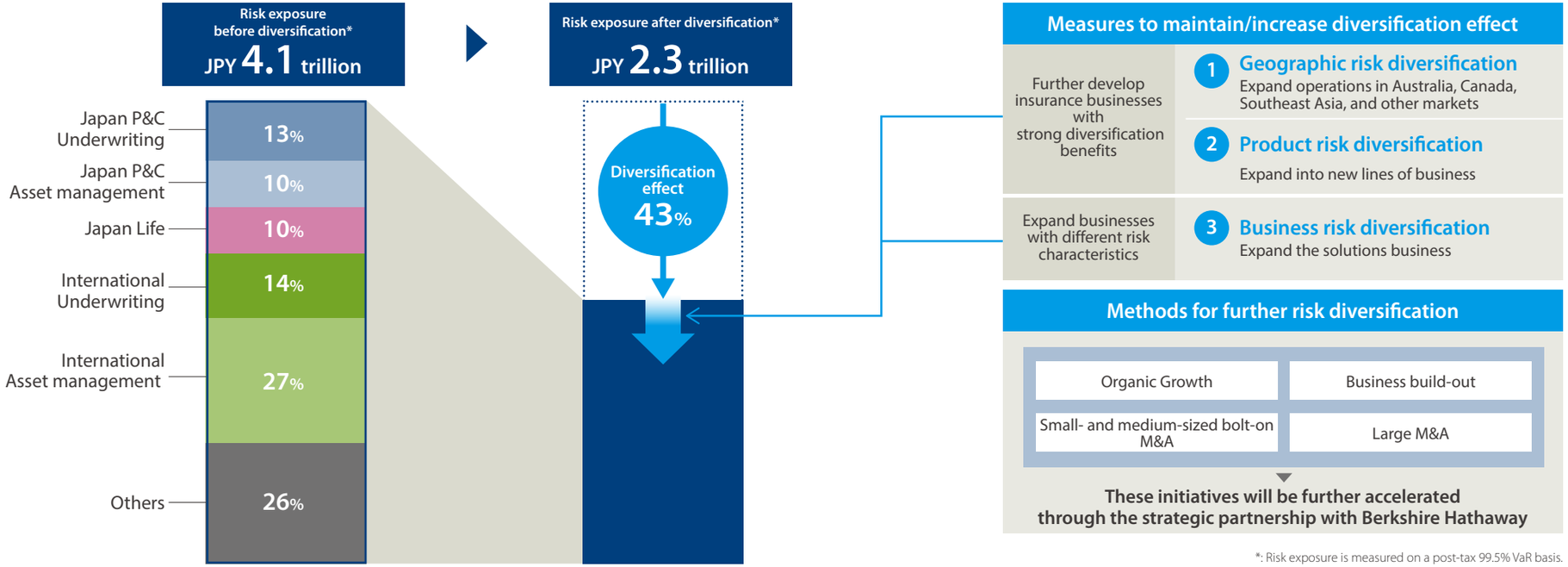
Insurance is fundamentally a business of assuming risk and the foundation of our promise to be there for our customers and society in times of need. That promise must be kept, whatever happens. As a global insurer taking on risks around the world, we therefore need to ensure our financial foundation never falters. Over the years, we have diversified risk globally by expanding our international insurance business, whose risk profile has a low correlation with our Japan P&C business, helping us manage volatility across the Group.

This approach has enabled us to steadily grow adjusted net income while containing growth in risk exposure. It reflects not growth for growth's sake, but disciplined investment and risk-taking grounded in a careful assessment of risk and return.

Looking ahead, global risks will become increasingly diverse and complex as climate change, geopolitical tensions, cyber risk, and other challenges continue to evolve. Against this backdrop, we will further pursue risk diversification to strengthen the foundation for stable and sustainable value creation, while improving capital efficiency and delivering profit growth and higher ROE.

We have multiple levers to further diversify risk, including organic growth, greenfield business development, bolt-on acquisitions, and large-scale M&A. In particular, our strategic partnership with Berkshire Hathaway significantly broadens our M&A options, providing access to large-scale transactions that would have been difficult to pursue on our own and enabling us to evaluate and execute multiple transactions in parallel. With this partnership as a catalyst, we will further advance global risk diversification and progress toward Aspiration 2035.

▸Risk diversification effect (FY2026, excluding business-related equities)



*: Risk exposure is measured on a post-tax 99.5% VaR basis.

INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

Growth Driver 2 for Realizing Aspiration 2035

Making the solution business a core growth pillar

Evolving into a Solution Partner beyond insurance

One of the businesses that we will significantly evolve as we work toward realizing Aspiration 2035 is the solution business. Insurance is an essential form of social infrastructure that provides financial protection when accidents or disasters occur and supports customers' lives and the recovery and rebuilding of their businesses. In addition to such financial protection, we are expanding the value we provide through solutions that support customers, from accident and disaster prevention and loss mitigation to recovery and reconstruction. By delivering insurance and solutions in an integrated manner, we will contribute to our customers' sustainable growth and enhanced resilience.

Before an accident or disaster occurs, we provide solutions that help prevent accidents and mitigate losses, while also supporting customers in implementing optimal risk management measures through risk visualization and quantitative risk assessment. However, no matter how thoroughly we prepare it is impossible to prevent every accident and disaster. If an insured event does occur, we support our customers through the financial protection provided by insurance. Moreover, our role does not end with the payment of insurance claims. We also support recovery and reconstruction efforts, helping customers not only restore what was lost, but also rebuild in a stronger and more resilient way, thereby helping to make Build Back Better a reality.

The value created through our "Insurance + Solutions" approach is already beginning to take concrete shape. One example is the data center business, where demand is growing rapidly with the proliferation of generative AI. Data centers operate within a complex ecosystem involving a wide range of stakeholders from site acquisition and design through construction and operation, making risk management increasingly important. These risks include operational downtime, contractual liabilities, and other exposures unique to data center operations.

The Tokio Marine Group combines the expertise cultivated through its insurance business with the infrastructure and disaster prevention expertise of ID&E Group, Japan's No.1 construction consulting group, which joined the Group in 2025. By bringing these capabilities together, we support our customers' decision-making and risk management throughout the entire lifecycle of a data center, from the planning stage through operation.

To further expand the value we provide, we will bring in new expertise through business alliances and M&A. In doing so, we will evolve into a "Solution Partner" that delivers insurance and solutions in an integrated manner. Our aspiration is to continue supporting customers and society across every stage: before, during, and after accidents and disasters.

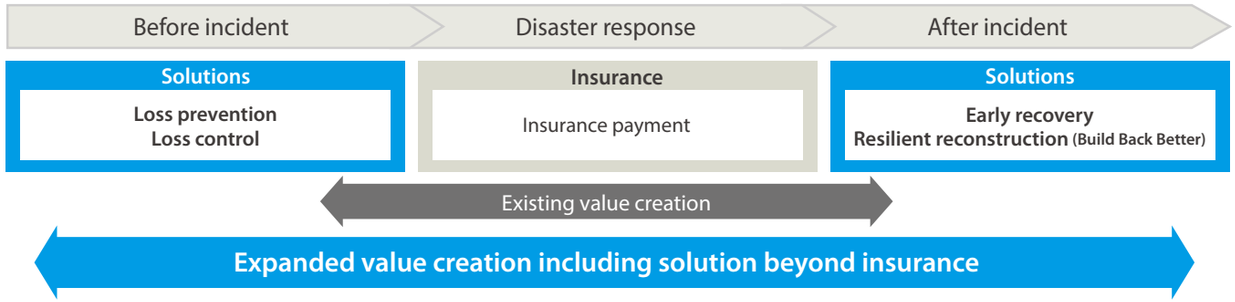
Benefits of the "Insurance + Solutions" model

For customers, this means receiving seamless support not only through financial protection when accidents or disasters occur, but also across the entire spectrum from loss prevention and mitigation to recovery and reconstruction. Preventing accidents and reducing losses not only contribute to business continuity and the preservation and enhancement of corporate value, but also improve the loss ratios of customers' insurance policies. This supports the stable provision of insurance coverage at lower premium levels.

For Tokio Marine, the solution business does more than create new revenue opportunities. By engaging more deeply with customers' risks and management challenges, we can build even stronger relationships with our existing customers. Being recognized as a trusted partner that works alongside customers to address challenges before accidents occur will also contribute to higher policy renewal rates and acquisition of new business. In addition, the solution business is a capital-light business that primarily generates fee-based revenue through consulting and other services. Growing this business into a core earnings pillar will also contribute to the Group's earnings growth and to improved ROE.

We will continue to expand our solution capabilities through business alliances and M&A, further evolving the value we provide through "Insurance + Solutions." We will grow the solution business tenfold, from its current profit level of approximately 10 billion yen to approximately 100 billion yen by 2035, making it a key growth driver supporting the achievement of the targets set out in Aspiration 2035: adjusted net income of at least 1.7 trillion yen and adjusted ROE of at least 17%.

▸Delivering value through "Insurance + Solutions"



INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

The Partnership with Berkshire Hathaway Group

A strategic catalyst for Aspiration 2035

In March 2026, we announced a comprehensive strategic partnership with Berkshire Hathaway (BH). The partnership is built on three pillars: (1) a strategic equity investment in TMHD, (2) collaboration in reinsurance, and (3) strategic collaboration in M&A and global investment opportunities. The relationship between our two companies has been built over many years, beginning with reinsurance transactions. Exchanges between senior management have continued across five generations of Tokio Marine leadership, with ongoing discussions over the years about potential areas of collaboration.

Through this longstanding relationship, we have come to share many core values, including a long-term management philosophy, disciplined capital allocation and underwriting, a strong financial foundation, and management model that respects the autonomy of individual Group companies. This mutual trust and alignment of values form the foundation of the partnership.

① Strategic equity investment in TMHD

BH's investment goes beyond simply adding a stable long-term shareholder. Welcoming one of the world's leading long-term investors, with its strong focus on fundamental value creation, as a shareholder has brought greater discipline and a healthy sense of tension to our management. At the same time, our three business areas, domestic insurance, international insurance, and newly established solution business, are each entering an important stage in their evolution. Against this backdrop, BH's long-term commitment as a shareholder has strengthened our conviction in the direction we are pursuing, while also instilling a strong sense of confidence and pride among our employees.

② Collaboration in reinsurance

Through Whole Account Quota Share (WAQS) reinsurance*, BH will assume a portion of the Tokio Marine Group's insurance underwriting portfolio. By securing long-term and stable reinsurance capacity from BH, with one of the world's strongest credit profiles we will further strengthen the foundation for our risk-taking. Leveraging this enhanced capacity, we will pursue strategic growth investments and expand underwriting in emerging risk areas, driving further earnings growth.

③ Strategic collaboration in M&A and global investment opportunities

This partnership has significantly broadened our M&A options, enabling us not only to consider larger transactions but also to pursue multiple investment opportunities simultaneously. We have consistently welcomed high-quality companies into the Group based on disciplined acquisition principles. While this partnership expands the range of opportunities available to us, our fundamental commitment to disciplined investment decisions remains unchanged.

The key factor behind our decision to enter into this partnership was that its three pillars together form an integrated package that supports our long-term value creation. What we found particularly attractive was BH's commitment over a 10-year horizon. By gaining a stable shareholder, long-term and stable reinsurance capacity, and greater optionality for future M&A and capital management, we have significantly enhanced our strategic flexibility.

We cannot fully know all the factors that led BH to enter into this partnership or the considerations behind its decision. However, we view its 10-year commitment as a reflection of its confidence in, and expectations for, the quality of our insurance underwriting portfolio, our M&A execution capabilities, and our future value creation built on those strengths.

What matters now is translating the expanded range of options provided by this partnership into tangible value creation. Which growth opportunities should we pursue to realize Aspiration 2035? The ownership and accountability for making those choices and executing them rest with us. While the partnership provides a 10-year framework, the most important period will be the first five years, during which the collaboration is exclusive. We do not have much time remaining. We will continue to make disciplined management decisions with a healthy sense of constructive tension.

Aspiration 2035 is something we aim to realize through our own capabilities, regardless of our partnership with BH. At the same time, this partnership serves as a strategic catalyst that can accelerate and enhance the achievement of Aspiration 2035. By making full use of this partnership as a strategic management resource, we will accelerate our progress toward the future envisioned in Aspiration 2035.

*: Whole Account Quota Share (WAQS) reinsurance is a form of proportional reinsurance under which a predetermined percentage of premiums, claims, loss adjustment expenses, and other amounts attributable to an entire predefined portfolio is ceded to a reinsurer.

▸Three key elements of the strategic partnership

Strategic equity investment in TMHD	Reinsurance collaboration	M&A and global investment

Reduction of earnings volatility in the insurance underwriting portfolio
Strategically deploying long-term, stable capacity to growth areas
Significant broadening of M&A options and opportunities

INDEX
Introduction
CEO Message
Purpose Story 2026
▸ ① Our Strength
▸ ② Our Progress
▸ ③ Our Future
▸ Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

Financial and Non-Financial Targets

The Group We Aspire to Be (Long-term vision)

A Global Insurance Group That Delivers Sustainable Growth by Providing Safety and Security to Customers Worldwide

Aspiration 2035

As a global Group shaped by our Japanese origins and strengthened by our international expansion, we are there for our customers and society, protecting them at all times, committed to realizing a future of safety, security and happiness.

	Achieve top-tier EPS growth		Raise ROE to the level of global peers	DPS growth consistent with EPS growth	
Plan for FY2026 (Current MTP)	CAGR of +16% or more	CAGR of +15% or more	20% or more	Maintain a dividend payout ratio of 50% as a general principle Share repurchases are expected to boost EPS growth by 1–2%	
(excl. capital gains from sale of business-related equities)	(+8% or more)	(+7% or more)	(14% or more)		
FY2026 Projections	573 yen CAGR+18.3%	1,060 billion yen CAGR+15.6%	18.8%	50%	400 billion yen (announced May 2026)
(same as above)	(427 yen) (CAGR+12.3%)	(790 billion yen) (CAGR+9.8%)	(14.0%)		
FY2025 Results	545 yen CAGR+25.4%	1,035.6 billion yen CAGR+22.9%	19.0%	50%	240 billion yen
(same as above)	(334 yen)	(635.6 billion yen)	(11.7%)		
FY2024 Results	549 yen	1.069 trillion yen	19.8%	50%	220 billion yen
(same as above)	(349 yen)	(679 billion yen)	(12.6%)		
FY2023 Results	346 yen	685.5 billion yen	15.0%	50%	120 billion yen
(same as above)	(301 yen)	(596.5 billion yen)	(13.0%)		
Financial KPIs	Adjusted EPS*1	Adjusted net income*1	Adjusted ROE*1	Dividend payout ratio*1	Capital level adjustment (share buybacks)

*1: Based on normalized profit under JGAAP (previous definition)

Future

2035

2026

2023

The Society We Aim to Create

A Sustainable Society in Which Everyone Can Live in Safety and Security and Take on Any Challenge

	Offer pre- and post-incident peace of mind, rather than staying just as a payer of insurance claims (Realize "Build Back Better")	FY2050 Net zero (including insurance customers and investment and financing recipients) FY2030 -60%*2 (compared with FY2015) FY2030 Decarbonization-related insurance premiums*3 100 billion yen	Development and provision of new healthcare services that contribute to well-being
	Expansion of the solution lineup toward the realization of comprehensive disaster prevention and mitigation solution business	Engage 200 high-emitting customers, including in-depth engagement with 160*4 Expansion of GX-related underwriting	Build an ecosystem that improves health starting with health check
Plan for FY2026			
FY2025 Results	Provide customers with disaster prevention and mitigation solutions by leveraging the Group's combined capabilities, including ID&E	-60%*2 (compared with FY2015) Decarbonization-related insurance premiums*3 55.5 billion yen	Launch of HelDi, a health management support platform for companies and organizations
FY2024 Results	Acquisition of ID&E Holdings (May 2025)	-53%*2 (compared with FY2015)	Renamed to Tokio Marine Healthcare and officially launched the healthcare business
FY2023 Results	Established Tokio Marine Resilience (November 2023)	-43%*2 (compared with FY2015)	Established a preparatory company in anticipation of business in the preventive care and early intervention domain (April 2023)
Major Non-Financial KPIs	Acceleration of development and provision of disaster prevention and mitigation solutions Improve Disaster Resilience	Reduction of greenhouse gas emissions Take Climate Action	Expansion of healthcare-related products and services Support Healthy and Fulfilling Lives

*2: Based on our business activities (Scope 1 + 2 + 3 (Categories 1, 3, 5, and 6)), FY2025 is based on preliminary figures.
*3: Insurance products that directly contribute to a decarbonized society.
*4: Goals for Tokio Marine Nichido (2030)

INDEX
Introduction
CEO Message
Purpose Story 2026
① Our Strength
② Our Progress
③ Our Future
Financial and Non-Financial Targets
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Main Section

INDEX

Introduction

CEO Message

Purpose Story 2026

Main Section

- CSUO Message
- Organizational Structure for Promoting Sustainability
- Identification and Periodic Review of the 8 Material Issues
- Initiatives and Progress on the 8 Material Issues
- Specific Initiatives on the 8 Material Issues
- External Evaluations
- Special Feature — In Conversation

Detailed Section

Sustainability Performance Data

CSUO Message

We will address societal challenges through our business, creating a virtuous cycle of value that drives sustainable growth for future generations.

Mika Nabeshima
Managing Director
Group Chief Sustainability Officer (CSUO)

Creating value for future generations through our business

We envision a disaster-resilient society where people can live in safety and security. An environment where nature continues to sustain and enrich our lives. A future where everyone can pursue their aspirations in their own way. We have a responsibility to leave a sustainable world for future generations, and with this commitment in mind, we view them as key stakeholders.

Even as societal challenges grow more complex, and expectations surrounding sustainability continue to diversify, the core principles guiding our business remain unchanged. Since our founding, our business has been rooted in our purpose of "To be there for our customers and society in times of need." Supporting safety and security and contributing to a more resilient society are fundamental to what we do. Sustainability is a critical foundation for business growth, risk management, and sustainable value creation.

Three priority themes for this fiscal year

As the CSUO of Tokio Marine Group, I will continue to position sustainability at the core of our management approach. This fiscal year, I will focus on the following three priority areas:

The first is an integrated approach to climate change, natural capital, and disaster resilience that leads to meaningful action. These challenges are closely interconnected, carrying far-reaching implications for both society and the economy. Tokio Marine has built a rich legacy of initiatives over the years, including our mangrove planting program initiated in 1999. We reaffirm the importance of these efforts and will continue addressing both risks and opportunities across our business activities. In particular, to help build a disaster-resilient society, we will leverage the strengths of Tokio Marine Group across the entire disaster cycle - from preparedness and mitigation to recovery and reconstruction.

The second is to further enhance the value we provide to society through our core functions: insurance underwriting, investment and financing, and the provision of solutions. Through these capabilities, we are working to address a wide range of societal challenges. Our insurance underwriting supports the sustainable development of society, our investment and financing contribute to greater disaster resilience and climate action, while our solutions help clients and communities better prepare for and respond to risks. Since fiscal year 2024, we have also been working to quantify the social value we create. By applying these insights to our business operations, we aim to expand both social and economic value.

The third is to strengthen human capital and foster respect for human rights as the foundational pillars of sustainable value creation. Our competitiveness is rooted in an environment where diverse talent can realize their full potential and continue to take on new challenges. Alongside developing talent, strengthening expertise, and expanding opportunities for growth, we will steadily advance our commitment to human rights, ensuring robust due diligence and remediation mechanisms across our entire business value chain.

Our progress to date and challenges ahead

Tokio Marine continues to advance its efforts to address climate- and nature-related issues while strengthening human capital and respect for human rights. Key achievements and KPIs are disclosed in our Sustainability Report, Climate & Nature Report, and Human Capital Report. At the same time, as a global company, we cannot adopt a one-size-fits-all approach to sustainability. Our response must reflect differences in regional business models, regulations, and societal expectations. We also face a wide range of challenges, including ensuring a just transition to a decarbonized society, addressing the associated trade-offs, advancing the circular economy, and improving data availability across the value chain. As CSUO, I look forward to clarifying our priorities through open dialogue with stakeholders and enhancing the effectiveness of our initiatives.

In closing: Creating sustainable value by addressing societal challenges

Our mission is to continue creating lasting value for future generations. We remain fully focused on addressing societal challenges through our core business activities, driving a virtuous cycle between the sustainability of society and our own sustainable growth to ultimately enhance our corporate value.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

Organizational Structure for Promoting Sustainability

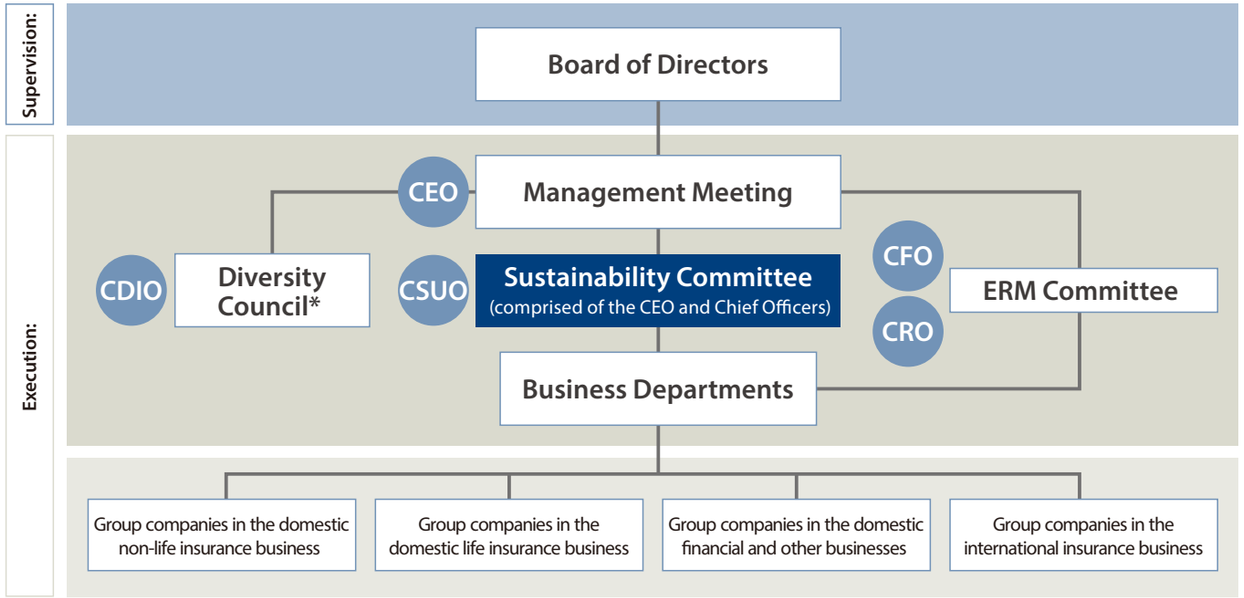
The Sustainability Committee, considering its importance, is composed of the CEO and other Chief Officers.

Management members from various countries participate in the Committee, bringing together the wisdom of the Group globally to address diversifying and increasingly complex societal challenges.

In addition, starting from fiscal 2025, outside directors participate as observers with the aim of evaluating the Company's sustainability and its initiatives in each area from a third-party perspective and linking this to improvements. The deliberations of the Committee are promptly reported to the Management Meeting and the Board of Directors, and the feedback obtained is utilized in subsequent discussions and examinations.

The Sustainability Committee meets four times a year in principle, deliberating on policies for addressing sustainability issues and monitoring the progress of individual measures. The Board of Directors bears ultimate responsibility for overseeing the Group's strategies, business plans, and risk management processes, including strategies relating to sustainability-related risks and opportunities. In accordance with internal rules such as the Regulations on the Division of Duties and Authority, the CSUO oversees the promotion and dissemination of sustainability across the Company, including the setting of sustainability-related targets, submits policies to the Board of Directors for consideration, and reports to the Board on the Committee's deliberations and on progress toward achieving targets. The Board of Directors receives such reports at least once a year, deliberates on sustainability initiatives while taking into account trade-offs relating to sustainability risks and opportunities, and appropriately supervises execution.

Organizational Structure for Promoting Sustainability



*: Diversity Council: An organization that fosters consensus across the Group regarding critical DE&I themes such as nurturing female executive candidates and creating an inclusive company

Role of the Sustainability Committee

- Deliberates on the Tokio Marine Group's sustainability initiatives
- Oversees the overall planning and execution of sustainability initiatives
- Reports to and submits matters for deliberation to the Management Meeting and the Board of Directors, depending on the applicable authority.

Topics discussed by the Sustainability Committee in fiscal 2025

Apr. 2025	• Review of initiatives for fiscal 2024 and formulation of the annual plan for fiscal 2025, etc.
Aug. 2025	• Initiatives toward the integration of sustainability into business activities • Clear and accessible information disclosure for a wide range of stakeholders • Strengthening initiatives to realize a decarbonized society, etc.
Nov. 2025	• Initiatives toward the integration of sustainability into business activities • Responding to international sustainability disclosure regulations • Reporting on initiatives to contribute to future generations • Deepening initiatives in the nature domain, etc.
Feb. 2026	• Review of initiatives for fiscal 2025 and direction of the annual plan for fiscal 2026 • Improvement of ratings from key ESG rating agencies, etc.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

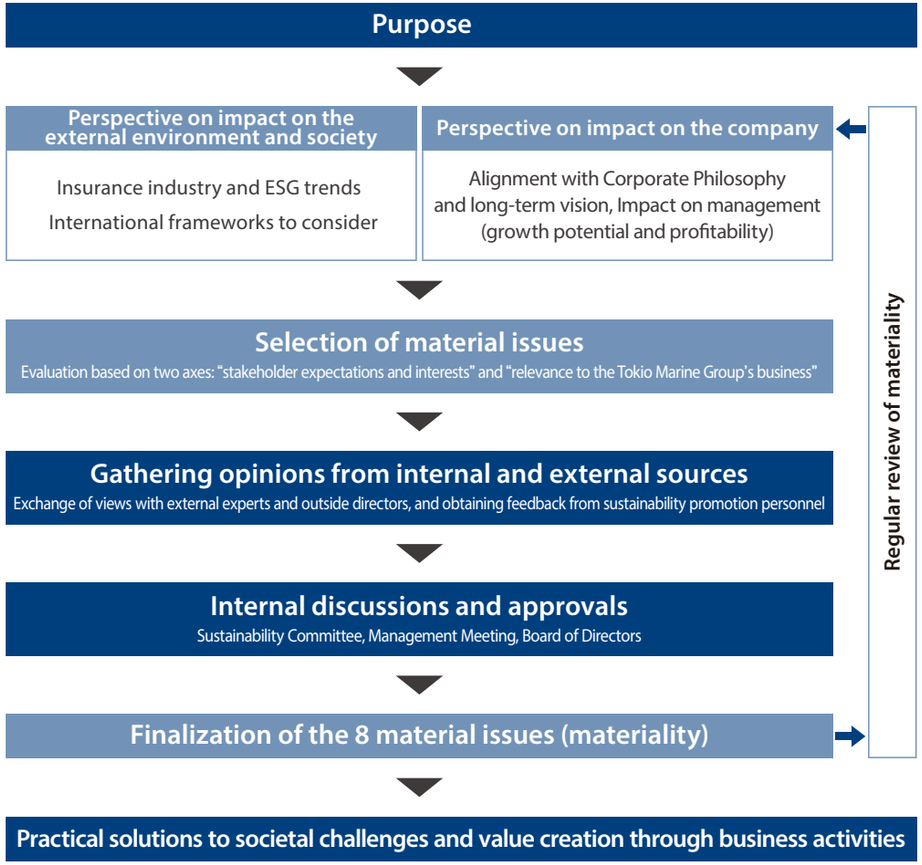
Inspiring Confidence. Accelerating Progress.

Identification and Periodic Review of the 8 Material Issues (Materiality)

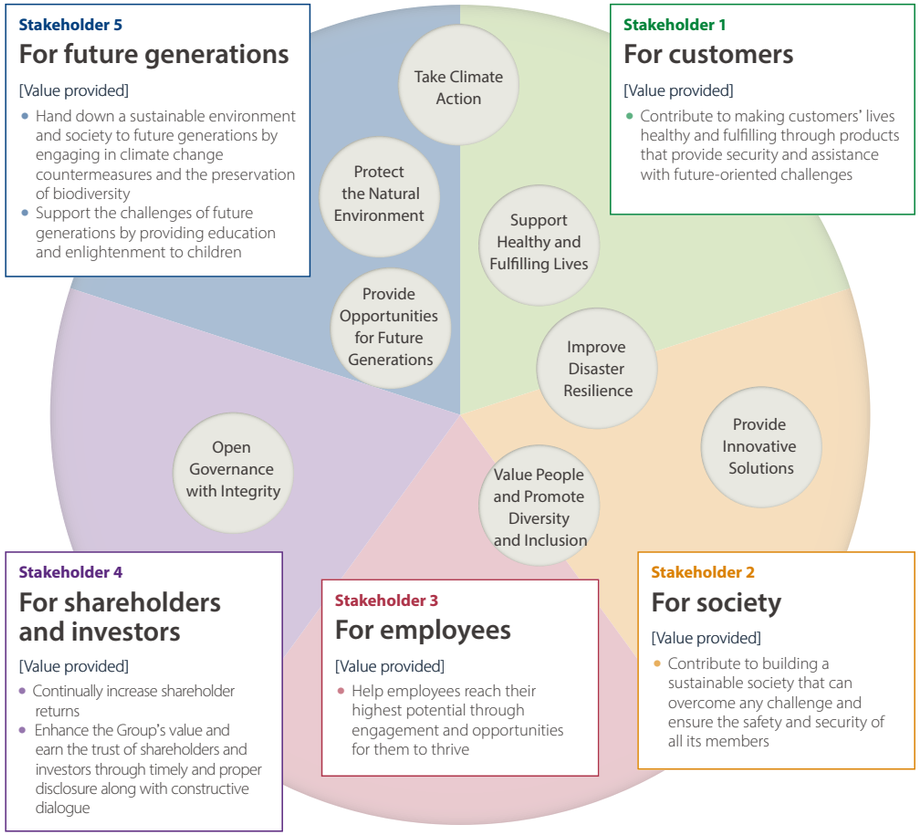
The Tokio Marine Group has identified the 8 material issues (materiality) to be addressed based on our Purpose. In this identification process, we first consider both the impact on the external environment and society and the impact on the Company. We evaluate and select the issues based on two criteria: "stakeholder expectations and interests" and "relevance to the Tokio Marine Group's business." Afterward, we finalize the material issues through consultations with internal and external experts, as well as deliberations by the Sustainability Committee and the Board of Directors. As the field of sustainability is subject to rapid changes in the external environment, including environmental, social and governance (ESG) trends and international frameworks that need to be considered, we assess each year whether our materiality needs to be reviewed.

Most recently, we revised our materiality in 2024. Based on an analysis of the external environment and alignment with our Mid-Term Business Plan, we added new areas including "Responsible Corporate Conduct," "Strengthening Governance," and "Human Capital and Human Rights," while also revising some of the wording.

Materiality Identification and Review Process



Relationship between Materiality and Stakeholders



*: "Society" under Stakeholder 2 includes business partners and value chain partners.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Reasons for Selection for Each Materiality

Materiality	Reason for selection
Take Climate Action	The adverse effects of climate change, including increasingly serious natural disasters, threaten people's safety and security and interfere with the sustainable development of society. The Tokio Marine Group recognizes the importance of addressing climate change and natural disasters because it underwrites risks in Japan, a country especially prone to natural disasters. Therefore, in its roles as an insurance provider, institutional investor, and global enterprise, the Group intends to deal with these issues head-on and contribute to solutions.
Improve Disaster Resilience	
Protect the Natural Environment	The Tokio Marine Group understands that a sustainable society, in which everyone can live safely and securely and pursue any aspiration, depends on the natural environment, the basis for all life and people's livelihoods. Moreover, the Group recognizes its obligation to help ensure that future generations inherit a sustainable natural environment, as it is irreplaceable. Based on these principles, the Group intends to bolster the initiatives it has taken to combat climate change and protect biodiversity and wetlands through environmental conservation activities, including its Green Gift Project and mangrove planting activities.
Support Healthy and Fulfilling Lives	In an age of the 100-year life span, people hope to lead a long and healthy life. With the aging of the population and widespread advancements in medicine, however, the financial burden on individuals, families, and society is growing each year. The Tokio Marine Group intends to address this issue by fully utilizing its extensive expertise to offer high-value-added products and services while covering disease and illness through its many life and non-life insurance products.
Value People and Promote Diversity and Inclusion	The environment surrounding companies is changing significantly, with the growing importance of human capital management, the diversity of values that accompanies advancing globalization, and heightened interest in respect for human rights. We believe it is necessary to further accelerate efforts to ensure diversity and respect for human rights, while also implementing a human resources strategy that contributes to strengthening human capital and achieving our management strategy.
Provide Innovative Solutions	As technological innovation and AI advance rapidly, society and the economy are experiencing profound transformations. To ensure sustainable economic growth, companies must establish a solid foundation for innovation. We are committed to supporting corporate growth and economic development by expanding our value offerings across both the insurance and solutions sectors—encompassing areas such as disaster prevention and mitigation, mobility and decarbonization—leveraging digital tools, data, and AI.
Provide Opportunities for Future Generations	Addressing the challenges that evolve with the times falls to each generation, and supporting the development of future generations can be seen as an initiative toward building the foundation for the future. Having specified future generations of people as stakeholders, we have a duty to help equip children with the skills they will need in life. With this understanding, we aim to provide opportunities for future generations by establishing various educational programs and mechanisms to incorporate their perspectives into our management.
Open Governance with Integrity	In establishing the Tokio Marine Group Corporate Philosophy, we are committed to enhancing the Group's corporate value by fulfilling our responsibilities to stakeholders, including shareholders, investors, customers, society, and employees. To achieve this, we will focus on improving the quality of operations across the entire value chain, strengthening internal controls and enhancing the enterprise risk management (ERM) framework across all Group companies, including those overseas. In addition, to further build trust with stakeholders, we believe that timely, appropriate and transparent information disclosure is crucial.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

Initiatives and Progress on the 8 Material Issues (Materiality)

Take Climate Action

Climate change is a significant global challenge that poses threats worldwide. As a global insurance company and institutional investor, we have been advancing various initiatives to directly confront this issue.

What does our company do?

- Engage with clients and provide insurance and solutions to support decarbonization
- Reduce CO_2 emissions in our operations

FY2025 Results

Insurance underwriting engagement — Number of companies to which decarbonization proposals were made	Decarbonization-related insurance premiums*1	Greenhouse gas emissions from our own operations*2
130 companies (FY2030 target: 160 or more companies)	55.5 billion yen (FY2030 target: 100 billion yen)	62 % reduction (FY2030 target: 60% reduction compared with fiscal 2015)

Protect the Natural Environment

The richness of nature forms the foundation for all life, living, and economic activities. We strive to contribute to nature-positive outcomes through activities ranging from the provision of products and services to corporate citizenship activities.

What does our company do?

- Mangrove planting and ocean conservation activities
- Evaluation of nature-related challenges through the LEAP approach*3 and provision of products and services to address these challenges
- Sustainability-themed investment and financing, and impact investment

FY2025 Results

Annual CO_2 fixation volume through mangrove planting and other measures	"Green Gift" project: Reduction in paper usage	Sustainability-themed investment and financing
77,000 tons	3,256 tons (Tokio Marine & Nichido)	159.9 billion yen (balance at the end of FY2025)

Improve Disaster Resilience

Recognizing the increasing frequency and severity of natural disasters as urgent challenges that directly threaten the safety and security of our customers and society, we aim to contribute to building a resilient society by providing services in both preventive and post-disaster areas, in addition to fulfilling the primary role of insurance.

What does our company do?

- Enhance responses to natural disasters
- Develop and provide products and services contributing to disaster prevention, mitigation and early recovery
- Support BCP formulation in cooperation with municipalities and companies

FY2025 Results

Large-scale natural disaster response*4	Customer satisfaction with insurance claim payments for large-scale natural disasters*5	Number of companies provided with paid services*6 contributing to resilience improvement
Approximately 16,000 cases Approximately 25.0 billion yen (Tokio Marine & Nichido)	Approximately 92 % (Tokio Marine & Nichido)	2,657 companies

Support Healthy and Fulfilling Lives

We leverage our strengths to address customer needs and concerns arising in areas such as extending the healthy life span and wealth formation associated with aging.

What does our company do?

- Expand and promote health management support services
- Respond to wealth-building and savings needs associated with extended healthy life expectancy (through the development and provision of new healthcare services)

FY2025 Results

Number of companies supported in health and productivity management	Certification as a Health and Productivity Management Outstanding Organization	Product supporting a healthy and long-life society
Approximately 1,700 Companies (Tokio Marine & Nichido)	Recognized 10 times	Launch of "Anshin Dream Whole-Life Insurance" (Tokio Marine Nichido Life)

*1: Insurance that directly contributes to the realization of a decarbonized society, such as insurance for renewable energy businesses including offshore wind and solar power generation, and extended warranty insurance for electric vehicles and storage batteries
*2: Excluding ID&E Holdings, which joined the Group in February 2025. ID&E Holdings has also set its own fiscal 2030 target on a stand-alone basis (a 42% reduction in Scope 1 and 2 emissions compared with the fiscal year ended June 2023).
*3: An integrated approach developed by the TNFD for assessing and managing nature-related issues. LEAP is an acronym formed from the initial letters of Locate, Evaluate, Assess, and Prepare.
*4: The number of insurance claims and amounts paid by Tokio Marine & Nichido without consideration of reinsurance, based on direct underwriting for a total of six major disasters, including the torrential rains in the Kyushu region, Typhoon No. 15, and the earthquake off the east coast of Aomori Prefecture
*5: Aggregated results of the most recent customer survey of automobile and fire insurance policyholders regarding insurance claim payments at times of disaster (April 2025 to March 2026)
*6: Solutions provided by the Group in Japan for a fee, such as support for developing Business Continuity Enhancement Plans and risk management-related support

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
- CSUO Message
- Organizational Structure for Promoting Sustainability
- Identification and Periodic Review of the 8 Material Issues
- Initiatives and Progress on the 8 Material Issues
- Specific Initiatives on the 8 Material Issues
- External Evaluations
- Special Feature — In Conversation

Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Value People and Promote Diversity and Inclusion

Awareness of the importance of human capital management, the diversification of values, and respect for human rights is growing. We will further accelerate our initiatives to promote human capital management, ensure diversity, and respect human rights.

What does our company do?

- Promote human capital management
- Promote a culture of diversity, equity & inclusion
- Advance human rights due diligence

FY2025 Results

Engagement score*1	Ratio of female Directors and Audit & Supervisory Board members	Paternity leave utilization rate*2
80 %	27.8 % (Tokio Marine Holdings)	86.7 % (including domestic consolidated subsidiaries in Japan)

Provide Innovative Solutions

We utilize digital technology, data, and AI to expand our value provision areas in both the insurance and solutions businesses.

What does our company do?

- Utilize digital technology and data to expand the insurance and solution businesses (including disaster prevention and mitigation, mobility, decarbonization, and healthcare)
- Address the increasing cyber risks amid advancing digitalization

FY2025 Results

Number of companies provided with solutions	Number of start-up companies invested in	Telematics devices provided
5,282 companies*3 (Tokio Marine & Nichido)	Approximately 70 companies (as of May 2026, on a publicly disclosed basis)	Approximately 1.12 million units*4

Provide Opportunities for Future Generations

Supporting the development of children, who will lead the future, is a significant responsibility we must fulfill. We are advancing initiatives to pass on a better environment and society to future generations.

What does our company do?

- Educational support for children and students through programs such as "Green Lessons" on environmental themes, "Disaster Prevention Lessons" on disaster preparedness, and financial and insurance education programs
- Support for participation in business activities through initiatives such as offering junior internship opportunities to high school students

FY2025 Results

Number of students attending Green Lessons	Number of participants in Disaster Prevention Lessons*5	Number of participants in financial and insurance education in South Africa*6
62,000 people (starting in 2005, cumulative)	132,000 or more (starting in 2012, cumulative)	Approximately 200,000 participants (cumulative total as of the end of June 2026)

Open Governance with Integrity

To realize a virtuous cycle of solving societal challenges and achieve sustainable growth, we will establish a governance structure that is trustworthy and highly transparent.

What does our company do?

- Improve business quality and enhance internal controls
- Timely, appropriate, and highly transparent information disclosure

FY2025 Results

Percentage of Outside Directors on the Board	Percentage of Outside Auditors on the Audit Committee	Percentage of outside members on the Group Audit Committee	Comprehensive disclosure of initiatives on climate change and nature-related issues
54 %	60 %	50 %	Publication of the Climate & Nature Report

*1: The percentage of favorable responses (a rating of 4 or 5 on a 5-point scale) to the relevant items of the Culture & Value Survey (CVS)
*2: Calculated under the Child Care and Family Care Leave Act as follows: "Number of male employees who took childcare leave, etc., during the fiscal year (including cases where leave was taken for childcare purposes) ÷ Number of male employees whose spouses gave birth during the fiscal year"
*3: When multiple solutions are contracted by one company, they are counted more than once.
*4: The combined total of Drive Agent Personal (DAP) units provided (Tokio Marine & Nichido) and PHLYTRAC telematics program units provided (PHLY)
*5: Global achievements including implementation in countries such as China, Vietnam, and Indonesia
*6: In 2011, South Africa's Hollard Insurance Group developed a financial and insurance education program called "StreetWise Finance" to teach essential financial management skills, offering it free of charge in rural areas of South Africa.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
- CSUO Message
- Organizational Structure for Promoting Sustainability
- Identification and Periodic Review of the 8 Material Issues
- Initiatives and Progress on the 8 Material Issues
- Specific Initiatives on the 8 Material Issues
- External Evaluations
- Special Feature — In Conversation

Detailed Section
Sustainability Performance Data

Specific Initiatives on the 8 Material Issues (Materiality)

Take Climate Action

Progress of Tokio Marine GX, Supporting the Green Transformation

To address the increasingly complex risks associated with the transition to a decarbonized society, the Tokio Marine Group launched Tokio Marine GX (TMGX) as a fully operational business in 2025. Building on GCube's (TMGX's) long-standing underwriting and claims expertise in renewable energy, TMGX combines the Tokio Marine Group's global expertise and underwriting capacity to provide specialized insurance and risk solutions for customers advancing green transformation.

Over the past year, TMGX has expanded its capabilities beyond renewable energy into a broader range of green transition sectors, including battery energy storage systems (BESS), hydrogen, carbon capture, and carbon credits. TMGX has also strengthened its market engagement by sharing insights on increasingly complex GX-related risks. Through these efforts, TMGX achieved approximately 50% year-on-year business growth. The Tokio Marine Group will continue to support customers' decarbonization efforts through insurance and risk solutions, contributing to the transition to a more sustainable society.

Protect the Natural Environment

Participation in the Global Nature Positive Summit in Kumamoto

Tokio Marine Holdings and ID&E Holdings took part in the Global Nature Positive Summit held in Kumamoto, where they presented the Group's ability to provide insurance, investment and financing, and solutions that contribute to achieving nature positive by 2030—including not only conventional risk finance through insurance but also support for the design and construction of green infrastructure, an area of strength for ID&E. Through dialogue with stakeholders such as UNEP FI, WWF, companies, and governmental bodies, the participants also deepened discussions on how to collaborate toward realizing a nature-positive future.

Voice of Our Employee

Olly Litterick

Head of Renewables, TMGX

Harnessing Group expertise to address increasingly complex GX risks

Over the past year, renewable energy has continued to expand alongside new technologies and business models such as battery storage and hydrogen. As the energy transition evolves, insurers are expected to provide increasingly specialized expertise and consistent underwriting capabilities. At TMGX, we bring together the Tokio Marine Group's expertise to help customers move forward with confidence as they navigate this changing risk landscape.

Voice of Our Employee

Hikaru Inora

Integrated Design & Engineering Holdings Co., Ltd., Sustainability Promotion Operations, Sustainability Promotion Office

Combining the Group's strengths to turn efforts to protect nature into social value

The ID&E Group has engaged in a wide range of businesses related to natural capital and biodiversity, including environmental risk assessment in Japan and overseas, ecosystem-based disaster risk reduction (Eco-DRR), and the development of green infrastructure. As a consulting and engineering group, we hope to combine our capabilities with the Tokio Marine Group's expertise in risk and finance, and to grow our efforts to protect nature as social value.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
- CSUO Message
- Organizational Structure for Promoting Sustainability
- Identification and Periodic Review of the 8 Material Issues
- Initiatives and Progress on the 8 Material Issues
- Specific Initiatives on the 8 Material Issues
- External Evaluations
- Special Feature — In Conversation

Detailed Section
Sustainability Performance Data

Improve Disaster Resilience

Addressing the protection gap by leveraging the Group's comprehensive capabilities

As natural disasters have grown increasingly severe in recent years, the portion of economic losses from disasters that is not covered by insurance or similar mechanisms—the so-called protection gap—has become a major global challenge.

In response to the protection gap, the Tokio Marine Group supports the design of disaster risk insurance schemes and underwrites reinsurance. These schemes are intended to strengthen financial preparedness against natural disaster risks and to support early recovery and reconstruction after disasters occurs. One approach is the use of parametric insurance, which enables claims to be paid quickly based on predefined parameters. While its strength lies in the speed of payment, underwriting such insurance requires advanced data analysis and risk assessment to support appropriate product design. The Tokio Marine Group supports these insurance schemes by underwriting reinsurance, drawing on the distinctive, highly developed risk assessment capabilities it has built up over the years.

We also leverage Tokio Marine HCC's extensive underwriting expertise and global network to provide reinsurance capacity based on sophisticated risk assessment across a broader range of countries and regions. In addition, through collaboration with the ID&E Group, we provide disaster preparedness solutions such as hazard maps. By bringing together capabilities from across the Group, we are developing a distinctive Tokio Marine approach that provides integrated support spanning disaster preparedness and financial protection against the impact of disasters.

Voice of Our Employee

Yusuke Ohya

Tokio Marine Holdings, Inc.,
Corporate Underwriting Department,
Planning & Analytics Group

Supporting security around the world with the Group's comprehensive capabilities

To help close the protection gap, we provide reinsurance based on advanced risk assessment that draws on the Group's expertise; support the design of insurance schemes in collaboration with international organizations, emerging-market governments, and overseas insurers; and deliver solutions that go beyond the framework of insurance. Building consensus among these many parties and pursuing initiatives that are not simply extensions of existing practice is not easy, but seeing the positive impact this work can have on society motivates us to continue contributing to narrowing the protection gap.

Support Healthy and Fulfilling Lives

Initiatives to support low-income communities in Botswana, Africa

The South Africa-based Hollard Group views insurance as a mechanism that supports people's lives and embraces the purpose of enabling more people to build and protect a better future. The Hollard Group provides people who have difficulty accessing adequate coverage with affordable insurance premiums and convenient enrollment channels in their everyday life. It also promotes financial inclusion, the state in which everyone can access the financial services they need. Through these efforts, the Hollard Group is working to expand access to insurance and address local societal challenges.

One example is funeral insurance in Botswana. In many parts of Africa, families and entire communities observe mourning rituals over several days, and funerals can entail substantial costs. For low-income families in particular, these expenses can place a heavy strain on household finances. To reduce the financial burden on bereaved families, Hollard Botswana partners with a major local mobile phone operator to offer affordable funeral insurance that can be purchased using only a mobile phone, even by people facing financial hardship who do not have a bank account. The coverage is available from approximately 100 yen per month. By extending coverage options to people who never had access to financial services, the initiative has enrolled approximately 16,000 people in funeral insurance during the two years since its launch, representing a 2% penetration rate among low- to middle-income families.

Voice of Our Employee

Richard Masoko

Corporate Relationship Manager,
Hollard Insurance

Toward a society where everyone has access to protection

I have been part of the Karabo Funeral Plan team since the very beginning, and some of my most memorable moments have come from traveling to rural communities far from any formal services, where access to insurance once felt unimaginable. Meeting families in these areas, I have seen firsthand how Karabo restores dignity and respect, giving people protection that was previously out of reach. For me, this is what financial inclusivity truly means. Ensuring affordable insurance is not a privilege for the few, but a right accessible to everyone, regardless of where they live. That belief continues to drive my commitment to this work.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

Value People and Promote Diversity and Inclusion

Promotion of DE&I

The Tokio Marine Group promotes Employee Resource Group (ERG) activities with the aim of creating an environment in which every employee, with their diverse backgrounds and values, can make the most of their abilities. In North America, employee-led ERGs collaborate across group companies to advance career development, talent development, and inclusion. In 2026, the ERG held career growth seminars and panel discussions on balancing childcare and career, among other events, building a more inclusive and vibrant organization by creating opportunities for employee growth and by fostering networks.

Voice of Our Employee

René D. Tappata

AVP, Benefits/DEIB Community Leader, Tokio Marine North America Services

From employees' voices to an inclusive workplace

Our Employee Resource Groups across North America continue to create meaningful spaces where team members feel supported, seen, and empowered to grow.

Earlier this year, the PHLY Black and African-American Employee Resource Group (BAAERG) hosted a career growth workshop focused on adaptability, resilience, and patience. The TMNAS Women's and Allies Collective and TokioPACT also hosted a Parent Panel, where team members shared candid experiences of balancing parenthood and career growth.

Reflecting the vision of our Group's Development and Networking pillar, these activities create opportunities for dialogue, connection, and growth so everyone can thrive.

Provide Innovative Solutions

Accel Trainer: An environmental and safe-driving support program based on building driving habits

Accel Trainer* is an environmental and safe-driving support program that focuses on how the accelerator is used when pulling away. By making a simple driving behavior habitual—taking five seconds to accelerate from a standstill to 20 km/h—the program aims to reduce CO_2 emissions, improve fuel efficiency and lower the risk of traffic accidents. A dedicated onboard device collects and analyzes driving data such as speed, accelerator opening, and fuel consumption, and scores accelerator operation, enabling drivers to grasp their driving objectively. Because the effects of improvement are easy to see and no special knowledge or skills are required, a wide range of drivers can adopt it without difficulty in the course of their daily work. Accel Trainer supports the promotion of decarbonization and safe driving at companies and in local communities.

accel trainer

*: Accel Trainer is the name of an application provided by Accel Trainer Inc.

Voice of Our Employee

Momoko Ogawa

Tokio Marine dR Co., Ltd., Transportation & Mobility Consulting Department

Aiming to achieve both safe driving and decarbonization

The appeal of Accel Trainer is that simply improving how drivers press the accelerator advances decarbonization and safe driving at the same time. Companies that have adopted it tell us not only about better fuel efficiency but also that drivers naturally leave more space between vehicles and drive with greater composure, and that their families have praised them for driving more safely—all of which points to heightened safety awareness. Rather than simply supplying an onboard device, we want to support continuous behavioral change using driving data, thereby contributing to greater safe-driving awareness and a lower environmental burden while supporting our customers' sustainable growth.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

Provide Opportunities for Future Generations

Safety training for children: Delivering disaster prevention lessons

Tokio Marine Insurance Vietnam Company Limited has been conducting volunteer-led disaster preparedness lessons since 2023 with the aim of raising disaster awareness in local communities and supporting the development of future generations.

Focusing on drowning prevention and earthquake preparedness, the company delivered lessons at two secondary schools in Hanoi in 2025, bringing the total number of student participants to approximately 3,000 from 2023 to 2025.

Following the training sessions, students took part in a contest entitled "Shaking Ground—Steady Mind," in which they expressed what they had learned about disaster preparedness through videos and artwork.

By creating projects focused on earthquake response and safety measures, students were encouraged to think proactively about disaster preparedness, helping to strengthen awareness and reinforce learning outcomes.

Voice of Our Employee

La Thanh Tung

Risk Engineer,
Tokio Marine Insurance
Vietnam Company Limited

The journey of empowering young minds with life-saving knowledge

Over the past four years, this initiative has become one of the most meaningful parts of my work. Every session with secondary school students reminds me that safety education is not just about sharing knowledge. It is about empowering young people to make the right decisions in critical moments. Seeing their curiosity, confidence, and willingness to protect themselves and others inspires me to continue this journey, knowing that even one lesson today could help save a life tomorrow.

Open Governance with Integrity

Customer-oriented business operations

In April 2024, the Customer-Oriented Promotion Office was established within the Corporate Planning Department of Tokio Marine & Nichido. Under the leadership of this office, initiatives are being carried out such as making greater use of Customer Feedback Data (CFD), including the Net Promoter Score (NPS), and reviewing existing systems and mechanisms from a customer-oriented perspective based on concerns raised by employees.

(1) Making greater use of CFD

Taking CFD such as NPS surveys as our starting point, we have been working to enhance the customer experience (CX) with the aim of improving the quality of our customer service. Going forward, we will embed CFD even more deeply into the entire process from planning products and services through to verifying their effectiveness, further advancing the resolution of customer issues and the delivery of value.

(2) Reviewing existing systems and mechanisms from a customer-oriented perspective based on concerns raised by employees

We gather input from employees on any systems or mechanisms that feel out of step in their daily work, and use this to review existing arrangements. We will continue to work on fostering a sound organizational culture with the capacity for self-correction.

(3) Operation of the Customer-Oriented Promotion Committee (four times a year)

Since April 2024, we have convened the Customer-Oriented Promotion Committee on themes such as company-wide measures to promote a customer-oriented approach at sales and claims service branches nationwide. The Committee then discusses each theme with senior management and considers concrete measures and future direction.

Voice of Our Employee

Mai Mikami

Tokio Marine & Nichido
Fire Insurance Co., Ltd.,
Corporate Planning Department

Turning a customer-oriented approach into a growth strategy

The Customer-Oriented Promotion Office, newly established in fiscal year 2024, is advancing initiatives aimed at realizing a genuinely trusted, customer-oriented company—one of the pillars of our Mid-Term Business Plan.

By having employees take part in management's discussions, gathering the views of employees who work closer to customers when considering company measures, and incorporating a diversity of perspectives into corporate decisions, the entire company is working together to change mindsets and behavior toward a customer-oriented approach.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
- CSUO Message
- Organizational Structure for Promoting Sustainability
- Identification and Periodic Review of the 8 Material Issues
- Initiatives and Progress on the 8 Material Issues
- Specific Initiatives on the 8 Material Issues (Materiality)
- External Evaluations
- Special Feature — In Conversation

Detailed Section
Sustainability Performance Data

External Evaluations

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

Evaluation from ESG Rating Agencies

Tokio Marine Holdings strives for transparent disclosure of ESG information and has been highly rated by numerous global ESG index providers and rating agencies. As of the end of August 2026, Tokio Marine was listed in the ESG indexes shown below. Through these evaluations, we are working to further strengthen our sustainability promotion structure by incorporating external knowledge and utilizing feedback from ESG rating agencies.

	ESG Indexes / ESG Ratings and Evaluations	Rating Agency
S&P Global DJBIC*1	In 2026, Tokio Marine was selected as a constituent of S&P Global's ESG indexes, the Dow Jones Best-in-Class World Index, and the Asia Pacific Index (the 18th consecutive year for the Asia Pacific Index). Tokio Marine was also selected for The Sustainability Yearbook 2026.	S&P Global
MSCI	In 2025, Tokio Marine Holdings received an AAA rating in the MSCI ESG Ratings. It has also been selected as a constituent of MSCI's ESG investment indexes, the MSCI Japan ESG Select Leaders Index, and the MSCI Japan Empowering Women Index (WIN). THE USE BY Tokio Marine Holdings, Inc. OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION , OR PROMOTION OF Tokio Marine Holdings, Inc. BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED 'AS-IS' AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.	MSCI
Sustainalytics	Tokio Marine receives an ESG evaluation from Morningstar Sustainalytics.	Sustainalytics
FTSE4 Good Index	https://www.lseg.com/en/ftse-russell/indices/ftse4good	FTSE Russell
FTSE Blossom Japan Index	Comprehensive index	FTSE Russell
S&P/JPX Carbon Efficient Index	Thematic index / Environment	S&P/JPX
CDP (climate change)	Obtained an A rating for climate change and for the Supplier Engagement Rating (SER) in fiscal 2025	CDP

Awards Received for ESG Initiatives

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

Awards Received in Japan

Certified Health and Productivity Management Outstanding Organization 2026

Under the Certified Health and Productivity Management Outstanding Organizations Recognition Program 2026, designed by the Ministry of Economy, Trade and Industry and certified by Nippon Kenko Kaigi, 24 Tokio Marine Group companies were recognized in the large enterprise category and 17 in the small and medium-sized enterprise category. Of those in the large enterprise category, 13 were also recognized as White 500 companies.

NIKKEI Sustainable Management Survey

In the "SDGs Edition" of the NIKKEI Sustainable Management Survey, conducted by Nikkei Inc. among listed and major unlisted companies nationwide, Tokio Marine Holdings was awarded the highest rank of five stars for the second consecutive year. Tokio Marine Holdings was also selected for the SDGs strategy/business value Prize 2025 at the 7th NIKKEI SDGs Management Survey 2025, which recognize companies that address social, economic and environmental issues through their business.

PRIDE Index 2025

Under the PRIDE Index 2025, an evaluation index established by the voluntary organization work with Pride*2 for initiatives relating to sexual minorities such as LGBTQ+ people at companies and other organizations, both Tokio Marine Holdings and Tokio Marine & Nichido received the Gold award. This is the second consecutive year for Tokio Marine Holdings and the fourth consecutive year for Tokio Marine & Nichido. The PRIDE Index was established with the aim of creating workplaces in Japan where LGBTQ+ people can work comfortably, transcending the boundaries of individual companies and organizations.

SX Brands 2026

Tokio Marine was selected for SX Brands 2026, chosen by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, as a leading company that is achieving sustainable enhancement of corporate value through sustainability transformation (SX).

DX Stocks 2026

Tokio Marine was selected for DX Stocks 2026, jointly organized by the Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange, and the Information-technology Promotion Agency, Japan. The DX Stocks program recognizes companies engaged in digital transformation (DX)—fundamentally transforming business models and other aspects of their operations on the premise of digital technology in order to drive new growth and strengthen competitiveness.

Awards Received Overseas

Best Places to Work in Insurance 2025

Several Group companies in the United States were selected for Best Places to Work in Insurance 2025. Tokio Marine North America Services (TMNAS) ranked first in both the Medium Employer category and the Insurers/Providers category.

Awards for Disclosure Efforts

WICI Japan Integrated Report Award 2025 — Special Award (Judges' Special Prize)

Tokio Marine received the Special Award (Judges' Special Prize) at the Integrated Report Award 2025, hosted by WICI Japan to recognize outstanding integrated reporting.

*1: The Dow Jones Best-in-Class Index
*2: A voluntary organization that supports the promotion and establishment of diversity management relating to LGBTQ+ people at companies and other organizations

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

Special Feature: In Conversation

Building a Disaster-Resilient Society Together with Our Business Partners

Beyond Insurance: From Preparedness to Building Back Better, Creating a Resilient Society for the Future

In recent years, natural disasters like heavy rainfall and earthquakes have become increasingly severe, making preparedness more important than ever for society as a whole. Against this backdrop, the Tokio Marine Group has identified "Improving Disaster Resilience" as one of its core Group materialities. Drawing on the expertise we have developed as an insurance group, we are working beyond the traditional boundaries of insurance to help build a disaster-resilient society.

One business partner that shares this commitment is WOTA CORP., which is tackling fundamental water issues such as shortages and water pollution through innovative, decentralized water infrastructure. In this dialogue, Yosuke Maeda of WOTA and Mika Nabeshima of the Tokio Marine Group discuss the importance of disaster resilience and the future that both companies seek to create together.

Yosuke Maeda
President and CEO, WOTA Corp.

Founded WOTA Corp. with the ambition of addressing water challenges at their root by looking beyond individual problems to the underlying systems that create them. Through the development of small-scale, decentralized water recycling systems, WOTA is working to address water infrastructure challenges in everyday life while also providing solutions to water supply disruptions during disasters. The company has provided emergency water supply support in disaster-affected areas across Japan, including the Noto Peninsula Earthquake, and is working with local governments to develop the next generation of water infrastructure.

Mika Nabeshima
Group Chief Sustainability Officer, Tokio Marine Holdings, Inc.

After joining Tokio Marine & Nichido Fire Insurance, she spent many years in the claims service division supporting customers in their times of need, working on resolving issues after accidents and on accident prevention and recurrence prevention. She subsequently served as General Manager of the Human Resources Department at Tokio Marine Holdings and as the first CDIO (Group Chief Diversity & Inclusion Officer), and has held her current position since fiscal 2024.

What is disaster resilience?

Resilience refers to the ability to adapt and recover when faced with adversity. Disaster resilience is the capacity to prevent and mitigate damage from disasters as much as possible, while enabling rapid recovery and reconstruction when damage does occur.

The presence of P&C insurers, seen again and again in disaster-affected areas

Nabeshima: To begin, could you tell us what impression you had of Tokio Marine before you had any business contact with our Group?

Maeda: Ever since I was a child, I recognized Tokio Marine as one of Japan's leading companies. To be honest, though, I did not initially associate Tokio Marine with disaster prevention or resilience. On the other hand, WOTA's work frequently took me to disaster sites. Looking back, I realized that representatives from P&C insurance companies were always there on the ground in affected areas.

Nabeshima: When a disaster strikes, our mission as a P&C insurer is to first grasp the extent of the damage and then to pay claims so that customers can rebuild their lives and businesses as quickly as possible. To do that, we need to get to the site as early as we can to confirm the actual state of

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

the damage and deliver the support that is needed. Making use of our nationwide offices and networks, setting up a disaster response office immediately after a disaster occurs, and deploying directly to the site is precisely the role a P&C insurer is expected to play.

Maeda: Given the nature of my work, I have been to disaster sites countless times, and my impression was always that the teams from Tokio Marine were already ahead of us, arriving at the early stages.

Nabeshima: Having spent many years in disaster response within the claims service division, I am both surprised and proud to hear that we were on-site ahead of the WOTA team. That said, it was more recent that we connected with WOTA, wasn't it?

Maeda: Yes. The connection began when I received the 15th Youth Leadership Award*[1]. Mr. Nagano, the former Chairman of Tokio Marine Holdings, who was serving as head of the selection committee approached me and suggested that perhaps we could work together in the area of disaster resilience.

Nabeshima: That eventually led us to invest in WOTA as a company working to improve disaster resilience.

Maeda: I never imagined that an insurance company would approach us about an investment. At the same time, because both of us had been looking at the same issues at disaster sites, it also felt like a natural progression.

How should we respond as disasters become more severe?

Maeda: At WOTA, we talk about "creating a world where no one has to struggle for access to water when disaster strikes." As disasters become more severe, our goal is to build a society where people can continue to live with dignity even in the aftermath. Access to clean water is fundamental to maintaining this standard. Helping people regain a sense of normalcy can also reduce the risk of secondary disaster-related deaths associated with prolonged evacuation and displacement.

We cannot prevent disasters from happening altogether. What we can do is design systems in advance that allow people to maintain their daily routines even when disaster strikes. For example, technology and preparedness can reduce the duration of water outages, ensuring that the disruption does not compromise medical care. That is why we see disaster response not as a temporary cost incurred after a crisis, but as an investment in building greater resilience for the future.

Following the 2024 Noto Peninsula earthquake, we saw children take an interest in our water recycling systems and even step up to help operate them. Through disaster response, the next generation can learn firsthand how to play a part in shaping the society of the future. Seeing this firsthand made me realize that disaster response has the power to shape the future.

Nabeshima: I agree. Unfortunately, we cannot prevent disasters from occurring, but we can build a society where damage is minimized and those affected can return to their daily lives as quickly as possible. Achieving this requires society as a whole to strengthen disaster preparedness and mitigation before disasters occur. And even after a disaster, I believe there is still much that we as an insurer can do to help prevent the same damage from happening again.

Maeda: More recently, efforts have begun in disaster-affected areas of the Noto Peninsula to develop new forms of water infrastructure based on the concept of "creative reconstruction," rather than simply restoring damaged infrastructure to what it was before. In regions facing population decline, introducing decentralized water recycling systems instead of rebuilding traditional centralized infrastructure can reduce the future burden of maintenance while making communities more resilient. I believe it is important not simply to restore communities to what they were before, but to rebuild them better than before.

Nabeshima: At the Tokio Marine Group, we refer to this concept as "Build Back Better," and feel it aligns perfectly with the direction WOTA wants to pursue. To achieve this, it is essential that we view disaster preparedness and mitigation not as a "cost", but as an investment in the future. For example, together with the ID&E Group*, we provide consulting services to customers whose factories and other facilities have suffered flooding from typhoons, recommending measures to prevent a recurrence. Such actions - including the installation of flood barriers and floodwalls - are investments that help prevent damage from future disasters and significantly reduce both the risk of business interruption and the burden of recovery. This is an approach we would like to see more widely adopted.

Expanding disaster resilience across society

Maeda: WOTA is a company that develops water recycling systems, but what we want to create is not the equipment itself; it is a system that ensures people have access to water even when disaster strikes. Working with local governments, we consider how best to safeguard each community's water supply in light of population decline and changing disaster risks. We help design water supply plans and provide support all the way from system installation through ongoing operations.

Another area we are focusing on is what we call "social

*1: An awards program organized by D.A.Y. (Development Association for Youthleaders), a public interest incorporated foundation, to recognize next-generation leaders who engage in a variety of social activities with free thinking and a spirit of challenge, as well as individuals and organizations that work to develop and support such leaders.
*2: A group centered on Nippon Koei, Japan's largest general construction consultancy, which joined the Tokio Marine Group in 2025. It is engaged in nation-building and urban development around the world.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

stockpiling." With water, the challenge is not simply having enough available, but getting it to where it is needed. Our approach is therefore to treat equipment distributed across different communities as a shared resource for society in normal times, and to establish a system that allows equipment to be deployed from unaffected areas to where it is needed when a disaster strikes. We believe that effective disaster response requires a system capable of reliably reaching the last mile, while taking into account different water needs, including for toilets and showers.

Nabeshima: Our thinking is very similar. As an insurer, our role goes beyond simply providing insurance to reduce losses and risks in the first place. We begin by accurately identifying the risks facing our customers and communities, and then propose measures to control those risks. In recent years, the addition of the ID&E Group, with its deep expertise and advanced technology in these areas, has significantly broadened the ways in which we can support our customers.

And once a disaster has occurred, we pay claims promptly to support recovery and then help customers take measures to prepare for the next disaster. Our aim is to provide seamless support across this entire cycle.

Maeda: So the idea is to reduce risks across society not only after a disaster occurs, but also before it happens. From our conversation, I increasingly feel that building disaster resilience cannot be achieved by any one company alone. To work together to develop the market and create an ecosystem of disaster resilience, I believe the Tokio Marine Group can play a role that extends to making risks visible, encouraging investment in preparedness, and connecting companies with management technology to local governments in order to implement disaster prevention and mitigation. What kind of mechanisms do you think are needed to make the idea of disaster preparedness as an "investment in the future" more widely embraced across society?

Nabeshima: There is a limit to how much any one company can do to strengthen the resilience of society as a whole. I believe we need to work with multiple stakeholders. For that reason, Tokio Marine & Nichido, for example, became a founding member of the disaster prevention consortium CORE, and is working with a wide variety of companies and organizations to co-create disaster prevention and mitigation businesses. We make use of the technologies and data each of them holds, and work with local governments and financial institutions across Japan to hold seminars on formulating business continuity plans for small and medium-sized enterprises.

Maeda: I see. I think that is very encouraging to hear.

Nabeshima: At the same time, no matter how well we prepare, disasters cannot be eliminated entirely. As an insurance company, our mission is to protect our customers through insurance and help those affected rebuild their lives as quickly as possible.

The way we pay claims has also evolved significantly. In the past, employees from across the country would go into the affected areas and carry out paper-based surveys through sheer manpower. Today, by leveraging satellite imagery and digital technology, we are able to deliver claim payments more quickly while minimizing the operational burden on local communities.

Tokio Marine Group's approach to building a disaster-resilient society

The Tokio Marine Group works to improve disaster resilience not only by paying claims to support affected customers in rebuilding their lives, but also through preparedness before a disaster occurs, disaster prevention and mitigation, recovery and reconstruction, and efforts to prevent the same damage from recurring.

What we can do for the children who will shape our future

Maeda: When thinking about disaster response, I believe it is also important for each individual to see water issues and disaster preparedness as their own concern. Understanding the systems that support everyday life, and thinking about how to restore protection when those systems stop, is what disaster preparedness education is fundamentally about.

My interest in water goes back to my childhood in Tokushima. In communities where the population had declined, massive water infrastructure was maintained for just a few households, while in areas with no water supply, residents lived by managing spring water themselves. Growing up in that environment led me to think naturally about how we relate to water and about the systems that sustain us. I hope children today will also have opportunities to think about how water is connected to their own daily lives.

Nabeshima: In urban areas, people take it for granted that water comes out when they turn on a tap. That is exactly why the experience of learning how water systems work and discovering that there are alternative systems can be so important as disaster preparedness education.

Maeda: Schools often serve as evacuation centers during disasters. After the Noto Peninsula earthquake, we saw junior high and high school students step up to operate shower facilities at a shelter and manage the queue of users. As they spoke with evacuees, conversations naturally developed, helping foster a deeper sense of community. Disasters are painful experiences, but I believe the children learned a great deal by taking on active roles as members of their community during such a difficult time.

Nabeshima: In other words, children are not simply there to be protected—they can also become a force that supports their communities. The Tokio Marine Group holds "Disaster

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
CSUO Message
Organizational Structure for Promoting Sustainability
Identification and Periodic Review of the 8 Material Issues
Initiatives and Progress on the 8 Material Issues
Specific Initiatives on the 8 Material Issues
External Evaluations
Special Feature — In Conversation
Detailed Section
Sustainability Performance Data

Prevention Lessons" for elementary school students across Japan. The lessons teach how earthquakes and floods occur and how to protect one's own life. For junior high school students, we also emphasize the importance of mutual support within the community. When children talk at home about what they learned in class, it prompts adults to think about preparedness as well, extending this vital knowledge to families and communities.

Insurance itself may not be something that children encounter in their everyday lives. For junior high and high school students, however, we offer interactive workshops and student internship programs where they can learn how insurance works and why risk management matters. We also want to pass on to the next generation an understanding of the value of insurance as a form of financial preparedness for times of need.

Why should companies take action?

Maeda: Extending disaster resilience across society, including to future generations, is clearly important. At the same time, for companies to sustain these efforts over the long term, they also need to make sense from a business perspective. How do you think about the balance between addressing societal challenges and generating profits as a company?

Nabeshima: We do not see the two as separate matters. Our business activities are rooted in our purpose: "to be there for our customers and society in times of need." Since our founding in 1879, we have responded to the changing needs of society by developing and providing insurance products and services. We began by providing marine insurance to support international trade and later expanded into areas such as automobile and property insurance and, more recently, cyber risk insurance. By addressing societal challenges through our purpose and creating new value for society, we also enhance our own corporate value. We see these two sides of the same coin.

Disaster preparedness and mitigation are a particularly clear example. These efforts not only strengthen the resilience of society, but also help manage risks and losses appropriately, thereby contributing to the sustainability of the insurance business itself.

Toward the future we want to create

Maeda: What we want to create is a society where choices that make sense for individuals, businesses, and local governments also lead to better outcomes for society as a whole. In other words, a society where what is optimal at the individual level is also optimal for society. Take water infrastructure, for example. Designing the right system for each community can ultimately contribute to the sustainability of Japan as a whole. The same is true of disaster response. When individual local governments and businesses make choices that collectively strengthen the resilience of society, rather than simply asking people to make sacrifices in the name of energy or water conservation, I envision a society that enjoys economic prosperity and a vibrant culture. We must learn to live in harmony with nature, building a better relationship with our planet.

Achieving this will require us to join forces with many companies, local governments, and communities. Our collaboration with the Tokio Marine Group is an important step toward that future. For me, one of the most rewarding aspects of this work is helping to extend this alignment between individual choices and the good of society more broadly.

Nabeshima: When people have both a peaceful daily life and preparedness for the unexpected, they can live with confidence and take on challenges. And when that moment of need arrives, we step forward to support their lives and businesses and help them take the next step forward as quickly as possible. Supporting both of these is the Tokio Marine Group's mission.

That is why we want to go beyond the traditional boundaries of insurance and work with a wide range of business partners, including companies like WOTA that share our aspirations, to contribute to greater resilience across society through disaster preparedness and mitigation, as well as recovery and reconstruction.

Maeda: Preparing before a disaster strikes, rather than devoting significant time and resources to recovery afterward, can make people's lives and communities more resilient. As we have discussed throughout our conversation

today, I hope the idea that disaster preparedness is not a cost, but an investment in protecting our future, will become more widely embraced across society.

Nabeshima: I could not agree more.

Maeda: Through this dialogue, I have come to see the potential for us to work together on a variety of initiatives going forward. I hope we can also work together to encourage broader action across society.

Nabeshima: Yes, we would very much welcome that. Together, I hope we can make preparing for and responding to disasters an integral part of building a better future and work toward a society where everyone can live in safety with peace of mind.

For specific initiatives by the Tokio Marine Group relating to improving disaster resilience, please see Section 9. "Improve Disaster Resilience" in the Detailed Section. For more information on WOTA Corp.'s initiatives, please also see Section 16 "Quantification of Social Value" in the Detailed Section. The initiative is also featured in the Climate & Nature Report 2026 as an example of investment in companies working to realize a resilient society.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
- CSUO Message
- Organizational Structure for Promoting Sustainability
- Identification and Periodic Review of the 8 Material Issues
- Initiatives and Progress on the 8 Material Issues
- Specific Initiatives on the 8 Material Issues
- External Evaluations
- Special Feature — In Conversation

Detailed Section
Sustainability Performance Data

Detailed Section

INDEX

Introduction

CEO Message

Purpose Story 2026

Main Section

Detailed Section

- 1 Progress on the 8 Material Issues
- 2 Relationship between the 8 Material Issues and 17 SDG Goals
- 3 Stakeholder Engagement
- 4 Participation in Initiatives
- 5 Contributing to Sustainable Society through International Dialogue and Collaboration
- 6 Sustainability-Related Policy
- 7 Take Climate Action
- 8 Protect the Natural Environment
- 9 Improve Disaster Resilience
- 10 Support Healthy and Fulfilling Lives
- 11 Value People and Promote Diversity and Inclusion
- 12 Provide Innovative Solutions
- 13 Provide Opportunities for Future Generations
- 14 Open Governance with Integrity
- 15 Corporate Citizenship Activities
- 16 Quantification of Social Value

Sustainability Performance Data

1 Progress of the 8 Material Issues (Materiality)

Material issues	How the Group can contribute (Major initiatives)	Key indicators (qualitative or quantitative)	Fiscal 2025 achievements
Take Climate Action	・Engage with clients and provide insurance and solutions to support decarbonization ・CO_2 reduction in our operations	・By fiscal 2030, implement decarbonization proposals for at least 160 of the 200 major corporate customers that account for approximately 90% of GHG emissions (Tokio Marine & Nichido) ・By fiscal 2030, underwrite decarbonization-related insurance*1 of 100 billion yen on a Group basis ・In fiscal 2030, reduce the Group's GHG emissions by 60% compared with fiscal 2015	・Engagement with corporate insurance customers (number of companies to which decarbonization proposals were made): 130 companies ・Decarbonization-related insurance underwritten*1: 55.5 billion yen ・Reduce the Group's GHG emissions*2: 62% (compared with fiscal 2015)
Protect the Natural Environment	・Mangrove planting and ocean conservation activities ・Evaluation of nature-related challenges through the LEAP approach*3 and provision of products and services to address these challenges ・Sustainability-themed investment and impact investment	・Continue mangrove planting activities for 100 years ・Provide products and services aimed at solving nature-related issues	・Annual CO_2 fixation volume through mangrove planting and other measures: 77,000tons ・"Green Gift" project: Reduction in paper usage by 3,256 tons (Tokio Marine & Nichido) ・Sustainability-themed investments and financing: 159.9 billion yen (balance at the end of fiscal 2025)
Improve Disaster Resilience	・Enhancing responses to natural disasters ・Develop and provide products and services contributing to disaster prevention, mitigation and early recovery ・BCP formulation support in cooperation with municipalities and companies	・Develop products and services that provide swift insurance payments in the event of a large-scale disaster ・Co-create disaster prevention and mitigation businesses with various industries and companies ・Continue providing support to BCP	・Large-scale natural disaster response*4: Approximately 160,000 cases, 25.0 billion yen (Tokio Marine & Nichido) ・Customer satisfaction rate*5 for insurance claims payments for large-scale natural disasters: approximately 92% (Tokio Marine & Nichido) ・Number of companies providing paid services*6 contributing to resilience improvement: 2,657
Support Healthy and Fulfilling Lives	・Expand and promote health management support services ・Responding to wealth building and savings needs associated with extended healthy life expectancy (through the development and provision of new healthcare services)	・Continue support for health and productivity management ・Develop and provide new solutions based on health-related information and insurance data	・Number of companies supporting health management: approximately 1,700 companies (Tokio Marine & Nichido) ・Certification as a Health and Productivity Management Outstanding Organization: 10 times ・Product supporting a society based on health and longevity: Launch of *Anshin Dream Whole-Life Insurance*
Value People and Promote Diversity and Inclusion	・Promote human capital management ・Promote culture of diversity, equity & inclusion ・Advance human rights due diligence	・Ensure a stable and continuous supply of managerial talent and build a strategically aligned talent portfolio ・Percentage of female directors and Audit & Supervisory Board members by fiscal 2027: 30% (Tokio Marine Holdings) ・Paternity leave uptake: 100% (Tokio Marine Holdings and its domestic consolidated subsidiaries)	・Engagement score*7: 80% ・Female directors and Audit & Supervisory Board members: 27.8% (Tokio Marine Holdings) ・Paternity leave utilization rate*8: 86.7%
Provide Innovative Solutions	・Utilize digital technology and data to expand the insurance and solution businesses (including disaster prevention and mitigation, mobility, decarbonization and healthcare) ・Address the increasing cyber risks amid advancing digitalization	・Develop and provide insurance products and services related to disaster prevention, mitigation and mobility, primarily for small and medium-sized enterprises ・Develop and provide cyber risk insurance and cutting-edge pre- and post-incident services	・Number of solution provided: 5,282 companies*9 (Tokio Marine & Nichido) ・Investments in startups: Approximately 70 companies (as of May 31, 2026, publicly made available data) ・Provision of telematics devices: Approximately 1.12 million units*10
Provide Opportunities for Future Generations	・Educational support for children and students through programs such as "Green Lessons" on environmental themes, "Disaster Prevention Lessons" on disaster preparedness and financial and insurance education programs ・Support for participation in business activities through initiatives such as offering junior internship opportunities to high school students	・Continue providing Green Lessons ・Continue providing Disaster Prevention Lessons	・Number of students attending Green Lessons: 62,000 (since 2005, cumulative) ・Number of participants in Disaster Prevention Lessons*11: 132,000 (since 2012, cumulative) ・Financial and insurance education in South Africa*12: Approximately 200,000 (cumulative as of June 30, 2026)
Open Governance with Integrity	・Improve business quality and enhance internal controls ・Timely, appropriate and highly transparent information disclosure	・Steadily implement measures to strengthen and improve internal control and governance ・Disclose information through integrated reports, sustainability reports and other materials	・Percentage of Outside Directors on the Board: 54%; Percentage of Outside Auditors on the Audit Committee: 60% ・Percentage of outside members on the Group Audit Committee: 50% ・Issuance of Climate & Nature Report to comprehensively disclose initiatives to resolve climate change and nature-related challenges

*1: Insurance for renewable energy businesses, including o¬shore wind and solar power, as well as extended warranty insurance for electric vehicles and storage batteries, directly contributing to the realization of a decarbonized society
*2: Excludes ID&E Holdings, which joined Tokio Marine Group in February 2025. ID&E Holdings has also established its own fiscal 2030 target: 42% reduction in Scope 1 and 2 emissions compared with the fiscal year ended June 2023.
*3: An integrated approach for assessing and managing nature-related issues, formulated under the TNFD. LEAP stands for Locate, Evaluate, Assess, and Prepare.
*4: The number of insurance claims and amounts paid by Tokio Marine & Nichido without consideration of reinsurance, based on direct underwriting for a total of six major disasters, including the heavy rain in the Kyushu region, Typhoon No. 15 (Typhoon Peipah) and the 2025 Aomori earthquake
*5: Results of the most recent customer survey of auto and fire insurance policyholders regarding insurance claims payments during disasters (April 2025-March 2026)
*6: Solutions provided by the Group in Japan for a fee, such as support for developing business continuity plans and related risk management assistance
*7: Percentage of employees who responded favorably (ratings of 4 or 5 on a five-point scale) to each question in the culture and value survey (CVS)
*8: Calculated under the Child Care and Family Care Leave Act as follows: "Number of male employees who took childcare leave, etc., during the fiscal year (including cases where leave was taken for childcare purposes) ÷ Number of male employees whose spouses gave birth during the fiscal year"
*9: When multiple solutions are contracted by one company, they are counted more than once.
*10: Combined total of enrollments in *Drive Agent Personal* (DAP) provided by Tokio Marine & Nichido and PHLYTRAC telematics program provided by PHLY
*11: Global achievements including implementation in countries such as China, Vietnam and Indonesia
*12: In 2011, South Africa's Hollard Insurance Group developed a financial and insurance education program called "StreetWise Finance" to teach essential financial management skills, offering it free of charge in rural areas of South Africa.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

2 Relationship between the 8 Material Issues and 17 SDG Goals

Tokio Marine Group's 8 Material Issues Contributing to the SDGs

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

The 8 material issues the Group has defined are closely aligned with the 17 SDG goals. We will strive to contribute to the attainment of the SDGs by resolving these material issues.

8 material issues	17 SDG goal
Take Climate Action	**7. Affordable and clean energy** (Ensure access to affordable, reliable, sustainable and modern energy for all)
	13. Climate action (Take urgent action to combat climate change and its impacts)
Protect the Natural Environment	**6. Clean water and sanitation** (Ensure availability and sustainable management of water and sanitation for all)
	14. Life below water (Conserve and sustainably use the oceans, seas and marine resources for sustainable development)
	15. Life on land (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss)
Improve Disaster Resilience	**11. Sustainable cities and communities** (Make cities and human settlements inclusive, safe, resilient and sustainable)
Support Healthy and Fulfilling Lives	**1. No poverty** (End poverty in all its forms everywhere)
	2. Zero hunger (End hunger, achieve food security and improved nutrition and promote sustainable agriculture)
	3. Good health and well-being (Ensure healthy lives and promote well-being for all at all ages)

8 material issues	17 SDG goal
Support Healthy and Fulfilling Lives	**10. Reduced inequalities** (Reduce inequality within and among countries)
	12. Responsible consumption and production (Ensure sustainable consumption and production patterns)
	16. Peace, justice and strong institutions (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels)
Value People and Promote Diversity and Inclusion	**5. Gender equality** (Achieve gender equality and empower all women and girls)
Provide Innovative Solutions	**8. Decent work and economic growth** (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)
	9. Industry, innovation and infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation)
Provide Opportunities for Future Generations	**4. Quality education** (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all)
Open Governance with Integrity	**17. Partnerships for the goals** (Strengthen the means of implementation and revitalize the global partnership for sustainable development)

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
- 1 Progress on the 8 Material Issues
- 2 Relationship between the 8 Material Issues and 17 SDG Goals
- 3 Stakeholder Engagement
- 4 Participation in Initiatives
- 5 Contributing to Sustainable Society through International Dialogue and Collaboration
- 6 Sustainability-Related Policy
- 7 Take Climate Action
- 8 Protect the Natural Environment
- 9 Improve Disaster Resilience
- 10 Support Healthy and Fulfilling Lives
- 11 Value People and Promote Diversity and Inclusion
- 12 Provide Innovative Solutions
- 13 Provide Opportunities for Future Generations
- 14 Open Governance with Integrity
- 15 Corporate Citizenship Activities
- 16 Quantification of Social Value

Sustainability Performance Data

3 Stakeholder Engagement — Promoting Initiatives Together with Various Stakeholders

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

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

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

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Dialogue with Stakeholders

Dialogue with Shareholders and Investors

Tokio Marine Holdings ensures the transparency of its disclosures and accountability and provides information to capital markets in a timely, fair and continuous manner to build trust and facilitate an understanding of its initiatives to enhance corporate value and the correct evaluation of the Company. Additionally, through constructive dialogue between management and shareholders and investors, we accurately understand their views on us and conditions in the capital markets. Their opinions and insights are reported widely to management and other members of the Company to improve our management and further enhance our corporate value.

Through constructive dialogue with investors, we communicate our management strategies, business strengths, growth potential and other factors to ensure that our corporate value is appropriately recognized in the capital markets.

As part of investor relations (IR) activities to hold dialogue with institutional and individual investors, we have been proactively engaging in dialogue with investors across the world through IR conferences, financial results conference calls and the Annual Investor Day event (held in New York on-site and live streamed worldwide on the Internet). We have also conducted individual interviews with a total of 816 institutional investors both in Japan and overseas. We have also been working to increase the number of individual investors by holding briefing sessions in Tokyo and Nagoya, which are attended by our top and senior management.

External views and suggestions obtained from the capital markets through these IR activities are fed back internally and reflected in our management and business strategies for enhancing the Group's fundamental value.

In shareholder relations (SR) activities to hold dialogue with shareholders, we have held individual dialogues with a total of 237 companies, including institutional investors, other corporate investors and financial institutions in and outside Japan. The figure covers 72% of the shareholders of our outstanding shares.

Opinions, recommendations and external views obtained from shareholders through these SR activities are also fed back internally and used to enhance the effectiveness of the Board of Directors and increase the sophistication of management decision-making, corporate governance and sustainability management.

IR conference video in May 2026 (in Japanese)

Dialogue with Employees

Tokio Marine Holdings is also making efforts to report the opinions obtained through dialogue with shareholders and investors widely to management and other members of the Company and reflect them in the improvement of management. Many of our employees have no contact with capital markets in their daily work, but through IR activity reporting sessions, come to understand the voices of the capital markets, the evaluation of the Company and the connection between their work and the capital markets. This has a positive impact on their own motivation and growth, and as a result, a virtuous circle of company growth is also created.
In fiscal 2025, we shared the Group's strategies and other matters and held dialogue with a total of some 2,500 Group employees in and outside Japan, including those from six overseas subsidiaries.

Dialogue with the Local Communities (Environment / Human Rights)

Dialogue with Environment-Related NGOs

As another focused effort, Tokio Marine Holdings shares information and has discussions with environment-related NGOs. The knowledge obtained through these efforts is broadly conveyed throughout the Company, including management, and used in its own climate action. In fiscal 2025, we received information from environmental NGOs about energy-related projects that have drawn social interest from the perspectives of human rights and climate change as in the previous fiscal year. We also held online opinion exchange meetings with them on regions requiring attention from the perspective of natural capital and on our climate action policies.

Dialogue with Human Rights-Related NGOs and Rightsholders

Tokio Marine Holdings continuously holds dialogue with experts and rightsholders in the human rights field to increase the effectiveness of its initiatives to respect human rights. In fiscal 2025, in light of the diversifying human rights risks following an expansion of our business domains, we held dialogue on business and human rights with experts and exchanged opinions about revisions to our human rights risk map and direction of our response in high-risk areas. As an effort to identify impacts on human rights in the Group's value chain, we carry out human rights impact assessments for agents and other rightsholders. The knowledge obtained through the dialogue and fact-finding activities is used to increase the sophistication of prevention and mitigation of human rights risks and human rights due diligence.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Dialogue with Future Generations

Tokio Marine Holdings provides a range of participatory educational programs around the world for future generations. One is the Junior Internship Program, in which high school students experience working at Tokio Marine Group and learn about insurance. They hold animated discussions with our employees, providing their opinions about insurance companies and products from the perspective of a future generation. Overseas, we hold the Junior Advisory Council in collaboration with a university, in which university students discuss important issues in the workplace from the perspective of a future generation. We utilize the resulting implications in our management. Tokio Marine Holdings also holds a Family Day event at various locations to provide a fun opportunity for children to tour around their parents' offices and learn about their work. The event also serves as an opportunity for employees themselves to reaffirm the significance and purpose of their work through the reactions of their children.

INDEX

Introduction

CEO Message

Purpose Story 2026

Main Section

Detailed Section

- 1 Progress on the 8 Material Issues
- 2 Relationship between the 8 Material Issues and 17 SDG Goals
- 3 Stakeholder Engagement
- 4 Participation in Initiatives
- 5 Contributing to Sustainable Society through International Dialogue and Collaboration
- 6 Sustainability-Related Policy
- 7 Take Climate Action
- 8 Protect the Natural Environment
- 9 Improve Disaster Resilience
- 10 Support Healthy and Fulfilling Lives
- 11 Value People and Promote Diversity and Inclusion
- 12 Provide Innovative Solutions
- 13 Provide Opportunities for Future Generations
- 14 Open Governance with Integrity
- 15 Corporate Citizenship Activities
- 16 Quantification of Social Value

Sustainability Performance Data

4 Participation in Initiatives

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

Category	Name of initiative	Efforts of Tokio Marine Group
Human rights, labor, the environment and anti-corruption	United Nations Global Compact (UNGC) / United Nations Global Compact Network Japan	Tokio Marine Group endorses the UNGC's Ten Principles and promotes efforts on human rights, labor, the environment and anti-corruption.
Sustainable finance and insurance	United Nations Environment Programme Finance Initiative (UNEP FI) / Principles for Sustainable Insurance (PSI)	Tokio Marine Holdings promotes efforts for sustainable finance and insurance as a signatory.
	Ministry of the Environment Principles for Financial Action toward a Sustainable Society (Principles for Financial Action for the 21st Century)	Tokio Marine & Nichido, Tokio Marine & Nichido Life, Nisshin Fire, Tokio Marine Direct Insurance, Tokio Marine Millea SAST Insurance and Tokio Marine Asset Management promote efforts for the formation of a sustainable society as a signatory.
Sustainable investment	Principles for Responsible Investment (PRI)	Tokio Marine & Nichido and Tokio Marine Asset Management promote efforts on responsible investment.
	Japan Sustainable Investment Forum (JSIF)	Tokio Marine & Nichido and Tokio Marine Asset Management contribute to surveys and research on sustainable investment.
Climate change and nature-related disclosure	Partnership for Carbon Accounting Financials (PCAF)	Tokio Marine Holdings contributes to the discussion on the measurement and analysis of GHG emissions as well as avoided GHG emissions.
	The United Nations Office for Disaster Risk Reduction (UNDRR) — Private Sector Alliance for Disaster Resilient Societies (ARISE)	Tokio Marine & Nichido promotes efforts on disaster prevention and mitigation.
	The Geneva Association	Tokio Marine Holdings leads surveys and research on climate change and natural disaster risks as an executive committee member and a Joint-Chairman of the Climate Change and Emerging Environmental Topics Working Group.
	ClimateWise	Tokio Marine Kiln and Tokio Marine HCC promote climate action according to the seven ClimateWise Principles.
	Asia-Pacific Financial Forum (APFF)	Tokio Marine & Nichido leads the discussion on disaster risk financing and insurance and dissemination of climate change-related disclosure conducive to the promotion of sustainable financing.
	Insurance Development Forum (IDF)	Tokio Marine Group has been participating in relevant discussions as a member of the IDF's Operating Committee and Steering Committee since 2018.

Category	Name of initiative	Efforts of Tokio Marine Group
Climate change and nature-related disclosure	CDP	Tokio Marine Holdings supports companies' climate change-related surveys as a CDP Signatory.
	GX Future Consortium / GX Future League	Tokio Marine Holdings contributes to the formulation of rules through public-private collaboration.
	Taskforce on Nature-related Financial Disclosures (TNFD) Forum TNFD Consultation Group of Japan	Tokio Marine Holdings joined the TNFD Forum in January 2022 and became registered as a TNFD Early Adopter in January 2024.
Environmental value creation	Ministry of the Environment Eco-First System	Tokio Marine & Nichido has been continuously certified as an Eco-First company since 2008.
	Ministry of the Environment COOL CHOICE	Tokio Marine & Nichido encourages "smart choices" to help promote decarbonization.
	Ministry of the Environment "Fun to Share" Climate Change Campaign	Tokio Marine & Nichido proactively promotes efforts toward a low-carbon society.
	Ministry of the Environment "Decokatsu" national movement to create new, enriching lifestyles leading to decarbonization	Tokio Marine & Nichido supports the activity in terms of products, services and related efforts as a member of the Decokatsu Support Team (Public-Private Partnership Council).
	Green Purchasing Network	Tokio Marine & Nichido promotes green purchasing.
	30 by 30 Alliance for Biodiversity by the Ministry of the Environment	Tokio Marine & Nichido joined the 30 by 30 Alliance in April 2022 to achieve the "30 by 30" targets.
	Keidanren Committee on Nature Conservation	Tokio Marine & Nichido participates as a Permanent Committee Company.
	Keidanren Initiative for Biodiversity Conservation	Tokio Marine & Nichido endorsed the Keidanren Initiative for Biodiversity Conservation and became a Promotion Partner in January 2010.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

5 Contributing to Sustainable Society through International Dialogue and Collaboration

Achieving a sustainable future requires dialogue and collaboration with diverse stakeholders, in addition to the efforts of companies alone. At global meeting bodies mainly in Asia, Tokio Marine Group has held repeated dialogue on diverse themes, such as the transition toward decarbonization, disaster resilience, sustainable investment and just transition, with government and financial authorities of each country, international organizations and researchers to share knowledge and foster a mutual understanding.

■ Energy Transition and Insurance in the Asia-Pacific Region

The APEC Business Advisory Committee (ABAC), which provides support from the private sector standpoint for policy challenges of the Asia-Pacific Economic Cooperation (APEC), focuses on the importance of the roles that insurance can play in the process of promoting energy transition toward decarbonization. As one effort, ABAC hosted an online session on July 10, 2025, to discuss means to utilize insurance-related functions to promote the transition based on the energy reality in the APEC region, using the Insurability Readiness Framework developed by The Geneva Association as discussion material. During the session, Tokio Marine Holdings explained its efforts to increase risk assessment capabilities to safeguard insurance coverage from the standpoint of an insurance company based in Asia. Nearly 30 policy practitioners from 10 economies in the APEC region participated in the session, showcasing their high degree of interest in this topic.

■ Participating in the UNDRR & ARISE Japan Joint Symposium 2026

Tokio Marine Holdings participated in the UNDRR & ARISE Japan joint symposium 2026, held in the year marking 15 years since the Great East Japan Earthquake. We conveyed to the world that, under our corporate purpose of "protecting customers and society in times of need," we are working to create a disaster-resilient society by providing comprehensive disaster prevention and mitigation solutions. The solutions cover every step of the risk management cycle, from risk assessment and pre-disaster measures to early recovery and post-disaster measures, including measures to "Build Back Better," in addition to conventional financial compensation through insurance.

■ Increasing the Sustainability of Home Insurance in the Asia-Pacific Region

Tokio Marine Holdings has been serving as a Sherpa at the Asia-Pacific Financial Forum (APFF), which is organized under APEC's Finance Ministers Process (FMP), for the Disaster Risk Financing and Insurance (DRFI) network to provide capacity-building opportunities for the financial authorities of the APEC economies. As part of this effort, we held an online knowledge-sharing session on November 18, 2025, with the cooperation of The Geneva Association, using the report "Safeguarding Home Insurance: Reducing exposure and vulnerability to extreme weather" released by the association in May 2025 as discussion material. Tokio Marine Holdings explained disaster-related laws and policy efforts through the establishment of disaster prevention infrastructure in Japan, whereas the Insurance Council of Australia presented an initiative to help each household increase its risk tolerance through the widespread use of a forest fire risk assessment app. The Department of Finance of the Philippines also reported on the implementation of multi-layered natural disaster financial risk management to increase risk responsiveness at the national level. We shared with the participating authorities that diverse approaches are possible, depending on the situations facing each economy.

■ Roles of Insurance Underpinning Adaptation Finance

Various international sustainable finance meeting bodies have been engaging in discussions on how to implement adaptation finance. For example, the Asia-Pacific Network launched by the Glasgow Financial Alliance for Net Zero (GFANZ) held an online session to discuss adaptation finance on January 13, 2026, for professionals working at financial institutions in the Asia-Pacific region. Tokio Marine Holdings presented example climate change adaptation efforts conducted jointly with relevant government ministries and agencies. Of these, one case led by the Ministry of Land, Infrastructure, Transport and Tourism, which showcased the role an insurance company can play in the government policy for collaborative protection measures for port facilities, has drawn attention. It was included in a collection of exemplary case studies published by GFANZ in June 2026.

■ Presenting Our Efforts in International Dialogue Held by a University for Promoting a Nature Positive Society

Tokio Marine Holdings has been proactively engaging in international discussions toward realizing a nature-positive society. At the 2nd Asian Biodiversity Credit Alliance International Symposium held by The University of Tokyo on March 5, 2026, we presented various nature-related initiatives promoted by Tokio Marine Group as a reference for parties from academia

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

and relevant government ministries and agencies as well as professionals at private-sector companies in Asia. These initiatives are conducive to the conservation of biodiversity, which is closely linked with climate change, and reinforcement of disaster resilience, such as mangrove planting activities in the Asia-Pacific region, protection and restoration of eelgrass beds at various locations in Japan and regeneration of tape seagrass in Ishigaki City, Okinawa Prefecture. We also presented efforts by Nippon Koei to prevent surface erosion using soil algae, a system to protect seagrass beds, and propose sea areas suitable for seagrass growth and generation of forest-focused carbon credits.

■ Responding to Latent Human Rights Risks in Generation of Carbon Credits

Carbon credits have attracted increased attention as a system to promote transition to decarbonization. To underpin their growth, Tokio Marine Group has been developing insurance products that cover various risks associated with the generation and trading of carbon credits. However, human rights infringements relating to carbon credit generation have been considered as risks that are difficult to deal with, as we only have high-level international principles regarding human rights and no systems for identifying and assessing such risks.

In response, four entities came together to collaborate, including Tokyo Gas Co., Ltd., a major carbon credit offtaker; Kuramoto International Law Office specialized in human rights-related legal affairs; Nippon Koei, which has abundant experience in dealing with human rights risks cultivated through its participation in infrastructure projects in developing countries; and Tokio Marine & Nichido specialized in risk assessment and transfer. Through their joint effort, the Framework for Respecting Human Rights by Business Enterprises Involved in Carbon Credit Generation Projects was developed and published in August 2025.

In order to seek opinions about the framework from among international experts, Tokio Marine & Nichido hosted a panel discussion, "Insurance as a catalyst to enhance carbon credit integrity," on September 25, 2025, as a program at the International Emissions Trading Associations (IETA) North America Climate Summit (NACS) 2025, which was an affiliate program of Climate Week NYC 2025 held in New York City, the United States. The discussion was joined by an expert in legal affairs related to carbon credits and a consultant who have been engaging in policy discussions under the United Nations Framework Convention on Climate Change (UNFCC), in addition to representatives from Tokyo Gas, Kuramoto International Law Office and Tokio Marine Holdings. We presented the framework to parties involved in the generation and trading of carbon credits to seek their feedback. The session participants expressed expectations that the framework will lead to the stabilization of carbon credit generation.

6 Sustainability-Related Policies

As our Corporate Philosophy states, with customer trust as the foundation for all its activities, Tokio Marine Group continually strives to raise corporate value. We have accordingly formulated the Sustainability Charter consisting of six pillars: products and services; respect for human rights and dignity; protection of the global environment; contribution to local communities and societies; compliance; and communication. We seek to fulfill our corporate social responsibility by encouraging each employee to follow these principles of conduct to put our Corporate Philosophy into practice and by achieving sustainable growth in tandem with society.

In 2021, we formulated the Basic Policy on Human Rights, which states to respect the human rights of all people, and the Basic Policy on the Environment, which represents our aim as Tokio Marine Group to protect the global environment and create environmental value through our business activities. In March 2023, we formulated the Responsible Procurement Guidelines and have since been working with business partners in our value chain to take climate action, increase disaster resilience, reduce environmental impact, use resources effectively and conserve natural capital and biodiversity.

- Sustainability Charter and Basic Policies
- Tokio Marine Group Basic Policy on the Environment
- Basic Policy on Human Rights
- Tokio Marine Group Compliance Code of Conduct
- Policy to Address Environmental and Social Risks
- Responsible Procurement Guidelines
- ESG Investment and Financing Policy

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

7 Take Climate Action

7.1 Responding to Climate Change

7.1.1 Our Climate Strategy

Tokio Marine Group's business purpose has been "to be there for our customers and society in times of need." With this in mind, Tokio Marine Group has made it our core identity "To Be a Good Company" — one that can still be trusted by customers and society in their times of need 100 years from now. From our long history in the insurance industry, we have accumulated knowledge and experience that have enabled us not just to provide safety and security but to contribute to social development as well. In continuing to contribute toward solving societal challenges, we help build a safe, secure and sustainable future that generates value for all of our stakeholders and more broadly for all of society while persistently enhancing the Group's corporate value.

Climate change is a global and historic challenge for humanity that threatens the safety and security of customers and society, and the intensification of natural disasters has a direct impact on the insurance industry. As such, we regard it as one of the most important issues that we should tackle head-on in our core insurance business and as an institutional investor and global company. Tokio Marine Group will voluntarily implement climate action and help promote the transition to a decarbonized society based on constructive dialogue and cooperation with various organizations and industrial groups, including international organizations, governments, industries, academic institutions and civil society, toward the achievement of the Paris Agreement adopted at the 21st session of the Conference of the Parties to the UNFCCC held in December 2015.

In advancing the transition to a decarbonized society, it is essential to pursue a realistic and steady transition that takes into account the circumstances of each industry and region, the maturity of available technologies and the energy supply infrastructure. Tokio Marine Group identifies risks and opportunities associated with the transition through dialogue with customers and supports their transition initiatives by combining insurance products and solutions, risk management support and the provision of expertise.

Tokio Marine Group's approach to transition support, specific initiatives and related case examples are described in detail in the Climate & Nature Report. For details, please refer to the following.

Our Climate Strategy
Climate & Nature Report 2026

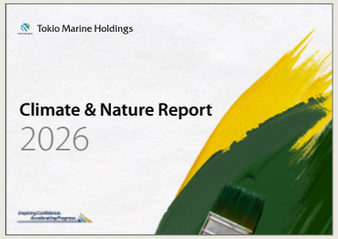
Release of Climate & Nature Report 2026

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

In 2024, as a TNFD Early Adopter, Tokio Marine Holdings issued the TNFD Report on its initiatives related to nature-related challenges for more enhanced information disclosures.

In order to further promote comprehensive efforts to tackle the inseparable climate change and nature-related challenges, Tokio Marine Holdings integrated the TCFD Report and TNFD Report in 2025 and disclosed relevant information in the Climate & Nature Report. This report describes Tokio Marine Group's response to climate change and nature-related challenges in terms of "governance," "strategies," "risk and impact management" and "metrics and targets," which represent the four pillars of the TCFD and TNFD recommendations. In the "Strategies" section, in particular, we describe the value we deliver in the realms of climate and nature from the perspectives of insurance underwriting, investment and financing and solutions.

While always keeping in mind our purpose of protecting customers and society in times of need, we will continue to seek to resolve societal challenges through business activities, enhance our corporate value and support the decarbonization of customers and local communities and the solving of nature-related challenges through our insurance products and solutions as well as investment and financing.



Climate & Nature Report 2026

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

7.2 Initiatives for Reducing CO_2 Emissions of Tokio Marine Group

7.2.1 Reducing CO_2 Emissions and Becoming Carbon Neutral

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

❶ Reduce: Use energy-efficient buildings and facilities and cut back on energy usage.
❷ Switch: Switch to natural energy.
❸ Offset: Absorb and fix CO_2 by mangrove planting and retirement of emissions credits.

* : Carbon neutral means that CO_2 emitted in the course of a company's business activities is equivalent to the volume of CO_2 absorbed and reduced by way of mangrove planting, use of natural energy and the retirement of emissions credits by such a company.

■ Taking Climate Action toward Achieving Net Zero in 2050

Toward achieving carbon zero in 2050, Tokio Marine Holdings has defined new targets for taking climate action, which is one of its material issues related to sustainability and is also one of the key issues over the medium to long term.

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

■Structure for Promoting Environmental Management

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

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

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

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

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

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■Raising Employees' Energy Conservation Awareness

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

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

■ Promoting the Use of Natural Energy

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

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

* : Net zero emissions are achieved when the net of CO_2 emissions and energy consumed equals zero.

■CO_2 Emission Reduction Data (Energy Conservation and Reduction in Buildings, Facilities, etc.)

[Tokio Marine Holdings and Major Subsidiaries]

<CO_2 Emission Reduction Targets>

- Long-term target (fiscal 2030): -60% (compared with fiscal 2015 level)
- Reduction target in fiscal 2025: -1% compared with previous year

<CO_2 Emissions (Fiscal 2025 Results)>

Fiscal 2025 CO_2 emissions by Tokio Marine Holdings and its major subsidiaries (Scope 1 (direct emissions) + Scope 2 (indirect emissions) + Scope 3 (other indirect emissions)) were 72,483 tons (Japan: 46,554 tons, overseas: 25,929 tons) versus a start-of-year target of 56,796 tons (a 1% reduction year on year), or a 26.3% increase in emissions compared with the previous fiscal year. (The scope of Group companies covered in the calculation of CO_2 emissions has been expanded to align with the scope of consolidation under IFRS. The numbers above reflects 8,731 tons of CO_2 reduced from the retirement of carbon credits, etc.)

17 Sustainability Performance Data (CO_2 emissions from energy sources and CO_2 reduction and fixation (Tokio Marine Holdings and major subsidiaries)) ≫

[Tokio Marine & Nichido]

<CO_2 Emission Reduction Targets>

- Long-term target (fiscal 2050): -60% (compared with fiscal 2006 level)
- Reduction target in fiscal 2025: -1% compared with previous year

<CO_2 Emissions (Fiscal 2025 Results)>

Fiscal 2025 CO_2 emissions by Tokio Marine & Nichido (Scope 1 (direct emissions) + Scope 2 (indirect emissions) + Scope 3 (other indirect emissions)) were 17,287 tons versus a start-of-year target of 19,231 tons (a 1% reduction year on year). The percentage of reduction was 11.0% compared with the previous fiscal year, thereby achieving the target. The main cause of this decrease was a reduction in power consumption owing to energy-saving initiatives.

17 Sustainability Performance Data (CO_2 emissions from energy sources (Tokio Marine & Nichido)) ≫

INDEX

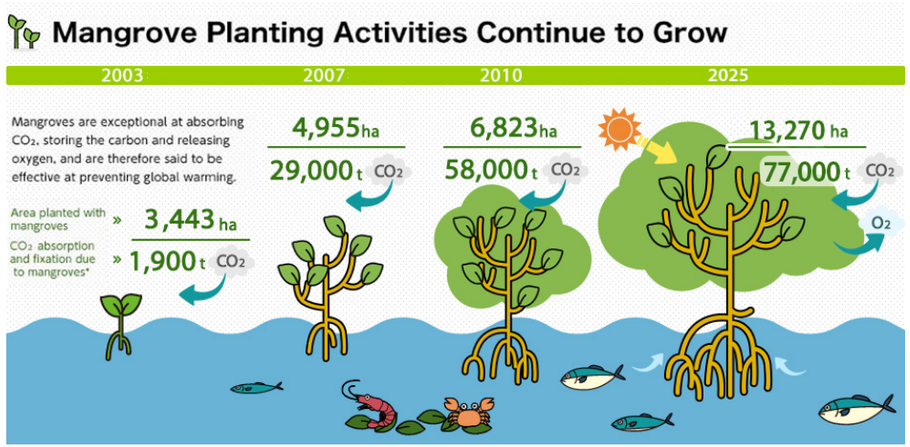
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

■Contributing to Taking Climate Action through Mangrove Planting and Other Activities

In addition to working to reduce GHG emissions from its own business activities, Tokio Marine Group has engaged in the Mangrove Planting Project, mainly in Southeast Asia, since 1999 as a climate action initiative that utilizes nature.

Mangrove forests are important natural capital. Not only do they possess the ability to absorb and fix large amounts of CO_2, but they also help mitigate damage from high tide, tsunamis and other disasters, conserve biodiversity and maintain and improve the livelihoods of local communities. By the end of fiscal 2025, the mangroves planted through this project had absorbed and fixed approximately 77,000 tons of CO_2, creating environmental value as an initiative that contributes to the Group's climate action initiative and the conservation and restoration of natural capital.



Note: Information on CO_2 emissions from energy usage and other relevant information are subject to a third-party guarantee by Ernst & Young ShinNihon LLC. Tokio Marine Holdings requested the Central Research Institute of Electric Power Industry (CRIEPI) to evaluate and calculate the amount of CO_2 absorption and fixation through mangrove trees and received the evaluation report. Further, a third-party organization (Ernst & Young ShinNihon LLC) has been requested to implement the agreed-upon procedures in compliance with Practical Guidelines in Specialized Fields 4400, Engagements to Perform Agreed-Upon Procedures (The Japanese Institute of Certified Public Accountants) for part of the data used in the report. As a result, Tokio Marine Group has deemed that the effects of CO_2 absorption and fixation through mangrove planting have been calculated properly.

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

7.2.2 Reduction of Environmental Footprint in Business Activities

■Environment-Friendly Buildings and Facilities

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

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

[Efforts by Tokio Marine & Nichido]

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

These buildings will be reborn as a 100-meter-high "head office building made of trees," the world's largest wooden hybrid structure at the time of its completion, which uses an unprecedented amount of domestic fire retardant wood. Wood is an excellent eco-friendly construction material that absorbs and stores CO_2 during the process of growth. By utilizing a large quantity of domestic timber and through other CO_2 reduction measures, we can reduce the amount of CO_2 emitted during the construction of the building by approximately 30% compared to when constructing regular buildings. In addition, we will contribute to saving energy and realizing a decarbonized society* by introducing highly energy-efficient facilities and a district heating and cooling system and using 100% renewable energy for our electricity consumption. Since many trees planted after the Second World War are said to have grown enough for use, generating a substantial amount of demand is essential in restoring the country's forests and forestry industry. By using a large quantity of domestic timber in our new head office building, we aim to contribute to the revitalization of Japan's forestry, the creation of local employment and consequently, the establishment of regional circular economies.

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

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

[Efforts Overseas]

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

U.S.-based TMNAS (TMNA Services) works in collaboration with its relevant operating companies in the country to continuously promote ESG initiatives related to facilities. Specifically, these initiatives include introducing energy-efficient lighting and air conditioning control systems; creating an office environment that makes better use of natural light; and selecting sustainable products for carpets, building materials, interior furnishings and finishes. In upgrading furniture, the company also considers employees' ergonomic comfort, including the introduction of height-adjustable desks and task chairs.

To enhance safety, it incorporated a speaker system used for emergency and evacuation announcements and a video monitoring system. In terms of accessibility, initiatives include introducing button-controlled height-adjustable desks for all employees, replacing swinging doors with sliding doors and removing curbstones from the parking lot to eliminate height differences between the road and sidewalk. These initiatives have also resulted in traceable reductions in waste as well as in the use of water, gas, electricity and paper.

■Initiatives to Reduce Paper Use

Tokio Marine Group's volume of paper consumed in fiscal 2024 was 5,100 tons (Japan: 4,702 tons, overseas: 397 tons), which marked an increase of 18.4% on a year-on-year basis. (Paper use increased as the scope of Group companies covered in the calculation of CO_2 emissions has been expanded to align with the scope of consolidation under IFRS.) In fiscal 2026, we will continue to take action under a target of reducing paper volume in Japan by 1% from the previous fiscal year.

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

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

Examples of Initiatives toward High-Quality Solicitation ≫

■Promoting Waste Recycling

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

■ Effective Use of Water

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

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ "Green Innovation for Everyone" — Passing on a Green Earth to Next and Future Generations

Tokio Marine & Nichido has been undertaking "Green Innovation for Everyone," an initiative to drastically enhance the convenience and comfort levels of customers through digitalization. The initiative is also aimed at solving societal challenges by greatly reducing the use of paper resources.

To eliminate the use of paper in contract procedures and claims payment processes, the company offers paperless options to all customers, which include digital procedures and web-based insurance contracts, clauses and renewal notices as well as online My Page registration, while working to fully digitalize documents related to policies and claims payments.

As for agents who handle contract conclusions with customers, Tokio Marine & Nichido also communicates the meaning of the initiative through seminars by external lecturers and helps them increase operational efficiency and set up a system to fully concentrate on sales activities. The company seeks to contribute to the creation of a safe, secure and sustainable society by improving customer experience (CX) and agents' digital transformation (DX).

みんなde
グリーン
イノベーション

■ First Auto Insurance Eco Mark Certification Acquired for Financial Products and Continuous Certification

Ever since acquiring the first auto insurance Eco Mark*1 certification for financial products from the Japan Environment Association (JEA) in December 2010, Tokio Marine & Nichido continues to receive certification annually for its efforts to promote various initiatives in the environment-related field. These include promotion of the Green Gift Project, dissemination of information on eco-safe driving and accident reduction via the company website, increased use of recycled parts in auto repairs and premium discount services for hybrid, electric and compressed natural gas vehicles.

In 2011, Tokio Marine & Nichido won the Silver Prize at the Eco Mark Award 2011*2 sponsored by JEA, becoming the first company in the financial industry to receive an Eco Mark award. In granting the award, JEA highly recognized the company's efforts to promote the widespread use and increase the visibility of Eco Mark-certified auto insurance products (creation of Eco Mark awareness posters and extensive use of the Eco Mark label on auto insurance leaflets and renewal notices) and to offer eco-friendly auto insurance that allows policyholders to participate in activities to reduce environmental impact through the Green Gift Project. Becoming carbon neutral in its domestic business activities in fiscal 2009 and 2010 was another point that was recognized by JEA.

Tokio Marine & Nichido will continue to offer Eco Mark-certified auto insurance products with low environmental impact throughout the lifecycle and are recognized as beneficial for environmental preservation.

*1: The Eco Mark environmental label is granted to products that are certified as having less impact on the environment throughout their lifecycles and being effective in preserving the environment.
*2: The first award scheme was established in 2010 in relation to the Eco Mark. Awards are presented to companies and organizations proactively engaged in activities to achieve the objective of the Eco Mark project: "Creation of a sustainable society through the wise choice of environment-friendly products by consumers and environmental improvement efforts by companies."

ちきゅうにやさしい
エコマーク認定自動車保険
トータルアシスト自動車保険
認定番号：10147001
この自動車保険はWeb約款選択等により
地球環境保護活動に貢献しています。

ECO・MARK・AWARD 2011

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

[Initiatives by ID&E Group]

■Establishing a Next-Generation Zero-Carbon Branch Office Fully Powered by Renewable Energy

Building Design Partnership Limited (BDP) collaborated with Lidl Ireland to develop a 100% net zero energy retail store in Maynooth, Ireland, over the period from 2021 to 2025. The store commenced operations in November 2025.

As a sustainability consultant, BDP worked closely with the client to analyse operational data from existing stores and develop strategies to reduce energy demand while enabling the remaining demand to be met entirely through on-site renewable energy. This approach built on detailed analysis of actual store performance.

BDP also developed a whole life cycle carbon assessment model for the building, enabling the evaluation and reduction of embodied carbon across design and material selection stages. Through optimisation of materials and building systems, the project achieved embodied carbon levels below the RIBA 2030 target for this building type.

In addition, the project incorporated measures spanning both design and operation, including improvements in refrigeration systems and the introduction of on-site energy storage. These measures were implemented to support the operation of a low-carbon retail environment.

As a result, the store is recognised as Ireland's first 100% net zero energy supermarket, operating with net zero operational carbon through the use of on-site renewable energy. The project demonstrates an integrated approach to decarbonisation in the retail sector, combining energy demand reduction, renewable energy generation, and lifecycle carbon management.

Looking ahead, the model developed through this project is expected to be applied to other retail locations, contributing to further decarbonisation in the retail sector and the advancement of sustainable store operations.

■Initiative to Decarbonize Urban Transportation through Research and Development of AI-Based Traffic Signal Control Technology

Nippon Koei Co., Ltd., in collaboration with NIPPON KOEI BANGLADESH LTD. and North South University, has been conducting research and development on an AI-based dynamic traffic signal control system targeting major intersections in Dhaka, Bangladesh, from April 2025 to March 2028.

To address issues such as severe traffic congestion and traffic signal malfunctions, which lead to prolonged vehicle idling and frequent stop-and-go driving, the project involves collecting and analyzing local traffic data to develop and validate an AI-driven signal control model that dynamically optimizes traffic flow.

Through this initiative, the project aims to reduce fuel consumption and CO_2 emissions and curb air pollution by improving traffic flow. In addition, through collaboration with local research institutions, efforts are underway to develop urban traffic models tailored to regional characteristics.

Looking ahead, the project seeks to achieve social implementation in Dhaka and apply the system to the relevant authorities' plans to introduce AI-based traffic signal control. It is also expected to contribute to the wider adoption of low-carbon transportation infrastructure through expansion to other cities in emerging countries and Official Development Assistance (ODA) projects.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

8 Protect the Natural Environment

8.1 Preservation of Natural Capital and Biodiversity

Tokio Marine Group has identified the preservation of natural capital and biodiversity as one of its eight material issues (materiality) and has been working to address nature-related challenges across all its business activities.

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

In order to protect the global environment, it is essential to achieve nature positive, which means halting and reversing the loss of natural capital and biodiversity, in addition to taking climate action. We will contribute to the creation of a society in harmony with nature through the development and provision of products and services that will lead to the resolution of nature-related issues.

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

In addition, Tokio Marine Group is working to achieve a nature-positive status by helping customers and local governments address nature-related risks through insurance underwriting, investment and financing and solutions and by promoting the practical implementation of ecosystem conservation and restoration, green infrastructure, watershed management and other initiatives. The Group also contributes to the preservation of natural capital and biodiversity, the prevention of deforestation and the preservation and restoration of forests by reducing paper usage through insurance products subject to our customer-participating, environment-conscious Green Gift Project as well as by conducting mangrove planting overseas and environmental protection programs (including the protection and restoration of eelgrass beds) in Japan. We undertake such efforts as a member of the United Nations Environment Programme Finance Initiative (UNEP FI), the Principles for Financial Action for the 21st Century Initiative of the Ministry of the Environment (MOE), the Promotion Partners program under the Keidanren Initiative for Biodiversity Conservation and the 30 by 30 Alliance for Biodiversity also of the MOE, and based on the vision outlined below. This vision draws on the Millennium Ecosystem Assessment, the Economics of Ecosystems and Biodiversity (TEEB) and the Guidelines for Private Sector Engagement in Biodiversity issued by the MOE.

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

8.2 Protecting the Global Environment through Products and Services

Through insurance underwriting, investment and financing and solutions, we contribute to not only the alleviation of and adaptation to climate change and the protection of biodiversity and wetlands, but also to the conservation and restoration of natural capital and biodiversity. Through the Green Gift project, which involves mangrove planting and environmental protection activities in Japan and worldwide, we also work together with customers to engage in activities to protect the global environment.

◉ Nature-related Financial Disclosures Based on Recommendations of the TNFD

Tokio Marine Group has published the Climate & Nature Report 2026, which provides disclosures aligned with the framework recommended by the Taskforce on Nature-related Financial Disclosures (TNFD). The report focuses on the Group's initiatives to help achieve a nature-positive status through insurance underwriting, investment and financing, and the provision of solutions. For details, please refer to the following report.

Climate & Nature Report 2026

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

◉ Creating Value through the "Green Gift" Project

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

■ "Green Gift" Project System and Benefits of Reducing Paper

With the support of its customers, in 2009 Tokio Marine & Nichido initiated the Green Gift Project based on the concept of undertaking eco activities. Under this project, when a customer chooses web-based insurance contracts (clauses) on its website rather than a paper-based contract in brochure form, the company donates funds corresponding to a portion of the value of the reduction in paper used to NPOs and NGOs involved in environmental protection activities. Such funds are then used to support mangrove planting overseas and environmental protection activities in Japan, including activities to protect the sea and forests, namely the protection and restoration of eelgrass beds as well as afforestation efforts in Aki City, Kochi Prefecture, and projects to rejuvenate the forest on the coast damaged in the Great East Japan Earthquake.

Customers' selection of the web policy option leads to the conservation of paper resources. Additionally, it allows the company to reduce its environmental footprint related to the manufacture and transportation of paper as well as the mailing of policies to customers and the disposal of policies after expiry. In fiscal 2025, the number of contracts taking advantage of the web policy option was approximately 15.5 million, representing a reduction in paper usage of approximately 3,256 tons.

■ Disclosing Information on the "Green Gift" Project

To help customers better understand the activities of the Green Gift Project, Tokio Marine & Nichido established a Green Gift page on its website that reports on each of the initiatives. With regard to mangrove planting activities, the page reports on topics such as planting activities in various countries where mangrove planting is undertaken, updates on the growth of planted saplings and the volume of CO_2 absorbed through planting.

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

"Green Gift" Project (in Japanese)

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

■ TMNF: Mangrove Planting Initiative to Date

Since 1999, Tokio Marine & Nichido (TMNF) has been conducting its Mangrove Planting Project primarily in Southeast Asia. During the 27-year period to fiscal 2025, TMNF planted a total of 13,270 hectares of new forest in nine countries: Indonesia, Thailand, the Philippines, Vietnam, Myanmar, Fiji, India, Bangladesh and Malaysia. (TMNF has consigned the work to evaluate the status of mangrove growth and CO_2 absorption and fixation in planted areas to the Central Research Institute of Electric Power Industry (CRIEPI) and have been receiving reports from the institute.)

The activity was rolled out in 1999 as a commemorative project to celebrate the 120th anniversary of TMNF, with the original idea coming from employees who voiced their desire to launch a long-lasting initiative in the environmental field. The project is conducted in partnership with the NGOs Action for Mangrove Reforestation (ACTMANG), Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA) and the International Society for Mangrove Ecosystems (ISME) and through collaboration with local governments and communities. Under this initiative, TMNF formulates a five-year plan using the afforested area as a key performance indicator and monitors progress on a semi-annual basis. In the current five-year plan from fiscal 2024 to fiscal 2028, the company has set the target of planting a total of 970 hectares of new forest, with 299 hectares planted in fiscal 2025 (progress rate of 69%). TMNF remains committed to systematically promoting mangrove tree planting to protect the abundance of nature.

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

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Mangrove Planting Volunteer Events

Since 1999, TMNF has promoted its Mangrove Planting Project in Southeast Asia and other countries and regions. About once a year, TMNF and Tokio Marine Group employees and agents as well as their families participate in a mangrove planting volunteer event to plant mangrove seeds and saplings with local residents and visit villages and elementary schools in respective regions to promote international exchange. We have conducted 22 mangrove planting volunteer events to date, in which a total of approximately 630 members have participated.

◉ Mangrove Planting by Overseas Group Companies

In addition to Tokio Marine & Nichido, Tokio Marine Group's overseas companies such as The Tokio Marine & Nichido Fire Insurance Company (China) Limited (TMNCH), Tokio Marine Insurans (Malaysia) Berhad (TMIM) and PT Asuransi Tokio Marine Indonesia (TMI) engage in mangrove planting activities in their respective countries.

■ TMNCH: Supporting Mangrove Planting Activities in China

On May 22, 2026, which was the International Day for Biological Diversity, TMNCH once again carried out mangrove planting activities at the Fudan University Lingang Mangrove Experimental Research Base. Thirty-nine TMNCH employee volunteers participated, bringing the cumulative number of participants over the past two years to 65. In 2026, some 130 mangrove seedlings were planted. Together with the roughly 70 seedlings planted in 2025, this brings the cumulative total planted at the experimental base to approximately 200.

Intended to serve as a "gift to the future of Shanghai," this initiative contributes to the preservation and restoration of wetland ecosystems along Shanghai's coastline while also helping to strengthen local community resilience. Going forward, the company will continue promoting mangrove planting to restore and enhance the ecological functions of coastal wetlands, thereby contributing to climate change mitigation, biodiversity conservation and the realization of a sustainable society.

■ TMIM: Mangrove Planting Activities in Malaysia

Tokio Marine Insurans (Malaysia) Berhad (TMIM) has concluded a memorandum of cooperation with the Forestry Department of Sabah, Malaysia, and started supporting activities to preserve mangroves in 2023. Sabah is a state in Malaysia and is home to about 60% of the mangroves in the entire country. The preservation and restoration of mangroves play an important role not only in protecting biodiversity, but also in mitigating climate change and supporting disaster prevention and reduction in coastal areas. In 2025, some 20 people, including TMIM employees, took part in the planting activities and worked with local stakeholders to plant mangroves. This initiative, which has continued since 2023, contributes to preserving the local ecosystem while also raising environmental awareness among its employees and strengthening ties with the local community.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ TMI: Mangrove Restoration Initiative in Indonesia

PT Asuransi Tokio Marine Indonesia (TMI) conducted a mangrove restoration initiative in October 2025 to help conserve coastal ecosystems and contribute to local communities. The ceremonial and educational activities were held in North Jakarta, with 69 participants, including employees, taking part in educational sessions and workshops on mangrove ecosystems. The initiative was followed by the planting of 1,000 mangrove trees on Harapan Island.

The newly planted mangroves are expected to absorb up to approximately 330 tons of CO_2 over the next 20 years. In addition to climate change mitigation, the initiative is expected to contribute to the restoration of coastal ecosystems, the conservation of biodiversity and the sustainable livelihoods of local communities. TMI will also monitor the planted area over the next three years to assess the health and progress of the mangroves and support their long-term conservation.

◉ Benefits of Tokio Marine Group's Mangrove Planting Initiative

To the present, mangrove planting has generated diverse benefits such as mitigating and preventing global warming, preserving biodiversity and contributing to the development of local economies, communities and human resources. However, expressing the specific economic value created by this project proved difficult. To determine this value, Tokio Marine & Nichido commissioned Mitsubishi Research Institute, Inc. to undertake a survey and make assessments based on internationally recognized methods. The results of provisional calculations show that the total economic value created by the Mangrove Planting Project from 1999 when the company started the planting to 2023 totaled 202.3 billion yen.

This project also impacts some 1.57 million people living where the mangroves are planted or nearby and has generated benefits in terms of improving the lives of residents in these communities and preventing and mitigating disasters. By ascertaining the numerical value of the outcomes of the mangrove-planting activities, we were able to reaffirm our awareness of the positive social impact of this initiative. Going forward, we will utilize the results of this value assessment to improve our Mangrove Planting Project and continue to undertake these activities together with our stakeholders as we aim to further create value.

▸Societal value created by mangrove planting

Item	Benefit
CO_2 absorption	Approximately 1.6 million tons
Persons living in and around the mangrove planting sites	Approximately 1,570,000 persons
Persons who depend on mangrove fisheries as a primary source of income and/or employment	Approximately 150,000 persons
Persons who are employed in primary production activities other than those related to mangrove fisheries	Approximately 300,000 persons
Persons who are engaged in incidental occupations such as fishing gear production, shipbuilding and maintenance of piers, etc.	Approximately 600,000 persons
Persons who are protected by mangroves from storms, tidal surges, erosion, saltwater intrusion, water pollution, etc.	Approximately 2,380,000 persons

▸Economic value created by mangrove planting

Ecosystem service	2023 (cumulative total)	Estimate for 2042 (cumulative total)
Local resources nurtured by mangroves	Approximately ¥21.3 billion	Approximately ¥67.2 billion
Improvements in fishing industry productivity	Approximately ¥40.8 billion	Approximately ¥115.8 billion
Coastline stabilization and erosion prevention	Approximately ¥65.3 billion	Approximately ¥230.7 billion
Functioning as a refuge shelter from extreme weather (damage mitigation)	Approximately ¥30.7 billion	Approximately ¥96.2 billion
Water conditioning	Approximately ¥42.3 billion	Approximately ¥126.2 billion
Carbon sequestration (climate change mitigation)	Approximately ¥1.5 billion	Approximately ¥2.3 billion
Total	**Approximately ¥202.3 billion**	**Approximately ¥638.7 billion**

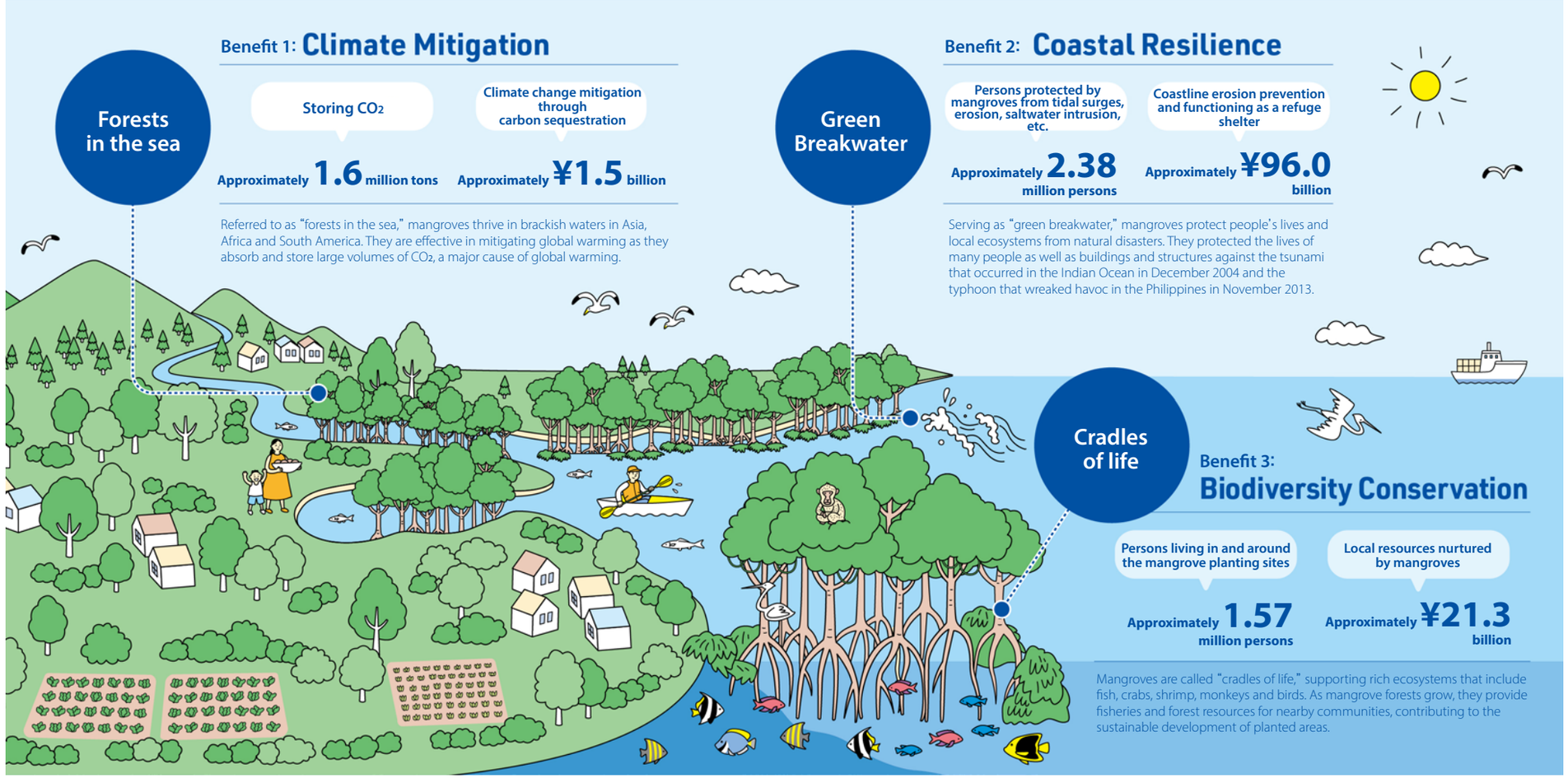
INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Tokio Marine Group's Mangrove Planting

Mangrove planting is Tokio Marine Group's flagship initiative, creating multifaceted value, including climate change mitigation, natural capital and biodiversity conservation as well as enhanced disaster prevention and reduction and coastal resilience. Since the initiative began in 1999, the total area planted has expanded to 13,270 hectares across nine countries as of the end of fiscal 2025. In addition to absorbing CO_2, these efforts generate a wide range of societal and economic value, such as biodiversity conservation and benefits for local communities.*

Tokio Marine Group considers mangroves as "insurance for the future of the Earth" because they protect the planet and people's lives and bring benefits. We are committed to being involved in the Mangrove Planting Project for 100 years jointly with NGOs and local government agencies and residents.

*: Estimated economic value generated between 1999, when Tokio Marine & Nichido began mangrove planting, and 2023, as calculated by Mitsubishi Research Institute, Inc.



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

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

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

In Natori City, OISCA has been leading the Restoration Project of the Coastal Forests of in Tohoku Region. In the project, Tokio Marine & Nichido has been participating in activities to restore coastal pine tree forests in the city and to facilitate regional revitalization through the recovery of agricultural land and the creation of job opportunities in disaster areas. Under its policy of never forgetting the disaster and continuing to do whatever it can, even in small ways, the company launched an employee volunteer program in fiscal 2016. The company has organized seven events to date, and a total of approximately 110 people have participated, including Group employees, agents and their families.

The NPO Watari Greenbelt Project has been engaging in an initiative to restore tide-control forests along the coastal areas and promote the recovery and new community development of Watari-cho, Watari-gun, Miyagi Prefecture. Since fiscal 2013, Tokio Marine & Nichido has been soliciting and sending employee volunteers to events to assist the initiative. During each event, they visit the coastal areas devastated by the tsunami, remove weeds in tree-planting areas and assist in the cultivation of saplings that will be planted along the coast. The company has to date conducted 27 such events, with the participation of approximately 460 employees, including Group employees, agents and their families.

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

In May 2009, Tokio Marine & Nichido concluded a five-year partnership agreement with Kochi Prefecture, Aki City and the Eastern Kochi Forestry Association to promote afforestation in Aki City under the prefecture's Collaborative Afforestation Project with Environmentally Advanced Corporations (the five-year agreement was renewed in May 2024).

The forest covered under the agreement has been named "Tokio Marine & Nichido's Forest for the Future." Every year, we conduct a volunteer event for Tokio Marine & Nichido and Tokio Marine Group employees and agents including their families to experience tree thinning and interact with local residents. By March 2025, we have held 16 such events, in which a total of some 680 members participated. Participants felt that it was a project that taught them the importance of maintaining and protecting forests and the effort that goes into doing so, and that they wanted to expand the initiative with every opportunity as their own responsibility.

In March 2025, Higashiyama Forest Park within Tokio Marine & Nichido's Forest for the Future was certified by the Ministry of the Environment (MOE) as a site in harmony with nature*. Every year, employees conduct a volunteer event to experience tree thinning and learn about the environment. Local residents also hold forest bathing events to fully appreciate the ecosystem services of the forest park. Ioki Cave, a fern colony designated as a national natural monument, is located on the west side of Higashiyama Forest Park, where water is replenished from the soil into the cave. Trees on the certified site are thus helping to maintain the temperature and humidity at a stable, appropriate level for the ferns. These are the reasons why this forest park has been certified as a site in harmony with nature.

*: A certification system introduced as one initiative toward achieving nature positive, under which the government certifies areas where biodiversity is conserved through private-sector and other initiatives.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

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

Since October 2022, Tokio Marine & Nichido has been supporting activities to protect and restore eelgrass beds.

Eelgrass is expected to have a positive effect by absorbing and fixating CO_2 from the atmosphere, as it absorbs CO_2 through photosynthesis and sinks to the sea floor when it dies, becoming part of the sediment and retaining carbon for a long time in deep waters. Eelgrass beds also serve as sites for fish to lay eggs and for young fish to grow and are expected to have additional effects, such as the purification of water and the protection of biodiversity.

Currently, we are supporting organizations protecting eelgrass beds in Tokyo Bay (Yokohama), Osaka Bay (Hannan and Suma) and Hakata Bay (Fukuoka) and conducting volunteer activities twice a year at each location. To date, 780 Tokio Marine & Nichido and Tokio Marine Group employees, agents and their families have participated in these activities.

◉Promoting Paperless of Insurance Policies

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

In addition, since April 2013, a portion of the proceeds saved through this move has been used to support and participate in the tree-planting activity in Meguri's Forest in Shonan International Village, Kanagawa Prefecture, where the company's head office is located. This project involves dense planting and mixed planting of a variety of locally indigenous seedlings, which are the most stable seedlings and capable of survival, to let nature take its course in restoring the forest to its original form. By doing so, the project aims to "create a forest that protects life" and thus supports the community, economy and an enriched society.

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

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

8.3 Participation in Corporate Citizenship Activities for Protection of Global Environment

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

◉Corporate Citizenship Activities for Environmental Protection in Collaboration with Local Governments in Japan

Tokio Marine Group engages in corporate citizenship activities for environmental protection through Green Lessons: The Mangrove Story and Marunouchi Citizens Environmental Forum.

13.2 Globally Expanding Initiatives for the Future Generation > ■ Japan・Green Lessons

◉ Corporate Citizenship Activities for Environmental Protection by Overseas Group Companies

In Tokio Marine Group, U.S.-based Philadelphia Insurance Companies (PHLY) and Safety National promote environmental activities in different locations.

■ PHLY: TEAMPHLY Initiatives

Through products and services, environmental footprint reduction in the office, and community involvement, Philadelphia Insurance Companies (PHLY) continues to make a positive impact on the environment.

PHLY offers several environmental underwriting products that protect businesses seeking to improve sustainability practices by promoting first-to-market support of ESG metrics and design for insureds.

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

The company also continues its purchase of renewable energy certificates to offset CO_2 emitted through the use of power in offices throughout the United States. In 2025, PHLY's renewable energy certificate purchase supported the development of solar energy and wind projects equivalent to the electricity used to power over 360 average homes in the U.S. for one year.

In addition to these business practices, PHLY's home office supported local organizations like Riverfront North, Wissahickon Valley Watershed Association and Tookany/Tacony-Frankford Watershed, all of whose missions aim to sustain local waterways. In the field, regions hosted lake and beach clean-ups with organizations like the Alliance for Great Lakes.

TEAMPHLY

■ PHLY: Tree Planting Together with Customers: PHLY 80K Trees Initiative

PHLY believes that the protection and improvement of the environment is an important responsibility for all. Throughout the United States, record wildfires, storms and other natural disasters have destroyed millions of trees in forests in recent years.

To help combat this, in 2015, PHLY embarked on a partnership with the Arbor Day Foundation to implement the "80K Trees" tree-planting initiative. Throughout our ten-year partnership, PHLY and the Arbor Day Foundation have aided in the recovery of devastated forests and their surrounding communities by distributing and planting over 738,000 trees nationwide.

In 2025, PHLY funded the planting of 81,000 trees in four states across the country, including Florida, Oregon, Pennsylvania, and Texas. These plantings contribute to the restoration of 168 acres, improving living habitats and biodiversity. Over the next 40 years, the 2025 activities are expected to sequester nearly 66,000 metric tons of CO_2 emissions (equivalent to over 14,000 fewer cars on the road for a year). They will help to avoid more than 5.7 million gallons of rainwater runoff while reducing soil erosion and filtering stormwater, also removing over 177 tons of air pollutants (enough oxygen for 324,000 people for one day).

In addition to our national partnership with the Arbor Day Foundation, we also worked with local non-profit environmental partners to complete community projects. In Philadelphia, we worked closely with the Fairmount Park Conservancy (FPC), whose mission is to bring parks to life. FPC works alongside the City of Philadelphia and its communities to steward parks and nurture the shared environment, cultural resources, and public health. In 2025, 10 employees worked closely with FPC to plant, water, and cage 48 five-gallon trees.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■PHLY: Participation in Earth Day Events

PHLY conducted various activities to promote Earth Day as part of its employee-driven environmental awareness program. In 2025, all employees were encouraged to celebrate Earth Day through volunteer activities and by attending an educational webinar presented by the Arbor Day Foundation. This presentation focused on teaching employees how to be a "Partner of the Environment". More than 70 employees joined this virtual offering.

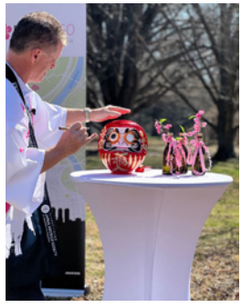
Volunteer opportunities included creating dog toys from old T-shirts, which were donated to local animal shelters across the country. Nationwide plawking events (picking up litter while walking) were held as part of an annual Earth Day Clean-up and were coordinated regionally. At the home office, employees supported landscaping, care and maintenance at Riverbend Environmental Center, just miles down the road. Over 300 employees nationwide supported these events.

Earth Day celebration activities included:

- Environmental volunteer activities (virtual and in-person)
- Donations to environmental NPOs
- Hosting an Earth Day Webinar & Environmental Trivia Session

■ PHLY: PHLY250 Sakura Initiative: Celebrating Community and Culture through Cherry Blossoms

In 2025, PHLY, with the Japan America Society of Greater Philadelphia (JASGP), announced the PHLY250Sakura Cherry Blossom Tree Planting Initiative, a pledge by both organizations to plant 250 cherry blossom trees in Philadelphia by 2026 to commemorate America's semiquincentennial (250th) anniversary. The project, which began in 2024 by the two organizations, was funded by a $135,000 grant from PHLY to the Japan America Society.



The environmental, social, and cultural significance of this program sustained the legacy of a gift from 100 years prior. In 1926, the Government of Japan gifted 1,600 flowering trees, including cherry blossom trees, to the City of Philadelphia in honor of the sesquicentennial (150th) anniversary of American independence.

The PHLY250Sakura Cherry Blossom Tree Planting Initiative press conference took place at Fairmount Park Horticulture and Shofuso Japanese Cultural Centers, including remarks from key stakeholders, painting one eye of the daruma doll, and a celebratory breaking of a sake barrel, concluding with a ceremonial tree planting.

The new trees, many of which were planted by PHLY employees, will blossom for decades, honoring the relationship between the United States and Japan.

■ SNCC: Building Sustainable Habits through Employee Engagement

Safety National (SNCC) continued to strengthen employee-led sustainability efforts that encourage practical, everyday action and build awareness around environmental responsibility.

In 2026, Safety National's employee-led Environmental Committee expanded its recycling program to include additional collection opportunities for pens, pencils, batteries, plastic bags, eyeglasses, and candy wrappers. These expanded recycling streams help divert commonly used office and household items from landfills while encouraging employees to think more intentionally about waste reduction at work and at home.

To increase participation, the committee introduced an incentive component in which each recycled item submitted earns one raffle entry, with a quarterly $50 USD gift card awarded to one employee participant. While simple in design, the program helps recognize individual effort, reinforce sustainable habits, and keep environmental awareness visible throughout the year.

Safety National also continued its annual Plant & Seed Swap, an employee-favorite initiative that promotes biodiversity, home gardening, and sustainable growing practices. The 2026 event saw an overwhelming response, with employees contributing and propagating 252 plants, an increase from the prior year. Employees were invited to share plants from their home gardens or pick up plants grown by members of the Environmental Committee, helping extend sustainability beyond the workplace and into employees' homes and communities.

INDEX

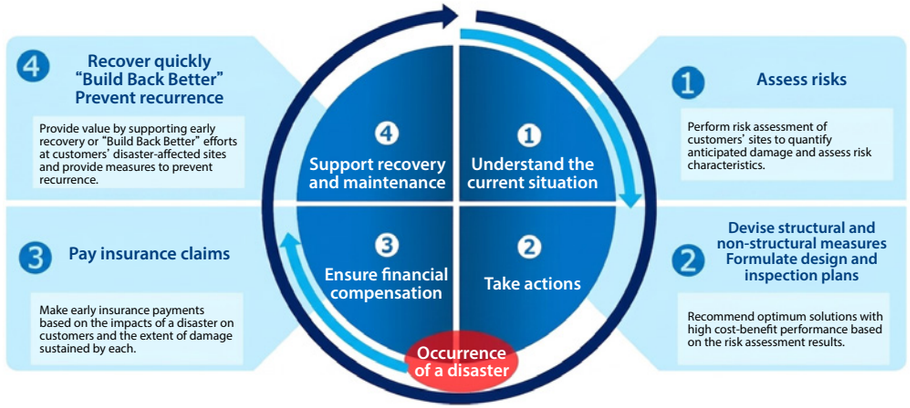
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

9 Improve Disaster Resilience

9.1 Responding to Natural Disasters

9.1.1 Basic Stance on Natural Disasters

There is concern for the growing severity and frequency of natural disasters as a result of climate change. Confronting this challenge head-on and contributing to enhanced disaster resilience directly represent our very purpose, which is "to be there for our customers and society in times of need." Tokio Marine Group has a structure that allows us to provide comprehensive protection to customers, from understanding the current situation to taking actions, ensuring financial compensation and supporting recovery and maintenance. This structure combines the Group's knowledge of natural disasters and disaster prevention and mitigation, which it has accumulated mainly in the insurance business over its long history, and the engineering technologies of Integrated Design & Engineering Holdings (ID&E Holdings), which joined the Group in fiscal 2024. By providing such a comprehensive service, we will contribute to the realization of a resilient society that can minimize disaster damage.



9.1.2 Promotion Structure

Tokio Marine Group has defined improving disaster resilience as one of its material issues (materiality). With Tokio Marine & Nichido, Tokio Marine dR and the ID&E Group taking the lead, we are promoting initiatives to improve disaster resilience by underwriting insurance, making investments and financing and providing solutions.

Tokio Marine & Nichido: Working to provide insurance products to cover disaster risks and make investments and financing that will help improve disaster resilience
Tokio Marine dR: Providing advanced and practical consulting services and new solutions against various risks surrounding companies
ID&E Group: Striving to realize a disaster-resilient, sustainable society through on-site services by its expert engineers, the group's network expanding throughout Japan and overseas and fusion of insurance and technologies

9.1.3 Toward Achieving the Targets of the Sendai Framework for Disaster Risk Reduction 2015-2030

The Third United Nations World Conference on Disaster Risk Reduction was held in Sendai in March 2015 and adopted an international framework, the Sendai Framework for Disaster Risk Reduction 2015-2030. The framework specifies seven targets to be achieved mainly by 2030 and four priority actions to be followed by all parties. The targets relate to 1) global disaster mortality; 2) the number of affected people globally; 3) direct disaster economic loss; 4) disaster damage to critical infrastructure; 5) the number of countries with national and local disaster risk reduction strategies; 6) international cooperation; and 7) access to early warning systems and disaster risk information. Four priority actions are 1) understanding disaster risk; 2) strengthening disaster risk governance to manage disaster risk; 3) investing in disaster reduction for resilience; and 4) enhancing disaster preparedness for effective response, and to "Build Back Better" in recovery, rehabilitation and reconstruction.

Tokio Marine Group participated in the conference and, together with The Geneva Association and Tohoku University, conveyed the importance of insurance and industry-academia

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

collaboration in disaster prevention measures to the world. Toward achieving the framework's targets, the Group has been promoting disaster prevention globally as a member of the United Nations Office for Disaster Risk Reduction (UNDRR) Private Sector Alliance for Disaster Resilient Societies (ARISE).

In March 2026, Tokio Marine Group participated in the UNDRR & ARISE Japan joint symposium 2026, "Strengthening disaster risk reduction by advancing investment in resilience and translating science into practical action." In Part 1, as a panelist in a high-level session, we explained that we have reinforced inter-Group collaboration between the insurance business and the business of a consulting and engineering company. This collaboration now enables us to provide comprehensive disaster prevention and mitigation solutions in addition to conventional financial compensation by means of insurance. The solution covers every step of the risk management cycle, from risk assessment and pre-disaster measures to early recovery and post-disaster measures (including measures to "Build Back Better"). In Part 2, we presented the Xross Innovation BOSAI, our initiative with Sendai City, as an example of the social implementation of disaster prevention carried out by Japan's private sector.

9.1.4 Initiatives to Develop International Standards for Disaster Preparedness

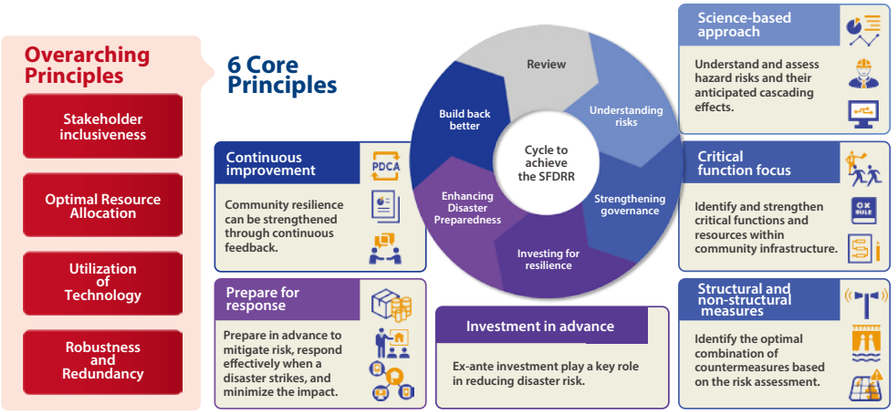
Disaster prevention (Bosai) has been recognized worldwide, as evidenced by the Sendai Framework for Disaster Risk Reduction 2015-2030 adopted at the Third United Nations World Conference on Disaster Risk Reduction in 2015. Accordingly, Japan has been leading an effort to develop an ISO standard certifying disaster preparedness. It is aimed at creating new industrial value for disaster prevention and mitigation; applying disaster prevention products, services and infrastructure in society; and improving disaster preparedness in Japan and throughout the international community. This initiative is being advanced as an international standardization project related to disaster preparedness within ISO, which releases international standards (TC 268: Sustainable cities and communities / SC 1: Smart community infrastructure / WG 6: Disaster risk reduction). The project is headed by Professor Fumihiko Imamura of the International Research Institute of Disaster Science (IRIDeS) at Tohoku University, with Tokio Marine & Nichido's endowed research division named the Earthquake-induced Tsunami Risk Evaluation Field established within IRIDeS taking the leading role as the administrative organization.

In July 2022, the ISO released a technical report, "TR 6030: Smart community infrastructures – Disaster risk reduction – Survey results and gap analysis," with a list of categories that require disaster preparedness standards. The ISO then released "ISO 37179, Smart community infrastructures – Disaster risk reduction – Basic framework for implementation," in November 2024. Based on these, development of ISO standards has been proceeding in other related categories, such as ISO/DIS 37193 (Guidance for risk-informed decision-making), ISO 37174 (Seismometer systems, released in February 2024), ISO 37116 (Disaster risk finance, released in May 2026) and ISO/DIS 23638 (Processed food products for emergency).

Development of a standard involves diverse functions, including ensuring compatibility quality improvement, cost reduction, market expansion and spurring technological innovation. We believe that effective utilization of these functions will expand fields of cooperation among stakeholders and contribute to the improved resilience of society. By organizing and standardizing the fields of cooperation, we can create an environment in which individual stakeholders leverage their strengths according to their roles and engage in more innovative activities in their respective fields of unique specialty.

Tokyo Marine Group supports these efforts in many different ways, for example, by sending employees to be members of discussion committees, cooperating with international organizations and participating in conventions related to disaster prevention and mitigation.

10 Principles for Smart Community Infrastructure



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

9.1.5 Promoting Disaster Prevention and Mitigation through Insurance Products and Solutions

■ Providing the Natural Disaster Hazard Report and Kantan Risk Map

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

The Kantan Risk Map, available to anyone regardless of holding policies of Tokio Marine & Nichido, has been used by many people since its launch, with the number of views exceeding 90,000 during the period from March 2023 to April 2026.

Kantan Risk Map (in Japanese)

■ Natural Disaster Risk Assessment

Tokio Marine dR contributes to the creation of companies and society resilient to disasters by leveraging the experiences and knowledge that Tokio Marine Group has cultivated through the non-life insurance business and by conducting quantitative assessments and analysis of natural disaster risks and planning countermeasures.

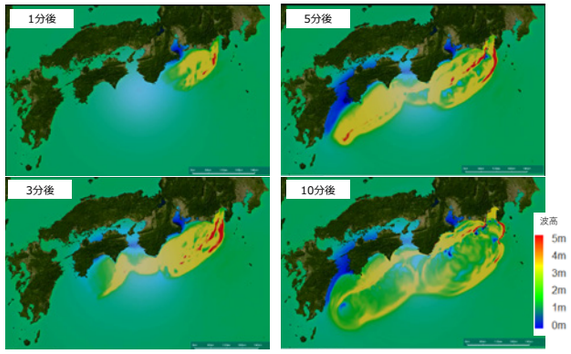
Tokio Marine dR conducts hazard and damage assessments, the calculation of estimated damage amounts and cost-benefit analysis of countermeasures for earthquakes, tsunamis, wind disasters, flood disasters and other natural disasters. For earthquake and tsunami risks, the company performs deterministic and stochastic evaluations on a single site or a portfolio of multiple sites to analyze the degrees of damage to buildings and equipment and estimated damage amounts. As for wind disaster risk, the company quantitatively evaluates damage caused by strong winds and helps formulate effective mitigation measures based on its knowledge in meteorology and wind engineering as well as damage information owned by insurance companies.

With regard to flood risk, the company utilizes the results of field investigations and flood simulations along with flood maps and hazard maps published by national and local governments to analyze damage risks of river flooding, urban flooding and tidal surges. The analysis results are used to visualize risks at each site, identify high-risk sites, prioritize countermeasures and develop disaster prevention measures and business continuity plans (BCP).

Tokio Marine dR also engages in scenario analysis of climate-related physical risks. The company assesses future weather disaster risks under current weather conditions and climate change-affected weather conditions and analyzes the immersion risk of business sites and impacts on procurement of raw materials and water. By doing so, it assists companies in formulating measures to adapt to climate change. For companies operating globally, Tokio Marine dR performs assessments of natural disaster risks of their sites around the world using the same criteria to provide information useful in comparing relative risks among these sites and prioritizing countermeasures.

Tokio Marine Group will leverage Tokio Marine dR's advanced risk assessment skills and consulting functions to

▸Tsunami simulation (notional image)



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

support companies in increasing the sophistication of their natural disaster risk management, business continuity management and supply chain management. Through these efforts, we will contribute to adaptation to climate change, establishment of disaster-resilient social infrastructure and realization of a sustainable society.

■Providing Solutions by Tokio Marine Resilience

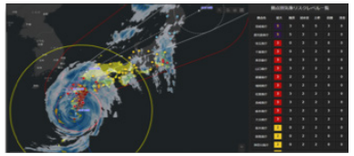
In November 2023, Tokio Marine Group established Tokio Marine Resilience, which specializes in new businesses in the disaster prevention and mitigation field. As one such business, the company has launched the solutions business to offer value to all phases of the disaster prevention and mitigation value chain, namely assessment, preparedness, evacuation (damage mitigation) and reconstruction of livelihoods, and has started providing disaster prevention and mitigation services.

❶ Providing Solutions to Corporate Customers

We provide software as a service (SaaS) services, such as a resilient information distribution service that allows real-time monitoring of meteorological risks and *imatome*, an all-in-one crisis management service designed to automate the initial response to a disaster (as planned in BCP), and an emergency stockpile solution to ease the burden on employees in charge of the management and distribution of supplies.

In developing services, the company also utilizes solutions co-created by the disaster prevention consortium CORE. Tokio Marine Resilience will continue to evolve its disaster prevention and mitigation services.

Dashboard screen of *imatome*, an all-in-one crisis management service



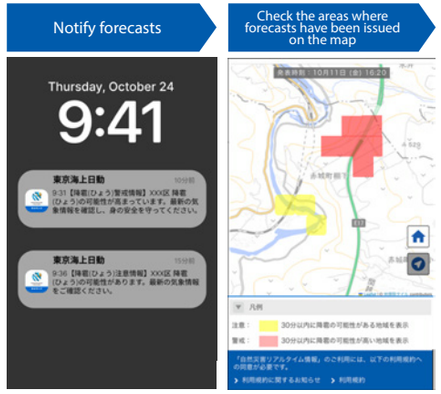
Resilient information distribution service

"Unit 1-Day Rescue" emergency stockpile solution

❷ Providing Solutions to Policyholders (Individual Customers)

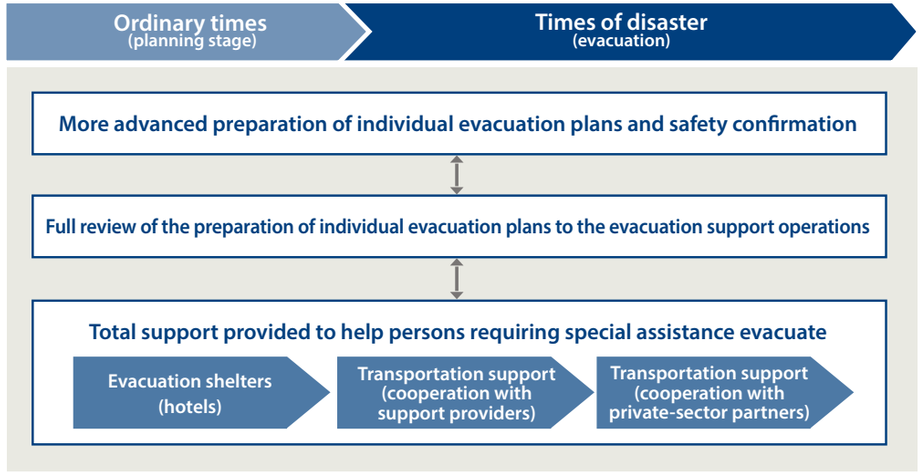
Tokio Marine Resilience operates a website for policyholders of Tokio Marine & Nichido, which sends hail alerts and shows the areas where hail has fallen on the map. The company is thus promoting initiatives to reduce damage by providing disaster information in advance.

Going forward, Tokio Marine Resilience plans to improve the system to issue other types of disaster alerts as well. The company also strives to roll it out to other Group companies and deliver alerts to more customers to minimize damage to customers.



❸ Providing Solutions to Local Governments

Tokio Marine Resilience became a main contractor of the Tokyo metropolitan government's Tokyo Data Platform Case Study Project (fiscal 2024). The purpose of the project was to help address issues related to the entire evacuation process for persons requiring special assistance by using disaster-related data collected by public and private sectors. Specifically, the company fully reviewed the evacuation support operations during a disaster, including the preparation of individual evacuation plans, and clarified the method of cooperation in the event of a



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

disaster with private businesses that have concluded disaster cooperation agreements with municipalities.

Tokio Marine Resilience intends to help create a safe and secure society by encouraging local governments to prepare individual evacuation plans.

■ Tokio Marine & Nichido: Initiatives Related to Resilience, a Priority Societal Challenge

Through the cross-industrial disaster prevention consortium CORE, Tokio Marine Group has been promoting cooperation and collaboration among companies in different industries and engaging in the research, demonstration and implementation of various solutions. As mentioned above, we established Tokio Marine Resilience, which specializes in new businesses in the disaster prevention and mitigation field, in November 2023. While promoting data utilization within the Group, the company will work with Tokio Marine dR, a Group company providing risk consulting services, to develop and provide solutions for achieving our purpose of protecting customers and local communities in times of need.

Positioning "resilience" as its fifth priority societal challenge, Tokio Marine & Nichido established the Resilience Division within the Marketing Strategy Department in July 2024 and has been promoting initiatives mainly on the themes of "disaster prevention and mitigation," "supply chain management" and "infrastructure and facility maintenance." Tokio Marine Holdings will collaborate with other Group companies, including ID&E Holdings, which joined Tokio Marine Group in February 2025, and leverage our risk response expertise accumulated through the insurance business, nationwide sales base and network with local communities. By going a step beyond helping customers during an emergency through insurance, we will also support customers' business activities with solutions designed to reduce emergencies and prevent their recurrence in order to contribute to the resolution of issues.

RESILIENCE

■ Enhancing Disaster Resilience through the Renewal of a Disaster Preparedness Learning Facility

From 2023 to 2025, Nippon Koei Urban Space, an ID&E Group company, carried out renovation and construction management work for SONA AREA TOKYO, a disaster preparedness learning facility, under the Showa Kinen National Government Park Office of the Kanto Regional Development Bureau, Ministry of Land, Infrastructure, Transport and Tourism.

In response to increasingly severe and frequent natural disasters, the renovation aimed to enhance practical disaster preparedness skills and foster the next generation of disaster preparedness leaders. The experience zone was renewed to guide visitors through a continuous storyline covering actions from the immediate aftermath of a disaster through to evacuation. Exhibits on the fundamentals of disaster preparedness and steps individuals can take were also redesigned to encourage proactive learning and action. Recycled and reusable materials were used for exhibition panels and other components to reduce environmental impact. By raising awareness and encouraging preparedness-related action, the facility helps strengthen disaster resilience.

Going forward, the knowledge gained through this project is expected to support the further enhancement of disaster preparedness education and the development of other public facilities, contributing to sustainable social infrastructure that integrates disaster resilience with environmental considerations.

Photo: Ooki Jingu

Photo: Ooki Jingu

Photo: Ooki Jingu

Photo: Ooki Jingu

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Supporting the Formulation of Business Continuity Plans

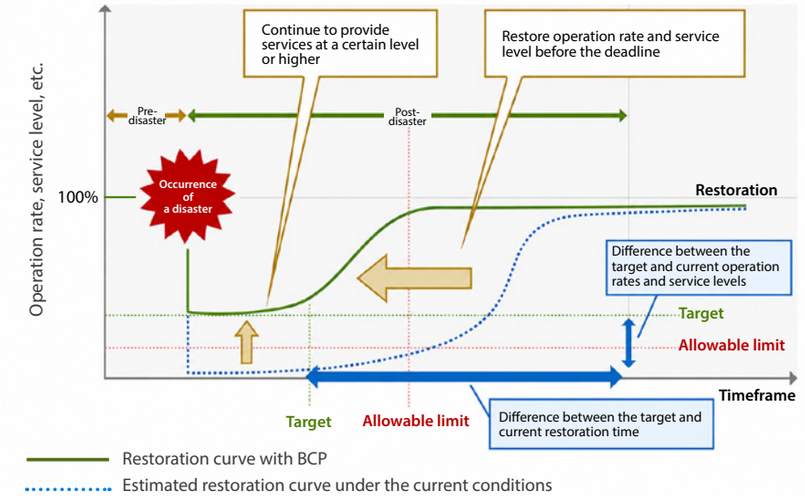
In recent years, risks that threaten the continuity of corporate activities, such as earthquakes, typhoons, floods and other natural disasters as well as infectious diseases, accidents, infrastructure and system failures and disruptions in supply chains, have become more complex and broader in scope. Business disruptions not only affect the creditworthiness and competitive strengths of companies but also have impacts on a broad range of stakeholders, including customers, business partners, employees and local communities, as supplies of products and services become suspended.

Tokio Marine dR supports the formulation of business continuity plans (BCP) to enable companies and organizations to maintain a certain level of services or restore priority operations within a predetermined period of time in an emergency. Specifically, the company provides total support for companies to establish a business continuity structure by formulating basic policies on business continuity; defining priority businesses, critical operations and target restoration time; identifying issues and problems through business impact analysis (BIA) and anticipated damage; examining advance preparations in ordinary times and countermeasures in a disaster; creating and revising practical manuals; and providing education and training to directors, officers and employees.

In addition to the formulation of plans, Tokio Marine dR provides support for the establishment and operation of a business continuity management (BCM) structure and for training in order to increase the effectiveness of a BCP. With its practical solutions tailored to customers' situations and challenges, the company helps them set up an internal system of continuous improvement and increase their responsiveness during a disaster or accident.

Through these efforts, Tokio Marine dR will help increase the resilience of corporate customers, stabilize supply chains and reduce social impact in the event of a disaster or accident, and by doing so, support the creation of a sustainable social foundation.

▸Notional diagram of BCM and BCP



■ Loss Prevention Services

Going a step beyond post-accident compensation, Tokio Marine & Nichido is promoting a loss prevention initiative to prevent accidents and reduce damage. As risks surrounding corporate activities have become more diverse and complex, the company supports customers' sustained business operations by preventing industrial and other accidents, preparing for natural disasters and improving logistics quality.

In this initiative, the company utilizes its knowledge on ergonomics and know-how accumulated through accident settlements to make improvement proposals matched to customers' individual sites. The results of on-site, industrial accident and crime prevention surveys are used to check the working environment, work procedures and safety measures within facilities to ultimately reduce the risks of human errors, industrial accidents, thefts and other incidents.

Tokio Marine & Nichido also utilizes new technologies, such as eye-tracking technology that visualizes workers' line of vision to capture the tacit knowledge of experienced workers and operations requiring caution, virtual reality (VR) technology for hazard prediction training and augmented reality (AR) technology to suggest accident prevention measures. With these

What is loss prevention based on ergonomics?

Tokio Marine & Nichido utilizes its unique know-how in ergonomics to prevent human errors through improvement of working environments and work methods and proposes various accident prevention and reduction measures.

MAN | MACHINE | MEDIA | MANAGEMENT

↓

Analysis and proposal from four aspects

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

technologies, the company helps to facilitate an understanding and safety awareness among workers.

In addition, Tokio Marine & Nichido is working to visualize risks through accident data analysis and natural disaster hazard information reports. By making it easier to understand accident tendencies in general and disaster risks at each site, the company supports discussions of effective accident and disaster prevention measures. In the logistics field, efforts are geared toward preventing accidents involving cargo and improving logistics quality by measuring impacts on cargo, vibrations, temperatures and humidity during transportation, conducting vibration analysis and improving packing.

Furthermore, the company's knowledge on hazard prediction, measures against heatstroke and prevention of industrial accidents is shared via seminars, individual study sessions and workshops. The company also undertakes logistics surveys overseas, mainly in emerging countries, to examine the actual road and port conditions and support logistics risk management of customers operating globally.

Through this loss prevention initiative, the company supports customers in accident prevention and damage reduction while helping them ensure the safety of employees, enhance business continuity, prepare for natural disasters and improve their logistics quality. By providing solutions beyond the framework of insurance, Tokio Marine & Nichido seeks to realize a safe, secure and sustainable society.

■ Making Fire Insurance and Fire Alarms Widely Available

Making Fire Insurance and Fire Alarms Widely Available South Africa-based Hollard Insurance offers a set that includes fire insurance and a fire alarm in collaboration with insuretech Lumkani, contributing to the prevention of fires and the payment of compensation in the event of a fire. Offering the set at a price that is affordable to low-income people helps make insurance and fire alarms widely available and increases society's disaster resilience. Sales agents are employed directly from low income communities, which creates employment opportunities. By continuing to provide fire insurance and fire alarms to more people, Hollard Insurance will protect people's lives and valuable property from fires.

■ Using Technology to Prevent Accidents

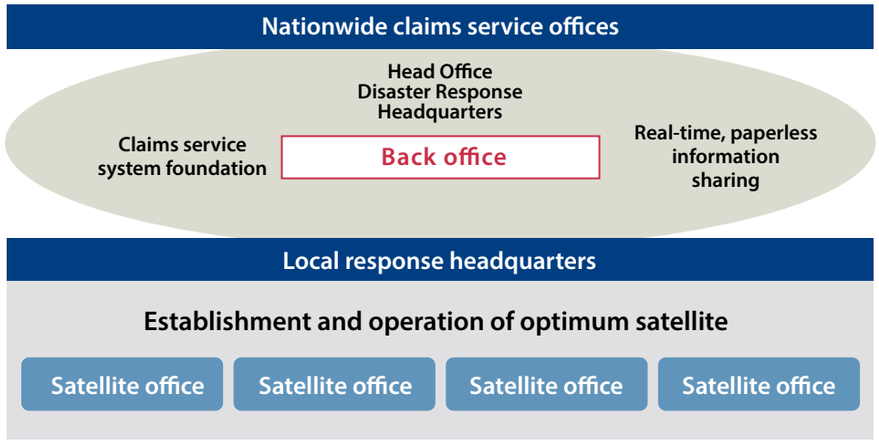
The U.S.-based Philadelphia Insurance Companies (PHLY) uses technology to broadly offer a suite of accident prevention services to customers. PHLYSENSE is a service to prevent water leaks, frozen pipes and other accidents by distributing and utilizing temperature/humidity sensors. The service enables users to quickly notice a water leak or a temperature change, and PHLY is thus contributing to the prevention and reduction of accidents.

In addition to this technology, PHLY has also rolled out Ting, which is an electrical monitoring device that will detect (and pay for resolution of) arcing, brownouts, power outages, etc.

■ System for Responding Quickly to Natural Disasters

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

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



Providing caring claims services for individual customers

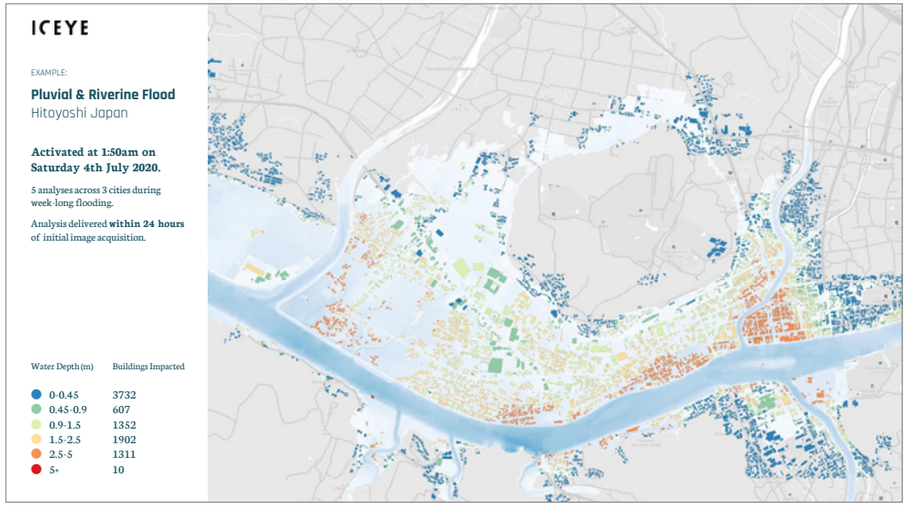
INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

response offices and satellite offices (temporary offices to conduct damage assessment and other operations in disaster-stricken areas) and makes an initial response. The company's system network enables claims service offices across Japan to share information in real time, which in turn allows for providing support smoothly in remote regions. Tokio Marine & Nichido also promotes company-wide efforts to quickly pay insurance claims using digital technologies and AI.

System for Responding Quickly to Natural Disasters (Tokio Marine & Nichido website) (in Japanese)

■Development of Claims Payments Using Satellite Imaging and AI

Tokio Marine & Nichido has been working with ABeam Consulting Ltd. to increase the sophistication of insurance claims payments using satellite imagery since 2018. To advance this initiative further, the company has been cooperating with ICEYE, a satellite operator possessing one of the world's largest constellations* of small synthetic aperture radar (SAR) satellites.



AI analysis of satellite imagery to quickly assess damage in detail

In the event of a flood disaster, this initiative will enable more detailed calculation of damage and height of flooding using AI to analyze data, including images on social media in addition to acquired satellite images. By identifying damage sustained by each customer quickly and accurately, the company is striving to reduce the time before customers receive their insurance claims.

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

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

* A system to operate multiple satellites in a coordinated manner

■ Closing the Protection Gap against Natural Disasters by Underwriting Insurance

Due mainly to climate change, a protection gap, a portion of economic losses caused by natural disasters but not covered by insurance, has become one of the most critical challenges in the insurance industry. Tokio Marine Group believes that we can help close this gap and increase society's resilience by improving preparedness for such economic losses through a diverse approach involving insurance and solutions. Accordingly, we have been participating in an international framework of public-private cooperation and underwriting reinsurance under disaster risk insurance schemes.

■Tokio Marine Group's Initiatives to Close the Protection Gap against Natural Disasters

With the severity of natural disasters increasing in recent years, a protection gap, which is an uninsured portion of economic losses caused by natural disasters, has been growing larger, particularly in emerging countries, and has become a global societal challenge. In addition to providing conventional insurance, Tokio Marine Group takes a unique comprehensive approach that combines various solutions to resolve this challenge. Specifically, we are promoting initiatives for disaster risk insurance schemes through public-private partnership with national governments and international organizations and initiatives leveraging the Group's total strengths.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

❶ Initiatives for Disaster Risk Insurance Schemes through Public-Private Partnership

Tokio Marine Group has been supporting the establishment of disaster risk insurance schemes and underwriting reinsurance for these schemes. Disaster risk insurance schemes are designed to improve financial preparedness against natural disaster risks and assist post-disaster early recovery and reconstruction. As one means, we use parametric insurance, which can swiftly pay out insurance based on pre-defined parameters. Even though its strength lies in quick payment, underwriting the insurance requires advanced data analysis and risk assessment to underpin appropriate product designs. Tokio Marine Group utilizes its unique, excellent risk assessment capabilities cultivated to date to support these insurance schemes by underwriting reinsurance.

Tokio Marine Group is also a core member of the Insurance Development Forum, an international platform for improving resilience in regions and countries vulnerable to natural disasters. Through the platform, we have been supporting the establishment of disaster risk insurance schemes while cooperating with international organizations, national governments and stakeholders mainly in the insurance industry.

❷ Initiatives Leveraging the Group's Total Strengths

Through its Group companies in and outside Japan, Tokio Marine Group has underwritten insurance and reinsurance in various regions and countries. Currently, the initiative has become more advanced and grown into a group-wide effort.

For example, with regard to the said disaster risk insurance schemes, U.S.-based Tokio Marine HCC has underwritten reinsurance based on advanced risk assessment in more regions and countries by utilizing its outstanding underwriting knowledge and global network.

In collaboration with the ID&E Group, we have been working to provide hazard maps and other disaster prevention solutions in Malaysia under a subsidized project of Japan's Ministry of Economy, Trade and Industry. Tokio Marine Group's unique initiatives combine such solutions and insurance to provide integrated support from disaster prevention to post-disaster financial preparedness.

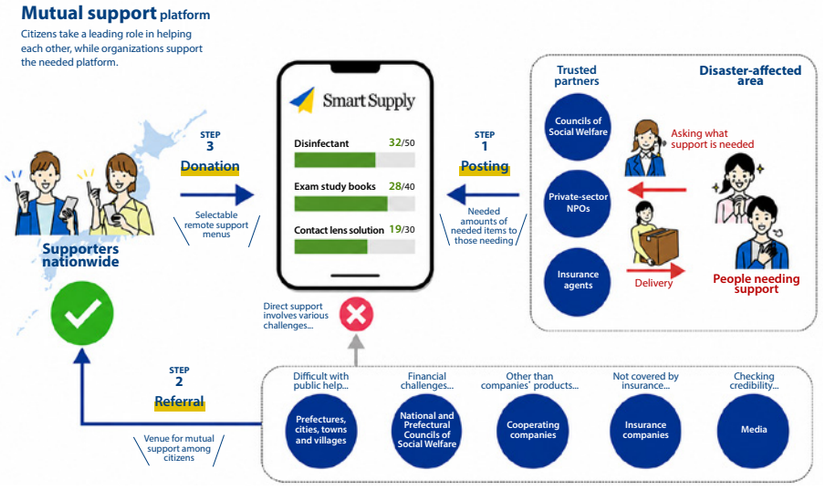
In the future as well, we will leverage the total strengths of Group companies in and outside Japan to help close the protection gap.

■ Improving Disaster Resilience in Communities by Cooperating with Local Governments and Councils of Social Welfare

To support customers and local communities in times of need beyond the framework of insurance, Tokio Marine & Nichido has been engaging in an initiative together with Smart Supply Vision (SSV) to deliver relief supplies to disaster-affected areas.

Identifying diverse needs in disaster-affected areas and providing support accordingly from across Japan requires cooperation with local parties, rather than working alone or only with agents. As such, Tokio Marine & Nichido has been building relationships with these parties as part of an effort to set up a system to deliver needed supplies quickly and smoothly in a disaster.

The company concluded a cooperation agreement with local governments, including Hyogo Prefecture, and Councils of Social Welfare in fiscal 2025 and is working to achieve cooperation in other regions as well. Meanwhile, SSV concluded an agreement with the Japan Voluntary Organizations Active in Disaster (JVOAD), a national network of organizations supporting disaster volunteers, in May 2026, to cooperate more broadly with intermediary volunteer support organizations across Japan. Tokio Marine & Nichido and SSV have also been promoting collaboration and cooperation with the Japan National Council of Social Welfare. By cooperating with these organizations, the company is increasing the effectiveness of disaster relief activities that utilize Smart Supply while creating a framework in which local parties feel comfortable participating. Tokio Marine & Nichido will continue to work together with its agents and local stakeholders to establish Smart Supply as a standard for mutual support and supply assistance in Japan's private sector, while also enhancing disaster resilience in local communities.



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

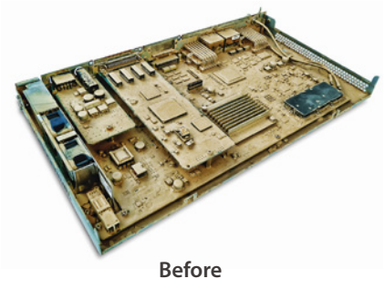
■Early Disaster Recovery Support Service through Tie-Up with BELFOR Group

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

Reference: Special technologies representative of BELFOR

1. Precision cleaning

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

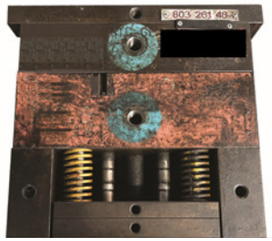


Before

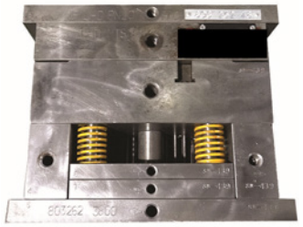
After

2. Ultrasonic cleaning

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



Before



After

■Personal Disaster Preparation Package "MyBee" (Emergency Supplies)

In recent years, with the increasing severity of natural disasters, countries and municipalities are encouraging households to prepare emergency supplies as a precaution against disasters. Meanwhile, about 45% of households in Japan have not prepared such supplies*, with one of the main reasons being difficulty identifying the required items.

Necessary preparations for oneself and for each household are difficult to grasp unless one has actually experienced a disaster and can concretely imagine life under such stress. However, it is important to be prepared before a disaster occurs. Considering such issues, Tokio Marine & Nichido has launched a new service, the Personal Disaster Preparation Package "MyBee," which provides disaster preparedness supplies tailored to customers' living environments and needs.

This service is designed to offer packages of disaster preparedness supplies tailored to each customer based on their family structure, preferences for home evacuation, and other considerations. In addition to standard supplies, it includes disaster mitigation items to reduce damage during disasters, providing preparation not only for post-disaster situations but also for mitigating damage when disasters occur.

* Cabinet Office Disaster Management White Paper: "Trends in the selection rate for self-help efforts in preparation for major earthquakes"

■Providing Information on Public Assistance Programs

Tokio Marine & Nichido supports customers' and local communities' disaster prevention and mitigation as well as post-disaster restoration of lives by providing information needed to prepare for disasters.

A natural disaster, such as an earthquake, tsunami or typhoon, can cause significant financial and mental burdens on disaster survivors who may lose their homes or livelihoods. For them to restore their lives after a disaster, it is important not only to prepare themselves by means of insurance but also to have an appropriate understanding of the public assistance programs provided by national and local governments and go through required procedures.

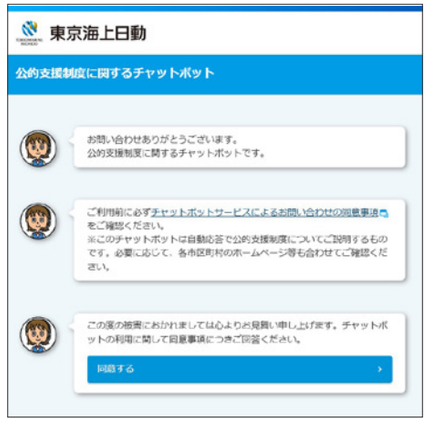
Tokio Marine & Nichido provides easily comprehensible information about public assistance programs that may be available to people whose homes and livelihoods are affected by a disaster. Specifically, it includes an overview, eligibility, support details and contact points of various programs for securing a place to live and rebuilding their livelihoods, such as a program for emergency housing repairs, financial aid for disaster survivors for rebuilding their livelihoods, disaster restoration housing loans and a loan exemption system for disaster survivors. The

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

information also includes a procedural flow for obtaining a disaster victim certificate, which is needed to receive public assistance, thereby helping survivors check required procedures after a disaster.

In addition, Tokio Marine & Nichido offers an Assistance Programs Quick Guide Service, which allows individuals to check assistance programs available for themselves or their families by simply answering a maximum of five questions. With this service, the company aims to help disaster survivors understand programs matched to their situations and receive needed assistance.

Through these efforts, Tokio Marine & Nichido both supports post-disaster early livelihood restoration and provides opportunities for individual customers to prepare better for a disaster by becoming aware of public assistance programs and required procedures even during ordinary times. In the future, the company will contribute to the creation of a safe, secure and sustainable society by not only offering insurance products and services but also providing information conducive to disaster prevention and mitigation.



■Promoting a Disaster Prevention and Mitigation Project in Local Communities by Planning and Operating Xross Innovation BOSAI under Consignment from Sendai City

Under consignment from Sendai City, Miyagi Prefecture, Tokio Marine & Nichido has planned and is operating Xross Innovation BOSAI, a disaster risk reduction platform to promote cooperation and co-creation among industry (I, companies), government (G, local governments), academia (A, universities), financial industry (F, financial institutions) and people (P, local community members). The entirely new open innovation project aims to reduce damage from earthquakes and associated fires, which are anticipated to occur along the Nagamachi-Rifu Line fault zone, and implements the Sendai Framework, new UN guidelines for disaster risk reduction, in local communities.

The company has built a system of I-G-A-F-P collaboration on this platform and seeks to create disaster-resilient local communities by combining the knowledge of Tohoku University and other academic institutions and assets and customer contact points of many companies operating within the prefecture.

Tokio Marine & Nichido has also established subcommittees on the themes of "creating a local economic base resilient to disasters" and "integrating disaster risk reduction into daily lives" as part of its effort to increase the number of participating companies, instilling disaster prevention actions and promoting social implementation of concrete measures.

▸Innovation ecosystem through I-G-A-F-P collaboration

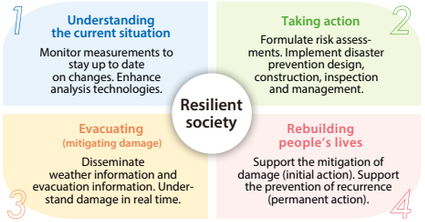
INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

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

CORE was established by 14 companies in November 2021, with Tokio Marine & Nichido as the initiator. (As of May 31, 2026, it has been joined by 141 companies.) It is aimed at establishing specific measures such as the creation and market deployment of new services for accelerating and promoting new initiatives related to the prevention and mitigation of disasters in line with the Fundamental Plan for National Resilience.

The Consortium includes a plenary session and committees. The plenary session meets twice a year to address the domain of co-creation, enabling government officials and experts to share information about market trends and other topics. The committees focus on competition-related domains, collecting the strengths of multiple corporations to promote research and the development of solutions. Currently, the Consortium has four committees and has already started field tests and similar activities. Examples include the development of AI analysis technology to identify signs that a disaster will occur and the status of disasters using camera imagery and the development of technology to save labor and streamline damage surveys using sensors and satellites. These co-creation solutions are a unique feature of the Consortium that fosters cross-industrial cooperation.

▸4 elements of disaster prevention



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

9.2 Research on Climate Change and Natural Disaster Risks

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

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

We also believe that it is important to disseminate the ideas of insurance mechanisms and risk management practices not only in developed countries but also in developing countries and regions that are particularly vulnerable to the impacts of climate change and natural disasters, in accordance with the Sendai Framework for Disaster Risk Reduction 2015–2030.

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

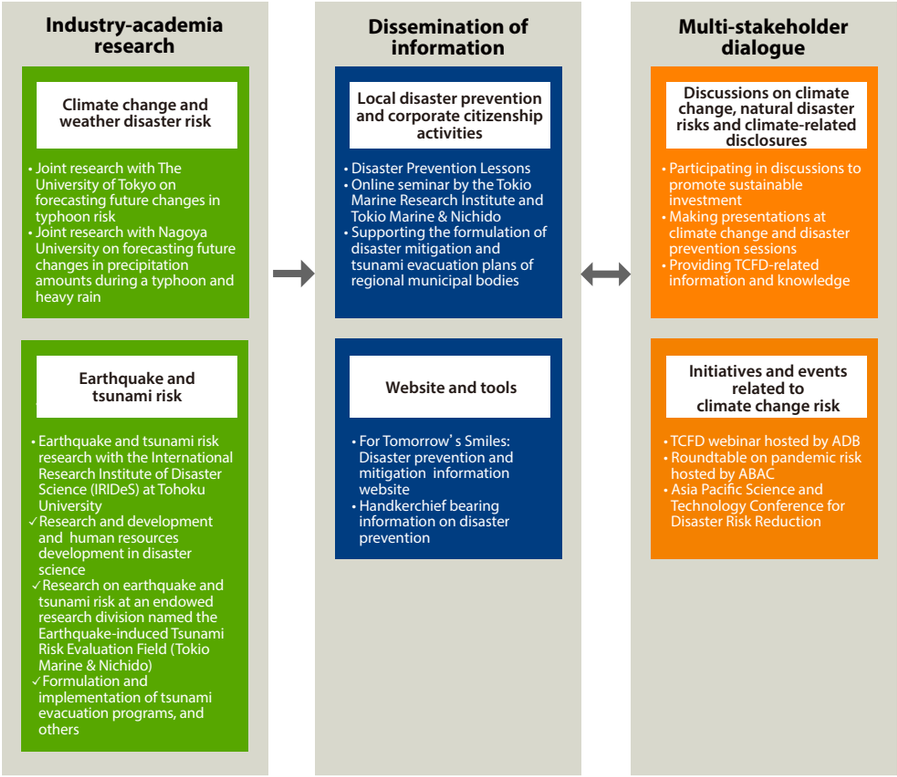
9.2.1 Initiatives to Counter Climate Change and Natural Disaster Risks

The 21st session of the Conference of the Parties to the UNFCCC (COP21) held in December 2015 adopted the Paris Agreement as a new international framework of measures against climate change for 2020 and beyond. As the world's common long-term goal, the Paris Agreement aims to keep a global temperature rise below 2°C compared with pre-industrial levels while pursuing efforts to limit the increase even further to 1.5°C. The conference also referred to the Sendai Framework for Disaster Risk Reduction 2015–2030, which was adopted at the Third United Nations World Conference on Disaster Risk Reduction held in Sendai in March 2015. There is growing concern about the increasing risk of natural disasters due to climate change. Tokio Marine Group, which aims to address disaster-related issues and mitigate disaster damage, also recognizes the goals of the Paris Agreement and seeks to contribute to their achievement.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

The IPCC Sixth Assessment Report released in March 2023 stated in an assertive tone that "It is unequivocal that human influence has warmed the atmosphere, ocean and land." Climate change is considered to possibly bring about major changes in the frequency and scale of weather disasters in the future. In that case, analyses only from historical data cannot assess risk appropriately and may significantly impact the calculation of insurance premiums and the ability to pay insurance claims in the event of a serious disaster.

In response, Tokio Marine Group conducts research on climate change and natural disaster risks and on earthquake and tsunami risks through industry-academia collaboration. Additionally, we proactively participate in initiatives and events related to climate change to disseminate the outcomes and details of our industry-academia research activities to the world and engage in multi-stakeholder dialogue to share information about the latest research projects and discuss how to promote disaster prevention.



9.2.2 Research on Climate Change and Natural Disaster Risks

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

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

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

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

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

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

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

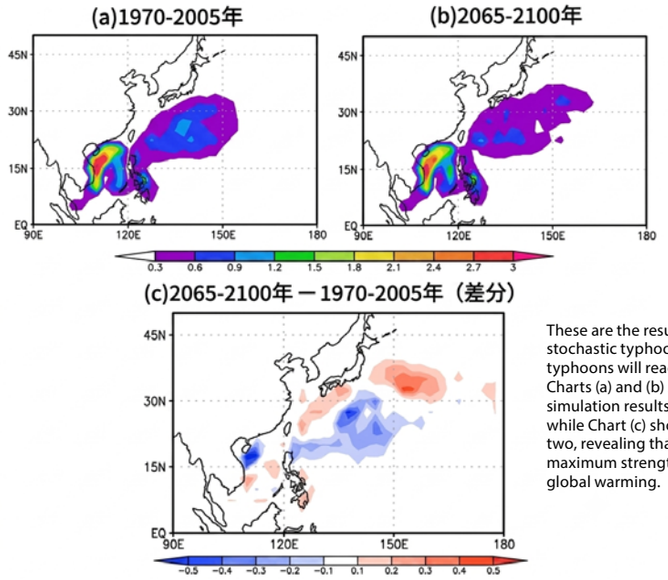
With the aim of forecasting and evaluating future changes in typhoon risk, the Tokio Marine Research Institute has been continually undertaking joint research with The University of Tokyo since 2007.

The Atmosphere and Ocean Research Institute at The University of Tokyo, our partner in this joint research, is conducting front-line research into climate change and other climate systems using an integrated analysis of observation data and results of simulations based on climate

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

models. Professor Masahiro Watanabe, our co-researcher, and other researchers have contributed as lead authors to the creation of the IPCC assessment reports, which are a compilation of the latest findings on climate change, and The University of Tokyo has received acclaim from around the world for the widely used research results.

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



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

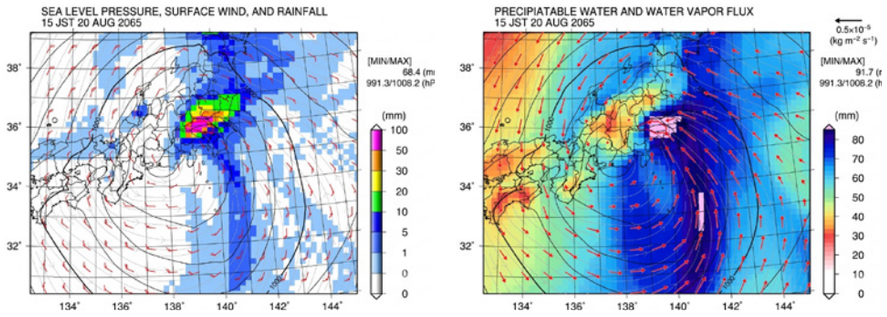
• Dispatching a Researcher to Yokohama National University's Typhoon Science and Technology Research Center

The Tokio Marine Research Institute has been dispatching a researcher to the Typhoon Science and Technology Research Center of Yokohama National University as a visiting researcher. The Center, which is Japan's first research institute specializing in typhoons, was established in October 2021. It seeks to contribute to the establishment of a safe, secure, vibrant and sustainable society by reducing typhoon disaster risk and to the realization of a decarbonized society using the power of typhoons as a new renewable energy source. Typhoons are a threat, but from a different perspective, they are simply a mass of energy. By developing technologies to harness this massive amount of energy and use it as a new renewable energy resource, we would contribute to the realization of a decarbonized society. The Center is accordingly promoting research to realize power generation using energy from typhoons.

Leveraging its standing as a private sector research institute that is both a member of academia and a business enterprise, the Tokio Marine Research Institute will aim to make a contribution in terms of research activities and the social implementation of research outcomes together with the Center's researchers and other companies.

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

With the aim of forecasting how typhoons and torrential downpours, which could be serious disasters, are changing along with global warming, the Tokio Marine Research Institute is performing joint research with the Institute for Space-Earth Environmental Research at Nagoya



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

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

University. Our co-researcher, Professor Kazuhisa Tsuboki from the university, is a leading expert in this area. He has developed a high spatial resolution model capable of performing detailed simulations of such aspects as clouds and precipitation, and is advancing research into the mechanisms of torrential rain, typhoons and other phenomena.

Since its launch in 2010, joint research has been conducted to pursue a more accurate forecasting method. We first simulated how past typhoons will change under future climate conditions to forecast changes in typhoon-induced rainfall. We have then utilized the results of simulations conducted by the Japan Meteorological Agency's Meteorological Research Institute (MRI) to forecast future changes in rainfall, including non-typhoon precipitation. More recently, we have made stochastic future forecasts through the early adoption of the Database for Policy Decision-Making for Future Climate Change ("d4PDF") and investigated the possibility of consecutive prediction of extreme rainfall using 150-year continuous experimental data. We are currently promoting research on forecasting future changes in the impact of extreme rainfall phenomena in Japan.

• Research Presentations at Academic Societies and Other Gatherings

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

- Forecasts of future changes in extreme flow volume of the Red River in Vietnam using the d4PDF (included in September 2020)
- Forecasts of future changes in extreme flow volume of the Chao Phraya River in Thailand based on the d4PDF to which multiple bias corrections have been applied (included in September 2022)
- Parameter regionalization based on land-use types for a distributed rainfall-runoff model (included in December 2024)
- Parameter regionalization based on land-use types and soil types for a distributed rainfall-runoff model (included in November 2025)(in Japanese)

Note: Joint research with Kyoto University ended in fiscal 2025.

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

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

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

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

Fiscal 2026 members of the Endowed Research Division, IRIDeS, Tohoku University

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

In particular, we have identified actual damage caused by the Great East Japan Earthquake, assessed tsunamis following major past earthquakes, conducted research on tsunami risk assessment methods that take into consideration vulnerabilities and disaster preparedness in society and published the findings both in Japan and overseas in an effective manner. The simulation of the tsunami caused by the 2011 Great East Japan Earthquake, which hit areas near Kesennuma City, Miyagi Prefecture, has enabled us to estimate the distribution of debris and other objects washed ashore and the volume of tsunami deposits, thereby contributing to the provision of data that is valuable in formulating measures for preventing combined damage as well as post-disaster response plans.

We have also provided disaster prevention education, held awareness-raising seminars and developed disaster prevention educational tools to disseminate the knowledge thus obtained widely throughout society. The outcomes of these efforts have been highly recognized in and outside Japan. Recently, Associate Professor Suppasri received the outstanding alumni award from the Faculty of Engineering of Chulalongkorn University in Thailand.

Through industry-academia collaboration with Tohoku University as well as collaboration with various industry, government, academia and private-sector stakeholders, Tokio Marine Group will continue to promote efforts to support the recovery of disaster-affected areas, increase resilience in local communities and deliver solutions for a safe and secure future both in Japan and overseas.

Assistant Professor Uchida explaining the impact of tsunamis on ecosystems at a Science and Technology Research Partnership for Sustainable Development (SATREPS) meeting (Indonesia, 2024)

Hosting a workshop at the National Conference on Disaster Risk Reduction (2025, Niigata). From left (facing audience): Academic Fellow and Professor Takeda and Project Instructor Yasuda

As recent examples of disaster response, with regard to the far-field tsunami caused by the Kamchatka earthquake in July 2025 as well as tsunami warnings following an earthquake off the eastern coast of Aomori Prefecture in December 2025 and an earthquake off the Sanriku coast in April 2026, an IRIDeS team conducted emergency response, numerical analysis of the tsunamis, early briefings and trace and damage surveys.

For the Kamchatka earthquake, in particular, the team disseminated information and exchanged opinions not just in Japan but also overseas, providing information to overseas media (BBC) and participating in international conferences. The team will also exchange opinions with fisheries about the damage to their aqua farming facilities and contribute to enhancing future measures' damage reduction capability by using a drifting simulation model under development.

Interview held locally

Ceremony for concluding a joint research agreement with a leading real estate developer, held in Bangkok, Thailand

• Assessment of Resilience Using Biodiversity as an Index

Natural ecosystems greatly affect the resilience of human society as they can mitigate and act as a buffer against the impacts of natural disasters; provide a daily living environment; and serve as a foundation for forming a distinctive local landscape and culture.

Assistant Professor Noriko Uchida, who joined the team at IRIDeS, Tohoku University, in 2020, has been working to establish a method to perform a quick and detailed investigation of biodiversity using a new technology called "environmental DNA." She has been measuring the environmental DNA of insects, crustaceans and fish in diverse ecosystems mainly on the shores of the Sendai Coast and Tohoku Region. The data and information obtained from the research help to identify the status of recovery from the Great East Japan Earthquake, other disasters and human-induced impacts and are also expected to contribute to the co-existence of human society and ecosystems, for example, through the framework developed by the Taskforce on Nature-related Financial Disclosures (TNFD) to disclose information on how systems in human

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

society centered on economic activities impact ecosystems.

She has also initiated joint research with the Institute of Hazard, Risk and Resilience (IHRR) at Durham University in the United Kingdom and Amrita University in India and has been working to systematize the cascading impacts of a disaster on biodiversity, water, energy and foodstuffs.

• Research Presentations at Academic and Other Conferences

We present and disseminate the results of the above research at academic conferences and symposiums both in and outside Japan. In fiscal 2025, we conducted 10 presentations at academic and other conferences in Japan and overseas and proactively disseminated information at the 10th National Convention on Disaster Risk Reduction held in Niigata Prefecture in September 2025 and the Sendai Symposium for Disaster Risk Reduction and the Future held in Sendai in March 2026. Additionally, we made available the content of the panel discussion, "Connections make better 'build back better'," held during the World BOSAI Forum 2025 in the Research Report on Tsunami Engineering published annually by Tohoku University. The discussion reflected on changes in collaborative partners and relationships before and after the Great East Japan Earthquake, based on the recognition that establishing "soft" infrastructure, such as connections among people, was crucial immediately after the disaster and throughout the recovery process. The year 2024 marked 20 years since the severe tsunami in the Indian Ocean, which inflicted considerable human damage, and we intend to lead activities concerning future disaster prevention and reconstruction to be planned in advance while discussing and verifying how the experience and lessons gained from major earthquakes, including the Great East Japan Earthquake, have been utilized.

[Major presentation (example)]

Sendai Symposium for Disaster Risk Reduction and the Future 2026 (PDF/5.2MB) (in Japanese)

• Contributing to Disaster Response in Japan and Overseas

We also conduct damage and other surveys and risk assessments when a serious disaster strikes in or outside Japan. On the topic of liquefaction caused by the 2024 Noto Peninsula Earthquake, we will conduct joint research with University College London (UCL), a leading university in the United Kingdom, with a grant from the British Council. The plan is to build a forecast model for future liquefaction, while utilizing machine learning. We also performed a tsunami analysis immediately after the Kamchatka earthquake and earthquakes in the Tohoku region, and the results were reported on Japanese and overseas media. We have helped clarify a mechanism for future tsunamis, establish a tsunami alert system and improve the accuracy of tsunami hazard assessment not just in Japan but also in the Pacific Ocean.

• Summary of Activities to Date

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

Period	Research topic
[Phase 1] April 2012–	〈Research into earthquake and tsunami risk assessment〉 • Analysis of the wave height distribution and arrival time of tsunamis caused by major past earthquakes, including the Great East Japan Earthquake • Research and development of more reliable damage simulations that take into consideration vulnerabilities and disaster readiness capabilities in society both in Japan and overseas and tsunami risk assessment methods that factor in the probability of occurrence • Research into tsunami evacuation (e.g., providing basic information for disaster mitigation planning of coastal areas and cooperating in formulation of tsunami evacuation plans of regional municipal bodies)
[Phase 2] April 2015–	• Research on effects of coastal forests in mitigating tsunami damage • Research on raising the sophistication of tsunami numerical simulation models (encompassing simulations of tsunami-induced flooding, movement of floating objects and movement of soil) • Development of a mobile application (to assess the depth of immersion and immersed surface areas of the 2011 tsunami and subsequent damage to fishing boats)
[Phase 3] April 2018–	• Research on damage to farming rafts and eelgrass beds caused by the 2011 earthquake and tsunami • Research on assessment of global tsunami hazards and risk • Research on human damage in past tsunamis
[Phase 4] April 2021–	• Research on comprehensive disaster prevention of local communities through ecosystems in coastal areas • Research on quantification of cascading disasters • Analysis of fatalities of the Great East Japan Earthquake in Miyagi Prefecture with a focus on where the victims were found • Research on examination of the sustainability of diverse disaster prevention education techniques, including on-demand educational materials
[Phase 5] April 2024–	• Research on estimating combined tsunami damage based on evaluation of tsunamis (wave height distribution and arrival time) caused by earthquakes that have occurred in Japan and overseas; research on comprehensive risk assessment techniques that factor into forecasts of cascading disasters and their probabilities of occurrence based on advanced tsunami models • Research on quantitative evaluation of effects in terms of biodiversity and disaster mitigation of tidal wave control forests and mangroves on coastal ecosystems • Development of "Digital Our Timeline" education tool to increase children's disaster preparedness and desire to help their communities; verification of radiation disaster prevention education to facilitate an understanding of radiation and improve related risk communication capabilities • Activities for formulating standards aimed at turning Japan's knowledge and technologies into international standards

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

9.2.3 Disseminating Relevant Information and Engaging in Communication

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

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

■ Providing School Disaster Mitigation Awareness Lessons through Tohoku University

Utilizing the lessons learned from the Great East Japan Earthquake, Tokio Marine & Nichido's endowed research division (Earthquake-induced Tsunami Risk Evaluation Field) established within IRIDeS, Tohoku University, has continued to provide school disaster prevention education lessons for elementary school and junior high school students since fiscal 2014 to build a society resilient to disasters. The lessons have been provided to more than 32,528 children at 484 schools by fiscal 2025. We plan to hold the lessons at 50 schools in fiscal 2026. The initiative also represents one of the major corporate citizenship activities undertaken by Tohoku University (Photos 1 to 4).

Photo 1: Students using "D_Awatara (Digital Our Timeline)"

Photo 2: School lesson of the YUI (Ties) Project

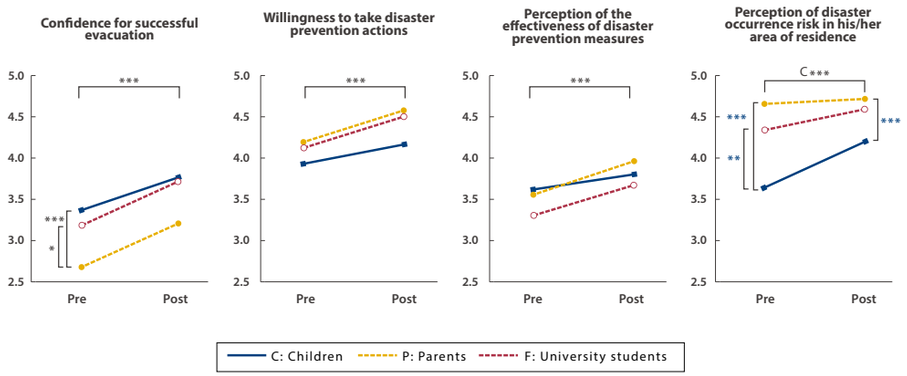
Photo 3: Disaster prevention and mitigation workshop

Photo 4: Disaster prevention and mitigation workshop

Leveraging the knowledge cultivated through disaster science research of IRIDeS, we have developed "D_Awatara (Digital Our Timeline)," an educational tool for children to learn about disaster prevention together, and have introduced it in group activities for practical use. Through our school lessons, we also provide disaster prevention counseling to teachers, thereby supporting schools' efforts to promote disaster prevention education.

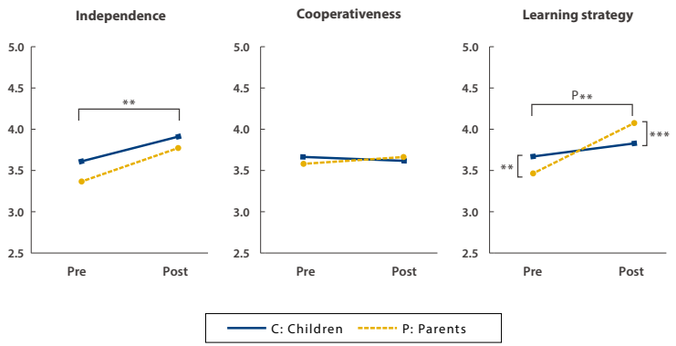
An awareness survey conducted before and after a disaster prevention and mitigation workshop for children and their parents showed that disaster awareness grew not only among children but also among their parents and university students who served as facilitators (Charts 1 and 2).

▸Chart 1: Changes in disaster awareness in children, parents and university students



Note 1: Indications of significant differences in the main effect of timing and simple main effect of timing are: *p < .05, **p < .01 and *** p < .001
Note 2: Indications of significant differences in multiple comparisons of the main effects of participating groups are: *p < .017, **p < .003 and *** p < .0003
Note 3: Indications of significant differences in multiple comparisons when simple main effects show a significant difference are: *p < .017, **p < .003 and *** p < .0003

▸Chart 2: Changes in children's independent learning attitude and parents' scores for their children's independent learning attitude



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Supporting the Formulation of Disaster Mitigation and Tsunami Evacuation Plans by Regional Municipal Bodies

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

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

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

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

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

■ Website

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

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

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

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

■ Resilience Certification

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

レジリエンス認証
事業継続および社会貢献
認証・登録番号 J0000001

In addition to receiving the Resilience Certification for business continuity in the first evaluation conducted in fiscal 2016, Tokio Marine & Nichido obtained the Resilience Certification for social contribution in the first evaluation conducted in fiscal 2020.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

10 Support Healthy and Fulfilling Lives

10.1 Contributing to the Creation of a Safe and Secure Society

10.1.1 Basic Approach to the Creation of a Safe and Secure Society

Tokio Marine Group provides products and services that anticipate changes in the social environment or customer needs by utilizing solutions offered by respective Group companies, including insurance, thereby contributing to the creation of a safe and secure society. Tokio Marine & Nichido Life supports customers' healthy and fulfilling lives by working to solve societal challenges in an era of the 100-year life. In addition, the entire Tokio Marine Group engages in a variety of activities as a member of society and respective local communities in order to promote social and economic inclusion of all people. These include activities to raise awareness of cancer and other diseases, spread knowledge about nursing care and support the recovery of disaster-affected areas.

10.1.1 Building a Society Based on Health and Longevity

■ Tokio Marine & Nichido Life's Initiatives for Building a Society Based on Health and Longevity

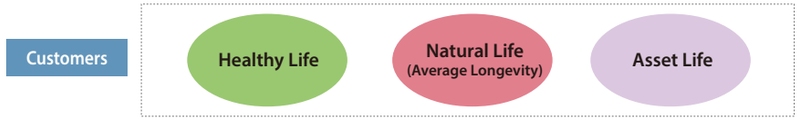
• Initiative of *Hokenbito* (True Insurance Professionals) Activities: Solving Societal Challenges in an Era of the 100-Year Life

Since its founding, Tokio Marine & Nichido Life has sought to protect as many customers as possible. Under the three initiatives called the "Movement to Protect Customers from Cancer," "Life Insurance Revolution to Protect One's Living" and "Life Insurance Revolution Nextage," the company has engaged in activities that focus on "learning," "conveying" and "assisting." In October 2019, the company put a collective name, *Hokenbito* Activities, to its ongoing initiatives and has been accelerating respective efforts. Specifically, the *Hokenbito* activities include stepping up efforts to protect customers against societal challenges that emerge and change with the times, including the need to lengthen "a natural life," "a healthy life" and "an asset life" in the current era of the 100-year life.

Hokenbito Activities

Hokenbito Activities = Learning, Conveying and Assisting
Resolving Societal Challenges in an Era of the 100-Year Life

Significant changes involving a declining and aging population have driven us into an era of the 100-year life with an unprecedentedly aging society. To live energetically and by one's own values in such an era, it is essential to lengthen the following three "lives." Tokio Marine & Nichido Life continues to protect customers by providing value that supports these lives.



Tokio Marine & Nichido Life and its agents/consignees make every effort to protect customers not only by providing death coverage, the basic component of life insurance, to prepare for an emergency but also by delivering information and products needed in an era of the 100-year life.

■ Tokio Marine & Nichido Life's Products to Support a Society based on Health and Longevity

• Launch of *Anshin Dream Whole-Life Insurance* (Single-Premium Whole Life Insurance with Variable Accumulation Interest Rate (Selectable Coverage Type))

As Japan enters a super-aged society, it is becoming increasingly important to prepare sufficient living funds to address longevity risks and to ensure a smooth inheritance process. To meet these needs, Tokio Marine & Nichido Life launched *Anshin Dream Whole-Life*, a yen-denominated, single-premium whole life insurance product, in September 2025. The product has been well received as it enables customers to use a lump sum to build assets and prepare for inheritance without foreign exchange risk.

Customers can choose from two options according to their life stage and objectives. Type I is a plan focused on high-payout death benefits and Type II is a plan more focused on savings. Enrollment is available up to age 90 without a health declaration or similar medical disclosure, making the product accessible even to customers with health concerns.

Alongside the product launch, the company introduced End-of-Life Planning and Inheritance Assist, a free telephone consultation service that connects users with knowledgeable consultants for support ranging from general concerns about end-of-life planning and

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

inheritance to specific procedures. The service is available to policyholders of this insurance, insurees, beneficiaries and their families.

• Resumption of Sales of Individual Annuity Insurance

To meet customers' needs to systematically prepare funds for the future—particularly among working-age generations—and to take advantage of the tax deduction for individual annuity insurance premiums, Tokio Marine & Nichido Life resumed sales of individual annuity insurance in January 2026 after suspending new sales in October 2016, thereby expanding its lineup of asset-building products. Enrollment is available up to age 74 without a health declaration or similar medical disclosure, making the product accessible even to customers with health concerns.

• Launch of *Smart Group Welfare Fixed-Term Insurance* (Comprehensive Group Welfare Fixed-Term Insurance with a Rider for Electronic Contracts)

To help small and medium-sized enterprises and other organizations enhance employee benefits as they strive to address management challenges such as recruiting and retaining human resources, Tokio Marine & Nichido Life launched *Smart Group Welfare Fixed-Term Insurance* in September 2024. The product has been well received as it includes a rider for electronic contracts to the conventional comprehensive group welfare fixed-term insurance, thus simplifying procedures for companies and employees through the use of digital technology while offering affordable premiums. In addition, the product also offers a health checkup discount rider and early treatment support rider, which offer premium discounts based on a company's status of providing employees with health checkups. These riders are designed to support employee health by offering not only benefit payments to employees who undergo secondary examinations, but also featuring Smart Health Checkup Management, a service that tracks health checkup participation and encourages employees to take secondary examinations.

■ Enhancement of Accompanying Services to Insurance Products

Tokio Marine Group uses ancillary insurance product services to help customers get healthier and support appropriate care for diseases and injuries.

• Medical Assist: Providing 24/7 Telephone Support for Customers Seeking Advice on Illness or Injury

Medical Assist is a free health and healthcare consultation service available to policyholders and insurees of Tokio Marine & Nichido and Tokio Marine & Nichido Life and their families. The service is provided via telephone 24/7 and gives advice on matters such as everyday physical problems and the handling of emergencies such as sudden illness or injury. It also provides information about hospitals, clinics and other medical facilities that are open on holidays or late at night. Furthermore, specialists from more than 30 areas of medical care are available for consultation by appointment and the service also arranges the transfer and transport of patients to other hospitals on behalf of the patient.

Nurses with a wealth of clinical experience talk with callers first and, if necessary, cooperate with emergency medical specialists playing leading roles at emergency medical institutions, departmental specialists on the level of university professors or associate professors, pharmacists, national registered dietitians and other specialists. Using the example of a consultation regarding a child stung by a bee, first the caller is asked about the symptoms the child is showing. Then, the caller is advised regarding the necessity of seeking emergency medical care, while receiving instructions on the first aid best suited to the symptoms.

Medical Assist (in Japanese)

• "Medical Note for Tokio Marine Group" Online Service

Medical Note for Tokio Marine Group is an online service that allows customers to easily, directly and individually consult with and ask healthcare professionals, mainly medical specialists, from their personal computers and smartphones. Customers can seek medical advice online, choose a specific hospital to make a doctor's appointment for a second opinion and choose a doctor or a hospital to make an appointment. In addition, in February 2022, we began to provide a service that allows customers to select a hospital from among those that provide specialized medical services and make a reservation for more detailed cancer tests when the result of preliminary cancer screening by the local government or other medical institutions comes back as "Suspected" or "Needing detailed test." It is available free of charge for insurees of Tokio Marine & Nichido Life (excluding those of group insurance).

• "Calomama Plus" to Support Customers' Health Promotion

This is a health advice app developed by Link & Communication Inc. and features an AI dietitian that supports users regarding food, exercise, sleep and other matters. The app supports customers' management of their health and the prevention of serious diseases. The app utilizes an original algorithm based on nutrition management data of over 100,000 people and provides the most appropriate advice in real time from more than 200 million patterns. A fee-based service used for employee health management by more than 6,000 companies, the app is available free of charge to insurees of applicable insurance products of Tokio Marine & Nichido Life. The app enables customers to choose a program according to their individual objectives and work to promote their health or prevent disease aggravation readily and comfortably.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

• Services for Receiving Tests for Detecting Cancer Risk at Preferential Prices

These tests provided by Craif Inc. use urine to assess cancer risk. They have been available since February 2022 to detect ovarian cancer and will be extended to other cancers in a phased manner. Policyholders of applicable insurance products of Tokio Marine & Nichido Life, insurees and their families may use this service at affiliated medical institutions at a preferential price.

• End-of-Life Planning and Inheritance Assist

This free service allows users to consult specialized consultants by telephone about a wide range of concerns related to end-of-life planning and inheritance. Depending on the nature of the inquiry, the consultants introduce users to suitable specialists or companies. Experienced consultants provide guidance so that even those who are unsure where to begin can feel reassured. The service is available free of charge for policyholders of applicable insurance products of Tokio Marine & Nichido Life, insurees and their families.

• Anshin Healthcare (Service for Helping Customers Get Healthier)

The service consists of different menus to promote customers' health, prevent and detect lifestyle-related diseases at an early stage and prevent disease aggravation using a dedicated web app (Anshin Healthcare). The following four services support the extension of the healthy life spans (Medical Note for Tokio Marine Group and Calomama Plus, which are both mentioned above, and other services are available on the app).

❶ Health self-check

Jointly developed by Value HR Co., Ltd. and Tokio Marine Group companies, this service uses an algorithm to predict the risk of diabetes, hypertension, ischemic heart diseases and cerebrovascular diseases by entering the results of health checkups.

❷ Checkup plan

This is the first service in Japan that proposes a recommended cancer screening plan (e.g., types of tests, frequency of screening) based on a simple online questionnaire on lifestyle habits, which was developed by Whitehealthcare Inc.

❸ Online checkup result consultation

This service, which is provided via Tokio Marine & Nichido Medical Service, allows users to seek advice online from public health nurses and other specialists about their questions and concerns regarding the results of their checkups.

❹ Anshin Preventive Medicine Channel

The service enables users to view recommended videos from among a wealth of video content supervised by Dr. Yuma Mori from MEDU Inc. on risks and the prevention of lifestyle-related diseases based on the results of checkups.

■ Launch of *Mirairo Cancer Insurance* That Uses Digital Disability Certificates

Tokio Marine & Nichido offers *Mirairo Cancer Insurance*, which is intended for people with the Mirairo ID* digital disability certificate and their families. This product was developed jointly with Mirairo Inc., which operates a business providing services related to universal design, and Zenchikyosai Inc., a company specializing in insurance for people with disabilities.

The insurance features a simple health notification process and allows families and other people to conduct the enrollment procedures and health conditions notification process by proxy, making it easier for people with disabilities to enroll.

By offering products like this, Tokio Marine & Nichido strives to solve societal challenges and contribute to improving the quality of life of people with disabilities and others. In this way, the company aims to build a symbiotic society where anyone can live safely, comfortably and with a sense of security and achieve self-realization in a diverse way.

*: A digital disability certificate released by Mirairo with the goal of creating a new future where people with disabilities will find it easy to go out and business operators will be able to respond to them smoothly. More companies have introduced the certificate, with 4,000 companies and counting. (As of May 2025)

■ Launch of a Platform Service to Support Health and Productivity Management by Tokio Marine Healthcare

Healthcare is one of the societal challenges that Tokio Marine Group considers critical. Within this field, Tokio Marine Healthcare contributes to genuine health and productivity management and the extension of healthy life expectancy by providing new healthcare services focused on pre-disease intervention and prevention.

As its first healthcare rollout, the company developed the HelDi platform service to support health and productivity management of companies for their employees. Provided to companies and organizations, the service helps create an environment that encourages an awareness change and health action among employees, allowing them to increase their health literacy and improve lifestyle habits in each of the physical*1 mental*2 and female*3 fields. HelDi also assists with companies' PDCA cycle related to health and productivity management by providing a benefit verification report service.

In fiscal 2025, the company began providing the HelDi service to Tokio Marine & Nichido, a major Group company. Tokio Marine Healthcare plans to release the new service early to

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

customers across Japan after verifying the service's usability for a nationwide rollout.

*1: Physical: Create lifestyle habits matched to oneself
*2: Mental: Know about the characteristics of one's own mind and keep it healthy
*3: Female: Deal with premenstrual syndrome (PMS) and menopausal symptoms, and promote women's health

■ Launch of a Service for Joint Purchase of Pharmaceutical Products for Veterinary Hospitals by Tokio Marine Well Design

In the field of healthcare for pets, various issues have emerged, as evidenced by a staffing shortage in veterinary hospitals and surging medical costs resulting from a rise in procurement costs for pharmaceutical products. In seeking to realize a society where people and their pets can lead healthy lives with a sense of security, Tokio Marine Well Design will launch a service for the joint purchase of pharmaceutical products, which will help increase the operational efficiency of veterinary hospitals and reduce pharmaceutical procurement costs.

The joint pharmaceuticals purchase service will serve to reduce the pharmaceutical procurement costs of veterinary hospitals, as well as the work involved in order placement. Under the service, Tokio Marine Well Design will conclude a membership agreement with multiple veterinary hospitals to jointly purchase pharmaceutical and other products while conducting price negotiations with pharmaceutical wholesalers. By doing so, the company intends to reduce the amount of work required of veterinary hospitals when individually negotiating on price and aims to take advantage of scale in purchasing pharmaceuticals. Veterinary hospitals can also benefit from the increased efficiency of their order placement and purchasing work and reduced ordering costs by introducing a pharmaceutical order placement and receipt system, which the company plans to launch in September 2025, to centrally manage the related work.

Going forward, Tokio Marine Well Design will use data accumulated in the pharmaceutical order placement and receipt system for several purposes, including standardizing the names of pharmaceutical products, in an effort to ensure more efficient pharmaceutical distribution in animal healthcare. The company will continue to promote the service by utilizing the diverse customer contact points of Tokio Marine Group, and at the same time, seeks to realize a society where pets can receive appropriate medical care when needed and with a sense of security through the provision of services and solutions designed to support the healthcare of pets.

■ Supporting the Provision of Japanese-Language Medical Services in the United States

The Japanese Medical Practice operated by Mount Sinai Health System in New York City was established with donations from Tokio Marine & Nichido in 1990 and has since been providing outpatient and health checkup services in Japanese. This clinic, which has been in operation for more than 30 years, plays a major role in providing medical services to the local Japanese community. Even under the COVID-19 pandemic, it continued to provide medical services by also utilizing online means and played an additional role in giving vaccinations to many people. The clinic is highly regarded by the Japanese Consulate General in New York as a medical institution providing services to Japanese people.

■ Launch of Care La Care, a Service to Support Employees in Balancing Work and Caregiving

As the population ages, the number of working caregivers—people who keep working while caring for family members—is expected to rise. Balancing work and caregiving has become a serious societal challenge affecting not only the physical and mental well-being of individual employees. It also hinders companies from retaining human resources while making it difficult for employees to play active roles and for companies to achieve sustainable growth. To help resolve this challenge, Tokio Marine & Nichido and NTT Data jointly developed and commercialized Care La Care, a service supporting employees in balancing work and caregiving.

Care La Care helps companies establish systems that support employees in balancing work and caregiving while reducing the burden of caregiving on employees. This service thus facilitates creating workplaces where people can continue working with peace of mind while assuming caregiving responsibilities. For companies, the service provides surveys to identify employees' caregiving circumstances and potential challenges and supports the development of human resources policies and mechanisms that connect employees with appropriate assistance. It also offers individual employees expert advice and services designed to ease their caregiving burden.

By leveraging its extensive relationships with corporate customers, Tokio Marine & Nichido aims to help drive the widespread adoption of this solution and continue to deliver value to society that extends beyond the traditional scope of insurance. Through Care La Care, the company aims to contribute to realizing a society in which everyone can continue working with peace of mind by helping companies prevent employees from leaving work due to caregiving responsibilities and thus retain employees, create workplaces where employees can play active roles and promote human capital management.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

10.1.3 Support for Small and Medium-Sized Enterprises

Regional small and medium-sized enterprises (SMEs), which form the foundation of the Japanese economy, are facing numerous business challenges. Tokio Marine Group supports the growth of SMEs by anticipating changes in the risks surrounding them and developing and providing insurance products and services that help SMEs continue their businesses, take on new challenges and achieve growth.

■ BUDDY+ Website to Provide Solutions Exclusively to SMEs

Tokio Marine & Nichido has opened BUDDY+, a website that provides SMEs with online services, including the provision of information about and solutions to the diverse business challenges SMEs face. Highly specialized content, such as providing support for M&As for business succession and securing human resources as well as a subsidy and grant-in-aid diagnosis system, is available regardless of whether users are policyholders or not.

中小企業の挑戦を支え続ける

BUDDY+

10.1.4 Responding to Poverty Issues

As issues such as poverty, widening inequality and discrimination become more serious, it is urgent to resolve these issues through financial inclusion initiatives. Based on the SDG goal of leaving no one behind, Tokio Marine Group, in cooperation with its stakeholders, strives to understand the characteristics of countries and regions, their circumstances and the needs of people in difficult circumstances. The Group also seeks to innovate and expand the fields of financial and insurance products and services available to them, based on the market survey results and voices of customers, local communities and future generations. Through the development and provision of financial inclusion-related products and services (including distribution channels and methods), we work to improve access to basic insurance products and financial services for people in difficult circumstances so that they can enjoy the benefits of these products and services. We support them and their families by providing financial and insurance education, while working to establish a system to prevent them from misusing available financial and insurance products and services (including incurring excessive debts) and contribute to improving their standard of living. We also strive to promote understanding of sustainability issues, including financial inclusion, among management (through the Sustainability Committee, etc.), educate and raise awareness of employees (through sustainability training, etc.) and develop mechanisms for handling complaints (through human rights due diligence initiatives, etc.).

■ Development of Weather Insurance and Microinsurance Jointly with IFFCO-TOKIO

In 2001, Tokio Marine Group established IFFCO-TOKIO General Insurance Co., Ltd. (IFFCO-TOKIO), a non-life insurance company, as a joint venture with Indian Farmers Fertiliser Cooperative Limited (IFFCO), which has a nationwide network of 36,000 member cooperatives, and began offering auto, fire and other insurance in India.

From the start, the business tackled the issue of resolving uncertainty faced by farmers in India through the mechanism of insurance and looked into the development of microinsurance (i.e., insurance available at low cost) and weather insurance. These products have become essential in stabilizing the lives of people in farming communities, with premiums written amounting to 8.5 billion rupees (approximately 14.5 billion yen) in fiscal 2025.

Since 2001, the company, in collaboration with IFFCO, has been providing *Sankat Haran Bima Yojna*, low-cost accident insurance automatically included with fertilizer purchases, for which IFFCO bears the cost of 0.5 rupees (about 1 yen) per bag of fertilizer, in India's rural communities. In addition, it has been offering affordable insurance products tailored to rural communities, including *Pashu Dhan Bima Yojana*, which provides coverage for indigenous cattle raised in rural

IFFCO-TOKIO headquarters

Accident insurance available as an attachment to fertilizer sold in collaboration with IFFCO

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

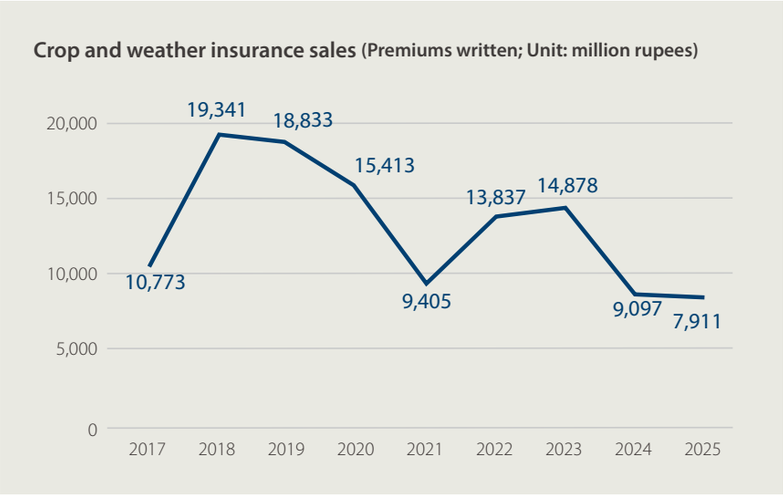
areas, and *Jan Suraksha Bima*, a low-cost accident insurance designed for low-income families.

To gain communities' understanding of the mechanism of weather insurance products that takes into account the impact on grain harvest yields in farming communities due to unseasonable climate in the wet monsoon season (June to September) and the dry *rabi* season (October to April), IFFCO-TOKIO has been conducting briefings for farmers in every state in India on an ongoing basis together with banks, NGOs and other partners. Currently, the company sells weather insurance, mainly its own as well as other government-sponsored products such as *Pradhan Mantri Fasal Bima Yojana* (RMFBY) and Restructured Weather Based Crop Insurance Scheme (RWBCIS), to many farming households.

Members of the Rural Marketing Team of IFFCO-TOKIO and Rural Community Area Managers of IFFCO (in front of IFFCO's grain depot center)

Crop & Weather Insurance details

FY2025: GWP INR 7,911 million, Claims Paid INR 8,363 million



■ Initiative to Support Low Incomes in the United States

The Tokio Marine North America Services (TMNAS) Finance Team has implemented an initiative to support low-income households via a reduced tax burden with Philadelphia Insurance Companies (PHLY) and their long-time business partner Affordable Equity Partners (AEP).

The housing complexes developed by AEP and its partners are financed through the sale of the tax credits to PHLY, and when completed are rented to low-income members of the communities. PHLY benefits via the reduced tax burden made possible by the tax credits purchased from AEP. So far, PHLY has invested over US$278 million, which has gone toward 2,500 units across six states in the United States. The relationship is a "win-win-win" for PHLY, TMNAS and AEP and the 2,500 families living in the beautiful new facilities.

■ Initiatives to Support Low-Income Communities in Botswana, Africa

South Africa-based Hollard Group views insurance as a mechanism that supports people's lives and embraces the purpose of enabling more people to build and protect a better future. The Group provides people who have difficulty accessing adequate coverage with affordable insurance premiums and convenient enrollment channels in their everyday life. It also promotes financial inclusion, the state in which everyone can access the financial services they need. Through these efforts, the Group is working to expand access to insurance and address local societal challenges.

One example is funeral insurance in Botswana. In many parts of Africa, families and entire communities observe mourning rituals over several days, and funerals can entail substantial costs. For low-income families in particular, these expenses can place a heavy strain on household finances. To reduce the financial burden on bereaved families, Hollard Botswana partners with a major local mobile phone operator to offer affordable funeral insurance that can be purchased using only a mobile phone, even by people facing financial hardship who do not have a bank account. Coverage is available from approximately ¥100 per month. By extending coverage options to people who never had access to financial services, the initiative has enrolled approximately 16,000 people in funeral insurance during the two years since its launch, representing a 2% penetration rate among low- to middle-income families. It also contributes to promoting financial inclusion by encouraging broader participation in society through first-hand experience with financial services.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

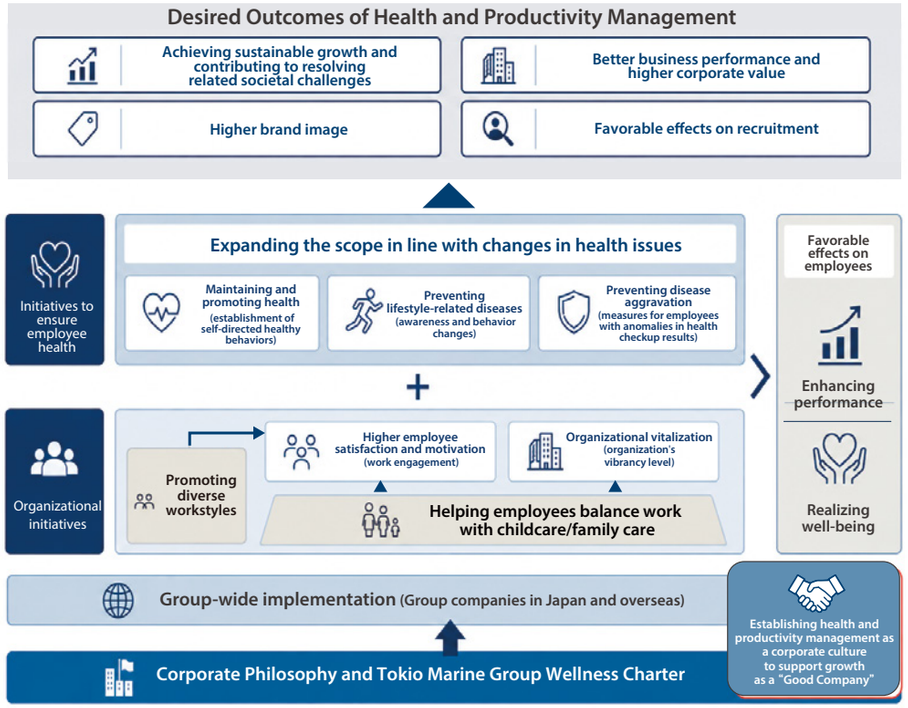
10.2 Promoting Health and Productivity Management

10.2.1 Our Stance on Promoting Health and Productivity Management

Maintaining and enhancing the physical and mental health of our employees is our top priority, as they are the driving force for solving societal challenges through our business based on our purpose and consequently enhancing our corporate value. In seeking to provide an environment that enables employees to work with enthusiasm and vigor, Tokio Marine Group encourages its employees to maintain and improve their health both physically and mentally.

◉ Desired Outcomes of Health and Productivity Management

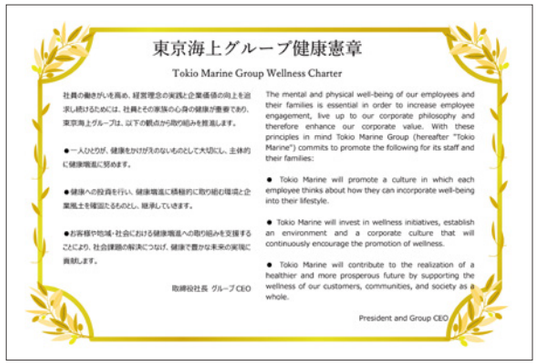
In all its business activities, Tokio Marine Group regards its employees, who play critical roles in carrying them out, as one of its most valuable assets. We seek to ensure the physical and mental health of employees, which will lead to the enhancement of performance and realization of well-being, support the health promotion efforts of customers, local communities and society as a whole and help resolve related societal challenges. By doing this, we ultimately aim to achieve the sustainable growth of the Group.



◉ Tokio Marine Group Wellness Charter

In order to instill Tokio Marine Group's vision and thinking behind health and productivity management throughout Group companies in and outside Japan, we have formulated the Tokio Marine Group Wellness Charter as health-related guidelines for employees. To disseminate the charter to Group companies overseas, we created both Japanese and English versions.

Training sessions are held periodically for employees responsible for health and productivity management initiatives at Tokio Marine Group companies in Japan. In addition to rolling out and improving our health and productivity management initiatives, we feature articles on health and productivity management in our Group newsletters. Both domestically and globally, the entire Group is thus committed to communicating the philosophy of the Tokio Marine Group Wellness Charter.



東京海上グループ健康憲章

Tokio Marine Group Wellness Charter

社員の働きがいを高め、経営理念の実践と企業価値の向上を追求し続けるためには、社員とその家族の心身の健康が重要であり、東京海上グループは、以下の観点から取り組みを推進します。

●一人ひとりが、健康をかけがえのないものとして大切にし、主体的に健康職場に努めます。

●健康への投資を行い、健康職場に積極的に取り組む環境と企業風土を確認するものとし、継承していきます。

●お客様や地域・社会における健康職場への取り組みを支援することにより、社会課題の解決につなげ、健康で豊かな未来の実現に貢献します。

取締役社長 グループCEO

The mental and physical well-being of our employees and their families is essential in order to increase employee engagement, live up to our corporate philosophy and therefore enhance our corporate value. With these principles in mind Tokio Marine Group (hereafter "Tokio Marine") commits to promote the following for its staff and their families:

● Tokio Marine will promote a culture in which each employee thinks about how they can incorporate well-being into their lifestyle.

● Tokio Marine will invest in wellness initiatives, establish an environment and a corporate culture that will continuously encourage the promotion of wellness.

● Tokio Marine will contribute to the realization of a healthier and more prosperous future by supporting the wellness of our customers, communities, and society as a whole.

President and Group CEO

<Declaration of Health and Productivity Management>

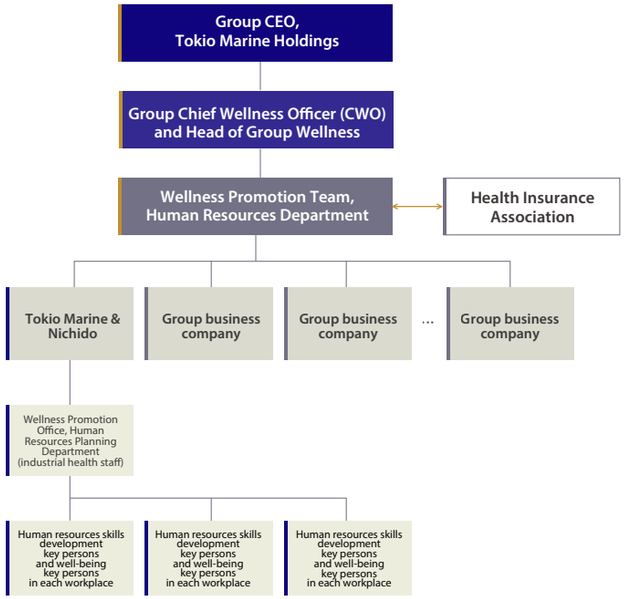
Tokio Marine & Nichido, a major Tokio Marine Group company, is promoting an array of initiatives under its Declaration of Health and Productivity Management, which states that employees represent the most important driving force in becoming and continuing to grow as a "Good Company" chosen by customers, and that Tokio Marine & Nichido proactively seeks to maintain and promote the physical and mental health of employees and their families. The company provides the expertise cultivated through these initiatives to its business partners working on health and productivity management. In this way, it also promotes these initiatives throughout society.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

◉Promotion Structure

Overseen by the Group CEO, our initiatives to promote health and productivity management and occupational safety and health management are led by the Group Chief Wellness Officer (CWO) and Head of Group Wellness who is also the Group Chief Human Resources Officer (CHRO), and the Wellness Promotion Team established within Tokio Marine Holdings. We are also engaged in collaborative health promotion initiatives jointly with the Health Insurance Association.

Additionally, with the aim of extending our efforts to ensure that all employees working across Japan can be healthy, Tokio Marine & Nichido has established a system enabling the industrial health staff members (including industrial physicians and public health nurses) stationed at 46 locations nationwide to collaborate with key persons appointed in each workplace for human resources skills development and for well-being. Using Tokio Marine & Nichido's initiatives as a benchmark, we are implementing a similar system in other Group companies in a phased manner. Public health nurses and other professionals leading the creation and implementation of health and productivity management plans are registered with the Japan Society for Occupational Health's Institution for Certified Occupational Health Nurses and continuously receive training to increase their expertise (as of September 2025: one senior specialist, four specialists and 12 registrants).



Tokio Marine Group's Basic Approach to Occupational Safety and Health

One of the material issues Tokio Marine Group has identified is to "support healthy and fulfilling lives." Accordingly, while thoroughly complying with laws related to occupational safety and health, we respect international standards and norms regarding occupational safety and health as a company that has signed the UN Global Compact.

Based on this concept, Tokio Marine Holdings and Tokio Marine & Nichido established the Occupational Health and Safety Management System Regulations and have been working to provide and continue to improve a safe and healthy working environment. In promoting initiatives based on the regulations, we comply with, support and respect international codes of conduct, such as the International Bill of Human Rights, the Guiding Principles on Business and Human Rights, and the ILO Conventions on Occupational Safety and Health, in addition to laws and regulations and guidance related to occupational safety and health established by respective national governments. Based on the Tokio Marine Group Sustainability Charter and the Tokio Marine Group Wellness Charter, which were established in 2004 and 2019, respectively, the regulations apply to the business activities of Tokio Marine Holdings and Tokio Marine & Nichido* where occupational safety and health management is necessary. Our employees work together with our business partners and local communities to promote the resolution of challenges related to occupational safety and health.

Tokio Marine Holdings and Tokio Marine & Nichido formulate and prioritize action plans, set indicators and targets, measure and evaluate the effectiveness of implemented measures and work to continuously improve so that they can resolve the issues that have been identified. We have a system that enables our initiatives to reflect employees' opinions. For example, we have established a health committee to listen to and discuss the feedback we receive from employees.

Tokio Marine Group established the Responsible Procurement Guidelines in March 2023. We communicate these guidelines to our business partners and ask them to promote occupational health and safety and health management. We will also contribute to solving the issues faced by customers and local communities through the provision of our products and services.

Through these efforts, Tokio Marine Group works with its employees, business partners in its value chain, customers and local communities while at the same time helping them stay physically and mentally safe and healthy to achieve a healthy society.

*: The Occupational Health and Safety Management System Regulations apply to about 40% of Tokio Marine Group employees.

<Indicators and Targets of Priority Measures for Occupational Health and Safety>

Tokio Marine Holdings and Tokio Marine & Nichido formulate annual plans and measures and evaluate the effectiveness of implemented priority measures to ensure that they continue to improve in the area of occupational health and safety issues. In 2026, we have implemented initiatives to achieve the indicators and targets below.

1. Prevention of overwork and implementation of proper follow-up measures
2. At least 98% of all employees undergo stress checks
3. All employees have regular health checkups

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Tokio Marine Holdings Occupational Health and Safety Management System Regulations (Excerpt)

1. Purpose
Continuously and effectively operate a management system that complies with the spirit and letter of the Industrial Safety and Health Act.

2. Scope of Application
The regulations apply to all organizations connected to the business activities of Tokio Marine Holdings, where the management of occupational health and safety is necessary.

3. Realization of Our Occupational Safety and Health Policy
(1) Tokio Marine Group Wellness Charter

> The mental and physical well-being of our employees and their families is essential in order to increase employee engagement, live up to our corporate philosophy and therefore enhance our corporate value. With these principles in mind Tokio Marine Group commits to promoting the following for its staff and their families:
>
> - Tokio Marine will promote a culture in which each employee thinks about how they can incorporate well-being into their lifestyle.
> - Tokio Marine will invest in wellness initiatives and establish an environment and a corporate culture that will continuously encourage the promotion of wellness.
> - Tokio Marine will contribute to the realization of a healthier and more prosperous future by supporting the wellness of our customers, communities, and society as a whole.
>
> President and Group CEO

(2) Occupational Health and Safety Policy
(i) By promoting health and safety activities, we seek to prevent industrial accidents, maintain and increase employees' wellness and establish a comfortable working environment while increasing health and safety in workplaces.
(ii) We comply with laws related to occupational health and safety and their health and safety regulations. In accordance with the Guidelines on Occupational Health and Safety Management Systems formulated by Japan's Ministry of Health, Labour and Welfare, we build systems for company-wide management of occupational health and safety and properly implement measures accordingly.
(iii) Health and safety activities are supervised by the head of each company's Human Resources Department. In cooperation with industrial health staff, health and safety activities are to be led by a human resources skills development key person in each department, while such activities are to be led by managers of each office and group.
(iv) Health and safety activities conducted by companies should be in cooperation with their employees.

4. Procedures for Setting Health and Safety Goals and for the Creation, Implementation, Evaluation and Improvement of Health and Safety Plans
Below are the steps for enabling the actions of health committees to reflect employees' opinions, including setting health and safety goals and the creation, implementation and improvement of health and safety plans.
1. When setting health and safety goals and creating, evaluating and improving safety and health plans, health committees should listen to and consider employees' opinions.
2. When confirming employees' opinions, the status of achievement of the previous fiscal year's health and safety goals, the grounds for the creation of health and safety plans and other information should be provided to employees.
3. Employees' opinions should be respected, and health and safety goals and health and safety plans should be reviewed whenever necessary.
4. The status of the implementation of health and safety plans is discussed by health committees every month, and the details of these discussions are communicated to employees.

10.2.2 Strategy for Promoting Health and Productivity Management

◉ Health and Productivity Management Strategy

Tokio Marine & Nichido believes that it should pursue health from two different aspects — individual and organizational — through its health and productivity management initiative. While discussing with management the analysis results of various health-related data, including the results of health checkups, stress checks and employee questionnaires, Tokio Marine & Nichido defines key performance indicators (KPIs) for its entire health and productivity management initiatives (e.g., improvement of presenteeism), intermediary KPIs (e.g., rate of anomalies in health checkups) and indicators, which are linked to the intermediary KPIs, for awareness and behavior changes (e.g., improvement in lifestyle habits and rates of employees receiving health checkups and other examinations) as well as respective targets. Please refer to the Health and Productivity Management Strategy Map on the next page for the interrelationship among the respective evaluation indicators.

The company monitors the trends of KPIs for individual measures, verifies the effectiveness of each measure and works to improve while implementing the PDCA cycle. The company also implements a PDCA cycle for its entire health and productivity management and implements occupational safety and health management by continuously analyzing the correlation between the KPIs for the entire health and productivity management and the results of stress checks, reviewing the conditions by employee attribute (gender, age, department, position, geographical area, etc.) and checking if there are health issues for which new measures should

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

be considered.

Toward the realization of the desired outcomes of health and productivity management, which represent a framework for evaluating its initiatives to enhance its corporate value on a sustainable basis, the company also verifies the impact on external evaluations on a continuous basis.

◉ Policy for Promoting Health and Productivity Management

Based on the Declaration of Health and Productivity Management, Tokio Marine & Nichido has defined two goals for its health and productivity management: 1) maximizing the capabilities of each employee with diverse backgrounds (enhancing performance by maintaining and promoting physical and mental health) and 2) realizing well-being.

As key goal indicators (KGIs), Tokio Marine & Nichido has set presenteeism and absenteeism indicators for 1) above and a well-being indicator for 2). In order to achieve these KGIs, the company has been planning and implementing health measures in three categories: "measures to promote health," "measures to prevent lifestyle-related diseases" and "measures to realize a better working life." To gauge the effectiveness of investment in health measures, the company has also set multiple intermediary KPIs between the KGIs and the health measures. These KPIs are divided into three groups, namely, indicators for the implementation status of health investment measures, indicators for employees' awareness and behavior changes and indicators for targets related to employees' conditions.

Tokio Marine & Nichido believes that health investment related to maintaining and promoting the mental and physical health of employees will prompt awareness and behavior changes in individual employees and that establishing self-directed health actions among them will allow them to achieve and maintain better health conditions. The company also believes that good health forms a foundation for employees to engage in their work with vitality and will result in improvement in presenteeism and absenteeism, which in turn will lead to better work performance.

◉ Fostering an Appropriate Organizational Culture

Tokio Marine & Nichido is promoting measures to enhance work engagement and encouraging diverse work styles to foster an organizational culture where employees can remain highly engaged in their work. For example, the company believes that achieving better individual and organizational engagement requires a two-pronged effort. One is to let employees recognize that their aspirations (expressed as "My Aspiration") are helping customers and local communities through work, and the other is to create an organization where support from supervisors and colleagues is readily available. The company uses the organization's vibrancy level as an ultimate indicator to quantitatively measure the fostering of an appropriate organizational culture and has already been monitoring its change over time.

Fostering an appropriate organizational culture is expected to further increase the effectiveness of health measures and help improve presenteeism and absenteeism, which are performance indicators, as well as the well-being indicator.

◉ Health and Productivity Management Key Goal Indicators (KGIs)

As described earlier, Tokio Marine & Nichido has adopted three indicators as its health and productivity management KGIs and defined targets for presenteeism and well-being. Besides these KGIs, the company has been measuring, on an annual basis, the organization's vibrancy level, which is an indicator to gauge the fostering of an appropriate organizational culture, as well as work engagement, which is used to evaluate employees' enthusiasm and vigor to work.

With regard to absenteeism, it is necessary to implement measures to reduce absenteeism related to non-occupational illness or injury. Equally important is the creation of systems and a corporate environment that enables employees to take time off when necessary. These elements are vital in the development of workplaces that enable employees to thrive and have long careers. For this reason, Tokio Marine & Nichido will focus on the analysis of related factors without setting specific targets for the time being.

Presenteeism, absenteeism, well-being and the organization's vibrancy are measured using the respondent data from stress checks targeting all employees.

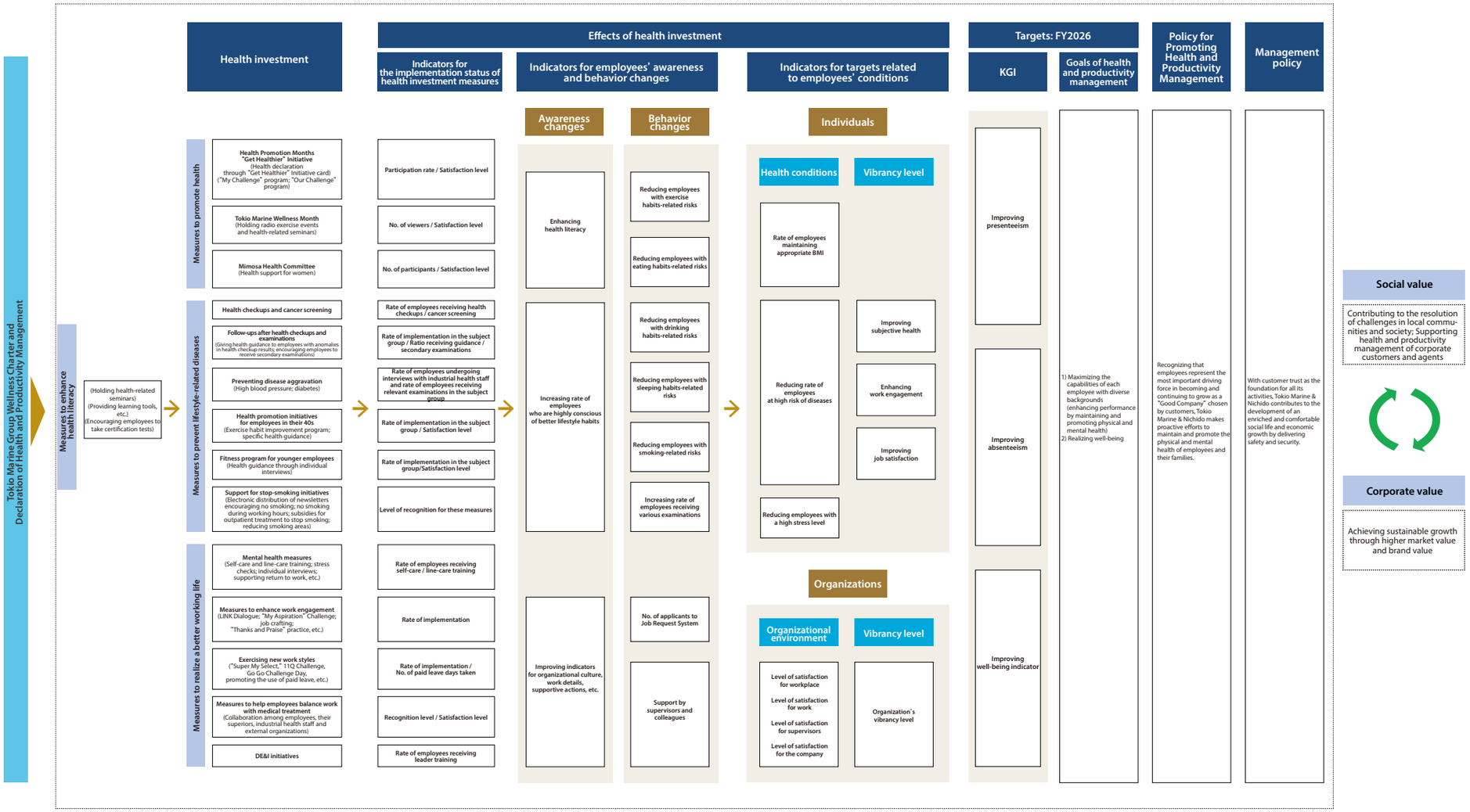
Health and productivity management KGIs		Targets for 2026
Health and productivity management KGIs	Improvement in presenteeism*1	65.3
	Improvement in absenteeism	-
	Enhancement of well-being*2	13.5
Other indicators	Enhancement of work engagement*3	2.69
	Enhancement of the organization's vibrancy level*4	3.03

*1: Absolute presenteeism identified by the WHO Health and Work Performance Questionnaire (WHO-HPQ) (maximum: 100)
*2: Measured using WHO-Five Well-Being Index (WHO-5) (maximum: 25.0)
*3: Measured by work engagement scale in a simple survey of new work stress (maximum: 4.0)
*4: Measured by organization unity scale in a simple survey of new work stress (maximum: 4.0)

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Health and Productivity Management Strategy Map (Relationship between Evaluation Indicators)



Promoting health and productivity management throughout the Group (domestic and overseas companies of the Group)

INDEX

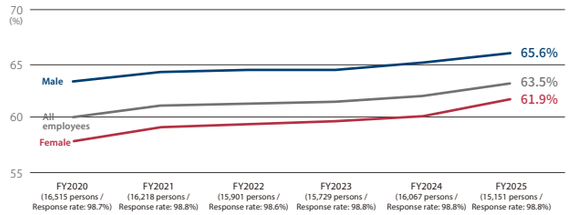
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

[Presenteeism]

Company-wide presenteeism has been improving year by year (Figure 1). Tokio Marine & Nichido will continue to work to involve more employees in the "Get Healthier" Initiative and activities designed to support women's health. The company also verifies the effectiveness of other health measures expected to facilitate improvement in presenteeism as an effort to implement more effective health measures.

Figure 1: Change in presenteeism

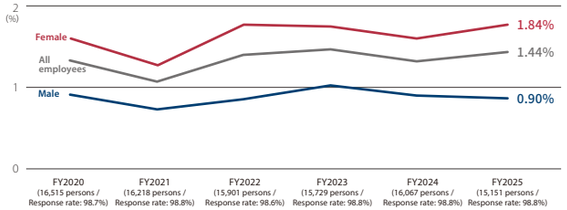


Figures in parentheses indicate the number of employees included in the analysis.

[Absenteeism]

Absenteeism (percentage of employees who are absent one or more days in a year) was on the rise overall until fiscal 2022 due to the COVID-19 pandemic, but began decreasing afterwards (Figure 2). Tokio Marine & Nichido will continue to focus on providing health support to women, as their absenteeism is higher than that of men.

Figure 2: Change in absenteeism



Figures in parentheses indicate the number of employees included in the analysis.

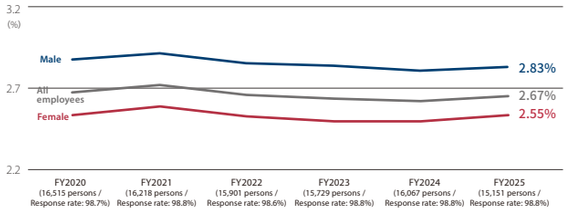
[Well-Being]

In fiscal 2024, Tokio Marine & Nichido started measuring employee well-being scores as a health and productivity management KGI. Based on the World Health Organization-Five Well-Being Index (WHO-5), the company assesses employee well-being through a questionnaire survey in which each of the five questions is scored from 0 to 5 (six-point scale with the highest total score of 25). The average score across all employees was in the mid-13 points in both fiscal 2024 and fiscal 2025. As answering "Have maintained a high level of well-being for more than half of the period" to each question totals 15 points, an average in the mid-13 points represents close to the highest score, thus suggesting that a certain level of well-being was maintained among employees. The company will continue to monitor changes over time and make improvement efforts.

[Work Engagement]

Tokio Marine & Nichido's work engagement remains at a favorable level. In fiscal 2024, work engagement somewhat increased for both men and women over the previous fiscal year (Figure 3). Nonetheless, the company will stay focused on creating workplaces where female employees can thrive, as the work engagement of female employees is lower than that of their male counterparts.

Figure 3: Change in work engagement

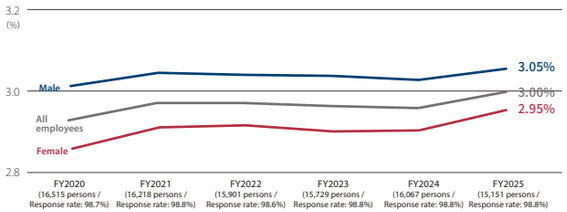


Figures in parentheses indicate the number of employees included in the analysis.

[The Organization's Vibrancy Level]

The organization's vibrancy, which remained at the same level from fiscal 2020 to fiscal 2023 for both male and female employees, improved in fiscal 2024 for both groups (Figure 4). The company will continue to make efforts to create a workplace environment that cultivates a sense of unity and where employees are highly engaged in their jobs.

Figure 4: Change in the organization's vibrancy



Figures in parentheses indicate the number of employees included in the analysis.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

◉ Relationships between Health and Productivity Management KGIs and Health-Related Measures

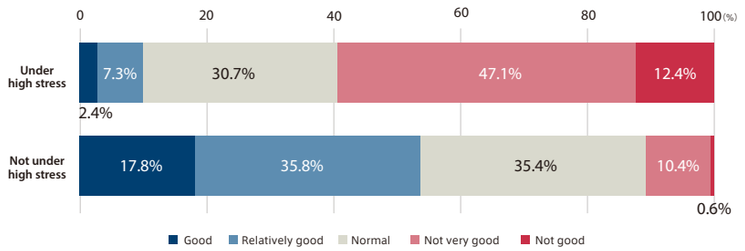
In fiscal 2024, Tokio Marine & Nichido examined the relationships between the three health and productivity management KGIs (presenteeism, absenteeism and well-being indicators) and intermediary KPIs and confirmed that each is statistically related to physical and mental health risks. Presenteeism, in particular, showed a link to subjective health perception. Multivariate analysis conducted during fiscal 2025 also revealed that subjective health perception has a strong connection with high stress levels and sleeping habits, two of its subordinate indicators (Figure 5,6). As such, it is expected that promoting mental health measures and health measures designed to improve sleeping habits will result in improved presenteeism.

Tokio Marine & Nichido has been undertaking four types of measures, namely, measures to promote health based on a population approach to improving lifestyle habits; measures to prevent lifestyle-related diseases, including preventing disease aggravation and encouraging employees to receive various checkups; measures to realize a better working life, including mental health measures; and measures to enhance health literacy, which serve as the foundation for all health actions. The company's health literacy is improving every year (Figure 7).

The company will periodically verify the relationships between these measures and the health and productivity management KGIs through data analysis and promote more effective initiatives.

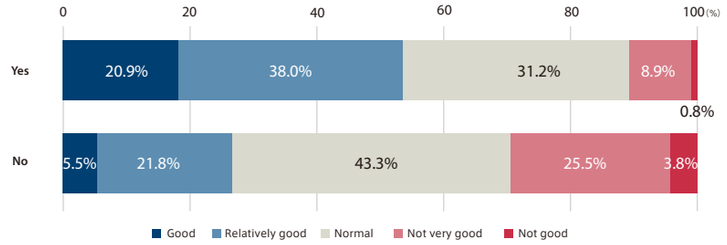
Population analyzed: Of the employees on payroll in fiscal 2024, those who completed the stress check after their health examination (8,872 employees)

▸Figure 5: Relationship between a stress level (being or not being under high stress as determined in stress checks) and subjective health perception



▸Figure 6: Relationship between sleeping habits and subjective health perception

Subjective health perception calculated for each answer to the question, "Are you getting sufficient rest through sleep?" in a lifestyle habits survey conducted during health checkups



▸Figure 7: Change in health literacy (CCHL) over time

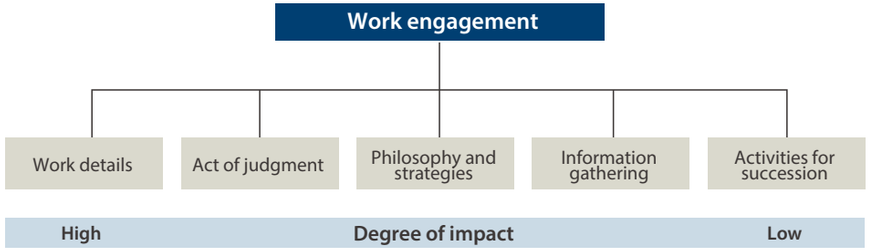
Indicator	FY2023	FY2024	FY2025
Health literacy (CCHL)	3.72	3.78	3.78

Note: Measurement by communicative and critical health literacy (CCHL) scale (on a maximum scale of 5 points).

◉ Exploratory Effort to Further Develop Health and Productivity Management Strategy

According to the results of a relationship analysis conducted in fiscal 2024, well-being scores, which were newly adopted in fiscal 2025 as a health and productivity management KGI, are deeply related to work engagement. In fiscal 2025, an analysis was conducted on the relationships between work engagement and items in an engagement survey in order to explore factors that can help enhance work engagement. Among the levels of satisfaction for work, supervisors, workplace and the company, which make up the overall satisfaction level in an engagement survey, the findings revealed that the level of satisfaction for work is linked most

▸Figure 8: Analysis of the relationship between work engagement and engagement survey results



Note: Using the organizational data from the attribute list and the engagement score, we linked a total of 191 organizations. Among them, organizational analysis was conducted for 183 organizations in which both the Stress Check and Engagement Survey had more than 10 respondents.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

strongly with work engagement, while the satisfaction level for work details, an engagement survey field, has a strong impact on work engagement (Figure 8). Tokio Marine & Nichido has been promoting the company-wide use of the Job Request System, which enables employees to choose their own careers, as well as the LINK Dialogue to think about the "link" between individual employees' commitment (My Aspiration), Tokio Marine Group's purpose and the organization's vision. Through these initiatives, the company intends to facilitate the creation of a motivational work environment for employees.

◉ Other Related Indexes

17 Sustainability Performance Data (Health Management and Occupational Health and Safety) ⋙

10.2.3 Health and Productivity Management Initiatives and External Evaluation

◉ Initiatives to Ensure Employee Health

For its initiatives to ensure employee health, Tokio Marine & Nichido has defined the following priority measures based on "Data Health" plans created in collaboration with the Health Insurance Association as well as the results of analyses of health checkups and various other health-related data.

• Measures to Enhance Health Literacy

We regard health literacy as indispensable in our actions to maintain and promote health. We work to increase the health literacy of employees so that they are mindful of their own health and that of the people around them, willingly learn about health actions and voluntarily engage in health promotion efforts.

• Measures to Promote Health

We believe the ongoing efforts of employees are essential to maintain and promote their health. By providing measures and tools to support their efforts and encouraging individual and organizational efforts, we strive to enhance the health of all employees, which will lead to their lifelong well-being.

• Measures to Prevent Lifestyle-Related Diseases

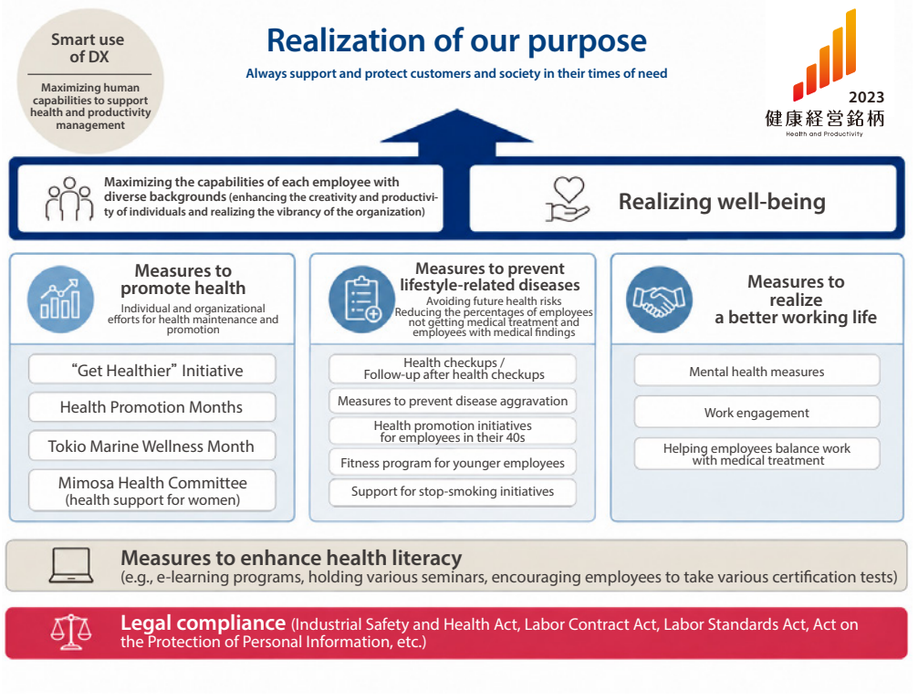
A lifestyle-related disease is a health issue that greatly affects both the current and future life of an employee. As an effort to prevent the onset and aggravation of lifestyle-related diseases, we proactively provide support by industrial health staff as necessary based on the results of health checkups.

• Measures to Realize a Better Working Life

In order to ensure the physical and mental health of employees, attention needs to be paid not only to the health status of individuals but also to factors affecting it, such as the workplace environment and their attitude toward work. We implement mental health measures led by supervisors in each workplace and industrial health staff and help employees balance work with medical treatment to enable them to work with vitality and with a higher level of work engagement and lead a fulfilling life.

• Legal Compliance and Discussion with Employee Representatives

The Industrial Safety and Health Act, Health Promotion Act and other relevant laws and regulations form the foundation of all our initiatives in this area. We comply with every aspect of these laws and regulations, from conducting regular health checkups and stress checks to protecting personal information. In our labor agreements, we promise to implement the health and safety measures necessary for keeping employees healthy and preventing hazards while the labor union agrees to cooperate with these measures. We regularly identify and



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

assess occupational health and safety risks. Significant risks identified through this process are prioritized for countermeasures and incorporated into the PDCA cycle of our health-related initiatives. In the event of an occupational accident, we conduct interviews and investigations with the employees involved to determine the cause and take measures to prevent recurrence.

Each Group company has established an industrial safety and health management framework in accordance with the Industrial Safety and Health Act to fulfill its obligation to ensure safety is appropriately considered. Specifically, Group companies appoint an industrial physician and a health officer and establish a health committee at each domestic business site with more than 50 employees. The committees, each composed of an industrial physician, a health officer, people in charge of health management and selected employee representatives, meet monthly to deliberate measures for maintaining and promoting physical and mental health, improving the workplace environment and preventing health disorders, including disorders resulting from overwork.

◉ Examples of Major Health Measures

■ "Get Healthier" Initiative

[Goals]

Reduce the rate of employees with lifestyle habits-related risks ⇒ Increase subjective health perception ⇒ Improve presenteeism

Reduce the rate of employees with lifestyle habits-related risks ⇒ Increase the rate of employees with appropriate BMI ⇒ Reduce the rate of employees with lifestyle-related disease risks ⇒ Improve absenteeism

[Details]

In fiscal 2025, 5,178 persons, or 27.6% of the eligible group, participated in the "Get Healthier" Initiative. In a post-action questionnaire, 96.0% of respondents said they were satisfied or very satisfied with the initiative, indicating that participants' satisfaction was very high.

[Future efforts]

To increase participation further, we will introduce ideas such as diverse courses adapted to the changes in workstyles and lifestyles, Group-wide events utilizing digital technologies and an encouragement award presented via an in-house competition, so that employees can voluntarily, not passively, participate in the "Get Healthier" Initiative while having fun. These efforts will lead to the prevention of lifestyle-related diseases and the improvement of performance indicators.

■ Joint Initiative with Group Companies in Japan and Overseas: Tokio Marine Wellness Month

[Goals]

Enhance health literacy and increase the rate of employees who are highly conscious of better lifestyle habits ⇒ Reduce employees with exercise habits-related risks ⇒ Improve presenteeism

[Details]

In fiscal 2024, we started designating every June as Tokio Marine Wellness Month for Group companies in Japan and overseas to make and share efforts toward the common goal of maintaining and promoting health, to raise health awareness and to promote the cultivation of a sense of unity within Tokio Marine Group.

[Results]

In fiscal 2024, more than 30 Group companies in Japan and 27 Group companies overseas participated in the initiative, each making efforts related to the realization of well-being.

[Future efforts]

Each Group company in Japan and overseas will continue to make efforts to maintain and promote health in a more integrated manner.

■ Measures for Employees at High Risk of Lifestyle-Related Diseases

[Goals]

Increase the rate of employees getting medical treatment on a continuous basis while reducing the rate of employees not getting medical treatment ⇒ Reduce the rate of high-risk employees ⇒ Improve presenteeism and absenteeism

[Details]

We set a predetermined threshold for blood pressure and blood sugar levels, and an industrial physician interviews all high-risk employees. High-risk employees are divided into different categories based on criteria such as whether they are receiving treatment. We then decide the intervention methods that are most necessary for the employees in each category. We encourage appropriate medical treatments and changes in behavior by recommending medical consultations, collaborating with primary-care doctors and providing health guidance via public health nurses. We follow through until their data improves.

[Benefits]

In fiscal 2024, 69.6% of employees with high blood pressure and 65.4% of employees with high blood sugar levels were diagnosed as not having high-risk symptoms in the following fiscal year.

[Future efforts]

With the average age of our workforce rising, measures to aid high-risk employees are becoming increasingly important. Looking ahead, we will continue to implement two-pronged measures to provide support for the health of our workforce. One is to arrange an intervention to aid high-

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

risk employees and another is to prevent an inflow of more employees into the high-risk group so that employees can promote their health to thrive over long careers.

■ Fitness Program for Younger Employees

[Goals]

Reduce the rate of employees with exercise habits- and eating habits-related risks ⇒ Increase subjective health perception ⇒ Improve presenteeism

Increase the rate of employees maintaining appropriate BMI ⇒ Reduce the rate of high-risk employees ⇒Reduce absenteeism

[Details]

Since establishing a healthy lifestyle while young prevents lifestyle-related diseases in the future, we provide employees who turn 30 with individual health guidance and offer support so that they can become capable of promoting health and maintaining a desirable weight on their own. Additionally, 38-year-old employees receive health guidance for the amelioration of obesity and metabolic syndrome.

[Results]

In fiscal 2025, 115 employees aged 30 and 17 employees aged 38 participated in the program. Of the 78 respondents to a post-action questionnaire on behavior change, 37 said their exercise habits improved, while 40 said their eating habits improved.

[Future efforts]

An analysis of presenteeism factors indicates that risks related to obesity and eating habits can aggravate presenteeism. The fitness program for younger employees is thus expected to indirectly improve presenteeism.

■ Support for Promoting Health of Employees in Their 40s: Yoga Challenge 40+ (Forty Plus)

[Goals]

Reduce the rate of employees with exercise habits-related risks ⇒ Increase subjective health perception ⇒ Improve presenteeism

Increase the rate of employees maintaining appropriate BMI ⇒ Reduce the rate of high-risk employees ⇒ Improve absenteeism

[Details]

A scoring report provided by the Health Insurance Association has pointed out that the rate of employees with exercise habits-related risks is high among employees in their 40s. To provide an opportunity to make exercise a habit and help it become a regular practice, an online yoga lesson was held on weekday nights and Saturday mornings for 16 weeks.

[Results]

Of all the participants, 134 responded to a post-action questionnaire. Of these, 128 (95.5%) said they were satisfied or very satisfied with the Yoga Challenge 40+ program, while 82 (61.2%) responded that they gained an exercise habit by participating in the program.

[Future efforts]

To encourage participation of more employees, we continue to offer the program while adding Zumba®, Pilates and other exercises to the lesson lineup.

■ Health Support for Women

[Applicable priority measures]

Measures to promote health; Measures to enhance health literacy; Measures to realize a better working life

[Details]

In fiscal 2025, we invited an outside lecturer and held a webinar, "How Is Everyone Coping? Addressing the Health Concerns of Working Women," for all employees as a seminar to support women's health.

We also strive to increase women's health literacy by offering e-learning programs and providing information through Mimosa Health Committee e-mail notifications. To provide information, we are devising ideas to increase employees' interest and encourage them to take ownership of issues. For example, we facilitate an understanding of menstrual pain, premenstrual syndrome and menopausal disorders, propose more comfortable workplaces based on the results of a survey of female employees and encourage uterine and breast cancer screening for specific target generations. By sending related information to all employees without limiting it to women, we intend to communicate and facilitate an understanding of our health support measures for female employees in the hope that these initiatives are an opportunity for employees to think about the health of the women around them, including their family members and colleagues. Based on the results of a questionnaire for female employees, we also changed the name "menstrual leave" to "Mimosa leave" in fiscal 2025 and have been communicating about the system to make it more easily available. The "Get Healthier" Initiative, a part of the Health Promotion Months project, includes the Women's Health Course that focuses on health issues unique to women to promote efforts to maintain the balance of physical and mental health and provide opportunities to improve the everyday habits of female employees. While implementing these measures, we have been examining women's presenteeism and work engagement for years. In addition, Tokio Marine & Nichido has set up a Mothers' Room within its head office where many female employees work. It is a space used by female employees for lactation or resting when they are not feeling well because of a

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

hormonal imbalance. It has been well received as a comfortable space, and it also fulfills a need for women who return to work early after childbirth.

[Results]

According to an employee survey conducted in fiscal 2025, 47.3% of all employees, or 64.6% of female employees, participated in or utilized the measures for supporting women's health in the previous fiscal year. Of all the participants, 67.8% evaluated the initiative positively.

■ Mental Healthcare

[Applicable priority measures]

Measures to realize a better working life

[Details]

Each Tokio Marine Group company actively promotes mental health measures as we recognize the importance of pursuing the maintenance and improvement of employees' mental health in terms of corporate management. Tokio Marine & Nichido has established the Basic Policy on Mental Health Measures. Under this policy, supervisors at respective workplaces and industrial health staff collaborate to proactively implement various measures. These include initiatives to maintain sound mental health (primary prevention), measures to encourage early detection and treatment (secondary prevention) as well as measures to care for employees with mental health issues (tertiary prevention). Since 2012, the company has also been making initiatives to improve work engagement, which is considered a zeroth prevention measure for mental illnesses.

Specific initiatives for primary prevention include using stress checks to promote self-care and analyze issues at an organizational level in order to maintain a good workplace environment. We also provide self-care training for all employees and promote mindfulness. In addition, for employees working in the claims service departments, we have also launched a mental health care program to enable them to always maintain good mental health conditions as professionals when facing customers who have encountered an accident or disaster. For secondary prevention, in addition to setting up a mental health counseling desk, for new employees, in particular, we promote care initiatives not only in the workplace but have also established a system to check their health condition periodically and provide early support using a multi-faceted approach involving public health nurses, human resources personnel and other relevant parties.

Our tertiary prevention efforts include initiatives that encourage adapting to the workplace and work duties in order to seamlessly support employees returning to work. An analysis detected a correlation between poor mental health and absenteeism. As such, we will continue to consider changes in workstyles and the diversity of our employees by implementing a PDCA cycle to help employees thrive.

◉ Benefits of Major Initiatives

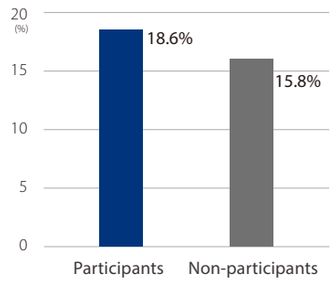
Regarding the "Get Healthier" Initiative, we have been working to increase the rate of participation and achieve better effects in improving lifestyle habits. Among the participants who responded that they have exercise habits-related risks in an interview conducted during a pre-participation health checkup, those who joined courses designed to overcome a lack of exercise showed a significantly higher improvement rate*1 compared with those who did not participate in such courses (Figure 9). Of the 25 courses offered under the "Get Healthier" initiative, five courses fall within this inactivity elimination category, which boasts the highest participation rate within the initiative.

*1: Improvement rate refers to the percentage of employees who were determined to have exercise habits-related risks in a health checkup conducted prior to participating in the initiative and who have become free of these risks after participating in the initiative

*2: Employees with exercise habits-related risks are those who answered "Yes" to zero or one of the three questions regarding exercise habits in an interview conducted during a health checkup

To verify the benefits of our women's health measures, we examined the correlation between the implementation status of women's health measures and our ultimate health-related target indicators. The results revealed that the more measures female employees work on, the more they influence work engagement (Figure 10). Further enhancing, communicating about and promoting the understanding of the measures supporting women's health is thus expected to lead to improvement in work engagement.

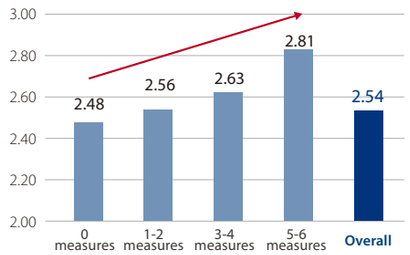
▸Figure 9: Improvement rate among persons with exercise habits-related risks*2 after participating in the courses in the inactivity elimination category



[Target group]

- Persons who received a health checkup by September 30, 2023, and again in fiscal 2024, and were employees for a full year during fiscal 2023
- Participants are defined as those who have earned one or more points in the inactivity elimination category, and others are defined as non-participants.

▸Figure 10: Relationship between the number of women's health measures (maximum of six measures) undertaken by women and work engagement



[Target group]

Female employees who underwent stress checks in fiscal 2025

The more employees participate in and utilize the measures supporting women's health, the more work engagement increases.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Productivity Improvement Effects of Women's Health Support Initiatives

Women's health issues vary across life stages and can significantly affect work performance. Recognizing this, Tokio Marine Group has positioned women's health as one of its key focus areas and has been promoting related initiatives. In addition to improving the workplace environment, it is essential to support employees in practicing self-care that suits their individual health conditions and life stages. To this end, the Group has been enhancing health literacy across the organization through e-learning programs and internal communications addressing women's health topics.

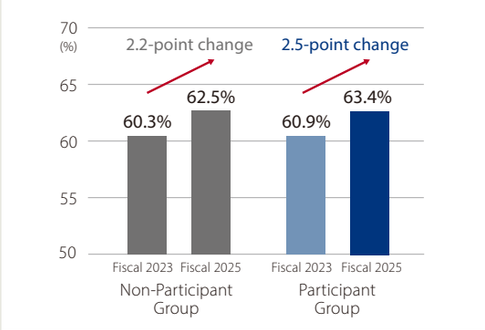
In fiscal 2024, we conducted a quantitative analysis to assess the impact of our initiatives on female employees' productivity, focusing on the "E-learning Program for Improving Health Literacy." The analysis targeted employees who met all four specific conditions*, comparing those who completed the e-learning program (4,229 participants) with those who did not (2,364 non-participants). Changes in absolute presenteeism before and after the program (fiscal 2023 and fiscal 2025) were compared between the two groups.

As a result, the average presenteeism score among participants improved from 60.9% in fiscal 2023 to 63.4% in fiscal 2025, representing a 2.5-point increase. In contrast, the non-participant group improved from 60.3% to 62.5%, showing a 2.2-point increase. The differential between the two groups corresponds to an estimated annual productivity gain equivalent to approximately JPY 69.6 million. Building on these findings, we will continue to enhance participation rates and enrich the e-learning content, aiming to further improve female employees' work performance and well-being.

*: Conditions for analysis:
- Female employees who participated in both the Stress Check and the Engagement Survey
- Belonging to organizations with more than 10 respondents in both surveys
- Employees with consistent organizational affiliation between FY2023 and FY2025
- Employees with available presenteeism data for both fiscal years

▸ Comparison of changes in absolute presenteeism by participation in the "e-learning program for improving health literacy"

Participants showed a 0.3-point greater improvement in absolute presenteeism compared with non-participants.



■ Creating a Comfortable Workplace Environment

[Applicable priority measures]

Measures to realize a better working life

[Details]

Tokio Marine Group not only satisfies various standards stipulated under laws and regulations related to the workplace environment but also promotes the creation of a comfortable workplace environment that takes into consideration lighting, noise, ventilation, temperature, humidity and other ergonomic aspects. At the same time, we are working to prevent health problems caused by sedentary work by installing stand-up meeting spaces and other office facilities to increase the amount of physical activity and encouraging employees to take a break by standing up.

To establish better workplace environments, we pursue increased job satisfaction through many different measures. More specifically, we enable employees to choose when and where to work and provide the LINK Dialogue for strengthening the connections between individual employees' commitment (My Aspiration), Tokio Marine Group's purpose and the organization's vision.

17 Sustainability Performance Data (Percentage of employees who received health checks) ≫
17 Sustainability Performance Data (Industrial accidents, etc.) ≫

■ Example Verification Results for External Evaluation

- Evaluating the impact of career choice popularity rankings on recruitment (Results of verification: High rankings have been maintained in company popularity surveys among job-seeking undergraduates conducted by Mynavi Corporation and Nikkei Inc. since being selected for the first time as a Health & Productivity Stock.)
- Identifying changes in the number of corporate customers to which Tokio Marine Group has provided support in health and productivity management (Results of verification: There has been an increase in the number of corporate customers being recognized under the Certified Health & Productivity Management Outstanding Organizations Recognition Program sponsored by the Ministry of Economy, Trade and Industry (METI).)

10.2.4 Initiatives to Spread Health and Productivity Management throughout Society (Supporting Customers' Health and Productivity Management) ≫

Health issues change constantly in line with changes in society and the workplace environment within a company. As more attention is paid to human capital management, we will recommit ourselves to more proactively investing in health as a company that prioritizes the health of employees and their families. In recent years, in response to the promotion of diversity, equity

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

and inclusion, we have been providing finely tuned support to health-related issues specific to women by leveraging our workplace-based industrial health system.

In the future as well, we will anticipate the impact of these changes on employee health and support work styles with higher productivity from the health aspect by preventing health issues from becoming prevalent.

■ Selected as Health & Productivity Stock and Recognized under METI's Certified Health & Productivity Management Outstanding Organizations Recognition Program

As a result of these initiatives, Tokio Marine Holdings was selected as a "Health & Productivity Stock" co-sponsored by METI and the Tokyo Stock Exchange for eight consecutive years from 2016 to 2023 for its outstanding health and productivity management.

At the same time, 24 companies from Tokio Marine Group were recognized under METI's 2026 Certified Health & Productivity Management Outstanding Organizations Recognition Program (large enterprise category). Among them, Tokio Marine Holdings, Tokio Marine & Nichido, Tokio Marine & Nichido Life, Tokio Marine & Nichido Systems, Tokio Marine dR, Tokio Marine & Nichido Outsourcing Management, Integrated Design & Engineering Holdings, Nippon Koei, Nippon Koei Urban Space, Nippon Koei Energy Solutions, Nippon Koei Business Partners, Koei Research & Consulting and Nippon Civic Consulting Engineers were in the top 500 group and certified as "White 500" companies.

In the small to medium-sized enterprise category, the program recognized 17 Tokio Marine Group companies. Among them, Nisshin Fire Insurance Service was in the top 500 group and certified as a "Bright 500" company while Tokio Marine & Nichido Partners Tohoku, Tokio Marine & Nichido Partners East, Tokio Marine & Nichido Partners TOKIO and Nisshin Fire Information System were included in the 501–1,500 group and certified as "Next Bright 1,000" companies.

2023 健康経営銘柄 Health and Productivity

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

SPORTS YELL COMPANY 2026

In addition, Tokio Marine & Nichido has received Silver certification as a Sports Yell Company in recognition of its proactive efforts to promote and support exercise and sports activities that enhance employee health. A growing number of Group companies are also obtaining this certification.

Initiatives to ensure the physical and mental health of employees and their families, enhance health literacy and voluntarily and continuously maintain health are becoming increasingly important as they form the foundation of employee productivity and enable Tokio Marine Group to resolve issues for customers and local communities.

We will continuously work to enhance the health of employees, improve the level of occupational health and safety and further expand and develop health and productivity management.

■ Global Recognition for Workplace Health Management

As chief member of the Foreign-Invested Financial Institutions Committee of the Shanghai Financial Association (SFA), The Tokio Marine & Nichido Fire Insurance Company (China) Limited (TMNCH) has continuously advocated to the Shanghai Municipal Government for the introduction of health and productivity management. In 2025, its proposal to introduce health and productivity management standards for financial institutions was adopted. In recognition of this achievement, the company became the only Japanese-affiliated company to be certified and honored at the national level as an Advanced Enterprise in Workplace Health and Productivity Management by the National Major Chronic Disease Prevention and Innovation Pilot Task Force, an organization under the Chinese government.

In 2025, the company further strengthened its internal health and productivity management efforts. It achieved a 100% employee health checkup rate and conducted year-round health promotion activities, including an employee sports day. As a result of these efforts, its well-being score in the culture survey improved significantly.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ **Creating Connection through Wellness and Mindful Breaks**

Safety National continued to offer initiatives that promote employee well-being, connection and a balanced approach to health.

Safety National employees came together for the 2026 St. Louis Biz Dash 5K (3.1 miles) Run/Walk, an event focused on wellness, camaraderie and community impact. The initiative was a collaboration between the employee-led Wellness Committee and Community & Philanthropy Committee, creating an inclusive opportunity for St. Louis-based employees and visiting remote employees to connect outside the office while supporting a meaningful local cause.

Safety National set a goal of 75 employee participants and exceeded that goal with 84 registered participants, representing a 95% increase in participation over the prior year. The strong turnout reflected employee enthusiasm for wellness-focused activities and demonstrated Safety National's Core Values of Teamwork, Balance and Relationships through movement, encouragement and community connection.

Safety National also recognized Mental Health Awareness Month through a Wellness Committee Rock Painting Event. Employees were invited to step away from their day, connect with co-workers and enjoy a creative outlet by painting rocks in themed categories such as animal, floral, nostalgia, miscellaneous and outdoor. Participants were encouraged to wear green in support of Mental Health Awareness Month and had the opportunity to enter their creations into a Rock Painting Contest.

The activity reinforced an important message: caring for mental health can begin with a brief pause, a creative outlet or a moment of connection. It also reminded employees that Safety National's Employee Assistance Program is available year-round to support employees and their families with confidential resources, counseling options and well-being support.

10.2.4 Initiatives to Spread Health and Productivity Management throughout Society

Tokio Marine Group is committed to promoting health and productivity management within the Group. While leveraging the expertise cultivated in the process of carrying out our own initiatives, we also support companies working to improve health and productivity management and contribute to the widespread embrace of health and productivity management in society. We support business partners through our initiatives spanning the entire value chain. Initiatives include organizing health and productivity management seminars, engaging in awareness-raising activities in cooperation with local governments, chambers of commerce and other organizations, formulating the Responsible Procurement Guidelines and stating that we will support the health and productivity management of our business partners in our Declaration of Partnership Building. We also pay consideration to the safety, health and living conditions of the workers of our business partners and seek to secure vibrant work environments and promote the health of these workers. As a new initiative, we are engaging in a project to support the introduction of health and productivity management under commission from Nagoya City. The project is designed to help small to medium-sized enterprises (SMEs) obtain certification as a Health & Productivity Management Outstanding Organization.

◉ Supporting Customers' Health and Productivity Management

As Japan's working-age population shrinks, managing employee health and creating a good working environment have become important management issues to ensure sustainable corporate growth. Tokio Marine Group has been promoting health and productivity management with the Group CEO at the top, while recognizing that employee health is a core theme for management. As a result, we were selected as a "Health & Productivity Stock" for the eighth consecutive year since 2016 and were certified as a Health & Productivity Management Outstanding Organization (White 500) for nine consecutive years from 2017 to 2026. We support the promotion of corporate health and productivity management by leveraging the know-how we have gained over the course of these initiatives, raising awareness to promote the idea of health and productivity management, assisting local companies in obtaining relevant certifications and providing various services.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

<Initiatives of Tokio Marine & Nichido>

Tokio Marine & Nichido works to raise awareness of health and productivity management and supports the relevant initiatives of local companies by issuing booklets that present health and productivity management initiatives of companies, hosting related seminars and cooperating with local governments, chambers of commerce and other organizations.

Tokio Marine & Nichido supports companies seeking to obtain certification as a Health & Productivity Management Outstanding Organization and assisted approximately 1,700 corporate customers in fiscal 2025 by holding seminars as a main host, conducting online interviews and providing a service to check if application forms are adequately filled in. The company also provides solutions to help companies resolve human resources and labor issues from three aspects that have been emphasized in recent years: providing support for balancing work with nursing care; responding to women's health; and promoting the use of childcare leave by male employees.

<Initiatives of Tokio Marine & Nichido Medical Service (TMS)>

TMS has doctors, nurses and licensed psychologists in-house and carries out business in the medical and health fields. As a comprehensive healthcare consulting company, TMS offers a broad range of services, including accepting consignment of the work of industrial physicians, a mental health support service and a 24/7 telephone medical and health consultation service, as well as support for promoting health in the workplace. Recently, the company has added a service that undertakes administrative work for health checkups to its lineup and has been offering its services in more areas to support the health and productivity management of our corporate customers across Japan.

<Initiatives of Tokio Marine dR (TdR)>

In enforcing health and productivity management more effectively within a company, it is crucial that the company and its health insurance association make collaborative initiatives to promote health measures while appropriately capturing employees' health issues.

TdR analyzes various data held by companies and health insurance associations, including health checkup results, prescription data and health measure outcomes. The company then performs quantitative evaluation* of the relationship between the data and medical expenses or health inhibiting factors to develop highly effective health promotion measures. By doing so, TdR supports the reduction of health-related risks and improvement of productivity (such as lower presenteeism). TdR also provides support for the establishment of various corporate systems essential for promoting health and productivity management and for the implementation of health promotion measures as well as support for the introduction and promotion of human asset management systems to increase employee motivation and raise engagement.

*: Using insight and knowledge gained through an ongoing joint research project since 2014 with the Healthcare Data Science Research Unit of the Institute for Future Initiatives (formerly the Policy Alternatives Research Institute), The University of Tokyo

◉ Support for Mental Health Management

Tokio Marine & Nichido Medical Service offers the Employee Assistance Program (EAP) to support mental health-related measures for company employees. Aside from conducting stress tests as required under the Industrial Safety and Health Act, EAP has a menu of services provided by a team of experts including psychiatrists, clinical psychotherapists and personnel and labor consultants. These services range from follow-ups for employees showing high stress levels based on the results of employee stress checks and support for improvement activities for individual workplace environments to providing supportive care during a leave of absence or when returning to work and formulating measures to prevent recurrence.

EAP is now being used by more than 700,000 company employees. Through the program, the company will continue to help workers remain mentally healthy and enhance work engagement.

Tokio Marine & Nichido Medical Service TMS NAVIGATOR service details (in Japanese)

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

11 Value People and Promote Diversity and Inclusion

11.1 Respect for Human Rights

11.1.1 Formulating and Disseminating Human Rights-Related Policies

As its Corporate Philosophy states, Tokio Marine Group continually strives to raise corporate value with customer trust as the foundation for all its activities. We believe that respecting the human rights of all individuals in every business activity is essential to supporting this philosophy. Accordingly, we have established the Tokio Marine Group Basic Policy on Human Rights, which sets out our approach to promoting respect for human rights across all business activities. Based on this policy, the Tokio Marine Group Responsible Procurement Guidelines encourage understanding and cooperation from business partners, including agents and suppliers, in initiatives that promote respect for human rights. Furthermore, the Tokio Marine Group Policy to Address Environmental and Social Risks specifies measures to ensure that our insurance underwriting, investment and financing activities and provision of solutions take into account the human rights of our customers and the local communities.

[Human rights-related policies]

- Tokio Marine Group Basic Policy on Human Rights
- Tokio Marine Group Responsible Procurement Guidelines
- Tokio Marine Group Policy to Address Environmental and Social Risks

At each Tokio Marine Group company, all employees and other co-workers are working to build a vibrant corporate culture without discrimination or harassment. We administer various human rights awareness and training programs for all employees of the Group in Japan and overseas to deepen our common understanding of human rights due diligence required of companies in accordance with the UN Guiding Principles on Business and Human Rights as well as the Group's human rights-related policies.

[Tool for disseminating our Basic Policy on Human Rights]

- Tokio Marine Group Basic Policies on the Environment and Human Rights – Summary Version

11.1.2 Promotion Structure

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

■ Sustainability Committee

To address sustainability issues, including human rights, the Sustainability Committee, which is composed of the Group CEO, the Group Chief Human Resources Officer (CHRO), the Group Chief Diversity, Equity & Inclusion Officer (CDIO), the Group Chief Sustainability Officer (CSUO) and other members, discusses topics such as the formulation of strategies and targets as well as the coordination and promotion of initiatives. The Sustainability Committee met four times in fiscal 2025, discussed efforts to respect human rights and decided on the direction of initiatives. For a detailed explanation of its promotional and supervisory structure, see Organizational Structure for Promoting Sustainability of this report.

[Reported and discussed items at the FY2025 Sustainability Committee]

April 2025	Fiscal 2024 review, fiscal 2025 plans and progress
August 2025	Revision of the human rights risk map
November 2025	Meeting with experts on business and human rights, and assessment of impacts on insurance agents
February 2026	Revision of the Basic Policy on Human Rights

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Human Rights Subcommittee

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

The Human Rights Subcommittee met about once a week in fiscal 2025. It planned and implemented actions for respecting human rights unique to Tokio Marine Group, such as the revision of the human rights risk map, familiarization and enhancement of a hotline to receive grievances and the assessment of impacts on the human rights of insurance agents.

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

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

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

11.1.3 Human Rights Due Diligence

Tokio Marine Group has established a human rights due diligence (HRDD) framework based on the Tokio Marine Group Basic Policy on Human Rights, with reference to the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO Core Labor Standards, the UN Guiding Principles on Business and Human Rights, ISO 26000, SA8000 and other relevant international standards.

For Tokio Marine Group, HRDD is positioned as a preventive and voluntary process to avoid or mitigate any negative impact of corporate activities on human rights. Based on the process outlined below, Tokio Marine Group conducted a human rights risk assessment in fiscal 2017, and again in 2022, with the assistance of outside experts.

With the engineering consulting and engineering company Integrated Design & Engineering Holdings Co., Ltd. (ID&E Holdings) joining the Group in February 2025 and reflecting the expansion and diversification of our business domains, the Group has revised its human rights risk map to ensure more effective management of human rights issues across the Group.

Based on the results, we will continue to prioritize and strengthen our responses to human rights issues of higher severity. The human rights risk map will be continuously reviewed in the future, taking into account changes in the business environment*1 and other factors.

▸Human rights due diligence framework

*1: In mergers and acquisitions (M&A), Tokio Marine Group places importance on factors relating to the environment, society and governance (ESG). Specifically, the Group's guidelines for the implementation of M&A projects clearly state that the ESG policy of the target company is an important factor in evaluations. Details of the policy on the environment, society (including human rights) and governance and the implementation structure are important criteria in evaluations.

■ STEP 1: Identifying Human Rights Issues

To identify the human rights issues that must be prioritized, a preliminary screening was conducted across Group companies, taking into account human rights risks by country, region and line of business, as well as factors such as revenue size and the number of employees. This process allowed us to extract the Group companies considered to be at high risk. As a result, the scope of this human rights risk map now extends beyond non-life insurance, life insurance and engineering consulting to include the Group's directly operated businesses, such as nursing care and manufacturing, as well as customers, projects in which we are involved and the value chain*2.

The guidelines and methodologies used in preparing the human rights risk map are outlined below. Since the results incorporate an analysis that utilized external data, the map also includes potential or latent human rights issues that have yet to emerge.

▸Assessment and identification method

Organization of human rights issues	Human rights issues relevant to Tokio Marine Group's business were organized with reference to international human rights standards (e.g., Universal Declaration of Human Rights and ILO Core Labor Standards) and sustainability-related regulations (e.g., CSRD*3 and CSDDD*4).
Severity assessment	The identified human rights issues were assessed for severity by external experts based on three factors: scale (e.g., impact on life), scope (e.g., number of people affected) and difficulty of remediation (e.g., likelihood of effective remedy).
Likelihood assessment	The likelihood of occurrence was assessed with reference to country- and industry-specific human rights risks of our business, the number of employees, revenue size, as well as supplier locations and transaction volumes. Country-specific risks were based on indicators published by international organizations, and industry-specific risks were referenced from data published by international NGOs.
Prioritization of issues	Severity was plotted on the vertical axis and likelihood on the horizontal axis to map human rights issues that are particularly significant for Tokio Marine Group.

*2: The assessment covered 47 major Group companies, representing over 90% of Group revenue.
*3: Adopted by the EU in 2022, the Corporate Sustainability Reporting Directive (CSRD) mandates information disclosure related to corporate sustainability.
*4: Adopted by the EU, the Corporate Sustainability Due Diligence Directive (CSDDD) establishes due diligence obligations for human rights and environmental issues.

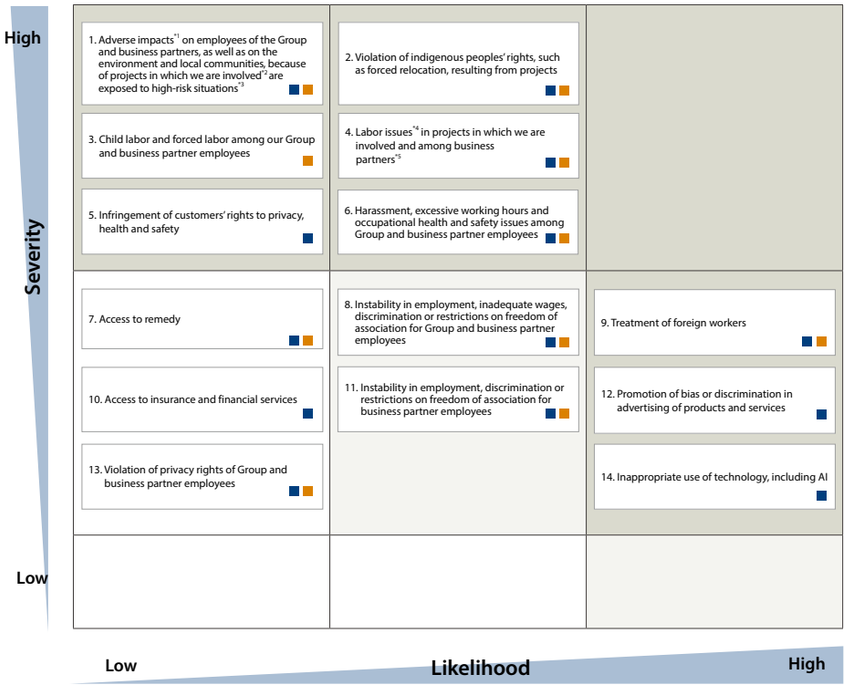
INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■STEP 2: Prioritizing Human Rights Issues Based on Severity and Likelihood of Occurrence

Salient human rights issues were identified across each business segment's operations, customers, projects in which we are involved and the value chain. We then assessed these issues for severity and likelihood and developed a human rights risk map. In line with the UN Guiding Principles on Business and Human Rights, we designated issues with higher severity as priority human rights issues and intend to consider ways to strengthen current initiatives.

Tokio Marine Group

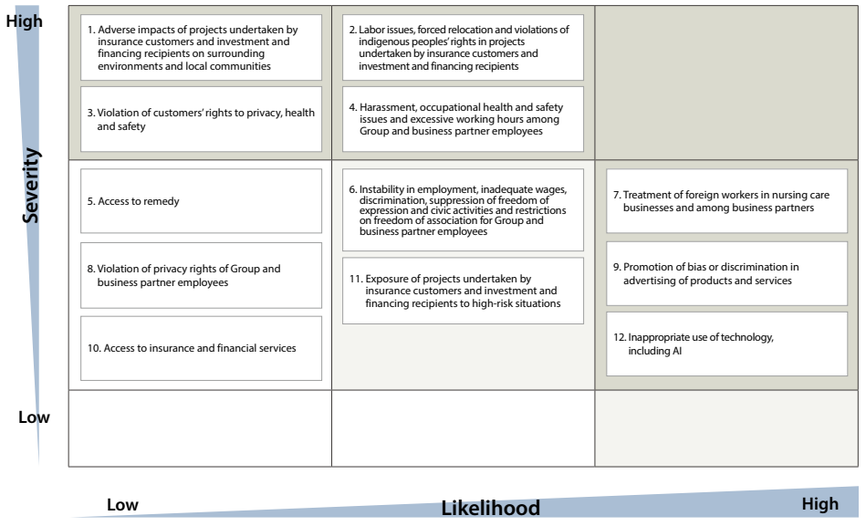
■ = Non-life insurance, life insurance, nursing care
■ = Engineering consulting, manufacturing



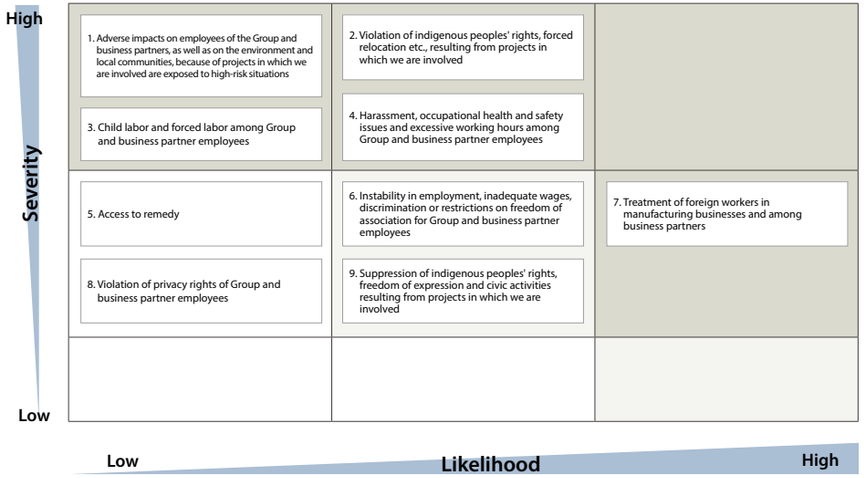
Note: If a human rights issue is common across multiple business domains, it is plotted at the position corresponding to the maximum severity and likelihood.

*1 Environmental impacts (e.g., access to water, sanitation), human rights violations by project security personnel, impacts on children's education, etc.
*2 For non-life insurance and life insurance, projects refer to those for which insurance or investments are provided; for engineering consulting, projects refer to those commissioned by public agencies.
*3 Specific situations with a high potential for human rights violations (e.g., conflict, political instability, widespread corruption).
*4 Labor issues include forced labor, child labor, harassment, occupational health and safety, working hours, wages and treatment of foreign workers.
*5 For non-life insurance, life insurance and nursing care, business partners include agents, contractors and suppliers; for engineering consulting and manufacturing, business partners include subcontractors, etc.

Non-life insurance, life insurance, nursing care



Engineering consulting and manufacturing



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■STEP 3: Addressing Identified Human Rights Issues

For the prioritized human rights risks identified in STEP 2, we are implementing measures to mitigate these risks as outlined below. We will continue to strengthen our efforts, taking into account feedback from internal and external stakeholders.

Non-life insurance, life insurance and nursing care

(Map # in STEP 2) Human rights issue	Rightsholders	Areas of business	Mitigation measures
1.Impacts on the environment and local communities because projects undertaken by insurance customers and investment and financing recipients are exposed to high-risk situations	Employees of insurance customers and investment and financing recipients; local communities	Non-life insurance, life insurance	• Identifying and restricting high human rights risk sectors under the Tokio Marine Group Policy to Address Environmental and Social Risks • Providing training tools on environmental and societal challenges to internal underwriters to ensure careful consideration when underwriting in high-risk sectors and regions
2. Labor issues, forced relocation and violations of indigenous peoples' rights in projects undertaken by insurance customers and investment and financing recipients			
3. Customers' rights to privacy, health and safety	Customers, employees of insurance customers and investment and financing recipients	Non-life insurance, life insurance, nursing care	• Ensuring strict management of personal data in line with the Group's Privacy Policy; supporting health, safety and security under the health and productivity management principles and Occupational Health and Safety Policy
4. Harassment, occupational health and safety and working hours among Group and business partner employees	Group and business partner employees	Non-life insurance, life insurance, nursing care	• Conducting human rights awareness training for the Group employees and agents • Formulating Harassment Prevention Regulations to prevent harassment and stipulate disciplinary action for violations by all employees, including executives • Monitoring overtime hours, conducting stress checks and promoting employees' diverse work styles and health improvement
7. Treatment of foreign workers in nursing care businesses and among business partners	Group and business partner employees	Non-life insurance, life insurance, nursing care	• Conducting human rights impact assessments for Group and business partner employees
9. Promotion of bias or discrimination in advertising of products and services	Customers, local communities	Non-life insurance, life insurance, nursing care	• Reviewing advertising and solicitation materials to confirm they do not include problematic expressions from a human rights perspective
12. Inappropriate use of technology, including AI	Group and business partner employees, projects undertaken by insurance customers and investment and financing recipients	Non-life insurance, life insurance	• Promoting the responsible use of AI and other technologies in line with the Tokio Marine Group Basic Policy on AI Governance to prevent misuse such as promotion of discrimination or dissemination of false or biased information

Note: The mitigation measures are implemented by the Group companies covered in the assessment of this human rights risk map.

Engineering consulting and manufacturing

(Map # in STEP 2) Human rights issue	Rightsholders	Areas of business	Mitigation measures
1.Impacts on employees of the Group and business partners, as well as on the environment and local communities, because projects in which ID&E Group is involved are exposed to high-risk situations	Local communities	Engineering consulting	• Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where projects in which the ID&E Group is involved may harm the human rights of business partner employees and human rights and the environment of local communities
2. Violation of indigenous peoples' rights, such as forced relocation, resulting from projects in which the ID&E Group is involved	Local communities	Engineering consulting	• Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where projects in which the ID&E Group is involved may force relocation of local communities
3. Child labor and forced labor among Group and business partner employees	Group and business partner employees	Engineering consulting, manufacturing	• Conducting human rights training for senior management employees • Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where projects in which the ID&E Group is involved may impose child labor or forced labor
4. Harassment, occupational health and safety and working hours among Group and business partner employees	Group and business partner employees	Engineering consulting, manufacturing	• Monitoring harassment and excessive work risks of Group employees under each company's risk management plan • Establishing and familiarizing consultation desks and hotlines • Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where projects in which the ID&E Group is involved may harm the human rights of business partner employees
7. Treatment of foreign workers in manufacturing businesses and among business partners	Group and business partner employees	Manufacturing	• Monitoring risks of nationality- or attribute-based discrimination for Group employees under each company's risk management plan • Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where business partners may impose inappropriate treatment on foreign workers • Conducting a questionnaire survey in the supply chain • Establishing and disseminating point of contact for consultation and whistleblowing

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■STEP 3: Addressing Identified Human Rights Issues

Tokio Marine Group is promoting the following initiatives in each relevant area to address the prioritized human rights issues identified.

● Initiatives in Insurance Underwriting, Investment and Financing

Tokio Marine Group recognizes that its insurance underwriting, investment and financing activities, and provision of solutions may cause or contribute to adverse impacts on human rights, either directly or indirectly. In response, we have formulated the Tokio Marine Group Policy to Address Environmental and Social Risks to consider negative impacts on the environment and society in our decision-making process for insurance underwriting, investments and financing and provision of solutions and when we actually deliver these products and services.

To increase the effectiveness of the policy, we provide a tool to conduct training on environmental and social risks for employees engaging in insurance underwriting, investments and financing and provision of solutions. The training is designed to promote understanding of the focused areas specified in the policy as well as environmental and social risks in areas frequently causing negative impacts on human rights. These areas include infrastructure development, such as large dams, agriculture, fishery and mining.

With regard to investments and financing, as a signatory to the Principles for Responsible Investment (PRI) supported by the United Nations Environment Programme Finance Initiative (UNEP FI), we promote investments and financing that give consideration to environmental, social and governance (ESG) factors while also engaging in impact investments conducive to resolving sustainability-related, environmental and societal challenges.

🔗 Climate & Nature Report 2026 > 6. Tokio Marine Group's Value Provision > ◆Investment and Financing

●Initiatives in Engineering Consulting and Manufacturing Businesses

The ID&E Group, which is involved in engineering consulting and manufacturing businesses, engages in projects that support the lives, livelihoods and dignity of people in various circumstances across approximately 160 countries and regions, by helping develop optimum infrastructure to meet the needs of the age. Based on its Group Action Guidelines and Basic Policy on Human Rights, the ID&E Group recognizes human rights issues accompanying its business activities as significant risks and is actively addressing them.

As part of such efforts, the group is working to identify supply chain human rights risks at its manufacturing sites and has conducted an investigation on sites possibly facing relatively high risks. The investigation involved interviews with the relevant parties to capture the trend in human rights risks in the supply chain. Based on the results of the interviews, the ID&E Group conducted a questionnaire survey on its suppliers to identify risks and check the status of responses. In the future, the group will promote dialogue with its suppliers based on the results to mitigate risks more effectively.

For projects in which the ID&E Group is involved, it has established the Guidelines on Human Rights for Business Partner Employees and Local Communities. As a consultant engaging in the projects from the upstream stage, the ID&E Group supports the development of environmental and social management plans and assists with the monitoring based on these plans. The ID&E Group has also formulated a Human Rights Handbook for Operators, which provides guidance on how a person working on the project site should consider human rights at each stage of a project, and is promoting its on-site use. The group has also established and communicated hotlines to handle consultations and reports from external parties.

For projects that carry the risk of forced relocation of local residents, the ID&E Group provides guidance on whether involuntary relocation is required, the adequacy of compensation and the need for livelihood restoration, and supports relocations based on consensus with local communities. Furthermore, the group continuously oversees the restoration of their livelihoods by providing technical assistance to monitor that residents' living standards do not deteriorate after relocations.

Regarding work environment-related issues in its own operations, such as child labor, forced labor, occupational health and safety and harassment, the ID&E Group raises awareness through human rights workshops for its employees and seminars inviting external experts. The group also ensures respect for the human rights of its employees by performing monitoring based on each group company's risk management plan and establishing and disseminating information about hotlines for consultation and whistleblowing.

Additionally, the ID&E Group has established a monitoring system to track risks regarding the treatment of foreign workers and prevent discrimination and unfair practices. Through these initiatives, the ID&E Group strives to prevent and remediate human rights violations within its own operations and those of its business partners, aiming to realize sustainable and responsible business activities.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

●Customer Privacy Policy, Health and Safety

In compliance with the Act on the Protection of Personal Information, the Act on the Use of Numbers to Identify Specific Individuals in Administrative Procedures, and other applicable laws, regulations and guidelines, Tokio Marine Group recognizes that appropriately handling customers' personal information, individual numbers and specified personal information is a fundamental social responsibility. As such, we have appointed a Chief Privacy Officer responsible for the protection of personal information throughout the Group and are implementing comprehensive measures to safeguard customer information and specified personal information.

Furthermore, across all business activities, we promote health and productivity management as well as occupational health and safety management, ensuring the delivery of products and services of the highest quality to our customers.

●Thoroughly Ensuring Prevention of Discriminatory Practices in the Provision of Products and Services

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

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Column Providing Solutions for Customers to Respect Human Rights

Tokio Marine Group supports customers in mitigating human rights risks in their value chains through solutions in addition to insurance underwriting and investment and financing. This section highlights some of our key initiatives and solutions to support respect for human rights.

❶ Supporting Efforts of Companies and Local Governments to Mitigate Human Rights Risks

Companies are increasingly expected to identify and address risks such as forced labor, child labor and other human rights issues throughout their supply chains. Inadequate responses to such issues can also adversely affect corporate value. Tokio Marine Group leverages the know-how of Tokio Marine dR, Nippon Koei, Tokio Marine & Nichido and other Group companies to assist customers in identifying and mitigating human rights risks in their value chains. Specifically, we support efforts of companies and local governments to respect human rights by helping them formulate basic policies on human rights, conducting human rights risk assessments and providing advice and training on HRDD.

- Tokio Marine dR: Support for efforts regarding business and human rights (in Japanese)
- Nippon Koei: HRDD support for companies and local governments (in Japanese)

Introduction

Purpose of the Framework

- Even though projects to generate carbon credits ("the Projects") play an important role as a measure to curb global warming, the execution of the Projects could entail human rights infringements.
- Various international documents and principles concerning the generation of carbon credits require that the human rights of indigenous peoples and local community members be assessed and safeguarded appropriately.
- For companies involved in the Projects ("the Companies"), we have developed this framework to show the basic procedures to follow in respecting and safeguarding the human rights of indigenous peoples, local community members, workers and other rightsholders.

Main Part

Responsibilities of Companies Involved in the Projects

1. Responsibilities of the Companies to respect the human rights of rightsholders and the purpose of such responsibilities
2. International documents and principles concerning human rights, on which the Companies should base their activities
3. Actions to be undertaken by the Companies under their responsibilities to respect human rights, and main potential causes of human rights infringements
4. Need for the Companies to clearly show their commitment to respecting human rights, and requirements to be imposed on them
5. Need for the Companies to exercise human rights due diligence, and requirements to be imposed on them
6. Establishment of grievance processing mechanisms needed for the Companies to ensure early remedy of the relevant parties
7. Users of the grievance processing mechanisms established by the Companies, and requirements that should be satisfied to ensure their effectiveness

❷ Providing Support Related to Human Rights Risks in Creating Carbon Credits

In recent years, the use of carbon credits has been increasing as a means of achieving carbon neutrality. However, some carbon credit projects in developing countries may raise human rights concerns, such as unfair treatment of local workers or forced relocation of indigenous peoples. Companies involved in carbon credit projects are expected to take measures to prevent, mitigate and remediate adverse human rights impacts associated with such projects.

Tokio Marine & Nichido and Nippon Koei have collaborated with Tokyo Gas Co., Ltd. to develop Japan's first "Framework for Respecting Human Rights by Business Enterprises Involved in Carbon Credit Generation Projects," designed to support companies in implementing effective measures to respect human rights at project sites. Based on this framework, Tokio Marine & Nichido and Nippon Koei have jointly developed and launched a human rights risk support service for companies engaging in carbon credit projects.

Leveraging Nippon Koei's expertise gained through its involvement in Official Development Assistance (ODA) and other projects, the service includes preliminary investigations into social conditions, legal frameworks and past cases of human rights violations in the countries and regions where projects are located, and supports the identification and assessment of potential human rights risks. The service is also provided in cooperation with experts, including Kuramoto International Law Office, which has extensive knowledge of sustainability and human rights issues.

❸ Supporting Corporate ESG Management through Directors and Officers Liability Insurance

Companies are increasingly expected to appropriately manage ESG-related risks, including human rights and environmental issues in their supply chains, while pursuing sustainable business management. When human rights or environmental issues arise, companies may incur considerable costs and need to devote significant management resources to fact-finding investigations and measures to prevent recurrence.

To address these challenges, Tokio Marine & Nichido offers a rider to its directors and officers liability insurance that covers certain expenses incurred by a company in investigating the causes of human rights or environmental issues and taking measures to prevent recurrence. The rider covers expenses associated with investigations, the establishment and activities of third-party committees, and measures to prevent recurrence.

For example, such expenses may arise when child labor in a company's supply chain is reported in the media, potentially requiring the company to suspend or terminate transactions with business partners and establish a third-party committee to investigate the matter. Another example may involve a company facing online criticism alleging that its TV commercials contain sexist content, prompting the company to conduct an internal investigation and develop measures to prevent recurrence.

Through the provision of these solutions, Tokio Marine Group will continue to support customers and local governments in preventing, mitigating and remediating human rights risks.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

●Commitment to Respecting Human Rights of Our Employees

Tokio Marine Group regards respect for human rights as a fundamental standard in our corporate activities and strives to facilitate an understanding and instill the idea of respect for human rights not just within the Group but also among agents and business partners, including contractors. We aim to establish a corporate culture where every employee treats others with respect and can fully demonstrate their potential.

Tokio Marine Holdings respects the labor rights and human rights of employees and complies with relevant laws and regulations in each country and region. At the same time, we respect the internationally accepted rights of workers. Through constructive dialogue with employee representatives, we are working to identify and resolve issues related to conditions of employment and workplace environments.

Initiatives to respect human rights

- Realizing workplace environments free of harassment and discrimination
- Preventing excessive working hours
- Securing a safe and healthy work environment
- Paying an appropriate level of wages
- Promoting the use of annual paid leave
- Eliminating a wage gap between men and women; promoting DE&I

<Workplace Environment Free of Harassment and Discrimination>

To prevent harassment, we have established Harassment Prevention Policies. These regulations require all employees, including executives, to take proactive measures to prevent harassment, and make it clear that disciplinary action will be taken in accordance with the work regulations if violations occur. We also provide multiple reporting channels, including the Tokio Marine Holdings Global Hotline for all Group companies, internal consultation desks at each company and external hotlines, thereby establishing a structure to report and seek consultation on human rights issues, including discrimination and harassment, with a sense of security.

<Working Hours and Conditions of Employment>

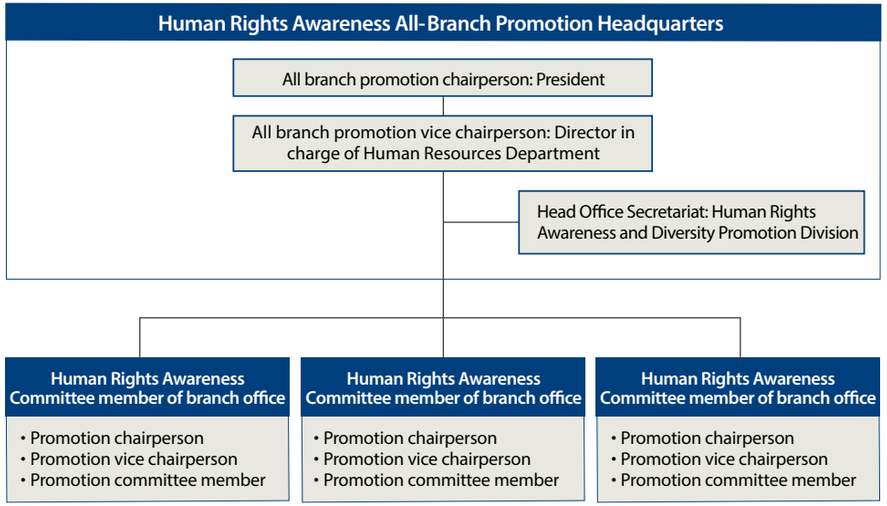
We exercise appropriate management of working hours, including the upper limits imposed by the local laws and regulations and under the labor-management agreement. We appropriately monitor such indicators as overtime and the use of paid leave as an effort to remediate long working hours.

As for the conditions of employment, we ensure payment of an adequate level of wages in accordance with the relevant laws and regulations and identify any issues through periodic dialogue with employee representatives for improvement. In terminating the employment of workers, we observe local laws and regulations to hold necessary discussions and take appropriate procedures, including notification. With regard to the gender pay gap, we perform periodic analysis and promote measures to remedy it. Moreover, we help employees maintain and promote their health and realize sustainable work styles by enhancing our own welfare programs beyond publicly mandated programs and encouraging the use of annual paid leave.

Under its promotion structure, which mainly comprises the Human Rights Awareness All-Branch Promotion Headquarters and the Human Rights Awareness Committee members of each branch office, Tokio Marine & Nichido holds executive and other seminars along with the annual human rights awareness training held in the workplace. The company also provides various training tools to agents to support their human rights awareness training.

17 Sustainability Performance Data (Human rights training participation rate, etc.) ≫

▸Human Rights Awareness Promotion Structure (Tokio Marine & Nichido)



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

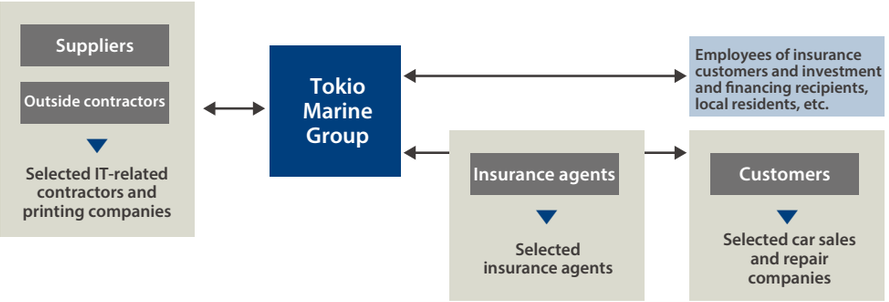
● Fostering a Culture to Respect Human Rights by Soliciting and Awarding Human Rights-Related Slogans

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

● Respect for Human Rights in the Value Chain (Initiative for Human Rights Impact Assessment)

In 2022, Tokio Marine Group held a human rights workshop with the cooperation of external human rights experts to identify latent human rights risks in our value chain. Consequently, based on the significance of human rights risks and Group's leverage, we selected high-priority stakeholders for whom we should perform human rights impact assessment. They include foreign trainees working under Japan's Technical Intern Training Program and engaging in car repair and maintenance and employees of IT-related contractors, printing companies and insurance agents. Since 2023, we have been conducting human rights impact assessments in a phased manner.

‣ Selecting high-priority stakeholders in the value chain



❶ 2023: Foreign Trainees Working for Car Dealers and Car Repair and Maintenance Companies

Auto insurance is a major insurance product in the non-life insurance business, and car sales and repair companies are important stakeholders for Tokio Marine Group. With the cooperation of external human rights experts, we held a dialogue with foreign trainees and other people working for car sales and repair companies and exchanged opinions about issues and the direction of our improvement efforts from the perspective of respect for human rights.

The results of the dialogue showed no significant human rights risks, and we were able to deepen our understanding of the human rights issues surrounding foreign trainees. For example, we gained an understanding of commission fees in the recruitment process and issues in communicating conditions of employment and confirmed that certain matters require continued attention.

Based on these findings, Tokio Marine Group has communicated to car sales and repair companies the key considerations with regard to respecting the human rights of foreign workers as an effort to further enhance our own initiatives to respect human rights.

❷ 2023-2024: IT-Related Contractors and Printing Companies

IT-related contractors and printing companies are important stakeholders for insurance companies, whose operations involve the establishment of IT systems and printing of materials. For these business partners, we conducted a survey via interviews and questionnaires with people engaging in actual operations in cooperation with external human rights experts.

The results showed no significant human rights risks in IT-related contractors and printing companies. Nonetheless, we confirmed that there are ways to further enhance respect for employees' human rights. These include setting up an employee human rights hotline for IT-related contractors, while addressing the risk of long working hours, including changing our method of order placement, and further enhancing occupational health and safety at printing companies.

Based on these findings, Tokio Marine Group is pushing ahead with efforts to disseminate the information on our human rights-related hotlines once again, address excessive working hours and enhance occupational health and safety.

❸ 2024-: Insurance Agents

Insurance agents who deliver insurance products to customers are our important business partners underpinning the Group's businesses and also stakeholders at the core of our value chain. With the cooperation of external human rights experts, we have held interviews with management and employees of insurance agents of different structures and sizes and visited

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

their workplaces for reviews.

Even though the results revealed no significant human rights risks, we have found that the practice of respecting human rights can be further promoted at insurance agents by informing their employees about a human rights-related hotline and creating a manual to deal with abusive behaviors by customers. Currently, the Group is examining and promoting efforts to improve these points.

●Basic Policy on AI Governance: Preventing Human Rights Violations Associated with AI Use

As the use of AI rapidly expands, concerns are growing regarding potential human rights violations, such as false or discriminatory outputs. We have established the Tokio Marine Group Basic Policy on AI Governance, which outlines the basic approach and necessary framework for AI utilization to further promote usage while accelerating our responses to address new risks and solve societal challenges. By appropriately managing risks associated with AI—including the violation of human rights—we encourage proactive use of AI by Group employees, maximize the benefits of AI and return value to society, thereby aiming to achieve discontinuous growth for the Group.

The core principles of this policy, Values and Basic Principles regarding AI Utilization by Tokio Marine Group, are as follows:

(1) Tokio Marine Group recognizes the importance of transparency and accountability in the utilization of AI, will clarify the purpose of introducing AI to stakeholders, and, through ongoing conversations, will continue to examine and improve the effects of introducing AI.

(2)Tokio Marine Group will ensure that humans intervene appropriately when introducing and utilizing AI, and that ultimately the decisions made by humans are respected.

(3)In order to eliminate bias in the use of AI, Tokio Marine Group will take care not to use data, algorithms or other technologies that are or may be biased against groups on the basis of their beliefs, gender or race.

(4)Tokio Marine Group shall prevent the following: utilization of AI that may lead to the violation of rights and interests, including fundamental human rights, human dignity and individual autonomy; the distribution of false or biased information and decision-making based on such information; and the leakage, falsification or unauthorized use of confidential or personal information.

(5)Tokio Marine Group shall establish and operate systems and processes that allow for AI to be used or provided continuously and without interruption.

■ STEP 4: Information Disclosure (Response to the Modern Slavery Act 2015 of the United Kingdom and Modern Slavery Act 2018 of Australia)

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

●Actions Taken by Tokio Marine & Nichido

Tokio Marine & Nichido has been publishing its statement every year since 2016 under the Modern Slavery Act 2015 of the United Kingdom. Starting from 2020, the company also annually reports (registers) its modern slavery statement to and with the Australian government under the country's Modern Slavery Act 2018. Tokio Marine & Nichido will continue to report its modern slavery statement without fail, and together with its employees and business partners, will implement initiatives to prevent slave labor and human trafficking.

- Tokio Marine & Nichido's statement under the UK Modern Slavery Act 2015
- Tokio Marine & Nichido's statement under Australia's Modern Slavery Act 2018 (Australian government's online register site)

Modern Slavery

Modern Slavery refers to enslavement and servitude, all forms of forced labor and human trafficking, etc. According to the 2022 report of the International Labour Organization (ILO), there were approximately 28 million victims of forced labor worldwide and annual illicit profits were estimated to reach some US$236 billion, which shows that even in present times slave labor and human trafficking are serious social problems.

Modern Slavery Act 2015 of the United Kingdom

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

Modern Slavery Act 2018 of Australia

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

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

11.1.4 Mechanisms for Complaint Handling and Remediation

■Human Rights Violations Involving Tokio Marine Group's Directors, Officers and Employees

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

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

■ Hotlines for Stakeholders in Our Value Chain

Tokio Marine Group has set up the Global Stakeholders Hotline, a point of contact for its external stakeholders to handle cases in which negative impacts on human rights are of concern in the value chain (including the supply chain). The hotline's entry form is now available in eight languages, namely Japanese, English, Chinese, Spanish, Portuguese, Thai, Indonesian and Vietnamese.

For inquiries regarding the Group, we follow the predetermined operational flow and make an appropriate response depending on the details. Whenever a negative impact on human rights is confirmed, we work to prevent, mitigate, correct and remedy such an impact by engaging in sincere dialogue with the stakeholders involved. We do not tolerate any disadvantageous treatment or retaliation against relevant stakeholders and those who cooperate in investigations because of such reports or inquiries. In addition, we strictly manage the confidentiality of reports and inquiries by ensuring anonymity and sharing information only to the extent necessary for effective investigations and corrective measures.

For the scope, operational processes and other details of the Global Stakeholders Hotline, refer to the "Tokio Marine Group's Mechanisms for Complaint Handling and Remediation" website.

Tokio Marine Group's external stakeholders are able to provide information on human rights violations by accessing the Global Stakeholders Hotline and entering the company code, "TokioMarine." To learn about the details of this system and how to access it, use the link below to find the hotline on the respect for human rights page on Tokio Marine Holdings' sustainability website.

Tokio Marine Group's Mechanisms for Complaint Handling and Remediation

▸Operational flow

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

11.1.5 Stakeholder Engagement

In promoting initiatives to respect human rights, Tokio Marine Group places emphasis on conducting human rights impact assessments of stakeholders who are or may potentially be affected by our business activities, as well as engaging in dialogue with experts specializing in human rights.

Regarding human rights impact assessment of stakeholders, based on the significance of human rights risks, Tokio Marine Group's leverage and other factors, we have been working to understand the actual circumstances as well as stakeholders' expectations and concerns to prevent, mitigate, correct and remedy human rights risks. (Please refer to Respect for Human Rights in the Value Chain for more details.) To monitor changes in the business environment and continually reassess our approach to emerging human rights issues, we engage in dialogue with human rights experts to receive advice and suggestions on the Group's initiatives to respect human rights and accordingly revise and reinforce these initiatives.

The following provides an overview of our dialogue with experts on business and human rights held in fiscal 2025 and highlights key suggestions thus obtained along with our response.

Report Dialogue with Experts on Business and Human Rights (October 2025)

1. Overview

Tokio Marine Group has been promoting initiatives to respect human rights in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs). In fiscal 2025, the Group's business domains and human rights risks became more diverse following the addition of the ID&E Group, which engages in the engineering consulting and engineering businesses. We therefore held dialogue with external experts who each have specialized knowledge on the themes for which we have identified challenges.

Discussion themes

- Revising the human rights risk map and responding to high-risk areas
- Extending Human Rights Initiatives to Overseas Group Companies
- Increasing the effectiveness of the mechanisms for complaint (grievance) handling

External experts (in random order)

- Akihiro Ueda (Expert specializing in business and human rights and stakeholder engagement)
  —From the perspective of improving the effectiveness of complaint-handling mechanisms and stakeholder engagement
- Miyuki Zeniya (Representative, evergreenp)
  —From the perspective of human rights risk management and the promotion of global initiatives, based on practical experience in the financial industry
- Miwa Yamada (Senior Research Fellow, Inter-disciplinary Studies Center, Institute of Developing Economies, Japan External Trade Organization (JETRO))
  —From the perspective of enhancing HRDD in line with international principles such as UNGPs and global trends

Participants from Tokio Marine Group

- Tokio Marine Holdings: Managing Executive Officer and Chief of Group Sustainability; Department heads in charge of sustainability, personnel affairs and legal affairs
- Integrated Design & Engineering Holdings: Director in charge of promotion of sustainability

Akihiro Ueda

Miyuki Zeniya

Miwa Yamada

2. Main Suggestions from Experts and Our Response

2-1 Revising the Human Rights Risk Map and Responding to High-Risk Areas

During the discussion about the human rights risk map, an expert advised that because Tokio Marine Group operates businesses with frequent interactions with customers, such as insurance and nursing care, we need to give consideration to harassment and other human rights issues. With regard to the ID&E Group's businesses closely linked to local communities, an expert suggested that even when the Group is indirectly involved in a project as a consultant, it is important to take action aligned with the Group's leverage and the degree of involvement when undertaking a project. Based on these suggestions, the Group is working to identify businesses that affect customers and local communities and actual conditions in high-risk areas while reexamining our response to human rights risks.

2-2 Extending Human Rights Initiatives to Overseas Group Companies

As for extending the initiatives to overseas Group companies, we gained valuable insights into the importance of continuous dialogue and knowledge sharing between the head office and overseas bases, as perceptions of human rights and related legal frameworks vary across regions.

The Group is identifying the actual conditions of human rights risks in overseas Group companies and sharing examples of initiatives and challenges across companies to strengthen human rights efforts throughout the Group.

2-3 Increasing the Effectiveness of Mechanisms for Complaint (Grievance) Handling

As for the mechanisms for complaint handling, we received advice on two points. One is that, in addition to "remedy," the aspect of "remediation" is also important for early discovery of a problem and prevention of its recurrence. The other is about the need to design mechanisms that users can trust and to ensure transparency. The Group is working to increase the effectiveness of its complaint handling mechanisms by strengthening intra-Group collaboration and establishing and refining our response structure.

3. Future Steps

Based on the suggestions we received through the dialogue, we will promote efforts to better understand conditions in high-risk areas, strengthen collaboration with overseas Group companies, improve the complaint handling mechanisms and enhance dialogue with stakeholders in fiscal 2026 to further increase the effectiveness of our initiatives to respect human rights and further embed these initiatives throughout the Group.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

11.2 Human Capital Management and Promoting DE&I

Tokio Marine Group seeks to enhance corporate value in a sustainable manner by creating an environment where employees with diverse values and experiences can play active roles through the promotion of human capital management and diversity, equity and inclusion (DE&I).

To provide more systematic disclosure of our human capital management and DE&I initiatives and their progress, Tokio Marine Holdings has been publishing the Human Capital Report since fiscal 2024. The report provides detailed descriptions of our human capital strategies, human resources development, promotion of DE&I and employee engagement, along with related metrics, targets and progress. Please refer to the report for more details.

Publication of Human Capital Report

The insurance business is often described as a "people's business," as it is built on the trust that our employees and other people create. We believe that maximizing the potential of our people is essential to fulfilling Tokio Marine Group's purpose of protecting customers and society in times of need. With this belief, we have continued to invest in and develop our people since the Group's establishment. This commitment remains unchanged, and we continue to regard people as a key driver of our growth.

As human capital management has gained increasing attention, there has also been growing demand for greater disclosure of human capital-related information. We expect such information to become increasingly important to our stakeholders.

Against this backdrop, we published the Human Capital Report 2026 to communicate our approach to and commitment to human capital management in a comprehensive manner and help stakeholders gain a deeper understanding of Tokio Marine Group.

While we have previously disclosed information on human capital through various channels, we believe that publishing a dedicated Human Capital Report will provide stakeholders with a clearer understanding of the Group's approach to people and the specific initiatives we are undertaking.

For the Group employee basic data and the data on human resources development, utilization of diverse human resources and reform of working styles, please refer to the Sustainability Performance Data section.

Basic Data

- Number of employees (Tokio Marine Holdings and major subsidiaries)
- Number of new hires (Tokio Marine & Nichido)
- Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries)
- Ratio of female employees' wages to male employees' wages (Tokio Marine & Nichido)
- Employee attitude survey (Tokio Marine & Nichido)

Development of Human Resources

- Employee training (All employees of Tokio Marine & Nichido)
- Job request system (job posting system) (Domestic major subsidiaries)

Utilizing Diverse Human Resources

- Number of directors and managers (Tokio Marine Holdings and major subsidiaries)
- Number of female directors
- Number of employees using the system for continued employment of older employees (Tokio Marine Holdings and domestic major subsidiaries)
- Rate of employment of persons with disabilities

Reform of Working Styles

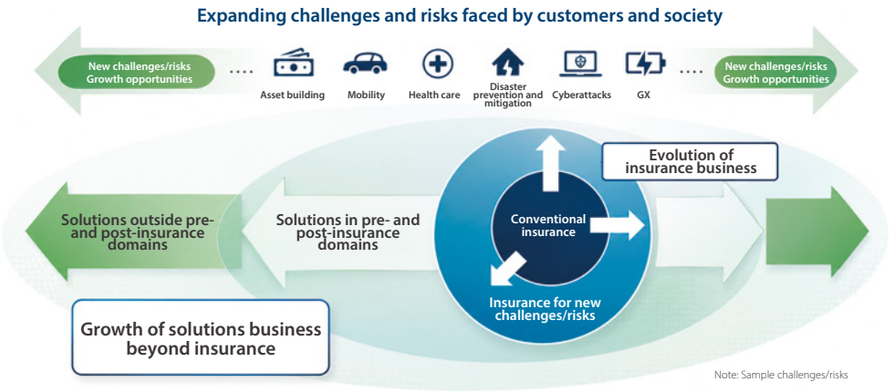
- Retiree rehiring system (Tokio Marine Holdings and domestic major subsidiaries)
- Maternity leave system (Tokio Marine Holdings and domestic major subsidiaries)
- Childcare leave system (Tokio Marine Holdings and domestic major subsidiaries)
- Short working hours system (Tokio Marine Holdings and domestic major subsidiaries)
- Resumption of work support system (Tokio Marine Holdings and domestic major subsidiaries)
- Return to work rate after taking childcare leave (Tokio Marine Holdings and major subsidiaries)
- Employee retention rate one year after taking childcare leave (Tokio Marine Holdings and major subsidiaries)
- Spouse childbirth leave (Tokio Marine Holdings and domestic major subsidiaries)
- Nursing care leave system (Tokio Marine Holdings and domestic major subsidiaries)
- Nursing care temporary retirement system (Tokio Marine Holdings and domestic major subsidiaries)
- Annual average actual working hours (Tokio Marine & Nichido)
- Monthly average overtime hours (Tokio Marine & Nichido)
- Number of annual paid leave days taken (Tokio Marine & Nichido)

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

12 Provide Innovative Solutions

12.1 Basic Approach to the Solutions Business

Tokio Marine Group provides optimal insurance products to resolve the expanding challenges and risks faced by customers and society. We also offer solutions that contribute to the pre- and post-insurance domains, including accident prevention, early detection of incidents, rapid recovery after incidents and recurrence prevention. Through the co-creation of our insurance business and innovative solutions business, we will continue resolving the challenges faced by our customers and society.



12.2 Response to a Mobility Society

Tokio Marine Group assists in handling accidents and safe driving utilizing telematics and Internet of Things (IoT) technology. For individual customers, we offer insurance products and services that facilitate traffic safety, including *Drive Agent Personal* and *One Day Auto Insurance*.

■ Sale of *Drive Agent Personal* (DAP)

For the first time as a major insurance company in Japan, Tokio Marine & Nichido started providing DAP, an advanced service for individual customers utilizing its original driving recorder, as a rider for auto insurance in April 2017. Since the service was launched, the number of contracted vehicles* has continued to grow steadily, reaching approximately 1.05 million across individual and corporate customers as of March 2025. The company has also continued to expand its device lineup. In April 2021, a driving recorder equipped with two built-in cameras, which can film not just front views but also in-vehicle and rear views, was added. The device is designed for customers seeking a broad range of functions, including parking surveillance and multilingual display. In January 2026, Tokio Marine & Nichido introduced a new automatic accident notification device for customers who primarily want functionality providing greater peace of mind in the event of an accident. The company lends its driving recorder to each policyholder and provides a set of leading-edge services as shown below.

*: Number of cars insured and equipped with the driving recorder that Tokio Marine & Nichido lends to the insured

❶ Receiving insurance claims reports quickly and reliably

Upon detecting a serious collision, the recorder reports the incident automatically to Premier Aid Inc., a partner company, allowing the customer to have a voice call with an operator and eliminating his or her anxieties immediately following the accident. The operator also calls an ambulance depending on the situation. Moreover, the recorder automatically sends a video of the accident covering before and after the detection of the collision to Tokio Marine & Nichido and releases, when appropriate, the customer from the burden of explaining how the accident occurred. This video can also be used for the resolution of the accident case.

In April 2026, Tokio Marine & Nichido entered into a capital and business alliance with Premier Aid, which is responsible for DAP's emergency response services. Premier Aid operates a network that connects instantly to approximately 730 fire department bases, enabling rapid emergency requests when an incident occurs. Combining this capability with Tokio Marine

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

& Nichido's patented video transmission technology, DAP ensures a high-quality service that instantly confirms accident circumstances by video, promptly requests emergency assistance and continues to support customers by phone until emergency vehicles arrive.

Going forward, the two companies will continue to work as strategic business partners to provide even greater added value to customers and contribute to the realization of a safe and secure mobility society.

Note: When a certain, more minor impact is detected, the customer can manually make a voice call to Premier Aid Inc., our partner company, by pressing a button on the recorder.

❷ Early resolution support services following an accident

Various functions reduce the burden on customers to explain accident circumstances and other details, while supporting a quick response after an accident.

•Automatic transmission of accident footage and location information

When a strong impact is detected, accident footage is automatically transmitted to Tokio Marine & Nichido. At the same time, information on the location where the impact was detected is also transmitted, reducing the burden on customers to provide the address of the accident and other details.

•Accident circumstance reconstruction system

AI reconstructs the accident circumstances and automatically shares the information with claims service staff. This facilitates understanding of how the accident happened and supports early resolution.

❸ Supporting safe driving

<Accident prevention support service>

When the drive recorder detects sudden operations during daily driving, it alerts the driver in real time. It has been confirmed that this service is highly effective in not only providing a sense of security when an accident occurs but also preventing an accident from occurring in the first place, as evidenced by the lower probability of an accident compared with customers who have not signed the rider as well as the reduction in the frequency of dangerous driving such as sudden braking.

Tokio Marine & Nichido delivers an even greater sense of security with the addition of a feature to send an SOS signal when the driver suddenly falls ill or is harassed by a reckless driver. When such trouble occurs, the driver will receive appropriate advice from a partner security company.

▸Effects of DAP

Accident reduction *1	Reduction in sudden operations *2
Reduced approx. 13%	Reduced approx. 20%

*1: According to a survey conducted by Tokio Marine & Nichido in January 2023, comparing a drop in the number of accidents per newly signed insurance policy with the DAP service for a driving recorder-equipped car versus the previous policy in the same period

*2: According to research conducted by Tokio Marine & Nichido in December 2022, measuring a decline in the number of sudden operations (sudden braking, acceleration and steering, etc.) during the first six months after enrollment in the DAP service

<Safe driving diagnosis service>

The recorder provides safe driving diagnosis reports, which are created using Tokio Marine & Nichido's original algorithm, based on each customer's tendency toward reckless driving.

In recognition of these services making great contributions to the safety and security of consumers, Tokio Marine & Nichido received the ACAP Consumer-Oriented Activities Award from the Association of Consumer Affairs Professionals (ACAP) in February 2021.

In December 2022, Tokio Marine & Nichido introduced a dedicated smartphone app that enables drivers of insured cars to enjoy safe driving. The app features Coupon Challenge, a service allowing users to receive electronic coupons redeemable at convenience stores and other retailers in accordance with their safe driving score.

An eco-driving support service was launched in December 2023. It analyzes the driving data obtained via DAP and diagnoses vehicles in terms of eco-driving (an environmentally conscious driving technique that limits CO_2 emissions, such as refraining from sudden starts and maintaining a safe distance between cars to avoid unnecessary acceleration and deceleration).

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

If the diagnosis is good, the driver can receive electronic coupons via a dedicated smartphone app. In August 2024, the service was registered as a CO_2 reduction project under Japan's J-Credit Scheme.

■ Trial Operation of Type 2 D-Call Net

To mitigate the damage caused by traffic accidents, we are also working to build a system to request an emergency medical helicopter or a doctor-staffed ambulance by using the data obtained from driving recorders when an accident occurs. Full-scale operation is scheduled to begin after pilot operations are completed in fiscal 2026 or later.

■ Drive Agent for Corporate Policyholders

We sell *Drive Agent* for corporate policyholders. The product not only includes the same features offered by *Drive Agent Personal* but also provides a system to check safe driving and operational management data on a cloud service. It allows both drivers and responsible managers to review daily driving conditions from the same perspective and enables corporate customers to make companywide initiatives for safe driving.

■ Usage Examples of DAP Data

After the Noto Peninsula Earthquake in January 2024, we used data obtained via DAP to identify cracked roads in the affected area as part of efforts to support the restoration of the area. The data was provided to the Ministry of Land, Infrastructure, Transport and Tourism's Road Bureau. We released this data on our website (the post-disaster recovery portal) as road information and a map of the areas with cracks in the ground. This was used to understand the traffic conditions in the affected areas. Based on the analysis of past DAP data, we have also established a system to certify a total loss without involving an adjuster for accidents above a certain impact level.

Starting from 2026, DAP traffic safety lessons using the DAP data have been provided at all branches and offices as an effort to solve the "critical age of seven" problem, which describes how children just starting to attend elementary school are prone to traffic accidents.

■ One Day Auto Insurance

Tokio Marine & Nichido provides *One Day Auto Insurance* (driver insurance available in units of days), which can be purchased anytime via smartphone and at convenience stores. This auto insurance product allows infrequent drivers using cars owned by their parents or friends to purchase insurance at the reasonable cost of 800 yen a day (24 hours) for just the number of days needed.

The product was launched in January 2012 by Tokio Marine & Nichido as the first of its kind in the non-life insurance industry in Japan, and the cumulative number of subscriptions exceeded 15 million (as of March 2026). In July 2024, it became possible to apply for enrollment in the insurance via the Group's official LINE account to increase customer convenience and accessibility.

Through this product, Tokio Marine & Nichido will continue to contribute to the reduction of uninsured drivers involved in traffic accidents and ensure safety and security by providing insurance products and services that are useful in people's daily lives.

Tokio Marine & Nichido: One Day Auto Insurance (in Japanese)

■ "Safe Drive With" for an Accident-Free Society

Tokio Marine Direct Insurance is undertaking the "Safe Drive With" project using customers' traffic safety data to conduct analyses and research to realize an accident-free society.

For example, Moshikamo Map is a web service for parents and children to detect and visualize road hazards on the map. It has obtained information about more than 8,000 hazards on school-commuting roads from about 90 municipalities all over Japan and uses its map to visualize over 59,100 hazards, including those reported by users and the National Police Agency's open data* (as of May 2026).

In collaboration with Eisai Co., Ltd., the company is also analyzing the relationship between brain health and driving behavior by gathering data together with customers to reduce traffic accidents.

*: National traffic accident data based on the National Police Agency's open data, including traffic accident statistics (January 1–December 31, 2020)

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Using Technology to Prevent Accidents

Philadelphia Insurance Companies (PHLY) in the United States has been promoting its PHLYTRAC telematics program for policyholders with commercial auto coverage since 2016. Using a GPS tracking solution that installs in seconds, PHLYTRAC provides organizations with real-time updates on driver behavior and fleet conditions. Organizations in the United States have significantly reduced driver risks like speeding, hard braking, hard acceleration and more, all while reducing claims frequency by more than 20%.

Currently there are more than 70,000 vehicles in the program, which represents over 20% of PHLY's insured vehicles, translating to 3.2 billion miles protected. In light of recent technological innovations, policyholders can also choose an AI dashboard camera solution as an add-on to the program.

■ "Logistics Consortium baton" to Resolve Societal Challenges in Logistics

In November 2024, Tokio Marine Group launched the "Logistics Consortium baton" to help resolve logistics-related societal challenges, including the logistics crisis caused by supply-demand gaps and low loading rates, as well as driver workstyle reform and safety assurance. The consortium promotes co-creation across companies and industries. As its first initiative, it set out to realize cross-company relay transportation and conducted feasibility operations among participating companies from January to February 2026. Prior to implementation, the consortium analyzed a total of 13,000 trips per week of operational data comprehensively obtained from participating companies and identified highly complementary route combinations. It has also begun formulating risk-sharing guidelines to clarify responsibility in the event of an accident and organizing operational differences among participating companies.

Going forward, based on the results of on-site verification, we will examine details necessary for practical implementation, while also promoting various initiatives such as developing matching systems and applications as well as creating more driver-friendly work environments and ensuring better driver health. Tokio Marine Group will leverage the risk management knowledge and broad network it has cultivated through its insurance business to help improve productivity and drive transformation across the logistics industry.

12.3 Responding to Technology Innovation

In the face of growing corporate social responsibility and cyber risks to companies, Tokio Marine Group sells insurance products that offer comprehensive coverage for each risk and has launched a portal site, "Tokio Cyber Port," to disseminate information on cyber security. Using AI and other cutting-edge technologies, the Group also offers better insurance services to customers.

■ Launching an Online Cyber Security Information Portal Site, "Tokio Cyber Port"

In recent years, it has become increasingly difficult to completely block cyberattacks, as work style reforms and the widespread use of telecommuting have increased online business operations. Cyberattacks targeting companies have also become highly advanced and sophisticated. Consequently, increasing companies' cyber security awareness and reinforcing their related structures have become an urgent task.

Against this backdrop, Tokio Marine & Nichido launched "Tokio Cyber Port," an online information site that compiles the latest information on cyber security measures, in January 2020. It provides a broad range of the latest information and services related to cyber security, including the latest news on cyberattacks and cyber security, columns by experts, free security services and a telephone consultation service for security incidents. The aim is to familiarize companies with cyber security and encourage them to utilize "Tokio Cyber Port" for a range of their cyber security measures.

Tokio Marine & Nichido was the first among leading non-life insurance companies in Japan to develop Cyber Risk Insurance in 2015 to support many companies in the country's cyber security domain as an insurer forming a part of social infrastructure. The company will continue to contribute to the creation of a safe and secure society by backing up the innovation of related technologies in Japan.

Tokio Cyber Port (in Japanese)

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■Secure and Comfortable Incident Settlement Process Utilizing an Optimal Mix of Human Ability and Digitalization

Based on the concept of providing an optimal mix of human ability and digitalization," Tokio Marine & Nichido has pushed forward with the digitalization of its customer responses and operational processes while using AI, satellite imagery and other new technologies in the handling of accidents. The company provides a reassuring experience to proceed with the process up to the resolution of the accident using an AI-based accident reproduction system, smartphone-based insurance claim procedures and other means to mitigate customers' anxiety and stress about the accident handling process and by combining real and digital methods tailored to the customer's wishes.

The process won the METI Minister's Prize at the fourth Nihon Service Award, Japan's first award for commending innovative, excellent services hosted by the Japan Productivity Center's Service Productivity & Innovation for Growth.

For customers wishing to apply for insurance claims online, the use of various digital tools allows them to proceed through the procedures using their smartphone and other devices. For those who feel uneasy about such online procedures, our personnel in charge of claims services and agents provide human support so they can proceed with a sense of reassurance. While valuing the roles that people should play, we seek to realize a higher-quality claims settlement service through an optimal mix of people's abilities and digitalization.

DX special website (in Japanese)

日本サービス大賞
NIHON SERVICE AWARD
第4回 日本サービス大賞
経済産業大臣賞

■Initiatives to Ensure Swift and Appropriate Claims Payments by Utilizing AI

Tokio Marine Group is working to solve the societal challenge of false insurance claims by utilizing AI and digital technology. Combating false claims has become an important issue in the entire non-life insurance industry from the perspectives of operating a sound and stable non-life insurance system, maintaining trust in the insurance business and ensuring fairness. Methods of making false claims have become increasingly complex and sophisticated in recent years, and a broad understanding of these methods and a high level of expertise are required to implement countermeasures. P.T. Asuransi Tokio Marine Indonesia (TMI) and Tokio Marine & Nichido are striving to increase the level of sophistication of their countermeasures by incorporating AI and digital technology, along with enhancing the expertise of responsible personnel working in the departments tasked with insurance claims payments.

Solution Adopted by TMI

In emerging countries in Asia and elsewhere, a rise in false insurance claims has become a social issue, posing a challenge for insurance companies. In response, in March 2020 TMI adopted an AI-driven fraud detection system by Shift Technology of France in its claims handling process for auto insurance.

The system gives a score (possibility of fraud) along with its rationale for each claim, allowing TMI's fraud response team to concentrate on more suspicious cases. Through the solution, TMI has detected and handled many more false claims that had been difficult to find in the conventional manual process (about 50 times more compared to before it was adopted). This significant result has consequently led to more swift insurance claims payments to customers and appropriate levels of premiums (for maintaining social trust and ensuring fairness).
The solution has also generated many side benefits, such as deterring fraud by externally announcing the use of the system and incorporating lessons learned from the identified false claims into insurance underwriting rules.

TMI collaborates with Shift's data scientists on a daily basis to improve the accuracy of fraud detection, utilize external data and handle emerging fraud trends in the market and perform fraud detection in cargo insurance and other insurance products. Through these and other initiatives, TMI remains committed to providing better insurance services to customers in Indonesia and solving societal challenges in the country.

Image 1 + Image 2 →

Example of fraud detection in accident images: An analysis by AI indicated that images 1 and 2 were derived from the same image and that the front part in each image has been deliberately doctored to disguise it as being repaired.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Solution Adopted by Tokio Marine & Nichido

Tokio Marine & Nichido adopted an AI-driven fraud detection system in its claims handling process for fire insurance (developed by France-based Shift Technology) in August 2022.

More specifically, these systems extract certain elements from policy details and loss reports and other relevant information, which could lead to fraud, and give a score for each case to quickly identify cases that require closer scrutiny. Previously, responsible personnel in the relevant departments had checked every case for the possibility of false claims. The adopted solution, on the other hand, allows effective responses to each case by prioritizing cases based on the risk of false claims. It will lead to a further improvement in the quality of claims services as suspicious cases are handled more carefully while an even more considerate response is made to legitimate ones.

Tokio Marine & Nichido will continue to fuse AI and digital technology with people's ability and endeavor to provide swift and comfortable claims services to customers.

■ Using a Digital Platform to Provide a Repair Shop Matching Service

With the aim of achieving a transparent system for paying insurance claims rooted in its customer-centric operations, Tokio Marine & Nichido launched a repair shop matching service (Repair-Net) on July 1, 2024.

The service provides a digital platform that enables customers to check information online about repair shop facilities, services, reviews and other details and then choose a repair shop themselves from its network of excellent repair shops.

Through this service, Tokio Marine & Nichido seeks to address customers' requests for help in choosing a repair shop they can trust with the repair of their vehicles. The company will also work to further improve customer convenience so that it can respond to future needs that extend beyond vehicle repair by enhancing the repair shop search function, developing a feature for posting photos of vehicles undergoing repair and adding customer evaluation and feedback to the platform.

Solutions Adopted by Tokio Marine dR

■ Comprehensive AI Governance Consulting Service to Support the Use of AI by Companies

The accelerated progress in AI technology has ushered in a new, "AI First" era, where many companies use AI to increase operational efficiencies and add value. However, companies face two major challenges in using AI. The first is "uncertainty in utilization strategy," namely, what types of AI to incorporate into their strategies and operations, how to do so and how to create value. The second is "increased risk," represented by incidents caused by expanded use of AI technology, such as problems due to low accuracy, copyright infringement and information leakage. To maximize the benefits of AI use, it is essential to address these two challenges in tandem: proactively promoting AI utilization while simultaneously establishing a safe and secure governance framework.

Responding to such corporate needs, Tokio Marine dR provides a comprehensive AI governance consulting service. The service offers comprehensive support for the utilization of AI and the establishment of AI governance by companies, from formulating AI strategies and developing infrastructure to visualizing AI risks and implementing specific countermeasures.

As offensive AI support, Tokio Marine dR provides support for AI implementation and AI utilization strategy development. The company identifies potential AI use cases based on management and departmental challenges, assesses their feasibility and business impact and then formulates an implementation plan. The AI development support (generative AI infrastructure establishment/custom AI development) facilitates everything from the design and implementation of general-purpose generative AI infrastructure to the development of business-specific AI.

As AI agents become more widespread, it is increasingly important to appropriately manage the accuracy, permissible use and other aspects of data connected to AI. Tokio Marine dR's data management framework development support helps companies establish appropriate data management frameworks for AI utilization.

As defensive AI support, Tokio Marine dR provides support for establishing AI governance to help develop rules, systems and processes for using AI safely. Its AI governance assessment service visualizes risks based on the current state of AI utilization and presents necessary

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

measures and an execution roadmap. Tokio Marine dR also provides training content for companies' employees to support improved AI literacy across the organization and the adoption of safe AI use.

Tokio Marine dR will continue to provide total support so that companies can use AI technology with a sense of security to spur innovation and sustain growth.

Comprehensive AI Governance Consulting Service (in Japanese)

■ Making Driver Roll Calls and Training More Reliable and Efficient: Cloud-Based Operations Management DX

Distribution and public transportation services, which underpin our daily lives, are at a major turning point. For example, the transportation industry is facing a chronic shortage of both drivers and operations managers and is under pressure to promote a work style reform. The required safety level, on the other hand, is increasing every year, necessitating greater and stricter management.

A driver roll call is particularly important in operations management. As a general rule, the law requires operations managers to perform a roll call face-to-face with drivers to give work instructions and check vehicles and drivers' health conditions both at the start and end of the shift. It also necessitates keeping a large volume of logs and ensuring their appropriate storage. This important routine thus involves cumbersome procedures.

Tokio Marine dR provides the cloud-based driver roll call support system "Tenko+" to facilitate the sustainable growth of logistics and public transportation. The system centrally implements and records legally mandated driver roll call items, spanning from identity verification and alcohol checks to driver's license confirmation and communication of safety instructions, helping prevent omissions and reduce operational burden. It also enables legally mandated guidance and supervision to be managed within the system, simultaneously supporting compliance in training records and more efficient administration.

By reducing traffic accidents and creating efficient and reliable working environments for operations managers, Tokio Marine dR will contribute not only to safe and secure transportation but also to sustainable working styles for the people who support logistics and public transportation.

■ Start Reducing CO_2 Emissions, Improving Fuel Efficiency and Minimizing Traffic Accidents with Accelerator Trainer!

Tokio Marine dR has started providing Accelerator Training, which is an environmental and safe-driving support program focused on accelerator operation when starting a vehicle. Specifically, it aims to reduce CO_2 emissions, curb gasoline consumption and minimize traffic accidents by encouraging drivers to make a habit of the simple driving behavior of taking five seconds to press the accelerator until the vehicle reaches 20 km/h from a standstill. Its key feature is that anyone can practice it. By focusing the point of awareness on "starting the engine" when driving, it promotes sustained behavioral change.

In this program, a dedicated on-board device is used to score accelerator operation by collecting and analyzing driving data such as speed, accelerator position and fuel consumption. This enables drivers to build the habit of paying attention to efficient acceleration while experiencing the benefits firsthand. In actual implementation cases, accelerator operation and fuel efficiency improved over a short period of time. Program participants commented that "I became more conscious of keeping a safe distance from the car in front of me and feel more comfortable while driving" and that "my family praised me for driving more safely than before."

Accelerator Training is an initiative that can be practiced in daily operations and requires no special knowledge or skills. Through this program, Tokio Marine dR will contribute to both corporate and regional decarbonization and improved safe-driving awareness among drivers.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

12.4 Promoting Open Innovation

■ Co-Creation through Investments in Startups

In an era when risks are becoming increasingly diverse and complex, insurance companies themselves must continue to evolve in order to continue responding to the challenges faced by customers and society. Tokio Marine Group is proactively pursuing co-creation with startups in Japan and overseas, as well as strengthening co-creation through investment, as a means of accelerating that transformation.

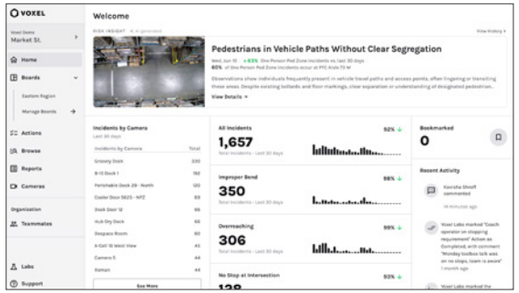
This effort has two main aims. One is to transform the very nature of insurance. The other is to develop new solutions that protect customers from risk. Rather than responding after accidents or disasters occur, we aim to implement technologies and services that predict and prevent risks themselves and help avoid damage before it happens.

■ Open Innovation Unconstrained by Business Field or Region

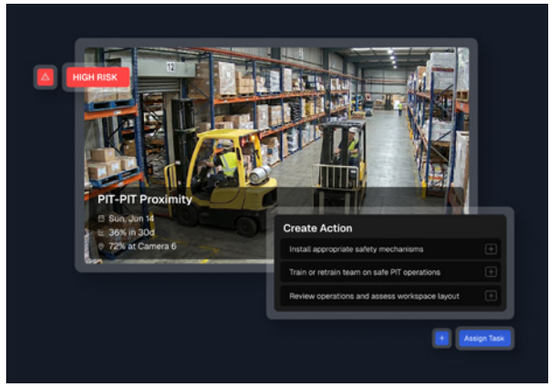
Tokio Marine Group promotes investments in startups through multiple channels, including Tokio Marine Future Fund, a venture capital investment fund based in Silicon Valley in the United States that began full-scale operations in 2022. Investment areas extend beyond Insurtech and Fintech to a wide range of fields, including healthcare, mobility and logistics, disaster prevention and mitigation, decarbonization and sustainability, AI, solutions to societal challenges and well-being. By identifying promising startups at an early stage and combining our expertise and network as a leading company, we seek to contribute to the very growth of the startups we have invested in. To date, based on publicly available information, we have invested in more than 70 startups.

[Collaboration with Voxel, an AI Workplace Safety Startup]

Voxel provides a site intelligence platform that uses AI to analyze footage from existing security cameras at factories and logistics sites. It detects signs that could lead to accidents around the clock, such as lifting heavy objects with improper posture, failure to wear protective equipment and collision risks between forklifts and other vehicles and workers.



Building on its initial investment in December 2021, Tokio Marine Group has steadily deepened its business collaboration with the company. Safety National, a Tokio Marine Group company and a major U.S.-based specialty insurer that provides a diverse range of risk solutions to large corporations and public-sector organizations, introduced Voxel to a leading retailer. A proof of concept (PoC) conducted at the retailer's warehouse demonstrated reductions in workplace accidents—including slips and falls, lower-back injuries and vehicle-related incidents—as well as associated costs. Based on these results, the solution is now being rolled out to other Safety National customers. While supporting Voxel's business growth, this initiative also helps customers reduce accidents and improve safety.



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

13 Provide Opportunities for Future Generations

13.1 Tokio Marine Group's Initiatives for Future Generations

Based on the strong belief that "it is our duty to pass on a bright future to the next generation," Tokio Marine Group has clearly positioned "future generations" as a stakeholder.

In fiscal 2022, we established a cross-functional global task force to discuss initiatives for contributing to future generations, and the task force identified three key themes and five priority initiatives to focus on. We will accelerate our efforts in and outside Japan to support children and young people in taking up challenges for their future. We are committed to passing on a sustainable environment to future generations.

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

◉ "Dear Blooming Future," Tokio Marine Group's Internal Event

Tokio Marine Group has designated November as "Future Generations Month" and holds an internal art-themed event called "Dear Blooming Future." Each year, employees consider what they can do for future generations and express their thoughts through works of art based on a selected theme. The submitted works are compiled into an art book and shared with employees and their families.

Through this event, we aim to foster a culture of contributing to future generations and further expand initiatives for future generations across the Group.

13.2 Globally Expanding Initiatives for the Future Generation

Tokio Marine Group is promoting projects around the world to support the challenges of every person of the future generation.

Tokio Marine Group's Global Uptake of Initiatives for Future Generations

■ Japan

- **Green Lessons**

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

As of March 31, 2026, the Group visited around 900 elementary and special needs schools throughout Japan and provided Green Lessons to some 62,000 children.

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

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

• Disaster Prevention Lessons

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

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

As of March 31, 2026, Disaster Prevention Lessons have been held about 2,000 times at elementary schools and special needs schools across Japan, with some 128,000 children attending. We will continue to promote the creation of a safe, secure and resilient society and future by engaging in awareness and educational activities for disaster readiness through our Disaster Prevention Lessons.

• "Group Work on Managing Risks and Opportunities": Career Development Program for Junior High and High School Students

Tokio Marine Group has been contributing to the promotion of career education mainly for junior high and high school students by providing its own career education program, "Group Work on Managing Risks and Opportunities," which was developed jointly with universities, NPOs and educators.

In the program consisting of card games and teamwork activities, students become owners of a bakery and think about ways to sustainably earn profits. The lesson simulates responses to various risks associated with owning a business, enabling the students to discover and solve issues for themselves and collaboratively. A cumulative total of 5,700 students have received this career education to date.

• Nursing Care Lessons

An increase in the number of nuclear family households and other factors means that there are fewer opportunities for children to interact with elderly people. Consequently, children's understanding of the elderly is insufficient. Tokio Marine Nichido Better Life Service conducts Nursing Care Lessons (experience-based classes) for children who will lead the future and provides an opportunity for them to turn their attention to and gain a better understanding of elderly people. Roughly 1,000 children from 12 elementary schools have participated in the lessons since the company launched this initiative in 2023.

• Junior Internship Program for High School Students

Since fiscal 2022, Tokio Marine & Nichido has been offering a Junior Internship Program for high school students. Through the program, they learn about the insurance business and the work involved, as well as the roles that an insurance company should play in solving societal challenges. At the same time, the program encourages them to understand the value of work and promotes their interest in business. The goal of the program is to learn the skills and communication capabilities needed in the workforce in the future. The company has provided the program at 18 schools across Japan.

Participants have commented that they became more interested in the SDGs-related efforts of companies as they gained firsthand knowledge, while others have mentioned that their view has expanded as they learned about societal challenges from various angles and the roles that an insurance company should play. Some have also commented that insurance is the foundation of society, that they have learned a variety of things they never knew, including the roles of insurance, and that exploring and thinking about many things through different tasks was a really good experience. They regarded the program as a valuable opportunity to gain insight and inspiration that could not otherwise be gained in the classroom. Tokio Marine & Nichido intends to expand the program across Japan as a way to contribute to future generations.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

• Kids' Program: Exciting Work Experience, an Adventure in the Adult World!

Tokio Marine & Nichido has been providing a work experience program for elementary school students since December 2024, which was developed jointly with KODOMOLOGY CO., LTD. The program offers a fun, memorable learning opportunity for employees' children to gain a deeper understanding of where their parents work and what they do through an office tour, a program to create an original insurance product from the children's perspectives and a program that simulates the claims settlement service operations, which involve the payment of insurance claims. So far, more than 70 children have participated in the Kids' Program. It also provides an opportunity for employees to reaffirm the value and purpose of their work through the positive reactions of their children.

• Lessons to Prepare for Emergencies for Junior High School Students

Since 2025, Tokio Marine Holdings has been working with ARROWS Inc. to develop and provide schools with educational materials that help students think about how to act in an emergency and how to prepare in their daily lives.

Based on the premise that natural disasters can occur anytime and anywhere in Japan, the program aims to cultivate an understanding among junior high school students of the importance of protecting their own lives and helping each other during a disaster, thereby improving their future preparedness for such events. We provide materials that combine lesson slides, videos, worksheets and other tools, and more than 1,400 junior high school students across Japan were given this learning opportunity in 2025.

• STEM Experience Program for Female Junior and Senior High School Students

To show students that female employees with science and math backgrounds are actively thriving in a wide range of fields, since fiscal 2025, Tokio Marine Holdings has been participating in Girls Meet STEM in collaboration with the Shintaro Yamada D&I Foundation. It is a science, technology, engineering and mathematics (STEM) experience program specifically designed for female junior and senior high school students. The program aims to deepen students' understanding of STEM-related learning and careers by providing opportunities such as office and laboratory tours, hands-on experiences with the latest technologies, workshop participation and roundtable discussions with female employees and researchers.

In fiscal 2025, 47 female junior and senior high school students participated in the program, visiting the front line of investment management and observing the planning and development process for a healthcare app. Afterwards, they participated in a panel discussion featuring female employees with science backgrounds and roundtable sessions where students could speak directly with employees. Participants commented that the program helped them "have an idea of what it is like to join the workforce" and "realize how the subjects they are studying now can be useful in future work." In this way, the program provided a valuable opportunity to help develop next-generation human resources and support diverse career formation. We will continue contributing to initiatives that expand the possibilities of future generations.

• DAP Traffic Safety Class for Early Elementary School Students

Tokio Marine & Nichido is working to realize a safe and secure society free from accidents. First and second graders, in particular, are at a higher risk of getting into traffic accidents while walking. This is because as their range of activities expands after entering school, their shorter height makes them more likely to be hidden in vehicle blind spots. Data from Japan's National Police Agency also shows that first and second graders account for a large number of casualties in traffic accidents while walking, which is recognized as a societal challenge referred to as the "critical age of seven" problem.

To help address this issue, in April 2026 the company began rolling out the DAP Traffic Safety Class, which uses data on dangerous vehicle behavior and impact detected by its original *Drive Agent Personal* (DAP), a drive recorder with communication functions. Using "dangerous location maps" created by Tokio Marine dR from DAP data, the class is a traffic safety initiative promoted across the entire Tokio Marine Group. In the class, students learn traffic rules through lectures and quizzes, and then use the dangerous location maps to learn, in a participatory way, where, how and why certain locations are dangerous, as well as what actions to take to prevent accidents. The program aims to help children develop the ability to anticipate risks on their school routes and take safe actions on their own.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

• Developing Next-Generation Talent and Facilitating an Understanding of Societal Challenges through Nippon Koei's Outreach Classes

Nippon Koei continues to provide educational support through outreach classes as part of its commitment to developing the next generation of talent. Engineers visit schools as guest lecturers, explaining topics such as disaster prevention, infrastructure development and environmental conservation in an easily comprehensible way. The classes also offer hands-on programs using models and experiments to deepen students' understanding of societal challenges.

Since 2011, the company has delivered classes on topics such as "the role of dams" and "the ecosystem pyramid" for elementary schools in Sendai, Miyagi Prefecture, providing learning opportunities to more than 100 children every year. This initiative has been well received by educators and has contributed to the promotion of disaster prevention and environmental education in local communities.

For universities, the company also offers outreach classes at Gakushuin University and Shinshu University. At Gakushuin University, lectures are provided on urban planning and urban development in developing countries, with the lectures drawing on experience from overseas project sites. They provide students with an opportunity to understand the role of development consultants and the realities of resolving societal challenges. At the Faculty of Science of Shinshu University, the company provides a series of annual outreach classes (colloquium) on topics such as sediment disasters and disaster prevention technologies, offering specialist lectures for students majoring in earth science. The class, which has continued for roughly 10 years, consists of five sessions taught weekly by its employees from different departments. It is now a required class for the faculty, thereby contributing to the systematic acquisition of knowledge related to disaster prevention technologies.

Through these efforts, Nippon Koei provides people across a broad age range, from basic education to specialized higher education, with opportunities to deepen their understanding of societal challenges and gain insights that may inform future educational paths and career choices. The company will continue promoting the development of next-generation talent conducive to resolving societal challenges by sharing knowledge grounded in practical experience.

■ Brazil

• Brazilian Seed

Brazil-based Tokio Marine Seguradora S.A. (TMSR) runs the Brazilian Seed program to provide educational opportunities to young people experiencing social and economic difficulties and help them find employment. Since 2021, the program has supported more than 320 young people, and numerous people who completed the program have found jobs.

The commitment to the Brazilian Seed program started in 2021 by providing livelihood assistance and about four months of education and job search support to 15- to 18-year-old orphanage residents to prepare them to join the labor market. The Tech Program added the following year is designed to provide education and scholarships to help young people find jobs in the IT industry. The LED Program focuses on vocational training in the field of business administration and aims to help young people find jobs in a wide range of fields. Additionally, the Lotus Program was started to provide training to work in call centers, a job more suitable for young mothers with small children. In this way, the Brazilian Seed program continues to evolve.

■ South Africa

• StreetWise Finance

In 2011, South Africa-based Hollard Insurance Group developed StreetWise Finance, a financial and insurance literacy education program designed to teach basic financial management skills. Employee volunteers serve as lecturers to run the program with a focus on "how to plan a budget," "methods to manage savings, bank transactions and loan options," "benefits of insurance" and "post-retirement life plan." The program has been conducted free of charge in rural communities in South Africa, with the participation of roughly 200,000 persons to date (as of June 30, 2026).

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

In recent years, Hollard has strengthened its engagement with young people by collaborating with universities to hold events that use humor and storytelling to make financial knowledge more accessible to students. These initiatives have achieved high levels of satisfaction and understanding. The company is also expanding its reach by offering financial education programs and workshops for small and micro-sized enterprises in regional areas, as well as for their employees.

Through these initiatives, Hollard is contributing to financial inclusion in South Africa and helping improve financial literacy among future generations.

■ China

• Disaster Prevention Lessons

As of June 2026, Tokio Marine and Nichido Fire Insurance Company (China) Limited's Disaster Prevention Lessons, an overseas version of Tokio Marine Group's offerings, have been held in 12 Chinese provinces since 2016 (out of 32 provinces and other municipalities). They have been attended by a total of 2,725 people including preschool, elementary and junior high school students and the elderly, with 195 employees participating in providing Disaster Prevention Lessons.

By bringing Disaster Prevention Lessons to schools and housing complexes, the company aims to foster disaster awareness among individuals and help them acquire the ability to take appropriate evacuation actions in the event of a disaster, thereby minimizing the loss of property and lives. Employee volunteers serve as bridges of knowledge, and each session represents another step toward our founding commitment to preparing for disasters and providing peace of mind.

• Supporting Vocational Education for Students in Rural and Mountainous Areas

In July 2025, Tokio Marine and Nichido Fire Insurance Company (China) (TMNCH) proactively participated in the Nujiang Youth Skills Training and Employment Project in Yunnan Province, welcoming 16 students and teachers from mountainous areas of the province.

Through programs that included an introduction to its history, employees sharing their career experiences, a lesson on insurance knowledge and Japan-China cultural exchange, TMNCH provided vocational education support with the aim of broadening students' perspectives and inspiring their dreams and hopes for future careers. Ten employees and six employees' children participated in the activity as volunteers.

■ Vietnam

• Safety Training for Children

Tokio Marine Insurance Vietnam Company Limited has been conducting volunteer-led disaster preparedness classes since 2023 with the aim of raising disaster awareness in local communities and supporting the development of future generations. Focusing on drowning prevention and earthquake preparedness, the company delivered classes at two secondary schools in Hanoi in 2025, bringing the total number of student participants to approximately 3,000 between 2023 and 2025.

Following the training sessions, students took part in a contest entitled "Shaking Ground – Steady Mind," in which they expressed what they had learned about disaster preparedness through videos and artwork. By creating projects focused on earthquake response and safety measures, students were encouraged to think proactively about disaster preparedness, helping to strengthen awareness and reinforce learning outcomes.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Indonesia

• Disaster Prevention Lessons

From 2022 to 2025, PT Asuransi Tokio Marine Indonesia (TMI) supported efforts to educate the younger generation on disaster mitigation and preparedness. In fiscal 2025 alone, TMI employees served as instructors and delivered sessions to approximately 200 students in Grades 4 to 6 at Jakarta Japanese School, with teachers also participating. The lessons covered a range of topics, including earthquake and tsunami preparedness, as well as flood and landslide risks. These sessions combined science-based explanations with practical guidance, delivered through quizzes, discussions, and group activities, while drawing on Indonesia-specific examples and local disaster risks.

Over the same period (2022 to 2025), TMI conducted several disaster prevention lessons in collaboration with local schools and Japanese schools, with approximately 1,000 students participating in these programs in total.

■ UK

• Social Mobility Programme

UK-based Tokio Marine HCC International (TMHCCI) further expanded its Social Mobility Programme in 2025, building on initiatives introduced in 2024 to support emerging talent and address barriers to social mobility. The program supports young people through mentoring, career insight sessions and work experience opportunities delivered by TMHCCI employees. To date, 14 paid work experience placements have been successfully completed.

In 2025, the program received external recognition, winning the Social Mobility Award at the Insurance Post Diversity & Inclusion Awards. TMHCCI also launched a Schools Outreach Programme, delivering insurance industry insight and career awareness sessions to approximately 350 young people. In addition, the company introduced its Apprentice Programme, with a recruitment strategy focused on attracting candidates from lower socio-economic backgrounds, further strengthening TMHCCI's commitment to improving access, representation, and social mobility within the insurance industry. Demonstrating the connection between the two initiatives, one member of the 2024 Social Mobility Programme cohort was successfully recruited to join the 2026 Apprenticeship Programme.

Looking ahead to 2026, TMHCCI plans to further expand the programme through additional work experience placements, larger apprenticeship cohorts across more office locations and increased outreach activity with schools.

• Reverse Mentoring

With the support of School for CEOs, Tokio Marine Kiln (TMK) has been rolling out a Reverse Mentoring Program since 2023. To date, seven executives, seven senior leaders, and 14 mentors, primarily early-career employees, have participated in the program. Many of the mentors are members of Employee Network Groups and bring diverse perspectives and experiences to the discussions.

During the Reverse Mentoring Program, the traditional roles of senior leaders and younger employees are reversed, with younger employees acting as mentors to senior leaders. Through open dialogue across generations and organizational levels, the program helps senior leaders deepen their understanding of diverse perspectives and the experiences of employees in less senior roles. It also strengthens their confidence in discussing inclusion and diversity topics and their ability to lead inclusively. For mentors, the program provides opportunities to expand their networks, build confidence in speaking up, gain visibility among senior leaders, and broaden their career opportunities. In some cases, mentors have gone on to take on more senior or expanded roles.

• Co-Creating Wellbeing and Learning Spaces through Student-Participatory Design (Merchants Academy)

Building Design Partnership Limited (BDP) collaborated with Merchants Academy in Bristol, UK, to co-design proposals for a wellbeing garden for sixth-form students (aged 16–18) between 2023 and 2025. This project sought to transform a previously concrete-paved outdoor area into a nature-integrated, green environment that could enhance student wellbeing and improve the quality of the learning environment.

A participatory design approach was adopted, actively involving students in the planning and design process to ensure the space reflected their needs. Through this process, the project not only fostered a sense of ownership and attachment to the space, but also introduced students to career opportunities in the built environment, including expanding access for young people

INDEX

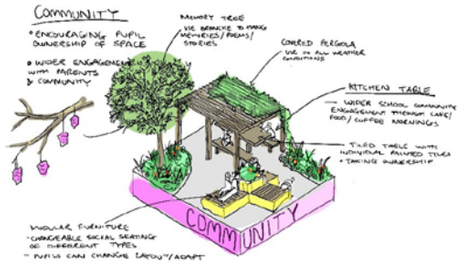
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

from areas with limited social mobility.

The resulting design proposals were developed around key themes such as community, outdoor learning, and connection with nature, incorporating a range of spatial elements that encourage interaction, learning, and sensory experiences. These include outdoor classrooms, growing spaces (e.g., kitchen gardens and raised planting beds), shared social areas (such as communal tables and flexible seating), and nature-based features that support biodiversity and sensory engagement (e.g., wildflower planting and sensory pathways).

The co-designed proposals demonstrate how nature-based and participatory design approaches can support students' physical and mental wellbeing, as well as enhancing motivation for learning. It also provides a framework for supporting interaction and a sense of belonging within the school community through shared and flexible use of space.

Following completion of the co-design process, the proposals were provided to the client to inform future project development and funding processes. The project offers a valuable example of how participatory design can inform the creation of educational environments that respond directly to the needs of their users.



■ United States

• Junior Advisory Council

Reliance Matrix has proudly partnered with Rider University over the past two years through its Junior Advisory Council, reinforcing our commitment to developing future talent and gaining fresh, external perspectives. Across two cohorts, approximately 30 students have participated in this collaborative initiative. For their 2025 semester, four student teams explored critical challenges and opportunities tied to generational dynamics in the workplace, offering both internal and external viewpoints. Their work focused on digital transformation in the current and future workplace, the role of emotional intelligence in driving collaboration and retention, evolving strategies to enhance client experience and communication, and the need to modernize onboarding and training in response to generational shifts.

Key insights underscored the importance of advancing digital capabilities, strengthening emotional intelligence, and fostering greater cross-generational understanding. Reliance Matrix is actively leveraging these learnings through our Talent Development programs, sales trainee initiatives, and exploration of a new Employee Resource Group to further support an inclusive and forward-looking workforce.

• Inspiring Student Leadership through Community Partnership

Safety National partnered with FOCUS St. Louis' Youth Leadership Program to invest in young people and help prepare them for future success.

Safety National hosted the Youth Leadership Belonging Summit at its St. Louis headquarters, creating a meaningful opportunity for high school students to explore leadership, belonging, professional development, and future career paths. The initiative reflected Safety National's vision to be First with Community while bringing Tokio Marine Group's vision "To Be a Good Company" to life through action.

Through the summit, students were introduced to Safety National, its people, and the insurance industry in a direct and personal way. Employees from multiple departments shared career journeys, participated in a panel discussion, and helped students better understand the wide range of opportunities available within insurance. For many participants, the event offered early exposure to an industry they may not have previously considered, helping make future career possibilities feel more tangible and accessible.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

The program also emphasized belonging and inclusive leadership, encouraging students to consider how inclusive environments help people build confidence, contribute ideas, and reach their potential. By opening its doors and sharing employee experiences, Safety National supported future generations while strengthening its role as a community partner, mentor, and employer committed to growth, inclusion, and opportunity.

- **PHLY Supporting Future Generations in Partnership with Shoes that Fit**

The PHLY Foundation is committed to supporting and celebrating students throughout their educational journey. Connecting non-profit partners to support unique opportunities for student development and growth is a win-win-win!

Last May, PHLY's Black and African American Employee Resource Group (BAAERG) helped to wrap up the school year in a special way for student athletes at Philadelphia public school Olney High.

Throughout the year, the student athletes actively advocated for an investment in their athletic fields, which had fallen into disrepair after years of neglect. Their persistence paid off, and after several months of coordination with the School District board and City Council, the students succeeded in securing over USD7 million to rebuild their grandstands, field house, security cameras, and more.

PHLY loves a determined spirit and was pleased to partner with the Philadelphia Union and Shoes that Fit to provide a day of career exploration, encouragement, and brand-new sneakers! PHLY BAAERG and Union speakers shared insights into careers in insurance and sports management, offering a glimpse into fields students may not have thought to explore. Students were especially excited to meet some of the Union's players, who assisted with the sneaker distribution and stayed for photos and autographs.

In addition to this event, held at Philadelphia Union's Subaru Park stadium, other regional sneaker distribution events were held in Brooklyn, New York, and Sacramento, California, engaging PHLY employees nationwide.

- **Thinking about Risk and the Future at the New Jersey Japanese School**

Tokio Marine America (TMA)'s CEO and employees conducted a special class for 16 junior high school students at the New Jersey Japanese School in fiscal 2025. Using a bakery-management simulation, students identified business strengths and challenges, assessed risks, and made decisions to improve business performance. Through this exercise, they learned entrepreneurial thinking and the importance of building trust with customers.

This initiative was adapted from a career education program developed and delivered by Tokio Marine & Nichido in Japan and introduced in the United States. By sharing effective practices across borders, TMA helps bring to life its value of being "an Active Member of Society" while contributing to local communities.

Students and teachers provided positive feedback, noting that the program made the concept of risk more tangible and deepened their understanding of the relationship between risk and opportunity. TMA plans to continue expanding initiatives that support the development of future generations.

■ Egypt

- **Family Day Event**

Tokio Marine Egypt General Takaful S.A.E. conducts family day events annually. The program includes welcoming children with sweets, a company tour, an awareness session, and snack time.

In 2025, the event involved around 40 children across multiple sessions, along with their parents. The activities also included Radio Taiso exercises for children, which were well received by both children and families.

The purpose is to make children proud of their parents through engaging activities and an awareness session about insurance and Tokio Marine Group, while also fostering a sense of pride among employees by sharing these moments with their families.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14 Open Governance with Integrity

14.1 Improving Quality from the Customer's Perspective

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

14.1.1 Basic Approach to Quality Improvement

Tokio Marine Group has earned high regard from its customers by providing products and services that are ahead of the times in accordance with the Group's Corporate Philosophy: "Through the provision of the highest quality products and services, Tokio Marine Group aims to deliver safety and security to all its customers." In the medium to long term, changes in living and business environments resulting from frequent natural disasters, demographic shifts and technological innovation in the world will generate many new opportunities and risks. In response to the diversifying needs of both individual and corporate customers in connection with such new opportunities and risks, Tokio Marine Group will combine the capabilities of all Group companies and will do its best to provide new products and services that anticipate the changing times and extend beyond the framework of conventional insurance products and services in areas such as the financial, medical and consulting fields. Supervised by the president, the improvements necessary for enhancing the quality of products and services are identified and managed by the responsible departments of each company of Tokio Marine Group.

1. Response to Customer Feedback

Tokio Marine Group considers customer feedback to be an important indicator for the evaluation of service quality and strives to improve the quality of its services. We also continuously monitor the social impact and risks of our current products and services to improve their development and provision.

2. High-Quality Insurance Solicitation

Tokio Marine Group works to explain and provide products and services based on a correct understanding of the risks surrounding customers, their intentions and circumstances and the needs of each individual customer. We also strive to ensure that customers correctly understand important matters about the products and services we provide (including risks and details that may be detrimental to customers) and to provide easy-to-understand and appropriate explanations in accordance with the form of our selling and marketing. In addition, we not only comply with laws and regulations but also strive to carry out appropriate sales and solicitation activities related to products and services, which are conducive to reducing the negative impact on the environment and society and realizing a sustainable future.

3. Payment of Insurance Claims

Tokio Marine Group continuously promotes the enhancement of quality from a customer standpoint by repeating the plan-do-check-act (PDCA) cycle of implementation, verification and improvement.

4. Instilling Customer-Oriented Business Conduct Policies

To provide safety and security based on the customer's perspective, Tokio Marine Group strives to improve its internal structure and provide regular training to individuals engaging in sales. In addition, we endeavor to build partnerships of trust through smooth communication with agents and improve the quality of operations together.

Basic Policies for Protection of Customers' Interests

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

The Tokio Marine Group Policy for Management of Conflicts of Interest

Customer-Oriented Business Conduct Policies

To more thoroughly carry out customer-oriented insurance business while remaining close to customers and accurately identifying their diversifying needs, Tokio Marine & Nichido, Tokio Marine & Nichido Life and some other Group companies have formulated and announced their respective policies on customer-oriented business conduct and have been working with agents to promote specific initiatives under these policies. We will review our policies on a periodic basis to constantly realize better business conduct, thereby earning the lasting trust of customers.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Tokio Marine & Nichido Customer-Oriented Business Conduct Policies

Business Conduct Policy 1: Declaration of customer-oriented behavior
Defining the common sense of customers and society as a starting point for all thoughts and behaviors, Tokio Marine & Nichido will act on the basis of how to offer the inherent value of insurance.

Aware of and responsible for assuming part of the social infrastructure functions, Tokio Marine & Nichido will not only comply with related laws and regulations but also consider what it should do from the perspective of customers and review all operational processes, products and services. In this way, the company will work with agents to become a truly trusted, customer-oriented company.

Note: Social infrastructure functions and the inherent value of insurance
Non-life insurance has a social infrastructure function to always support and protect customers and society in times of need through measures such as providing compensation in case of an incident. Always supporting and protecting customers and society in their times of need requires accurately grasping the risks and issues surrounding customers and offering optimal insurance and services. Tokio Marine & Nichido considers this to be the inherent value of insurance.

Business Conduct Policy 2: Business conduct utilizing customer feedback
Under its corporate philosophy of placing customer trust at the base of all its business activities, Tokio Marine & Nichido has formulated a customer feedback response policy to encourage employees and agents to gather customer feedback widely, take it seriously and use it proactively in corporate activities. The company will pursue customer-oriented business conduct according to the policy.

Business Conduct Policy 3: Development and revision of products and services
Tokio Marine & Nichido will deliver maximum satisfaction to customers by swiftly developing easy-to-understand products and services matching customers' risks and needs and by meticulously providing relevant information. The company will also pay sufficient attention to risk management to ensure the stable provision of its products and services.

Business Conduct Policy 4: Proposal of products and services
Tokio Marine & Nichido will work to propose appropriate products and services based on a correct understanding of risks facing customers and their needs and purposes while providing necessary information not only when concluding an insurance contract but also on an ongoing basis.

Business Conduct Policy 5: Payment of insurance claims (claims service)
To help customers in times of need, Tokio Marine & Nichido will remain by their side while correctly understanding their situations and positions and working to make swift and appropriate claims payments. In addition, the company will build readiness for the legitimate payment of insurance claims and ensure reliable quality in claims services.

Business Conduct Policy 6: Systems for motivating customer-oriented behavior
Various systems of Tokio Marine & Nichido, including commendation and performance appraisal, will be evaluated in terms of a customer-oriented mindset, namely, how to offer value inherent in insurance to customers and society. In this way, the company will build systems for encouraging customer-oriented behavior.

Business Conduct Policy 7: Management of transactions involving conflicts of interest
Tokio Marine & Nichido will promote customer-oriented business conduct and work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

Tokio Marine & Nichido Life Customer-Oriented Business Conduct Policies

Business Conduct Policy 1: Pursuit of customers' best interest
At the time of our founding, we felt "Something is wrong when people have to adapt themselves to life insurance." Based on this notion, Tokio Marine & Nichido Life will consistently engage in the customer-oriented life insurance business and pursue customers' best interests.

More specifically, as described in Business Conduct Policies 2 to 4 below, we will practice business conduct in pursuit of customers' best interests in every touchpoint, from the development of products and services matching customer needs to making proposals and appropriately explaining products, providing follow-up services after the conclusion of a contract and paying insurance claims and benefits.

In addition, Tokio Marine & Nichido Life has defined the customer feedback response policy to monitor the implementation status of our efforts and ensure improvement. Tokio Marine & Nichido Life takes feedback from customers seriously and will strive for continued improvement of its operational quality.

Business Conduct Policy 2: Development and provision of products and asset management
Tokio Marine & Nichido Life works to develop life insurance products and services matched to customer needs while also paying attention to social and economic trends and changes in the business environment. The company also has in place an internal structure to stably provide protection over the long term.

In order to ensure future payments of insurance claims and benefits, Tokio Marine & Nichido Life will also conduct asset management while paying due consideration to the distinctive characteristics of insurance contracts and by applying appropriate risk control.

Business Conduct Policy 3: Insurance solicitation
Through its agents and direct sales employees ("Life Partners"), Tokio Marine & Nichido Life will deliver security by providing custom-tailored solutions that meet the diverse needs of each customer and protect customers and their families.

Tokio Marine & Nichido Life will also implement initiatives to provide detailed information on products and explain them in a thorough manner to customers after adequately identifying customers' needs and intentions and to have them confirm, based on a correct understanding of the products, that our solutions match their needs and purposes.

Business Conduct Policy 4: Follow-up services and payment of insurance claims and benefits
Tokio Marine & Nichido Life provides value not only at the time of contract. We believe that it is essential to exercise customer-oriented business conduct at every customer contact point, including follow-up services after the conclusion of a contract.

Additionally, recognizing that paying insurance claims and benefits is one of the most basic and important responsibilities of an insurance company, Tokio Marine & Nichido Life will make sure to explain policy and other details to all customers in an easily comprehensible manner and make swift and accurate payments, always working from a customer standpoint. The company will also set up a system to provide follow-up services to all customers, including elderly customers and customers with disabilities, to ensure that they will make claims to which they are entitled without omissions.

Business Conduct Policy 5: Systems and corporate culture to exercise customer-oriented business conduct
Tokio Marine & Nichido Life will foster a corporate culture in which employees, agents and direct sales employees ("Life Partners") exercise judgment and act in a customer-oriented manner in every touchpoint. We will establish systems of education and evaluation for achieving this goal.

Business Conduct Policy 6: Management of transactions involving conflicts of interest
In accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine & Nichido Life will work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.1.2 Response to Customer Feedback

Each Tokio Marine Group company strives to improve the quality of its services by treating customer feedback as an important indicator for the evaluation of service quality.

■ Customer Feedback Response Policy

Critical opinions and demands as well as compliments from customers are valuable assets for us to provide higher-quality services to customers. Based on the Group's basic policy related to customer feedback, each company of Tokio Marine Group has formulated a response policy to utilize customer opinions for improving products and services.

- Tokio Marine & Nichido's policy on handling customer feedback (in Japanese)
- Tokio Marine & Nichido Life's policy on handling customer feedback (in Japanese)

■ Structure to Make Improvements Based on Customer Feedback

Customer surveys and feedback received directly from customers by employees and agents lead to quality improvements in terms of products, services and other aspects. For example, Tokio Marine & Nichido, Tokio Marine & Nichido Life and Nisshin Fire enter such feedback into a central management system that is set up on their respective intranets for later analysis. This feedback is then utilized for the said improvements.

Additionally, Tokio Marine & Nichido conducts regular meetings with external advisors and consumer monitors in order to receive advice from the perspective of the consumer. These activities have translated into various improvements, including easier-to-understand notices and documents.

<Initiatives in Compliance with ISO 10002>

As a means of standardizing the response to customer feedback company-wide, Tokio Marine & Nichido and Tokio Marine & Nichido Life have established operational systems in conformity with ISO 10002, the international standard for the management of the complaints handling process.

Moreover, these two companies were the first in the domestic financial industry to verify compliance with the ISO 10002 standard in June 2007 and subsequently made an external announcement in July. Under these operational systems, we will continuously strive to enhance the quality of operations in terms of products, services and other relevant aspects based on customer feedback. Nisshin Fire also made a self-declaration of compliance with the ISO 10002 standard in July 2008.

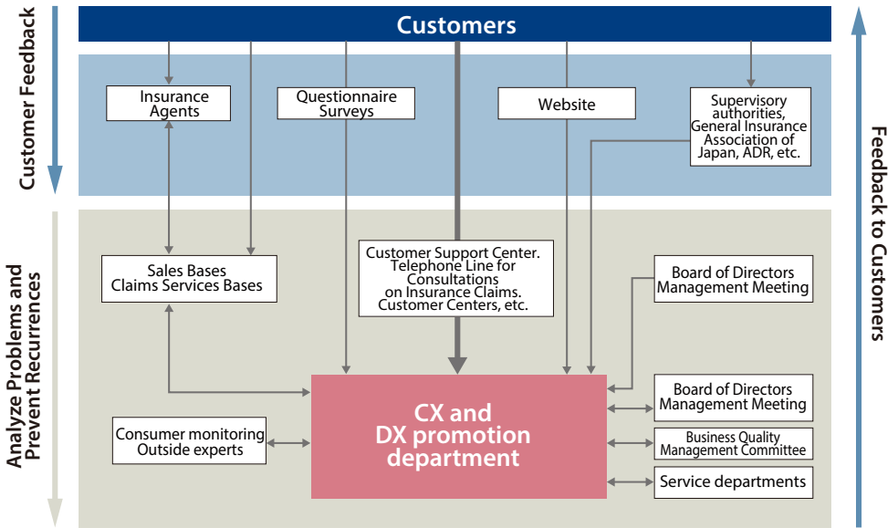
■ Listening to Customer Feedback

Each Tokio Marine Group company actively listens to customer feedback through various means such as customer surveys, telephone calls from customers, company websites and information gathering via agents and sales personnel. From the perspective of enhancing the transparency of initiatives regarding customer feedback, the number of feedback comments received, details of these comments and examples of products and services developed or improved based on such feedback are made public via company websites in greater detail.

<Structure for Listening to Customer Feedback>

Tokio Marine & Nichido

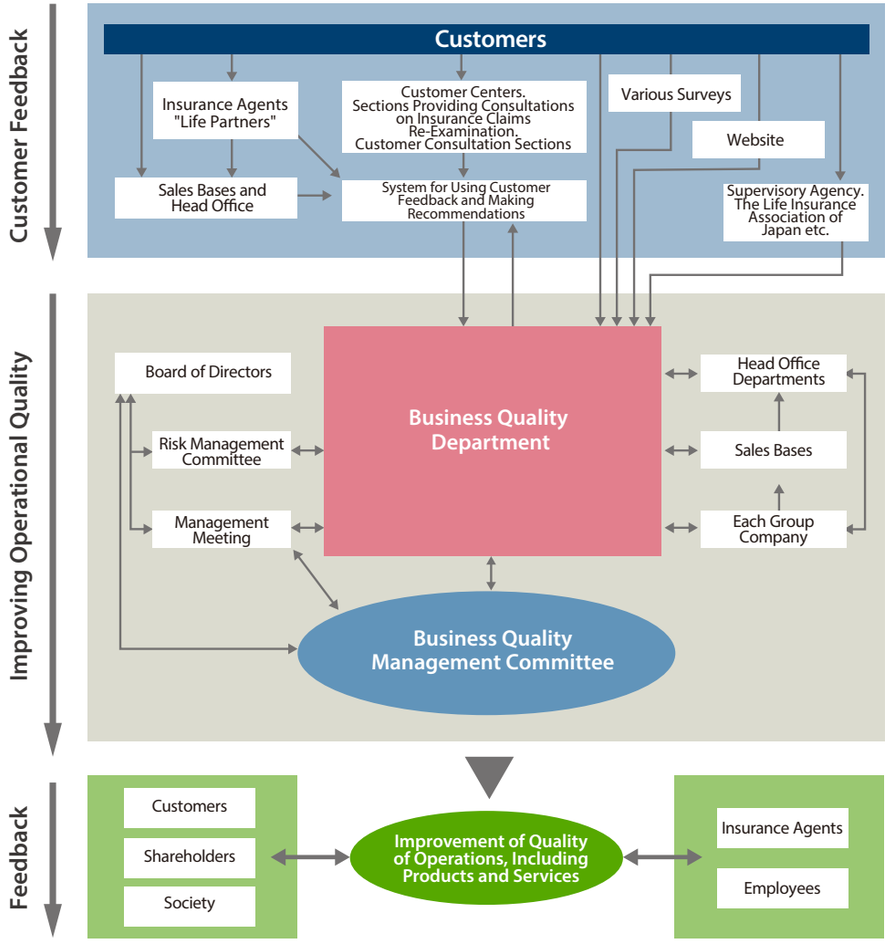
Tokio Marine & Nichido is conducting customer surveys after the completion of contract procedures to calculate the Net Promoter Score (NPS) and level of customer satisfaction and solicit opinions from customers in a free-text field. Tokio Marine & Nichido also asks for cooperation in surveys after paying insurance claims to customers in order to obtain a wide range of opinions regarding responses to accidents. The company constantly makes efforts to improve quality based on this customer feedback.



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

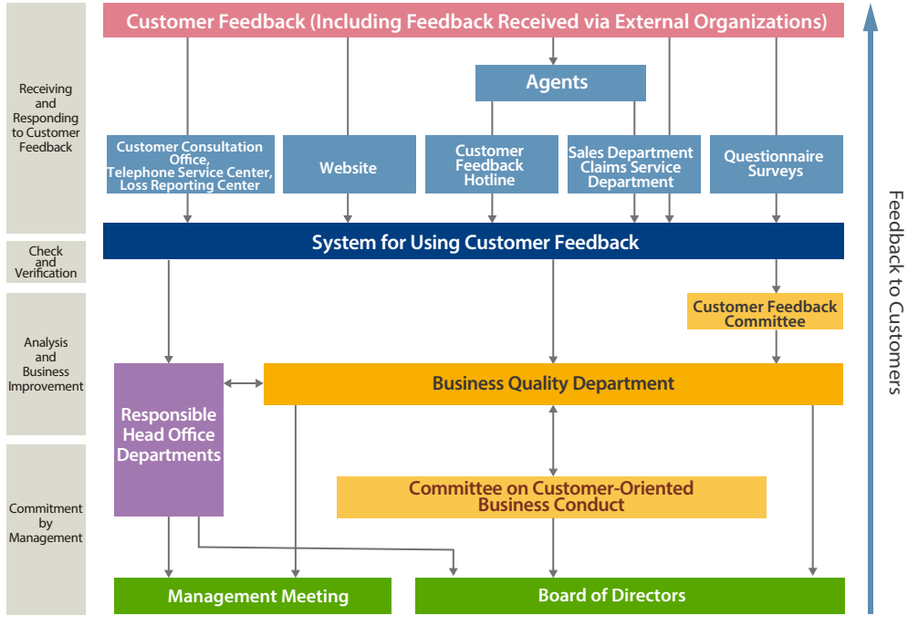
Tokio Marine & Nichido Life

Tokio Marine & Nichido Life encloses a questionnaire survey with its insurance policies, contract details or notices regarding the payment of insurance claims and benefits to extensively obtain customer feedback.



Nisshin Fire

Nisshin Fire strives to identify customer needs through various surveys, for example, on staff response during the contracting process and accident response services and works together with its agents to enhance the quality of its services to bring even greater satisfaction to customers.



INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

<Fiscal 2025 Number of Customer Feedback Comments>

[Tokio Marine & Nichido]

	Customer feedback categories	Customer feedback categories	Apr.- Jun. 2025	Jul.- Sep. 2025	Oct.- Dec. 2025	Jan.- Mar. 2026	Fiscal 2025
			Number of comments	Number of comments	Number of comments	Number of comments	Total as of Mar. 2026
Dissatisfied	**Products and services**						
	Policy and pamphlet related	Policy and pamphlet details difficult to understand	224	237	214	233	906
	Products and services related	Requests for improving products and services, others	1,345	1,502	1,595	2,144	6,586
	Subtotal: Products and services		**1,569**	**1,729**	**1,809**	**2,377**	**7,494**
	Enrollment: Contract procedures						
	Contract renewal procedures	Delays in sending renewal information, others	1,203	1,034	1,272	1,223	4,733
	Explanation of contract details	Insufficient explanation of contract details, others	252	218	250	283	1,003
	Subtotal		**1,455**	**1,252**	**1,523**	**1,505**	**5,736**
	Enrollment: Contract management						
	Policy deficiencies	Errors in listed policy details	110	129	117	109	465
	Non-arrival of policy	Delay in sending of policy	24	32	48	22	126
	Modification procedures	Delay in sending of policy	1,082	992	995	998	4,067
	Account transfers	Unable to make account transfers, others	135	154	179	167	635
	Subtotal		**1,351**	**1,307**	**1,339**	**1,296**	**5,293**
	Enrollment: Response and etiquette						
	Response and etiquette	Telephone response and visitation etiquette	486	450	460	487	1,883
	Enrollment: Others						
	Matters concerning enrollment not corresponding to the above		11	8	11	12	42
	Subtotal : Enrollment total		**3,303**	**3,017**	**3,333**	**3,301**	**12,954**
Dissatisfied	**Insurance claims payments: Insurance claims payment**						
	Contacting and responses	Delay in being contacted by staff, insufficient explanation of procedures	1,676	1,729	1,795	1,494	6,694
	Payment amount	Insufficient explanation about insurance claims payments	582	515	648	620	2,365
	Advisability of payment	Advisability of payment	1,508	1,611	1,469	1,442	6,030
	Subtotal		**3,766**	**3,855**	**3,912**	**3,565**	**15,089**
	Insurance claims payment: Response and etiquette						
	Response and etiquette	Telephone response and visitation etiquette	484	591	600	655	2,330
	Insurance claims payments: Others						
	Matters concerning payment not corresponding to the above		13	11	11	6	41
	Subtotal: Total for insurance claims payments		**4,263**	**4,457**	**4,523**	**4,217**	**17,460**
	Matters concerning personal information		**103**	**67**	**87**	**56**	**313**
	Others		**25**	**38**	**27**	**15**	**105**
	Dissatisfied Total		**9,263**	**9,318**	**9,779**	**9,966**	**38,326**
Requests			**1,029**	**904**	**936**	**1,044**	**3,913**
Compliments			**1,704**	**1,635**	**1,836**	**1,743**	**6,918**
Total			**11,996**	**11,857**	**12,551**	**12,753**	**49,157**

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

[Tokio Marine & Nichido Life] (Number of Comments of Dissatisfaction Only)

(April 2025–March 2026)

Item	Principal Details of Feedback	Number of comments	Percent of Total (%)
New contract related	Dissatisfied with explanations and with presentations on insurance policy at time of enrollment, others	2,198	11.5
Receipt related	Dissatisfied with insurance premium payment methods and modification procedures, others	1,931	10.1
Protection related	Dissatisfied with contract details modifications, policyholder loans, cancellation procedures, others	4,726	24.7
Insurance claims and benefits related	Dissatisfied with payment procedures for insurance claims, benefits, maturity proceeds, others	4,399	23.0
Others	Dissatisfied with after-service, etiquette and telephone response, others	5,898	30.8
Total		19,152	

[Nisshin Fire] (Number of Comments of Dissatisfaction Only)

Item	FY2024	FY2025
1. Contracting and soliciting activities		
❶ Product details (coverage, others)	17	27
❷ Contracting procedures (incomplete, delays, others)	120	173
❸ Soliciting activities (not thoroughly confirming with customers their needs and purposes, others)	83	87
❹ Insufficient or erroneous explanation about policy details, conditions and others	191	207
❺ Enrollment (conditions, restrictions, others)	30	24
❻ Error in insurance premium calculation	56	52
❼ Staff interaction with customers	13	20
❽ Contents of forms and other documents (application forms, invoices, leaflets, others)	19	31
❾ Other	180	198
Subtotal	**709**	**819**
2.Management and protection of contracts, collection of premiums		
❶ Insurance policies not reaching customers or errors in policies	11	19
❷ Availability of payment in installments or account transfer	66	86
❸ Procedures for changing policies	230	259
❹ Procedures for canceling policies	205	219
❺ Processing of maturity repayment (processing delay, amount repaid, others)	3	2
❻ Staff interaction with customers	12	16
❼ Other	45	73
Subtotal	**572**	**674**
3.Insurance claims		
❶ Amount of insurance claims paid	136	147
❷ Delay in response and method of response	547	647
❸ Advisability of payment	41	45
❹ Staff interaction with customers	282	300
❺ Other	1	9
Subtotal	**1,007**	**1,148**
4. Other (including complaints on the handling of personal information)	**65**	**106**
Total	**2,353**	**2,747**

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Customer Satisfaction Targets

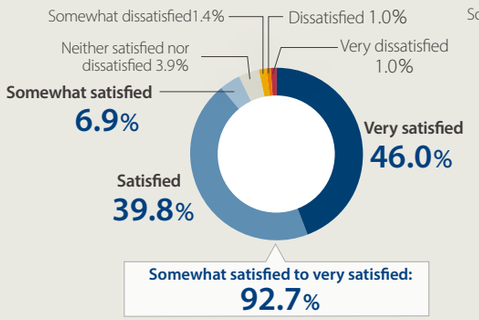
Every year, Tokio Marine & Nichido discloses customer satisfaction indicators on the page of its Japanese website that reports the status of the company's initiatives based on its customer-oriented business conduct policies. The company also implements many different programs in an effort to enhance customer satisfaction.*

The level of customer satisfaction is confirmed by conducting customer questionnaire surveys when soliciting insurance and paying insurance claims and benefits to identify the level of satisfaction of customers as a whole regarding contract procedures and the payment of insurance claims and benefits. In addition, we will conduct surveys using new approaches, such as the Net Promoter Score (NPS), to increase the sophistication of customer experience analyses. In this way, we take these valuable evaluations and opinions from customers seriously and work to improve our initiatives, aiming to develop initiatives that increase customer satisfaction further.

*: Numerical targets: Improvements YoY

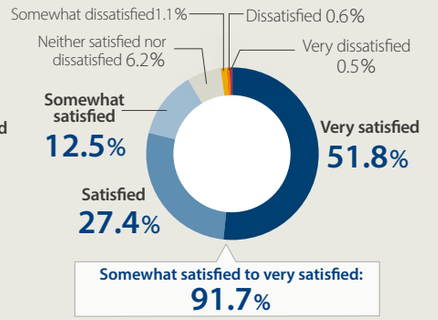
<Tokio Marine & Nichido: Level of Satisfaction (Fiscal 2025)>

Level of Satisfaction regarding Overall Claims Services



Overall Level of Satisfaction regarding Contract Procedures

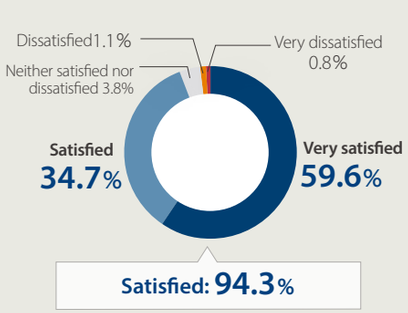
(Auto Insurance / Fire Insurance / Super Insurance)



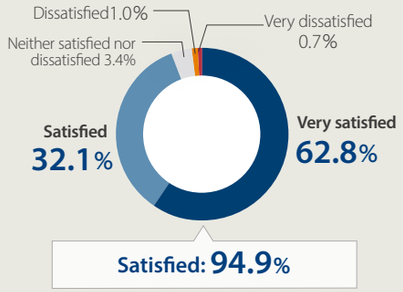
<Nisshin Fire: Level of Customer Satisfaction (Fiscal 2025)>

Overall Level of Satisfaction regarding Accident Response Services

(Auto Insurance)



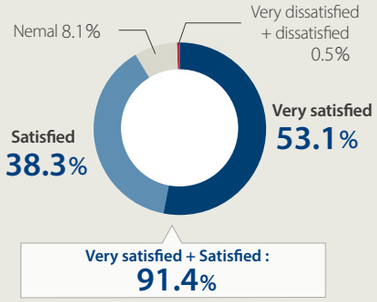
(Fire Insurance / Specialty Insurance)



<Tokio Marine & Nichido Life: Level of Customer Satisfaction (Fiscal 2025)>

Overall Level of Satisfaction at the Time of Enrollment

(Overall Level of Satisfaction regarding Contract Procedures, Product Details, etc.)



Note: Analysis of 19,079 responses to our questionnaire survey for new customers upon enrollment, returned from customers from April 2025 to March 2026.

Status of customer feedback: Respective Group company websites

- Tokio Marine & Nichido: Number of customer comments received and customer survey results (in Japanese)
- Tokio Marine & Nichido Life: Status of customer feedback (in Japanese)
- Nisshin Fire: Response to customer complaints (in Japanese)

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Main Examples of Items That Have Been Developed and Improved Based on Customer Feedback (Fiscal 2025)

Tokio Marine & Nichido

[Customer Feedback]

I would like you to add heatstroke to the coverage of your *Karada no Hoken* medical insurance and *Super Insurance*.

[Response]

Recognizing that providing protection against heatstroke to all customers is necessary in response to the recent spike in heatstroke patients and rising needs for corresponding insurance coverage, we added heatstroke to the fixed-amount accident coverage of our *Karada no Hoken* medical insurance and *Super Insurance* in October 2025.

Tokio Marine & Nichido Life

[Customer Feedback]

I would like you to release a product that does not require completing a health questionnaire if people are willing to pay a certain amount of money despite having health issues. When filing insurance claims, I want to check the progress from when I submit required documents until I receive payment on Tokio Marine & Nichido: My Page.

[Response]

In September 2025, we released *Anshin Dream Whole-Life Insurance*, a single-premium whole life insurance with variable accumulation interest rate (selectable coverage type), which does not require the completion of a health questionnaire. Customers can now check the progress of insurance and benefit claims on Tokio Marine & Nichido: My Page.

Nisshin Fire

[Customer Feedback]

I want to cancel a policy by contacting a call center, rather than through an agent or sales branch.

[Response]

Previously, when customers wishing to cancel their policies contacted us at a call center, our agents or sales branches got back to them later and explained the required procedures. We changed the protocol and started a service in September 2024 for auto insurance and in May 2025 for fire insurance to directly accept policy cancellations at a call center if customers wish to do so (with certain exceptions).

Canceling policies at a call center

Canceling policies at a call center

<Customer Feedback>	<Improvement>
I want to cancel a policy by contacting a call center, rather than through an agent or sales branch.	Previously, when customers wishing to cancel their policies contacted us at a call center, our agents or sales branches got back to them later and explained the required procedures. We changed the protocol and started a service in September 2024 for auto insurance and in May 2025 for fire insurance to directly accept policy cancellations at a call center if customers wish to do so (with certain exceptions).

[Status of Customer Feedback: Respective Group Company Websites]

- Tokio Marine & Nichido: Improvement examples based on customer feedback (in Japanese)
- Tokio Marine & Nichido Life: Major and specific development and improvement examples based on customer feedback (in Japanese)
- Nisshin Fire: Examples of improvements that have been carried out based on customer feedback (in Japanese)

■ Raising the Quality of Call Centers

Tokio Marine Group's call center departments have formulated the Contact Center Standard for Tokio Marine (CCST) and have been evaluating and verifying the status of their operations based on the standard for the purpose of raising the quality of customer responses throughout the Group's call centers. We also conduct a periodic customer satisfaction survey and undertake improvement activities to satisfy customer needs. At the same time, we have been implementing a number of common measures, such as the participation of all call centers in a telephone response contest held outside the Group, and other efforts for mutually refining customer response skills.

In addition, we utilize digital technology and enhance our website infrastructure to support customers when making inquiries or going through various procedures, while further upgrading response skills and striving to ensure quality responses tailored to individual customers and the stable operation of call centers.

As a result of these initiatives, Tokio Marine & Nichido received three stars, the highest rating, in HDI-Japan's quality benchmark for both contact for inquiries and online support in fiscal 2025. We will continue to enhance our support environment for customer inquiries and procedures using digital technologies such as generative AI and further strengthen the responsiveness of our call centers to provide high-quality customer service matched to each individual customer.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.1.3 Initiatives toward High-Quality Insurance Solicitation

■ Supporting Safety and Security via Smartphones

Tokio Marine & Nichido offers Tokio Marine & Nichido: My Page, an Internet service for individual customers. It allows users, with the use of a smartphone or similar device, to check their contract details, find the agent's contact person, change addresses and other personal information and report an accident at any time and any place.

Moreover, the My Page App for smartphones can provide information on the location of car accidents with the use of GPS to improve response. Customers can also receive disaster-prevention and seasonal information, such as heavy rain, via push notifications.

In fiscal 2025, the cumulative number of subscribers exceeded 7.3 million, and the app has become a platform used by many customers. The company is working to enhance the functionality of Tokio Marine & Nichido: My Page and further increase customer convenience by incorporating a function to issue a certificate of insurance, a document certifying that the person has subscribed to the insurance, in fiscal 2025. Additionally, the company's website has an interactive guide that utilizes generative AI to more smoothly direct customers to various procedure pages. Going forward, the company will seek to strengthen the digital interface with customers through its website and Tokio Marine & Nichido: My Page and offer services to always support and protect customers in their times of need.

Additionally, Tokio Marine Direct Insurance allows customers to complete overall procedures, from requesting an estimate to final application for auto insurance, via smartphone. A dedicated web page is set up for each customer to report accidents and verify accident response status in addition to making changes to contract details and renewal procedures.

In E. design Insurance's auto insurance named &e (pronounced "Andy"), information about the customer's driving behaviors, such as sudden acceleration and sudden braking, is converted into a score through the app based on data detected by the customer's smartphone and is delivered to the customer as a Trip Report. Should an accident occur, the customer can report the accident to the company with one tap on the smartphone, and the app automatically detects the impact, records information surrounding the accident and reproduces the accident on the device of the personnel in charge. It also makes it possible to check the speed of the customer's car before and after impact, as well as the time and location of the accident, thus helping to reduce the customer's anxiety and burden.

Tokio Marine Group will work further to support the safety and security of customers by utilizing smartphones.

- Tokio Marine & Nichido: My Page (in Japanese)
- Tokio Marine Direct Insurance: Annual Report (in Japanese)

■ Examples of Initiatives toward High-Quality Solicitation

In April 2012, Tokio Marine & Nichido rolled out an initiative that utilizes tablet devices to enhance comfort and convenience for customers.

For *Super Insurance*, auto insurance, fire insurance, accident insurance and life insurance, the main products for individual customers, the company 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 a tablet and other devices. These procedures enable the company to provide easy-to-understand product descriptions with videos and electronic pamphlets. The company has also introduced "Your Enrollment at a Glance," a list that enables customers to check their family's insurance enrollment status on their tablet and other devices. In January 2020, Tokio Marine & Nichido launched the Smart *Raku Raku Tetsuzuki* service, enabling customers to enroll in insurance products using their smartphones, personal computers or tablets. The company also rolled out the Remote *Raku Raku Tetsuzuki* in December 2020. This is a seamless, paperless and comfortable service to complete everything online, from proposing and explaining insurance products via a web conferencing app to the applying for a product on smartphones or other devices. As of March 2026, the *Raku Raku Tetsuzuki* series covers more than 50% of products geared toward individual customers.

The initiative received a 2014 Ministry of Economy, Trade and Industry (METI) Minister's Award in recognition of its contribution to the informatization of the economic society. It also won the top IT Overall Award at the 31st Information Technology Award 2013 sponsored by the Japan Institute of Information Technology.

In the future as well, Tokio Marine & Nichido will strive to further enhance comfort and convenience for customers through a diverse range of initiatives.

Screen images of *Raku Raku Tetsuzuki* contract procedures

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Introducing a Function to Propose Insurance Products Using AI

For the first time in the insurance industry, we have developed a function in which AI designs recommended insurance plans that combine life and non-life insurance products based on customers' attribute information, including age, gender and family composition as well as the life and non-life insurance products they have enrolled in. For this function, we have obtained a business model patent on December 20, 2023. The best mix of agents' expertise in consultation and technology offers high value to customers.

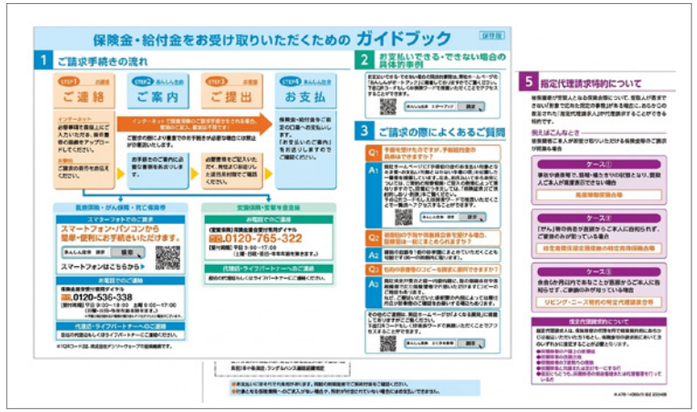
Note: This function was developed jointly with PKSHA Technology Inc., which possesses strength in AI technology.

14.1.4 Initiatives for Paying Insurance Claims

Tokio Marine Group continuously promotes the enhancement of quality from a customer standpoint by repeating the plan-do-check-act (PDCA) cycle of implementation, verification and improvement.

■ 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.



Guidebook on receiving insurance claims payments and insurance benefits

Additionally, customers are directed to contact Tokio Marine & Nichido Life through its website and other means if they have any uncertainties about receiving insurance claims payments and insurance benefits. The company has made online insurance claims procedures available for a wider range of purposes, enabling customers to submit insurance claims easily via their smartphones or PCs. Furthermore, an AI-automated voice response service has been introduced to enhance services outside open call center hours in pursuit of greater customer convenience in requesting insurance claims payments and insurance benefits.

■Providing Anshin Quality Claims Services to Customers

At Tokio Marine & Nichido, we believe that our value as an insurance company is tested when an accident occurs. To prepare ourselves for such an emergency, we define Anshin Quality Standards as specific quality standards that are indispensable for the products and services provided to customers and, together with agents, have been making full, concerted efforts toward the realization of Anshin Quality.

Also in terms of claims services, we seek feedback broadly from customers and constantly endeavor to improve quality based on such feedback while repeating the cycle of implementation, verification and improvement. As one example, we have implemented the following operational improvements based on the evaluation results and opinions we gather through a customer survey, which is conducted after insurance claims are paid to policyholders of our auto insurance, who have been involved in an accident.

- Information regarding details of coverage and a list of available coverages (insurance claims) are sent to customers upon receipt of the notification of an accident, and personnel in charge provide information on the number of claims payable in an easy-to-understand manner.
- When insurance claims are paid, the personnel in charge will explain in an easy-to-understand manner while also sending a statement of claims payable that not only verifies the amount but also provides a detailed breakdown.
- When insurance claims cannot be paid, we inform customers of the reason both verbally and in written form in an easy-to-understand manner. Additionally, customers' complaints and consultations regarding the payment of insurance claims are accepted via an exclusive toll-free telephone line. We have also established the Re-examination Request System* to ensure fairness in the payment of insurance claims.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

*: **Re-examination Request System**

We have introduced the Re-examination Request System to ensure the fair payment of insurance claims. It is a system for customers (including policyholders and insured persons) to request re-examination when they disagree with the decision not to pay insurance claims made by claims service bases in accordance with policy details.

The Claims Service Re-examination Committee, which is a closed-door committee composed of external specialists (doctors, lawyers and legal experts), examines the appropriateness of our decision not to pay insurance claims from a legal or medical point of view and reports its results in written form to the customer who requested the re-examination.

However, this system does not apply to cases outside the activity scope of the committee, which aims to make a decision from a legal or medical viewpoint, and cases that will be discussed as part of conflict resolution procedures. For details, please contact the responsible claims service base.

Tokio Marine & Nichido: Re-examination Request System (in Japanese)

Tokio Marine & Nichido: Re-examination Results by the Claims Service Re-Examination Committee (in Japanese)

To provide high-quality claims services in case of an emergency and deliver safety and security to customers by leveraging our high level of expertise, we are making various related efforts in addition to enhancing of the resolution capabilities of employees. In the following sections, we divide the process of claims services into five steps (receiving loss reports, initial response, loss adjustment, reporting progress and payment of insurance claims) and describe our initiatives in each.

[Receiving Loss Reports]

Receiving a loss report from a customer is our first customer contact point in claims services. We work to eliminate anxieties held by a customer who just had an accident by asking whether or not he/she was injured and what exactly happened and simultaneously giving considerate and appropriate advice.

[Initial Response]

After receiving a loss report, we confirm how the customer wishes to proceed with the accident response and provide a detailed description of the process from the beginning to the final resolution. It is only after we consult with the customer that we will contact the parties and others concerned. We try to relieve the customer's anxiety by reporting back to him/her the results of contacting these parties.

[Loss Adjustment]

This step involves checking the status of a car or building damaged by the accident. At the same time, we scrutinize details of necessary repairs and estimated repair costs to confirm an adequate loss amount and explain it to the customer in an easy-to-understand manner.

[Reporting Progress]

To eliminate the customer's anxiety and provide a greater sense of security, we ensure that we report progress in an appropriate manner based on the customer's intentions through the means of communication desired by the customer.

[Payment of Insurance Claims]

We calculate payable insurance claims and explain the details of these claims to the customer in an easy-to-understand manner. We then work to swiftly go through the payment procedures after confirming with the customer if he/she wants to file a claim.

We also utilize a system to check for other applicable policies and inform the possible payment of other insurance claims, if any, to the customer. For auto insurance, in particular, we have in place a system that does not allow us to close the case until all payable insurance claims are paid. By means of this system, we ensure that we make the appropriate payment of claims to customers.

Moreover, we constantly strive to improve the quality of our customer response by nurturing employees through various types of training. Our ongoing initiatives are geared toward ensuring all responsible personnel always make a considerate and honest response to customers.

■ Resolution Capabilities of Team Experts

We consider it our mission to provide high-quality claims services when a customer is involved in an accident. Smooth claim settlement in an auto accident requires a team approach consisting of highly specialized and experienced staff members.

▸Claims Service System in Japan (As of April 2026)

	Tokio Marine & Nichido	Nisshin Fire
Number of service bases	194	80
Claims service staff and adjusters	Approx. 10,600	Approx. 900
Lawyers	Approx. 550	Approx. 220
Consultant physicians	Approx. 100	Approx. 10
Tax accountants/Accountants	Approx. 60	Approx. 5
Number of automobile accident settlements (Annual)	Approx. 3.15 million	Approx. 210,000

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

At Tokio Marine & Nichido, our experienced claims service staff team up with our nationwide network of highly specialized experts including adjusters, lawyers and consulting physicians as well as accountants and tax accountants to provide the resolution capabilities of Team Experts. This allows us to protect our customers in the event of an accident.

In addition to our reliable and extensive network of 194 service bases nationwide, we satisfy 92.7% of our customers who have filed claims under their insurance with our sophisticated negotiating power accumulated through our industry dominance with around 3.15 million accident settlements per year.

14.1.5 Initiatives to Instill Customer-Oriented Business Conduct Policies

[Working Together with Agents to Improve Quality]

To provide safety and security that truly is based on customers' points of view, Tokio Marine Group endeavors to build partnerships based on trust and together improve operational quality through smooth communication with agents.

■ The Role of Agents in Tokio Marine Group

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

For agents to meet customers' expectations and trust and be indispensable persons truly relied upon by customers, each Tokio Marine Group company has promoted initiatives directed toward its agents such as various kinds of training, establishment of administrative procedures and IT systems and business administration management support.

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

At Tokio Marine & Nichido, we define Anshin ("Reassuring") Quality Standards as specific quality standards that are indispensable for the products and services provided to customers and work together with agents to improve quality. Our agent commission system is designed not only to secure and enhance our operational quality to unfailingly protect customers but also to further expand the area of providing value by offering products and services matched to diversifying customer needs.

As qualifications for excellent agents and salespersons (insurance solicitors), we use an internal system to certify "Top-Quality Agents" and an external qualification program to certify "General Insurance Total Planners." The Top-Quality Agent certification is given to Tokio Marine & Nichido's agents, who demonstrate a superior level of performance overall in terms of the ability to propose insurance products and services to customers and respond to an accident and other emergencies and business soundness, stability and growth potential as an insurance agent, based on the standards specified by the company. The General Insurance Total Planner qualification is the most prestigious solicitor qualification given by The General Insurance Association of Japan to insurance solicitation professionals who have acquired consultation-related knowledge and operational skills on top of basic knowledge of laws, tax affairs and other matters related to non-life insurance.

Going forward, we will promote reforms toward a new business model utilizing tablet devices and smartphones to realize an even more comfortable experience for customers. We will work hand in hand with our agents to deliver quality to all customers and gain higher recognition from customers.

Among its agents, Nisshin Fire has also been promoting the "Nisshin Model," which focuses on two major contact points with customers, namely when selling insurance and when responding to an accident, to ensure that all its agents across Japan provide customers with the same high level of services. Additionally, Nisshin Fire's agent commission system emphasizes the quality of contract procedures and responses to accidents, and the company evaluates the level of achievement of operations to determine agents' commissions.

[Education and Training Systems for Agents]

In order to meet customer expectations and earn their trust so that customers are able to consult us about insurance with peace of mind, we support the development of professional human resources through a qualifications system and training programs.

■ Original Learning Program

In order to foster salespersons capable of providing meticulous and excellent services to customers, Tokio Marine & Nichido offers a learning program that covers a broad range of operational knowledge on product details, claims services, compliance and other business-related topics. A course on Tokio Marine's original products, in particular, is provided as a mandatory course, which salespersons must take before they engage in product sales.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Salespersons can take each course through various means, including our online agent system.

Tokio Marine & Nichido Life provides the Tokio Marine & Nichido Life Training College training program for promoting the consulting sales capabilities of insurance salespersons. In this program, for roughly four months agent salespersons and the company's responsible employees take part together in group training and web-based training while also carrying out practical activities on the front lines of business. With regard to these practical activities, the company provides the latest programs for supporting the sales activities of participants, such as the adoption of Antore Hiroba, a website where participants can exchange information with each other. Also, the company gives salespersons opportunities to continue helping each other to improve their skills after the completion of their training, including follow-up training at branch offices.

■ **Agent Trainee System (Insurance Planner System)**

Tokio Marine & Nichido operates an Insurance Planner System with a view to supporting the development and nurturing of salespersons who have excellent consulting capabilities to provide optimum insurance products and services from the customers' viewpoint in response to changes in the surrounding environment and diversifying customer needs.

Under this system, corporate agents' employees dispatched to the company complete training held by the head office and by each sales office and branch to systematically learn various topics by means of tabletop exercises designed to acquire knowledge, combined with many practical programs. Topics revolve around the implementation of compliance and include specialized knowledge on insurance products and associated administrative procedures, solicitation processes utilizing digital technologies and skills to make proposals based on customers' situations and latent needs. They also engage in hands-on practice of identifying risks facing customers and making consulting proposals. In this way, we instill a firm base of knowledge, skills and mindset and nurture human resources who can provide optimal insurance products and services.

14.2 Corporate Governance

14.2.1 Fundamental Corporate Governance Policy

To earn the trust of all people and society and achieve sustainable growth, Tokio Marine Group must raise the quality of initiatives for "business strategies," "governance" and "social responsibility" and build a structure for resilient, highly sound and transparent management as a global insurance group.

Accordingly, as initiatives serving as the basis of such a management structure, Tokio Marine Group is making efforts for compliance, anti-corruption, information security, privacy, respect for human rights, sustainability in the value chain and sustainable investment.

■ **Basic Approach to Corporate Governance**

Tokio Marine Holdings is committed to the continuous enhancement of corporate value by fulfilling its responsibilities to shareholders, customers, society, employees and other stakeholders as set forth in the Tokio Marine Group Corporate Philosophy. For this purpose, the Company recognizes the importance of establishing a sound and transparent corporate governance system and exercising appropriate control over its Group companies as a holding company based on the Tokio Marine Holdings, Inc. Basic Policy for Internal Control. The framework of the Company's corporate governance system is defined in the Tokio Marine Holdings Fundamental Corporate Governance Policy.

Tokio Marine Holdings Fundamental Corporate Governance Policy

14.2.2 Corporate Governance System

■ **Corporate Governance System**

The Company's corporate governance system is designed as a structure whereby the Nomination Committee and Compensation Committee are discretionarily established in addition to the fundamental structure of a company with an Audit & Supervisory Committee.

The Company believes that the above structure is optimal at this point for the following reasons. The Company determines significant business execution by resolution of the Board of Directors as an insurance holding company and makes high-quality decisions reflecting the insight of Outside Directors; its Audit & Supervisory Committee conducts systematic audits by utilizing the Internal Audit Section; and the transparency of the decision-making process of nomination of and compensation for Directors, Audit & Supervisory Committee Members and Executive Officers is ensured as those matters are deliberated at the Nomination Committee and

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Compensation Committee.

The Company complies with all principles of Japan's Corporate Governance Code (including those for companies listed on the Prime Market). The Company will continue to make efforts to enhance its corporate governance.

- Tokio Marine Holdings' Corporate Governance System
- Tokio Marine Holdings' Framework Supporting the Corporate Governance System
- Tokio Marine Holdings Corporate Governance Report

<Officer compensation to promote ESG initiatives>

For Tokio Marine Group, our initiatives for sustainability and ESG are part of our business aims themselves. It is our belief that we can realize sustainable growth for the Company as a result of solving societal challenges through our business. To further advance our ESG initiatives, the Compensation Committee has continuously discussed whether to reflect the outcomes of ESG initiatives in our existing performance-linked compensation while ensuring governance in terms of compensation for Directors, Audit & Supervisory Committee Members and Executive Officers, based on the thinking that the degree to which initiatives are accomplished ought to serve as incentives.

As a result, we have revised our existing system of performance-linked compensation, which has previously provided appropriate incentives based on individual performance against the predetermined targets, to reflect ESG-related factors in the system. Specifically, in fiscal 2022 we added "employee engagement indicators" and "sustainability strategy indicators" to KPIs used to determine the portion of compensation linked to corporate business results. In fiscal 2023, we increased the ratio of non-financial indicators to further promote employee engagement and sustainability.

In the future, we seek to continuously upgrade our performance-linked compensation system and realize equally high levels of incentives and accountability based on new developments in internal discussions about our sustainability strategy and the maturity of the methods used to evaluate non-financial indicators in the market or trends in creating new ones.

■ Strengthening Governance through Integrated Group Management

Through the function-based chief officer system and global committees, etc., the Company utilizes its global expertise and knowledge to solve Group management issues.

Key Management Matters	Key Global Committees	Key Persons
ERM	ERM Committee	CFO (Financial)
M&A	International Executive Committee	Head of International Business
Underwriting	Global Retention Strategy Committee	CRSO (Retention Strategy)
Reserving	International P&C Reserving Actuary Committee	Chief International Actuary
Investment	Investment Officers' Roundtable	CIO (Investment)
Risk management	International Risk Committee	CRO (Risk)
IT / Security / Digital	Global IT Committee Digital Roundtable	CITO (Information Technology) CISO (Information Security) CDO (Digital)
Sustainability	Sustainability Committee	CSUO (Sustainability)
Diversity	Diversity Council	CDIO (Diversity & Inclusion)
Internal Audit	International Internal Audit Committee	International Head of Internal Audit

14.2.3 Internal Control

■ Internal Control System

The Company has formulated "Basic Policies for Internal Controls". In accordance with these policies, the Company has established an internal control system for the entire Tokio Marine Group that encompasses structures for management control, compliance, risk management, and internal auditing of Group companies.

In addition, the Company monitors the status and practical application of its internal control system. The results of this monitoring are confirmed by the Audit & Supervisory Committee and the Board of Directors. Moreover, the Company continually strengthens and improves its internal control system in light of the results of this monitoring. Under this framework, the Audit & Supervisory Committee conducts organizational audits by utilizing the Internal Audit Section and the internal control system in order to ensure the effectiveness of its audits.

- Tokio Marine Holdings' Basic Policy for Internal Control
- Tokio Marine Group's Internal Control System

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.3 Compliance

Tokio Marine Group defines compliance as "observing applicable laws, rules and regulations and internal regulations and conducting fair and equitable business activities within social norms" and thoroughly implements compliance in this manner.

The Company has formulated the Tokio Marine Group Basic Policies for Compliance and the Tokio Marine Group Compliance Code of Conduct. The Company has maintained the compliance system for the entire Group in accordance with the Policies and the Code. Also, the Company has built a structure to ensure group-wide compliance by periodically monitoring the status of compliance within the Group; receiving reports from Group companies on important compliance matters; discussing these matters among the Board of Directors, Management Meeting and the Audit & Supervisory Committee; and providing guidance and support about the activities of Group companies when necessary.

Group companies voluntarily undertake thorough compliance in accordance with the Tokio Marine Group Basic Policies for Compliance, etc. In addition, Group companies have created compliance structures suited to the content of their respective businesses while reporting to the Company on the status of thorough compliance and important issues concerning compliance.

Tokio Marine Holdings' Compliance
Tokio Marine Group Compliance Code of Conduct

14.3.1 Compliance System

Tokio Marine Group has in place a structure under which the Audit & Supervisory Committee, a committee of the Board of Directors, deliberates on the monitoring results for the implementation and operation status of compliance (encompassing prevention of bribery and corruption) so that the Board of Directors can provide required supervision.

When an important compliance-related case occurs in a Group company, we make an appropriate response under the supervision of the Group Chief Legal and Compliance Officer (CLCO) of Tokio Marine Holdings and report it to the Board of Directors.

As a department in charge of the prevention of bribery and other forms of corruption, the Legal and Compliance Department of Tokio Marine Holdings has stipulated the Group's relevant response policy. The management and supervision of the policy are the responsibility of the CLCO.

Compliance System for Tokio Marine Group

14.3.2 Compliance System-Related Initiatives (Compliance Manual, Compliance Training and Evaluation and Improvement Activities)

Based on the Tokio Marine Group Compliance Standards formulated by the Company, the Company and Group companies have prepared their own compliance manuals and have made these manuals well known to directors, officers and employees. These compliance manuals explicitly stipulate each company's approach to compliance (including the Tokio Marine Group Compliance Code of Conduct), a structure to promote compliance and a response to be made when finding a problem or receiving a customer complaint.

At Tokio Marine Group, each company provides risk-based periodic training to all employees (including part-time and dispatched employees) to nurture compliance awareness and impart knowledge on compliance needed in their respective operations. The training covers laws, regulations and internal rules concerning anti-corruption (including the prohibition of bribery) and ethical standards, with which directors, officers and employees must comply. Each year, we also conduct a risk assessment and risk-based internal audit on all operations as well as the Group's ethical standards, anti-corruption policies and other compliance-related matters.

In addition, the Group monitors the effectiveness of measures to ensure compliance through self-assessments by each Group company and internal audits by the Company and Group companies.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.3.3 Hotline System (Internal Whistle Blower System)

There may be cases where it is not appropriate to report a compliance violation or possible compliance violation (including cases related to corruption, human rights of workers and labor issues, as well as those concerning relevant laws and regulations, such as the Antimonopoly Act, other than the Insurance Business Act) through a usual reporting channel set up within the organization. To prepare for such cases, we operate internal and external hotlines (whistle-blower contact points) to receive reports and inquiries from directors, officers and employees of Group companies around the clock, 365 days a year. For Group companies outside Japan, we accept reports and inquiries in 18 major languages. In operating these hotlines, we clearly specify in our regulations that we will never allow persons making reports or inquiries and those cooperating in investigations to be exposed to negative consequences because of their actions and thoroughly observe these regulations. We keep details of reports and inquiries strictly confidential and also accept anonymous reports and inquiries. Each Group company communicates the existence of these hotlines through various means.

In fiscal 2025, the Group received 680 reports and inquiries (175% compared to the previous fiscal year)*. These figures are reported to the Board of Directors every six months. We conduct appropriate investigations and responses concerning these reports and inquiries, and when a compliance or other violation is confirmed, implement corrective measures and measures to prevent recurrence. The reports and inquiries made through the hotlines have led to the prevention, early detection and correction of misconduct.

*: Of the reports and inquiries received in fiscal 2025, the number of cases related to harassment and other human rights infringements (including those found non-infringement as a result of investigations) was 179.

14.3.4 Anti-Corruption Initiatives

Tokio Marine Group formulated the Tokio Marine Group Sustainability Charter in 2004. It states, "While striving to maintain high ethical standards at all times, we will pursue strict compliance in all aspects of our business activities." With this in mind, we are committed to promoting fair operating practices (including anti-corruption) in accordance with international standards. Pledging agreement with the intent and purpose of the United Nations Global Compact (UNGC) in 2015, we are working on activities based on The Ten Principles of the UNGC relating to human rights, labor, the environment and anti-corruption. Our anti-corruption activities are designed to help us become a "Good Company" and are indispensable in the creation of a sustainable future.

As specific efforts to prevent bribery, we state in the Tokio Marine Group Compliance Code of Conduct that we shall not give any improper entertainment, gifts, benefits or other advantages to a public official or to a person who holds a status equivalent thereto. At the same time, under the Tokio Marine Group Policies for Prevention of Bribery, Group companies in and outside Japan have been working to establish an appropriate management system and regulations to prevent bribery, including rules for making donations to or sponsoring charity projects.

Under these regulations, each Group company has introduced processes for creating and maintaining accurate accounting records, giving prior approval and making after-action reports in order to prevent company expenses from being used for bribery.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.3.5 Response to Anti-Social Forces

Tokio Marine Group has formulated the Tokio Marine Group Basic Policies Concerning Responses to Anti-social Forces so that Group companies can resist anti-social forces and make concerted and uniform responses. Initiatives are being promoted based on the basic stance stipulated in these policies and the Basic Principles to Prevent Damage from Anti-Social Forces.

Tokio Marine Group Basic Policies Concerning Responses to Anti-social Forces (Excerpt)

<Basic Stance>
Article 4: To ensure it consistently undertakes fair management and widely contributes to the development of society as a good corporate citizen, Tokio Marine Group shall sever all relationships with anti-social forces and forcefully repudiate any illicit demands made by them as a basic matter in the application of its Corporate Philosophy. In association with lawyers, police and other professionals, it will respond to anti-social forces in an uncompromising and organized manner.

<Basic Principles to Prevent Damage from Anti-Social Forces>

❶ Take action as a unified organization
With regard to illicit demands from anti-social forces, we will take action as a unified organization without leaving it to the person or the department in charge. In addition, we will ensure the safety of officers and employees who are tasked with handling illicit demands from anti-social forces.

❷ Contact relevant external institutions that specialize in such matters
In preparation for illicit demands from anti-social forces, we will always endeavor to build relationships of close cooperation with external specialized institutions, including police, anti-violence promotion centers and lawyers, and coordinate with such institutions as necessary in case illicit demands are made.

❸ Sever all known relationships, including transactions
We will not have any relationship with anti-social forces, including business relationships (including transactions through business partners). We will also repudiate any illicit demands from anti-social forces.

❹ Take legal action at either the civil or criminal level for any contingency
We will take both civil and criminal action against illicit demands from anti-social forces.

❺ Prohibit backroom deals and funding
We will never make backroom deals to cover up a case even if the misconduct of a Tokio Marine Group company has resulted in an illicit demand from anti-social forces. We will never provide funds to anti-social forces in any form, such as giving rebates, inflating profits or dispatching employees.

14.3.6 Prevention of Money Laundering

Tokio Marine Group has formulated the Tokio Marine Group Policy for Anti-Money Laundering and Counter-Terrorist Financing and has been making group-wide efforts to prevent money laundering, terrorist financing and financing of the proliferation of weapons of mass destruction (collectively, "Money Laundering, etc.").

Tokio Marine Group Policy for Anti-Money Laundering and Counter-Terrorist Financing (Excerpt)

<Basic Concept>
Article 4: Tokio Marine Group, as a corporate group operating globally, shall, in order to fulfill its responsibilities in the international community, endeavor to prevent its business operations from being exploited for the purpose of Money Laundering, etc.

<Development of Internal Control Framework for the Prevention of Money Laundering, etc.>
Article 5: Based on this Policy, Tokio Marine Holdings and Tokio Marine Group Companies shall develop an internal control framework for the prevention of Money Laundering, etc. that is consistent across the entire Tokio Marine Group.

2. The organizational scheme for ensuring the proper implementation of this Policy is as follows.
   (1) Tokio Marine Holdings has designated its Legal and Compliance Department as the department responsible for overall control of the activities for preventing Money Laundering, etc. across the entire Tokio Marine Group and also designated the executive officer responsible for that department as the person with overall responsibility for such activities.

   (2) Each Designated Company shall set up a department controlling its own activities for preventing Money Laundering, etc. and appoint an officer with overall responsibility for such activities.

3. Based on this Policy, Tokio Marine Holdings and the Designated Companies shall each establish management systems that are necessary for them to perform their respective roles in the prevention of Money Laundering, etc., including the establishment of policies, rules, etc., and the creation, evaluation and improvement of organizational structures, etc.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

14.3.7 Initiatives Concerning Appropriate Tax Reporting

Tokio Marine Group has formulated the Basic Policies for Accounting and the Group's Basic Policy for Internal Control over Financial Reporting and established a structure for ascertaining the Company's consolidated financial condition and the financial condition of Group companies and for appropriately undertaking approval and reporting procedures directed at shareholders and supervisory agencies as well as for tax reporting.

With regard to tax compliance, considering that proper tax payment is a corporate social responsibility and that the strengthening of the international taxation framework is progressing rapidly, Tokio Marine Group files highly transparent and appropriate tax returns for the entire Group in accordance with the following Global Tax Policy.

Tokio Marine Group Global Tax Policy

■ Income Taxes by Country and Region (Fiscal 2024)

(Billion yen; persons)

Country & region	Ordinary income	Income before tax	Amount of tax incurred	Amount of tax paid	Number of employees	Major subsidiaries	Major business
Japan	4,501.8	949.0	233.9	51.4	36,633	Tokio Marine & Nichido Fire Insurance Co., Ltd.	Domestic non-life insurance
						Nisshin Fire & Marine Insurance Co., Ltd.	Domestic non-life insurance
						Tokio Marine Direct Insurance Co., Ltd.	Domestic non-life insurance
						Tokio Marine & Nichido Life Insurance Co., Ltd.	Domestic non-life insurance
						Integrated Design & Engineering Holdings Co., Ltd.	Solutions and other businesses
U.S.A.	3,060.5	421.3	130.6	109.0	10,858	Tokio Marine North America, Inc.	International insurance
						Philadelphia Consolidated Holding Corp.	International insurance
						Delphi Financial Group, Inc.	International insurance
						HCC Insurance Holdings, Inc.	International insurance
						Privilege Underwriters, Inc.	International insurance
U.K.	372.5	141.6	19.1	28.2	1,644	Tokio Marine Kiln Group Limited	International insurance
Brazil	379.5	52.1	15.2	15.0	2,424	Tokio Marine Seguradora S.A.	International insurance
Thailand	138.3	13.7	1.8	3.1	2,678	Tokio Marine Safety Insurance (Thailand) Public Company Limited	International insurance
Other countries and regions	611.0	10.7	15.6	14.2	6,037	Tokio Marine Asia Pte. Ltd.	International insurance
						Tokio Marine Life Insurance Singapore Ltd.	International insurance
						Tokio Marine Insurans (Malaysia) Berhad	International insurance
Consolidation adjustment, etc.	(623.8)	(138.3)	-	-	-		
Total	8,440.1	1,450.2	416.4	221.1	60,274		

Note: Information by country/region follows the method of data aggregation used in an official report by country.

■ Efforts for Maintaining a Robust Tax Management Framework

In order to maintain a robust tax management framework throughout the Group, we periodically hold group meetings, either in person or remotely, with persons responsible for tax affairs in Group companies to explain points to be noted regarding standards of international taxation and share information on revisions to the taxation systems of major countries.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.4 Enterprise Risk Management (ERM)

14.4.1 ERM Framework

Tokio Marine Group is committed to Enterprise Risk Management (ERM) as a pillar of management to promote the Mid-Term Plan. Specifically, we are constantly aware of the relationship between "risk," "capital" and "profit," and by achieving "sufficient capital" and "high profitability" in relation to risk, we will strive for the sustainable expansion of corporate value.

14.4.2 Tokio Marine Group's ERM Structure

The risks surrounding Tokio Marine Group are becoming more diversified and complex due to our global business and changes in the business environment. In addition, in today's uncertain and rapidly changing political, economic and social climate, we must proactively anticipate the emergence of new risks and their warning signs and take appropriate action. From this point of view, we are not limited to conventional risk management for the purpose of risk mitigation and avoidance, but are comprehensively assessing risk in qualitative and quantitative ways.

In addition, we are undertaking ongoing efforts to further reinforce our ERM structure. These include increasing the sophistication of risk assessment, such as cyber and other risks that are difficult to quantify, and strengthening natural disaster risk management, including revisions to our reinsurance scheme.

14.4.3 Qualitative Risk Management

In qualitative risk management, all risks, including risks that emerge due to changes in the environment, are identified and reported to management, while risks to the Group are discussed at the management level as needed. Risks identified in this manner are evaluated not only in terms of the economic loss or frequency of occurrence but also comprehensively, in terms of business continuity and reputation. Risks that have a large impact on the financial soundness and business continuity of the Group or of individual Group companies are identified as "material risks." For identified material risks, we assess the sufficiency of capital through the quantitative risk management process described below, draw up control measures before the risks emerge and countermeasures to be taken if the risks do emerge*, and conduct plan-do-check-act (PDCA) management.

*: Pre-emergence risk control measures include monitoring and centralized risk management based on the market environment and regulatory trends, while post-emergence risk response measures include manuals (including business continuity plans) and mock drills.

Emerging risks in Fiscal 2026

Emerging risks/Scenarios	Examples of responses
❶ Inadequate response to decarbonization and a nature-compatible society (climate change and nature-related transition risk) ○Risk of a decline in the value of invested companies that lag behind in transitioning to decarbonization and a nature-compatible society, which could impact the value of the Group's assets ○Risk that the Group's efforts toward decarbonization and a nature-compatible society are perceived as inadequate by society, potentially damaging our reputation	・At some Group companies that have expertise in transactions with the electricity and energy sectors, apply more stringent insurance underwriting and financing criteria for companies mainly engaging in business involving coal ・Establish new companies, including Tokio Marine SmartGX and Tokio Marine GX, to provide insurance products and risk consulting services related to new decarbonization technologies; and provide natural capital-related solutions, such as nature-related risk consulting services by Integrated Design & Engineering Holdings
❷ Global warming, loss of natural capital and biodiversity (climate change and nature-related physical risks) ○Risk that the progression of global warming and the loss of natural capital and biodiversity will lead to more severe natural disasters, resulting in increased insurance payouts both in the short term and long term	・Conduct value chain analysis of the automobile sector, an important sector for the Group in our portfolios, from the perspectives of natural capital and biodiversity ・Through the analysis, identify risks and opportunities for the Group regarding natural capital and biodiversity and disclose the results in the Climate & Nature Report
❸ Business partner risk ○As responsibility and expectations for the entire value chain of corporate activities increase, incidents or accidents occurring with business partners, contractors or collaborators could have a significant impact on our business continuity and reputation	・Establish the Guidelines for Responsible Procurement and communicated these basic principles within the Group, encouraging business partners to cooperate with our initiatives ・Organize perspectives related to economic security in the selection of external contractors and business partners, and promote efforts across companies
❹ Management risk associated with an expansion or transition of the business portfolio ○Failure to enforce optimum business management of Group companies in accordance with their line of business, scale and regional characteristics could result in the occurrence of major irregularities, which may negatively impact their business results and for which Tokio Marine Holdings may be held accountable for mismanagement	・Organize a management support team to establish an internal control structure and mitigating risks through proof of concept (PoC) feasibility testing as new initiatives in the solutions business ・Organize a post-merger integration (PMI) team to identify the actual conditions of the companies to be acquired to implement internal controls and establish, within Tokio Marine Holdings, an appropriate business management structure as an M&A project within the solutions business
❺ Delayed response to global focus on human rights ○ Risk that Tokio Marine Group's efforts regarding respect for human rights are perceived as inadequate by society, damaging our reputation	・Develop a human rights risk map that identifies risks of our major business stakeholders regarding human rights issues; and update the map based on various factors, including the results of analysis from a third-party perspective ・Hold dialogue on business and human rights with experts to receive advice for issues related to practical work from external experts

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Material risks for fiscal 2026 and main anticipated scenarios

Material risks/Scenarios	Examples of responses
❶ Economic and financial crisis ○The value of the Group's assets may fall due to a global economic crisis on the magnitude of the 2008 global financial crisis, or turmoil in financial and capital markets caused by geopolitical risks or major disasters. ○The value of the Group's assets may fall as Japanese government bonds (JGBs) plummet in value due to a decline in the government's creditworthiness or the emergence of hyperinflation.	**<Response to economic impact>** ・Investigate the impact on the market due to geopolitical risks ・Control exposure through credit risk aggregation and management ・Conduct stress tests to confirm capital adequacy and funding liquidity ・Establish action plans for financial crises
❷ Major earthquakes ○A major earthquake beneath Tokyo or along the Nankai Trough or a massive earthquake in the U.S. may lead to significant human and material losses, causing widespread disruptions to social and economic activities, including those of the Group, resulting in large insurance payouts.	**<Response to economic impact>** ・Appropriately assess risks, including risk aggregation, and develop products that meet customer needs, while generating stable profits through risk-appropriate underwriting, risk diversification and arranging reinsurance ・With respect to ❷, ❸ and ❺ shown on the left, conduct stress tests to confirm capital adequacy and funding liquidity for ❷ and ❺ and funding liquidity for ❸ **<Response to the impact on business continuity and reputation>** ・Establish crisis management systems and business continuity plans and verify their effectiveness through emergency drills
❸ Major wind and flooding disasters and secondary perils (including climate-related physical risks) ○Major typhoons or torrential rains as well as frequent secondary perils, including hail, forest fires and flooding, may cause extensive physical damage, leading to significant disruptions in social and economic activities, including those of the Group, resulting in large insurance payouts.	
❹ Volcanic eruptions ○The eruption of Mount Fuji or similar volcanic activities could result in widespread physical damage due to volcanic ash and other effects, leading to significant disruptions in social and economic activities, including those of the Group, resulting in large insurance payouts.	
❺ Pandemics ○The widespread outbreak of a new highly fatal infectious disease could result in significant insurance payouts.	
❻ Inflation ○Due to soaring raw material costs and rapid increases in global prices, insurance payout per policy would rise, resulting in diminished underwriting profits from the inability to revise products in line with risks or secure reinsurance.	**<Response to the impact on business continuity and reputation>** ・Analyze the impact of inflation on insurance products and undertake product revisions and underwriting commensurate with risk, while securing reinsurance under reasonable terms

Material risks/Scenarios	Examples of responses
❼ Cyber risk ○A cyberattack targeting many Group customers or their supply chains may lead to significant insurance payouts. ○A cyberattack targeting the Group's or outside contractors' systems may result in disruptions to business operations, which in turn may lead to a decline in profits, or information leakage that may damage our reputation.	**<Response to economic impact>** ・Appropriately assess risks, including risk aggregation, and develop products that meet customer needs, while generating stable profits through risk-appropriate underwriting, risk diversification and arranging reinsurance **<Response to the impact on business continuity and reputation>** ・Establish crisis management systems and business continuity plans and verify their effectiveness through emergency drills ・Implement measures concerning management of outside contractors, develop cybersecurity measures
❽ Violation of laws and regulations and conduct risk ○Non-compliance with regulations related to the Insurance Business Act, competition law (Antimonopoly Act, Unfair Competition Prevention Act, etc.), personal data protection, anti-money laundering and the reinforcement of economic sanctions related to the U.S.-China tensions and the Ukraine conflict might result in the imposition of administrative actions, fines or penalties and harm the Group's reputation. ○Deviation between industry and corporate practices and societal norms and a lack of awareness or knowledge of important laws and regulations, along with the lack of fostering and instilling a sound corporate culture, could lead to disadvantages to customers and the perception that the initiatives of Tokio Marine Group are inadequate by society, which in turn could damage our reputation.	**<Response to the impact on business continuity and reputation>** ・Monitor the status of legal compliance at Group companies and help them establish an appropriate system ・Monitor domestic and international social environments, trends in government agencies and changes in regulatory requirements and take necessary measures accordingly ・Revise questions in our employee awareness and behavior surveys, and compile and share best practices to enhance the efforts of the Group
❾ Leakage and unauthorized acquisition of important information ○Unauthorized acquisition of important information of other companies by Group employees or improperly taking important information held by the Group, including personal information, outside their respective companies may cause serious information leakage, resulting in loss of customer trust and damage to the Group's reputation. ○Inappropriate use of AI by employees of the Group or its outside contractors may cause serious information leakage, resulting in loss of customer trust and damage to the Group's reputation.	**<Response to the impact on business continuity and reputation>** ・With respect to information security and protection of information, monitor the implementation status of each Group company and provide necessary support to the Group ・Take measures, such as providing information security training, to enhance employees' security awareness and knowledge ・Establish common group-wide rules and AI governance foundation for the use of AI and data to strengthen the frameworks of Tokio Marine Holdings and its Group companies

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Material risks/Scenarios	Examples of responses
⑩ AI/data governance deficiency ○The inability to properly manage issues such as vulnerabilities, the output of misinformation or ethical concerns while advancing the use of AI and data might lead to litigation or reputational damage or hinder productive business activities.	**<Response to the impact on business continuity and reputation>** ・Establish common group-wide rules and AI governance foundation for the use of AI and data to strengthen the frameworks of Tokio Marine Holdings and its Group companies
⑪ Geopolitical risk ○ Escalation of tensions between nations into military conflicts could lead to extensive human and material damages, leading to significant disruptions in social and economic activities, including those of the Group. ○International disorders could negatively impact the business environment, leading to significant disruptions in social and economic activities, including those of the Group.	**<Response to the impact on business continuity and reputation>** ・Establish crisis management systems and business continuity plans, and verify their effectiveness through emergency drills (Response to economic impact is detailed in ❶ shown above) ・Collect information and utilize the knowledge of external experts to appropriately identify the situation and make forecasts
⑫ Risks associated with business model transformation ○A delay in business model transformation due to an inability to keep pace with digital transformation and advancement in AI may erode the Group's competitive advantage and lead to significant reductions in premium income and profits. ○Flaws in implementing business model transformation, which is being promoted to respond to structural changes in the insurance industry, may lead to failure to gain sufficient understanding and support of customers and agents, resulting in the occurrence of reputational risk and damage to our corporate value.	**<Response to economic impact>** ・Select priority fields in utilizing digital technologies and AI and secure competitive advantage by making intensive investment in these fields **<Response to the impact on business continuity and reputation>** ・Explain our new business model in detail to cultivate better understanding
⑬ Disruptions in the Group's business ○ Innovative new entrants and a structural shift in the mobility industry may cause disruptions in the Group's business domains, which in turn may erode the Group's competitive advantage and lead to significant reductions in premium income and profits.	**<Response to economic impact>** ・Formulate medium- to long-term business strategies in anticipation of a structural shift in the mobility industry ・Promote digital insurance sales to accumulate know-how and build a sales model ・Implement initiatives to ensure the growth of the solution business beyond insurance
⑭ System failure ○System failure of a Group company or outside contractor and the resulting long downtime may result in significant impacts on our business continuity, occurrence of reputational risk and damage to our corporate value.	**<Response to the impact on business continuity and reputation>** ・Provide support to Group companies in implementing a required management structure based on the standards that provide specific operational guidelines needed to ensure IT governance; and identify high-risk development projects and provide support according to the degree of risk

14.5 Responding to Disasters

■Basic Policy for Responding to Disasters (Tokio Marine & Nichido)

In the event of a natural disaster such as an earthquake or a typhoon, Tokio Marine & Nichido has a crucial social responsibility to ensure that it can continue its important business operations as a non-life insurer such as receiving loss reports, paying claims, maturity refunds and other payables and concluding policies in both the disaster-stricken area and elsewhere.

Therefore, Tokio Marine & Nichido has prescribed the following two points as its Basic Policies of the Business Continuity Plan for Disasters and formulated a business continuity plan (BCP).

Business Continuity Plan for Disasters, excerpt (PDF/204.4KB) (in Japanese)

<Basic Policies of the Business Continuity Plan for Disasters>

Tokio Marine & Nichido's basic policies regarding its response in times of disaster are as follows.

❶ Principles of employees' conduct

Tokio Marine & Nichido has specified the principles of employees' conduct (action priorities) in times of disaster, as shown below, which also take into account fulfilling corporate and individual social responsibilities.

(1) Assure the safety of human life

Assure the safety of the lives of people, including employees, their families, visiting customers and agents.

(2) Cooperate in securing the safety of local communities

Provide maximum cooperation in securing the safety of local communities.

(3) Continue important operations (business continuity)

Make efforts to ensure the continuation of important operations.

❷ Basic policy for business continuity

The following three business operations shall be regarded as important during a disaster. Management resources (personnel, funds, etc.) shall be accordingly transferred as needed and top priority shall be given to the continuation of these important business operations.

- Receipt of loss reports
- Payment of claims, maturity refunds and other payables
- Conclusion of insurance contracts

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

■ **Building a Structure for Paying Insurance Claims in the Event of a Disaster Striking the Tokyo Metropolitan Area**

At Tokio Marine & Nichido, should the head office facilities in particular become unusable because of a natural disaster striking the metropolitan area, such as a major earthquake or large-scale flooding due to a typhoon, claims cases shall be handled in the Kansai region. Additionally, backup offices shall be established at multiple bases throughout Japan, including in the Kansai region, and claims payment service responses, excluding on-site assessments after receiving claims, shall be made by all branches throughout Japan.

If the metropolitan area is struck by a disaster, a Claims Service Headquarters would be set up within the Head Office Disaster Response Headquarters. At the same time, satellite offices led by the Claims Service Department in charge of Tokyo, Chiba, Saitama and Kanagawa prefectures shall be set up and will accept support personnel from throughout Japan and handle customer responses, mainly on-site claims assessments, in disaster-stricken areas.

The infrastructure needed to provide claims services swiftly to the metropolitan area in the event of a natural disaster has been built in advance in the locations where the above-mentioned backup offices and satellite offices would be established. In this way, a structure for claims payment services during times of emergency is being established. Non-earthquake regular claims cases in the disaster-stricken metropolitan area shall be allocated to and handled by claims service bases throughout Japan, as prescribed in advance.

14.6 Information Security

We have appointed the Director (Managing Executive Officer) in charge of the Legal and Compliance Department as the Group's Chief Information Security Officer (CISO) and designated the Legal and Compliance Department as the controlling department supervising information security for the entire Group. Each Group company has also established sections in charge of information security. In this manner, the Group is working to build an effective management structure for information security (including privacy). Additionally, the Board of Directors supervises the implementation of information security.

14.6.1 Policies and Regulations Related to Information Security Management

Tokio Marine Holdings recognizes the importance of personal information and confidential information ("information assets"). To ensure the appropriateness and trustworthiness of Tokio Marine Group's operations, we have formulated the Tokio Marine Group Policies for Information Security Management and use appropriate methods to conduct information security management at each Group company in accordance with their line of business, scale, location and other factors.

Based on the Tokio Marine Group Policies for Information Security Management, each Group company has established departments to oversee information security management and formulated policies and regulations. To protect information assets from various information leakage risks, including leaks, losses and unauthorized use, we ensure the confidentiality of information assets and manage them so that they can be used when necessary. Furthermore, the Company regularly monitors the information security management of Group companies, setting up structures and providing information when necessary.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Tokio Marine Group Privacy Policy (Excerpt)

Tokio Marine Group (the "Group") is committed to the continuous enhancement of corporate value, with customer trust at the foundation of all its activities. Guided by this corporate philosophy, we, the Group, shall take all possible measures to protect customers' personal information, individual numbers and specific personal information (individual numbers and specific personal information are hereinafter collectively referred to as "Specific Personal Information, etc.") by ensuring each of our officers and employees comply with the following group-wide privacy policy under the supervision of the manager in charge of group-wide protection of personal information based on the recognition of our social responsibility to properly manage customers' personal information and Specific Personal Information, etc., in compliance with the Act on the Protection of Personal Information, Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure and other relevant laws, rules, regulations and guidelines.

1. We shall acquire personal information and Specific Personal Information, etc., of our customers in a manner that is both legal and fair. Unless prescribed by laws, rules or regulations, we shall notify or publicize the purposes for using personal information and Specific Personal Information, etc., of our customers and shall use such information within these limits. We shall set the purposes for using and use Specific Personal Information, etc., within the limits prescribed by applicable laws, rules and regulations (for three areas of social security, taxes and disaster control measures).

2. Unless prescribed by laws, rules or regulations, we shall not provide personal information of our customers to third parties without prior consent of each such customer. We do not provide Specific Personal Information, etc., to third parties except in cases provided by law. There shall be no joint use of Specific Personal Information, etc., with Group companies and business partners. In addition, unless otherwise prescribed by law, rule or regulation, when providing personal data to a third party, we shall record matters concerning such provision, and when collecting personal data from a third party, we shall confirm and record matters concerning such collection.

3. We shall strive to prevent the divulgence, destruction, impairment and unauthorized access of personal information and Specific Personal Information, etc., of our customers, implement appropriate safety control measures, keep the information accurate and updated, and delete the information without delay if it becomes no longer necessary. We shall promptly take corrective measures if any unauthorized access or the like occurs. When we contract out the management of personal information and Specific Personal Information, etc., of our customers to an outside service provider, we shall supervise the service provider appropriately, as needed.

4. Whenever we receive requests from our customers to view, suspend the use of, delete, update or otherwise process their personal data and Specific Personal Information, etc., that we hold, we shall respond promptly in accordance with laws, rules and regulations. We also welcome comments, questions and other inquiries regarding the management of personal information and Specific Personal Information, etc., of our customers.

5. We shall provide thorough supervision, instructions and education to our employees in charge so that the personal information and Specific Personal Information, etc., of our customers are managed appropriately.

6. We shall continue to revise and aim to improve our internal systems and procedures to protect the personal information of our customers.

Tokio Marine Group Privacy Policy

Note: "Personal information" and "personal data" provided in this Privacy Policy exclude Specific Personal Information, etc.

14.6.2 Initiatives for Information Security

■ Information Security Management System

Based on the Tokio Marine Group Policies for Information Security Management, Tokio Marine Group thoroughly adheres to information security management rules to prevent information leakages. In particular, each Group company is adopting physical and technological safety control measures that include locking away customers' personal information and confidential documents when not in use, placing restrictions on taking documents and other items outside the company, using encryption and setting passwords for electronic information. Tokio Marine & Nichido has also installed thin-client* terminals for its in-house intranet. Thin-client terminals are not equipped with hard disks and information is centrally managed and deployed from a server, which thereby further strengthens information security.

*: A method whereby the PC environment (client OS and applications) for each user is consolidated into and operated by the server

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■ Acquisition of External Certification

At Tokio Marine Group, Tokio Marine & Nichido Systems, which manages and operates the information systems of major Group companies, including Tokio Marine & Nichido and Tokio Marine & Nichido Life, has acquired external certification for information security including Information Security Management System (ISMS) certification. These achievements recognize the initiatives taken within the Group to protect personal information. The Group intends to make continuous improvements and to further strengthen its information security management structure.

- Company name: Tokio Marine & Nichido Systems Co., Ltd.
- Applicable standards: ISO/IEC 27001:2022, JIS Q 27001:2023
- Scope of application: Information system operation and related information technology (IT) services management within Tokio Marine Group, undertaken by the IT Infrastructure Services Headquarters
- Certification registration number: IS 508253
- Date of initial certification registration: August 24, 2006

■ Response to Information Leakage and Other Incidents

Tokio Marine Group swiftly responds to incidents, including information leakage and cybersecurity incidents, in accordance with its information security management manual and other procedures.

<Tokio Marine & Nichido: Number of inquiries on personal information received from customers>

Fiscal 2023: 249 Fiscal 2024: 318 Fiscal 2025: 313

Fiscal 2025 inquiries related to:	Number received
Information leakage or loss	174
Information security management structure	38
Handling of information leakage	13
Other	88
Total	**313**

<Corrective action>

Tokio Marine Group employees can use internal and external hotlines to report a violation or possible violation of compliance (including matters concerning leakage of personal information). Tokio Marine Group conducts a strict and fair investigation when there is a case that may violate relevant laws and regulations, its Code of Conduct or other internal rules. If the case is found to be in violation of the said laws, regulations, code or rules, a person who has committed the act may be subject to dismissal or other disciplinary penalties based on the criteria and requirements as specified in the employment contract and work regulations.

■ Information Security Audit

Each year, we conduct risk assessments and risk-based internal audits on all operations, including those related to Tokio Marine Group's information security, which encompass cybersecurity.

■ Training Programs and Assessments on Information Security

Tokio Marine Group periodically provides training programs for its employees and agents and conducts assessments to raise awareness of information security and promote appropriate management. Tokio Marine & Nichido, which handles customer information, provides annual e-learning training on information security to all employees and dispatched office staff and checks their training attendance.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.7 Cybersecurity

Recognizing cybersecurity as one of the important management issues, Group companies in Japan and overseas are centrally maintaining a management system, with the Group Chief Information Security Officer (CISO) as the supervisor under the leadership of management and in accordance with the Group's relevant basic policy. We receive reports and hold discussions multiple times a year at meetings of the Board of Directors with participation from outside directors with IT expertise, through which we supervise the status of response and effectiveness of respective management systems.

Specifically, we are promoting countermeasures by adopting global standard frameworks and standard architectures such as ISO 27001 and NIST SP800. Tokio Marine Group's basic ideas and compliance standards are determined from the perspective of people, processes and technologies, and we perform constant monitoring, log analyses, periodic vulnerability-scanning, penetration tests and risk assessments in accordance with the officially certified processes*1. Furthermore, in order to prevent, detect and respond to cyberattacks that are becoming more sophisticated year by year, we use the PDCA cycle to formulate and execute improvement plans in response to issues identified in these processes, while taking into account the amount of risk at each Group company, intelligence gained from inside and outside the Group and the application of new technologies. The recent advancements in frontier AI and other technologies have been increasing the risks of highly sophisticated cyberattacks leveraging unknown vulnerabilities. We are preparing ourselves to counter these risks, from both the short-term and long-term perspectives.

Under the Tokio Marine Group CSIRT*2, the entire Group has also been divided into three regions, North America, Europe and Japan/Asia, and we are consolidating our organization and standardizing our technologies and processes at a high level. Each region carries out regular countermeasures such as employee training, including security monitoring on a daily basis, cyber drills (conducted multiple times a year mainly for relevant parties), targeted e-mail drills (conducted multiple times a year for all employees), etc. Also, in the event of a cyber incident, we strive to establish an efficient and effective system by making efforts in a collaborative manner to promptly identify the scope of the impact, make an initial response to prevent the spread of damage, work toward recovery and take recurrence prevention measures.

A group-wide committee made up of security experts gathers knowledge from around the world and promotes advanced security measures to support our customers and society in times of need.

Tokio Marine Holdings Cybersecurity

*1: The cybersecurity program promoted by Tokio Marine Holdings has acquired SOC 2 Type 1 certification. Also, Tokio Marine & Nichido Systems, a core systems company of Tokio Marine Group, has acquired ISO 27001 certification.
*2: Computer Security Incident Response Team

14.8 Initiatives for Responsible AI Utilization

To realize our corporate purpose, Tokio Marine Group utilizes AI to enhance the detection and evaluation of new risks, as well as to advance efforts to mitigate these risks, in our insurance and solutions businesses. AI could bring many advantages and disadvantages to customers and society. Under this recognition, in order to both maximize the benefits enabled by the use of AI and ensure appropriate risk management, we have formulated the Tokio Marine Group Basic Policy on AI Governance (hereinafter, "Basic Policy on AI Governance"; formulated in April 2025 and revised in April 2026), the Group's common policy, and established an AI governance structure and have been promoting initiatives for responsible AI utilization.

By leveraging AI, we are creating value in a variety of ways, including enhancing customer service, resolving societal challenges and improving employee productivity. For example, U.S.-based Reliance Standard Life Insurance Company (RSL) uses AI in claims management of its disability insurance to analyze the likelihood of employees on leave returning to work. This enables earlier return-to-work support and has reduced the rate of extended leave by approximately 50%. These efforts help customers return to work and enhance their well-being. Also, our AI Search Pro, an internal search tool using generative AI, has reduced the work of responding to agents' inquiries by about 12%, thereby easing employees' workloads. Moreover, we expect that the use of an AI voice bot and other technologies will reduce the call center work by 30 to 50% by the end of fiscal 2028 to enhance the quality of customer response and help employees improve productivity.

By enhancing customer service, resolving societal challenges and improving operational efficiency, these applications of AI also contribute to the sustainable growth and increased corporate value of Tokio Marine Group. To enhance these benefits in a sustainable manner, it is essential to appropriately manage risks associated with the utilization of AI and promote its use while giving consideration to reliability, fairness and transparency. To support these efforts, we are working to continuously increase the level of sophistication of our AI governance structure.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.8.1 Basic Approach to AI Utilization

Tokio Marine Group formulated the Basic Policy on AI Governance and shares the following values and basic principles throughout the Group in utilizing AI.

- **Ensuring transparency and accountability:** Tokio Marine Group recognizes the importance of transparency and accountability in the use of AI. We clearly communicate the purpose of introducing AI to our stakeholders and continuously assess and improve its effectiveness through dialogue.
- **Respecting the ultimate decisions by humans:** Tokio Marine Group will ensure that humans intervene appropriately when introducing and utilizing AI, and that ultimately the decisions made by humans are respected.
- **Giving consideration to fairness:** In order to eliminate bias in the use of AI, Tokio Marine Group will take care not to use data, algorithms or other technologies that are or may be biased against groups on the basis of their beliefs, gender or race.
- **Respecting human rights as well as individual rights and interests:** Tokio Marine Group shall prevent the following: utilization of AI that may lead to the violation of rights and interests, including fundamental human rights, human dignity and individual autonomy; the distribution of false or biased information and decision-making based on such information; and the leakage, falsification or unauthorized use of confidential or personal information.
- **Ensuring the safety and continuity of AI systems:** Tokio Marine Group shall establish and operate systems and processes that allow for AI to be used or provided continuously and without interruption.

This Basic Policy on AI Governance has been resolved by the Board of Directors of Tokio Marine Holdings.

Tokio Marine Group has formulated the Responsible Procurement Guidelines and, in addition to promoting initiatives in accordance with these guidelines within the organization, stipulated a requirement to explain and hand out the Guidelines to outside contractors when concluding or renewing a contract. Through the Guidelines, we request the business partners within our value chain, including AI-related operators, to give consideration to such matters as legal compliance, respect for human rights, protection of the global environment, climate change actions, improving disaster resilience, reduction of environmental impact (promoting resource conservation, energy savings, decarbonization, low-carbon initiatives, etc.), effective use of resources (3Rs, circular economy, etc.), preservation of natural capital and biodiversity and information security. In this way, the Group ensures responsible procurement as well as procurement practices.

14.8.2 AI Governance Structure

Tokio Marine Group has formulated the AI Governance Implementation Standards based on the provisions of the Basic Policy on AI Governance. Individual Group companies have formulated and are operating the AI Governance Implementation Guidelines and other manuals in accordance with their line of business as well as laws, regulations and guidelines of the countries and regions where they operate.

As a promotion structure, the Group AI/Data Task Force is responsible for formulating AI implementation strategies and utilization policies as well as selecting and managing investment projects. Through these activities, the Group seeks to balance implementation driven by the needs of each workplace with optimization across the Group as a whole. Our AI-HUB and International AI Hub also provide cross-sectional support to Group companies in and outside Japan in terms of AI development and data analysis, training, governance and research and development.

Departments utilizing AI, the AI governance management department, and AI governance related departments, such as legal, risk management, and IT, work together to make decisions related to the utilization of AI and policies for introducing AI. We conduct AI-related risk management through the check functions of the departments managing AI governance.

We evaluate the implementation and operation status of this AI governance structure and conduct improvement activities. The evaluation results and improvement plans are reported to the Board of Directors.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.8.3 AI Risk Management

Tokio Marine Group identifies AI systems and services to be placed under management and conducts their centralized management. We also identify, assess and respond to risks in each of the planning, development, operation, modification and suspension stages of AI systems and services.

In utilizing AI, we make appropriate consideration of risks, including those concerning the impacts on human rights and individual rights and interests, biases or unfair judgment, decision-making based on false or biased information, leakage or tampering of confidential or personal information, and issues related to intellectual property rights, safety and reliability.

Regarding generative AI, risks we recognize include those related to the reliability and accuracy of outputs, privacy and security, fairness and biases, laws and regulations and intellectual property. In response, we enforce the use of AI in an approved environment, access control, log management, measures to counter prompt injections and human checks of outputs.

Based on the principles laid down in the EU AI Act and other international laws, regulations and guidelines, we define several types of AI as "AI subject to severe management" and "AI requiring special attention" in our AI Governance Implementation Standards and AI Governance Implementation Procedures and conduct additional risk assessment and management. Such AI includes AI that could cause impacts on people's lives or bodies or lead to human rights infringements; AI offering biometric identification and other sensitive functionality; AI expected to cause significant impacts on human rights and fundamental rights; and certain AI systems related to insurance underwriting or premium setting, insurance claims processing and personnel decisions. Tokio Marine Group requires each Group company to comply with the laws and regulations applicable in its respective jurisdiction and does not engage in any use of AI prohibited under the EU AI Act or other applicable laws and regulations.

After the introduction of AI systems, we perform continuous monitoring and periodic risk assessments and make revisions as necessary upon AI model updates or depending on changes in the external environment.

Moreover, when providing services using AI, we disclose appropriate information to users, notifying them that we are using AI and that the content is AI-generated.

14.8.4 Efforts for Enhancing AI Literacy

To ensure the appropriate utilization of AI, Tokio Marine Group provides education on such topics as what to be aware of when developing or using AI systems and services. Through our AI-HUB and International AI Hub, we provide training, governance-related support and implementation support to Group companies in and outside Japan. At the same time, we communicate to employees and agents various risks, including those related to generative AI's reliability, accuracy, privacy, security, fairness, biases and compliance and provide an environment for continuous learning.

14.8.5 Continuous Improvements

Tokio Marine Group carries out evaluation and improvement activities for its AI governance structure based on the PDCA cycle. We are striving for continuous enhancement by evaluating the implementation and operation status of the AI governance structure, developing improvement plans and performing internal audits.

Additionally, when we become aware of the occurrence or potential occurrence of an AI-related incident or a related report or an inquiry from within or outside the Group, we have a system in which relevant departments work together to perform fact-checking and examine response measures, and when necessary, provide an explanation to users and take corrective action.

We constantly collect and obtain knowledge on AI regulations, standards and technological trends both in Japan and overseas through participation in industrial associations, including the AI Governance Association (AIGA) and Financial Data Utilization Association (FDUA), and leverage the obtained knowledge in continuously improving our AI governance structure. We are using the AI Governance Navigator provided by AIGA, which is based on major standards and guidelines in Japan and overseas such as ISO/IEC 42001, to organize and assess the status of our AI governance initiatives.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.9 Sustainability in the Value Chain

Tokio Marine Group is executing sustainability initiatives that are integrated into the value chain. As for sustainability in the value chain, we are engaging in three initiatives. These are value chain management in which we fulfill our social responsibilities together with business partners; promotion of environmental, social and governance (ESG) initiatives among customers, projects and companies, to whom and for which we provide products and services; and sustainable investments that give due consideration to ESG issues in investment activities.

14.9.1 Value Chain Management

In the value chain, Tokio Marine Group carries out activities aimed at fulfilling its social responsibility and achieving sustainable development together with its business partners and at raising customer protection and convenience and assuring the soundness and appropriateness of its business.

■ Fulfilling Social Responsibilities Together with Business Partners

In March 2023, Tokio Marine Group formulated the Responsible Procurement Guidelines, which serve as our code of conduct in promoting responsible procurement and purchasing practices throughout the value chain together with business partners. The guidelines also cover such areas as ensuring fair and equitable transactions, respecting human rights and labor, protecting the global environment, implementing information security, setting up an appropriate management system and disclosing information. Each Group company posts information related to the Responsible Procurement Guidelines on its corporate website and communicates the Guidelines to employees and key business partners. The partners are requested to observe international norms on fair and honest transactions, labor and respect for human rights, comply with relevant laws and regulations, help realize a circular economy and become carbon neutral and nature positive.

Responsible Procurement Guidelines

14.9.2 Policies for Outsourcing Management

Tokio Marine Group has established the Tokio Marine Group Policies for Outsourcing Management in order to protect customers, enhance convenience and ensure the soundness and appropriateness of its operations in the event of outsourcing a portion or all of its operations. Based on these policies, Tokio Marine & Nichido selects its consignees according to the Standard for Selecting Outsourcing Contractors and the Information Security Management System Standard. At the same time, each year the company conducts investigations of the actual status of outsourcing contractors based on the Regulations Related to Outsourcing Contractor Management, which stipulate the management system for outsourcing contractors, and makes improvements when inadequacies are discovered.

In the future as well, Tokio Marine Group will promote initiatives integrated into the value chain together with its business partners.

14.9.3 Study and Research on Promotion of ESG Initiatives through the Provision of Products and Services

Environmental, social and governance (ESG) factors facing society are increasingly affecting traditional risks. Tokio Marine Group believes that one of its crucial responsibilities is to provide high-quality and reliable products and services while working with customers and business partners to understand and respond to ESG risks that have a significant impact on society. To fulfill this responsibility, Tokio Marine Group will promote ESG initiatives through the provision of products and services across its sphere of influence based on the United Nations Environmental Programme Finance Initiative – Principles for Sustainable Insurance (UNEP FI-PSI).

9.2 Research on Climate Change and Natural Disaster Risks ≫

United Nations Environmental Programme Finance Initiative – Principles for Sustainable Insurance (UNEP FI-PSI)

https://www.unepfi.org/

https://www.unepfi.org/psi/

INDEX

Introduction

CEO Message

Purpose Story 2026

Main Section

Detailed Section

- 1 Progress on the 8 Material Issues
- 2 Relationship between the 8 Material Issues and 17 SDG Goals
- 3 Stakeholder Engagement
- 4 Participation in Initiatives
- 5 Contributing to Sustainable Society through International Dialogue and Collaboration
- 6 Sustainability-Related Policy
- 7 Take Climate Action
- 8 Protect the Natural Environment
- 9 Improve Disaster Resilience
- 10 Support Healthy and Fulfilling Lives
- 11 Value People and Promote Diversity and Inclusion
- 12 Provide Innovative Solutions
- 13 Provide Opportunities for Future Generations
- 14 Open Governance with Integrity
- 15 Corporate Citizenship Activities
- 16 Quantification of Social Value

Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

14.9.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services

Tokio Marine Group strives to gain an understanding of ESG risks that have a significant impact on society and utilizes the knowledge accumulated through its participation in various studies and international initiatives to develop insurance products and services while working with customers and business partners to respond to these risks.

2 Relationship between Tokio Marine Group's 8 Material Issues and 17 SDG Goals ≫

■ System for Managing Sustainable Consumption

Tokio Marine Group has developed microinsurance and weather insurance for low-income earners in developing countries with vulnerability to climate change, natural disasters, illnesses and accidents. Also, Tokio Marine Group supplies products and services that support the building and introduction of renewable energy facilities and also operates the Green Gift Project. Under this project, when customers choose web-based insurance contracts on our website, Tokio Marine & Nichido donates funds corresponding to a portion of the value of the reduction in paper for supporting environmental protection activities in Japan and overseas. The organizational structures for undertaking these initiatives are as follows.

Initiatives	Company
Microinsurance and weather insurance (India)	IFFCO-TOKIO General Insurance Co. Ltd.
Products and services that support the building and introduction of renewable energy facilities	Tokio Marine & Nichido (Sales Development Department, Sales Department)
Green Gift Project	Tokio Marine & Nichido (Sales Planning Department, Sustainability Department)

■ Supporting Companies' ESG Management

ESG has recently been recognized as an important issue in business management. ESG-related topics have increased in Japan's Corporate Governance Code and more stringent regulations related to ESG information disclosure are placed on companies listed on the Prime Market of the Tokyo Stock Exchange. Moreover, there have been cases where companies were forced to change their business strategies because of the emergence of climate action, greenwashing and other environmental issues as well as human rights issues in various regions.

In response, in January 2023, Tokio Marine & Nichido initiated the sale of a rider to directors and officers for liability insurance to cover expenses for investigating causes of human rights and environmental issues and preventing recurrence. In January 2025, the company revised the product to add coverage for compensation for companies' liability against shareholders and other parties resulting from inappropriate disclosure of sustainability information.

Tokio Marine & Nichido will continue to expand its service to support further reinforcement of ESG-focused business management (ESG management) of companies and help solve societal challenges through sustainable finance (techniques and activities to financially guide the promotion of the solution of environmental and societal challenges).

■ ESG Integration into Insurance Underwriting Risk Management

As a responsible insurance company for customers and society, Tokio Marine & Nichido revised its Insurance Product Development and Revision Procedure in July 2017 to include CSV (resolving societal challenges through core business) as one of the goals of product development and revision. The company also added environmental and social risks to the Procedure as checkpoints to be used when developing and/or revising an insurance product. In this way, the company has integrated environmental and social impact and risk assessment factors into its product development and revision process.

Additionally, in April 2018, Tokio Marine & Nichido revised its Insurance Underwriting Risk Management Manual to clearly include environmental and social impact and risk assessment factors as the checkpoints for insurance product development and revision. The company annually provides sustainability training to all employees, which is an e-learning program that also covers topics related to the Policy to Address Environmental and Social Risks, and is working to facilitate employees' understanding by distributing the Handbook on the Policy to Address Environmental and Social Risks.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

14.9.5 Study and Research on Sustainable Investments and Financing

Tokio Marine Group believes that one of its basic roles is to give consideration to the environment, including climate change, as well as to society and governance in its investment and financing operations and to contribute to the creation of a sustainable society.

The sustainable growth of society is essential in securing long-term, stable income through investments. In an effort to solve various environmental, social and governance (ESG) issues, Tokio Marine Group has joined study and research activities such as the UNEP FI Principles for Sustainable Insurance (UNEP FI-PSI), UN Principles for Responsible Investment (PRI), Principles for Financial Action for the 21st Century and the Japan Sustainable Investment Forum to leverage the findings of these activities to execute sustainable investments and financing throughout the Group.

Tokio Marine & Nichido and Tokio Marine Asset Management, two companies accounting for a significant portion of the Group's entire investment activities, have become signatories to the UN-supported PRI and have been promoting sustainable investment.

United Nations Environment Programme Finance Initiatives – Principles for Sustainable Insurance (UNEP FI-PSI)

https://www.unepfi.org/

https://www.unepfi.org/psi/

UN Principles for Responsible Investment (PRI)

https://www.unpri.org/

Principles for Financial Action for the 21st Century

https://www.pfa21.jp/

Japan Sustainable Investment Forum

https://japansif.com/english

14.9.6 Policies and Operational System for Sustainable Investments and Financing

With Tokio Marine & Nichido and Tokio Marine Asset Management taking the lead, Tokio Marine Group promotes initiatives such as ESG integration that takes into account both financial and non-financial information in making investment and financing decisions, constructive "purposeful dialogue" on ESG issues with investment and financing recipients and the exercise of voting rights.

■ Investment Policies

The investment policies of Tokio Marine & Nichido and Tokio Marine Asset Management are as follows.

[Tokio Marine & Nichido]

Besides focusing on safety, profitability and liquidity in preparation for the payment of insurance claims, Tokio Marine & Nichido also undertakes asset management that contributes to society and public welfare. For this reason, with a main focus on Asset Liability Management (ALM), Tokio Marine & Nichido aims at securing long-term, stable income and carrying out efficient liquidity management under appropriate risk control giving due consideration to the characteristics of insurance products.

In addition to the above and as a responsible investor, the company engages in ESG investment and financing, which consider environmental, social and governance factors, based on the Tokio Marine Group ESG Investment and Financing Policy.

Tokio Marine Group ESG Investment and Financing Policy

●Procedures to Conduct ESG Investment and Financing by Asset Class

Tokio Marine & Nichido engages in ESG investment and financing by using various methods based on the characteristics of each asset class to contribute to the creation of a safe, secure and sustainable future.

<Main ESG investment and financing methods>

• ESG integration

In our investment and financing analysis and decision-making processes, we consider non-financial information on an ongoing basis, including ESG factors, in addition to financial information. Specifically, we focus on environmental factors such as climate change, natural capital and biodiversity; social factors such as human rights violations; and governance factors such as diversity in the Board of Directors while also considering the characteristics and conditions of the investment and financing recipients. By doing so, we aim to enhance our risk-adjusted returns.

▸Specific examples of ESG factors

E (Environment)	S (Social)	G (Governance)
Climate change, natural capital, biodiversity, etc.	Infringements of human rights, etc.	Diversity in the Board of Directors, etc.

INDEX

Introduction

CEO Message

Purpose Story 2026

Main Section

Detailed Section

1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value

Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

• Engagement and stewardship

We aim to accurately understand the ESG issues of our investment and financing recipients through dialogues with them as well as the analysis of their disclosed information. In addition, we advance our constructive, purposeful engagement further by requesting disclosure of information related to their ESG issues and the improvements in their way of tackling these issues if necessary. Additionally, we consider ESG issues when exercising voting rights to promote the improvement of corporate value and sustainable growth of the investment and financing recipients.

• Negative screening

In accordance with Tokio Marine Group's "Tokio Marine: Our Climate Strategy" and "Policy to Address Environmental and Social Risks," we strive to appropriately identify and manage risks related to climate change and risks that negatively impact the environment and society and take precautionary measures when conducting transactions with sectors where such risks are likely to occur such as coal-fired power generation and inhumane weapons manufacturing sectors.

<Adoption of ESG investment and financing methods in major assets>

‣In-house investment

	Government bonds, etc.	Equities	Corporate bonds	Financing
ESG integration	✓	✓	✓	✓
Engagement and stewardship	–	✓	✓	✓
Negative screening	–	✓	✓	✓

As for investment management using external asset managers (alternative assets, etc.), the company also integrates ESG factors into its investment decision process by checking the ESG investment policies of candidate external asset managers during selection.

<Specific procedures for each asset>

▶ ESG integration and engagement and stewardship

Government bonds, etc.	We make an investment decision using assessment results based on financial conditions and economic outlook and taking into account ESG information provided by international and other institutions.
Equities	For new investments, we take into consideration the assessment results by external ESG rating agencies in our company analysis and make an investment decision. With investee companies, we hold dialogue on ESG issues as needed and conduct engagement through the exercise of voting rights.
Corporate bonds and financing	We take into consideration the assessment results by external ESG rating agencies in our company analysis and make an investment decision. For investment and financing recipients whose ESG-related efforts are insufficient, we hold dialogue as needed and encourage them to tackle ESG issues.

In addition to the above, we undertake sustainability-themed investment and financing as well as impact investment in an effort to generate sustainability outcomes through various initiatives.

Climate & Nature Report 2026 > 6. Tokio Marine Group's Value Provision > ◆ Investment and Financing

<Implementation of ESG investment and financing>

Tokio Marine & Nichido carries out in-house investment (basically active investment) and investment management using external asset managers. Of the total balance of assets under management, the percentage of ESG-conscious investment assets was approximately 80% as of March 31, 2026.

As for real estate, the company also makes environmentally conscious efforts, including renovating the buildings and facilities it owns depending on their condition.

7.2.2 Reduction of Environmental Footprint in Business Activities ≫

[Tokio Marine Asset Management]

One of Tokio Marine Asset Management's management principles is to contribute to the development of enriched and comfortable social lives and the economic growth of society through asset management. Toward this goal, Tokio Marine Asset Management, in conformance with its fiduciary responsibility, executes responsible investments that not only focus on the financial elements of investee companies but also appropriately consider non-financial

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

elements such as environmental, social and governance (ESG) issues. In addition, Tokio Marine Asset Management actively engages investees to promote their growth over the medium to long term with the aim of increasing medium- to long-term returns for customers.

Tokio Marine Asset Management adopts an ESG integration approach, which comprehensively ascertains and systematically evaluates financial and non-financial elements, in its investment decision process. This process is commonly applied to all asset classes based on the recognition that ESG integration enables even higher-precision investee analysis and investment decisions.

Tokio Marine Asset Management regards ESG as a fundamental element to ensure medium- to long-term returns for customers and has placed its focus on governance in all asset classes while also appropriately considering environmental, social and other aspects.

Initiatives for responsible investment (in Japanese)

■ Organization Structure

The organizational structures of Tokio Marine & Nichido and Tokio Marine Asset Management are as follows.

[Tokio Marine & Nichido]

At Tokio Marine & Nichido, ESG investment and financing planning is carried out in the Financial Planning Department and sustainable investment and financing initiatives are implemented in collaboration with departments that execute transactions. Moreover, through assessments by external ESG rating agencies in Japan and overseas, Tokio Marine & Nichido is identifying any issues in its efforts and processes related to ESG investments and financing for continuous improvement.

[Tokio Marine Asset Management]

At Tokio Marine Asset Management, the Sustainable Asset Management Group takes the lead, in collaboration with other internal departments, in executing relevant initiatives in asset management operations in accordance with the policies and basic plan for promoting sustainability formulated by the company. The Sustainable Asset Management Group has in place a collaborative system to provide support to analysts, who will lead engagement activities, in terms of surveys and dialogue regarding ESG and other sustainability matters, thereby ensuring effective engagement.

■ Principles for Responsible Institutional Investors (Japan's Stewardship Code)

The Council of Experts established within the Financial Services Agency announced in February 2014 the "Principles for Responsible Institutional Investors (Japan's Stewardship Code) – To promote sustainable growth of companies through investment and dialogue." The third revision of the Code was finalized and released in June 2025.

Under the Code, "Stewardship Responsibility" means bearing responsibility for expanding medium- and long-term investment returns for "customers and beneficiaries" (including end beneficiaries) through constructive "purposeful dialogue" by institutional investors based on a deep understanding of investee companies and their business environments as well as consideration for sustainability (medium- to long-term sustainability, including ESG factors) consistent with investment management strategies to raise the corporate value of these companies and promote their sustainable growth.

In May 2014, Tokio Marine & Nichido agreed with the intent of the Principles for Responsible Institutional Investors (Japan's Stewardship Code) and also announced it would adopt the Code. Since then, the company has been reviewing its Policy on Japan's Stewardship Code and other related policies in a timely manner based on the revisions made to the Code.

Tokio Marine & Nichido: Policy on Japan's Stewardship Code and Other Related Policy

In May 2014, Tokio Marine Asset Management (TMAM) announced its adoption of the Principles for Responsible Institutional Investors (Japan's Stewardship Code). Since then, the company has been reviewing its TMAM Stewardship Statement in a timely manner based on revisions to the Code.

Tokio Marine Asset Management: Stewardship Statement

In Tokio Marine Group, based on the intent of the Principles for Responsible Institutional Investors (Japan's Stewardship Code), Tokio Marine & Nichido and Tokio Marine Asset Management have formulated a clear policy on the exercise of voting rights and publication of the results of such exercise and have been publicizing the details of their stewardship activities, including the results of the exercise of voting rights.

<Tokio Marine & Nichido>

Summary of Stewardship Activities (PDF/320KB)

<Tokio Marine Asset Management>

Implementation Status and Self-Assessment of Stewardship Activities (in Japanese)

Individual Disclosures of Exercise of Voting Rights of Japanese Equities (in Japanese)

INDEX

Introduction

CEO Message

Purpose Story 2026

Main Section

Detailed Section

1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value

Sustainability Performance Data

15 Corporate Citizenship Activities

15.1 Tokio Marine Group Social Contribution Strategy

In order to accomplish our purpose of protecting customers and society in times of need, Tokio Marine Group has been cooperating and working with our stakeholders and promoting corporate citizenship activities with the participation of all employees around the world. We promote corporate citizenship activities by setting policies and targets for the Group's relevant activities and by repeating a plan-do-check-act (PDCA) cycle.

The Board of Directors of Tokio Marine Holdings deliberates on and determines the policies and targets for its social contribution strategies. Tokio Marine Group's Compliance Code of Conduct also applies to all corporate citizenship activities, donations and collaborations.

Motivated employees work with sincerity and empathy, continue to find new ways to address societal challenges and spread those mindsets and actions to the entire organization and Group. This in turn fosters a corporate culture of resolving societal challenges as a natural course of action and creates a positive cycle between solving societal challenges and facilitating corporate growth (enhancing corporate value) that will contribute to achieving the SDGs.

15.2 Corporate Citizenship Activities with the Participation of All Employees

Tokio Marine Group is implementing different corporate citizenship activities around the world that emphasize voluntary participation by employees and tie-ups and collaboration with NPOs and other groups.

Each Group company strives to support the proactive involvement of employees in ongoing corporate citizenship activities in a number of ways, such as introducing corporate citizenship activities in which employees can participate and setting up leave systems for volunteer activities.

In fiscal 2025, the total corporate citizenship activity participation rate among domestic and overseas Group employees (total number of participants in corporate citizenship activities in relation to the number of employees) was 96%. Tokio Marine Group's annual target is for each employee to take part in one or more corporate citizenship activities every year.

Overview of Support Systems/Programs and Fiscal 2025 Results (Tokio Marine & Nichido)

Matching gift system	A system in which the company makes a donation matching the amount voluntarily donated by employees (6 cases totaling approximately 465,000 yen)
Volunteer leave / leave of absence system	**A system to support employees for their volunteer time** • Volunteer leave A system in which employees are permitted to take leave limited to 10 days per year to participate in volunteer activities that include relief initiatives in a disaster and support for social welfare institutions or groups relating to persons with disabilities, the elderly and children's welfare facilities, etc. • Volunteer leave of absence A system in which employees are permitted to take leave for a period of over six months and up to two years, in principle, to participate in a volunteer program recognized by the company, particularly actions with a high degree of social contribution in a social welfare institute, etc.
Share Happiness Club	**A donation program operated by employee volunteers** In fiscal 2025, a total of 2,110,000 yen donated by 1,212 employees was distributed to the following organizations: • Hokuriku Mirai Foundation • NPO MUSIC SHARING • Japan Deafblind Association • WaterAid Japan • Medecins Sans Frontieres Japan Association • Public Interest Incorporated Foundation USNOVA • Nippon Volunteer Network Active in Disaster • JEANJapan Environmental Action Network • The Nature Conservation Society of Japan
Sustainability Month	**Months for strengthening initiatives for proactively carrying out local community and corporate citizenship activities (social activities) across the entire Company (October-November)** • Activities to protect and restore eelgrass beds • Volunteering to restore the coastal forests • Voluntary forest thinning activity, a part of Kochi Prefecture's collaborative afforestation project • Seminar to introduce best practices for resolving societal challenges through core business

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

◉ Medical and Nursing Care

■ Expanding Nursing Care Support to All Generations in the Era of Widespread Long-term Care Needs

Tokio Marine Nichido Better Life Service operates welfare services for the elderly to support a sustainable society and mainly runs nursing care businesses (home nursing care business and facility nursing care business), which support the elderly in need of nursing care. In addition, as a solution business leveraging its abundant experience and expertise in nursing care accumulated to date, the company provides various services, such as supporting working caregivers (helping to balance work and nursing care); solving care service providers' business challenges; holding seminars on nursing and preventive care and prevention of dementia for individuals; and providing lessons at school for children who will be leaders in the future. The company is working to solve many different societal challenges through these services and supports all generations in pursuit of a sustainable society.

Tokio Marine Nichido Better Life Service's solution business (in Japanese)

[Support for working caregivers]

Consultation with an industrial care manager on balancing work and caregiving

The rapidly aging society has given rise to a number of societal challenges. Among them are people quitting their jobs to care for elderly parents and the issue of presenteeism, which is almost synonymous with low labor productivity. Japan's Ministry of Economy, Trade and Industry regards these as urgent challenges that are expected to cause an economic loss of some 9 trillion yen in 2030, thus encouraging each company to make efforts to help employees balance work and nursing care. Also, as part of human capital management, companies are encouraged to promote initiatives for health and productivity management and DE&I and improve employee engagement. Further, revisions to the Child Care and Family Care Leave Act made by the Ministry of Health, Labour and Welfare have made certain corporate efforts mandatory. Nursing care specialists of Tokio Marine Nichido Better Life Service provide total support for corporate efforts to help employees balance work and caregiving and assist the sustainable management and operation of many companies.

More specifically, the company offers comprehensive support services, including helping people understand actual caregiving situations, seminars on balancing work and caregiving (for employees and managers), video content, the creation of a handbook for balancing work and caregiving, online consultation services, individual consultation services with industrial care managers and operational support for a nursing care community.

Support for balancing work with caregiving (in Japanese)

[Helping care service providers resolve business challenges]

To realize a sustainable society, it is essential that care service providers sustainably offer services to support the elderly in need of care and their families. Tokio Marine Nichido Better Life Service provides a lineup of seminars for care service providers as well as the 7 Habits® Care seminar to help solve their different business challenges.

Specifically, in cooperation with local municipalities and communities, the company supports problem-solving efforts for establishing effective BCP (formulation, training), measures to address harassment by customers and measures to comply with care service operational standards, in addition to tackling issues such as risk management, dementia care, self-support care, dietary independence and the prevention of accidental aspiration, recruitment, human resource training, complaint handling, interpersonal skill improvement and presentation skill improvement.

Solving care service providers' problems (in Japanese)

BCP training for care service providers in the Noto Peninsula

■ AED & Basic Life-Saving Workshop to Build a Society That Can Practice Life-Saving Skills

Tokio Marine & Nichido provides a workshop to practice using automated external defibrillators (AEDs) and to perform cardiopulmonary resuscitation (CPR). Approximately 260 employees throughout Tokio Marine Group attended the workshop in fiscal 2025.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

■Movement to Protect Customers from Cancer

[Background of the Initiative]

As part of initiatives to fulfill its social mission as an insurance company providing cancer insurance, Tokio Marine & Nichido Life has been supporting the Pink Ribbon Movement since March 2005.

Extending these activities, we have decided to steadily offer comprehensive solutions for customers' concerns. As a first step, upon the release of an insurance product to support cancer treatment in September 2007, we rolled out a company-wide, ongoing and perpetual initiative called the Movement to Protect Customers from Cancer.

[Basic Policy]

In Japan, cancer is considered a national disease and is a source of much grief. This has fueled Tokio Marine & Nichido Life's desire to protect its customers from cancer and to help ease the suffering of cancer patients and their families experiencing the ordeal. The social mission of insurance companies now extends beyond paying insurance claims to working to prevent cancer and providing mental health support. Accordingly, Tokio Marine & Nichido Life has launched the "Movement to Protect Customers from Cancer." The movement consists of the following three steps: (1) Getting to know cancer; (2) Talking about cancer; and (3) Helping with cancer countermeasures.

[Collaboration with National and Local Governments]

It is becoming more important to increase the cancer screening rate to detect the disease at an early stage. However, the screening rate is lower than 50%, which the national and local governments consider the target. Based on the belief that joint action with as many people as possible is indispensable for improving the situation, Tokio Marine Group has signed agreements with 44 prefectural bodies and 18 cities (as of March 31, 2025) and has been actively promoting collaboration with them to call more attention to cancer and raise examination rates.

In October 2009, Tokio Marine & Nichido Life and Tokio Marine & Nichido became promoting partners for Corporate Actions for Cancer Checkups (project name at the time of 2009), a national project commissioned by the Ministry of Health, Labour and Welfare to raise the cancer examination rate through joint initiatives by the government and companies. By taking part in this public-private partnership, we intend to contribute to the improvement of the cancer examination rate in Japan.

[Nationwide Regional Activities]

Tokio Marine & Nichido Life encourages cancer education activities in its daily sales operations with the aim of disseminating cancer knowledge and increasing cancer examination rates. The company also promotes periodic cancer-related study sessions, exchange meetings and seminars for agents/consignees at branch offices across the country. In addition, the company has introduced the Movement to Protect Customers from Cancer and holds an annual national insurers conference of employees and agent/consignee representatives who are committed to engaging in Hokenbito (True Insurance Professionals) Activities. The entire conference is streamed online to promote the unwavering conviction that everything Hokenbito does is to protect customers and act as a venue to brainstorm actionable items. The 19th conference held in fiscal 2025 focused on the theme of cerebrovascular disease for the first time. The company worked to facilitate a deeper understanding of the symptoms of the disease and the importance of being prepared for it through a presentation by a cerebrovascular disease survivor and a panel discussion featuring survivors, doctors, and Tokio Marine & Nichido Life employees.

[Agreement with Shizuoka Cancer Center]

In August 2007, Tokio Marine & Nichido Life and Tokio Marine & Nichido Medical Service (TMS) concluded a comprehensive agreement on joint research into the best ways to provide consultation, support and information regarding the treatment of cancer with the Shizuoka Cancer Center. This joint research program has focused on such areas as jointly developing tools to communicate in plain language the importance of preventive medicine and medical checkups.

Shizuoka Cancer Center

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

[Promoting the Pink Ribbon Movement]

Tokio Marine & Nichido Life has been promoting the Pink Ribbon Campaign in support of J.POSH, an NPO engaged in pink ribbon movements for breast cancer awareness in Japan, to convey the importance of early detection of breast cancer. Tokio Marine Group employees, led by Tokio Marine & Nichido Life employees, have held street campaigns nationwide and handed out awareness goods* since 2005.

*: The certified NPO J.POSH collaborates with medical institutions nationwide on the Japan Mammography Sunday (J.M.S) initiative to create an environment enabling women who are busy on weekdays to have mammograms on the third Sunday in October. Tokio Marine & Nichido Life also supports this initiative and hands out goods with a two-dimensional barcode that leads to a website with information on available medical institutions.

[Providing Encouragement to Cancer Patients by Making Terry Cloth Caps]

Since 2009, Tokio Marine & Nichido Life has joined initiatives undertaken by Iwate Hospice Association, a citizens' group in Morioka City, Iwate Prefecture, to support cancer patients and their families and help them gain the courage to fight against the disease. The company has been making terry cloth caps for patients undergoing anticancer drug treatment. Every year, participants from Tokio Marine & Nichido Life and other Tokio Marine Group companies and their families stitch the caps together and donate caps as Christmas presents to cancer hospitals nationwide through the Iwate Hospice Association.

[Education Support for Orphans]

Tokio Marine & Nichido Life established a fund in 2016 to financially support children who have lost one or both parents due to illnesses such as cancer, and it established the Tokio Marine & Nichido Life Scholarship Program, a corporate citizenship activity supporting future generations with the cooperation of the Japan Philanthropic Association. The program offers 300,000 yen per year in grant-type scholarships that do not require repayment from university students and others until they graduate or leave school.

[Donation to Organizations Helping Children and Elderly People Undergoing Treatment for an Illness]

Donations from Tokio Marine & Nichido Life's employees and agents are used to support the activities of organizations helping children undergoing medical treatment and elderly people. Employees of the company also provide support to the activities of these organizations through participation and other means. Donations have been made to the following organizations since fiscal 2016.

- NPO CliniClowns Association
- NPO The Support Network for NANBYO Children of Japan
- NPO Dementia Friendship Club

■ Supporting and Collaborating with the Center for iPS Cell Research and Application (CiRA), Kyoto University

In January 2015, Tokio Marine & Nichido donated a total of 100 million yen to Kyoto University's iPS Cell Research Fund, covering a five-year period. In addition, the company called for donations to the fund from employees of Tokio Marine Group companies and other individuals and made an additional donation exceeding 1.3 million yen in 2025.

Tokio Marine & Nichido is also collaborating with a project called the iPS Cell Stock for Regenerative Medicine (transferred from CiRA to the CiRA Foundation (CiRA F), also at Kyoto University, in April 2020) to stockpile induced pluripotent stem (iPS) cells for medical use. The project involves collecting blood from donors having a special type of human leukocyte antigens (HLAs), which is thought to cause less immune rejection. In August 2016, in addition to Kyoto University Hospital, blood collection also started at the medical corporate foundation Kaijo Building Clinic, a tie-up medical institution of Tokio Marine Group.

In fiscal 2025, significant progress was made toward the practical application of iPS cell-based medicine. In particular, important achievements were reported in the field of cancer immunotherapy, including the establishment of a technology to generate helper T cells—the command center of the immune system—from human iPS cells, as well as the discovery of

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

methods to enhance the therapeutic efficacy of iPS cell-derived CAR-T cells against solid tumors. Furthermore, the foundation for the clinical application of iPS cell technology was strengthened, led by significant progress made in drug discovery and pathophysiological analysis, including advances in RNA-based drug development, the sophistication of AI-driven gene-editing technologies and the elucidation of neurological disorders and inflammatory mechanisms.

CiRA is working on research every day to enable the development and clinical application of next-generation iPS cell technology. Through our donations to the research fund, Tokio Marine & Nichido hopes to ease the suffering of people with intractable diseases and injuries and contribute to the establishment of a research environment that can stably obtain a pool of excellent researchers and research supporters and to the further advancement of research in this area. At the same time, we will continue to provide support to health, medical and other related fields to deliver safety and security in the form of risk management, including insurance, and through collaboration among Group companies.

■ N Program to Support Young Physicians in Clinical Study Programs in the United States

In collaboration with the Mount Sinai Health System in New York, Tokio Marine Holdings and Tokio Marine & Nichido Medical Service continue to offer the N Program. Since 1991, the program has helped talented young Japanese doctors attend a teaching hospital in the New York area for clinical training.

In general, people who wish to have clinical training in the United States are hired by a teaching hospital through its national recruitment system. In contrast, the N Program separately conducts preliminary selection in Japan. It is a very advantageous program for motivated young Japanese doctors. The N Program has made remarkable progress thanks to the cooperation of doctors at U.S. hospitals and the efforts of residents who participated as trainee physicians. To date, the total number of trainees in this program has grown to over 220.

N Program (in Japanese)

◉ Disaster Relief

Tokio Marine Group engages in recovery support for disaster-affected areas, including employee volunteer activities.

■ Initiatives to Support Recovery of Areas Affected by the Great East Japan Earthquake

Tokio Marine Group has engaged in approximately 30 activities to support areas affected by the Great East Japan Earthquake. Starting in May 2011 immediately following the disaster, Group company employees, agents and their families across the country provided support to disaster areas in Iwate Prefecture and Miyagi Prefecture. Their activities included removing disaster debris, cleaning up houses damaged by the tsunami, removing mud from houses and street drainage gutters, assisting with agricultural and fishery-related work, sorting books for donation to libraries in disaster areas and cleaning damaged and mud-covered photographs and documents.

Tokio Marine & Nichido also engages in volunteer activities in support of two NPOs engaging in activities to restore tsunami-devastated coastal forests in Natori City and Watari-cho, respectively, along the coast of Miyagi Prefecture. For details, please refer to Green Gift Project (Activities to Protect Forests): Restoration Projects of the Coastal Forests of Tohoku Region (in Japanese).

Also, employees of Tokio Marine & Nichido and Group companies made paper lanterns from milk cartons for the Prayer Lanterns Lighting, a memorial event for the Great East Japan Earthquake held in Morioka City, Iwate Prefecture. More than 2,500 lanterns were sent to the Morioka Recovery Support Network, the secretariat of the event. On the day of the event, 50 people, including employees of the Morioka Branch, volunteered to set up and light lantern candles.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

◉ Developing Youth and Promoting Sports

■ Nurturing Future Generations, Encouraging International Exchange and Promoting Sports in Local Communities through Foundations

Tokio Marine & Nichido promotes corporate citizenship activities through three foundations with such aims as helping young people grow, encouraging international cultural exchange and promoting sports in the local community.

Tokio Marine Kagami Memorial Foundation was established in 1939 and initiated an academic research grant program in 1940 and a scholarship program in 1941. The foundation provides scholarships to students at Japanese universities and graduate school exchange students from ASEAN nations and assists in academic studies by researchers.

Tokio Marine & Nichido Educational Development Fund, established in 1984, offers assistance to elementary school and junior high school children orphaned through traffic accidents and for educational research by educators.

The Tokio Marine Sports Foundation was established in 1937 with the aim of promoting sports and educational activities among the public to help bring bright and enriched lives to the people of Japan. The two facilities owned by the foundation, Nasu Sports Park and Toda Boathouse (a water sports facility), are used by a wide range of groups from young children to senior citizens. The foundation is also involved in local support exchange events planned by members of Tokio Marine & Nichido's sports teams and charity concerts given by the company's orchestra.

▸ Overview and Activities of Each Foundation

Foundation Name	Summary	Activities in Fiscal 2025
Tokio Marine Kagami Memorial Foundation	• Provides scholarships to students at Japanese universities and graduate school exchange students from ASEAN nations • Provides academic research aid and earthquake research aid to young social science researchers	Scholarships awarded: 154 (134 scholarship students at Japanese universities and 20 scholarship students from ASEAN nations) Research assistance: 15 projects (Academic research aid: 5 projects; Earthquake research aid: 10 projects)
Tokio Marine & Nichido Educational Development Fund	Provides assistance for educators and to children orphaned through traffic accidents	Financial assistance for education and research: 105 Scholarships for children orphaned through traffic accidents: 105
The Tokio Marine Sports Foundation	Promotes sports activities in local communities	Number of persons using Nasu Sports Park: 38,955 Number of persons using Toda Boathouse: 5,226

- Tokio Marine Kagami Memorial Foundation / scholarship program to exchange students from ASEAN nations (in Japanese)
- Tokio Marine & Nichido Educational Development Fund (in Japanese)
- The Tokio Marine Sports Foundation / Youth exchange project through sports activities (in Japanese)

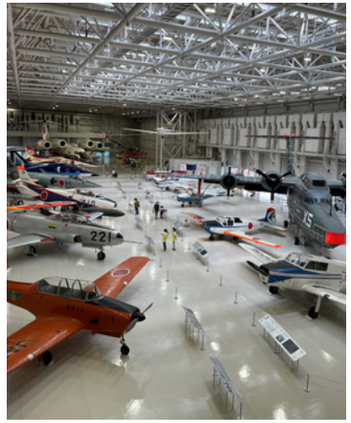
■ Holding Aerospace Classes with the Local Community to Nurture People Interested in Aerospace

Tokio Marine & Nichido aims to contribute to the advancement of local economies and society by actively participating in regional revitalization efforts.

Going forward, further growth is expected in the Tokai region, where the aerospace industry is concentrated. Tokio Marine & Nichido has been running aerospace classes for elementary and junior high school students that provide education and include experiments related to aerospace. The idea behind the initiative is a desire to increase the opportunity for children to become interested in aerospace since it is the younger generation who will bear responsibility for the future of the aerospace industry.

The project makes use of know-how accumulated in risk management relating to the aerospace industry and of Tokio Marine & Nichido's own industry-government-academia network built on ties with Aichi Prefecture and Nagoya University, and has been made possible owing to its community-based work that includes contributing to human resources development.

In February 2026, an aerospace class was held at the Gifu-Kakamigahara Air and Space Museum, which allowed a total of 35 elementary school students to learn about space and satellites and have a simulated experience of the training and missions of astronauts. The most recent class focused on H3 rockets. Attendees ranging from children to their parents enjoyed learning about the aerospace industry. By providing a venue to generate more aerospace-related human resources in the Tokai region, we will contribute to the advancement of Japan's aerospace industry.



INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
▸ 1 Progress on the 8 Material Issues
▸ 2 Relationship between the 8 Material Issues and 17 SDG Goals
▸ 3 Stakeholder Engagement
▸ 4 Participation in Initiatives
▸ 5 Contributing to Sustainable Society through International Dialogue and Collaboration
▸ 6 Sustainability-Related Policy
▸ 7 Take Climate Action
▸ 8 Protect the Natural Environment
▸ 9 Improve Disaster Resilience
▸ 10 Support Healthy and Fulfilling Lives
▸ 11 Value People and Promote Diversity and Inclusion
▸ 12 Provide Innovative Solutions
▸ 13 Provide Opportunities for Future Generations
▸ 14 Open Governance with Integrity
▸ 15 Corporate Citizenship Activities
▸ 16 Quantification of Social Value
Sustainability Performance Data

■Ashinaga Charity & Walk

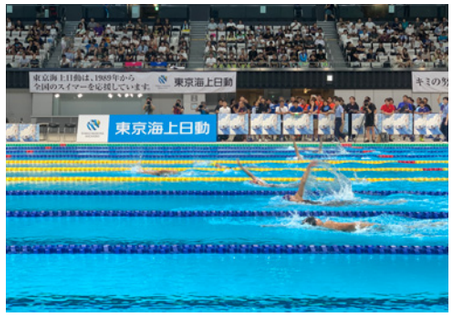
Tokio Marine & Nichido participated in a charity walk event, Ashinaga Charity & Walk, hosted by Meiji Yasuda Life Insurance Company. From Tokio Marine Group, a total of 282 employees took part. A monetary donation of 366,771 yen was collected and used to support orphans as described below.

❶ Donated to Ashinaga to be used for the following purposes to support orphans:

- Operation of the Rainbow House, support facilities for orphaned children established in five locations throughout Japan
- Scholarship loans for orphans who want to attend high school, university, junior college or other educational institutions

❷ Allocated as financial assistance to orphans living in prefectures affected by the Great East Japan Earthquake through donations to orphan support funds

■Serving as a Special Sponsor of the JOC Junior Olympic Cup Swimming Tournament



Tokio Marine & Nichido started providing support to the Japan Swimming Federation as one of the initiatives undertaken to commemorate its 110th anniversary in 1989, and has been doing so as one pillar of corporate citizenship activities based on its desire to contribute to the sound development of Japan's youth by promoting swimming. Specific efforts include serving as a special sponsor of the National JOC Junior Olympic Cup Swimming Tournament held twice a year (spring and summer) and providing support for the costs of attending competitions and training camps for Junior Olympic athletes.

Go! Go! Junior Swimmers! (in Japanese)

Sports support site "Sports Activation" (in Japanese)

■Participating in Room to Read's Educational Support Program in Developing Countries

Tokio Marine & Nichido has participated in the educational support effort in developing countries led by the international NGO Room to Read since fiscal 2010.

In the 16 years leading up to fiscal 2025, the company donated every year, providing educational support for about 3,100 girls to help them achieve independence in the future, opening 17 reading rooms to provide study environments and supporting the introduction of literacy education programs to about 21,800 girls in India, Bangladesh and Vietnam. For girls not attending school for economic reasons or because they are tied to household duties as a result of their parents' lack of understanding, the program offers financial aid for tuition fees and endeavors to convey the importance of education to their families through home visits. These efforts have allowed girls to continue their education, with many achieving excellent performance in their schoolwork to make their dreams a reality.

International NGO Room to Read

■Reliance Matrix Foundation

Reliance Matrix supports youth development through its philanthropic arm, the Reliance Matrix Foundation, by advancing education and community partnerships in the greater Philadelphia area. Through funding and collaboration with schools and nonprofit organizations, the company provides students with opportunities to gain new experiences, build skills, and explore future career pathways.

As part of these efforts, Reliance Matrix partnered with the KB Foundation to host a career day at its Philadelphia Home Office. During the event, middle school students participated in hands-on workshops led by Reliance Matrix employees, covering topics such as risk management, financial planning, and entrepreneurship. Through this program, students gained early exposure to the insurance industry and potential career paths. Feedback from students, guardians, and educators was highly positive, highlighting the value of connecting classroom learning with real-world experience.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Social and Economic Inclusion of All People

◉ Corporate Citizenship Activities for the Elderly and Dementia

Tokio Marine Group undertakes corporate citizenship activities for the elderly and persons suffering from dementia as part of volunteer activities supporting the safety and security of the local community and families.

■ Contributing to the Creation of Communities That Understand Dementia: Courses to Foster Support for Dementia Care

Tokio Marine Group provides support for the Million-Supporter Caravan for Dementia, which is promoted by the Ministry of Health, Labour and Welfare and the nationwide Caravan Mate Liaison Council, and conducts courses to foster support for dementia care as a volunteer activity to support the safety and security of local communities and families. With the ultimate goal of creating neighborhoods where people with dementia and their families can live with peace of mind, the program is designed so that employees who take the course have the correct knowledge about dementia to share with friends and families, as well as to support and give compassionate consideration to people with dementia and their families in work and private life.

During the one-and-a-half-hour program conducted in each work department, mainly in Tokyo, attendees watch a DVD, listen to a lecture given by an employee (called a "caravan mate") who has received special training on this subject and participate in a role-playing session. As of March 2025, a total of around 6,100 Group company employees have participated in this educational program and become supporters of dementia care. It gives us a good opportunity to deepen our understanding of the aging population and dementia and think about how we deal with our customers and their families accordingly.

Million-Supporter Caravan for Dementia (in Japanese)

■ Walk to End Alzheimer's in the U.S.

Tokio Marine America (TMA) has been actively supporting the fight against Alzheimer's disease through participation in the Walk to End Alzheimer's, the world's largest fundraising event for Alzheimer's care, support, and research.

Launched in 2020, the initiative has grown into a cross-company effort involving seven Tokio Marine Group companies across more than 20 locations nationwide. Through employee-led participation and fundraising activities, TMA has raised more than $236,000 to date, supporting local care, education, and resources for families affected by dementia.

This initiative not only contributes to addressing the challenges of an aging society, but also enhances employee engagement and strengthens collaboration across the Group. Through advancing research and expanding access to care, it also contributes to building more resilient communities.

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

◉ Supporting the Deaf and Blind and Sports for People with Disabilities

Tokio Marine & Nichido works with the Japan Deafblind Association to assist people with hearing and vision impairments and provides support to people with disabilities participating in sports in collaboration with the Japanese Para-Sports Association and Special Olympics Nippon Foundation.

■ Collaboration with the Japan Deafblind Association

The Japan Deafblind Association is engaged in activities to support people with hearing and vision impairments across the country. Their activities include dispatching sign language interpreters and helpers, training interpreters and publishing a biannual magazine for the hearing and visually impaired.

Tokio Marine & Nichido has been a supporting member of the association since 2008. At the association's annual national conference, which is held to promote the interaction of people with these impairments and improve the skills of sign language interpreters and helpers, employees working in offices and branches in different areas serve as volunteer staff to cooperate in the running of the event. In fiscal 2025, 35 employees in Tochigi Prefecture supported the operation of the 30th National Deafblind Convention.

Japan Deafblind Association (in Japanese)

■ Contributing to the Realization of a Symbiotic Society Where Anyone Can Flourish: Learn About, Watch and Experience Sports with People with Disabilities

Tokio Marine & Nichido started sponsoring the Japanese Para-Sports Association (JPSA) in May 2016 and the Japan Inclusive Football Federation (JIFF) in October 2016 based on its belief that participating in and supporting para-sports leads to an understanding of the characteristics of various disabilities and DE&I (the idea of accepting the diversity of humans and leveraging their diversity in society).

In addition, employees from around Japan conduct volunteer activities and cheer on athletes at the Japan Para Championships, which is a series of sports events for people with disabilities held regionally.

■ Working with the Special Olympics to Realize a Society Where Diverse People Can Thrive

In support of the Special Olympics Nippon Foundation's vision of creating a society where people with and without disabilities understand and respect each other's differences and live and grow together, Tokio Marine & Nichido became a partner company of the foundation in fiscal 2005 and has been supporting its activities by providing event volunteers.

Special Olympics Nippon Foundation (in Japanese)

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

◉Support for Foundations and Donations

In seeking a sustainable society, Tokio Marine Group provides support to NPOs and operates financial assistance programs.

■ Tie-Up with the Sawayaka Welfare Foundation

The Sawayaka Welfare Foundation forms a network with a number of volunteer organizations across the country and works to build a system of mutual assistance in each local community with the ultimate goal of "building a new society in which all people can develop a close rapport with each other" in order to fulfill their desire to lead a fulfilling life. Tokio Marine & Nichido empathizes with this organizational philosophy and partners with the foundation.

National volunteer network information of the Sawayaka Welfare Foundation (in Japanese)

■Providing Work Opportunities Broadly to People Seeking Work

To provide opportunities broadly to people seeking work as its purpose, Tokio Marine & Nichido Career Service strives to establish an inclusive society. Going beyond personnel services such as temporary employment agency and referral services, the company subsidized and collaborated with NPOs and other organizations supporting job seekers, aiming to help people who, due to different reasons, have difficulty finding work.

The company launched the Tokio Marine & Nichido Career Service Fund to Support People's Willingness through the Public Resources Foundation in 2021. For three years, from April 2021 to the end of March 2024, the fund subsidized NPOs and other organizations supporting people who have difficulty engaging in general employment for reasons such as a disability, being a single mother or being socially withdrawn. While encouraging employment support activities, the fund has also collaborated and discussed with NPOs and other subsidy recipients on the possibilities of working together in such activities by exchanging information and opinions with them.

In the three years of its activities, the fund subsidized and cooperated with a total of 26 employment support NPOs and other organizations across Japan and, through the recipient organizations' activities, provided employment support in many different forms to 6,686 people who had difficulty working, with 274 of these people successfully finding jobs. Since then, the company continues to hold discussions with these NPOs about providing subsidies and cooperation aimed at promoting the self-reliance of young people who have grown up under social care in children's or self-reliance support homes, such as helping them find jobs and addressing challenges such as high job turnover.

Going forward, the company will maintain its ongoing efforts to help many different individuals achieve self-fulfillment through work and contribute to the realization of an inclusive society.

Tokio Marine & Nichido Career Service's new initiative for the creation of new workstyles (in Japanese)

▸ **Track record of the Tokio Marine & Nichido Career Service Fund to Support People's Willingness over three years**

Recipients of job assistance offered by subsidized organizations	Total number of subsidized organizations	Number of people who received employment support	Number of people who found employment
① People with disabilities	9	2,986	66
② Low-income households / single mothers, etc.	2	453	25
③ Young people who are socially withdrawn or in need	11	409	94
④ Former orphanage residents	3	2,398	59
⑤ LGBTQ individuals	1	440	30
Total	26	6,686	274

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

16 Quantification of Social Value

16.1 Significance of Quantifying Social Value and Our Aspirations

■ Significance of Quantifying Social Value

Tokio Marine Group has been taking on the challenge of quantitatively visualizing the social value we provide to society and customers through our business activities. We believe that conducting business with those value in mind will lead to further growth in the quality and quantity of solving societal challenges through our business, motivating employees, thereby increasing our economic value and, by extension, our corporate value.

■ What We Hope to Achieve through Quantifying Social Value

Quantification of social value involves many challenges, as it may be difficult to select appropriate data, or we simply have no data because data collection cannot keep up with the pace of new service releases. It is not easy, but through this effort, we hope to operate our business while being mindful of the social value we provide to society and customers, as well as the Group's economic value, which is enhanced as a result of our contributions to society and customers. We also aim to work with various stakeholders to expand and increase both social and economic value.

▸What We Aspire to Achieve by Taking up the Quantification Challenge

Customers, society and agents	• Gain further empathy by informing them about the social value (benefits for customers and society) we provide and turn them into our partners to jointly promote the resolution of societal challenges
Employees	• Let them understand that their day-to-day work creates social value, which is consequently linked to our economic value, and increase their motivation and vitality • Implement the PDCA cycle to verify social value and upgrade the level of each service
Shareholders	• Enhance dialogue by showing the social value we create through our businesses and how it is also linked to our economic value, and create a world where we can work together to enhance our corporate value

16.2 Initiatives to Date on Quantifying Social Value and Key Points of the Update

We started quantifying social value in fiscal 2024 with an emphasis on our initiatives in the field of disaster resilience, which are directly tied to our core insurance business, and disclosed the results of quantification in this field in our Sustainability Report for fiscal 2025. In fiscal 2026, we updated and expanded the scope of our quantification effort in the disaster resilience field based on feedback from stakeholders. We also worked to quantify our initiatives in the mobility field, another core business in which many employees are involved.

Taking up the challenge of quantifying social value
Started quantifying our initiatives before, during and after the occurrence of damage in the disaster resilience field

December 2024

Disclosed in Sustainability Report 2025

August 2025

Dialogue with stakeholders
Received feedback that conducting quantification in other core business fields will make the significance of the effort more convincing

December 2025

Disclosed in this report

Quantification in the mobility field
Launched quantification in the mobility field, one of our core businesses

Updating and enhancing quantification in the disaster resilience field
Updated our previous quantification effort and extended its scope to other initiatives

August 2026

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

16.3 Promoting Business Operations Utilizing Quantification of Social Value

■ From "Measuring Social Value" to "Utilizing Social Value in Business Operations"

Our quantification effort, which originally started as a way to measure social value, has now evolved to utilize social value in business operations. For example, we are working to utilize the visualized social value to 1) let individual employees recognize the significance of their day-to-day work and increase their motivation and sense of pride; 2) incorporate it into the PDCA cycle of business operations to increase the quality and quantity of our activities to resolve societal challenges; 3) hold dialogue with stakeholders and disseminate information to increase empathy and support for our initiatives. Through these endeavors, we seek to enhance our economic value and, ultimately, our corporate value.

▸Example Uses of Social Value Quantification in Promoting Business Operations

① Increasing employee engagement by utilizing quantification of social value

Increasing employees' motivation and sense of pride by quantitatively visualizing the impacts generated by their day-to-day business activities on society

Example case: Loss prevention based on an ergonomic approach*1

- Quantified the damage prevention effect generated by our loss prevention services that use an ergonomic approach

Number of cases in which the services were provided in fiscal 2025	% recognizing reduction in accidents*4	Average accident reduction rate*4
Approx. 550	Approx. 91%	Approx. 30%

- Shared the results of the measurement of the damage prevention effect with employees engaging in these services

Employee voice

I've come to recognize that my work helps society, which has increased my engagement and motivation, as well as that of others concerned.

Yujiro Tsuda Commercial Claims Department, Tokio Marine & Nichido

② Measuring social value periodically to promote efforts to increase the quality and quantity of business activities

Using the results of social value quantification in the PDCA cycle of business operations and increasing the quality and quantity of our activities to resolve societal challenges by upgrading our related initiatives

Example case: PHLYSENSE temperature/humidity sensor*2

- Quantified the damage prevention effect of the PHLYSENSE temperature/humidity sensor for water pipe accidents

Number of units provided as of the end of fiscal 2025	Damage prevention effect in fiscal 2025
Approx. 43,000	Approx. 46 million U.S. dollars

- Analyzed the damage prevention effect of each sensor-installed site and identified the best location to install a sensor to ensure a high level of damage prevention effect. The analysis results are utilized when proposing the use of the sensor to customers

Employee voice

By continuing to iterate on our save data, we're able to assist policyholders with strategic placement of the sensors to increase the likelihood of preventing or mitigating a loss.

Tom Smart Risk Management Services, Philadelphia Insurance Companies

③ Holding dialogue with stakeholders and disseminating information by utilizing quantification of social value

Using the quantified social value in dialogue with stakeholders and for disseminating information to increase empathy and support for our initiatives

Example case: Lumkani fire alarm*3

- Quantified the fire damage prevention impact of the Lumkani fire alarm

Number of units provided as of the end of fiscal 2025	Damage prevention effect in fiscal 2025
Approx. 130,000	Approx. 240 million yen

- Utilizing the quantified damage prevention impact in dialogue with business partners to promote understanding and empathy for the social significance of our initiatives

Employee voice

By quantifying and demonstrating the impact of our initiatives on society, we were able to gain understanding and empathy for our initiatives. This has led to new contracts with business partners and increased funding for the project to provide the fire alarm.

Obakeng Moloisane Hollard Life Solutions - Partnerships, Hollard Insurance Group

*1: Tokio Marine & Nichido in Japan leverages its knowledge of ergonomics and safety engineering to assist customers in preventing and reducing accidents. The company analyzes the root causes of an accident from the perspectives of the 4Ms (man, media, machine and management) and offers specific improvement proposals for preventing recurrence and increasing work quality.
*2: The U.S.-based Philadelphia Insurance Companies (PHLY) offers a service to prevent water leaks, frozen pipes and other accidents by distributing and utilizing the temperature/humidity sensor PHLYSENSE. It helps users quickly notice a water leak or a temperature change and contributes to the prevention and reduction of accidents.
*3: South Africa-based Hollard Insurance works with the disaster-prevention company Lumkani to offer a set of fire insurance and a fire alarm mainly in low-income communities. This initiative allows people to quickly notice a fire outbreak and helps to extinguish a fire quickly and prevent its spread in dense housing areas.
*4: The results of a questionnaire survey conducted on customers, mainly large companies, to whom we provided the loss prevention services in fiscal 2024, showing the average of the effects of preventing damage to people, buildings/properties and cargo

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

16.4 Social Value Provided by Tokio Marine Group : Disaster Resilience

In addition to providing financial compensation by way of insurance payment upon the occurrence of an accident or disaster, Tokio Marine Group is providing solutions to prevent and mitigate damage before it occurs, ensure early recovery after its occurrence and prepare for the next accident or disaster. Through these efforts, we seek to support customers and society in times of need across all phases — from before damage occurs to upon and after its occurrence — and realize a society where everyone can live with a sense of security.

For cases marked with Case in the following pages, we present "Output" (direct effects) of "Activity" (business activities) and the resulting "Outcome/Impact" (changes in customers and society). Tokio Marine Group regards this "Outcome/Impact" as social value generated by our businesses and is quantifying it. At the same time, we are making phased efforts to utilize the quantified social value in business operations.

	Activity Major business activities	Output Direct effects
	Providing insurance products and services as well as solutions across all damage phases, from before to upon and after their occurrence	Direct results of business activities, such as the number of cases in which insurance products/services have been provided/used
Pre-damage (Before damage occurs)	• Disaster risk assessment services • Loss prevention services* Case 1 • Improvement of infrastructure and essential utilities Case 2 • Disseminating weather and disaster information • Support for BCP and business continuity • Support for purchase of disaster preparation supplies • Disaster prevention education for children, etc.	• Number of cases in which each service has been provided • Number of persons using or benefiting from infrastructure • Number of persons receiving information • Number of cases in which support for BCP formulation has been provided • Number of purchases of disaster preparation supplies • Number of disaster prevention lessons provided, etc.
Upon damage (When damage occurs)	• Payment of insurance claims Case 3 • Providing relief supplies to disaster-affected areas • Providing information on public assistance programs, etc.	• Number and amount of insurance claims paid • Number of cases in which relief supplies have been provided to disaster-affected areas • Number of cases in which information on public assistance programs has been provided, etc.
Post-damage (After damage occurs)	• Recovery services for equipment and buildings Case 4 • Recovery and increasing resilience of infrastructure and essential utilities Case 5 and 6 • Loss prevention services*, etc. *: Proposing measures to prevent and reduce accidents and prevent recurrence	• Number of cases in which early recovery support has been provided • Number of persons using or benefiting from infrastructure • Number of cases in which each service has been provided, etc.

Outcome/Impact
Changes in customers and society

Social value generated by Tokio Marine Group

Support customers and society in times of need across all damage phases, from before to upon and after its occurrence

Prevent and mitigate damage

Deliver a sense of security when an accident or disaster occurs

Ensure early recovery and "Build Back Better"

Toward a society without damage, or with limited negative impacts, and capable of recovering quickly and becoming more resilient when damage does occur, allowing everyone to live safely with a sense of security

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

16.4.1 Providing Loss Prevention Services

Case 1 **Developing and providing accident prevention technologies through industry-academia collaboration and scientific verification**

Tokio Marine & Nichido works with universities and research institutions to develop and implement accident prevention technologies based on data and scientific verification. Through these efforts, the company helps prevent and mitigate damage caused by natural disasters and provides customers with greater peace of mind.

Developing and providing technologies based on scientific verification | Activity ▶ Output ▶ Outcome/Impact

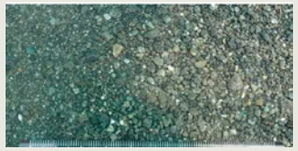
Activity

- Tokio Marine & Nichido works with universities, research institutions and start-up companies to identify actual damage and perform scientific analysis of risk factors to develop and implement viable risk mitigation measures. The company verifies the effectiveness of these measures in experiments and simulations and makes loss prevention proposals to customers for preventing and reducing damage.
- The company contributes to the prevention of damage to customers caused by natural disasters.

Project example: Wind damage mitigation through the installation of windbreak nets based on data and scientific verification

① From occurrence of damage to determining the cause

- A typhoon caused damage to the stock of finished vehicles of an automaker.
- An on-site survey revealed that the damage was caused by gravel stones scattered by strong winds.



Gravel stones of 1 to 7 mm in size scattered

② Formulating a hypothesis

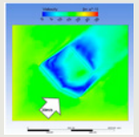
- Estimated the level of wind speed reduction effect needed to mitigate the risk of gravel scattering based on weather data and historical loss records. Defined provisional specifications of windbreak nets as a countermeasure.

③ Verification by wind-tunnel experiments*1

- Wind-tunnel tests were conducted on windbreak nets built to the preliminary specifications. After their wind speed reduction effect was confirmed, the final specifications were determined.

④ CFD simulations*2

- CFD simulations were conducted to verify whether the final specifications would achieve the required reduction in wind speed during a typhoon of comparable intensity.



Blue area expanded = Sufficient level of wind speed reduction confirmed

⑤ Installing windbreak nets

- After verifying the wind speed reduction effect and adequacy of installation specifications, the customer installed the windbreak nets at its finished vehicle yard.

Before: Only low boundary nets

After: 8-meter-high windbreak nets completed

Conducted in cooperation with the Wind and Fluid Engineering Research Center, Niigata Institute of Technology

Outcome/Impact

Damage prevention effect of this loss prevention measure at the automaker:
Damage mitigation effect during a typhoon in September 2025, which occurred after installing the windbreak nets*3

Amount of physical damage in areas without windbreak nets	▶	Amount of physical damage in the area with windbreak nets
Approx. 270 million yen		0 yen

*1: A method to experimentally investigate winds acting on buildings and structures and the flow of air around them by using a wind tunnel experiment facility that artificially produces streams of air
*2: A computational fluid dynamics (CFD) simulation is a method to numerically replicate and estimate the flows of wind and water using computers. By modelling the actual buildings and structures, it can assess the flow of air around them and the effectiveness of countermeasures.
*3: Estimated by Tokio Marine & Nichido based on the past damage records

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

16.4.2 Improvement of Infrastructure and Essential Utilities

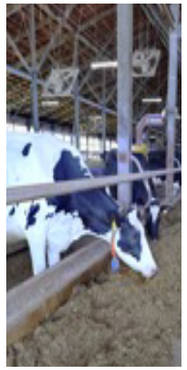
Case 2 **Preparing for the power failure risk by installing a stand-alone power supply system (Akan Microgrid)**

Nippon Koei Energy Solutions supports the establishment of stand-alone power systems capable of supplying the needed electricity within a localized area even during a power failure caused by a disaster, thereby underpinning the continuity of local businesses and helping to safeguard people's livelihoods.

Participating in a microgrid project | Activity ▶ Output ▶ Outcome/Impact

Activity

- The Akan Microgrid is a stand-alone power network that generates electricity using solar power and biogas from cow manure, capable of both supplying and selling electricity during ordinary times and serving as a power source during a power failure.
- A major earthquake that hit Hokkaido in 2018 caused a blackout and inflicted considerable damage on local dairy farmers. In response to the growing need to secure a stable power supply during a power failure, five parties launched the operation of a localized microgrid in Akan-cho in Kushiro City under a consortium agreement. The five parties are Akan Microgrid Co., Ltd., JA Akan, Tensho Akan Co., Ltd., Kushiro City of Hokkaido and Hokkaido Electric Power Network, Inc.
- As the EPC contractor*1, Ecolomy Co., Ltd. constructed and installed facilities, while Nippon Koei Energy Solutions installed EMS*2 equipment.



Roles of the Akan Microgrid

Disconnect itself from the main power grid during a power failure and use its own power sources to locally support the operation of important facilities and people's livelihoods. Also helps to reduce GHG emissions during ordinary times.

During a power failure

Business continuity of dairy farmers in the localized area
Support the business continuity of dairy farmers by maintaining the operation of equipment for milking, feeding and cooling

Supporting livelihoods of local residents
Support the livelihoods of local residents during a power failure and provide safety and security

In ordinary times

Reduction of GHG emissions
Reduce GHG emissions by replacing power derived from fossil fuels with biogas- and solar-generated power and by reducing methane discharge as a result of using biogas from cattle manure

Outcome/Impact

Damage prevention effect resulting from continued business of dairy farmers during a power failure		Providing safety and security to local residents	Reduction effect of GHG emissions
Dairy farms receiving power during a disaster	Damage prevention effect resulting from continued business of dairy farmers	Residents receiving power supply in a disaster	Reduction effect of GHG emissions
14	Approx. 20 million yen/year*3	Approx. 100 persons*4	Approx. 13 million yen/year*5

*1: Engineering, procurement and construction (EPC) contractor: a one-stop contractor that handles everything from design to procurement and construction and is responsible for leading a project
*2: Nippon Koei Energy Solutions, a company in the ID&E Group, was in charge of introducing equipment for an energy management system (EMS), which is a system to efficiently and stably supply generated electricity or stored power depending on the situation.
*3: Damage prevention effect that combines A) the effect of preventing damage from business suspension caused by being unable to perform milking or store raw milk due to a power failure and B) the effect of preventing damage of mastitis in cows caused by being unable to perform milking due to a power failure. Formula for calculating A: Number of dairy cows × Production of raw milk (kg/day/cow) × Unit price of raw milk (yen) × Days without power, where days without power is the duration of the power failure recorded during the 2018 Hokkaido Eastern Iburi Earthquake. Of the dairy farms operating within the area, B covers those dairy farms that do not have their own power-generating capacity and will be forced to shut down during a power failure. Formula for calculating B: Number of dairy cows kept by these farms × Probability of death of cows from mastitis during a power failure × Damage amount per cow (cost of keeping dairy cows × Period of keeping dairy cows). These calculations were based on interviews with North Cattle Co., Ltd. and the records of the said 2018 earthquake.
*4: Based on the number of persons that can be accommodated by the evacuation shelter specified by Kushiro City
*5: Formula for calculating the effect of GHG emissions reduction: (Reduction in CO_2 emissions by way of renewable energy + Reduction in methane discharge by using biogas from cow manure, converted into CO_2 emissions) × Maximum price (carbon price) of Japan's emissions trading system.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

16.4.3 Payment of Insurance Claims

Case 3 **Insurance claims processing in the event of large-scale disasters**

Even in a large-scale disaster, Tokio Marine & Nichido mobilizes company-wide efforts to deliver fair and prompt claims payments, providing customers with peace of mind in times of need and contributing to their swift recovery.

Response during large-scale disasters Activity ▶ Output ▶ Outcome/Impact

Activity
- In the event of a large-scale disaster, many insurance claims are made within a short period of time, requiring considerable time to confirm the extent of damage. As a result, the claims payment process tends to become prolonged.
- When a large-scale disaster occurs, Tokio Marine & Nichido makes company-wide efforts to swiftly establish backup offices, local disaster response offices and satellite offices nationwide to ensure readiness for initial customer response. Furthermore, by utilizing digital and AI technologies, the company makes swift and appropriate insurance payments.

Accident response process during a disaster	Disaster occurrence	Damage survey	Insurance payment
Efforts aimed at swift and appropriate insurance payments	**Providing customer-focused claims services** Make company-wide efforts to promptly establish disaster response offices and satellite offices to reinforce initial response	**Checking damage more quickly in the immediate aftermath** Use satellites and drones to reduce the personnel and time required for damage survey	**Ensuring a swifter and more appropriate payment process** Automate the process by leveraging digital and AI technologies

Making swift and appropriate insurance payments even in a large-scale disaster

Output

Number of insurance claims paid in fiscal 2025	Amount of insurance claims paid in fiscal 2025
Approx. **16,000** claims*1	Approx. **25** billion yen*1

▶

Outcome/Impact

Providing security	Initial funds for early recovery
Overall satisfaction level for insurance payments by Tokio Marine & Nichido Approx. **92**%*2	

▶ **Tokio Marine & Nichido uses an overall satisfaction level as an indicator that comprehensively measures the value provided to customers through its efforts, which includes an evaluation of attentive customer response (providing security) and an evaluation of amounts paid (initial funds for early recovery).**

*1: The number and amount of insurance claims paid by Tokio Marine & Nichido for a total of six major disasters, including the torrential rain in Kyushu, Typhoon Faxai and an earthquake off the eastern coast of Aomori Prefecture, on a direct underwriting basis, not including reinsurance
*2: Aggregation of the results of the latest customer survey on auto and fire insurance policyholders about insurance payments after disasters (April 2025–March 2026)

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

16.4.4 Providing Early Recovery Services for Equipment and Buildings

Case 4 **Achieving rapid recovery utilizing specialized recovery technologies**

To contribute to the swift recovery of customers after a disaster, Tokio Marine & Nichido collaborates with Belfor Japan to provide disaster recovery services in Japan.

Support for early recovery Activity ▶ Output ▶ Outcome/Impact

Activity
- Tokio Marine & Nichido collaborates with Belfor Japan to provide restoration services to customers affected by fires, floods and other disasters through emergency stabilization measures and contamination removal technologies.
- Tokio Marine & Nichido contributes to the early recovery of affected buildings and equipment by utilizing specialized techniques to remove contamination caused by soot, extinguishing agents and fire-resistant chemicals from fires, as well as contamination from sewage and sludge caused by water-related disasters such as tsunamis and floods.
- By completely removing contaminants stuck to equipment by utilizing decontamination services, customers can minimize the extent to which replacement with new equipment is needed and significantly reduce the time required to resume business operations.

Time to resume operations

When replaced with new equipment

When restored by Belfor

Time to resume operations becomes significantly shorter
(About 15–40% shorter than replacement with new equipment)

Contamination removal by ultrasonic cleaning

Before

After

Output
Number of corporate customers utilizing restoration services (2022–2025)
Approx. **410**

▶

Outcome/Impact
Customers who experienced the early recovery effect
Approx. **63%**[*1]

*1: The percentage of customers among service users from fiscal 2022 to fiscal 2025 who benefited from the early recovery effect. The early recovery effect might vary depending on the nature of accidents or disasters that occur in the future.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

16.4.5 Recovery and Increasing Resilience of Infrastructure and Essential Utilities

Case 5 **Road disaster recovery project (Japan National Route 107 in the Oishi district)**

Nippon Koei supports "Build Back Better" recovery from disasters by providing consulting services on idea generation, investigation, planning, design and maintenance for projects to recover and reconstruct infrastructure damaged by natural disasters.

Participating in a disaster recovery project | Activity ▶ Output ▶ Outcome/Impact

Activity

- In May 2021, a major landslide occurred on National Route 107 in the Oishi district in Nishiwaga-machi, Iwate Prefecture. A temporary bridge was constructed in November 2022 to swiftly restore the flow of traffic. In November 2025, the Oishi Tunnel was constructed on the mountainside to completely skirt around the damaged area, and Route 107 was fully recovered and reopened.
- The opening of the Oishi Tunnel has multiple effects. One is to avoid the terrain prone to large-scale landslides. Others are a shorter driving time and the reduced risk of accidents caused by snowstorms and road surface freezing. As a result, the part of Route 107 in the Oishi district was rebuilt as safer, more convenient and disaster-resilient transportation infrastructure. Nippon Koei received an order from Iwate Prefecture and was in charge of the design part of the project in cooperation with other companies.

A path toward recovery from the major landslide in May 2021 on Route 107 in the Oishi district, Nishiwaga-machi, Iwate Prefecture

1. May 1, 2021 — **Landslide disaster, route closed**
2. November 30, 2022 — **Temporary bridge opened, route closure lifted**
3. November 30, 2025 — **Route 107 incorporating the Oishi Tunnel opened**

Source: Leaflet commemorating the reopening of National Route 107 in the Oishi district after the landslide disaster, Kitakami Civil Engineering Center, Southern Iwate Regional Promotion Bureau, Iwate Prefecture, 2025

"Build Back Better" achieved with the recovery of Route 107

Shorter driving time
Shorter driving time resulting from improved road alignment and design speed

Reduced risk of accidents due to landslides
Reducing the accident risk by avoiding terrain prone to landslides

Reduced risk of accidents due to snow and freezing
Reducing the risk of accidents due to snowstorms and road surface freezing by driving through a tunnel

Output

Number of users per year
834,755*1

Outcome/Impact **Increased travel convenience and disaster risk reduction effect with recovery and reopening of Route 107**

Economic effect generated by utilizing extra time from reduced driving time in production and other activities	Driving cost reduction resulting from lower costs associated with fuel, tire wear and maintenance	% of people feeling less anxious about landslides and other disasters	% of people recognizing the improved driving performance in winter
Approx. 70 million yen/year*2	Approx. 5.6 million yen/year*3	93%*4	98%*4

*1: Calculated by multiplying the traffic volume by vehicle type (vehicles/day) by the average number of passengers (persons/vehicle). Traffic volume data used the cross-sectional traffic volume data for December 17, 2022, taken from a report on traffic volume measurements jointly published by the Kitakami Civil Engineering Center, Southern Iwate Regional Promotion Bureau, Iwate Prefecture and the Iwate Civil Engineering Promotion Association. Average number of passengers (persons/vehicle) used the data in the Summary of the Results of the Motor Vehicle Origin-Destination (OD) Survey under the FY2021 National Road and Street Traffic Situation Survey, issued by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) in 2023 (https://www.mlit.go.jp/report/press/content/001714560.pdf (in Japanese)).
*2: Monetary value representing the economic value generated by allocating the time that the road users have saved through the recovery of the route to work and other production activities. The value of (Traffic volume × Driving time × Value of time of road users) was compared before and after the project completion, and the difference was used as the economic effect generated by utilizing the extra time from the reduced travel time in production and other activities. Time of value referred to the road users' per-unit time of value and other data in the 2025 Cost-Benefit Analysis Manual of MLIT.
*3: Monetary value of the driving costs saved by road users through the recovery of the route. The value of (Traffic volume × Driving time × Driving costs) was compared before and after the project completion, and the difference was used as the driving costs reduction effect. The driving costs referred to the data in the 2025 Cost-Benefit Analysis Manual of MLIT.
*4: Based on the results of a questionnaire survey on Route 107 users, which was conducted in March 2026 (130 responses)

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

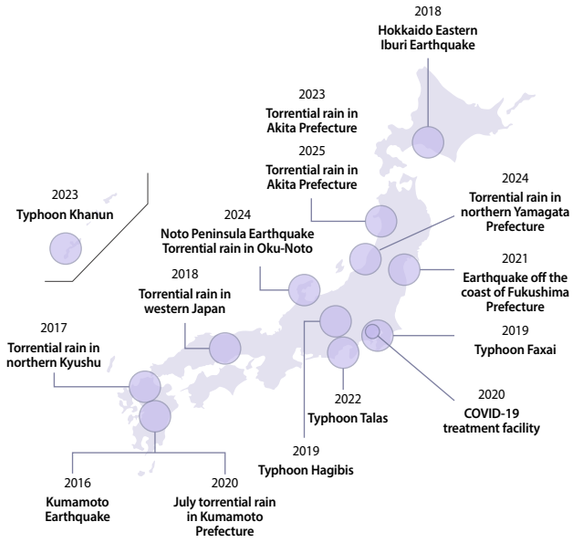
Case 6 Maintaining the health of disaster survivors and improving their living conditions by providing distributed water infrastructure when water supply is disrupted (WOTA)

Tokio Marine & Nichido contributes to the increased resilience of society through impact investment in WOTA Corp., a company seeking to realize an environment capable of providing safe water during a disaster or in areas lacking water infrastructure by leveraging its technologies to recycle and recirculate water on the spot.

Providing distributed infrastructure Activity ▶ Output ▶ Outcome/Impact

Activity

- WOTA is a start-up company engaging in the development of technologies to recycle and recirculate used water on the spot under the corporate tenet, "Water Freedom for Everyone, Everywhere." WOTA seeks to realize sustainable water infrastructure with its small-scale distributed water recirculation system that complements the existing large-scale water and sewage infrastructure.
- Its main products include WOTA BOX, a portable water recycling system that enables the use of water, even for showering, during a water outage. Another is WOSH, a water recirculation hand-washing stand that provides a sanitary spot to wash hands even without access to running water and contributes to ensuring water use and a hygienic environment during a disaster.
- Through impact investment in WOTA, Tokio Marine & Nichido pushes forward the social implementation and widespread use of these water recirculation technologies and helps to maintain people's living conditions during a disaster, achieve early recovery of disaster-affected areas and increase resilience in society.



Project example:
Maintaining the health of disaster survivors and improving their living conditions following the 2024 Noto Peninsula Earthquake

- On January 4, 2026, immediately after an earthquake hit the Noto Peninsula on January 1, local governments across Japan and private-sector partners such as The Nippon Foundation, Hokuryo Co., Ltd., SoftBank Corp., Hatch PLANNING Co., Ltd. and Swing Corporation started providing WOTA BOX and WOSH to disaster-affected areas.
- Through these WOTA BOX and WOSH products, WOTA has enabled disaster survivors to take a bath and wash their hands at evacuation sites during a prolonged water outage, helping them maintain their health and better living conditions during the disaster.

Output

Local governments that provided WOTA products for disaster relief	Evacuation sites that installed WOTA products for disaster relief
23	205

Evacuation sites that faced a prolonged water outage	Outcome/Impact: Number of sites that faced a prolonged water outage and installed WOTA products	Outcome/Impact: % of sites that faced a prolonged water outage and installed WOTA products
80	71	89%

▶ Provided water for disaster survivors and helped them maintain their health and better living conditions

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

16.5 Social Value Provided by Tokio Marine Group : Mobility

In the mobility field, Tokio Marine Group protects customers and society in times of need and underpins their safety and security through its nationwide service network, not only by paying insurance claims but also by preventing accidents, minimizing damage upon their occurrence and supporting the restoration of the livelihoods of affected persons. Over the years, we have created diverse values, such as promoting safe driving practices by improving our products and utilizing data, and providing swift relief through our claims services and smooth accident settlements.

For cases marked with Case in the following pages, we present "Output" (direct effects) of "Activity" (business activities) and the resulting "Outcome/Impact" (changes in customers and society). Tokio Marine Group regards this "Outcome/Impact" as social value generated by our businesses and is quantifying it. At the same time, we are making phased efforts to utilize the quantified social value in business operations.

	Activity Major business activities	Output Direct effects
	Providing insurance products and services, as well as solutions, across all damage phases, from before to upon and after their occurrence	Direct results of business activities, such as the number of cases in which insurance products/services have been provided/used
Pre-accident (Before an accident occurs)	• Providing a service to support safe driving Case 1 • Providing a vehicle management service Case 2 • Visualizing traffic accident risk and support for countermeasures • Providing a service for learning traffic safety Case 3 • Traffic safety education for children • Support for health management of drivers • Support for safe operations of next-generation mobility, etc.	• Number of cases in which each service has been provided • Number of persons using or benefiting from infrastructure • Number of cases in which traffic safety training and education have been provided, etc.
Upon an accident (When an accident occurs)	• Payment of insurance claims Case 4 • Support for life-saving activities • Providing information on public assistance programs, etc.	• Number and amount of insurance claims paid • Number of cases in which support for life-saving activities has been provided • Number of cases in which information on public assistance programs has been provided, etc.
Post-accident (After an accident occurs)	• Referral of repair shops Case 5 • Support for rebuilding livelihoods and improving living conditions, etc.	• Number of repair shop referrals made • Number of cases in which each service has been provided, etc.

Outcome/Impact
Changes in customers and society

Social value generated by Tokio Marine Group

Support customers and society in times of need across all accident phases, from before to upon and after its occurrence

Prevent accidents and mitigate damage

Deliver a sense of security when an accident occurs

Ensure early recovery and early life-saving

Toward a society without accidents or with limited damage when it does occur, and capable of promptly performing rescue and life-saving activities and quickly achieving recovery in an emergency, allowing everyone to live safely with a sense of security

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

16.5.1 Providing a Service to Support Safe Driving

Case 1 **Preventing auto accidents by providing a telematics service**

Tokio Marine & Nichido provides *Drive Agent Personal* (DAP), a telematics service that issues warnings in real time, encourages behavior improvement by utilizing vehicle data and AI and helps customers prevent accidents.

Supporting safe driving by providing a driving recorder Activity ▶ Output ▶ Outcome/Impact

Activity
- DAP is a telematics service utilizing a driving recorder with communication functionality, which Tokio Marine & Nichido lends to its policyholders.
- As a service to protect customers' lives, it notifies customers of dangerous driving practices while driving and helps them prevent accidents. It also serves to reduce customers' accidents by encouraging behavior improvement through safe driving diagnosis reports created based on their driving data.

Warning for not looking at the road and drowsy driving

- Issues a warning via voice and on display when detecting that the driver is not looking at the road or is falling asleep at the wheel

Warning for not staying centered in a lane and getting too close to the car in front

- Issues an alert via voice and on display when detecting that the driver is not staying centered in a lane, including lane departure, or getting too close to the car in front

Alert for unusual driving pattern

- Analyzes driving pattern for about 15 minutes since the start of driving and issues an alert when detecting an unusual driving pattern

Warning for sudden operations

- Issues an alert to the driver when detecting sudden acceleration, braking or steering while driving

Output

Number of units provided as of the end of fiscal 2025

Approx. 1.05 million

▶

Outcome/Impact

Accident frequency reduction effect

Approx. 13.5%*1

*1: Analysis results of accident frequencies conducted on customers who have enrolled in the DAP service over the six years since the launch of the service, using the accident records accumulated by Tokio Marine & Nichido until March 2023. The analysis was conducted according to the year(s) of service use since the customers' enrollment (e.g., analysis after one year of use, two years of use, three years of use, and so on since enrollment, with six years at the longest).

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

16.5.2 Providing a Vehicle Management Service

Case 2 **Preventing accidents by providing a service for safe driving and vehicle management (MIMAMO DRIVE)**

Tokio Marine Smart Mobility provides a service for safe driving and vehicle management by leveraging the know-how accumulated by Tokio Marine Group in the analysis of accident causes and helps customers reduce accidents.

Supporting safe driving through a vehicle management system Activity ▶ Output ▶ Outcome/Impact

Activity
- MIMAMO DRIVE is a vehicle management and real-time fleet monitoring service that automatically collects and visualizes location data, driving logs and driving behavior of company-owned cars and centrally manages drivers' alcohol testing.
- It supports advancement in drivers' safe driving practices by visualizing dangerous driving and providing data-based safe driving guidance and reduces the risk of auto accidents.
- It also increases the efficiency of vehicle management and other operations, such as preparing daily reports, and contributes to the increased productivity of customers.

Data collection

Onboard terminal
Driving data, including location data and acceleration rates

Website for drivers
Results of alcohol testing and activity logs, etc.

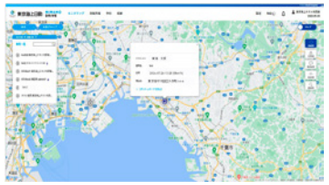
Website for managers
Vehicle and user data, etc.

Central management and analysis using the cloud

MIMAMO DRIVE

Analyze driving and operational data and visualize it in an easily accessible manner on the manager's screen

Utilization of information and feedback



Note: May vary from the actual screen

Use the data for safe driving guidance for managers and to improve drivers' driving practices

Helping customers reduce auto accidents

Output

Main user industries

Construction | Services and maintenance | Wholesale and retail | Real estate and facility management | and more

Outcome/Impact

% of companies experiencing a reduction in accidents*1	% of companies experiencing a reduction in damage amount*1
Approx. 74%	Approx. 83%

*1: Data derived from the actual results based on the conditions specified by Tokio Marine Smart Mobility, such as the period of use of MIMAMO DRIVE and the number of vehicles using the service. The damage amount is calculated using data on insurance claims paid.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

16.5.3 Providing a Service for Learning Traffic Safety

Case 3 **Preventing accidents by providing an online traffic safety learning service (WebstadR)**

Tokio Marine dR provides support for increasing awareness of safe driving and preventing accidents through its online traffic safety learning service, WebstadR.

Traffic safety education Activity ▶ Output ▶ Outcome/Impact

Activity

- WebstadR is an online traffic safety learning service provided by Tokio Marine dR.
- It provides courses on laws and regulations that should be observed by drivers and on safe driving, which are specifically designed for each target group, such as transportation companies and companies operating commercial and company-owned cars. The courses are available when convenient to participants. The details of these courses are based on Tokio Marine dR's knowledge cultivated by providing consulting services to some 1,000 organizations each year, including the Tokyo Metropolitan Police Department and the Ministry of Land, Infrastructure, Transport and Tourism, as well as bus and taxi associations.
- The company helps to reduce the risk of traffic accidents and ensure legal compliance at companies, while reinforcing their safety management structure and supporting course participants in reducing accidents.

Drivers' basics

Learning rules and driver etiquette, which form the basis of safe driving

- Awareness for safe driving
- Reconfirming traffic rules and signs
- Driver etiquette and ethics, etc.

Hazard prediction and avoidance

Cultivating an ability to predict hazards and prevent accidents

- Training for hazard prediction
- Examples of near-accidents
- Learning hazardous situations, which tend to be overlooked, etc.

Example accidents and lessons learned

Using actual accidents as examples, learn about their causes and points to be noted in preventing recurrence

- Presenting examples of actual traffic accidents
- Analyzing the causes of accidents
- Points to be noted in preventing recurrence, etc.

Improving safe driving and needed skills

Learning about safe and environmentally conscious driving and needed driving skills

- Practicing eco-driving
- Driving in poor weather
- Safe driving at night and early in the morning, etc.

Laws and systems

Gaining an understanding of laws and systems that should be followed when driving and raising awareness for compliance

- Key points of the Road Traffic Act
- Understanding administrative punishments and penalty points under the act
- Explanations on the latest legal revisions and systems, etc.

Health management and self-check

Learning that physical and mental health will ensure safety

- Relationship between maintaining health and safe driving
- Mechanisms of fatigue and drowsiness and countermeasures
- Stress management, etc.

Output

Cumulative number of ID registrations as of the end of fiscal 2025	Number of courses
Approx. 120,000	Approx. 100

▶

Outcome/Impact

Accident reduction rate among participants
Approx. 15 %*1

*1: Result of a survey to compare the number of accidents before and after the use of the service, conducted on 30 companies selected from the customers who have enrolled in the service during the period from fiscal 2020 to fiscal 2022 (with the rate of participation in e-learning courses of over 75%)

INDEX

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

16.5.4 Payment of Insurance Claims

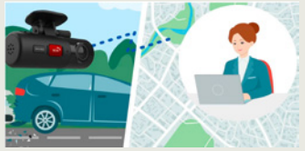
Case 4 **Paying insurance claims in the event of auto accidents**

Tokio Marine & Nichido ensures swift and appropriate insurance claims payments upon the occurrence of auto accidents by fusing technology and people's ability, thereby providing a sense of security to customers in times of need and contributing to their early recovery and restoration.

Response to auto accidents Activity ▶ Output ▶ Outcome/Impact

Activity
- When an auto accident occurs, before making an insurance payment, a certain period of time is required to check the circumstances of the accident, liability percentages and damage amount and determine a fair and appropriate insurance payment.
- Tokio Marine & Nichido ensures swift and appropriate insurance payments through automatic accident reporting via its *Drive Agent Personal* (DAP) service, swift damage survey using videos from a driving recorder, a smooth settlement negotiation service and automation of the insurance claims payment process.

Accident response process	Accident occurrence	Damage survey	Settlement negotiation	Insurance payment
Efforts aimed at swift and appropriate insurance payments	Automatic accident reporting	Automatic recording and transmission of accident data	Reducing the time required for negotiation by a settlement negotiation service	Ensuring a more swift and appropriate payment process
	DAP detects a collision and automatically reports the accident to an operator.	DAP detects a collision and automatically sends an accident video and accident location information.	Tokio Marine & Nichido employee or lawyer serves as an agent to perform settlement negotiations.	The process is automated by leveraging digital and AI technologies.



Making swift and appropriate insurance payments after an auto accident

Output

Number of insurance claims paid in fiscal 2025	Amount of insurance claims paid in fiscal 2025
Approx. **2.3** million claims	Approx. **743** billion yen

▶

Outcome/Impact

Providing security	Initial funds for early recovery
Overall satisfaction level for insurance payments by Tokio Marine & Nichido Approx. **93%**[*1]	

▶ **Tokio Marine & Nichido uses an overall satisfaction level as an indicator that comprehensively measures the value provided to customers through its efforts, which includes evaluation of attentive customer response (providing security) and evaluation of amounts paid (initial funds for early recovery).**

*1: Aggregation of the results of the latest customer survey on auto insurance policyholders (April 2025–March 2026)

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

16.5.5 Referral of Repair Shops

Case 5 **Making referrals to reliable repair shops through a repair shop matching service (Repair-Net)**

Tokio Marine & Nichido provides a digital platform listing its tie-up repair shops in Japan, which allows customers to search for and make a reservation with the one they prefer. The company thereby provides customers with a sense of security when selecting a repair shop. In addition, it contributes to greater satisfaction with repair services and swift recovery from accidents.

Referral of repair shops Activity ▶ Output ▶ Outcome/Impact

Activity
- Repair-Net is a matching service of repair shops that support Tokio Marine & Nichido's operational policy*1.
- By introducing Repair-Net after an accident to customers who have not decided on a repair shop, the company reduces their burden of finding one and making various arrangements for it. Through the service, the company not only provides customers with a sense of security but also contributes to greater satisfaction with repair services and swift recovery from accidents.

Accident occurrence ▶

Introducing Repair-Net

見える　見つかる　あなたの工場

リペアネット

- Repair shops supporting the company's operational policy participate in the Repair-Net.
- Repair-Net is introduced to customers who have not decided on a repair shop.

▶

Customers selecting and making a reservation with a repair shop

- Customers select and make a reservation with a repair shop matched to their needs based on such information as equipment, service details, available dates to accept a vehicle and user reviews.

▶

Highly transparent repair work and repair cost calculation

- Repair shops explain needed repairs and work details to customers in advance.
- They undertake quick and quality repair services.

▶

Delivering a sense of security to customers while contributing to increasing customers' satisfaction level for repair services and ensuring quick recovery

Output

Number of repair shops registered with the service as of the end of fiscal 2025	Number of referrals made to Repair-Net in fiscal 2025
Approx. 720	Approx. 63,000

▶

Outcome/Impact

Providing security	Repair service satisfaction level and early recovery
Rating of repair services as a whole 4.3 on a 5-point scale*2	

▶ **Tokio Marine & Nichido uses the evaluation results of repair services as a whole as an indicator that comprehensively measures the value provided to customers through its efforts, which include evaluating the delivery of a sense of security to customers and the evaluation of high-quality and swift repair services.**

*1: Tokio Marine & Nichido builds a network of repair shops, which brings a sense of security and satisfaction to customers, by operating a structure to ensure the standard quality of services provided to customers and prevent false insurance claims. In order to increase the transparency of repair work and repair cost calculation to customers, the company confirms that the repair shops are able to explain needed repairs and work details to customers in advance and calculate repair costs based on objective criteria. For repair shops participating in the network, Tokio Marine & Nichido encourages them to enforce quality control based on customers' feedback and requests, and through periodic dialogue and monitoring, assists them in thoroughly observing operational rules and setting up a governance structure.
*2: Results of a questionnaire survey conducted 232 times in fiscal 2025, on customers who used Repair-Net to repair their vehicles.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
1 Progress on the 8 Material Issues
2 Relationship between the 8 Material Issues and 17 SDG Goals
3 Stakeholder Engagement
4 Participation in Initiatives
5 Contributing to Sustainable Society through International Dialogue and Collaboration
6 Sustainability-Related Policy
7 Take Climate Action
8 Protect the Natural Environment
9 Improve Disaster Resilience
10 Support Healthy and Fulfilling Lives
11 Value People and Promote Diversity and Inclusion
12 Provide Innovative Solutions
13 Provide Opportunities for Future Generations
14 Open Governance with Integrity
15 Corporate Citizenship Activities
16 Quantification of Social Value
Sustainability Performance Data

17 Sustainability Performance Data

We provide principal sustainability performance data for Tokio Marine Group.

◉Reporting Period and Reporting Organizations

- Reporting period: Report on results for fiscal 2025 (April 1, 2025 – March 31, 2026)
- Reporting organizations: Tokio Marine Holdings and major subsidiaries

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/103KB)

◉Corporate Governance

For details, please refer to Corporate Governance Report.

Corporate Governance (Corporate Governance Report)
Dialogue with Shareholders and Investors

◉Internal Control

Internal Control

◉Improving Quality from the Customer's Perspective

14.1 Improving Quality from the Customer's Perspective

◉Results of Tokio Marine Group's Sustainability Initiatives

1 Progress of the 8 Material Issues (Materiality)

◉Environment

■CO_2 Emissions from Energy Sources and CO_2 Reduction (Tokio Marine Holdings and major subsidiaries)

[Reduction targets for CO_2 emissions]

- Long-term target (fiscal 2030) : -60% (compared with fiscal 2015 level)
- Reduction target in fiscal 2025 : -1% compared with the previous year

[CO_2 emissions]

From fiscal 2015, we began calculating Scope 3 "Category 1: Purchased goods and services (Purchased paper)," "Category 3: Fuel- and energy-related activities not included in Scope 1, 2" and "Category 5: Waste generated in operations" as we expanded the scope of calculation for CO_2 emissions. For fiscal 2025, CO_2 emissions (Scope 1+2+3) for Tokio Marine Holdings and major subsidiaries were 69,323 tons (domestic: 47,510 tons, overseas: 21,813 tons, with reductions of 8,731 tons through carbon credits and other measures) versus the initial annual target of 56,796 tons (-1% from the previous fiscal year) and +20.8% compared with the previous fiscal year, thereby achieving the target. To ensure consistency with the consolidated financial statements, the scope of Group companies covered in the calculation of CO_2 emissions for fiscal 2025 has been expanded to align with the scope of consolidation under IFRS. Environmental data based on the previous scope of consolidation (under JGAAP, excluding ID&E Holdings) are also presented to ensure comparability with prior years.

[Data coverage rate]

We calculate 100% (employee base) of Tokio Marine Holdings and major subsidiaries (excluding Scope 3 "Category 5: Waste generated in operations" and "Category 6: Business travel (by air)).

▸ Results Based on the Scope of Consolidation under IFRS

		Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
CO_2 emissions※1	Total (market-based) (excluding Scope 3 Category 15)	t-CO_2	69,888 Domestic: 35,708 Overseas: 34,180	57,370 Domestic: 28,847 Overseas: 28,523	78,077☑ Domestic: 48,887☑ Overseas: 29,190☑
Scope1 Direct	Direct (Gas, heavy oil, gasoline, etc.)	t-CO_2	13,685 Domestic: 6,440 Overseas: 7,245	12,517 Domestic: 5,737 Overseas: 6,780	16,618☑ Domestic: 9,392☑ Overseas: 7,226☑
Scope2 Indirect	Indirect (Electricity, chilled/hot water, etc.)	t-CO_2	28,701 Domestic: 11,312 Overseas: 17,389	21,344 Domestic: 9,157 Overseas:12,186	31,248☑ Domestic: 17,565☑ Overseas:13,684☑
Scope3	Total (excluding Category 15)	t-CO_2	27,502 Domestic: 17,955 Overseas: 9,547	23,509 Domestic: 13,952 Overseas: 9,557	30,211☑ Domestic: 21,931☑ Overseas: 8,280☑
	[Category 1] Purchased goods and services (Paper usage)	t-CO_2	9,408 Domestic: 8,555 Overseas: 854	7,885 Domestic: 7,266 Overseas: 618	8,975☑ Domestic: 8,248☑ Overseas: 727☑
	[Category 3] Fuel- and energy-related activities not included in Scopes 1 or 2 (Electricity, steam and chilled/hot water usage)	t-CO_2	8,917 Domestic: 5,336 Overseas: 3,582	4,372 Domestic: 1,831 Overseas: 2,540	9,405☑ Domestic: 5,509☑ Overseas: 3,896☑
	[Category 5] Waste generated in operations (Waste generation)	t-CO_2	860	1,329	836☑
	[Category 6] Business travel (by air)	t-CO_2	8,317 Domestic: 3,243 Overseas: 5,074	9,924 Domestic: 3,572 Overseas: 6,352	10,994☑ Domestic: 7,389☑ Overseas: 3,605☑
	[Category 15] Investment portfolios Listed stocks Bonds	Thousand t-CO2e	Please refer to the Climate & Nature Report 2026		
Weighted average carbon intensity (WACI)	Investment portfolios Listed stocks Bonds	t-CO2e/ US$ million			
CO_2 reduction	CO_2 reduction through purchase of green electricity, non-fossil certificates and carbon credits	t-CO_2	22,981	24,954	33,826☑ (8,731)※2
CO_2 emissions per employee (excluding Scope 3 Category 15)		t-CO_2	1.59	1.29	1.16
Number of employees (consolidated fiscal year base)		persons	43,870	44,634	67,526
CO_2 fixation through mangrove planting		t-CO_2	96,000	82,000	77,000

Note: The CO_2 emissions figures above reflect reductions from the purchase of green electricity and non-fossil fuel energy certificates (Scope 2).

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

▸ Results Based on the Scope of Consolidation under JGAAP (excluding ID&E Holdings)

		Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
CO_2 emissions※1	Total (market-based) (excluding Scope 3 Category 15)	t-CO_2	69,888 Domestic: 35,708 Overseas: 34,180	57,370 Domestic: 28,847 Overseas: 28,523	55,658 Domestic: 28,635 Overseas: 27,023
Scope1 Direct	Direct (Gas, heavy oil, gasoline, etc.)	t-CO_2	13,685 Domestic: 6,440 Overseas: 7,245	12,517 Domestic: 5,737 Overseas: 6,780	12,435 Domestic: 5,212 Overseas: 7,223
Scope2 Indirect	Indirect (Electricity, chilled/hot water, etc.)	t-CO_2	28,701 Domestic: 11,312 Overseas: 17,389	21,344 Domestic: 9,157 Overseas:12,186	21,422 国内 9,630 Overseas: 11,792
Scope3	Total (excluding Category 15)	t-CO_2	27,502 Domestic: 17,955 Overseas: 9,547	23,509 Domestic: 13,952 Overseas: 9,557	21,801 Domestic:13,793 Overseas: 8,007
	【Category 1】 Purchased goods and services (Paper usage)	t-CO_2	9,408 Domestic: 8,555 Overseas: 854	7,885 Domestic: 7,266 Overseas: 618	8,569 Domestic: 7,842 Overseas: 727
	【Category 3】 Fuel- and energy-related activities not included in Scopes 1 or 2 (Electricity, steam and chilled/hot water usage)	t-CO_2	8,917 Domestic: 5,336 Overseas: 3,582	4,372 Domestic: 1,831 Overseas: 2,540	6,367 Domestic: 2,735 Overseas: 3,632
	【Category 5】 Waste generated in operations (Waste generation)	t-CO_2	860	1,329	759
	【Category 6】 Business travel (by air)	t-CO_2	8,317 Domestic: 3,243 Overseas: 5,074	9,924 Domestic: 3,572 Overseas: 6,352	6,105 Domestic: 2,501 Overseas: 3,605
	【Category 15】 Investment portfolios Listed stocks Bonds	Thousand t-CO2e	Please refer to the Climate & Nature Report 2026		
Weighted average carbon intensity (WACI)	Investment portfolios Listed stocks Bonds	t-CO2e/ US$ million			
CO_2 reduction	CO_2 reduction through purchase of green electricity, non-fossil certificates and carbon credits	t-CO_2	22,981	24,954	33,722 (8,731)※2
CO_2 emissions per employee (excluding Scope 3 Category 15)		t-CO_2	1.59	1.29	1.18
Number of employees (consolidated fiscal year base)		persons	43,870	44,634	47,171
CO_2 fixation through mangrove planting		t-CO_2	96,000	82,000	77,000

Note1: The CO_2 emissions figures above reflect reductions from the purchase of green electricity and non-fossil fuel energy certificates (Scope 2).

Note2: TFigures in parentheses represent the amount of CO_2 removed, sequestered, or reduced through carbon credits and other measures

Data calculation method (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
"1. Calculation Method of CO_2 emissions originating from energy consumption and CO2 reduction"

Data collection scope (☑ items)

Note1: Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2026)"

Note2: Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
Companies in which the headquarters is located overseas of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2026)"

■Environmental Load Data (Tokio Marine Holdings and major subsidiaries)

	Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025	
				JGAAP	IFRS
Electricity usage	1,000kWh (GJ)	118,746 (427,485)	100,940 (363,384)	103,776 (373,594)	135,202 ☑ (486,726)
Renewable energy (electricity) usage	1,000kWh (GJ)	52,871 (190,336)	52,153 (187,750)	57,091 (205,529)	63,405 ☑ (228,258)
Gas usage	1,000m^3 (GJ)	1,080 (42,930)	1,081 (42,959)	1,482 (59,267)	1,649 ☑ (65,978)
Steam and chilled/ hot water usage	GJ	24,968	26,675	27,073	30,601 ☑
Gasoline usage	kℓ (GJ)	4,414 (121,500)	3,950 (109,307)	3,576 (118,321)	5,218 ☑ (173,159)
Heavy oil usage	ℓ (GJ)	25,724 (1,022)	22,227 (882)	9,829 (382)	9,829 ☑ (382)
Business travel (by air)	1,000km	62,803	73934	73,309	126,662 ☑
Paper usage	t	5,141	4,308	4,683	4,904 ☑
Water usage (tap water, etc.)	1,000m^3	522	517	536	571 ☑
Discharge (sewage)	1,000m^3	219	206	174	196☑
Waste (recycled)	t	1,669	1,590	1,960	2,484 ☑
Waste (final disposal)	t	1,387	2,007	1,227	1,406 ☑

Data calculation method (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
"1. Calculation Method of Environmental load data"

Data collection scope (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
Companies of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2026)""

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

■CO_2 Emissions from Energy Sources (Tokio Marine & Nichido)

[CO_2 emissions reduction targets]

- Long-term target (fiscal 2050): -60% reduction (compared with fiscal 2006 level)
- Reduction target in fiscal 2025: -1% compared with the previous year

[CO_2 emissions]

For fiscal 2025, CO_2 emissions (Scope 1+2+3) of Tokio Marine & Nichido were 17,287 tons versus the initial-year target of 19,231 tons (-1% from the previous fiscal year) and -11.0% compared with the previous fiscal year due to energy conservation efforts.

[Data coverage rate]

100.0% of Tokio Marine & Nichido overall (employee base)

		Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
CO_2 emissions※1	Total (market-based) (excluding Scope 3 Category 15)	t-CO_2	25,449	19,425	17,287☑
Scope1	Direct (Gas, heavy oil, gasoline, etc.)	t-CO_2	4,608	4,004	3,523☑
Scope2	Indirect (Electricity, chilled/hot water, etc.)	t-CO_2	7,124	5,150	5,297☑
Scope3	Total (excluding Category 15)	t-CO_2	13,717	10,270	8,466☑
	[Category 1] Purchased goods and services (Paper usage)	t-CO_2	7,116	6,157	6,157☑
	[Category 3] Fuel- and energy-related activities not included in Scopes 1 or 2 (Electricity, steam and chilled/hot water usage)	t-CO_2	3,977	1,153	1,011☑
	[Category 5] Waste generated in operations (Waste generation)	t-CO_2	723	1,091	636☑
	[Category 6] Business travel (by air)	t-CO_2	1,900	1,869	663☑
	[Category 15] Investment portfolios Listed stocks Bonds	Thousand t-CO_2e	Please refer to the Climate & Nature Report 2026		
Weighted average carbon intensity (WACI)	Investment portfolios Listed stocks Bonds	t-CO_2e/ US$ million			
CO_2 reduction	CO_2 reduction through purchase of green electricity, non-fossil certificates and carbon credits	t-CO_2	1.55	1.18	1.09
CO_2 emissions per employee (excluding Scope 3 Category 15)		t-CO_2	16,393	16,402	16,233
Number of employees (consolidated fiscal year base)		persons	43,870	44,634	47,171

Data calculation method (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)

"1. Calculation Method of CO_2 Emissions from Energy Sources"

Data collection scope (☑ items)

Tokio Marine & Nichido

■Environmental Load Data (Tokio Marine & Nichido)

	Unit	Fiscal 2023	Fiscal 2024	Fiscal 2025
Electricity usage	1,000kWh (GJ)	48,336 (174,008)	46,411 (167,080)	44,579 ☑ (160,484)
Gas usage	1,000m^3 (GJ)	574 (22,806)	602 (23,936)	611 ☑ (24,304)
Steam and chilled/ hot water usage	GJ	20,748	21,978	21,345 ☑
Gasoline usage	kℓ (GJ)	1,449 (50,119)	1,164 (40,273)	968 ☑ (33,480)
Heavy oil usage	ℓ (GJ)	23,925 (950)	20,016 (796)	8,994 ☑ (356)
Business travel (by air)	1,000km	13,293	13,195	19,139 ☑
Paper usage	t	3,889	3,364	3,364 ☑
Water usage	1,000m^3	209	204	207 ☑
Discharge (sewage)	1,000m^3	144	139	143 ☑
Waste	t	2,198	2,653	2,069 ☑
Recycling rate	%	57.7	45.2	68.9 ☑

Data calculation method (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)

"1. Calculation Method of CO_2 Emissions from Energy Sources"

Data collection scope (☑ items)

Tokio Marine & Nichido

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

■CO_2 Emissions from Energy Sources (ID&E Holdings)

[CO_2 emissions reduction targets]

- Fiscal 2030 target: -42% for Scope 1 and 2 (compared with fiscal 2023); -25% for Scope 3 (compared with fiscal 2023)

[Data coverage rate]

Calculated based on 72.1% of ID&E Holdings, using the number of employees as the basis for allocation. (Figures disclosed on the ID&E Group website, which have received third-party assurance, are used.)

		Unit	Fiscal 2023*1	Fiscal 2024*1	Fiscal 2025*2
CO_2 emissions*1	Total (market-based)	t-CO_2	106,044	104,782	101,940
Scope1 Direct	Direct (Gas, heavy oil, gasoline, etc.)	t-CO_2	995	914	843
Scope2 Indirect	Indirect (Electricity, chilled/hot water, etc.)	t-CO_2	2,236	2,251	1,718
Scope3	Total	t-CO_2	102,813	101,617	99,380
	[Category 1] Purchased goods and services (Paper usage)	t-CO_2	—	—	74,751
	[Category 2] Capital goods	t-CO_2	—	—	5,301
	[Category 3] Fuel- and energy-related activities not included in Scopes 1 or 2 (Electricity, steam and chilled/hot water usage)	t-CO_2	—	—	768
	[Category 3] Upstream transportation and distribution	t-CO_2	—	—	1,252
	[Category 5] Waste generated in operations (Waste generation)	t-CO_2	—	—	34
	[Category 6] Business travel (by air)	t-CO_2	—	—	5,231
	[Category 7] Employee commuting	t-CO_2	—	—	1,677
	[Category 11] Use of sold products	t-CO_2	—	—	8,461
	[Category 13] Business travel (by air)	t-CO_2	—	—	1,905

*1: For fiscal 2023 and fiscal 2024, emissions data correspond to ID&E Holdings' former fiscal years ended June 2024 and June 2025, respectively.
*2: For fiscal 2025, the calculation period is from April 2025 to March 2026.

■Environmental Accounting: Environmental Conservation Cost (Tokio Marine & Nichido)

Environmental costs	Fiscal 2023		Fiscal 2024		Fiscal 2025	
	Investment (million yen)	Expenses (million yen)	Investment (million yen)	Expenses (million yen)	Investment (million yen)	Expenses (million yen)
Business area costs	593	203	324	156	654	321
Upstream/ downstream costs	0	28	0	27	0	27
Management costs	0	50	0	24	0	24
R&D costs	0	140	0	155	0	171
Social contribution activity costs	0	99	0	138	0	142
Environmental remediation costs	0	0	0	0	0	0
Total	593	521	324	500	654	685

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

Environmental performance indicator	Fiscal 2023	Fiscal 2024	Fiscal 2025	
			JGAAP	IFRS
Total energy input (GJ)	633,365	557,975	598,358	755,671
Water resource input (m3)	740,799	723,367	838,189	893,826
Greenhouse gas emissions (t-CO2)	42,386	33,951	33,432	47,290
Waste emissions (t)	1,387	2,007	989	1,132

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

■Economic Benefits of Environmental Conservation Initiatives (Tokio Marine Holdings)

Environmental performance indicator	Fiscal 2023 (million yen)	Fiscal 2024 (million yen)	Fiscal 2025 (million yen)
Cost reduction	534	507	561
Revenue	0	0	0
Total	534	507	561

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

◉ Human Rights and Labor

■ Data Coverage Rate

Tokio Marine Holdings and major subsidiaries (employee base) are calculated as 100%.

Tokio Marine Holdings and domestic major subsidiaries:

56.4% of Tokio Marine Holdings and major subsidiaries (employee base)

Tokio Marine & Nichido:

37.4% of Tokio Marine Holdings and major subsidiaries (employee base)

■ Basic Data

[Number of employees (Tokio Marine Holdings and major subsidiaries)]

	Fiscal 2023	Fiscal 2024	Fiscal 2025
Total number of employees (consolidated fiscal year base)	43,870	51,436	67,526
Tokio Marine Holdings and domestic major subsidiaries	Male: 11,879 Female: 12,777 Overall: 24,656	Male: 11,809 Female: 13,085 Overall: 24,894	Male: 19,602☑ Female: 19,315☑ Overall: 38,917☑
Tokio Marine Holdings and overseas major subsidiaries	Asia: 4,674 North and Central Americas: 13,895 Europe: 735 Overall: 19,304	Asia: 5,443 North and Central Americas: 14,489 Europe: 1,981 Overall: 21,913	Asia: 7,708 North and Central Americas: 14,252 Europe: 2,517 Overall: 24,477

Data calculation method (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
"1. Calculation Method of Basic data on human rights and labor, and use of diverse human resources"

Data collection scope (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2025)"

[Basic employee data (Tokio Marine & Nichido)]

	Fiscal 2023	Fiscal 2024	Fiscal 2025
Average age	Male: 47.3 Female: 38 Overall: 42.4	Male: 47.3 Female: 38.8 Overall: 42.6	Male: 47.0 Female: 39.2 Overall: 42.6
Average years continuously employed	Male: 2.9 Female: 12.6 Overall: 12.8	Male: 13.1 Female: 12.6 Overall: 12.8	Male: 13.5 Female: 12.9 Overall: 13.2
Average annual salary	Approx. ¥8.60 millio	Approx. ¥9.00 millio	Approx. ¥9.10 millio
Turnover rate *	3.2%	2.8%	2.2%

*: The turnover rate is calculated based on the number of personnel who quit voluntarily (excluding the age-limit retirement).

[Number of new hires (Tokio Marine & Nichido)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
Male: (New graduates) 160 (Mid-career hires) 90 Female: (New graduates) 342 (Mid-career hires) 84 (other) 1 Overall: (New graduates) 502 (Mid-career hires) 175	Male: (New graduates) 230 (Mid-career hires) 130 Female: (New graduates) 431 (Mid-career hires) 89 Overall: (New graduates) 661 (Mid-career hires) 219	Male: (New graduates) 191 (Mid-career hires) 151 Female: (New graduates) 265 (Mid-career hires) 100 Overall: (New graduates) 456 (Mid-career hires) 251

[Ratio of female employees' wages to male employees' wages in fiscal 2025* (Tokio Marine Holdings)]

Non-regular employees	Regular employees	All employees
32.3%	89.0%	75.9%

*: Tokio Marine Holdings does not differentiate wages based on gender. The gender gap in wages is attributable to wage settings based on expertise, career and performance. In our personnel system, there is no classification of employees based on what kind of work they engage in or where they work.

[Ratio of female employees' wages to male employees' wages in fiscal 2025* (Tokio Marine & Nichido)]

Non-regular employees	Regular employees	All employees
67.9%☑	54.4%☑	57.2%☑

*: For regular employees, there are two types of employee categories: "Global," which does not limit the work location, and "Area," which limits the work location. Such limitations have rendered the wage level of "Global" employees proportionally higher. The gender gap in wages is attributable to the fact that more male employees belong to the "Global" category and have comparatively longer years of service. Tokio Marine & Nichido does not differentiate wages based on gender.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

[Ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation* (Tokio Marine Holdings)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
15.3	19.0	18.3

* : Total CEO compensation / Mean employee compensation

◉ Fair Personnel System and Management

[Employee attitude survey (Tokio Marine & Nichido)]

	Fiscal 2023	Fiscal 2024	Fiscal 2025
Respondents	16,039 (Response rate: 92.9%)	16,161 (Response rate: 93.2%)	16,194 (Response rate: 93.3%)
Level of satisfaction	Male: 94.9% Female: 91.7% Overall: 93.1%	Male: 94.4% Female: 92.1% Overall: 93.1%	Male: 93.9% Female: 91.6% Overall: 92.6%

[Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
100%	100%	100%

◉ Development of Human Resources

[Employee training (All employees of Tokio Marine & Nichido)]

	Fiscal 2023	Fiscal 2024	Fiscal 2025
Total training hours	271,123 hrs.	298,856 hrs.	302,738 hrs.
Average training hours per employee	18.50 hrs.	20.24 hrs.	20.44 hrs.
Total training cost	¥951,026,584	¥1,261,783,156	¥1,401,312,166
Average training cost per employee	¥64,934	¥85,446	¥94,625

[Job request system (job posting system) (Domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
Applicants: 824 Approval: 260	Applicants: 551 Approval: 115	Applicants: 1,508 Approval: 330

Note : Approved requests take effect in the fiscal year after that of the application.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

◉ Utilizing Diverse Human Resources

[Number of directors and managers (Tokio Marine Holdings and major subsidiaries)]

	Fiscal 2023	Fiscal 2024	Fiscal 2025
Directors (including executive officers)	Male: 323 Female: 60 Overall: 383	Male:326 Female: 62 Overall:388	Male: 467☑ Female: 70☑ Overall: 537☑
General managers	Male: 992 Female: 184 Overall: 1,176	Male: 1,654 Female: 761 Overall: 2,415	Male: 2,163☑ Female: 896☑ Overall: 3,089☑
Section managers	Male: 4,292 Female: 2,456 Overall: 6,748	Male: 3,791 Female: 2,085 Overall: 5,876	Male: 4,769☑ Female: 2,358☑ Overall: 7,127☑
Managers (general managers and section managers) total	Male: 5,284 Female: 2,640 Overall: 7,924	Male: 5,445 Female: 2,846 Overall: 8,291	Male: 6,932☑ Female: 3,254☑ Overall: 10,186☑
(Deputy managers) *Only Tokio Marine & Nichido	Male: 1,463 Female: 1,036 Overall: 2,499	Male: 2,070 Female: 1,579 Overall: 3,649	Male: 2,650☑ Female: 2,115☑ Overall: 4,765☑

Data calculation method (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
"1. Calculation Method of Human Rights and Labor (Basic Data) / Utilizing Diverse Human Resources"

Data collection scope (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2025)"

[Number of female directors (Tokio Marine & Nichido, as of March 31, 2025)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
7(11.7%)	6(10.3%)	8(12.9%)

[Number of employees using the system for continued employment of older employees (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
1,240	1,282	2,102

[Rate of employment of persons with disabilities]

Fiscal 2023	Fiscal 2024	Fiscal 2025
2.45%	2.50%	2.61%

Note: Reporting organizations: Applicable Group companies (Tokio Marine Holdings, Tokio Marine & Nichido, Tokio Marine Business Support, Tokio Marine & Nichido Career Service and Tokio Marine Nichido Better Life Service)

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

◉ Reform of Working Styles

[Retiree rehiring system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
18	32	52

[Maternity leave system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
643	698	841

[Childcare leave system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
Male: 233 Female: 1,273 Overall: 1,506	Male: 277 Female: 1,315 Overall: 1,592	Male: 408 Female: 1,451 Overall: 1,859

[Short working hours system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
1,526	1,516	1,490

[Resumption of work support system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
1,181	1,320	1,590

[Return to work rate after taking childcare leave (Tokio Marine Holdings and major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
Male: 100% Female: 97.7%	Male: 100% Female: 98.9%	Male: 100% Female: 95.8%

[Employee retention rate after taking childcare leave (Tokio Marine Holdings and major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
Male: 95.0% Female: 95.7%	Male: 89.1% Female: 91.3%	Male: 90.6% Female: 85.8%

[Spouse childbirth leave (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
32	46	175

[Nursing care leave system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
289	379	676

[Nursing care temporary retirement system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
13	21	41

[Annual average actual working hours (Tokio Marine & Nichido)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
1,993 hrs.	1,984 hrs.	1,993 hrs.

[Monthly average overtime hours (Tokio Marine & Nichido)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
23.5 hrs.	23.6 hrs.	24.3 hrs.

Note: Including legal overtime hours

[Number of annual paid leave days taken (Tokio Marine & Nichido)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
17.4 days	17.4 days	17.6 days

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

◉ Health Management and Occupational Health and Safety

[Percentage of employees who received health checks and cancer screening (Tokio Marine & Nichido)]

Category	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026 numerical targets
Percentage of employees who received health checks	100%	100%	100%	100%	100%
Percentage of employees who underwent a detailed examination after a regular checkup	85.8%	87.6%	88.5%	89.7%	90.0%
Uterine cancer screening rate	61.7%	62.2%	63.1%	62.3%	65.0%
Breast cancer screening rate	77.0%	76.7%	76.5%	74.9%	80.0%
Prostate cancer screening rate	76.3%	76.6%	76.5%	77.5%	79.0%

[Specific health guidance implementation rate (Tokio Marine & Nichido)]

Category	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025 numerical targets
Specific health guidance implementation rate	67.7%	47.7%	68.1%	63.1%	66.3%

[Awareness on health (Tokio Marine & Nichido)]

Category	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026 numerical targets
Status of health literacy (up to fiscal 2022)*1	4.08	—	—	—	—
Status of health literacy (from fiscal 2023)*2	—	3.72	3.78	3.78	3.75
Subjective sense of health*1	3.48	3.47	3.49	3.48	3.50

*1 : Response to employee questionnaires (on a maximum scale of 5 points)
*2 : Changed from our original employee questionnaires to measurement by the communicative and critical health literacy (CCHL) scale (on a maximum scale of 5 points)

[Participation in health improvement measures (Tokio Marine & Nichido)]

Category	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026 numerical targets
Number of employees who participated in Health Promotion Month/Health Challenge	7,106名	7,542名	6,479名	5,178名	8,000名

[Health status of employees (Tokio Marine & Nichido)]

Category	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026 numerical targets
Findings at a regular health checkup	54.3%	53.8%	55.0%	54.2%	Under 50.0%
Persons maintaining a healthy body weight (BMI)	67.8%	67.7%	67.5%	67.4%	Equal to or over 70.0%
Smoking rate	12.3%	12.0%	12.3%	12.1%	12.2%
Rate of employees who have developed physical exercise habits	20.9%	21.8%	23.6%	24.6%	24.6%
Stress test execution rate	98.6%	98.8%	98.7%	98.8%	98.0%
Rate of employees with a high stress level	10.7%	10.8%	9.8%	9.8%	Under 10.0%

[Independent initiative implementation status (Tokio Marine & Nichido)]

Category	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026 numerical targets
Number of employees participating in anti-obesity initiatives for young employees	192	–	–	–	–
Number of employees participating in fitness program for young employees*5	–	343	143	153	Interview implementation rate: 80%

Note: Initiative changed from fiscal 2023

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

[Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries)]

Occupational accidents

Fiscal 2023	Fiscal 2024	Fiscal 2025
76	46	103☑

Commuting accidents

Fiscal 2023	Fiscal 2024	Fiscal 2025
69	61	117☑

[[Absentee rate* (Tokio Marine & Nichido)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
1.60%	1.62%	1.81%☑

*: Total days lost due to absenteeism / Total days scheduled to be worked

Data calculation method (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
"1. Calculation Method of Industrial Accidents"

Data collection scope (☑ items)

Method of Calculation and Scope in Data Collection for Key Sustainability Indicators (PDF/546KB)
Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2025)"

◉ Human Rights

[Human rights training participation rate (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
100%	100%	100%

[Human rights training hours (Tokio Marine & Nichido)]

	Fiscal 2023	Fiscal 2024	Fiscal 2025
Total training hours	20,864 hrs.	20,358 hrs.	20,323 hrs.
Training hours per employee	1 hrs.	1 hrs.	1 hrs.
Participation rate	100%	100%	100%

◉ Local Community and Social Contribution Activities

[Employee participation rate in volunteer activities (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
107.7%	89.2%	96.4%

[Number of employees who took volunteer leave (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
92	74	99

[Donations (Including monetary and in-kind donations by Tokio Marine Holdings, domestic major subsidiaries and other affiliated companies)]

Fiscal 2023	Fiscal 2024	Fiscal 2025
Approx. ¥1,392 million (includes disaster support of approx. ¥38.8 million)	Approx. ¥1,594 million (includes disaster support of approx. ¥62.3 million)	Approx. ¥1,121 million (includes disaster support of approx. ¥62.3 million)

Note: This includes donations by miscellaneous expenses for social contribution programs, payments in kind, opened facilities and employee dispatching.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

Third-Party Assurance

Tokio Marine Holdings has received a third-party assurance of the Tokio Marine Group Sustainability Report 2026 from Ernst & Young ShinNihon LLC with the aim of further improving the level of communication with stakeholders. (The independent third-party assurance logo☑ is marked where appropriate).

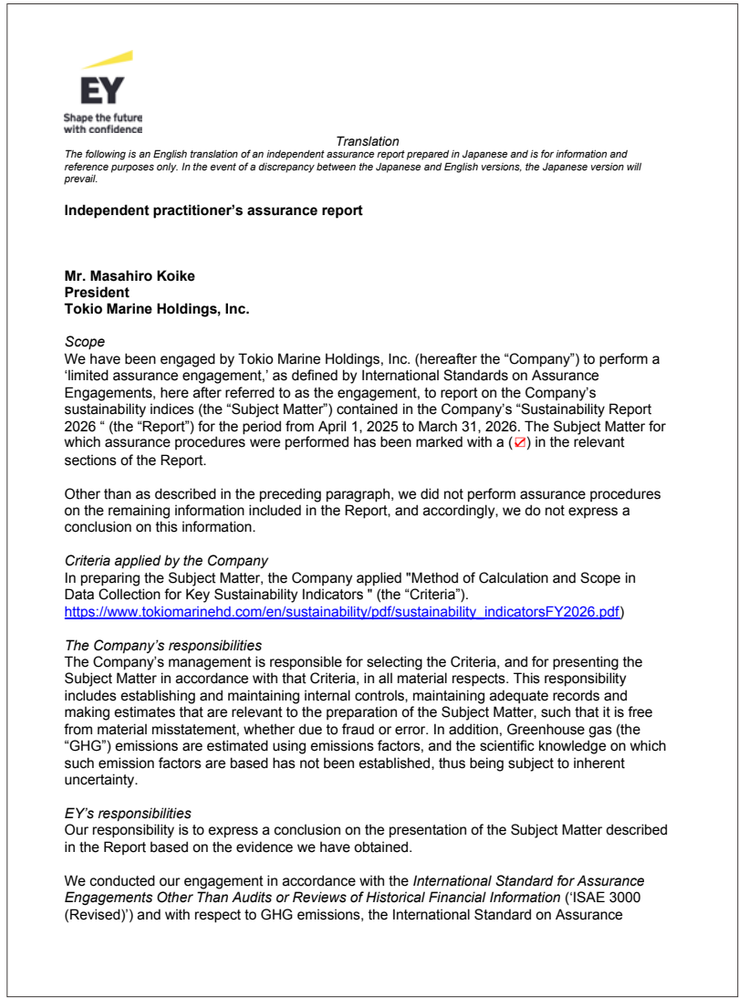
By obtaining the external assurance, we will work to improve the quality of Tokio Marine Group sustainability reporting. Tokio Marine Holdings has consecutively received same third-party assurances from fiscal 2016 to fiscal 2025 as well.

Environment

- ☑ CO_2 Emissions from Energy Sources and CO_2 Reduction (Tokio Marine Holdings and major subsidiaries) ≫
- ☑ Environmental Load Data (Tokio Marine Holdings and major subsidiaries) ≫
- ☑ CO_2 Emissions from Energy Sources (Tokio Marine & Nichido) ≫
- ☑ Environmental Load Data (Tokio Ma rine & Nichido) ≫

Human Rights and Labor

- ☑ Number of employees (Tokio Marine Holdings and domestic major subsidiaries) ≫
- ☑ Number of directors and managers (Tokio Marine Holdings and major subsidiaries) ≫
- ☑ Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries) ≫
- ☑ Absentee rate (Tokio Marine & Nichido) ≫
- ☑ Gender Pay Gap (Tokio Marine Holdings) ≫
- ☑ Gender Pay Gap (Tokio Marine & Nichido) ≫



EY
Shape the future with confidence

Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

Independent practitioner's assurance report

Mr. Masahiro Koike
President
Tokio Marine Holdings, Inc.

Scope
We have been engaged by Tokio Marine Holdings, Inc. (hereafter the "Company") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the Company's sustainability indices (the "Subject Matter") contained in the Company's "Sustainability Report 2026 " (the "Report") for the period from April 1, 2025 to March 31, 2026. The Subject Matter for which assurance procedures were performed has been marked with a (☑) in the relevant sections of the Report.

Other than as described in the preceding paragraph, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by the Company
In preparing the Subject Matter, the Company applied "Method of Calculation and Scope in Data Collection for Key Sustainability Indicators " (the "Criteria").
https://www.tokiomarinehd.com/en/sustainability/pdf/sustainability_indicatorsFY2026.pdf)

The Company's responsibilities
The Company's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error. In addition, Greenhouse gas (the "GHG") emissions are estimated using emissions factors, and the scientific knowledge on which such emission factors are based has not been established, thus being subject to inherent uncertainty.

EY's responsibilities
Our responsibility is to express a conclusion on the presentation of the Subject Matter described in the Report based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)') and with respect to GHG emissions, the International Standard on Assurance

Click on the image for an enlarged view

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

GRI Standards Content Index

Sustainability Report 2026 is prepared in accordance with the Core option of the Global Reporting Initiative (GRI) Standards. (See "◉ GRI Content Index" for details.)

◉Specifying Material GRI Indicators (Topics)

Tokio Marine Group analyzes GRI items (topics) related to "Eight Material Issues (Materiality)" according to the table below and identifies them as GRI material items (topics).

Material GRI item (topic)		Materiality and descriptions in the Detailed section							
		Take Climate Action (Detailed Section 7)	Protect the Natural Environment (Detailed Section 8)	Improve Disaster Resilience (Detailed Section 9)	Support Healthy and Fulfilling Lives (Detailed Section 10)	Value People and Promote Diversity and Inclusion (Detailed Section 11)	Provide Innovative Solutions (Detailed Section 12)	Provide Opportunities for Future Generations (Detailed Section 13)	Open Governance with Integrity (Detailed Section 14)
GRI 2: General Disclosures 2021	2. Activities and workers								14.2 Corporate Governance 14.3 Compliance 14.4 Enterprise Risk Management (ERM) 14.9 Sustainability in the Value Chain
	3. Governance					11.1 Respect for H111uman Rights			
	4. Strategy, policies and practices					11 Value People and Promote Diversity and Inclusion			
Economy	201: Economic Performance	7.1 Responding to Climate Change Climate & Nature Report 2026							
	203: Indirect Economic Impacts		8.2 Protecting the Global Environment through Products and Services	9.2 Research on Climate Change and Natural Disaster Risks	10.1.4 esponding to Poverty Issues			13 Provide Opportunities for Future Generations	
	205: Anti-Corruption								
	206: Anti-Competitive Behavior								
	207: Tax								
Environment	301: Materials	7.2 Initiatives for Reducing CO2 Emissions of Tokio Marine Group Climate & Nature Report 2026							
	302: Energy								
	303: Water and Effluents								
	305: Emissions								
	306: Waste								
	307: Environmental Compliance								
	101: Biodiversity		Climate & Nature Report 2026 > Strategies > 5. Analysis of Nature-Related Challenges						
	308: Supplier Environmental Assessment								14.9.1 Value Chain Management
Society	403: Occupational Health and Safety				10.2 Promoting Health and Productivity Management				
	401: Employment					11.1 Respect for Human Rights 11.2 Promoting Diversity, Equity and Inclusion			
	404: Training and Education								
	405: Diversity and Equal Opportunity								
	412: Human Rights Assessment								
	413: Local Communities		8.2 Protecting the Global Environment through Products and Services				12.2 Response to a Mobility Society	13.2 Globally Expanding Initiatives for the Future Generation	
	419: Socioeconomic Compliance					11.1.4 Mechanisms for Complaint Handling and Remediation 14.3.3 Hotline System (Internal Whistle Blower System) 14.3.4 Anti-Corruption Initiatives			14.3 Compliance 14.6 Information Security 14.7 Cybersecurity 14.9.2 Policies for Outsourcing Management
	414: Supplier Social Assessment								
	418: Customer Privacy								
Material issues that are not included in the items in the GRI Standards	Development of Clean Energy*	Climate & Nature Report 2026 > Strategies > Plan for the Transition to a Decarbonized Society in Harmony with Nature							
	Disasters and Traffic Safety*			9.1 Responding to Natural Disasters			12.2 Response to a Mobility Society		
	Comprehensive Insurance Service Encompassing Treatment, Finance, Longevity and Health*				10.1 Contributing to the Creation of a Safe and Secure Society				
	Promoting ESG Initiatives through the Provision of Products and Services*								14.9.3 and 4 Study and Research/Efforts to Promote ESG Initiatives through the Provision of Products and Services
	Sustainable Investment*								14.9.5 and 6 Study and Research on/Policies and Operational System for Sustainable Investments and Financing

Inspiring Confidence.
Accelerating Progress.

◉ GRI Content Index

Statement of use	Tokio Marine Holdings has reported in accordance with the GRI Standards for the period from April 1, 2025 to March 31, 2026.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No specific sector standard applied

GRI Standard	Disclosures	Location (Reasons for Omission)
General Disclosures		
GRI 2: General Disclosures 2021	**1. The organization and its reporting practices**	
	2-1 Organizational details	About Us (Company Information) > Corporate Information
		Investor Relations > Stock Information > Stock Information
		About Us (Company Information) > At a Glance > List of Group Companies
	2-2 Entities included in the organization's sustainability reporting	About Us (Company Information)
		Detailed Section: Editorial Policy > ◉ Scope of This Report
	2-3 Reporting period, frequency and contact point	Detailed Section: Editorial Policy > Inquiry Information
		Detailed Section: Editorial Policy > ◉ Reporting period
	2-4 Restatements of information	Not applicable
	2-5 External assurance	Detailed Section: Third-Party Assurance
	2. Activities and workers	
	2-6 Activities, value chain and other business relationships	About Us (Company Information) > At a Glance > List of Group Companies
		Investor Relations > Financial Data
		Detailed Section: 3 Stakeholder Engagement
		Detailed Section: 14.9 Sustainability in the Value Chain
		Detailed Section: Editorial Policy > ◉Scope of This Report > • Principal changes during the reporting period
	2-7 Employees	Detailed Section: 17 Sustainability Performance Data > ◉Human Rights and Labor > ■Basic Data > [Number of employees (Tokio Marine Holdings and major subsidiaries)]
	2-8 Workers who are not employees	[The disclosure method for disclosure item 2-8 and for temporary employees in disclosure item 2-7 is under consideration.]
	3. Governance	
	2-9 Governance structure and composition	Main Section: Organizational Structure for Promoting Sustainability
		Detailed Section: 14.2.2 Corporate Governance System
		Detailed Section: 14.2.3 Internal Control
		Corporate Governance > Corporate Governance Report
	2-10 Nomination and selection of the highest governance body	Detailed Section: 14.2.2 Corporate Governance System
		Corporate Governance > Corporate Governance Report
		Shareholders' Meeting
	2-11 Chair of the highest governance body	Corporate Governance > Corporate Governance Report
	2-12 Role of the highest governance body in overseeing the management of impacts	Main Section: CSUO Message
		Main Section: Organizational Structure for Promoting Sustainability
	2-13 Delegation of responsibility for managing impacts	Main Section: CSUO Message
		Main Section: Organizational Structure for Promoting Sustainability
	2-14 Role of the highest governance body in sustainability reporting	Main Section: Organizational Structure for Promoting Sustainability [Important changes in the sustainability reporting method have been approved by the Sustainability Committee.]
	2-15 Conflicts of interest	CHAPTER II Rights of Shareholders and Securing Fairness of the Tokio Marine Holdings Fundamental Corporate Governance Policy
		Corporate Governance > Corporate Governance Report
	2-16 Communication of critical concerns	Main Section: Organizational Structure for Promoting Sustainability
		Detailed Section: 11.1.1 Formulating and Familiarizing Human Rights-Related Policies
	2-17 Collective knowledge of the highest governance body	Corporate Governance > Corporate Governance Report

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Detailed Section: 14.2.2 Corporate Governance System > Officer compensation to promote ESG initiatives
	2-19 Remuneration policies	Detailed Section: 14.2.2 Corporate Governance System > Officer compensation to promote ESG initiatives
	2-20 Process to determine remuneration	Detailed Section: 14.2.2 Corporate Governance System > Officer compensation to promote ESG initiatives
	2-21 Annual total compensation ratio	Detailed Section: 17 Sustainability Performance Data > ◉Human Rights and Labor > ■Ratio between the total annual compensation of the Chief Executive Officer and the
	4. Strategy, policies and practices	
	2-22 Statement on sustainable development strategy	Main Section: CSUO Message
	2-23 Policy commitments	Sustainability Charter and Basic Policies
		Tokio Marine Group Compliance Code of Conduct
		Basic Approach to and Policy on Human Rights
		Tokio Marine Group Responsible Procurement Guidelines
		Detailed Section: 14.3.2 Compliance-Related Initiatives (Compliance Manual, Compliance Training and Evaluation and Improvement Activities)
		Detailed Section: 11.1.1 Formulating and Familiarizing Human Rights-Related Policies
		Detailed Section: 14.9 Sustainability in the Value Chain
	2-24 Embedding policy commitments	Main Section: Organizational Structure for Promoting Sustainability
		Main Section: 14.3.2 Compliance System-Related Initiatives (Compliance Manual, Compliance Training and Evaluation and Improvement Activities)
		Main Section: 11.1.1 Formulating and Familiarizing Human Rights-Related Policies
		Detailed Section: 14.9 Sustainability in the Value Chain
	2-25 Processes to remediate negative impacts	Detailed Section: 11.1.4 Mechanisms for Complaint Handling and Remediation
	2-26 Mechanisms for seeking advice and raising concerns	Detailed Section: 14.3.3 Hotline System (Internal Whistle Blower System)
	2-27 Compliance with laws and regulations	Detailed Section: 14.4.3 Qualitative Risk Management
	2-28 Membership associations	Main Section: 4 Participation in Initiatives

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 2: General Disclosures 2021	**5. Stakeholder engagement**	
	2-29 Approach to stakeholder engagement	Detailed Section: 3 Stakeholder Engagement
	2-30 Collective bargaining agreements	Detailed Section: 17 Sustainability Performance Data > ◉Fair Personnel System and Management > [Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries)]
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Main Section: Identication and Periodic Review of the 8 Material Issues
		Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: GRI Standards Content Index > ◉ Specifying Material GRI Indicators (Topics)
	3-2 List of material topics	Detailed Section: GRI Standards Content Index > ◉ Specifying Material GRI Indicators (Topics)
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 14.2 Corporate Governance
		Detailed Section: 14.3.4 Anti-Corruption Initiatives
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Detailed Section: 17 Sustainability Performance Data > ◉ Local Community and Social Contribution Activities
	201-2 Financial implications and other risks and opportunities due to climate change	Climate & Nature Report 2026 > ❸Recognition of Risks and Opportunities and ❹Climate Change Analysis
Indirect Economic Impacts		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 9.2 Research on Climate Change and Natural Disaster Risks
		Detailed Section: 8.2 Protecting the Global Environment through Products and Services
		Detailed Section: 15 Corporate Citizenship Activities > ◉Medical and Nursing Care

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Detailed Section: 13 Provide Opportunities for Future Generations
		Detailed Section: 15 Corporate Citizenship Activities > ◉Developing Youth and Promoting Sports > ■Nurturing Future Generations, Encouraging International Exchange and Promoting Sports in Local Communities through Foundations
		Detailed Section: 15 Corporate Citizenship Activities > ◉ Medical and Nursing Care
	203-2 Significant indirect economic impacts	Detailed Section: 10.1.4 Responding to Poverty Issues
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Detailed Section: 14.2.3 Internal Control
		Detailed Section: 14.3.3 Hotline System (Internal Whistle Blower System)
		Detailed Section: 14.3.4 Anti-Corruption Initiatives
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Detailed Section: 14.3.4 Anti-Corruption Initiatives Detailed Section: 14.4.3 Qualitative Risk Management
Anti-competitive Behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	Detailed Section: 14.2.3 Internal Control
		Detailed Section: 14.3.3 Hotline System (Internal Whistle Blower System)
		Detailed Section: 14.3.4 Anti-Corruption Initiatives
GRI 206: Anticompetitive Behavior 2016	206-1 Legal actions for anticompetitive behavior, anti-trust, and monopoly practices	Detailed Section: 14.4.3 Qualitative Risk Management
Tax		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 14.2.3 Internal Control
		Detailed Section: 14.3.3 Hotline System (Internal Whistle Blower System)
		Detailed Section: 14.3.4 Anti-Corruption Initiatives

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 207: Tax 2019 Management approach disclosures	207-1 Approach to tax	Detailed Section: 14.3.7 Initiatives Concerning Appropriate Tax Reporting > [Tokio Marine Group Global Tax Policy]
	207-2 Tax governance, control, and risk management	Detailed Section: 14.3.3 Hotline System (Internal Whistle Blower System)
		Detailed Section: 14.3.7 Initiatives Concerning Appropriate Tax Reporting > [Tokio Marine Group Global Tax Policy]
		Securities Report > Independent Auditor's Report and Internal Control Report
	207-3 Stakeholder engagement and management of concerns related to tax	Detailed Section: 14.3.7 Initiatives Concerning Appropriate Tax Reporting > [Tokio Marine Group Global Tax Policy]
GRI 207: Tax 2019 Topic-specific disclosures	207-4 Country-by-country reporting	Detailed Section: 14.3.7 Initiatives Concerning Appropriate Tax Reporting > ■ Income Taxes by Country and Region (Fiscal 2024)
Materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	Detailed Section: 7.2.2 Reduction of Environmental Footprint in Business Activities > ■ Initiatives to Reduce Paper Use
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Detailed Section: 17 Sustainability Performance Data > ◉ Environment > CO_2 Emissions from Energy Sources and CO_2 Reduction and Fixation (Tokio Marine Holdings and major subsidiaries; Tokio Marine & Nichido)
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 7.2.2 Reduction of Environmental Footprint in Business Activities > ■ Environment-Friendly Buildings and Facilities
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Detailed Section: 17 Sustainability Performance Data > ◉Environment > Environmental Load Data (Tokio Marine Holdings and major subsidiaries; Tokio Marine & Nichido)
	302-2 Energy consumption outside of the organization	Detailed Section: 17 Sustainability Performance Data > ◉ Environment > CO_2 Emissions from Energy Sources (Tokio Marine Holdings and major subsidiasubsidiaries; Tokio Marine & Nichido and ID&E Holdings)
Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 7.2.2 Reduction of Environmental Footprint in Business Activities > ■ Effective Use of Water
GRI 303: Water and Effluents 2018 Management Approach Disclosures	303-1 Interactions with water as a shared resource	Detailed Section: 7.2 Initiatives for Reducing CO_2 Emissions of Tokio Marine Group > ■ Structure for Promoting Environmental Management
	303-2 Management of water discharge-related impacts	Detailed Section: 7.2 Initiatives for Reducing CO_2 Emissions of Tokio Marine Group > ■ Structure for Promoting Environmental Management

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 306: Waste 2020 Topic-specific disclosures	306-3 Waste generated	Detailed Section: 17 Sustainability Performance Data > ◉Environment > ■ Environmental Load Data (Tokio Marine Holdings and major subsidiaries; Tokio Marine & Nichido)
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues Detailed Section: 8.3 Preservation of Natural Capital and Biodiversity Climate & Nature Report 2026 > Strategies > 5. Nature-related Issue Analysis Climate & Nature Report 2026 > Strategies P.9-13 Climate & Nature Report 2026 > Metrics and Target
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Climate & Nature Report 2026 > Metrics and Target Tokio Marine Group Basic Policy on the Environment
	101-2 Management of biodiversity impacts	Climate & Nature Report 2026 > 5. Nature-related Issue Analysis
	101-3 Access and benefit-sharing	Not applicable, as we do not conduct research and development on the genetic and biochemical composition of resources using genetic resources.
	101-4 Identification of biodiversity impacts	Climate & Nature Report 2026 > Strategies > 5. Nature-related Issue Analysis
	101-5 Locations with biodiversity impacts	Climate & Nature Report 2026 > Strategies > 5. Nature-related Issue Analysis
	101-6 Direct drivers of biodiversity loss	Climate & Nature Report 2026 > Strategies > 5. Nature-related Issue Analysis
	101-7 Changes to the state of biodiversity	Climate & Nature Report 2026 > Strategies > 5. Nature-related Issue Analysis
	101-8 Ecosystem services	Climate & Nature Report 2026 > Strategies > 5. Nature-related Issue Analysis
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues Detailed Section: 7.2.1 Reducing CO_2 Emissions and Becoming Carbon Neutral
GRI 307: Environmental Compliance 2016	305-1 Direct (Scope 1) GHG emissions	Detailed Section: 17 Sustainability Performance Data > ◉ Environment > ■CO_2 Emissions from Energy Sources (Tokio Marine Holdings and major subsidiaries, Tokio Marine & Nichido and ID&E Holdings)
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	

GRI Standard	Disclosures	Location (Reasons for Omission)
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Detailed Section: 7.2.2 Reduction of Environmental Footprint in Business Activities > ■Promoting Waste RecyclingGRI
GRI 306: Waste 2020 Management approach disclosure	306-1 Waste generation and significant waste-related impacts 306-2 Management of significant waste-related impacts	Detailed Section: 13.1 Tokio Marine Group's Initiatives for Future Generations Detailed Section: 17 Sustainability Performance Data > ◉ Environment > ■CO_2 Emissions from Energy Sources (Tokio Marine Holdings and major subsidiaries, Tokio Marine & Nichido and ID&E Holdings) Method of Calculation and Scope in Data Collection for Key Sustainability Indicators
GRI 306: Waste 2020 Topic-specific disclosures	306-3 Waste generated	Detailed Section: 17 Sustainability Performance Data > ◉Environment > ■ Environmental Load Data (Tokio Marine Holdings and major subsidiaries; Tokio Marine & Nichido)
Environmental Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Detailed Section: 7.2 Initiatives for Reducing CO_2 Emissions of Tokio Marine Group > ■ Structure for Promoting Environmental Management
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Not applicable
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Detailed Section: 14.9 Sustainability in the Value Chain
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Detailed Section: 14.9 Sustainability in the Value Chain [Although we make sure our main business partners follow our Responsible Procurement Guidelines and encourage them to contribute to achieving carbon neutrality, a circular economy and nature positivity, the indicators are not disclosed.]
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues Detailed Section: 11.2 Human Capital Management and Promoting DE&I Human Capital Report 2026 > Tokio Marine Group's Human Capital Management

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Detailed Section: 17 Sustainability Performance Data > ◉Human Rights and Labor > Number of new hires (Tokio Marine & Nichido), Basic employee data (Tokio Marine & Nichido)
	401-3 Parental leave	Detailed Section: 17 Sustainability Performance Data > ◉Reform of Working Styles > All indicators for maternity leave system, childcare leave system, short working hours system, return-to-work-related support system
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues Detailed Section: 10.2 Promoting Health and Productivity Management
GRI 403: Occupational Health and Safety 2018 Management Approach Disclosures	403-1 Occupational health and safety management system	Detailed Section: 10.2.1 Our Stance on Promoting Health and Productivity Management
	403-2 Hazard identification, risk assessment, and incident investigation	Detailed Section: 10.2.2 Strategy for Promoting of Health and Productivity Management
	403-3 Occupational health services	Detailed Section: 10.2.2 Strategy for Promoting of Health and Productivity Management
	403-4 Worker participation, consultation, and communication on occupational health and safety	Detailed Section:10.2.1 Our Stance on Promoting Health and Productivity Management > ◉Promotion Structure
	403-5 Worker training on occupational health and safety	Detailed Section: 10.2.3 Health and Productivity Management Initiatives and External Evaluation
	403-6 Promotion of worker health	Detailed Section: 10.2.3 Health and Productivity Management Initiatives and External Evaluation
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Detailed Section: 10.2.4 Initiatives to Spread Health and Productivity Management throughout Society > ◉ Supporting Customers' Health and Productivity Management
GRI 403: Occupational Health and Safety 2018 Topic-specific Disclosures	403-9 Work-related injuries	Detailed Section: 17 Sustainability Performance Data > ◉Health Management and Occupational Health and Safety > [Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries)]
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues Human Capital Report 2026 > Tokio Marine Group's Human Capital Management

GRI Standard	Disclosures	Location (Reasons for Omission)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Detailed Section: 17 Sustainability Performance Data > ◉Development of Human Resources > Employee training (Tokio Marine & Nichido)
	404-2 Programs for upgrading employee skills and transition assistance programs	Human Capital Report 2026 > Key HR Initiatives > ⑦ Enhancement of Digital Capabilities, ⑧ Expansion of People with Expertise for Strengthening Governance Detailed Section: 17 Sustainability Performance Data > ◉Development of Human Resources > [Job request system (job posting system) (Domestic major subsidiaries)]
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues 11.2 Human Capital Management and Promoting DE&I Human Capital Report 2026 > Tokio Marine Group's Human Capital Management
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Detailed Section: 17 Sustainability Performance Data > ◉Utilizing Diverse Human Resources > [Number of directors and managers (Tokio Marine Holdings and domestic major subsidiaries)] Detailed Section: 17 Sustainability Performance Data > ◉Human Rights and Labor > ■ Basic Data
	405-2 Ratio of basic salary and remuneration of women to men	Detailed Section: 17 Sustainability Performance Data > ◉Human Rights and Labor > ■ Ratio of female employees' wages to male employees' wages in fiscal 2025 (Tokio Marine & Nichido)
Human Rights Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues Detailed Section: 11.1 Respect for Human Rights
GRI412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	Detailed Section: 11.1.3 Human Rights Due Diligence
	412-2 Employee training on human rights policies or procedures	Detailed Section: 11.1.1 Formulating and Familiarizing Human Rights-Related Policies Detailed Section: 17 Sustainability Performance Data > ◉Human Rights > [Human rights training participation rate (Tokio Marine Holdings and domestic major subsidiaries)] Detailed Section: 17 Sustainability Performance Data > ◉Human Rights > [Human rights training hours (Tokio Marine & Nichido)]

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence. Accelerating Progress.

GRI Standard	Disclosures	Location (Reasons for Omission)
Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 8.2 Protecting the Global Environment through Products and Services
		Detailed Section: 12.2 Response to a Mobility Society
		Detailed Section: 15 Corporate Citizenship > ◉Medical and Nursing Care
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Detailed Section: 8.2 Protecting the Global Environment through Products and Services > ◉Green Gift Project (Activities to Protect Forests): Mangrove Planting > ■ Benefits of Mangrove Planting for the Environment and Local Life
		Detailed Section: 13.2 Globally Expanding Initiatives for the Future Generation
		Detailed Section: 12.2 Response to a Mobility Society
		Detailed Section: 15 Corporate Citizenship Activities > ◉ Medical and Nursing Care
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Detailed Section: 14.9 Sustainability in the Value Chain
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Detailed Section: 14.9 Sustainability in the Value Chain [Although we make sure our main business partners follow our Responsible Procurement Guidelines and request that they engage in fair and equitable transactions, respect international norms concerning human rights and labor and comply with relevant laws and regulations, the indicators are not disclosed.]
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Detailed Section: 14.6 Information Security Detailed Section: 14.7 Cybersecurity
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Detailed Section: 14.6.2 Initiatives for Information Security > • Response to Information Leakage and Other Incidents
Socioeconomic Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Detailed Section: 11.1.4 Mechanisms for Complaint Handling and Remediation
		Detailed Section: 14.3.3 Hotline System (Internal Whistle Blower System)
		Detailed Section: 14.3.4 Anti-Corruption Initiatives
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Detailed Section: 14.4.3 Qualitative Risk Management
Promoting ESG Initiatives through the Provision of Products and Services*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 14.9 Sustainability in the Value Chain Detailed Section: 14.9.3 Study and Research on Promotion of ESG Initiatives through the Provision of Products and Services Detailed Section: 14.9.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services
Development of Clean Energy*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Climate & Nature Report 2026 > Strategies > Plan for the Transition to a Decarbonized Society in Harmony with Nature
Sustainable Investment*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 14.9.5 Study and Research on Sustainable Investments and Financing Detailed Section: 14.9.6 Policies and Operational System for Sustainable Investments and Financing
Sustainable Investment*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 9.1 Responding to Natural Disasters
		Detailed Section: 12.2 Response to a Mobility Society
Comprehensive Insurance Service Encompassing Treatment, Finance, Longevity and Health*		
GRI 3: Material Topics 2021	3-3 Management of material topics	Main Section: Initiatives and Progress on the 8 Material Issues
		Detailed Section: 10.1 Contributing to the Creation of a Safe and Secure Society

*: Material issues identified that have no relevance to the items in the standards.

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

Recognition about ISO 26000

In Tokio Marine Group, the departments handling each respective function are responsible for implementing initiatives for each sustainability issue. By referring to the core subjects addressed in ISO 26000, specifically organizational governance, human rights, labor practices, the environment, fair operating practices, consumer issues and community involvement and development, Tokio Marine Group reviews the materiality of its sustainability issues and makes efforts to improve them. The management systems for each issue are listed within each section of this report.

ISO 26000 Core Issues and Issues		Management Elements		Reference
Human right	Due diligence/ Human rights risk situations/ Avoidance of complicity/ Discrimination and vulnerable groups	Approach regarding impact		Detailed Section: 11.1 Respect for Human Rights
		Managemn methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
			Goals and targets	Detailed Section: 11.1.1 Formulating and Familiarizing Human Rights-Related Policies
			Responsibilities and management resources	Detailed Section: 11.1.2 Promotion Structure
			Complaint handling mechanism	Detailed Section: 11.1.4 Mechanisms for Complaint Handling and Remediation
			Specific steps	Detailed Section: 11.1.3 Human Rights Due Diligence
Labor practices	Employment and employment relationships/ Conditions of work and social protection/Social dialogue/Health and safety at work/Human development and training in the workplace	Approach regarding impact		Detailed Section: 10.2 Promoting Health and Productivity Management Detailed Section: 11.2 Human Capital Management and Promoting DE&I Human Capital Report 2026
		Managemn methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
			Goals and targets	Detailed Section: 1 Progress of the 8 Material Issues (Materiality) Human Capital Report 2026
			Responsibilities and management resources	Detailed Section: 10.2.1 Our Stance on Promoting Health and Productivity Management Detailed Section: 11.2 Human Capital Management and Promoting DE&I
			Complaint handling mechanism	Detailed Section: 14.3.3 Hotline System (Internal Whistle Blower System)
			Specific steps	Detailed Section: 9.2 Promoting Health and Productivity Management Detailed Section: 11.2 Human Capital Management and Promoting DE&I Human Capital Report 2026

ISO 26000 Core Issues and Issues		Management Elements		Reference
The environmen	Prevention of pollution/ Sustainable resource use	Approach regarding impact		Detailed Section: 7.2 Initiatives for Reducing CO_2 Emissions of Tokio Marine Group
		Managemn methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter Detailed Section: 6 Sustainability-Related Policies > Tokio Marine Group Basic Policy on the Environment
			Goals and targets	Detailed Section: 1 Progress of the 8 Material Issues (Materiality)
			Responsibilities and management resources	Detailed Section: 7.2 Initiatives for Reducing CO_2 Emissions of Tokio Marine Group > ■Structure for Promoting Environmental Management
			Complaint handling mechanism	Detailed Section: 7.2 Initiatives for Reducing CO_2 Emissions of Tokio Marine Group > ■ Structure for Promoting Environmental Management "Green Assist"
			Specific steps	Detailed Section: 7.2.2 Reduction of Environmental Footprint in Business Activities > ■ Initiatives to Reduce Paper Use, ■ Effective Use of Water, ■ Promoting Waste Recycling
	Climate change mitigation and adaptation	Approach regarding impact		Detailed Section: 7.1 Responding to Climate Change Climate & Nature Report 2026 > Strategies > 3. Recognition of Risks and Opportunities, 4. Climate Change Analysis
		Managemn methods	Policies/ Commitment	Detailed Section: 7.1.1 Our Climate Strategy
			Goals and targets	Climate & Nature Report 2026 > Metrics and Targets Climate & Nature Report 2026 > Strategies > 2. Plan for the Transition to a Decarbonized Society and a Society in Harmony with Nature
			Responsibilities and management resources	Climate & Nature Report 2026 > Governance
			Complaint handling mechanism	Climate & Nature Report 2026 (We respect stakeholder views in insurance products and services, investments and financing and direct operations.)
			Specific steps	Detailed Section: 7.2 Initiatives for Reducing CO_2 Emissions of Tokio Marine Group Climate & Nature Report 2026 > Strategies > 2. Plan for the Transition to a Decarbonized Society in Harmony with Nature Climate & Nature Report 2026 > Strategies > 6. Value Provided by Tokio Marine Group
	Biodiversity and restoration of natural habitats	Approach regarding impact		Detailed Section: 8.1 Preservation of Natural Capital and Biodiversity > ◉ Tokio Marine Group's Vision for Preserving Natural Capital and Biodiversity Climate & Nature Report 2026 > Strategies > 5. Nature-Related Issue Analysis
		Managemn methods	Policies/ Commitment	Tokio Marine Group Basic Policy on the Environment
			Goals and targets	Climate & Nature Report 2026 > Metrics and Targets
			Responsibilities and management resources	Climate & Nature Report 2026 > Governance
			Complaint handling mechanism	Climate & Nature Report 2026 (We respect stakeholder views in insurance products and services, investments and financing and direct operations.)
			Specific steps	Detailed Section: 8.1 Preservation of Natural Capital and Biodiversity Climate & Nature Report 2026 > Strategies > 6. Value Provided by Tokio Marine Group

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

ISO 26000 Core Issues and Issues		Management Elements		Reference
Fair operating practices	Anti-corruption/ Responsible political involvement/ Fair competition/ Respect for property rights	Approach regarding impact		Detailed Section: 14.3.4 Anti-Corruption Initiatives
		Managemn methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
				Tokio Marine Group Compliance Code of Conduct
			Goals and targets	Detailed Section: 1 Progress of the 8 Material Issues (Materiality)
			Responsibilities and management resources	Detailed Section: 14.3.1 Compliance System
			Complaint handling mechanism	Detailed Section: 14.3.3 Hotline System (Internal Whistle Blower System)
			Specific steps	Detailed Section: 14.3.4 Anti-Corruption Initiatives
	Promoting social responsibility in the value chain	Approach regarding impact		Detailed Section: 14.9 Sustainability in the Value Chain
		Managemn methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter / Basic Policy on Human Rights
				Detailed Section: 14.9.1 Value Chain Management > Responsible Procurement Guidelines
			Goals and targets	Detailed Section: 14.9 Sustainability in the Value Chain
			Responsibilities and management resources	Main Section: Organizational Structure for Promoting Sustainability
			Complaint handling mechanism	Detailed Section: 14.3.3 Hotline System (Internal Whistle Blower System)
				Detailed Section: 14.1.2 Response to Customer Feedback
			Specific steps	Detailed Section: 14.1.2 Response to Customer Feedback
				Detailed Section: 14.9 Sustainability in the Value Chain
Consumer issues	Consumer service, support, and complaint and dispute resolution/ Education and awareness	Approach regarding impact		Detailed Section: 14.1 Improving Quality from the Customer's Perspective
		Managemn methods	Policies/ Commitment	Detailed Section: 14.1.1 Basic Approach to Quality Improvement
			Goals and targets	Detailed Section: 14.1.2 Response to Customer Feedback
			Responsibilities and management resources	Detailed Section: 14.1 Improving Quality from the Customer's Perspective
				Detailed Section: 14.1.2 Response to Customer Feedback
				Detailed Section: 14.1.5 Initiatives to Instill Customer-Oriented Business Conduct Policies
			Complaint handling mechanism	Detailed Section: 14.1.2 Response to Customer Feedback
			Specific steps	Detailed Section: 14.1 Improving Quality from the Customer's Perspective

ISO 26000 Core Issues and Issues		Management Elements		Reference
Consumer issues	Consumer data protection and privacy	Approach regarding impact		Detailed Section: 14.6 Information Security Detailed Section: 14.7 Cybersecurity
		Managemn methods	Policies/ Commitment	Detailed Section: 14.6.1 Policies and Regulations Related to Information Security Management > Tokio Marine Group Privacy Policy
			Goals and targets	Detailed Section: 14.6 Information Security
			Responsibilities and management resources	Detailed Section: 14.6 Information Security Detailed Section: 14.7 Cybersecurity
			Complaint handling mechanism	Detailed Section: 14.1.2 Response to Customer Feedback
			Specific steps	Detailed Section: 14.6 Information Security Detailed Section: 14.7 Cybersecurity
	Sustainable consumption	Approach regarding impact		Detailed Section: 14.9.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services > ■ System for Managing Sustainable Consumption
		Managemn methods	Policies/ Commitment	Tokio Marine Group Sustainability/Wellness Charter
			Goals and targets	Detailed Section: 14.9.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services
			Responsibilities and management resources	Detailed Section: 14.9.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services > ■ System for Managing Sustainable Consumption
			Complaint handling mechanism	Detailed Section: 14.1.2 Response to Customer Feedback
			Specific steps	Detailed Section: 10.1.4 Responding to Poverty Issues
Community involvementand development	Community involvement	Approach regarding impact		Detailed Section: 15 Corporate Citizenship Activities
		Managemn methods	Policies/ Commitment	Detailed Section: 15.1 Tokio Marine Group Social Contribution Strategy
			Goals and targets	Detailed Section: 15.2 Corporate Citizenship Activities with the Participation of All Employees
			Responsibilities and management resources	Main Section: Organizational Structure for Promoting Sustainability
			Complaint handling mechanism	Detailed Section: 3 Stakeholder Engagement
			Specific steps	Detailed Section: 4 Participation in Initiatives
				Detailed Section: 15 Corporate Citizenship Activities > ◉Developing Youth and Promoting Sports > ■ Nurturing Future Generations, Encouraging International Exchange and Promoting Sports in Local Communities through Foundations
				Detailed Section: 15 Corpote Citizenship Activities > Social and Economic Inclusion of All People

INDEX
Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

Editorial Policy

Guidelines Referred to in Preparing this Report

- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- ISO 26000 Guidance on Social Responsibility
- United Nations Global Compact, "Guidelines for Communication on Progress (COPs)"

Scope of This Report

- **Reporting organizations**
  Fundamentally, this report covers Tokio Marine Holdings and its major domestic and overseas Group companies*. Refer to the "Data collection scope" for the calculation of each indicator in the Sustainability Performance Data.

  *: Tokio Marine & Nichido, Nisshin Fire, Tokio Marine & Nichido Life, Tokio Marine Asset Management, etc. Representative companies are listed in the Securities Report.
- **Reporting period**
  This report covers activities conducted primarily during fiscal 2025 (April 2025 - March 2026). However, for the purpose of further clarification, on occasion, reference is made to activities undertaken outside the reporting period.
- **Principal changes during the reporting period**
  None

Month of Publication

- Previous edition: August 2025
- Current edition: August 2026

For inquiries concerning the Sustainability Report, please contact:

Sustainability Division, Corporate Planning Department
Tokio Marine Holdings, Inc.

Tokiwabashi Tower 2-6-4
Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
Tel. +81-3-6704-4549
e-mail ／ sustainability@tokiomarinehd.com

Introduction
CEO Message
Purpose Story 2026
Main Section
Detailed Section
Sustainability Performance Data

Inspiring Confidence.
Accelerating Progress.

TOKIO MARINE

Tokio Marine Holdings

Tokiwabashi Tower 2-6-4
Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
Tel. 03-6704-7700 (Main)