




Sustainability Report 2014

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Sustainability Report 2014
Message from the President

Message from the President



Continuing to Provide Value
to Society to Realize a Secure,
Safe and Sustainable Future

With customer trust as the foundation of all its corporate activities, Tokio Marine Group aims to contribute to the realization of a sustainable society drawing on its knowledge and experience accumulated over many years in the insurance business and providing security and safety to its customers and society through its business activities. The past several years have witnessed a number of major natural disasters that have devastated various regions around the world. The Great East Japan Earthquake and the flooding in Thailand in 2011, Hurricane Sandy in the United States in 2012 and Typhoon Haiyan in the Philippines in 2013 all caused enormous damage. In response, the Company drew on the full strength of the entire Group to make insurance claims payments and to expedite recovery and supported recovery efforts in the devastated areas. Meanwhile, besides such disasters, the world faces a host of environmental, social and governance (ESG) issues that include environmental and energy problems, low birthrates and aging societies (a rising need for medical and nursing care), poverty and traffic accidents.

Tokio Marine Group will work to earn further trust from its customers and society and contribute to the resolution of ESG issues through initiatives for securing customers by providing insurance and financial services and protecting the future of the planet by undertaking environmental activities such as the Mangrove Planting Project.

Initiatives for the Environment

Tokio Marine Group has been undertaking research on climate change and natural disaster risk in collaboration with The University of Tokyo since 2005 and Nagoya University since 2007; research on earthquake and tsunami risk through an industry-academia collaboration agreement with Tohoku University formed in July 2011; and research on water disaster risk under future climate conditions in collaboration with Kyoto University since October 2012. Through industry-academia collaborative research with these world-class research institutions, we will enhance our scientific knowledge of climate change and natural disaster risk to contribute to improving disaster prevention and reduction capabilities around the world and building a secure, safe and resilient society.



Moreover, to reduce the environmental burden, in addition to efforts at Group companies in Japan and overseas to conserve electricity and other types of energy and to reform various processes that include the move to paperless operations, the Group is continuing the Mangrove Planting Project. Commenced in 1999, this project is now in its 16th year, and 8,405 hectares (approximately 1,798 times the area of Tokyo Dome as of March 2014) of mangrove have been planted during this period. Mangroves slow the progression of global warming by absorbing and stabilizing large amounts of CO₂ and function as embankments to protect communities from storm surges and tsunamis. These also provide the bounties of nature such as fishery and forest resources that are indispensable to the lives of local residents and help to stabilize and improve their lives. Tokio Marine Group aims to continue undertaking this project for 100 years to protect the future of the planet. From October 2013, Tokio Marine has been supporting non-profit organizations (NPOs) engaged in environmental protection activities in Japan and has commenced projects that provide children with learning experiences on the importance of protecting the environment.

Initiatives for Society

Tokio Marine Group provides various insurance and financial services and conducts social contribution activities so that people can live in safety and with a sense of security into the future.

In terms of insurance initiatives, in January 2012 we commenced sales of a lump-sum payment rider for auto insurance in case of total vehicle loss from an earthquake, volcanic eruption or tsunami. The rider is aimed at ensuring that customers suffering damage in an earthquake have a means of transportation, which is essential in their everyday lives. Also in January 2012, we launched *One Day Auto Insurance*, which is aimed at reducing auto accidents involving uninsured drivers by encouraging young drivers who do not own vehicles to sign up for insurance. Meanwhile, in India we commenced marketing of weather insurance and microinsurance to farmers and low-income earners. We also promote activities that contribute to the realization of a secure and safe society. These include providing support for the Pink Ribbon Movement (a campaign for communicating the importance of the early detection of breast cancer) and holding Green Lessons and Disaster Prevention Lessons for children in elementary schools, who will shoulder the future of the planet. In our efforts toward rebuilding after the Great East Japan Earthquake, based on the concept of "never forget the earthquake disaster," we will continue to provide support in various forms such as our involvement in a project for the restoration of coastal forests in the Tohoku region promoted by a non-governmental organization (NGO).

Initiatives for Governance

In 2005, Tokio Marine Group endorsed the United Nations Global Compact (UNGC) and has promoted initiatives based on the UNGC's ten principles in the areas of human rights, labour, the environment and anti-corruption. We also place great importance on the social role and responsibilities that the insurance industry is expected to fulfill, and Tokio Marine & Nichido is a signatory to the Principles for Sustainable Insurance (PSI) advocated by the United Nations Environment Programme Finance Initiative (UNEP FI). To ensure we are a company that continues serving a useful purpose during times of need, we will also promote diversity* that enables Tokio Marine Group employees working in countries worldwide and who serve as dynamic forces to play active roles regardless of their nationality, gender, age or whether they have disabilities.

Insurance has been called a "people's business." Tokio Marine Group is a global insurance group with a dedicated, energetic and proactive workforce and organization, which is the wellspring of its competitiveness in each country and region and a crucial asset for contributing to the development of a sustainable society.

My mission is none other than to make Tokio Marine Group a "Good Company" that works to resolve issues facing society and earns the widespread trust of its customers and society. This can only be achieved by harnessing the comprehensive power of the Group together with its employees and interacting and cooperating with our various stakeholders.



In working toward our goals, I ask for the continued understanding and support of our stakeholders.

September 2014

A handwritten signature in black ink, appearing to read "T. Nagano".

Tsuyoshi Nagano

**President and CEO
Tokio Marine Holdings, Inc.**

*Tokio Marine Holdings was selected for "Fiscal 2013 Nadeshiko Brand" designation as a listed company that is outstanding in encouraging women to play active roles in the workplace. Additionally, Tokio Marine & Nichido earned the "Fiscal 2013 Diversity Management Selection 100" as a company with achievements such as utilizing diverse human resources, spurring innovation and raising productivity.

Sustainability Report 2014

Tokio Marine Group's CSR

- Tokio Marine Group's Approach to CSR
- CSR Promotion Structure
- CSR Material Issues of Tokio Marine Group
- Stakeholder Engagement
- Plans and Results of CSR Initiatives
- External Evaluations and Awards
- Participation in External Initiatives



Tokio Marine Group's CSR

▶ Tokio Marine Group's Approach to CSR

Based on our Corporate Philosophy, we have established the Tokio Marine Group CSR Charter as behavioral guidelines.

▶ CSR Promotion Structure

We introduce Tokio Marine Group's CSR promotion structure.

▶ CSR Material Issues of Tokio Marine Group

We introduce three CSR material issues of Tokio Marine Group and the formulation process.

▶ Stakeholder Engagement

We introduce our structure for stakeholder engagement.

▶ Plans and Results of CSR Initiatives

We introduce fiscal 2013 results and fiscal 2014 action plans using a reference list.

▶ External Evaluations and Awards

We introduce external evaluations and awards received as a corporate group that proactively undertakes CSR.

▶ Participation in External Initiatives

We participate in and support various initiatives for the realization of a sustainable society.



Tokio Marine Group's Approach to CSR

Through realization of corporate philosophy, Tokio Marine Group continues to increase its corporate value persistently by contributing a sustainable development of our society.

Tokio Marine Group has provided "security and safety" to society and contributed to its development by making the most of its abundant knowledge and experience accumulated over the years in the insurance industry. Risks surrounding individuals and companies continue to become more diversified, and we are well aware of the increasing importance of social roles and responsibilities incumbent on insurance companies.

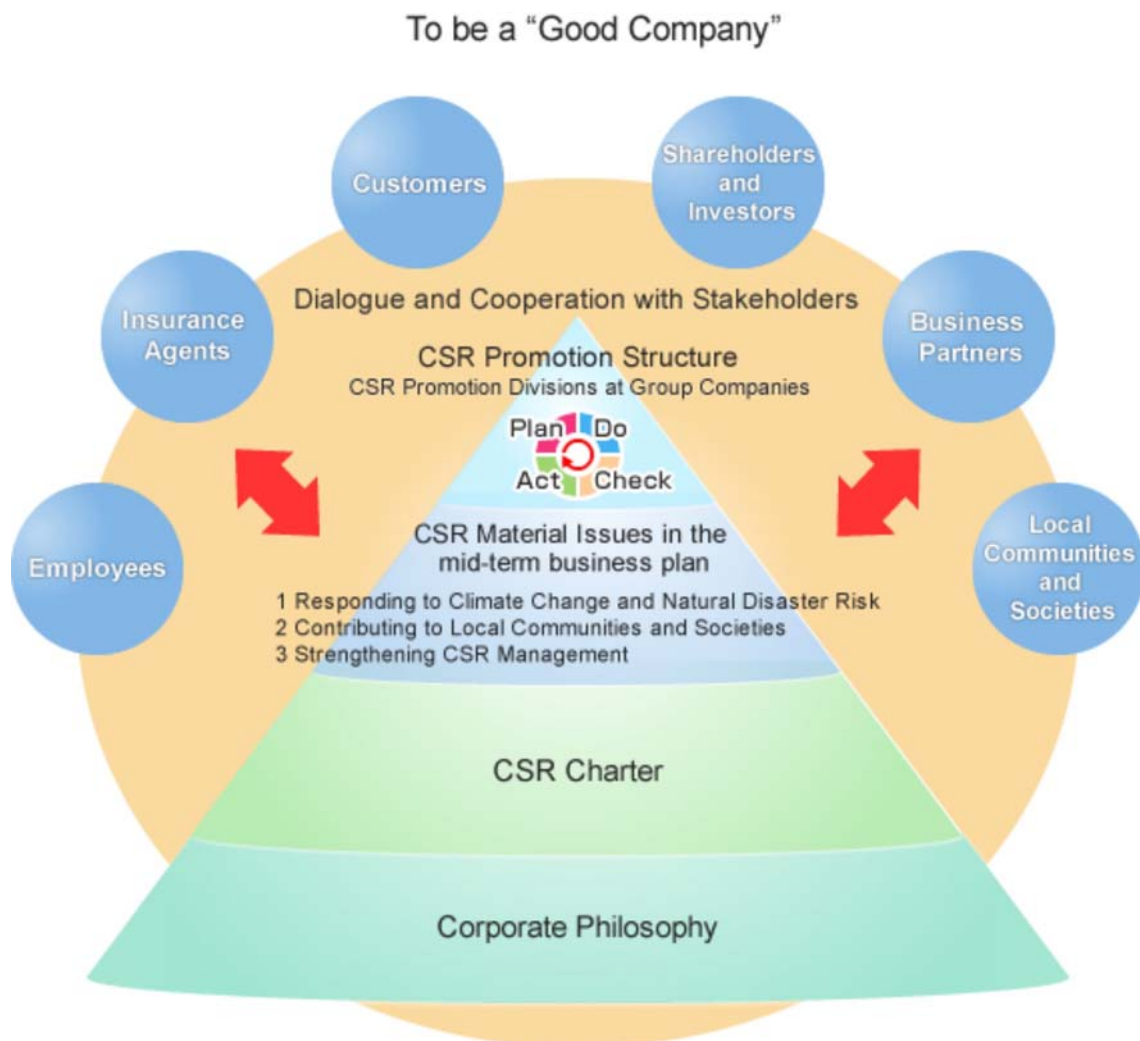
Tokio Marine Group is determined to raise its corporate value continuously by realizing its Corporate Philosophy and thus contributing to the sustainable growth of society.

Based on this rationale, we have formulated the Tokio Marine Group CSR Charter as behavioral guidelines for all employees to execute CSR. Under the "Innovation and Execution 2014" mid-term business plan (FY2012 - FY2014), we aim to become "a global corporate group maintaining growth by offering quality that customers select."

We believe the implementation of CSR management will serve as the cornerstone of these efforts, and we will proactively support initiatives to solve various social issues through our business activities.

Tokio Marine Group supports and respects the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO Declaration on Fundamental Principles and Rights at Work, UN Guiding Principles on Business and Human Rights (Ruggie Framework), as well as ISO 26000. The ideas and contents of the ten principles concerning human rights, labour, the environment and anti-corruption advocated by the United Nations Global Compact (UNGC) coincide with Tokio Marine Group's own approach to CSR as well as its CSR Charter. Therefore, Tokio Marine Holdings has been participating in the UNGC since 2005.

▶ [Participation in the United Nations Global Compact](#)





Tokio Marine Group Corporate Philosophy

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

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

Tokio Marine Group CSR Charter

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

Products and Services

We aim to provide society with products and services to meet its needs for safety and security.

Respect for Human Rights and Dignity

We respect and actively promote the recognition of human rights.

We strive to ensure an energetic working environment that is both safe and healthy and to promote training and education of our employees.

We respect the right to privacy and strive to enforce sound information management and control.

Protection of the Global Environment

Acknowledging that the protection of the global environment is an important responsibility for all corporate entities, we respect the harmonization with and the improvement of the global environment in all of our activities.



Contribution to Local Communities and Societies

As a member of various communities and societies, we respect the diversity of cultures and customs and we aim to contribute actively to the needs of the current era.

Compliance

While striving to maintain high ethical standards at all times, we will pursue strict compliance in all aspects of our business activities.

Communication

We intend to disclose information timely and appropriately and to promote dialogue with all our stakeholders to ensure effective corporate management.

Tokio Marine Group's Stakeholders

Tokio Marine Group's stakeholders include all conceivable parties involved with the Group. These include persons with vested interests in the Company, all related parties with general interest in the Company, persons involved with the Company's CSR activities and persons envisioned as readers of the CSR Report. Among these, those parties with especially close relationships as well as those stakeholders deemed crucial from the perspective of material CSR issues are shown as follows. We also recognize governments, research institutes, the media and external initiatives and organizations as valuable stakeholders of Tokio Marine Group. However, for the sake of simplicity we have omitted the listing of these stakeholders below.



Customers

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.



Shareholders and Investors

By earnestly dealing with all our stakeholders, we will work to create a virtuous cycle in which we generate even higher and more appropriate levels of profits and continue to provide value to shareholders.

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. We also aim for healthy mutual growth and development with their related business partners.

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 by assisting each other productively.

Business Partners

We aim for healthy mutual growth and development with our business partners.

Local Communities and Societies

As a good corporate citizen, we strive to be recognized by local communities and societies while contributing to the creation of a society where a diversity of people can live healthy lives and with a sense of security. We also make efforts to protect the global environment for future generations.

- ▶ [State of Stakeholder Engagement \(PDF\)](#)
- ▶ [Stakeholder Engagement](#)



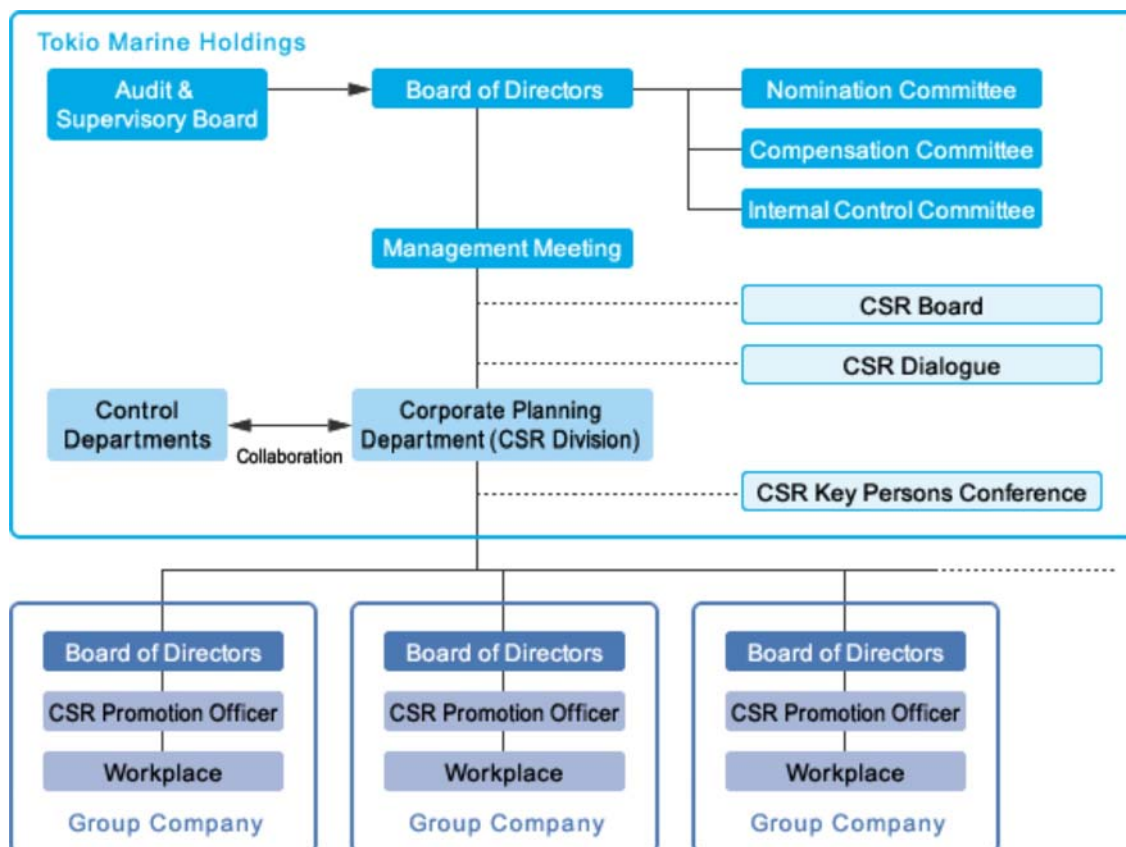
CSR Promotion Structure

Tokio Marine Holdings has established a dedicated CSR Division (CSR Division, Corporate Planning Department) to identify material CSR issues and to formulate and implement Group CSR strategies. The division supports the CSR activities of each Group company through dialogue and cooperation with CSR key persons appointed to promote CSR within the divisions in charge of CSR at the respective Group companies.

Tokio Marine Group regularly convenes the CSR Board, comprising the president of Tokio Marine Holdings (board chairman) and presidents of major domestic Group companies, as well as the CSR Key Persons Conference, which consists of Tokio Marine Holdings and Group companies' CSR divisions. These bodies evaluate various types of CSR initiatives and discuss response measures for CSR issues (important issues to be shared by each Group company) for the entire Group. Tokio Marine Holdings also convenes CSR Dialogues with external experts, non-governmental organizations (NGOs), non-profit organizations (NPOs) and academics. The dialogues give us opportunities to hear outside opinions about our awareness and approaches concerning the Group's CSR issues. These opinions and other ideas are then reflected in our CSR strategy and our approach to each individual CSR issue.

The Company's Board of Directors receives reports on the CSR activities of the entire Group while formulating the Overall Group CSR Strategy (medium-term plan and single fiscal-year plans). CSR promotion officers at each Group company play a leading role in promoting and handling common issues to be addressed by the entire Group as well as in implementing CSR activities based on the characteristics of each business and local communities.

Tokio Marine Group CSR Promotion Structure



Environmental Management Structure

■ Environmental-Related Products and Services

Tokio Marine Group is utilizing the know-how in climate change and global warming cultivated by each Group company to promote the development of products and services that contribute to adapting to and mitigating climate change, reducing damage from natural disasters, preserving biodiversity and supporting community development.

■ Reduction of the Environmental Burden

Tokio Marine Group appoints key personnel to roles promoting CSR activities within Group companies in Japan and overseas to reduce the environmental burden from its business activities and to advance environmental protection initiatives in regions and communities. In our efforts to reduce the environmental burden in business activities, we perform plan-do-check-act (PDCA) cycle management through our proprietary Green Assist environmental management system (EMS), which draws on ISO 14001, and engage in energy conservation and resource conservation initiatives. The head office of Tokio Marine & Nichido adopted an EMS based on the ISO 14001 environmental management standard in fiscal 1999, and Tokio Marine & Nichido Facilities followed suit in fiscal 2006.



Structure for Dialogue and Cooperation with Principal Stakeholders

- Customers
Tokio Marine Group promotes dialogue and cooperation with customers mainly through the Sales and Marketing divisions of each Group company.
- Shareholders and investors
Tokio Marine Group promotes dialogue and cooperation with shareholders and investors mainly through the Tokio Marine Holdings Corporate Planning Department's Corporate Communications and Investor Relations Group.
- Insurance agents
Tokio Marine Group promotes dialogue and cooperation with insurance agents mainly through the Sales and Marketing divisions of each Group company.
- Business partners
Tokio Marine Group has established the "Tokio Marine Group Policies for Outsourcing Management" and the "Principle of Transactions" and promotes CSR procurement in collaboration with the Business Service Divisions and the Sales and Marketing Divisions. Tokio Marine Group reviews the ways of its periodic CSR communication.
- Employees
Tokio Marine Group promotes dialogue and cooperation with employees mainly through the Personnel Planning Department.
- Local communities and society
Tokio Marine Group promotes dialogue and cooperation with local communities and society mainly through key CSR personnel.

Tokio Marine Group's CSR Promotion Initiatives (Example)

Aiming to be a "Good Company"

In undertaking business activities globally, Tokio Marine Group believes it is crucial to resolutely share the concept of a "Good Company," which is the direction it is pursuing as a Group, while placing significant importance on the culture and values of each Group company to fully deploy the diverse capabilities of the numerous colleagues comprising the Group. Accordingly, as a support tool for promoting discussions on being a Good Company, we created and published a booklet (English) called "To be a 'Good Company'" for overseas Group companies.

The booklet begins with messages from top management explaining their thoughts on the concept of a Good Company and also features accounts of Tokio Marine Group's more than 130 year history, during which time it has pushed ahead with the idea of "Look Beyond Profit." Additionally, the booklet covers the Group's global development in recent years and contains Good Company episodes. Besides the original English-language version, the booklet has been translated into four languages (Spanish, Thai, Chinese and Portuguese). While utilizing this type of tool, we are sharing Tokio Marine Group's vision with employees throughout the world.



Holding CSR Communication Meetings

Tokio Marine & Nichido, a Tokio Marine Group's major business company, holds CSR Communication Meetings across domestic subsidiaries to promote the exchange of opinions with employees, aimed at deepening employees' understanding of CSR initiatives and implementing these initiatives throughout the organization as well as reflecting these opinions in future CSR initiatives and measures. These meetings feature a straightforward exchange of opinions on Tokio Marine Group's CSR initiatives and CSR activities conducted in respective workplaces.

Comments received from participants included, "Understanding the significance and purpose of CSR activities and 'CSR through our core businesses' has led to increased motivation." Additionally, Tokio Marine Holdings also holds CSR Communication Meetings for employees of Group companies.



CSR Training

Tokio Marine & Nichido conducts CSR training through e-Learning for all employees once a year to promote understanding and sharing of the philosophy behind the company's CSR activities. In addition to affirmation of the CSR Charter, the training includes topics such as confirmation of environmental burden reduction targets and the environmental management system and confirmation of the company's community and social contribution initiatives. Key persons in each workplace promote participation in the training.

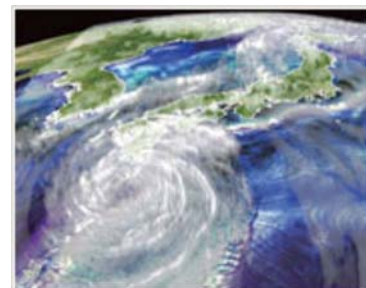
CSR Material Issues of Tokio Marine Group

Tokio Marine Group has reconfigured its CSR material issues in its new mid-term business plan "Innovation and Execution 2014" (FY2012 - FY2014), taking into consideration environmental, social and governance (ESG) issues and the requests and expectations of various stakeholders. As a result, Tokio Marine Group has identified issues — responding to climate change and natural catastrophe risk, contributing to local communities and societies, and strengthening CSR management — as fields with a strong relevance to the operations and the characteristics of the businesses of Tokio Marine Group (insurance, financial services, consulting, etc.) and will promote activities in these areas.



▶ **Environmental** : Responding to Climate Change and Natural Disaster Risk Material Issue 1

We recognize climate change and natural disasters as a huge risk for both present and future generations in the global community. At the same time, we are aware that this represents a major risk with a large impact on Tokio Marine Group's businesses (insurance, financial services, consulting). Natural disasters such as the Great East Japan Earthquake and floods in Thailand have sparked rising interest in the functions and roles of insurance, financial services and consulting as adaptation measures for responding to risks in society.



Tokio Marine Group has designated "responding to climate change and natural disaster risk" as a material Group CSR issue and we are applying our knowledge and experience cultivated in insurance, financial services and consulting in promoting initiatives for adapting to and mitigating climate change and minimizing the impact of natural disasters. Also, we will strive to raise the resilience against climate change and catastrophe risk across society and contribute to creating a secure, safe and sustainable society.

[Click here for details](#)

Social : Contributing to Local Communities and Societies

Material Issue 2

The global community is dealing with a host of social issues that include disasters, aging of society (healthcare and nursing care), poverty and community participation and development (support for emerging countries). There are also a number of emerging issues in Japan that include preventing and reducing disasters, aging of society (healthcare and nursing care) and preventing automobile accidents. Tokio Marine Group has set "contributing to local communities and societies" as another Group CSR material issue. The Group intends to make contributions in response to such social issues as healthcare, cancer and poverty through its core businesses of insurance, financial services and consulting. Concurrently, we take great interest in participating in regional activities as collaborative work with local communities and society. These activities include providing recommendations on preventing and reducing disasters, offering disaster prevention education, supporting the Pink Ribbon Movement (raising the cancer examination rate) and promoting education support programs in developing countries. Through these efforts, we contribute to creating a sustainable society as a good corporate citizen.



[▶ Addressing Social Issues - Providing Value through our Core Businesses](#)

[▶ Community and Social Contribution Activities](#)

[Click here for details ▶](#)

Governance : Strengthening CSR Management

Material Issue 3

To ensure we are trusted by customers and society and achieve sustainable growth, Tokio Marine Group must raise the quality of its initiatives in the areas of business strategies, governance and social responsibilities, and build a sound and highly transparent management structure as a global insurance group.

Tokio Marine Group has established "Strengthening CSR management" as a material issue and aims to raise the quality of its risk-based management (ERM: enterprise risk management), compliance and corporate governance from the perspective of strengthening its global-based management and controls, thereby increasing the level of trust by its stakeholders and fulfilling its social responsibilities.



[Click here for details ▶](#)

Process for Specifying CSR Material Issues of Tokio Marine Group

Under the mid-term business plan "Innovation and Execution 2014," Tokio Marine Group aims to become a "global corporate group maintaining growth by offering quality that customers select" by fostering the sustainable growth of society and providing increased value to all shareholders. In recent years, there have been gradually rising expectations and calls for companies to consider environmental, social and governance (ESG) issues and proactively utilize the characteristics of their businesses in making efforts to solve them. In addition, based on the lessons learned from such natural catastrophes as the Great East Japan Earthquake and the floods in Thailand, society as a whole has taken great interest in the functions and roles of finance and insurance as an adaptation measure for risk. Through the following process, Tokio Marine Holdings has specified its Group CSR material issues under the mid-term business plan.

■ Specifying the Group's Material Issues

To identify social responsibility and sustainability issues, Tokio Marine Holdings believes it is crucial to evaluate the importance of each issue based on dialogue with stakeholders.

Specifically, the CSR Division, Corporate Planning Department identifies CSR issues related to Tokio Marine Group's business based on numerous ESG issues set forth in ISO 26000 (international guidance on social responsibility), the UN Global Compact and UNEP FI Principles for Sustainable Insurance (PSI) as well as on various types of information and customer opinions ([customer compliments, complaints and other opinions and suggestions](#)) received by Group companies, communications with [employees](#) and [agents](#), communications with [shareholders, investors](#) and external socially responsible investment (SRI) rating agencies and CSR communication with external experts ([CSR Dialogue](#)).

We evaluate the importance of CSR issues identified through the above process by considering issues of influence on stakeholder assessments and decisions and issues with significance of economic, environmental and social impact on Tokio Marine Group and then specifying Group CSR material issues.



■ Monitoring and Verifying the Progress of Group CSR Material Issues

Tokio Marine Holding's CSR Board, which consists of representatives (presidents) of major Group companies, discusses Group CSR material issues, while the Company's Board of Directors (Management Meeting) periodically confirms the state of initiatives related to these issues. For the state of its initiatives for Group CSR material issues and reporting on these issues, Tokio Marine Holdings undergoes a verification process run by a third-party reviewer and publishes the Sustainability Report.

▶ [Environmental: Responding to Climate Change and Natural Catastrophe Risk](#)

▶ [Social: Contributing to Local Communities and Societies](#)

▶ [Governance: Strengthening CSR Management](#)

Stakeholder Engagement

In implementing high-quality CSR management, we believe it is essential to develop a relationship of mutual trust through dialogue with customers and all other stakeholders. We are promoting a deeper understanding of Tokio Marine Group's thinking, values and various types of initiatives through customer opinions ([customer compliments, complaints and other opinions and suggestions](#)) received by Group companies, communications with [employees](#), communications with [agents](#), communications and investor relations (IR) activities with [shareholders and investors](#), communications with external socially responsible investment ([SRI](#)) rating agencies and CSR communication with external experts ([CSR Dialogue](#)). We work to identify issues of Group companies based on opinions and evaluations obtained through these dialogues.

- ▶ [Status of Implementation of Stakeholder Engagement \(PDF\)](#)
- ▶ [Relations with Stakeholders](#)
- ▶ [Response to Customer Feedback](#)
- ▶ [Relations with Shareholders and Investors](#)
- ▶ [Relations with Business Partners](#)
- ▶ [Relations with Employees](#)

Fiscal 2013 CSR Dialogue

Under the theme "CSR Dialogue," Tokio Marine Group regularly invites third-party experts to exchange views about its CSR initiatives. On December 16, 2013, we invited prominent figures from various fields and asked their opinions about the CSR initiatives of Tokio Marine Group based on the latest social conditions in the field of CSR. Some opinions offered by these experts are provided herein.



■ Participants (Affiliations and positions are as of the date of the convening of the dialogue.)



Hikaru Kobayashi
Professor
Faculty of Environment and
Information Studies
Keio University



Yuko Sakita
President
NPO GENKI Net for Creating a
Sustainable Society



Mitsuo Ogawa
President
Craig Consulting



Tsuyoshi Nagano
President
Tokio Marine Holdings, Inc.



Masahi Oba
Managing Director (at the time)
Tokio Marine Holdings, Inc.



Koji Iwai
Senior Managing Director (at
the time)
Tokio Marine & Nichido Fire
Insurance Co., Ltd.

■ 1. Environment (Response to Climate Change and Natural Disaster Risk)

■ Principal opinions from experts

Kobayashi: With numerous companies now regarding environmental measures as costs, I'd like to see Tokio Marine Group play an active role through initiatives that utilize its main business for promoting economic activities that can coexist harmoniously with the environment. Also, in keeping with the intent of the Law for Enhancing Motivation on Environmental Conservation and Promoting of Environmental Education, I hope to see Tokio Marine Group maintain a continual awareness of cooperation with local governments, non-governmental organizations (NGOs), non-profit organizations (NPOs) and community residents and nurture the next generation of people capable of preserving the environment on a regional basis.



■ Tokio Marine Group's response policies

Tokio Marine Group provides an array of products and services, including Tokio Marine & Nichido's Mega-Solar Package Program and Tokio Marine Asset Management's TM Nippon Solar Energy Fund that support the advance of environmental businesses. The Group will continuously consider and develop such products and services in the future as well. Additionally, we will promote environmental awareness and environmental education for children who will lead the next generation by holding "Green Lessons" at elementary schools and carrying out environment protection events under the Green Gift Project, which is supported by the Ministry of the Environment, in cooperation with NPOs and local governments.

■ 2. Social (Contribution to Local Communities and Society)

■ Principal opinions from experts

Sakita: I feel extremely reassured by the proactive initiatives for research and education on disaster prevention and disaster reduction from earthquakes and tsunamis that are being implemented following the Great East Japan Earthquake. In working toward the realization of a sustainable society, it is important to be aware of the culture and history that are deeply rooted in local communities. When it comes to solving the various issues facing the local community, however, expertise is becoming more essential. Local governments, universities, specialized institutions and financial institutions such as insurance companies must now collaborate with ordinary citizens, NPOs and other organizations. I am hoping Tokio Marine Group will be aware of this need for cooperation as it undertakes various initiatives.

Ogawa: From a global perspective, the world's population is projected to surpass 9 billion in 2050. Water and food and other problems will eventually emerge even if these issues are not so serious today. A principal issue will be the manner in which Tokio Marine Group can solve these problems utilizing its resources. Providing a first-step opportunity by considering this issue through the use of backcasting is thus crucial.

Kobayashi: Absorbing and stabilizing CO₂ through mangrove tree-planting activities is truly marvelous. I've also heard that besides these benefits, the mangroves are also steadily providing other emerging social and economic effects. I believe that proactively calling attention to these benefits is also important.

■ Tokio Marine Group's response policies

In implementing community and social contribution activities, Tokio Marine Group will continue working to solve various social issues by actively collaborating with each specialist sector. These efforts include forming a collaboration agreement with Tohoku University as part of earthquake disaster reconstruction support and cooperating with NPOs and local governments in carrying out environmental protection activities in Japan under the Green Gift Project. Moreover, in looking to the future in terms of global social issues, we are considering actively undertaking initiatives in fields where we can provide solutions leveraging the Group's resources. Also, mangrove tree planting continuously undertaken by Tokio Marine & Nichido since 1999 serves as an effective measure against global warming by absorbing and stabilizing CO₂. Additionally, the mangrove planting is yielding other benefits in the communities where mangroves are planted that include promoting recovery of biodiversity, economic development and disaster-prevention effects. Tokio Marine Group plans to provide information that will make these activities even easier to understand.



■ 3. CSR Management

■ Principal opinions from experts

Ogawa: A noteworthy CSR trend over the past several years is the growing emphasis on the concept of building win-win relationships between society and companies and creating shared values, and this is spurring the move toward integrating management and CSR. I think Tokio Marine Group's "Good Company" concept closely resembles this trend. Based on the idea that insurance, which is Tokio Marine Group's strength, is a "people's business," I suggest the Group include "human development" in society as a material issue and infuse this into initiatives that utilize the Group's main business, such as promoting financial and environmental education while identifying the needs of each community.

Sakita: Tokio Marine Group's promoting of initiatives that deeply consider and address issues in Japan and the entire world as a global company deserves acclaim. In the future, I'd like to see Tokio Marine Group link these initiatives and provide a clearer story on its feelings in trying to make contributions in Japan and the rest of the world as well. Properly communicating this approach will provide society with a proper recognition of Tokio Marine Group's presence.

■ Tokio Marine Group's response policies

In Tokio Marine Group's core business of insurance, it is people who are true management resources. Besides simply providing monetary support, we will make ceaseless efforts to consider and implement methods that utilize our human resources for solving social issues. We will clarify our stance and the materiality of our CSR initiatives and will strive to undertake CSR activities globally that are unique to Tokio Marine Group.

Responding to Opinions in the CSR Dialogue

We have received various opinions in this stakeholder dialogue. These opinions have reaffirmed my awareness that insurance is indeed a "people's business" and that we must work to solve various social problems utilizing the capabilities of our human resources, which serve as our strength. I will maintain an awareness of linking the various activities undertaken by Tokio Marine Group as part of an easy-to-understand story. While cherishing dialogue with stakeholders, we will strive to identify and understand the various social issues in regions around the world and think about CSR on a daily basis, while moving into action as a global insurance group.

Masashi Oba
Senior Managing Director
Tokio Marine Holdings, Inc.

Opinions Received from Experts in the Past and Subsequent Responses

Date of dialogue	Items	Opinions	Status of Group's response
January 25, 2011	Global CSR initiatives	Besides playing a role in Japan, as a representative of Asia, Tokio Marine Group should fulfil the role of an industry leader in CSR throughout the rest of the world as well.	Tokio Marine & Nichido is actively participating in global initiatives, which includes serving as a Board Member for UNEP FI-PSI (United Nations Environment Programme Finance Initiative Principles for Sustainable Insurance) for Asia.
	Innovative initiatives	I'd like to see the implementation of environment-conscious initiatives that go beyond mere reductions of CO ₂ emissions and paper consumption (e.g., the total use of FSC-certified paper, investments in renewable energy).	<ul style="list-style-type: none"> • Tokio Marine & Nichido makes standard use of "environment-conscious paper" that includes FSC-certified paper. • Marketing of <i>TM Nippon Solar Energy Fund</i> by Tokio Marine Asset Management
November 24, 2011	Responses to climate change/global warming	I'm looking forward to seeing Tokio Marine Group play its role in providing awareness education and information that utilizes knowledge and experience that is unique to an insurance company.	Following our Green Lessons environmental awareness promotion program launched in fiscal 2005, from fiscal 2012 we have been actively developing Disaster Prevention Lessons as disaster-prevention education that is even closer to the main business of an insurance company.
	Community and social contribution activities	I'd like to see community and social contribution activities carried out with further cooperation with NGOs and NPOs in Japan.	The Green Gift Project, an initiative started in fiscal 2009, initially supported mangrove planning activities overseas. In October 2013, we expanded the scope of this initiative to environmental protection activities in Japan as well and we hold events in collaboration with NGOs and other bodies in

Date of dialogue	Items	Opinions	Status of Group's response
			various regions throughout the country.
December 6, 2012	Community and social contribution activities	I hope to see support that enables employees (individuals) to independently participate in community and social contribution activities that transcend the bounds of business.	<p>We continually think of creative ways for enabling employees to independently participate in community and social contribution activities through initiatives such as the following.</p> <ul style="list-style-type: none"> • Creation of "List of Recommended Initiatives" that compiles tips for planning community and social contribution activities at each workplace. • Participation in initiatives undertaken by the NGOs and NPOs that we support. • Plan volunteer tours to support disaster regions and hold in-house solicitations of tour participants.
	CSR Management	I would like to see Tokio Marine Group actively disclose non-financial information.	We re-evaluated our information disclosure tools beginning with the Annual Report and Sustainability Report that are published yearly and are working to systematically disclose non-financial information in an easy-to-understand manner.

Plans and Results of CSR Initiatives

CSR Initiatives: Fiscal 2012-2014 Mid-Term Business Plan, Fiscal 2013 Results and Fiscal 2014 Plan

Under the mid-term business plan (FY2012 - FY2014) "Innovation and Execution 2014," Tokio Marine Group has established the following material Group CSR issues.

The occurrence of natural disasters such as the Great East Japan Earthquake and the floods in Thailand has spurred rising social interest in the functions and the roles of insurance, financial services and consulting as measures for adapting to risk. In working toward the realization of a sustainable society, we promote initiatives that utilize the characteristics of our own businesses and give consideration to environmental, social and governance (ESG) issues in solving social issues.

Material Issue 1 Environmental: Responding to Climate Change and Natural Disaster Risk

Mid-Term Business Plan (Fiscal 2012- Fiscal 2014) Targets	Fiscal 2013 Targets	Fiscal 2013 Results	Self-Assessment	Fiscal 2014 Targets
<ul style="list-style-type: none"> ■ Provide value through our core businesses - Provide insurance and consulting for advanced environmental technologies - Strengthen research on climate change and natural disaster risk 	<ul style="list-style-type: none"> ■ Implement Green Gift Project (Tokio Marine & Nichido) ■ Implement Mega-Solar Package Program (Tokio Marine & Nichido, Tokio Marine & Nichido Risk Consulting), TM Nippon Solar Energy Fund (Tokio Marine Asset Management), and Others ■ Undertake research on climate change risk – Industry-academia collaborative project (Tokio 	<p>Implemented initiative on left</p> <p>*Green Gift Project Web clause adoption Ratio (automobiles): 75.2% (Decrease of 0.6% from the previous year)</p>	△	Continue and evolve initiatives on the left

Mid-Term Business Plan (Fiscal 2012- Fiscal 2014) Targets	Fiscal 2013 Targets	Fiscal 2013 Results	Self- Assessment	Fiscal 2014 Targets
	Marine & Nichido, The Tokio Marine Research Institute, etc.)			
<p>■ Reduce environmental burden from business activities</p> <p>- FY2014 CO₂ emissions: Reduction of 10% compared with FY2010</p> <p>- Be carbon neutral (ongoing)</p> <p>- Promote paperless operations</p>	<p>■ FY2013 CO₂emissions: ±0% change from previous fiscal year (No increase from FY2012 results)</p> <p>(*) CO₂ emissions per employee: ±0% change from previous fiscal year (No increase from FY2012 results)</p> <p>■ CO₂ absorption / stabilization effect of Mangrove Planting Project: 98,000 tons</p> <p>Mangrove planting area (cumulative): 8,282 ha (289 ha in FY2013)</p> <p>■ Paper usage 9,292 tons (Decrease of 5 % from the previous year)</p>	<p>■ FY2013 CO₂emissions: 87,971 tons (decrease of 5.7% from previous year)</p> <p>(*) CO₂ emissions per employee: 2.64 tons (decrease of 6.7% from previous year)</p> <p>* Became carbon neutral in 2013</p> <p>■ CO₂ absorption / stabilization effect of Mangrove Planting Project: 98,000 tons</p> <p>Mangrove planting area (cumulative): 8,405ha (412ha in FY2013)</p> <p>■ Paper usage 9,550 tons (Decrease of 2.4% from the previous year)</p>	<p>○</p>	<p>■ FY2014 CO₂emissions: ±0% change from previous fiscal year (No increase from FY2013 results)</p> <p>(*) CO₂ emissions per employee: (±0% change from previous fiscal year (No increase from FY2013 results)</p> <p>■ CO₂ absorption / stabilization effect of Mangrove Planting Project: 110,000 tons</p> <p>Mangrove planting area (cumulative): 8,900ha (495ha in FY2014)</p> <p>■ Paper usage 9,073 tons (Decrease of 5% from the previous year)</p>

Material Issue 2 Social: Contributing to Local Communities and Society

Mid-Term Business Plan (Fiscal 2012-Fiscal 2014) Targets	Fiscal 2013 Targets	Fiscal 2013 Results	Self-Assessment	Fiscal 2014 Targets
<p>■ Provide value through our core businesses</p> <ul style="list-style-type: none"> - Contribute to building communities that are strongly resilient to disasters (Strengthen tsunami risk research, provide disaster prevention education) - Contribute to solutions for social issues (traffic accident prevention, aging of society) 	<p>■ Research on earthquake and tsunami risk – Industry-academia collaborative project (Tokio Marine & Nichido, Tokio Marine& Nichido Risk Consulting)</p> <p>■ Disaster Prevention Lessons</p> <p>■ Life Insurance Revolution to Protect One's Living (Tokio Marine & Nichido Life, etc.)</p>	<p>Implement initiatives on the left</p> <p>* Disaster Prevention Lessons held at 55 schools, attendance by approximately 4,900 children</p>	○	<p>Continue and evolve initiatives on the left</p>
<p>■ Employee participation in contributions to local communities and society</p> <ul style="list-style-type: none"> - Foster a corporate culture in which Group companies naturally engage in local communities and society contribution activities (FY2014 employee Participation rate: 100%) 	<p>■ Domestic consolidated company employee participation rate as volunteers: 90.0% (total)</p> <p>■ Hold Green Lessons</p> <p>■ Support for Room to Read (educational support for girls), OISCA (coastal forest restoration in Tohoku region), and Others</p>	<p>Implement initiatives on the left</p> <p>* Domestic consolidated company employee participation rate as volunteers: 77.2% (total) (18,700 of 24,208 employees)</p> <p>* Green Lessons held at 61 schools, attendance by approximately 3,900 children</p>	△	<p>■ Domestic consolidated company employee participation rate as volunteers: 100% (total)</p> <p>■ Continue and evolve initiatives on the left</p>

Mid-Term Business Plan (Fiscal 2012-Fiscal 2014) Targets	Fiscal 2013 Targets	Fiscal 2013 Results	Self-Assessment	Fiscal 2014 Targets
<ul style="list-style-type: none"> - Group companies work together to carry out programs to contribute to local communities and society - Strengthen relationships with NGOs and NPOs in Japan and overseas 				

Material Issue 3 Governance: Strengthening CSR management

Mid-Term Business Plan (Fiscal 2012-Fiscal 2014) Targets	Fiscal 2013 Targets	Fiscal 2013 Results	Self-Assessment	Fiscal 2014 Targets
<ul style="list-style-type: none"> ■ Strengthen management within the Group - Strengthen communications among Group companies (Japan, overseas) - Implement combined ESG initiatives together with business partners (agents, customers) 	<ul style="list-style-type: none"> ■ Convene the CSR Board and CSR Key Persons Conference (Tokio Marine Holdings) ■ Hold CSR-related training for officers and employees (Tokio Marine Holdings, Tokio Marine & Nichido, etc.) 	Implemented initiatives on the left	○	Continue and evolve initiatives on the left
<ul style="list-style-type: none"> ■ Enhance dialogue with stakeholders - Enhance disclosure of information concerning ESG issues 	<ul style="list-style-type: none"> ■ Strengthen communication with stakeholders ■ Publish Sustainability Report 	Implemented initiatives on the left	○	Continue and evolve initiatives on the left



External Evaluations and Awards

Tokio Marine Holdings is making efforts to improve its initiatives in environmental, social and governance (ESG) fields and is receiving high evaluations from socially responsible investment (SRI) rating agencies worldwide.

Evaluations from External SRI Rating Agencies

In recent years, attention has been focused on Socially Responsible Investment (SRI), which evaluates corporate ESG risk and corporate ethics from the perspective of the sustainability of society.

Tokio Marine Holdings works toward transparency in its disclosure of ESG information and has earned acclaim from numerous global indexes. As of the end of June 2014, Tokio Marine was listed in the SRI indexes shown below.

Inclusion in Socially Responsible Investment (SRI) Index





Status of Tokio Marine Group's Inclusion in Domestic Publicly Offered SRI Funds (Main)

Fund Name	Managing Company
Sumishin SRI Japan Open	STB Asset Management
Sumishin Japan Stock SRI Fund	STB Asset Management
Mitsubishi UFJ SRI Fund	Mitsubishi UFJ Asset Management
Eco Partners (name: Green Wings)	Mitsubishi UFJ Asset Management
Daiwa Eco Fund	Daiwa Asset Management
World 6 Asset Equal Distribution (monthly distribution type)	Daiwa Asset Management
Fukoku SRI Fund	Shinkin Asset Management
Sompo Japan SRI Open	Sompo Japan Nipponkoa Asset Management
Daiwa SRI Fund	Daiwa Asset Management

Note: Inclusion in these funds is based on the latest performance reports of each fund as of the end of June 2014.

External Awards



<p>Newsweek Green Rankings World's Greenest Companies 2014 The Top 100 companies (Rank 93)</p>	Tokio Marine Holdings
<p>Daiwa Investor Relations - Internet IR Excellence Award 2013, Selected for the Award for the third consecutive year</p>	Tokio Marine Holdings
<p>Ministry of Economy, Trade and Industry/Tokyo Stock Exchange - FY2013 Nadeshiko Brand</p>	Tokio Marine Holdings
<p>Ministry of Economy, Trade and Industry - FY2013 Diversity Management Selection 100</p>	Tokio Marine & Nichido
<p>- 2013 Environment Minister's Award for Global Warming Prevention Activity (International Contribution category)</p>	Tokio Marine & Nichido (Mangrove planting activity)
<p>Japan Advertisers Association - The 1st Web Grand Prix, Asakawa Award</p>	Tokio Marine & Nichido (Disaster Readiness and Mitigation Information Website)
<p>Japan Advertisers Association - Golden Award at the 53rd Competition for Advertisements for Consumers</p>	Tokio Marine & Nichido (TV commercial "Caring for People: Team Expert" version)
<p>J.D. Power Asia Pacific - Placed in Top 3 in the 2013 Japan Call Center Satisfaction Study</p>	Tokio Marine & Nichido
<p>Development Bank of Japan/Japan Real Estate Institute - DBJ Green Building Certification highest-ranking of Platinum 2013 obtained</p>	Tokio Marine & Nichido (Nagoya Tokio Marine & Nichido Building)
<p>Osaka Prefectural Government - FY2013 Osaka Stop Global Warming Award, Excellence Award</p>	Tokio Marine & Nichido
<p>Celent, a U.S. financial services consulting firm - Celent Model Insurer Asia Awards 2014</p>	Tokio Marine & Nichido (Support for Development of

	docomo Healthcare's <i>Karada no Kimochi</i>)
Universal Communication Design Association - UCDA Award 2013, Another Voice Award	Tokio Marine & Nichido/Tokio Marine & Nichido Life
HDI-Japan - Three-star rating obtained for 2013 support portal rating	E. design Insurance
Kakaku.com - Ranked number-one overall for second consecutive year in automobile insurance satisfaction ranking 2013	E. design Insurance
Rakuten - Placed number-one in the automobile insurance satisfaction ranking (fiscal 2013)	E. design Insurance
City of Yokohama - Yokohama Good Balance Award~Small- and medium-sized businesses with friendly working environments conducive to child-rearing~ Bronze Award	Tokio Marine Millea SAST Insurance
Nikkei Excellent Products & Services Award 2013, Excellence Award in the Nikkei Veritas Awards	Tokio Marine & Nichido Life (Medical insurance <i>Medical Kit R</i>)
Ranked number two overall in the temporary staffing company category and ranked number one in the "quality of job referrals" category in the 2014 Oricon Customer Satisfaction Ranking	Tokio Marine Nichido Career Service
Japan Information Technology Services Industry Association - JISA Awards 2014 Winner	Tokio Marine & Nichido Systems (Tokio Marine & Nichido Life " <i>Raku Raku Tetsuzuki</i> (Quick and Easy Online Procedures)")
Japan Institute of Information Technology Information Technology Award 2013	Tokio Marine & Nichido, Tokio Marine & Nichido Systems (Next-generation model)
Taiwan Insurance Industry Best Performance Awards 2013, Best CSR Award	Tokio Marine Newa Insurance (Drinking and driving elimination campaign)
Best Places to Work in Insurance Streak	Philadelphia Insurance Companies (US)
Ward Group - 2013 Ward's 50	Philadelphia Insurance Companies (US). First Insurance Company of Hawaii (US)
International Takaful Awards - Best Takaful Company Egypt Award for the second consecutive year	Tokio Marine Egypt (General Takaful/Family Takaful) (Egypt)



Participation in External Initiatives

Tokio Marine Group supports and respects the Universal Declaration of Human Rights, international labour standards, as well as OECD Guidelines for Multinational Enterprises. Tokio Marine Group will also fulfill its role in helping realize a sustainable society through its participation in a variety of initiatives that include the United Nations Global Compact (UNGC) and the United Nations Environment Programme Finance Initiative (UNEP FI).

The United Nations Global Compact

The United Nations Global Compact is a voluntary initiative for participation by companies in the creation of a global framework under which companies exercise responsible and creative leadership to act as good members of society to realize a sustainable society. The UN Global Compact was advocated by then UN Secretary-General Kofi Annan at the World Economic Forum (Davos Conference) in 1999 and current Secretary-General Ban Ki-Moon has also expressed his endorsement of this initiative. The ideas and contents of the ten principles concerning human rights, labour, the environment and anti-corruption advocated by the UNGC coincide with Tokio Marine Group's own approach to CSR as well as its CSR Charter. Therefore, Tokio Marine Holdings has been participating in the UNGC since 2005.



The UN Global Compact's Ten Principles

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

► <http://www.unglobalcompact.org/>

Tokio Marine Holdings summarizes and reports on the status of initiatives for addressing the ten principles of the United Nations Global Compact.

► [Communication on Progress \(PDF\)](#)

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



Approximately 200 financial institutions around the world participate in the United Nations Environment Programme Finance Initiative (UNEP FI), an initiative that surveys, researches and puts into practice business approaches that consider economic development, the environment and sustainability. As the Board Member for Asia of the UNEP FI Insurance Commission, Tokio Marine & Nichido participates in surveys, research and proposal activities on sustainability in the insurance industry. Tokio Marine & Nichido also supports the intent and policies of the Principles for Sustainable Insurance (PSI) spearheaded by UNEP FI, and in addition to co-hosting the PSI Regional Consultation Meeting for Asia with UNEP FI in November 2011, the company participated in the formulation of principles of action and became a founding signatory to PSI in June 2012.

▶ <http://www.unepfi.org/psi/>

Furthermore, as a member of the PSI Board from April 2013, Tokio Marine & Nichido is promoting insurance industry initiatives that consider environmental, social and governance (ESG) issues together with insurance companies in regions around the world. In January 2013, Tokio Marine & Nichido participated in discussions on PSI with parties related to the insurance industry in India and worked to contribute to raising the level of recognition of PSI in India and the Asian region. Additionally, in November 2013 Tokio Marine & Nichido participated in the UNEP FI "Global Roundtable" held in Beijing, China, and engaged in discussions for the spread and permeation of PSI.

▶ <http://www.unepfi.org/>



The PSI Regional Consultation Meeting for Asia held in Tokyo in November 2011

UN Principles for Responsible Investment (UN PRI)



The United Nations Principles for Responsible Investment (UN PRI) is an initiative led by UNEP FI and the United Nations Global Compact that expresses and puts into practice stances and policies that consider ESG issues in investment decisions by financial institutions and institutional investors. The following Group companies support the policies of and became signatories to the UN PRI. Each company will work toward initiatives that consider ESG issues in carrying out its activities.

Tokio Marine Asset Management (signed: April 2011)

Tokio Marine & Nichido (signed: August 2012)

Tokio Marine Capital (signed: April 2013)

▶ <http://www.unpri.org/>

Principles for Responsible Institutional Investors (Japan's Stewardship Code)

In May 2014, Tokio Marine Asset Management announced it would adopt the Principles for Responsible Institutional Investors (Japan's Stewardship Code) to its active funds using qualitative judgments for investing in Japanese equities. In May 2014, Tokio Marine & Nichido agreed with the intent of the Japan's Stewardship Code and also announced it would adopt the Code.

▶ [Adoption of Japan's Stewardship Code by Tokio Marine Asset Management \(in Japanese\)](#)

Carbon Disclosure Project



The Carbon Disclosure Project (CDP) is an organization that drives an initiative under which the world's principal institutional investors cooperate in calling for companies worldwide to disclose their climate change strategies (risks and opportunities) and greenhouse gas (GHG) emissions. Tokio Marine & Nichido participates every year as a CDP Signatory and is supporting survey research in the areas of corporate-related climate change strategies and GHG emissions as well as energy usage.

▶ <https://www.cdproject.net/>

The Geneva Association



The Geneva Association is an insurance industry think tank composed of approximately 80 executives from major insurance companies around the globe. As Vice Chairman of the Geneva Association, Shuzo Sumi, Chairman of the Board of Tokio Marine & Nichido, leads and supports surveys and research on important insurance industry issues (regulation, risk management, climate change, etc.) handled by the association. At the same time, as Joint-Chairman of the "Extreme Events and Climate Risk" project, he is taking the lead in undertaking surveys and research on climate change and natural disaster risk and disseminating related information to society.

▶ <http://www.genevaassociation.org/>

ClimateWise



ClimateWise is an initiative in which approximately 40 leading insurers from around the world jointly carry out studies and research on various risks and opportunities related to climate change and make recommendations toward reducing the risks that climate change imposes on economic and social life. Participants from Tokio Marine Group include Tokio Marine & Nichido, which is the only insurance firm in Asia participating in this initiative, and U.K.-based Kiln.

Articles - Thought Leadership "The role of insurers in strengthening business resilience to climate risk"

In February 2013, Kunio Ishihara (Chairman of the Board of Tokio Marine & Nichido at the time) made a proposal based on the insurance industry's experience of the Great East Japan Earthquake and the floods in Thailand in an article entitled "The role of insurers in strengthening business resilience to climate risk," which was part of ClimateWise's Thought Leadership series of proposals for strengthening the role of the insurance industry in dealing with climate change risk. Specifically, Mr. Ishihara proposed the importance of advance preparation such as the formulation of business continuity plans (BCPs) that include supply chain risk and rapid disaster recovery plans for businesses, and the need for using the expertise of the insurance industry in promoting them, for companies (managers) to become resilient to climate change and natural disaster risk in the future.

▶ <http://www.climatewise.org.uk/issue-three/>

▶ <http://www.climatewise.org.uk/>

Activities Report

Tokio Marine & Nichido submits an annual activity report based on ClimateWise Principles to ClimateWise (Secretariat: United Kingdom).

▶ [Activities Report \(PDF\)](#)

Principles for Financial Action towards a Sustainable Society (Principles for Financial Action for the 21st Century)

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

From Tokio Marine Group, Tokio Marine & Nichido is actively participating as a member of the drafting committee and seven other Group companies have agreed with the intent of and signed the Principles. Besides Tokio Marine & Nichido, the signatories include Tokio Marine & Nichido Life, Tokio Marine & Nichido Financial Life Insurance, Tokio Marine Millea SAST Insurance, Tokio Marine Asset Management, Tokio Marine Capital and Tokio Marine Property Investment Management. In keeping with the Principles, Tokio Marine Group will continue to promote initiatives for the formation of a sustainable society.

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

Eco-First System



Eco-First is a system under which companies pledge to the Ministry of Environment that they will proactively undertake initiatives for protecting the environment that include adopting global warming countermeasures and waste and recycling measures. Under the system, the ministry certifies those companies (top-notch companies within the industry) that "carry out visionary and unique business activities that lead the industry" in environmental fields. In 2008 Tokio Marine & Nichido was certified as an Eco-First company. This was in recognition of initiatives aimed at protecting the earth's environment and preventing global warming through the insurance business. These include "offering environment-conscious insurance with the participation of customers through Web Clauses" and "research centered on industry-academia collaboration that focuses on the impact of climate change on major natural disasters." Going forward, Tokio Marine & Nichido will continue to promote initiatives for preventing global warming as an Eco-First company.

▶ [Eco-First system \(in Japanese\)](#)



Sustainability Report 2014 CSR Booklet



CSR Booklet

Tokio Marine Group CSR Booklet 2014: Caring for People

Tokio Marine Group CSR Booklet is published annually to provide all stakeholders with an easy-to-understand explanation of Tokio Marine Group's CSR activities toward realizing a "secure, safe and sustainable future." The 2014 version is based on the theme "Caring for people, Being a close part of people's lives," on which employees place great value. It provides explanations on products and services as well as on diversity and community and social contribution activities in Japan and overseas and includes employee interviews and photographs.



This publication also includes supplementary picture postcards using illustrations drawn by employees of Tokio Marine Business Support, a Tokio Marine Group special subsidiary based on the Act on Employment Promotion etc. of Persons with Disabilities.

We ask you to read this booklet to become acquainted with Tokio Marine Group's CSR story through the feelings of each employee featured in the booklet.



Supplementary picture postcards

Tokio Marine Group CSR Booklet 2014: Caring for People

Read from the beginning



PDF

Select from the Table of Contents

1. Supporting the Future



PDF

2. Being a Close Part of People's Lives



PDF

3. Living Together in Harmony



PDF

► [CSR Booklet back issues](#)

Sustainability Report 2014

Material Issue - Environmental-

Responding to Climate Change and Natural Disaster Risk

- Risk Research
- Provision of Insurance Products and Services
- Environmental Investment
- Consulting
- Reduction of Environmental Burden
- Preservation of Biodiversity
- Environmental Enlightenment and Social Contribution

▶ Environmental : Responding to Climate Change and Natural Disaster Risk Material Issue 1



Global warming and climate change have caused increased risks of typhoons, droughts, torrential rainfalls and other natural disasters around the world, posing a serious threat to our social lives. As risks of natural disasters are rising, which has been anticipated since the 1990s, insurance companies contribute to society by offering appropriate insurance products and making insurance payments.

Responding to climate change and natural disaster risk is now considered a major management issue that the global insurance industry must address in the medium-to-long term.

We are promoting research on natural disaster risk and making efforts to raise the sophistication of measuring methods through risk modelling to ascertain risk volume in even greater detail (risk research). We believe Tokio Marine Group's mission is to utilize the results of this research and stably provide insurance and risk management services in response to the various risks in society while ensuring "security and safety" in society (products and services). Insurance companies are also expected to provide various climate change and natural disaster risk solutions to society based on expertise accumulated in the insurance business encompassing the payment of insurance claims, risk assessment and asset management. In addition to providing products and services in developed countries, another important task of insurance companies is to encourage the establishment of an insurance mechanism and disaster prevention and risk management practices in developing countries and regions vulnerable to the impact of climate change (products and services, environmental investment and consulting).

Tokio Marine Group companies work to reduce the environmental burden through energy conservation and resource conservation while striving to offset CO₂ emissions from business through the CO₂ absorption, stabilization and reduction effects of planting mangrove trees and purchasing clean power (wind power, etc.). Through these initiatives, Tokio Marine Group strives to be "carbon neutral" or even "carbon positive" (CO₂ absorption and reductions exceed CO₂ emissions) on a global basis (reduction of the environmental burden).

Tokio Marine Group also proactively undertakes mangrove planting activities overseas, mainly in Southeast Asia, in collaboration with non-governmental organizations (NGOs) specializing in mangrove planting; environment protection activities in Japan in cooperation with environmental-related non-profit organizations (NPOs); and Green Lessons, an environmental awareness program targeted at elementary school students (preservation of biodiversity, environmental enlightenment and social contribution).

Primarily through Tokio Marine & Nichido, the Tokio Marine Research Institute and Tokio Marine & Nichido Risk Consulting, Tokio Marine Group undertakes research on climate change and natural disaster risk and develops and provides products and services that are designed to mitigate or adapt to climate change in addition to promoting various other initiatives. Through these endeavors, Tokio Marine Group proactively responds to climate change and natural disaster risks as a global insurance group with comprehensive capabilities.

Risks and Opportunities Associated with Climate Change

Considerable concern exists over the possibility of increased typhoons, heavy rains, droughts and other natural disasters caused by climate change. The insurance business has a close relationship with climate change and natural disasters and therefore risks such as the following are possible.

- Growth in the number of insured contingencies and insurance claims payment amounts due to an increase in natural disaster risk.
- A sharp rise in reinsurance premiums due to increases in large-scale natural disasters.
- Worsening fund position due to an increase in insurance claims payment amounts resulting from natural disasters.
- Risk of discontinuation of business due to the impact of natural disasters on buildings, IT facilities and other facilities.
- Risk of impacts from natural disasters in countries and regions throughout the world along with growth in the overseas insurance business.

In 2007, the Intergovernmental Panel on Climate Change (IPCC), which collects scientific research into climate change, was awarded the Nobel Peace Prize for its contributions to raising recognition of climate change. Established in 1988, the IPCC indicates the current state, causes, impact, adaptation measures and mitigation measures concerning climate change through means such as assessment reports. In its "Special Report on Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation" issued in 2012, the IPCC supplemented previous research with an appeal to the importance of adaptation and disaster risk management with respect to climate change.

The IPCC Fifth Assessment Report announced in September 2013 incorporated content discussed in past reports in addition to expressing a more detailed quantitative assessment of impacts on food and incomes and made an appeal to government decision-makers.

The Working Group II Report states that besides river overflows and coastal region seawater immersion that causes flooding, the increases in the severity and frequency of extreme weather damage are conspicuous risk factors at the global level. In view of this, the report cited the challenges to insurance systems in each economic sector affected by these risk factors.

Although weather phenomena are natural occurrences that are beyond our control, it is possible to prepare ourselves and adopt measures against climate change and increasing risks of natural disasters. Tokio Marine Group regards these evolving risks as opportunities and aims to promote risk-based management to maintain a sound financial base and to provide protection to customers and society by offering appropriate insurance products and risk management services. We are promoting the following specific measures as activities for creating opportunities.

- Promoting research on climate change and natural disaster risk through industry-academia collaboration with The University of Tokyo, Nagoya University and Kyoto University, etc.
- Establishing investment funds for facilities for renewable energy such as sunlight and providing related insurance consulting services.
- Providing insurance so that persons engaged in agriculture can make preparations against extreme weather in developing countries and regions.



▶ Risk Research	▶ Provision of Insurance Products and Services
▶ Environmental Investment	▶ Consulting
▶ Reduction of Environmental Burden	▶ Preservation of Biodiversity
▶ Environmental Enlightenment and Social Contribution	

Risk Research

With a view toward ensuring a stable supply of products and services in the future, Tokio Marine Group has been actively engaged in research on risks concerning climate change and natural disasters and promotes the development and the provision of products and services tailored to these new risks.

Upgrading Natural Disaster Risk Assessment Approaches

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

Using Our Findings to Develop and Provide Products and Services for Adapting to Climate Change

In the face of major changes in the frequency and scale of natural disasters due to climate change, basing risk assessment only on past statistical data may significantly impact the calculation of appropriate insurance premiums and the ability to pay insurance claims in the event of a serious disaster. In response, Tokio Marine Group is leveraging climate models that forecast future climate change through computer simulations, and is advancing research into future natural disaster risks in cooperation with the universities introduced below. We will further contribute to society by utilizing our research results to develop and provide products and services and to disseminate information.



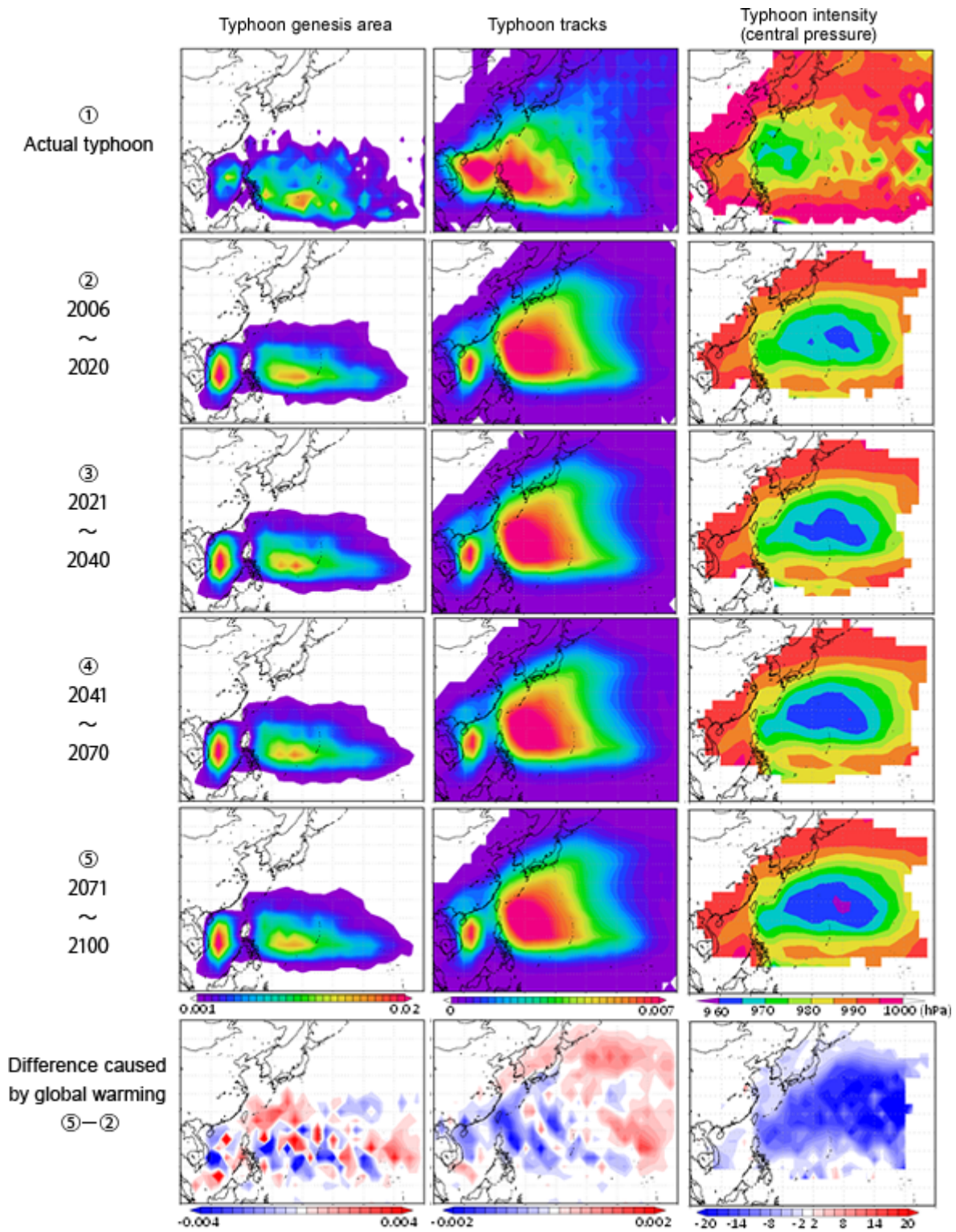
Typhoon simulation model
Source: Hydrospheric
Atmospheric Research Center,
Nagoya University

Tokio Marine Group is undertaking joint research with the Atmosphere and Ocean Research Institute at The University of Tokyo, the Hydrospheric Atmospheric Research Center at Nagoya University, and the Graduate School of Engineering and the Disaster Prevention Research Institute at Kyoto University. (Details on individual research projects are as follows.)



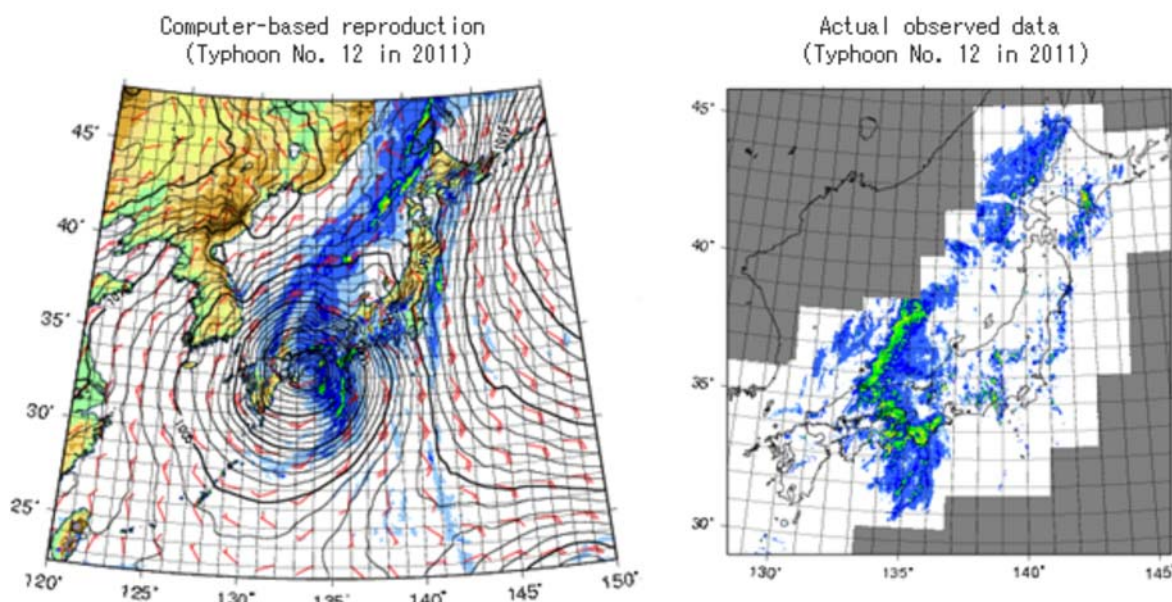
Joint Research with The University of Tokyo: Forecasting Future Changes in Typhoons Using Climate Model Data

- The Atmosphere and Ocean Research Institute at The University of Tokyo has been engaged in research into climate change and other climate systems using an integrated analysis of simulation results based on observation data and climate models. Professor Masahide Kimoto and other researchers from the university have contributed as authors to the creation of the IPCC assessment reports, and The University of Tokyo has received acclaim from around the world for the widely used research results.
- Tokio Marine & Nichido and the Tokio Marine Research Institute are undertaking joint research with The University of Tokyo to develop a novel typhoon probability model that estimates future changes in typhoons. The charts below show estimates of future changes in typhoons based on climate change forecast data from institutions worldwide, using the jointly developed typhoon probability model. In the chart showing warming differentials in typhoon generation and tracks, blue represents locations where typhoons will decrease in the future, and red represents locations where they will increase. In the chart showing the warming differential of central atmospheric pressure (i.e., strength), blue represents locations where central atmospheric pressure will decrease in the future. These analyses indicate the possibility that future typhoons will take more eastward tracks and will become stronger.
- We will continue working to enhance the forecast data to be used and to release information throughout Japan and overseas through means such as the presentation of papers. As many aspects of future changes in typhoon patterns and other natural catastrophes remain unknown, researchers all over the world are engaged in ongoing research. Tokio Marine & Nichido and the Tokio Marine Research Institute keep a wide-ranging eye on this research as the companies advance investigation and research into climate change.



Joint Research with Nagoya University: Typhoon and Heavy Rain Simulation Using High Spatial Resolution Models

- An accurate understanding of problems surrounding environmental changes in the hydrosphere and atmosphere calls for research from an integrated perspective involving physics, chemistry, biology and other sciences. Nagoya University has established the Hydrospheric Atmospheric Research Center to conduct diversified research into the processes in water cycle systems. As part of this research, Nagoya University Professor Kazuhisa Tsuboki has developed a numerical model able to perform detailed, high-resolution simulation of clouds and precipitation, and is advancing research into the structure and mechanisms of heavy rain, typhoons, tornadoes and other phenomena.
- In cooperation with Nagoya University, Tokio Marine & Nichido and the Tokio Marine Research Institute are performing detailed analyses of how climate phenomenon such as typhoons, "bomb" cyclones and localized torrential downpours are changing along with climate change as part of efforts to promote research on future natural disaster risk, with particular focus on changes in precipitation amounts.
- In 2011, Typhoon No. 12 brought torrential rains and caused enormous damage in the Kinki region. The charts below show the results using Nagoya University's high spatial resolution model to simulate rainfall. The chart on the left is a simulation using the high spatial resolution model and the chart on the right shows the actual observed rainfall amounts. The results show that the simulations using the high spatial resolution model re-create the actual typhoon accurately. Going forward, we intend to implement forecasts of potential rainfall amounts amid global warming.



Source: Hydrospheric Atmospheric Research Center, Nagoya University

Joint Research with Kyoto University on Assessment of Water Disaster Risks under Future Climate Conditions

- The Graduate School of Engineering and the Disaster Prevention Research Institute at Kyoto University have top-class researchers in the area of water disaster risks, including Professor Eiichi Nakakita and Professor Yasuto Tachikawa. The Institute has developed a river flow volume model for Japan's rivers, using physical principles to simulate and forecast river flow volume following rain.
- In 2012, Tokio Marine & Nichido and the Tokio Marine Research Institute launched joint research with Kyoto University into the assessment of water disaster risks under future climate conditions and are developing methods for the quantitative assessment of the flood risk of rivers. This will enable more accurate quantitative assessment of water disaster risks under future climatic conditions. By connecting the results of this research with the knowledge of precipitation volume forecasting under future climatic conditions, which has been gained through joint research with Nagoya University begun in 2007, we will achieve a quantitative assessment of water disaster risks under future climate conditions.
- In fiscal 2013, we focused our research on the Arakawa River flooding risk. The results of this research indicate that an increase in rainfall up to the end of this century will cause an expansion of the water-immersed surface areas of the Arakawa River downstream basin and a deepening of water immersion. The left chart below shows immersed areas assuming the case similar to when flooding occurred in the Arakawa River downstream basin when Typhoon No. 9 struck the Kanto region in 2007. The right chart shows flooding with water levels comparable to the Arakawa River's estimated high-water discharge volume that is possible due to an increase in localized torrential downpours accompanying global warming. Our research also shows that water immersion of five meters or higher in the Arakawa River discharge basin can be expected in the event localized torrential rainfall causes the estimated high-water discharge volume to be exceeded. In the future, we will expand the scope of rivers covered by our research from those in Japan to rivers overseas and progress with research that assumes possible future worst-case scenarios.

In the event of flooding similar to that which occurred when Typhoon No. 9 struck in 2007

In the event flooding volume is comparable to the Arakawa River's estimated high-water discharge volume



Academic Conference Presentations of Research Results

- We have presented the results of the above joint research at the Meteorological Society of Japan (twice per year) and at the Japan Society of Hydrology and Water Resources (once per year).
 - Since 2008, we have been continually announcing the results of joint research with The University of Tokyo and Nagoya University at the Meteorological Society of Japan.
 - Since fiscal 2013, we have been announcing the results of joint research with Kyoto University and Nagoya University at the Japan Society of Hydrology and Water Resources.
 - In fiscal 2014, we plan to announce the results of joint research on flood disaster risk with Kyoto University and Nagoya University at the Asia Oceania Geosciences Society (AOGS).
- ▶ [Meteorological Society of Japan poster \(PDF:1,195KB\)](#)
- ▶ [Japan Society of Hydrology and Water Resources poster \(PDF:494KB\)](#)

Global warming is a new type of risk that has never yet been experienced by humankind. At the same time, through progress in climate models and other tools of meteorology, the state of global warming and its impact on society are gradually becoming better understood. To respond to changes in natural disasters accompanying global warming, it is necessary to properly strengthen such areas as infrastructure and disaster prevention systems. To do so, it is important to correctly understand the latest findings on climate and weather. With this in mind, I obtained qualifications as a certified weather forecaster, which is a national certification. Besides utilizing the knowledge gained from obtaining this qualification, I hope to support society's initiatives for countering global warming working in close collaboration with universities and other institutions.



Eiji Imakita, Researcher
The Tokio Marine Research
Institute
(Obtained certified weather
forecaster qualifications in March
2014)

Connecting to Disaster Readiness and Mitigation Initiatives through Earthquake and Tsunami Risk Research

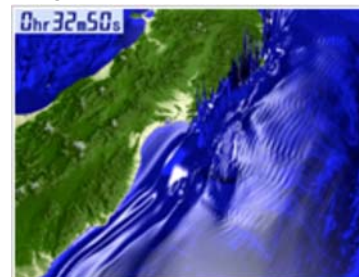
In recent years, low-frequency major earthquakes have inflicted serious damage around the world, as seen in the earthquakes in Chile and Northern Sumatra, the earthquake and tsunami in the Indian Ocean, the Great Sichuan Earthquake and the Great East Japan Earthquake. Against this background, Tokio Marine Group brings together the expertise and data gained through its casualty 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, Tokio Marine & Nichido 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 and data concerning earthquake and tsunami risk accumulated through its insurance business.

In April 2012, an endowed research division named the Earthquake Induced Tsunami Risk Evaluation Field (Tokio Marine & Nichido) was established within the International Research Institute of Disaster Science (IRIDeS) at Tohoku University. This laboratory performs risk assessment research on earthquakes and tsunamis; analyzes tsunamis (wave height distribution, arrival time and other aspects) following major past earthquakes such as the Great East Japan Earthquake; researches more reliable damage estimates (simulations) that take into consideration vulnerabilities and disaster readiness capabilities in society both in Japan and overseas as well as researches tsunami risk assessment methods that factor in the probability of occurrence; researches tsunami evacuation (provides basic information for disaster mitigation planning of coastal areas and cooperates in formulating disaster evacuation plans of regional municipal bodies); and promotes disaster prevention education and awareness activities (activities for disseminating information and providing recommendations for raising disaster readiness and mitigation for society as a whole). Additionally, this laboratory announces research outcomes at academic conferences in Japan and overseas and performs risk assessment studies on major earthquakes that have occurred overseas.

Image of a tsunami simulation model



Source: IRIDeS, Tohoku University



▶ [Endowed Research Division, IRIDeS, Tohoku University](#)

Areas of research

1. Research into earthquake and tsunami risk assessment
 - (1) Research into damage to buildings from tsunami
 - (2) Research into damage to marine vessels from tsunami
 - (3) Research into stochastic evaluation of tsunami hazards
2. Research into tsunami evacuation
 - (1) Planning, surveying and verification of tsunami evacuation training
 - (2) Surveying of tsunami evacuation in the devastated areas after the Great East Japan Earthquake
 - (3) Cooperation in drafting of tsunami evacuation plans
 - (4) Participation in the "Kakeagere! Japan" tsunami disaster mitigation action program for protecting people's lives and the earth ~ Reconstruction Agency's "New Tohoku-led model program"
3. Activities concerning disaster readiness education and awareness
 - (1) Disaster education (Shichigo junior high school, Sendai city; Hashikami elementary school, Kesenuma city; Kesenuma junior high school; others)
 - (2) Counsel and editorial supervision for the Tokio Marine & Nichido's Disaster Readiness and Mitigation Information website
 - (3) Supervision of educational materials for the Tokio Marine & Nichido's Disaster Prevention Lessons
 - (4) Instruction for disaster research by high school students
 - (5) Development of "disaster readiness awareness goods"



Disaster Prevention Lessons in Kesenuma

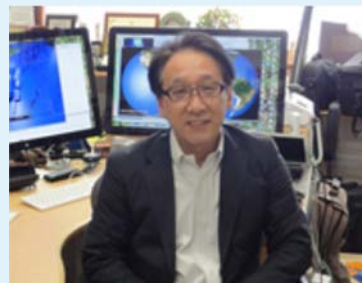


Disaster Prevention Lessons in Hawaii

4. Dissemination of information and other activities
 - (1) Academic conference presentations of research outcomes
 - Two presentations at international academic conferences
 - Four presentations at academic conferences in Japan
 - (2) Disseminating information overseas
 - (3) Industry-academia collaboration activities (Presentation at Geneva Association's Fifth Climate Risk and Insurance Seminar, etc.)
 - (4) Flood risk assessment in Jakarta, Indonesia, in 2013
 - (5) Survey of disaster region following typhoon Haiyan in the Philippines in 2013

Note: Research into earthquake archaeological remains and methods of transmission in folklore was completed in fiscal 2012.

Building systematic mechanisms and approaches to earthquake and tsunami risk assessment allows more reliable risk projections. We intend to use these estimates as a basis for developing disaster mitigation plans for coastal areas and help create a safer and more secure society. Tsunami-related risks, in particular, are a new field that has not been explored in the past, and the research results will be very valuable for both Japan and other countries. We plan to conduct risk assessment in and outside Japan to support systematic, precautionary disaster prevention and mitigation. Moving one step further, we also aim to build a system of disaster avoidance, which focuses on minimizing disaster damage by eliminating risks.



Fumihiko Imamura, Professor
Director of the IRIDeS, Tohoku University

For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website

In March 2013, which marked two years since the Great East Japan Earthquake, Tokio Marine & Nichido launched the "For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website" with the aim of contributing to the creation of a secure and safe society and providing an opportunity for people to think about disaster readiness and mitigation in their homes. Utilizing knowledge obtained from joint research through industry-academia cooperation with IRIDeS at Tohoku University, this site uses illustrations, comics and games to offer easily understood explanations of the mechanisms behind "earthquakes, tsunamis, typhoons, tornadoes, torrential downpours and heavy snowfalls" as well as the necessary preparations to make beforehand. The site won the Asakawa Award Grand Prix at the first Web Grand Prix sponsored by the Japan Advertisers Association Inc. The recipients of the Asakawa Award are chosen based on an evaluation by accessibility diagnostic software and a judging panel of experts who use reading software (panel chairperson: IBM fellow Chieko Asakawa). The site earned the Grand Prix based on the high evaluation of various aspects of the site, such as "the site's internal configuration is very easy to understand."



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



Providing Recommendations concerning Climate Change and Natural Disaster Risks

Tokio Marine Group coordinates with insurance companies worldwide to conduct surveys and research into climate change and natural disaster risks and to provide recommendations aimed at reducing and mitigating the risks placed on economic and social life.

■ ClimateWise Thought Leadership Series: "The role of insurers in strengthening business resilience to climate risk"

Tokio Marine & Nichido is the only insurance firm in Asia participating in the U.K.-based ClimateWise climate change initiative.

Tokio Marine & Nichido (Chairman at the time Kunio Ishihara), drawing on the experiences of insurance firms following the Great East Japan Earthquake and the flooding in Thailand, put forth a proposal in February 2013 entitled "The role of insurers in strengthening business resilience to climate risk" as an article in the Thought Leadership Series (i.e., a proposal to strengthen the role of the insurance industry with respect to climate change risk) under ClimateWise. Specifically, the recommendation stated that "advance preparation of business continuity planning (BCP) that factors in supply chain risks, along with rapid business recovery planning, are important in creating resilience against future climate change and natural catastrophe risk; as such, companies (and managers) should leverage the knowledge of insurance companies in addressing these."

▶ [ClimateWise Thought Leadership Series](#)

■ The Geneva Association: The CR+I Project *

Tokio Marine & Nichido participates in the Geneva Association's Climate Risk and Insurance (CR+I) project. In collaboration with insurance firms and other participants worldwide, the company is surveying and researching the impacts of climate change and natural disaster risks on the insurance business, economies and society.

As one of the CR+I project's initiatives, Tokio Marine & Nichido cooperated from an insurance industry standpoint on the creation of the United Nations' "Global Assessment Report on Disaster Risk Reduction 2013," and within that white paper released "Contribution of the Insurance Industry in Lessening Disaster Risk: Case Study Collection" (May 2013), a report corroborating statements concerning the role of insurance in lessening risk. In the report, Tokio Marine & Nichido assisted with sections concerning the Great East Japan Earthquake.

In addition, working in collaboration with the Geneva Association's secretariat, in October 2013 Tokio Marine & Nichido held the Geneva Association's "Fifth Climate Risk and Insurance Seminar" in Sendai, where it welcomed Margareta Wahlström, United Nations Special Representative of the Secretary-General for Disaster Risk Reduction. At the opening of the conference, Shuzo Sumi, Vice Chairman of the Geneva Association and Chairman of the Board of Tokio Marine & Nichido, greeted the audience as representative of the host country. In his address, he noted: "Society's appraisal of the role of insurance rose in Japan on the occasion of the earthquake. In March 2015, the United Nations World Conference on Disaster Risk Reduction will be held in Sendai. I believe the insurance industry can contribute to the world more than ever before in the field of disaster readiness. I am hoping for spirited discussions toward the building of a resilient society." The seminar featured the participation of approximately 60 persons that included experts from the United Nations, the World Bank, the Japanese government and the insurance industry, as well as scientists. From Tokio Marine Group, Managing Director Harutoshi Tagaya of the Tokio Marine Research Institute and Tokio Marine & Nichido Corporate Planning Department General Manager Masaaki Nagamura participated as speakers and shared and discussed the latest findings. Professor Fumihiko Imamura of IRIDeS, Tohoku University, which is a partner in the Tokio Marine Group's industry-academia collaborative research, presented the latest findings on seismology and tsunami science. A tour of an area devastated by the earthquake was also held with the cooperation of Tohoku University.

*The name of the CR+I Project was changed to Extreme Events and Climate Risk (EE+CR) in May 2014.

▶ <http://www.genevaassociation.org/>



Fifth Climate Risk and Insurance Seminar

Provision of Insurance Products and Services

The amount of damage caused by climate change is on the rise globally. Tokio Marine Group companies are cultivating know-how concerning climate change and global warming and promoting the development of products and services that mitigate and adapt to climate change, reduce natural disaster damage, preserve biodiversity and contribute to the development of local communities.

Green Gift Project

Through eco-friendly products, we act as one with our agents in engaging in global environmental protection initiatives and welcome participation by customers as well.

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 our website rather than a paper-based contract in brochure form, we donate funds corresponding to a portion of the value of the reduction in paper used to non-profit organizations (NPOs) involved in environmental protection activities to support costs of mangrove planting and other environmental protection activities in Japan and overseas.

Customers' selection of the Web policy option leads to the conservation of paper resources. Additionally, it allows the company to reduce the environmental burden created by the manufacture of paper and its transport to the company, the mailing of policies to customers and the disposal of policies when unneeded after maturity. The Green Gift Project also provides a number of other beneficial effects. These include contributing to the prevention of global warming and the preservation of biodiversity via mangrove planting activities and communicating to children, who will lead future generations, the importance of the earth's environment through their actual participation in environmental protection activities in Japan. In fiscal 2013, the number of agreements taking advantage of the Web policy option was approximately 9 million, representing a reduction in paper usage of approximately 2,450 tons.

To help customers better understand mangroves and experience participation in global environmental protection activities, the company established a Green Gift page on its website that reports on topics such as planting activities in various countries where mangrove planting is undertaken, updates on the growth of planted saplings and the volume of CO₂ absorbed through planting. The page also provides information on recruitment for environmental protection activities carried out in each region of Japan and reports on these activities. The company is also cooperating in human resource development in the regions where planting occurs, and participates in the education support programs conducted by the international non-governmental organization (NGO) known as Room to Read in developing countries where planting takes place, such as India, Bangladesh and Vietnam. These activities are also introduced on the Green Gift site.





Through this project, Tokio Marine & Nichido will continue its initiatives aimed at conservation of paper resources, prevention of global warming and conservation of biodiversity.

- ▶ [Tokio Marine & Nichido Green Gift Project \(in Japanese\)](#)
- ▶ [Nisshin Fire Web contract \(in Japanese\)](#)
- ▶ ["Creating Mangrove Forests"](#)

Web Policy and Tokio Marine Millea no Forest

As part of efforts to promote paperless operations, from February 2013 Tokio Marine Millea SAST Insurance has engaged in an initiative under which insurance policies can optionally be viewed online (as Web policies) instead of on paper, a move that has met with the approval of customers.

To contribute to global environmental protection by going paperless, from April 2013 the company has been promoting "Tokio Marine Millea's Forest," a project to plant saplings in Meguri's Forest in Shonan International Village, Kanagawa Prefecture. This project involves dense planting and root 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 shape. By doing so, the project aims to "create a forest that protects life" and thus supports the community, economy and an enriched society. Although nurturing the seedlings into a forest takes much time, through this activity employees, their families and the company are united as one in supporting the "creation forests that protect life."



First Auto Insurance Eco Mark Certification Acquired for Financial Products

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

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



*1 The Eco Mark environmental label is granted to products that are certified as having less impact on the environment throughout their lifecycles and being effective in preserving the environment.

*2 The first award scheme established in 2010 in relation to the Eco Mark. Awards are presented to companies and organizations proactively engaged in activities to achieve the objective of the Eco Mark project: "Creation of a sustainable society through the wise choice of environment-friendly products by consumers and environment improvement efforts by companies."

Accident-Related Auto Repairs That Are Friendly to the Environment

Tokio Marine & Nichido and Nisshin Fire & Marine Insurance ("Nisshin Fire") have been undertaking an initiative to promote environment-conscious auto repairs following accidents with the cooperation of customers. This initiative, contingent upon the approval of customers, encourages the repair, not replacement, of parts damaged in an accident or the use of recycled or rebuilt parts if the damage is beyond repair, to reduce industrial waste and utilize resources more effectively. Following "The Declaration of the Promotion of the Use of Recycled Parts," a joint statement made by The General Insurance Association of Japan and its member insurance companies in October 2011, we have decided to step up this initiative by generally requiring the use of recycled parts when repairing company-owned vehicles and encouraging their use in personal vehicles of employees.

For the same reason, Nisshin Fire provides an environment-conscious auto insurance, *Asante*, which provides a 10% discount on insurance premiums if a car repair is done using recycled parts at one of the automobile repair shops specified by the company.

- ▶ [Nisshin Fire *Asante* \(in Japanese\)](#)



Asante environment-conscious auto insurance

Auto Insurance Fleet Accident Reduction Assist Rider

We receive requests from corporate customers using automobiles in their business activities who want to keep the occurrence of car accidents to a minimum, if not avoidable, and to obtain steady and long-term savings on auto insurance premiums. To respond to these needs by way of insurance as a professional in auto accident prevention, Tokio Marine & Nichido provides a Fleet Accident Reduction Assist Rider that combines auto insurance and a risk-specific consultation service called the High Accident Rate Response Program. This optional rider assists companies in reducing car accidents and related social costs (lower corporate credibility, loss of business opportunities and costs for accident response) and aims to help them make a greater contribution to the preservation of the environment by means of eco-safe driving.

Tokio Marine & Nichido promotes security and safety for customers through this optional rider and contributes to the development of an enriched and comfortable social life and economic growth of society by reducing accident-related social costs and eliminating wasteful fuel use caused by reckless driving.

- ▶ [Tokio Marine & Nichido Risk Consulting: Traffic Risk Consulting service \(in Japanese\)](#)

Mega-Solar Package Program

With the launch of Japan's Feed-in Tariff Scheme for Renewable Energy in July 2012, the planning and construction of "mega solar" large-scale solar power generation facilities is surging across the country. In order for businesses to stably operate the facilities, measures are necessary to evaluate business risks over a long term of 10 to 20 years and from a variety of angles, starting from the installation stage.

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

Making Use of Evolving Risk Assessment Approaches in Consulting

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

In the event of damage from earthquake, tsunami, water, wind, high tide or other natural disasters, mega solar projects may be forced to review installation expenses or construction times, and business operation following launch may be severely affected.

Based on natural disaster information and knowledge accumulated over years in the property and casualty insurance business, the product offers risk consulting services that include a three-stage evaluation of natural disaster risks at planned mega solar installation sites, and soil contamination status assessment consulting through means such as site usage history surveys and field investigations. By incorporating such consulting, mega solar business operators are able to accurately assess the risks that can threaten business continuity and can effectively carry out necessary investments and measures.

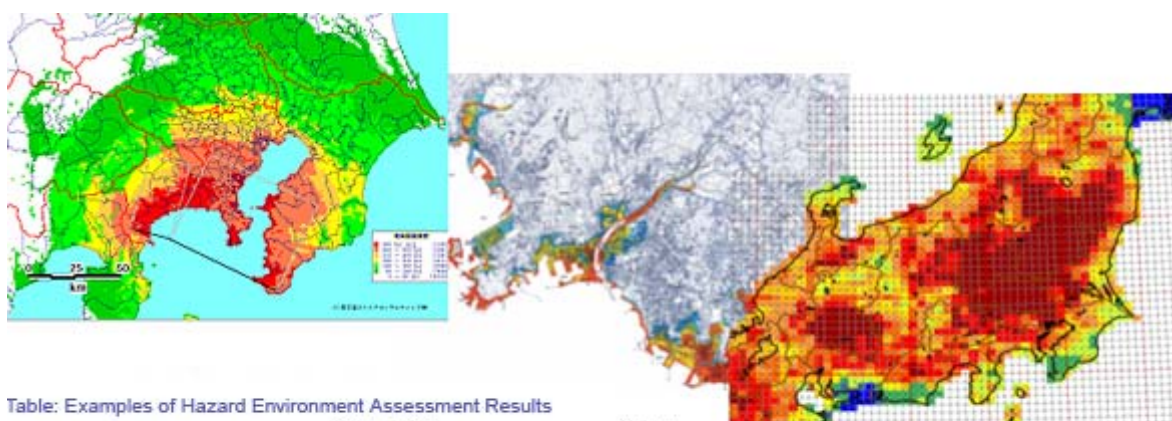


Table: Examples of Hazard Environment Assessment Results

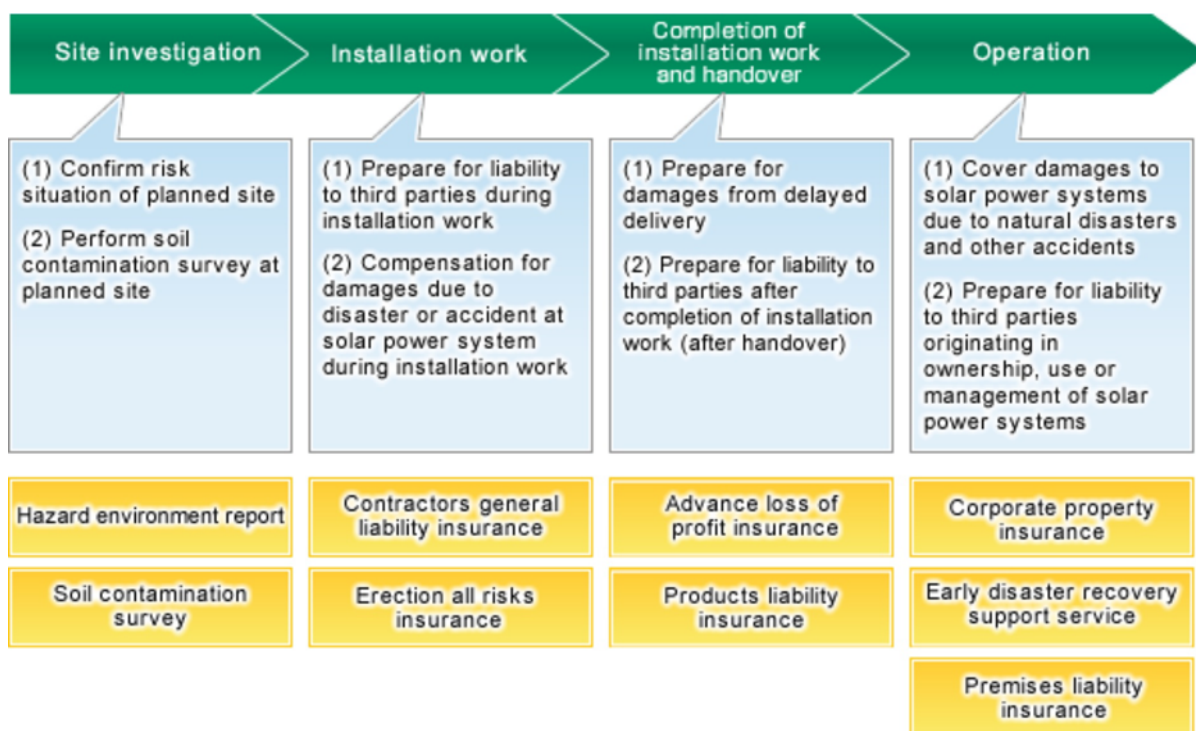
	Earthquake	Tsunami	Liquefaction	Water damage	Wind damage	High tide	Mudslide	Volcanic eruption	Dense fog
Point A	A	A	A	C	C	C	C	C	B
Point B	B	C	C	B	B	B	C	C	B
Point C	A	C	C	A	C	C	B	C	A

Figure: Materials on natural disaster risk assessment simulation models (from top: earthquake, tsunami, lightning)

Arrangement of Appropriate Property and Casualty Insurance at the Mega Solar Project Installation and Operational Stages

As various risks are expected at every stage – from installation to operation – in mega solar projects, appropriate risk management is achieved by analyzing risk factors that can impact project management and by arranging for insurance against each risk. Looking specifically at risks to installation work, insurance involves compensation for damages in the event of accidents originating in solar power systems during installation or after completion, including damage to or destruction of solar systems or temporary installations from calamities such as fire or lightning, as well as accompanying loss of profits due to delay of operation. Risk hedging against the preceding factors is possible through erection all risks insurance, delayed start of operations insurance and various forms of liability insurance. With regard to risks to operation, insurance involves compensation for damages originating in ownership or management of facilities, including damage to or destruction of solar power systems from calamities such as fire, as well as accompanying loss of profits if operation is halted. Risk hedging against the preceding is possible through commercial property insurance and various forms of liability insurance.

The mega solar project flow from installation work to operation



Solar power and other forms of renewable energy are indispensable as new energy sources to support the social infrastructure of the future. Based on the role that insurance companies bear in society, Tokio Marine & Nichido will support the smooth diffusion of renewable energy by providing insurance products and risk consulting services and contribute to the development of a sustainable society.

Participation in the World Bank's Pacific Disaster Risk Financing Pilot Program

Since January 2013, Tokio Marine & Nichido has been participating in the Pacific Disaster Risk Financing Pilot Program implemented by the World Bank in cooperation with the government of Japan as an international contribution initiative in the field of disaster prevention and reduction. This project marked its second year from November 2013.

- Background to creation of the Pacific Disaster Risk Financing Pilot Program

At the Japan-Pacific Islands Forum Summit Meeting (also known as the Pacific Islands Summit) held in May 2012, the government of Japan announced the creation of an insurance scheme for natural disaster in Pacific island nations as a part of Japan's international cooperation in the field of disaster readiness, and subsequently created the Pacific Disaster Risk Financing Pilot Program in collaboration with island nations' governments, the World Bank and private insurance companies.

- Overview of the Program

Operated as a Public-Private Partnership (PPP), the program consists of natural disaster derivatives as support measures for disaster readiness and mitigation in Pacific island nations*1.

*1 The program targets six countries, namely the Republic of Vanuatu, Independent State of Samoa, Kingdom of Tonga, Solomon Islands, Republic of the Marshall Islands and the Cook Islands (participating from the second year).

1. Underwriting scheme during the second year of the pilot period (from November 2013)

(1) Derivative contracts between Island nations and the International Development Association (IDA)

Each island nation has concluded a natural disaster derivative contract with the IDA, a member of the World Bank Group, as a risk hedge against large-scale natural disasters (earthquakes, tsunamis and tropical cyclones).

(2) Derivative contracts between IDA and insurance companies

The IDA has concluded derivative contracts under the same conditions as 1) above, with four private insurance companies.



2. Underwriting conditions during the pilot period (from November 2013)
 - Commitment period: November 1, 2013 to October 31, 2014
 - Notional amount (total): USD67.48 million (approximately 6.6 billion yen) (Underwriting by four private insurance companies)
 - Trigger: In the event that an island country incurs economic losses (model losses) in excess of assumptions*2 as a result of natural disasters (earthquakes, tsunamis and tropical cyclones), insurance companies shall pay to the government of the island nation, via IDA, a previously established compensation value.
- *2 Conditions differ for each target nation.

Through the underwriting of natural disaster derivatives, Tokio Marine Group supports the efforts of Pacific island nations with regard to natural disasters, thereby contributing to the creation of secure, safe sustainable "good societies."

Diffusion of Weather Insurance and Microinsurance in India

Tokio Marine Group provides weather insurance and microinsurance (insurance for low-income earners) in India.

- ▶ [Challenging Social Issues - Providing Value through Our Core Businesses – Poverty](#)

Sale of Environmental Impairment Liability Coverage

In response to the growing need for ensuring compliance with environmental regulations, U.S.-based Philadelphia Insurance Companies (PHLY) offers environmental insurance products with environmental impairment liability coverage against various risks, including impairment liability for contamination of the environment, for manufacturers, processing companies, pharmaceutical firms, hotel operators and real estate agencies.

These insurance products protect policyholders from impairment liability for damage to third parties and remediation expenses caused by environmental contamination, thereby contributing to the protection of the natural environment and the health of local residents while encouraging the promotion of regional industries.

- ▶ [Philadelphia Insurance Companies Environmental Products](#)





First Insurance Product Responding to Carbon Credits

U.K.-based Kiln Group has commenced underwriting an insurance product that covers carbon credit eligibility risk from April 2011.

Under the EU Emissions Trading Scheme, companies and investors can purchase the rights in advance to buy carbon credits at a given price that will be generated as credits at a later date. However, as a result of discussions for reviewing credit certification standards from 2012 onwards, concerns have been raised over various aspects such as the emissions reductions of trifluoromethane (HFC-23) and nitrous oxide (N₂O) generated from adipic acid production projects no longer receiving approval as credits. In response, Kiln is underwriting insurance for a major bank to cover this risk. Kiln is presently focusing efforts on the mechanisms of this insurance within other trading systems that include an emissions trading system in New Zealand.

- ▶ [Kiln Carbon Credit Insurance](#)

Sale of *Earthquake Business Interruption Insurance Coverage of Super Business Insurance*

In January 2013, Tokio Marine & Nichido fully revised its *Super Business Insurance*, a comprehensive insurance product aimed at small and medium-sized businesses and launched *Earthquake Business Interruption Insurance Coverage*, a product that offers compensation for damage from business interruption following a major earthquake.

More specifically, this coverage provides compensation for losses from complete suspension of business operations due to workplace damage, stoppages of electricity, gas or water service, or other causes following an earthquake with an observed seismic intensity of 6 or higher on the Japan Meteorological Agency's scale.

The product may not be available to workplaces in some locations.

Through this insurance, small and medium-sized business operators can cover the expenses required for business restoration in the event of a major earthquake.

- ▶ [Tokio Marine & Nichido *Super Business Insurance* \(in Japanese\)](#)

Offering a New Rider for Auto Insurance in Case of Total Vehicle Loss from Earthquake, Volcanic Eruption or Tsunami

Based on experience gained from the Great East Japan Earthquake, Tokio Marine & Nichido sells a rider for auto insurance to ensure a means of transportation that is essential in the daily lives of customers affected by an earthquake, a volcanic eruption or a tsunami. This new rider offers a lump-sum claim payment for total vehicle loss caused by an earthquake, a volcanic eruption or a tsunami. In order to enable swift payment of claims in the event of a major earthquake, insured vehicles that have been completely written off will automatically receive a uniform amount of 500,000 yen regardless of their value (or an amount that is equal to the vehicle value if it is below 500,000 yen).

▶ [Tokio Marine & Nichido Auto Insurance \(in Japanese\)](#)



Early Disaster Recovery Support Service through a Tie-Up with BELFOR

Following the Great East Japan Earthquake, there has been a growing recognition of the need to consider both "local recovery strategies" as well as "substitution strategies" and promote essential countermeasures to ensure business continuation. With "local recovery strategies," in particular, it is necessary to consider beforehand the methods for quick restoration of business. Tokio Marine & Nichido has formed a partnership with BELFOR (Japan) Co., Ltd., a company possessing highly specialized technologies in the disaster recovery support field, and has been providing the Early Disaster Recovery Support Service for customers. BELFOR uses its precision cleaning techniques to restore the condition and functions of contaminated equipment and facilities, for which replacement was the only option available in the past. This helps reduce the business interruption period significantly and is particularly effective in case of customized facilities that require a considerable amount of time to replace.

Tokio Marine & Nichido has added a new rider to essentially all of its property insurance* for corporate customers to cover the expenses for emergency stabilization measures from January 2011, allowing policyholders to use the Early Disaster Recovery Support Service of BELFOR under specified conditions without incurring additional costs.

The availability of the Early Disaster Recovery Support Service jointly provided by Tokio Marine & Nichido and BELFOR expanded from Japan to the United States in 2006, to Europe in 2008 and to Southeast Asia in 2010. We now have a system to provide support for the early recovery of business operations to customers throughout the world.

* Excluding forest fire insurance and Super Business Insurance that does not cover property damage and loss arising from suspension of operations

Disaster recovery flow using BELFOR

Step 1

Verification of disaster and contamination

Upon being informed by a customer of the occurrence of a disaster or accident, we contact BELFOR after obtaining consent from the customer for dispatching a crew. BELFOR immediately visits the damaged site, conducts an on-site inspection and draws up a "contamination map" that identifies contaminated areas within the site.

Step 2

Emergency stabilization measures

To prevent further damage, BELFOR applies emergency stabilization measures, as necessary, to inhibit the progression of corrosion and rust in facilities.

Step 3

Proposal of an optimal recovery plan

We propose an optimal recovery plan to the customer.

Step 4

Full-scale restoration by BELFOR



During full-scale restoration operations, BELFOR conducts the dismantling of facilities contaminated with smoke due to fire or mud caused by flooding, precision cleaning that uses its special technologies, drying, reassembling and a final inspection of the reassembled facilities.



Contaminated equipment



Equipment after precision cleaning

- ▶ [My Relations with CSR: "Providing Early Disaster Recovery Support Service"](#)



Environmental Investment

Tokio Marine Group gives consideration to the environment, including climate change, as well as to society and governance in its investment and financing operations.

Integrating Environmental Consciousness into Investment Products

Tokio Marine Asset Management provides *Premium World*, an environmental investment trust fund that invests in Japanese and other companies involved in activities under the following themes. These themes are related to environmental or social issues arising from the growing economies and increasing population in the world, which need to be sustained or improved.

● Environmental

(e.g., global warming and clean energy)

● Water and foodstuffs

(e.g., stable supply of water and food and enhanced productivity)

● Medical services and healthcare

(e.g., medical techniques and promotion of better health)

For institutional investors, the company launched a socially responsible investment (SRI) fund targeting Japanese companies in January 2006. Leveraging the comprehensive risk management know-how of Tokio Marine Group, this fund aims to obtain long-term and stable added value based on the Group's unique environmental, social, governance and risk management (ESGR) analysis and evaluation. In the future, Tokio Marine Asset Management intends to fulfill its social responsibilities as an institutional investor and improve investment performance over the long term while giving due consideration to ESG issues in its asset management operations.



Launching a Solar Energy Fund

In August 2012, Tokio Marine Asset Management rolled out a new fund for institutional investors, including corporate pension funds, to invest in solar power plants. The new fund, *TM Nippon Solar Energy Fund 2012*, is the company's first investment product targeting Japan's national infrastructure. Subsequently, in August 2013 the company launched a second fund, *TM Nippon Solar Energy Fund 2013*. These two funds have assets under management of approximately 9 billion yen and 13.5 billion yen, respectively.

The aim of this fund is to distribute its investment among 10 large solar power plants in Japan and provide returns to investors from sales of power generated by these facilities.

Japan initiated a feed-in tariff (FIT) system for reusable energy sources in July 2012 with a view to increasing the use of solar, wind and other reusable energy. The system requires all users of electricity, including businesses and households, to pay a surcharge on electricity generated from renewable sources. *TM Nippon Solar Energy Fund 2012*, which is based on this FIT system, is designed to return investment income to citizens of Japan through corporate pension funds, the major investor of the fund.

Tokio Marine Asset Management believes that this fund will contribute to the diversification of energy sources. By offering investment opportunities of social significance through this fund, the company strives to fulfill its social roles and responsibilities as an asset management company.



Signatory to the United Nations-Supported Principles for Responsible Investment (PRI)

Recently, there has been increasing demand on asset owners (investors) and asset management companies to enforce their social roles and responsibilities via responsible investment.

The Principles for Responsible Investment (PRI) require investors to consider environmental, social and governance (ESG) aspects of potential investees in making investment decisions.

1. We will incorporate ESG issues into investment analysis and decision-making processes.
2. We will be active owners and incorporate ESG issues into our ownership policies and practices.
3. We will seek appropriate disclosure on ESG issues by the entities in which we invest.
4. We will promote acceptance and implementation of the Principles within the investment industry.
5. We will work together to enhance our effectiveness in implementing the Principles.
6. We will each report on our activities and progress towards implementing the Principles.

In April 2011, Tokio Marine Asset Management signed the United Nations-supported PRI initiative, accepting these principles as an asset management company. The company established a responsible investment committee composed of the chief asset managers of each line, as well as a responsible investment group. Through these steps, the company develops basic policies, processes and systems concerning responsible investment, and undertakes initiatives that take into account ESG issues during investment analysis, product development and exercise of voting rights.

As an insurance firm that has taken ESG issues into account in its insurance underwriting, investment analysis and other actions, Tokio Marine & Nichido signed the PRI in August 2012.

In addition, Tokio Marine Capital, as the first private equity investment firm (GE) headquartered in Japan, signed the PRI in April 2013.

The company is the only private equity investment firm (GE) headquartered in Japan participating in the PRI Private Equity Working Group, which is composed of six companies that include corporate pension funds and investment advisors, as well as Mr. James Gifford, one of the founders of PRI. Also, in response to the formulation of Japan's Stewardship Code, this company will make contributions from a practical-minded standpoint primarily toward enhancing the sophistication of corporate governance.

These companies will make efforts to gain deeper insight into responsible investment and continue to fulfill their social responsibilities in their investment and financing operations.



Consulting

Tokio Marine Group leverages the knowledge and expertise it has accumulated in the field of risk research to promote comprehensive support for the environmental initiatives and disaster risk countermeasures of corporate customers.

Environmental Consulting

The conventional corporate initiatives for the environment have been primarily passive ones, centered on complying with environmental laws and ordinances on matters such as pollution prevention. However, besides response to laws and regulations, there is now a demand from society for a proactive response that puts environmental initiatives into practice as a business. There is also a need for companies to aim for environmental management that harmonizes the environment with the economy. To help companies realize environmental management, Tokio Marine & Nichido Risk Consulting supports the drafting of environmental strategy, including environmental management philosophy, environmental targets and medium- and long-term planning, while taking into account clients' management strategies. Doing so enables clients to create new business opportunities and provide added value in various formats to all stakeholders surrounding a company.

- ▶ [Tokio Marine & Nichido Risk Consulting: Environment \(in Japanese\)](#)
- ▶ [Tokio Marine & Nichido Risk Consulting: Environmental Management Consulting \(in Japanese\)](#)



Natural Disaster Consulting

The Great East Japan Earthquake and floods in Thailand prompted numerous Japanese companies to reaffirm their awareness of the importance of risk management, and the interest of companies in natural disaster risk remains high. With the aim of protecting customers from such natural disasters as earthquakes and typhoons, Tokio Marine & Nichido Risk Consulting employs original analysis models to quantitatively identify in advance any earthquake and typhoon risks that may vary among regions or types of facilities and, based on this analysis, provides cost-effective risk mitigation solutions for customers. For risks concerning earthquakes, in particular, we also provide such services as developing estimates of earthquake damage based on the results of field surveys and document reviews as well as diagnosis of antiseismic capability of buildings and tsunami simulation models.

- ▶ [My Relations with CSR "Providing Support for Future Natural Disaster Risk"](#)
- ▶ [Tokio Marine & Nichido Risk Consulting: Natural Disaster \(in Japanese\)](#)

Consulting for Establishment of Business Continuity Management (BCM)

In the wake of the Great East Japan Earthquake and floods in Thailand, there has been a significant change in the business continuity initiatives of Japanese companies, with a shift away from focus on a company's own bases toward an approach that encompasses the entire supply chain. To ensure business continuity and quick recovery even in the event of earthquakes and group infectious diseases such as new strains of influenza and other unexpected contingencies faced by customers, Tokio Marine & Nichido Risk Consulting provides support for the formulation of business continuity plans (BCPs) encompassing supply chains and the establishment of business continuity management (BCM) for continually improving these business continuity initiatives. The company collaborates with BELFOR, the world's largest disaster recovery specialist, to offer early disaster recovery support services to customers' disaster-affected business and production sites.

- ▶ [Tokio Marine & Nichido Risk Consulting: Business Continuity Management \(BCM\)/Business Continuity Plan \(BCP\) Formulation Support \(in Japanese\)](#)
- ▶ [Tokio Marine & Nichido Risk Consulting: Early Disaster Recovery Support Service by BELFOR \(in Japanese\)](#)



Reduction of Environmental Burden

Tokio Marine Group consumes a considerable amount of paper and energy in its business activities. The Group has been making continued efforts to reduce its environmental burden to the extent possible.

Management Structure under an Environmental Management System (EMS)

To reduce the environmental burden from its business activities and to advance environmental protection initiatives in regions and communities, Tokio Marine Group appoints key personnel to roles promoting CSR activities within Group companies in Japan and overseas.

In our efforts to reduce the environmental burden in business activities, we perform the PDCA cycle through our proprietary Green Assist environmental management system, which draws on ISO 14001, and engage in energy conservation and resource conservation initiatives. The head office of Tokio Marine & Nichido adopted an EMS based on the ISO 14001 environmental management standard in fiscal 1999, and Tokio Marine & Nichido Facilities did so in fiscal 2006.

* The targeted scope of data aggregation is major subsidiaries among consolidated companies (12 in Japan and 19 overseas).

Among Group companies, there were no major issues noted in internal auditing or external examination under ISO 14001 and no violations of environmental laws or other regulations.

Environmental Philosophy / Environmental Policy of Tokio Marine & Nichido

Environmental Philosophy

Adopting the conservation of the global environment as one of its key management policies, Tokio Marine & Nichido recognizes that it is an important responsibility of all humans and companies in the present world to protect the environment. Tokio Marine & Nichido is committed to realizing a society where sustainable development is maintained through the efforts of all employees throughout the entire range of our business activities in order to improve and coexist in harmony with the environment.

Environmental Policy

Tokio Marine & Nichido has established the following policies and will make every effort to realize them in all areas of its activities.

1. Preservation of the Global Environment through the Insurance Business
2. Effective Use of Resources and Energy
3. Compliance with Environmental Laws and Regulations
4. Continuous Improvement of the Environment and Prevention of Pollution
5. Promotion of Environmental Awareness-raising and Philanthropic Activities

The above policy will be made well-known to and understood by all employees and released to the public. (October 1st, 2004)

Concept for Reducing Environmental Burden

Environmental burden caused by 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 paper and energy. In order to reduce the environmental burden from our business activities wherever possible, we have positioned initiatives for reducing environmental burden as a key issue for the company. The entire Tokio Marine Group, in Japan and overseas, is making efforts to become carbon neutral* under the following strategic concepts.

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

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

Environmental Burden Data

<Tokio Marine Group Consolidated Companies>

Reduction targets for CO₂ emissions

- Medium-term target (fiscal 2014): -10% (compared with fiscal 2010 level)
- Reduction target in fiscal 2014: ±0% compared with previous year (No increase from fiscal 2013 results)

CO₂ emissions (Tokio Marine Group consolidated companies)

Fiscal 2013 CO₂ emissions by Tokio Marine Group overall versus a start-of-year target of 93,311 tons (maintaining the previous year's level) were 87,971 tons (Japan: 65,419 tons, overseas: 22,552 tons), or 94.3% of emissions in the previous year. The main causes of the decrease were the implementation of environmental burden reduction measures at each Group company and a reduction in the CO₂ emissions coefficient of Japanese power utilities.

<Tokio Marine & Nichido>

CO₂ emissions reduction targets

- Medium-term target (fiscal 2020): 40% reduction (compared with fiscal 2006 level)
- Long-term target (fiscal 2050): 60% reduction (compared with fiscal 2006 level)
- Reduction target in fiscal 2014: ±0% compared with fiscal 2013 (No increase from fiscal 2013)

CO₂ emissions (fiscal 2013 results)

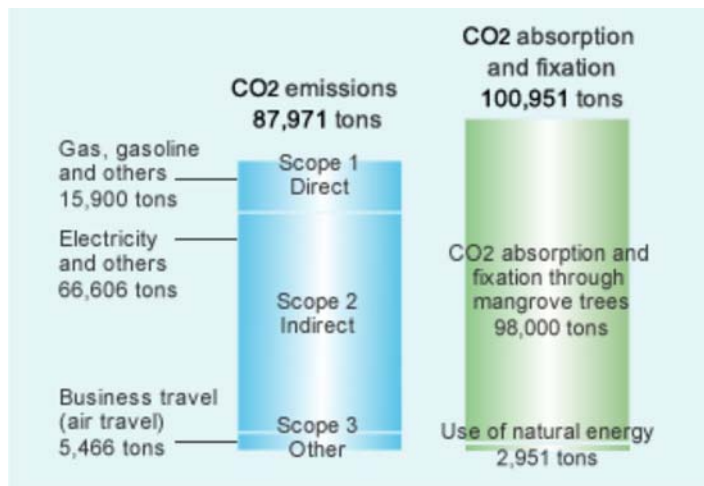
Fiscal 2013 CO₂ emissions versus a start-of-year target of 53,150 tons (maintaining the previous year's level), were 50,642 tons, or 95.3% of emissions in the previous year. The main causes of the decrease were the implementation of environmental burden reduction measures at each Group company and a reduction in the CO₂ emissions coefficient of Japanese power utilities.

▶ [CSR Performance Data \(Environment\)](#)

Initiatives toward Becoming Carbon Neutral

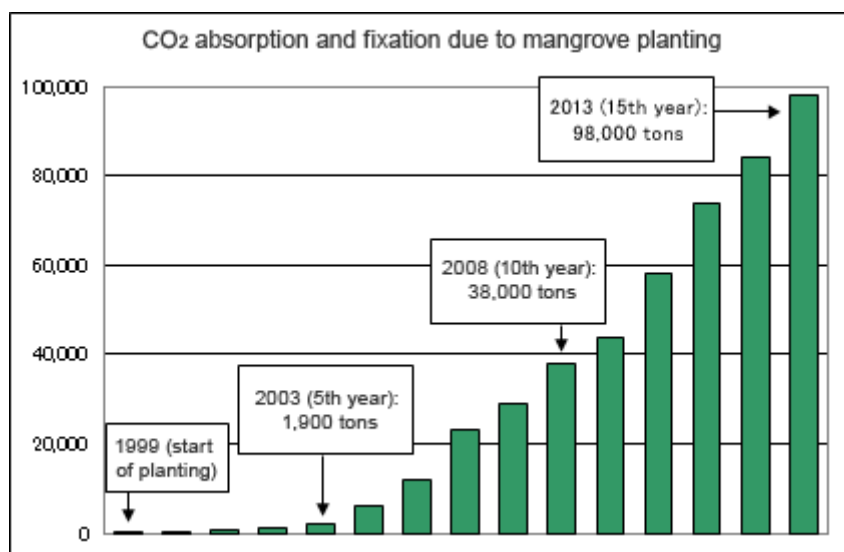
Mangrove forests have an effect on the prevention and mitigation of global warming by absorbing and fixing a significant volume of CO₂. Under the concept of "Insurance for the Future of the Earth," Tokio Marine Group has engaged in the Mangrove Planting Project since 1999. As of March 2014, 8,405 hectares of mangrove forest have been planted through this project in nine countries, primarily in Asia.

Each Group company strives to reduce the environmental burden through energy conservation and resource conservation. At the same time, Tokio Marine Group aims to achieve carbon neutral status on a global basis, offsetting the CO₂ emissions generated by its business activities with CO₂ absorption and fixation through means such as mangrove planting* and Tradable Green Certificates (wind power).



CO₂ emissions in fiscal 2013 amounted to 87,971 tons, or 94.3% of emissions in the previous year, primarily due to the implementation of environmental burden reduction initiatives at each Group company and a decrease in the CO₂ emissions coefficient of Japanese power utilities. On the other hand, the CO₂ absorption and fixation effects through mangrove planting amounted to 100,951 tons and the entire Tokio Marine Group (domestic and overseas) thus became carbon neutral.

* The calculations of the amount of CO₂ emissions, CO₂ absorption and fixation through mangrove planting and CO₂ reduction through the purchase of renewable energy have been verified by a third-party organization (Ernst & Young Sustainability Co., Ltd.). (Amounts of CO₂ absorption and fixation through mangrove planting are based on evaluations and calculations by the Central Research Institute of Electric Power Industry (CRIEPI).



▶ [GHG emissions and absorption calculation standards \(PDF\)](#)

Energy Conservation and Resource Conservation Initiatives

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 are implementing Summer & Winter Electricity-Saving Measures as an initiative to firmly establish electricity and energy conservation. Specifically, the companies are making continuous efforts to (1) conserve energy in offices (reducing unneeded light fixtures, placing restrictions on use of items (OA equipment, copiers, etc.) around power 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). Further, we are making efforts to curb CO₂ emissions from energy usage, such as by expanding our use of TV/Web conferencing systems and restricting air travel for business (which also reduces costs).

Effective Use of TV/Web conferencing

By making effective use of TV/Web conferencing, Tokio Marine & Nichido is reducing greenhouse gases resulting from employee business travel and is striving to raise business processing efficiency. Tokio Marine & Nichido has presently introduced and is actively utilizing more than 300 teleconferencing systems at its business bases and by doing so is limiting the number of employee business trips and reducing business travel expenses.



Energy Conservation Measures in Buildings and Facilities

Tokio Marine Group's companies are engaged in initiatives* that consider energy conservation in buildings and facilities, as appropriate for each structure.

- Estimated facilities investment value related to energy conservation measures: 1.335 billion yen (fiscal 2013, Tokio Marine & Nichido)

* Upgrading to high-efficiency lighting fixtures (LED, etc.) and air conditioning; installation of motion sensors in lighting fixtures, etc.

At Tokio Marine & Nichido, the company's Nagoya Tokio Marine & Nichido Building, which was completed in 2013, gives high consideration to the environment with features that include double-glazed window glass and LED lighting throughout the entire building. This building has earned the S-rank, the highest rank under Comprehensive Assessment System for Building Environmental Efficiency (CASBEE) Nagoya, a building environmental performance evaluation system operated by the city of Nagoya. This building has also secured the top-tier Platinum ranking under the Green Bill Certification System operated jointly by the Development Bank of Japan and Japan Real Estate Institute.

Moreover, Tokio Marine & Nichido was acclaimed by Osaka Prefecture for initiatives and achievements in reducing greenhouse gases in offices and won the Excellence Award in the Osaka Stop Global Warming Awards.

At Group companies overseas, as in Japan, we are taking measures to conserve energy as appropriate for each building or facility. As an example, Tokio Marine Centre (Singapore) has been actively introducing environmentally conscious measures that include installment of energy-saving air-conditioning equipment and lighting fixtures, installment of water-saving equipment that reuses rainwater and placement of greenery.

▶ [Tokio Marine Singapore Insurance](#)

Initiatives to Reduce Paper Use

Tokio Marine Group's volume of paper consumed in fiscal 2013 was 9,550 tons (8,498 tons in Japan, 1,052 tons overseas), 97.6% of the amount consumed in the previous year. In fiscal 2014, we are taking action under a target of reducing this paper volume by 5% from the previous year.

As a measure to curb paper consumption, Group companies are promoting the use of paperless conferencing, using green procurement of stationery and office supplies, shifting forms and pamphlets to Web formats (i.e., promoting paperless use) and firmly establishing the use of double-sided copying and aggregate printing.



Initiatives for Reducing the Environmental Burden in the Value Chain

■ Promoting the use of recycled auto parts

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

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

Number of instances of use of recycled auto parts (fiscal 2013, Tokio Marine & Nichido): about 21,800 (118.1% compared with the previous year)

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

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

■ Certification support for Eco-Action 21 (environmental management system for small- and medium-sized enterprises)

For agents operating auto maintenance shops, Tokio Marine & Nichido provides support for certification and registration of Eco-Action 21, the environmental management system for small- and medium-sized enterprises formulated by the Ministry of the Environment. Specifically, the company holds business seminars for interested agents to explain the necessary steps for certification and offers practical support. Through the company's support, the auto maintenance shops of 83 companies have acquired certification (as of March 2014).



Preservation of Biodiversity

Tokio Marine Group is promoting initiatives for the preservation and sustainable use of biodiversity.

Relationship with Biodiversity

Preserving biodiversity translates into a variety of benefits, namely, lower emissions of greenhouse gases, mitigation of disaster risks from tsunamis and revitalization of regional economies. Under the following vision, the Tokio Marine Group contributes to the preservation of biodiversity through reduction of paper usage as well as mangrove planting and other environmental enlightenment programs.

■ Tokio Marine Group's Vision for Biodiversity

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

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

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

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

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

Contributing to the Preservation of Biodiversity through Our Businesses

Green Gift Project

Since 2009, Tokio Marine & Nichido has operated the Green Gift Project based on the concept of implementing eco activities together with customers.

- ▶ [Provision of Insurance Products and Services: Green Gift Project](#)
- ▶ [Tokio Marine & Nichido: Green Gift \(in Japanese\)](#)

Contributing to the Preservation of Biodiversity through Local Community and Social Contribution Activities

Mangrove Planting Project

Since 1999, Tokio Marine & Nichido has been conducting its Mangrove Planting Project primarily in Southeast Asia. During the 15-year period to fiscal 2013, we planted 8,405 hectares of new forest in nine countries: Indonesia, Thailand, The Philippines, Vietnam, Myanmar, Fiji, India, Bangladesh and Malaysia.

The activity was rolled out as a commemorative project to celebrate the 120th anniversary of Tokio Marine & Nichido, with the original idea coming from employees who voiced their desire to launch a long-lasting initiative in the environmental field. The project is conducted in partnership with the NGOs Action for Mangrove Reforestation (ACTMANG), the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA) and International Society for Mangrove Ecosystems (ISME) and through collaboration with local governments and communities.

This initiative has been acclaimed and received the 2013 Environment Minister's Award for Global Warming Prevention Activity (International Contribution category).

"Mangrove" is a generic term for flora that thrives in brackish waters (where seawater and fresh water meet) along tropical and subtropical coastlines and river mouths in Asia, Africa and South America. Mangroves are sometimes referred to as "forests in the sea" and are effective in mitigating global warming as they absorb and fix large volumes of CO₂, a major cause of global warming. They also serve as natural levees to protect people's lives and local ecosystems from tidal waves, tsunamis and other natural disasters. For example, mangroves protected and saved the lives of many people from the tsunami that occurred in the Indian Ocean as a result of the earthquake off the island of Sumatra in December 2004.

The roots of mangrove trees also serve as a "cradle of life," creating a rich ecosystem by providing a safe home for fish, crabs and shrimps and attracting monkeys and birds. Growing mangroves provide fishery and forest resources to local communities and contribute to sustainable development of the areas in which they are planted.

The 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.

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



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



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

Fish and other animals living in mangrove forests



- ▶ [Creating Mangrove Forests](#)

Green Lessons: The Mangrove Story

As a part of our environmental awareness promotion activities, from 2005 the Tokio Marine Group has implemented Green Lessons: The Mangrove Story.

- ▶ [Protection of the Global Environment: Green Lessons: The Mangrove Story](#)
- ▶ [Environmental Enlightenment Program Green Lessons: The Mangrove Story \(in Japanese\)](#)

Economic Benefits of Biodiversity and Ecosystems through Mangrove Planting (Thailand)

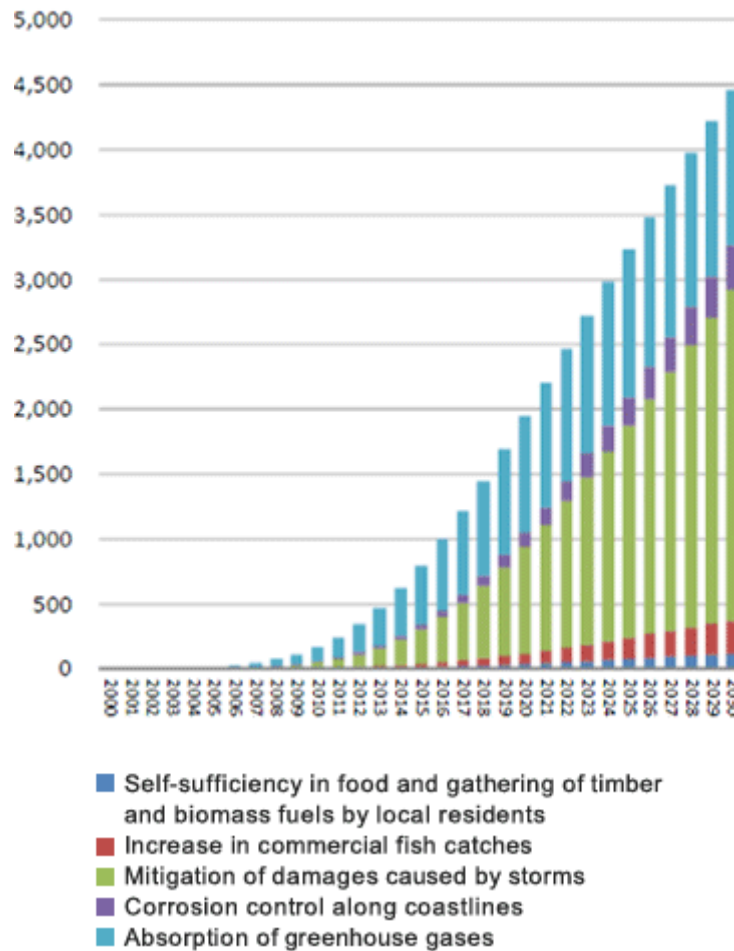
Research related to the economic impact of mangrove forests on biodiversity was reported in the Economics of Ecosystems and Biodiversity (TEEB) study, which was launched at the 10th Conference of the Parties to the Convention on Biological Diversity (COP10) in 2010. Based on the study results, Tokio Marine & Nichido conducted a preliminary calculation of the economic benefits of a mangrove planting project in Thailand in cooperation with Ernst & Young Sustainability Co., Ltd.

Tokio Marine & Nichido initiated its project to plant mangroves in Thailand in 2000. For the total area of 1,016 hectares covered during the 11-year period up until fiscal 2010, we used details outlined in the TEEB study and relevant papers to estimate and compile the benefits by the respective items of self-sufficiency in food and gathering of timber and biomass fuels by local residents, increase in commercial fish catches, mitigation of damages caused by storms, corrosion control along coastlines and absorption of greenhouse gases.

As a result, the economic benefits will amount to a cumulative total of approximately 4.46 billion yen by 2030 (approximately 4.40 million yen per hectare over a total of 30 years from the commencement of mangrove planting). Additionally, the economic benefits for a single year will increase to more than approximately 250 million yen in 2022, and although it will subsequently trend downward, the amount is expected to remain at a base level of approximately 240 million yen from 2030 onwards per year.

A report of the United Nations Environment Programme (UNEP) stated that the costs of mangrove planting amount to approximately 95,000 yen per hectare, which in turn indicates that plantations can achieve various benefits from local biodiversity in the long term.

**Total in Economic Benefit
by Fiscal Year for Mangrove Planting
from 2000 to 2010 in Thailand
(Millions of yen)**





Environmental Enlightenment and Social Contribution

Tokio Marine Group will take an active and broad role in society by working to raise environmental awareness, proposing ways for protecting the environment and facilitating social contribution activities.

Environmental Enlightenment and Social Contribution

Tokio Marine Group promotes environmental education for children and university students as well as social contribution activities including afforestation efforts.

- ▶ [Protection of the Global Environment](#)

Participation in External Initiatives

Tokio Marine Group participates in international initiatives related to climate change and actively proposes ways and means to mitigate and adapt to climate change.

- ▶ [Participation in External Initiatives](#)

Sustainability Report 2014
Material Issue -Social-
Contributing to Local Communities and Societies

- Challenging Social Issues - Providing Value through Our Core Businesses
- Local Community and Social Contribution Activities

▶ **Social** : Contributing to Local Communities and Societies Material Issue 2



Various social issues have surfaced in our society.

In the face of growing issues concerning health, cancer and poverty, Tokio Marine Group has selected "contribution to local communities and societies" as one of the CSR material issues that has to be addressed by the entire Group. We help resolve these issues through our core businesses of insurance, financial services and consulting. While doing so, we collaborate with local communities to provide solutions for disaster prevention and reduction, raise awareness for disaster preparedness and take an active role in local community initiatives such as the Pink Ribbon Movement for improved cancer examination rates and a program to offer educational assistance in developing countries. Through these endeavors, Tokio Marine Group acts as a good corporate citizen and contributes to the creation of a sustainable society.

▶ [Challenging Social Issues - Providing Value through Our Core Businesses](#)

- ▶ [Climate Change and Natural Disaster Risk](#)
- ▶ [Health](#)
- ▶ [Cancer](#)
- ▶ [Poverty](#)
- ▶ [Other](#)

▶ [Local Community and Social Contribution Activities](#)

- ▶ [Protection of the Global Environment](#)
- ▶ [Growth of Young People](#)
- ▶ [Security and Safety](#)



Challenging Social Issues -Providing Value through Our Core Businesses-

Through our core businesses, we deliver new value that ensures the "security and safety" of society against risks that have become increasingly diversified and complex along with the times. The following sections provide examples of our initiatives related to respective social issues.

Climate Change and Natural Disaster Risk

Against climate change and natural disaster risk, Tokio Marine Group delivers "security and safety" to its customers by enhancing its insurance coverage and providing a diverse range of products and services including support for early recovery.

Health

Tokio Marine Group delivers "security" to customers by offering insurance products tailored to changes in the social environment and customer needs and through consultation services by healthcare specialists.

Cancer

Tokio Marine Group provides support to the Pink Ribbon Movement and promotes its own initiative, the Movement to Protect Customers from Cancer, as part of efforts to fulfill its mission and social roles as an insurance company.

Poverty

Tokio Marine Group leverages its wealth of knowledge accumulated in the insurance business to contribute to resolving poverty issues.

Other

Tokio Marine Group responds to diversifying customer needs by combining the abilities of its Group member companies to provide new products and services that anticipate the changing times and extend beyond the framework of existing insurance products and services.

Challenging Social Issues -Providing Value through Our Core Businesses-

Health

We deliver "security" to customers by offering insurance products tailored to changes in the social environment and customer needs and through consultation services by healthcare specialists.

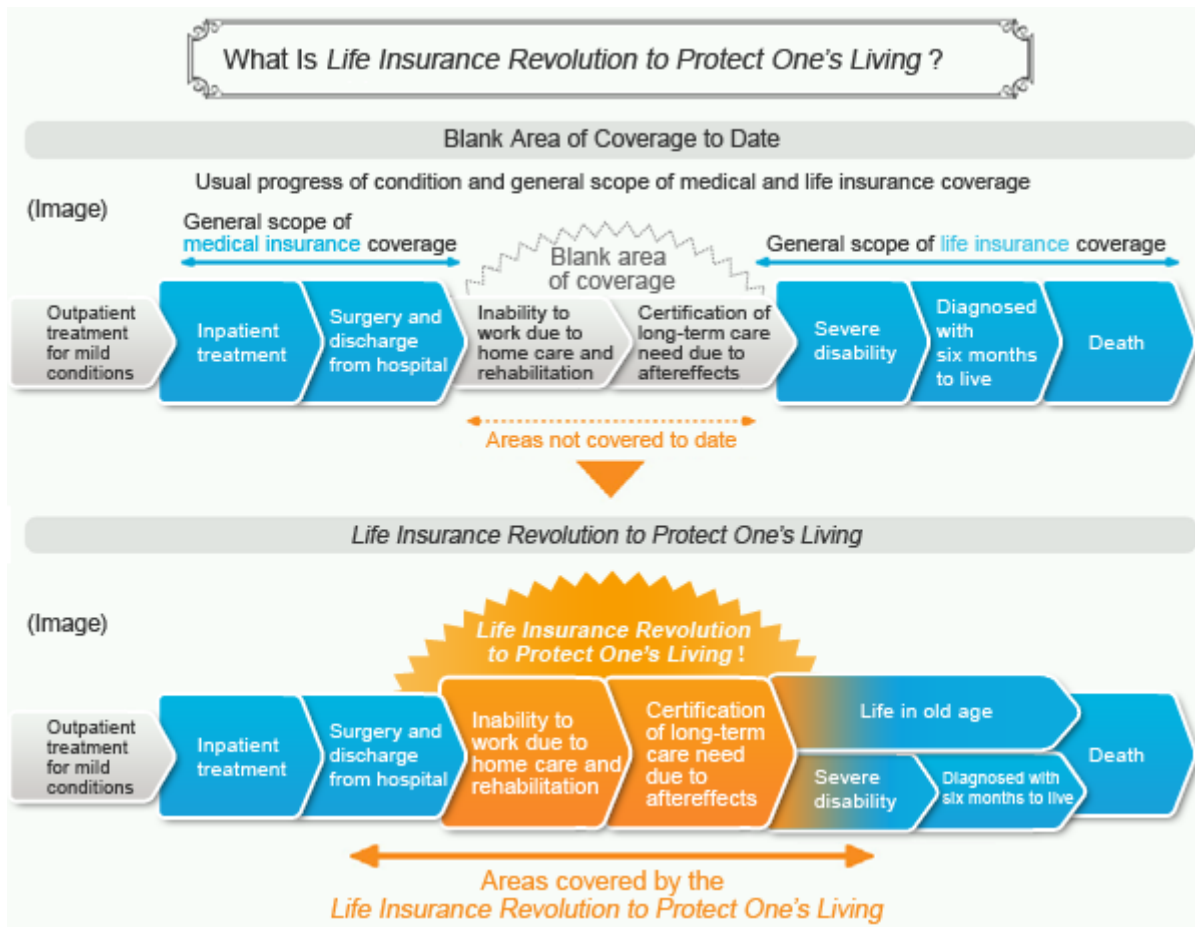
Initiatives for Living Benefits

Life Insurance Revolution to Protect One's Living

With the aging of society, advances in medical technology and shorter hospital stays, a blank area of coverage has arisen that cannot be covered by conventional medical insurance or death coverage, such as the need for outpatient treatment and nursing care after a discharge or a decline in revenues due to aftereffects that make the insured unable to work as before hospitalization.

To provide coverage that securely fills this gap and support customers' treatment, household expenses, longevity and health, Tokio Marine & Nichido Life will continue to undertake its ongoing initiative called the *Life Insurance Revolution to Protect One's Living*.





Living Benefit Products (as of March 31, 2014)

■ **Medical Kit R and Medical Kit Love R**

Medical Kit R, launched in January 2013, is a comprehensive medical insurance product with a special provision for a health refund benefit (basic coverage type with no refund upon policy cancellation). It covers hospitalization due to illness or injury, surgery and radiation therapy through the policyholder's lifetime and refunds the excess of premiums paid up to the specified age*1 over benefits received for hospitalization in the form of a health refund benefit. This product was originally available for people under the age of 50. As we received many requests from customers to increase the product's availability for a wider group, we extended its age limit from 50 to 60 on July 18, 2013.

Also in response to many requests from customers with health concerns, we relaxed the underwriting standards of *Medical Kit R* to create *Medical Kit Love R* and launched sales on February 2, 2014. It is a medical insurance product with a special provision for a health refund benefit*2 (lenient standards type with no refund upon policy cancellation).



*1 Specified age: 70 for customers who have purchased this product at the ages of 0 to 50, 75 for 51 to 55 and 80 for 56 to 60.

*2 The product is available for purchase for people at the ages of 20 to 60. The specified age at which the refund of a health benefit is made is 70 for customers who have purchased this product at the ages of 20 to 50, 75 for 51 to 55 and 80 for 56 to 60.

Medical Kit R received a Nikkei Veritas Award, an award in the financial category, at the Nikkei Excellent Products & Services Award 2013.

The Nikkei Excellent Products & Services Award, organized every year by Nikkei Inc., recognizes among approximately 20,000 new products and services cited on the four Nikkei newspapers*¹ excellent products and services that generally show outstanding performance across the six items of evaluation*².

*1 *The Nikkei*, *The Nikkei Business Daily*, *The Nikkei MJ* and *The NIKKEI VERITAS*

*2 Enabling technology, price-benefit performance, contribution to business performance, growth potential, originality and impact on the industry and society

▶ [My Relations with CSR: A New Form of Medical Insurance](#)



■ **Long-Life Support Whole Life Insurance**

This product features nursing care coverage as well as severe disability and death benefits, covering policyholders for their entire life. The nursing care coverage offers a nursing care benefit in a lump-sum payment if a policyholder is judged as being in need of second degree nursing care under the public nursing care insurance system or determined as requiring nursing care according to the conditions set out by Tokio Marine & Nichido Life. A policyholder turning the specified age with no records of insurance payments receives an additional cash contribution to celebrate longevity on a specified anniversary date. A special provision for three major diseases is also available as an option, under which a policyholder who is diagnosed with malignant neoplasm (cancer) *, acute myocardial infarction or stroke is exempted from further payment of premiums



* Excluding in-situ cancer and skin cancer other than cutaneous malignant melanoma.

■ **Household Income Term Insurance with Inability to Work Benefit Insurance Plan**

In addition to severe disability and death benefits, this product offers monthly benefits in the event of the inability to work due to one of five diseases (malignant neoplasm (cancer)*, acute myocardial infarction, stroke, cirrhosis of the liver, chronic renal failure) or the need for nursing care due to illness or injury.

* Excluding in-situ cancer and skin cancer other than cutaneous malignant melanoma.



■ Medical Kit with Inability to Work Support Plan

Along with the coverage for hospitalization due to illness or injury, surgery and radiation therapy, this product offers inability to work benefits in the event of the inability to work due to one of five diseases (malignant neoplasm (cancer)*, acute myocardial infarction, stroke, cirrhosis of the liver, chronic renal failure).

* Excluding in-situ cancer and skin cancer other than cutaneous malignant melanoma.



Initiatives for Longevity Risk: "Academy of Health and Long Life"

In February 2012, Tokio Marine & Nichido Life established the "Academy of Health and Long Life" section of its website to convey to the broadest possible audience the importance of disease prevention and health management in leading a healthy life long into the future. Tokio Marine & Nichido Life guides visitors through the academy and explains what is available at the Health Promotion Center, Infirmary, Retirement Preparations Center and Library. Each "facility" provides easy access to information maintained by Tokio Marine & Nichido Life, Tokio Marine & Nichido Medical Service, Tokio Marine Nichido Better Life Service and other business partners, which relate to the topics below.

Main Contents

Health Promotion Center	<ul style="list-style-type: none"> - Lifestyle-related disease self-check - Understanding and preventing lifestyle-related diseases - Case studies of five diseases* - Dr. Negoro's health and longevity lifestyle course
Infirmary	<ul style="list-style-type: none"> - How to "read" your health checkup results
Retirement Preparations Center	<ul style="list-style-type: none"> - Preparing retirement funds - Current state of nursing care - Case studies of nursing care
Library	<ul style="list-style-type: none"> - Survey of attitudes about cancer - Survey of attitudes about longevity



* Malignant neoplasm (cancer), acute myocardial infarction, stroke, cirrhosis of the liver, chronic renal failure

▶ [Tokio Marine & Nichido Life: Academy of Health and Long Life \(in Japanese\)](#)

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 that supports the health of policyholders and insureds of Tokio Marine & Nichido and Tokio Marine & Nichido Life, including their families. Assistance is provided via telephone 24 hours a day, seven days a week, including advice on everyday physical accidents, methods for handling emergencies such as sudden illnesses or injuries, information about hospitals, clinics and other medical facilities that examine patients on holidays or late at night, consultation with specialists in a range of more than 30 medical examination fields (by appointment only), and arrangements for transfer to other hospitals on behalf of patients. Such concerns are addressed by experienced and knowledgeable healthcare professionals including emergency medical specialists who take leading roles in emergency medical institutions, medical specialists qualified as university professors or assistant professors, and nurses with a wealth of clinical experience. Nurses make the initial response to customer inquiries, and depending on the case, emergency medical specialists and other medical staff address the issue thereafter as necessary.



Call center

■ Medical Assist Service Overview

Emergency medical consultation	Emergency medical specialists who play a first-line role at emergency medical institutions and nurses with a wealth of clinical experience respond to urgent medical consultation requests and consult on everyday physical concerns 24 hours a day/7 days a week.
Consultation with medical specialists by appointment	Medical specialists (qualified as university professors or assistant professors) in various diagnostic fields (more than 30 medical examination fields) provide consultation via telephone regarding medical care and health by appointment.
Information of medical institutions	Information from a database of 450,000 facilities nationwide is provided about emergency care hospitals that accept patients at night and on holidays, the closest medical institutions while traveling, etc.
Transfers/Arranging patient transfers	A series of services are carried out for customers who become hospitalized at a leisure or business travel destination, including arrangements for a private ambulance, special procedures for boarding aircraft and arrangements for a doctor, nurse or other healthcare professional as a companion, when transferring such customers from emergency care hospitals to hospitals near their homes. (Expenses incurred in the course of transportation shall be paid by customers.)
Cancer-specific consultation centers	Highly specialized doctors, nurses and other medical staff respond to various concerns about cancer. They also attend to the concerns of patients who are fighting against cancer and their families.

For example, in the case of providing consultation about a child stung by a bee, a detailed explanation is given about symptoms, with an explanation of the necessity of emergency medical care followed by advice on temporary first aid adapted to the symptoms at that time.

▶ [Medical Assist \(Tokio Marine & Nichido Life, in Japanese\)](#)

Joint Planning and Development Support for docomo Healthcare's *Karada no Kimochi*

Tokio Marine & Nichido conducted joint planning and development support for the cash benefit for the medical treatment portion of *Karada no Kimochi* ("How my body feels") service provided by docomo Healthcare, Inc. from June 1, 2013. *Karada no Kimochi* is a service that allows customers to understand their daily biorhythm and receive advice on leading a healthy life. When the input data uncovers a change in body condition, the customer is encouraged to see a doctor and receives a cash benefit when medical advice and treatment is received from a qualified medical professional, achieving support for peace of mind. The service has a high level of social significance because of its link to prevention and early detection of breast cancer and uterine cancer, two serious illnesses affecting women for which early detection efforts are lagging behind in Japan. This service was recognized by the Celent Model Insurer Asia Awards 2014* hosted in Asia by Celent, a U.S. research and consulting firm specialized in the financial field (based in Boston).



* The Celent Model Insurer Asia Awards are the Asia category the Celent Model Insurer Awards, an internationally high profile award program in the insurance industry. Recognizes insurers in the Asia Pacific Region for their effective use of information technology in insurance.

▶ [docomo Healthcare's *Karada no Kimochi* \(in Japanese\)](#)

Support for Mental Health Management

Depression is considered as a modern-day illness, and the government has implemented various measures to counter a growing patient population. Due in part to these efforts, the number of patients with depression in Japan plateaued^{*1}, albeit at a high level, after exceeding 1 million in 2008. Another likely contributing factor was a range of countermeasures taken by many companies. Nevertheless, the number of claims filed and approved for workers' compensation insurance for mental disorders has continued to rise^{*2}. Consequently, mental health care of employees is not just regarded as an integral part of corporate health and welfare systems but also is rising in importance as an aspect of corporate risk management.

Tokio Marine & Nichido Medical Service offers the Employee Assistance Program (EAP) to support the mental health management of companies. Under EAP, a team of psychiatrists, clinical psychotherapists and other specialists provides a comprehensive range of services from notifying employees who have no clear symptoms but are judged prone to depression based on the results of employee stress checks to providing supportive care during a leave of absence or when returning to work and preventing recurrence. The team provides e-mail, telephone and face-to-face consultation services and gives referrals to tie-up medical institutions nationwide. In addition, another mental health e-learning content "Welcome to Himiko's Room" was launched in February 2013 as an EAP optional program available on personal computers, smartphones and tablet and other electronic devices. This e-learning content was developed in response to requests from corporate customers wishing to increase the stress tolerance levels of employees who appear to be mentally and physically sound, as well as those suffering from mental health disorders, and to provide opportunities for employees to obtain self-care skills for their minds on their own. As such, this content allows employees to voluntarily learn how to perceive and deal with various circumstances in an enjoyable way while improving their stress tolerance levels.

In addition to these support services for individual employees, the program assists companies in performing trend analysis of organizational stress levels and building a mental healthcare structure. To date, EAP has been utilized by more than 200,000 corporate employees in every age group, gender, business field and job type. We will continue to offer this program to everyone needing this type of support to assist them in maintaining better mental health.

Sources

*1 "Summary of Patient Survey 2008" and "Summary of Patient Survey 2011" by the Ministry of Health, Labour and Welfare

*2 "Summary of Worker's Compensation for Brain/Heart Disease and Mental Disorders 2013" by the Ministry of Health, Labour and Welfare

▶ [Tokio Marine & Nichido Medical Service: Health promotion under EAP \(in Japanese\)](#)

Support for Technical Care Helper Training

Amid the rapid progress of the aging of society, an increasing number of companies, not only nursing facilities but also companies mainly in the service industry, are focusing on dealing with elderly customers and customers with disabilities by training their employees with information and techniques on caregiving. Tokio Marine Nichido Better Life Service, which conducts business supporting home visits and in-home nursing care, has partnered with the non-profit organization (NPO) Japan Technical Care Helper Promotion Council since 2011 to use the company's accumulated knowledge and experience in this business field to provide Technical Care Helper qualification training courses. The Technical Care Helper Certificate, given by the Japan Technical Care Helper Promotion Council, is a qualification to ensure that the holder of this certificate has expertise and techniques as well as appropriate knowledge necessary for caregiving and is capable of providing assistance to the elderly or persons with disabilities in a secure manner. As of June 30, 2014, 2,165 students from automobile dealers, financial institutions and elsewhere had taken the course. We are working to spread caregiving information and techniques with the aim of creating a society where everyone can lead their lives with a sense of security.

▶ [My Relations with CSR: Support for Technical Care Helper Training](#)

Seminar on Balancing Work with Elder Care

Amid the rapidly aging society, many workers are now forced to leave their jobs to take care of their elderly parents, and "leaving full time employment for elder care" has become a social issue of increasing prevalence. According to the government's statistics, more than 100,000 workers leave their job every year for the reason of elder care, while about 2.91 million people work while taking care of their elderly parents or relatives. For companies, it is an issue of losing the core group of their workforce since people leaving their job are mainly in their 40s and 50s. These caregivers, on the other hand, also bear a significant burden both economically and mentally because they have no idea for how long their days of caregiving will continue.

To respond to this social issue, Tokio Marine Nichido Better Life Service provides a seminar on balancing work with elder care for employees of companies and corporations. The seminar is based on Tokio Marine Nichido Better Life Service's expertise as a provider of nursing care services and is designed to convey useful information that will help caregivers reduce the burden imposed on them and continue their work while utilizing various nursing care services. The company holds this seminar nationwide, with the aim of providing support as society as a whole to people in need of nursing care.



Development of Original Nursing Meals

Tokio Marine Nichido Samuel operates 11 for-profit homes for the elderly with nursing care provided under the Hyldemoer and Hütte brands in Tokyo, Kanagawa, Nagano and Kyoto. Because meals bring great joy to residents, the company has developed *Moer Dish 3*, original nursing meals for residents who can only eat chopped food. *Moer Dish 3* meals look and taste virtually the same as normal meals and the food is soft enough to be crushed by the tongue and swallowed.



- ▶ [My Relations with CSR: Ensuring the Elderly Live an Enjoyable and Fulfilling Life](#)
- ▶ [Tokio Marine Nichido Samuel: Initiatives for Food \(in Japanese\)](#)

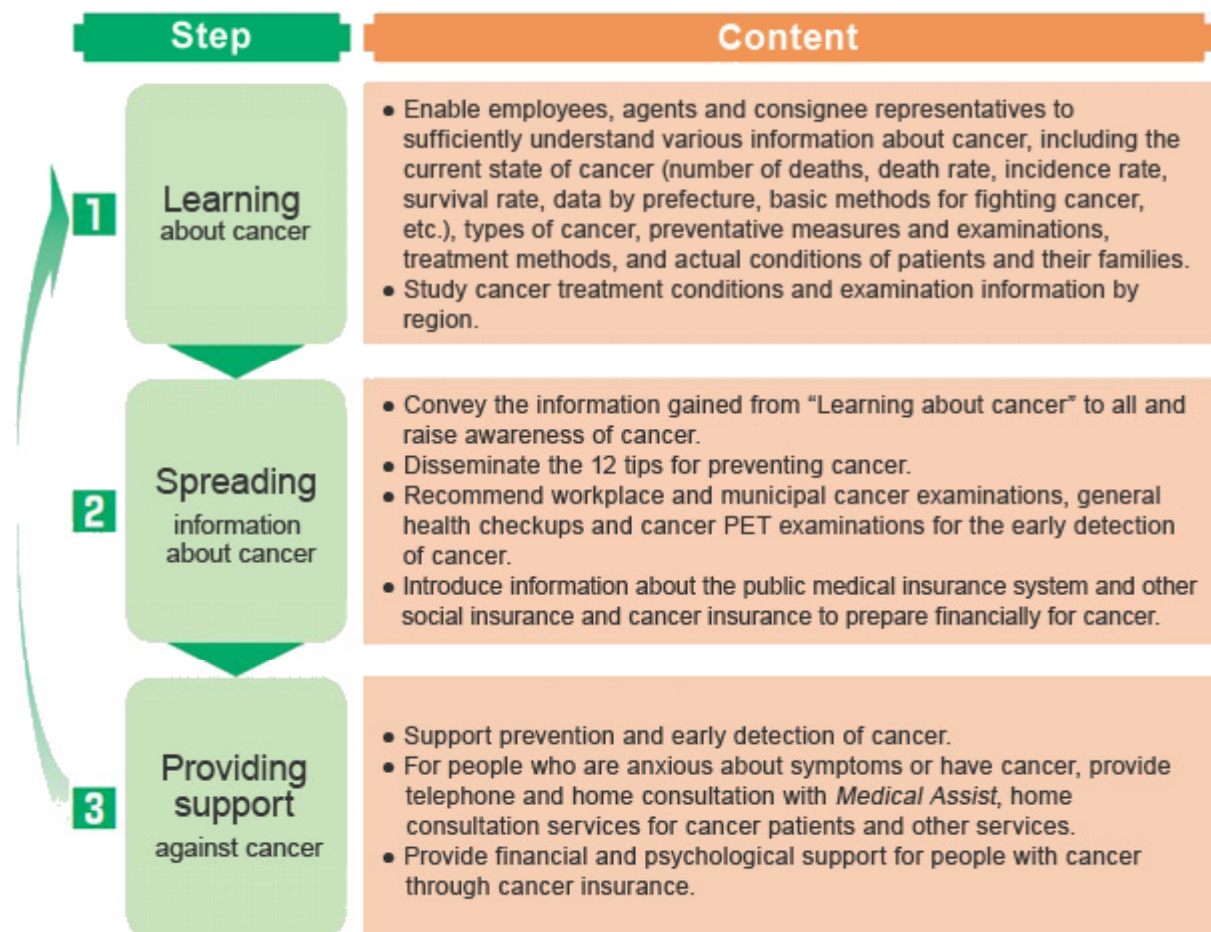
Challenging Social Issues -Providing Value through Our Core Businesses-

Cancer

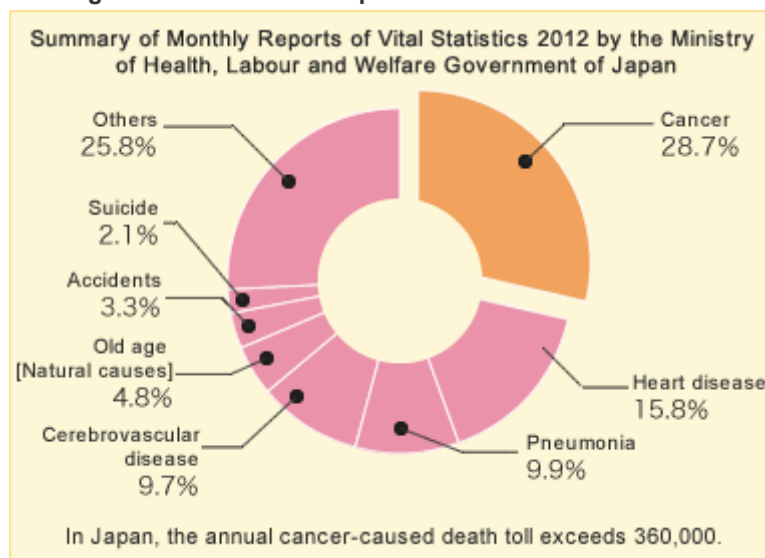
As part of efforts to fulfill its mission and social roles as an insurance company, Tokio Marine Group started providing support for the Pink Ribbon Movement, a campaign to convey the importance of early detection of breast cancer, in 2005 through the NPO J.POSH in order to raise cancer awareness among the public. In addition to engaging in these activities and providing financial support to customers via insurance payments, we now seek ways to ease the hardship and suffering of customers and their families fighting against cancer by promoting our own initiative, the Movement to Protect Customers from Cancer.

Movement to Protect Customers from Cancer

In Japan, cancer is considered a national disease and is a source of much grief. The fact has fueled our desire to protect our customers from cancer to help ease the suffering of cancer patients and to assist their families going through the ordeal. For us, the social role of an insurance company now extends beyond delivering financial confidence in terms of insurance payments to working to prevent cancer and providing mental support. Accordingly, we have launched the Movement to Protect Customers from Cancer, which consists of the following three steps.



Leading Causes of Death in Japan



Collaboration with Local Authorities

An urgent task is to improve cancer examination rates in order to detect the disease at an early stage. However, the checkup rate is as low as approximately 20% on a national average, being far lower than 50% targeted by the government and local authorities. Based on the belief that joint action with as many people as possible is indispensable for improving the situation, Tokio Marine & Nichido Life has signed agreements with 44 prefectural bodies and 16 cities (as of March 31, 2014) 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 became a promoting partner for Corporate Actions for Cancer Checkups, a national project commissioned by the Ministry of Health, Labour and Welfare to raise the cancer examination rate to more than 50% through joint efforts by the government and companies. By taking part in this public-private partnership, we intend to contribute to the improvement of the cancer examination rate in Japan.

Nationwide Regional Activities

Tokio Marine & Nichido Life encourages cancer education activities in its daily sales operations with the aim of disseminating cancer knowledge and increasing cancer examination rates. In addition to periodic cancer-related study sessions, exchange meetings and seminars for agents/consignees at branch offices across the country, we hold a national conference of employees and agent/consignee representatives who are actively and responsibly engaged in these cancer awareness efforts. At the seventh conference held in October 2013, approximately 4,500 representatives nationwide were simultaneously connected via the company's internal satellite broadcasting system. This national conference serves to extend knowledge and foster a strong sense of mission concerning cancer awareness through lectures by cancer patients and labor and social security attorneys.



Joint Research with the Shizuoka Cancer Center

In 2007, Tokio Marine & Nichido Life and Tokio Marine & Nichido Medical Service (TMS), both of which provide insurance products and medical services from patients' viewpoints, 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, one of the top-level facilities in Japan for the diagnosis and treatment of cancer and support services for cancer patients and their families. This joint research program has been promoting initiatives to protect customers against risks, worries and anxieties by jointly developing tools to communicate to them in plain language the importance of preventive medicine and medical checkups, as well as knowledge on cancer; carrying out drives for education through Tokio Marine & Nichido Life's nationwide sales network; and opening a special counter for cancer consultation at TMS's 24-hour Call Center.



Shizuoka Cancer Center (established by Shizuoka Prefecture)



Challenging Social Issues -Providing Value through Our Core Businesses-

Poverty

Tokio Marine Group leverages its wealth of knowledge accumulated in the insurance business to contribute to resolving poverty issues.

Increasing Prevalence of Weather Insurance and Microinsurance in India

About 50% of the working population of India is said to consist of farmers. Representing about 14% of GDP, agriculture is a key industry in the nation's economy. Moreover, about 20% of households consist of low-income earners (130,000 yen per year or lower), many of whom engage in small-scale farming. However, areas in which irrigation is widespread remain less than 30%, and most water for agricultural use is from rainwater. As such, when agricultural production decreases due to drought or excessive rains, farmers may suffer serious economic consequences. Moreover, the poorest segment of the population lives on less than USD1.25 a day and accounts for approximately one-third of the entire nation. Resolving the problem of poverty is a critical challenge for the country.

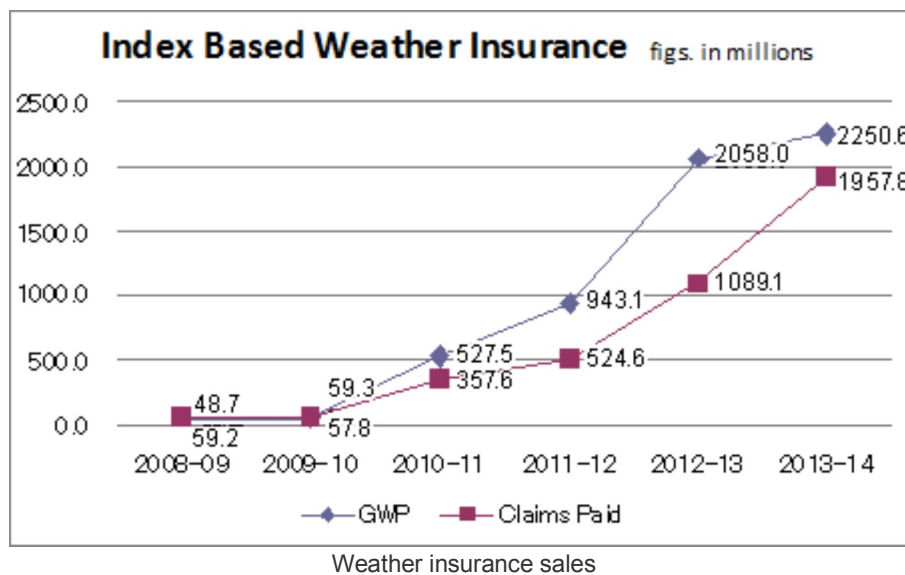
In 2001, Tokio Marine Group established IFFCO-TOKIO General Insurance Co., Ltd. (IFFCO-TOKIO), a non-life insurance company, as a joint venture with India's largest fertilizer-related public corporation, Indian Farmers Fertiliser Cooperative Limited (IFFCO), and began offering auto insurance and fire insurance in India. From the start, the business tackled the issue of how to resolve the lifestyle of uncertainty faced by farmers in India through the mechanism of insurance and looked into the development of weather insurance and microinsurance (i.e., insurance available at low cost).



Insurance claims payment in farming communities

From 2001, the company began marketing forms of microinsurance in India's farming communities, including *Sankatharan Bima Yojna*, low-cost accident insurance available for 1 rupee (about 2 yen) per year as an incidental to fertilizer; *Janta Bima Yojna*, property insurance available for 100 rupees (about 200 yen) per year; and *Mahila Suraksha Bima Yojna*, accident insurance aimed at women in rural communities. From 2011, the company began selling *Rashtriya Swasthya Bima Yojna*, medical insurance aimed at low-income earners, and has provided this product to about 1.7 million households in farming communities.

IFFCO-TOKIO offers *Barish Bima Yojna/Mausam Bima Yojna*, an index-based weather insurance that takes into account the impact on grain harvest yields in farming communities due to unseasonable climate in the wet monsoon season (June to September) and the dry rabi season (October to April). Development of this revolutionary product leveraged IFFCO-TOKIO's capabilities in market surveys aimed at regional farmers and Tokio Marine Group's years of expertise in insurance underwriting accumulated in Japan to evaluate climate risks such as precipitation volume and temperature in all areas of India. To gain communities' understanding of the weather insurance mechanism, the company conducted briefings for farmers in every state in India together with banks, non-governmental organizations (NGOs) and other partners, and currently sells weather insurance to about 1.5 million farming households per year.



In recent years, medical insurance has been becoming increasingly pervasive in India. Insurance companies, medical institutions and the government have worked jointly to start providing medical insurance called RSBY (*Rashtriya Swasthya Bima Yojana*) for low-income persons in 2008. Subscribers to RSBY only need to pay 30 rupees (approximately 50 yen) per household as a registration fee with coverage up to 30,000 rupees annually (approximately 50,000 yen) for a household of five persons in case medical services are required for injury or illness. IFFCO-TOKIO started providing this medical insurance in 2011. The company has been working to promote the insurance through marketing activities in the central state of Madhya Pradesh and the eastern state of Orissa in India, and in fiscal 2013, provided medical insurance coverage to around 5.4 million people. Of that number, around 100,000 people received approximately 350 million rupees (approximately 610 million yen) in total in insurance claims. As an example, one 40-year old woman, who previously couldn't get adequate medical treatment because of her economic situation, was able to have surgery for a female-related disorder and recover her health after subscribing to RSBY.

Tokio Marine Group will continue to utilize its wealth of knowledge accumulated in the insurance business to provide weather insurance and microinsurance to persons in need to support their healthy living, promote agricultural development in India and contribute to the resolution of poverty issues.



Subscribers to RSBY are given a biometric card. Information regarding insurance and consultation at a medical institution is managed on the card and customers can choose to have a consultation at one of more than 10,000 public or private medical institutions in India.

► [IFFCO-TOKIO: Weather Insurance](#)



Dr. Shalabh Singhal
Chief Manager
IFFCO-TOKIO General Insurance Co., Ltd.
RSBY is becoming more widespread in India. Our aim is to make sure that people are always smiling (*Muskurate Raho*). We will strive to provide medical insurance so that people receive appropriate treatment when required and can live happy and healthy lives irrespective of economic burden or hardship.



Reducing World Poverty

Establishing Japan's First Fund to Invest in Microfinance-Related Assets

Microfinance is a system to provide financial services, including microcredit loans (small loans usually provided without collateral), savings and insurance, to low-income entrepreneurs who traditionally have no access to these services. The system, for example, provides short-term loans to low-income households, and they use these funds to buy chickens. When they pay off loans in full using profits generated from the sale of eggs and poultry products, the system in turn provides funds to build a chicken coop. The major characteristic of microfinancing is that it helps people get out of poverty and become financially independent. It has recently drawn much attention in the international community as a social investment tool that provides direct aid for and generates immediate outcomes in reducing poverty around the world. The number of financial institutions providing microfinance services to low-income entrepreneurs mainly in developing countries (Microfinance Institutions - MFIs) has begun to show rapid growth.

The Microfinance Fund makes direct investments in creditworthy MFIs and purchases bonds issued by the International Bank for Reconstruction and Development and other international financial institutions that are keenly working to improve the business environment for MFIs. Microcredits provided under the microfinancing system generally show a high ratio of repayment and a low tendency of turning into bad loans. Thus, investments in MFIs are simultaneously investments in businesses with high potential. We strive to turn the fund into a sustainable investment trust with a continued growth capability by taking part in efforts to reduce poverty and seeking higher returns at the same time. In the future, we plan to gain support from more investors by providing a detailed report on the performance of the fund both financially and by specifically showing how it has contributed to resolving poverty issues.

▶ [Tokio Marine Asset Management: Daiwa Microfinance Fund \(in Japanese\)](#)

Example of Investment in an MFI

[Indonesia] Bank Andara



Bank Andara is a financial institution that provides services to MFIs rather than making loans directly to individuals.

It has provided basic loan and deposit services as a local bank based in Bali since 1969. In 2008, five international organizations, including International Finance Corporation (IFC), with a strong interest in social and economic development in emerging nations invested in Bank Andara and have become its major stockholders. In 2009, it became a bank for MFIs, providing financial services mainly to small-scale local MFIs.

* Example of a Borrower (Published with the borrower's consent)

Park Sahadi

Use of funds: Purchase of materials for painting, etc.

Mr. Sahadi, who has loved painting since childhood, already has a 40-year career as a professional painter. However, with problems finding a route for selling his paintings as a business and an inability to locate purchasers, collectors or galleries likely to buy his work, making a living through painting was very difficult.



Local banks were hesitant to fund Mr. Sahadi's painting business, but after discussions with Bank Andara and one of its local customer MFIs (BPR Bank Jogja), he borrowed 25 million rupiah (approximately 227,000 yen: 1 IDR = approximately 0.0091 JPY) and began sales as a professional painter.

Mr. Sahadi built a design studio with the funds he borrowed and began the process of painting and selling numerous works. He was even able to show his work in an exhibition at the Four Seasons Hotel in Jakarta. Currently, eight collectors regularly purchase Mr. Sahadi's work. He would like to find 15 collectors to stabilize his earnings. In the future, Mr. Sahadi is thinking of holding an exhibition that presents the appeal of the rhythmical sound of the brush used to make his paintings along with their visual appeal, the first such attempt in the world.

Challenging Social Issues -Providing Value through Our Core Businesses-

Other

Tokio Marine Group responds to diversifying customer needs by combining the abilities of its Group companies to provide new products and services that anticipate the changing times and extend beyond the framework of existing insurance products and services.

Efforts to Utilize Insurance Products More Conveniently

Sale of *One Day Auto Insurance*

Tokio Marine & Nichido provides *One Day Auto Insurance* (driver insurance available in the unit of days), which can be purchased anytime and anywhere via mobile phone. It is the first of its kind in the insurance industry in Japan, allowing infrequent drivers using cars owned by their parents or friends to purchase insurance at the cost of 500 yen a day for just the number of days needed. The product was launched in January 2012, and the cumulative number of subscriptions exceeded 900,000 (as of June 2014).

Our *One Day Auto Insurance* received the Nikkei Veritas Award for Superiority at the Nikkei Excellent Products & Services Award 2011, an annual award organized by Nikkei Inc. to recognize exceptional new products and services. In addition to the novelty of enabling customers to buy the auto insurance at a reasonable price, with greater ease and when and where needed, the product was highly acclaimed for its ability to help resolve one social issue of increasing traffic accidents involving uninsured drivers.

Currently, the number of traffic accidents by uninsured drivers is estimated to exceed 100,000 a year. Through this product, Tokio Marine & Nichido will continue to contribute to the reduction of uninsured drivers involved in traffic accidents and ensure "security and safety" by providing products and services that are useful in people's daily lives and business activities.

- ▶ [My Relations with CSR: Development of Auto Insurance Available in the Unit of Days](#)
- ▶ [Tokio Marine & Nichido: *One Day Auto Insurance* \(in Japanese\)](#)





Auto Insurance with an Increased Vehicle Damage Coverage Option

Recently, with customers preferring to use their vehicles longer and vehicles becoming more compact, there has been an increase in auto insurance with lower vehicle damage coverage. This, in turn, has served to increase cases where costs of repair after an accident exceed the amount insured, not allowing customers to continue to use their vehicles by repairing damage with money paid by insurance.

In response, Tokio Marine & Nichido developed a customer-selectable option to provide increased coverage for vehicle repair or replacement. Launched in October 2014, this option is available for auto insurance with the insured amount of less than 500,000 yen. Conventional coverage only makes an insurance payment up to the insured amount. This new option, on the other hand, satisfies the needs of customers who wish to repair their vehicles by paying a maximum of 500,000 yen when the costs of repair exceed the insured amount.

* In case of replacement due to total vehicle loss, a policyholder will receive an insurance payment plus an insurance benefit of 50,000 yen for the replacement costs.

▶ [Tokio Marine & Nichido: Auto Insurance \(in Japanese\)](#)

Addressing New Services via Smartphone

Smartphones accounted for about 75% of mobile phones sold domestically in fiscal 2013 and have been rapidly gaining popularity among users.

Tokio Marine & Nichido provides the free smartphone application *Mobile Agent* to its customers. Policyholders use this application to check insurance-related points of contact (including our agents) or make contact with them and view details of their policies anytime, anywhere. It also has several features that ensure smooth response upon a traffic accident or vehicle failure. These include an accident reporting feature that identifies the location of an accident via GPS, a simple procedure to request a tow truck in a minimum of three taps and a function to easily send photographs of a damaged vehicle or accident site taken by a policyholder to Tokio Marine & Nichido. We upgraded these features in June 2014 to enable the real-time monitoring of accident response status. In September 2014, we will add features that can be used while driving, such as safety driving diagnosis, eco-driving diagnosis and video recording of near-accident cases. We will work to further improve convenience for customers as an insurance service that can be carried around and used anytime and anywhere.



E. design Insurance has been providing various services for automobile insurance using smartphones since April 2011. After accessing the Internet via their smartphones, policyholders can use them for services such as reporting accidents, verifying accident response status, making changes to contract details and renewal procedures. Additionally, customers who are considering applying for auto insurance can complete overall procedures, from requesting an estimate to final application, via smartphone.

With these and other efforts to bring better convenience and higher quality to customers, E. design Insurance has been ranked number one overall in customer satisfaction for auto insurance in 2013 surveys by both Rakuten, an operator of an online shopping mall, and the comparison site Kakaku.com. The company will work to further improve customer convenience by providing various services through the Internet, including smartphones.

- ▶ [Tokio Marine & Nichido: *Mobile Agent* \(in Japanese\)](#)
- ▶ [E. design Insurance: Annual Report \(in Japanese\)](#)

Home Choice Assist Supports Measures to Prevent Recurrence after an Accident

For customers who have experienced damage to their personal property from fire, lightning, explosion or theft, Tokio Marine & Nichido offers *Home Choice Assist*, a policy with a rider that offers compensation for taking measures to prevent recurrence of fire or theft to alleviate as much as possible customer concerns about recurrence. A new framework allows policyholders to choose freely from a menu of reimbursement for various items including expenses for purchase of reserve products to prepare for a disaster and installation of hand-operated fire extinguishers, security cameras and sensors. By playing a role in our customers' disaster countermeasures and prevention of accident recurrence, we aim to provide safety and security.

VOICE The development of *Home Choice Assist* incorporates our customers' opinions and wishes.

What supplementary services would you like from an insurance company after a fire or theft?

- A service that bears the expenses of installing security locks and windows (Female, 50s)
- Security camera installation (Female, 30s)
- A consultation service that suggests appropriate measures to be taken based on actual cases of accident or theft (Male, 30s)

Home Choice Assist was developed based on these opinions.

▶ [Tokio Marine & Nichido: Home Choice Assist \(in Japanese\)](#)

Overseas Total Support Desk Assists Overseas Travelers in Case of Emergency

Overseas travel insurance is a major support for overseas travelers with concerns such as injury, illness or theft. Tokio Marine & Nichido has established the Overseas Total Support Desk, which provides 24-hour, year-round consultation in Japanese on accidents, injuries and other difficulties while overseas as well as insurance. Tokio Marine Group company International Assistance (INTAC) receives calls from customers traveling overseas at a centralized point in Tokyo to provide a speedy response in Japanese for various problems and consultations and offer appropriate advice and arrangements on matters such as injury, illness or theft while overseas, insurance terms and conditions, and the method for making a claim.

▶ [Tokio Marine & Nichido: Overseas Total Support Desk \(in Japanese\)](#)

Providing "Security and Safety" to Customers in Islamic Nations

In Islamic nations, conventional insurance products were not accepted under Islamic law, which prohibits transactions involving a great deal of uncertainty, gambling and paying and receiving of interest. Foreseeing customer needs in Islamic nations, Tokio Marine Group quickly initiated extensive research and in 2001 started sales of original insurance products based on a mutual-aid and insurance scheme conforming to Islamic law. Currently, Tokio Marine Group provides these Islamic-style products in Egypt and Saudi Arabia, and our overseas subsidiary in Egypt received the Best Takaful Company Egypt Award under the International Takaful Awards for two consecutive years in 2013 and 2014.



▶ [Alinma Tokio Marine \(Saudi Arabia\)](#)

Liability Insurance for Substitute Drivers in Taiwan

In Taiwan, frequent traffic accidents caused by drinking and driving have recently become a serious social issue. In order to resolve this issue, the government is encouraging the use of substitute driver services and working to make these services more widespread. Accordingly, Tokio Marine Nawa Insurance launched liability insurance for substitute drivers in March 2014. This product offers coverage for bodily injury and property damage, and by providing a system that allows people to use these services with a sense of security, contributes to the reduction of traffic accidents caused by drinking and driving.





Launching an Engagement-Focused Fund to Invest in Japanese Companies

In the United States and Europe, there has been an increasing tendency among institutional investors, including pension funds, to emphasize engagement with investee companies with a view to promoting responsible investment. This type of engagement has not yet gained momentum in Japan.

Jointly with Governance for Owners (GO),* Tokio Marine Asset Management (TMAM) launched the TMAM-GO Japan Engagement Fund in March 2012. This engagement-focused fund primarily invests in small- to medium-sized Japanese companies having strong core businesses. By promoting engagement with investee companies as an investor fully understanding the corporate culture in Japan, TMAM intends to deepen mutual understanding between investors and Japanese companies and provide increased corporate value over the long term.

* Governance for Owners (GO)

An independent asset management partnership based in London, characterized by its investment strategy that focuses on enhancement of long-term corporate value through amicable engagement with investee companies listed on European stock markets.

▶ [Tokio Marine Asset Management \(in Japanese\)](#)

Local Community and Social Contribution Activities

Tokio Marine Group undertakes local community and social contribution activities around the world, focusing on the three areas of "protection of the global environment," "growth of young people" and "safety and security." These activities emphasize voluntary engagement by employees of the entire Group and collaboration with NPOs with the know-how and network required for local community and social contribution activities.

With the aim of fostering a corporate culture in which employees naturally engage in making contributions to local communities and society, the FY2012-FY2014 mid-term business plan sets a target of a 100% participation rate by domestic Group employees in contribution activities for local communities and society by the end of fiscal 2014. The participation rate in fiscal 2013 was 77.2% (domestic consolidated companies).



Plans and Results of Fiscal 2013/Highlights

Target

To increase the ratio of domestic Group employees participating in local community and social contribution activities to 90% by the end of fiscal 2013.

Results/Highlights

- During fiscal 2013, a total of about 18,700 domestic Group employees (77.2% of the entire workforce) participated in a range of volunteer activities* throughout Japan.

* Only includes domestic consolidated companies. Volunteer activities include engaging in cleanup activities, serving as an instructor in the Green Lessons program and participating in workshops for using Automated External Defibrillators (AEDs) and practicing other life-saving skills, as well as in courses to foster support for dementia care.

▶ [CSR Performance Data: Volunteer activity participation rate](#)



Engagement with NPOs and NGOs

Tokio Marine Group promotes local community and social contribution activities in collaboration with NPOs committed to solving various issues in local communities. In the Mangrove Planting Project, one of the most notable initiatives undertaken by the Group, we have formed a long-term partnership with the NGO Action for Mangrove Reforestation (ACTMANG) specialized in mangrove planting, The Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA) and International Society for Mangrove Ecosystems (ISME). Besides planting mangroves, we also cooperate in improving environmental awareness and promoting industries in the designated planting regions, such as providing environmental education and workshops for local residents and children. In Japan, we collaborate with Nippon NPO Center, eight Environmental Partnership Offices located nationwide and environment-related NPOs throughout the country to engage in projects that encourage experience-based, environmental protection activities primarily targeting children.

Activities by Individuals and Groups of Employees

Tokio Marine Group defines three action themes shared among all countries and regions around the world ("protection of the global environment," "growth of young people" and "safety and security"). With these and another theme added in fiscal 2011, "support for recovery from the Great East Japan Earthquake," we encourage employees of every Group company and at every workplace to conduct at least one local community and social contribution activity per year.

With a view toward fostering employee volunteerism, the Group designates October and November as CSR Months and promotes local community and social contribution activities during these months. At Tokio Marine & Nichido, many employees took part in a variety of volunteer activities throughout Japan. A total of approximately 590 employees took part in 13 CSR events held at the Head Office during the two-month period.

Support Systems and Donations

All Tokio Marine Group companies encourage the proactive participation of their employees in local community and social contribution activities by introducing them to activities in which they may be able to participate or by creating a volunteer leave system or an award program to recognize employees' active efforts in local community and social contribution activities.

■ Overview of Support Systems/Programs and Fiscal 2013 Results (Tokio Marine & Nichido)

Matching gift system	A system in which the company makes a donation matching the amount voluntarily donated by employees (18 cases totaling 789,250 yen)
Volunteer leave/leave of absence system	A system to support employees for their volunteer time (used by 108 employees)
Share Happiness Club	A donation program operated by employee volunteers In fiscal 2013, a total of 11,631,241 yen donated by 4,378 employees was distributed to the following organizations: <ul style="list-style-type: none"> - International Society for Mangrove Ecosystems (ISME) ("Protection of the Global Environment" theme) - Flatohoku Project ("Protection of the Global Environment" theme) - Child Line Japan ("Growth of Young People" theme) - Room to Read Japan ("Growth of Young People" theme) - Ashinaga ("Growth of Young People" theme) - Special Olympics Nippon Foundation ("Safety and Security" theme) - Japan Deafblind Association ("Safety and Security" theme) - Peace Boat Disaster Relief Volunteer Center ("Safety and Security" theme)
Share Happiness Movement	A program to encourage each office, department, Group company, overseas office and agent to conduct at least one volunteer activity a year
Presidential CSR Awards for activities contributing to local communities and society and protection of the environment	A scheme to recognize protection of the environment, as well as local community and social contribution activities conducted by offices across Japan, Group companies, overseas offices and agents, which strongly represent the essence of Tokio Marine Group and are highly recognized by local communities and society. In fiscal 2013, awards were presented to 12 initiatives undertaken by offices, branches and Group companies nationwide.

▶ [CSR Performance Data: Number of people using volunteer activity leave system and donations](#)

Examples of Activities



Protection of
the global
environment

- ▶ [Mangrove Planting Volunteers](#)
- ▶ [Support for the Ten-Year Restoration Project of the Coastal Forests of Tohoku Region](#)
- ▶ [Green Lessons: The Mangrove Story](#)
- ▶ [Collaborative Afforestation Efforts in Kochi Prefecture: Tokio Marine & Nichido's Forest for the Future](#)
- ▶ [Children's Environmental Award](#)
- ▶ [Marunouchi Citizens Environmental Forum](#)
- ▶ [Natural Disaster Risk Seminar by Tokio Marine & Nichido and the Tokio Marine Research Institute](#)
- ▶ [GREENPLY Environmental Awareness Program and Certification under "Green Power Partnership"](#)
- ▶ [Participation in Environmental Protection Activities in Thailand](#)



Growth of
young people

- ▶ [Social Contribution Activities through Foundations](#)
- ▶ [Programs for Children \(Delivery of Lesson Programs and Environmental Education\)](#)
- ▶ [Ashinaga Charity & Walk](#)
- ▶ [Cooperating in the Production of Educational Comic Book "Major Study, Everything about Insurance"](#)
- ▶ [Making Kiwanis Dolls](#)
- ▶ [Lao Picture Book Project](#)
- ▶ [Serving as a Special Sponsor of the JOC Junior Olympic Cup Swimming Tournament](#)
- ▶ [Participating in Room to Read's Educational Support Program in Developing Countries](#)
- ▶ [Scholarship Program for High School Students in Indonesia](#)
- ▶ [Educational Assistance for Children in China](#)
- ▶ [Support for a Charity Marathon in the Republic of Sierra Leone in Africa](#)
- ▶ [Accepting Student Interns](#)
- ▶ [Volunteer Activity to Interact with Children and Senior Citizens Living in Nursing Homes](#)
- ▶ [Environmental Enlightenment Tour for Children in Hong Kong](#)
- ▶ [Scholarship Program for Children in Thailand and Visiting Children's Facility with Scholarship Students](#)
- ▶ [Visit to a Children's Facility in Brazil](#)
- ▶ [Conducted the Day of Giving Volunteer Event](#)



- ▶ [Initiatives to Support Recovery of Areas Affected by the Great East Japan Earthquake](#)
- ▶ [Disaster Prevention Lessons](#)
- ▶ [For Tomorrow's Smiles: Disaster Prevention and Mitigation Site](#)
- ▶ [Clear File Folder for Disasters Prevention](#)
- ▶ [Contributing to Safety and Security in Local Communities](#)
- ▶ [Cooperating with the NPO Association for Assistance to Children Orphaned in Traffic Accidents](#)
- ▶ [Courses to Foster Support for Dementia Care](#)
- ▶ [AED Workshop to Practice Life-Saving Skills \(1\)](#)
- ▶ [Standard First Aid Course to Practice Life-Saving Skills \(2\)](#)
- ▶ [Holding a Seminar on Caregiving Skills](#)
- ▶ [Experience-Type Volunteer Activity at Homes for the Elderly](#)
- ▶ [Promoting the Pink Ribbon Movement](#)
- ▶ [Providing Encouragement to Cancer Patients by Making Terry Cloth Caps](#)
- ▶ [N Program to Support Young Physicians to Gain Clinical Experience in the United States](#)
- ▶ [Collaboration with Japan Deafblind Association](#)
- ▶ [Collaboration with the Special Olympics Nippon Foundation](#)
- ▶ [Working Together with the Sawayaka Welfare Foundation](#)
- ▶ [Participating in the TABLE FOR TWO Charity Initiative Aimed at Achieving an Optimal Food Balance in the World](#)
- ▶ [Providing Support to the Himawari no Kai](#)
- ▶ [Participating in the Turkey Trot Charity Event](#)
- ▶ [Participating in a Charity Band Competition](#)
- ▶ [Participating in Social Contribution Activities through the "Inspiring by Example" Campaign](#)
- ▶ [Receiving the Best CSR Award for the Initiative to Reduce Drinking and Driving in Taiwan](#)
- ▶ [Initiative to Protect the Safety of Elementary School Children](#)
- ▶ [Volunteer Activity in Singapore to Visit a Home for the Elderly and Conduct Refurbishment](#)
- ▶ [Providing Japanese-Language Medical Services in the United States](#)



Local Community and Social Contribution Activities

Protection of the Global Environment

Tokio Marine Group designates the "protection of the global environment," a social issue of growing concern, as one of its key focus areas in promoting local community and social contribution activities and strives to raise environmental awareness both internally and externally.

Mangrove Planting Volunteers

Since 1999, Tokio Marine & Nichido has been promoting its Mangrove Planting Project in Southeast Asia and other countries and regions and conducting a volunteer tour to plant mangrove trees about once a year. Tokio Marine Group employees, agents and retired employees as well as their families participate in these tours as volunteers to plant mangrove seeds and saplings with local residents and children and visit villages and elementary schools in respective regions to promote international exchange. As of March 2014, we have conducted 14 mangrove planting volunteer tours, in which a total of approximately 460 members have participated.



▶ [Creating Mangrove Forests](#)

Support for the Ten-Year Restoration Project of the Coastal Forests of Tohoku Region

Tokio Marine & Nichido supports the Ten-Year Restoration Project of the Coastal Forests of Tohoku Region* led by the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA). In addition to restoring coastal pine tree forests, this project aims to facilitate regional revitalization through the recovery of agricultural land and creation of job opportunities in disaster areas. These ideas correspond to the philosophy (i.e., to protect the global environment and contribute to local communities and societies) of the Mangrove Planting Project, which Tokio Marine & Nichido intends to continue for 100 years. For this reason, we have been making an annual monetary donation of 10 million yen since fiscal 2011. Going forward, the company will also encourage employee volunteer activities.



* A project to restore beaches of white sands and forests of green pine trees in the Tohoku Region. It aims to restore coastal forests of the Sendai plain in Miyagi Prefecture, which were devastated by the earthquake-induced tsunami in the March 2011 disaster, by promoting production, nursery and the planting of seedlings while creating local job opportunities through these operations.

Green Lessons: The Mangrove Story

As part of its effort 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 on the theme of "prevention of global warming and preservation of biodiversity," in which they tell stories about mangrove planting. Children participating in these lessons receive flowerpots made from recycled uniforms.

As of March 2014, the Group visited about 630 elementary and special needs schools throughout Japan and provided Green Lessons to approximately 44,000 children.



▶ [Green Lessons: The Mangrove Story \(in Japanese\)](#)

Collaborative Afforestation Efforts in Kochi Prefecture: Tokio Marine & Nichido's Forest for the Future

In May 2009, Tokio Marine & Nichido concluded a five-year partners agreement with Kochi Prefecture, Aki City and the Eastern Kochi Forestry Association to promote afforestation in Aki City under the prefecture's Collaborative Afforestation Project with Environmentally Advanced Corporations. The forest covered under the agreement encompasses 47.1 hectares and has been named "Tokio Marine & Nichido's Forest for the Future." Every year, we conduct a volunteer tour for Group employees and agents including their families to experience tree thinning and socially interact with local residents. A total of 55 members participated in the fifth Tree-Thinning Forestry Volunteers held in November 2013. Participants felt that it was a project that emphasizes ties with the local community and understood that much human intervention was required to maintain the forest in a healthy state.



Children's Environmental Award

Since 2008, Tokio Marine & Nichido and The Asahi Shimbun Company (newspaper) have co-hosted an environment-themed illustration and essay contest, the Children's Environmental Award program, as one initiative to raise environmental awareness among elementary school children who will take the lead in the future and, in turn, raise awareness among society as a whole. For the sixth Children's Environmental Award in fiscal 2014, we received more than 6,000 works from children all over Japan. We invited the winners of the contest and their parents to join the Iriomote Island Eco Experience Tour.



The Iriomote Island Eco Experience Tour is conducted under the supervision of Shigeyuki Baba, Professor Emeritus, University of the Ryukyus. He is also a judge of the Children's Environmental Award and has been providing support to Tokio Marine & Nichido's Mangrove Planting Project. Participants learn about the importance of preserving the global environment through a program of events that includes exploring a mangrove forest, engaging in tree planting and mangrove dyeing, while receiving explanations from specialists. The children who participated in the tour saw mangrove trees and crabs in the tidal flat and understood what unspoiled nature would look like, and enjoyed activities not available in their home towns.

▶ [Tokio Marine & Nichido: Children's Environmental Award \(in Japanese\)](#)

Marunouchi Citizens Environmental Forum

Every year, Tokio Marine & Nichido holds a social and environmental awareness seminar, the Marunouchi Citizens Environmental Forum, jointly with Mitsubishi Corporation. At the 55th forum held in fiscal 2013, we invited cultural anthropologist Shinichi Takemura to give a lecture on the importance of retaining a "globe-level" perspective when viewing the environment and natural disasters by using "Tangible Earth," the world's first interactive digital globe. About 90 attendees, including Tokio Marine Group employees and other guests, were impressed by and learned from his talk about watching the earth "from above," felt the significance of attaining harmony between people and nature, and hoped that he would continue to give lectures to children.





Natural Disaster Risk Seminar by Tokio Marine & Nichido and the Tokio Marine Research Institute

Tokio Marine & Nichido and the Tokio Marine Research Institute jointly held a seminar on natural disaster risk entitled "The Frontline of Natural Disaster Research – Working toward Advanced Disaster Prevention" on November 22, 2013. This seminar was provided free of charge to citizens and company employees for the purpose of helping them gain a better understanding of global warming and major natural disasters through lectures and panel discussions by experts on the subject matters.

▶ [Seminar by the Tokio Marine Research Institute \(in Japanese\)](#)

GREENPHLY Environmental Awareness Program and Becoming a member of "Green Power Partnership"

Since 2011, U.S.-based Philadelphia Insurance Companies (PHLY) has been conducting an employee-driven environmental awareness program called GREENPHLY. A team of employees forming the GREENPHLY council leads an array of initiatives to support global environment protection activities, reduce environmental impact at offices and improve employee awareness through publication of an internal magazine.

Activities during fiscal 2013 included donating 1,613 coats collected through the National Coat Drive Challenge to 24 different charity organizations around the United States and an initiative called BIKEPHLY that encouraged commuting by bicycle and successfully reduced CO₂ emissions by 6,674 pounds. Throughout the year, more than 500 employees nationwide joined various volunteer activities and events related to protection of the environment in the country.

In addition, at present the company purchases renewable energy certificates equivalent to 100% of its electricity consumption, which has earned it a place in the U.S. Environmental Protection Agency's "Green Power Partnership" and membership in the "Leadership Club" as an excellent organization.





Participation in Environmental Protection Activities in Thailand

In Thailand, with the aim of restoring the bounty of nature to forests that are damaged in the frequent floods that occur, Tokio Marine Insurance (Thailand) has been implementing a project entitled "LOVE Tokio Marine & Nichido for the Protection of Forests and Water" since 2007. In line with the intentions of an initiative led by Thailand's King Bhumibol, efforts are being made to expand forest areas in conjunction with a local development organization and also to execute measures to prevent flooding such as by building levees in the upstream area of the river together with local youths.





Local Community and Social Contribution Activities

Growth of Young People

Tokio Marine Group is engaged in a wide array of activities to support the growth of children and young people who will lead the next generation.

Social Contribution Activities through Foundations

Tokio Marine & Nichido promotes social contribution activities through three foundations with such aims as helping young people grow, encouraging international cultural exchange and promoting sports in the local community.

Tokio Marine Kagami Memorial Foundation was established in 1939 and initiated a scholarship program in 1941. The foundation provides scholarships to students at Japanese universities and graduate school exchange students from ASEAN nations and assists academic studies by researchers.

Tokio Marine & Nichido Educational Development Fund, established in 1984, offers assistance to elementary school and junior high school children orphaned through traffic accidents and for educational research by educators.

The Tokio Marine Sports Foundation was established in 1937 with the aim of promoting sports 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

Public Interest Incorporated Foundation	Summary	Activities in Fiscal 2013
Tokio Marine Kagami Memorial Foundation	Provides scholarships and educational training assistance to students at Japanese universities and graduate school exchange students from ASEAN nations	Provided a total of 47.37 million yen to 81 new and existing scholarship students in addition to other activities
Tokio Marine & Nichido Educational Development Fund	Provides assistance for educators and to children orphaned through traffic accidents	Financial assistance for education and research: 136 cases Scholarships for children orphaned through traffic accidents: 121 individuals
The Tokio Marine Sports Foundation	Promotes sports activities in local communities	Number of persons using Nasu Sports Park: 44,923 Number of persons using Toda Boathouse: 6,360

- ▶ [Tokio Marine Kagami Memorial Foundation scholarships for exchange students from ASEAN nations \(in Japanese\)](#)
- ▶ [The Tokio Marine Sports Foundation youth exchange project through sports activities \(in Japanese\)](#)
- ▶ [Tokio Marine & Nichido Educational Development Fund \(in Japanese\)](#)

Programs for Children (Delivery of Lesson Programs and Environmental Education)

We encourage children who will take the lead in the next generation to think about environmental issues and disaster preparedness through our lesson programs delivered to schools and other environmental initiatives.

- ▶ [Green Lessons: The Mangrove Story](#)
- ▶ [Disaster Prevention Lessons](#)
- ▶ [Children's Environmental Award](#)

Ashinaga Charity & Walk

Tokio Marine & Nichido and Meiji Yasuda Life Insurance Company jointly held a charity walk event, Ashinaga Charity & Walk. From Tokio Marine & Nichido, a total of 1,340 employees and their families participated in this event at 56 venues across the country, either held as My Walk organized by Meiji Yasuda Life Insurance Company or P-Walk 10 organized by Ashinaga, an organization providing educational support for children who have lost one or both of their parents. A portion of their participation fees was used to support orphans as described below.



(1) Donated to Ashinaga to be used for the following purposes to support orphans:

- Construction and operation of Tohoku Rainbow House, a healing space for children orphaned by the Great East Japan Earthquake
- Scholarship loans for orphans who want to attend high school, university, junior college or other educational institution
- Support for Ashinaga's scholarships for international students

(2) Allocated as financial assistance to orphans living in prefectures affected by the Great East Japan Earthquake through donations to orphan support funds

Cooperating in the Production of Educational Comic Book "Major Study, Everything about Insurance"

Agreeing with the idea of teaching many more children about insurance in an easy-to-understand manner, Tokio Marine & Nichido along with Tokio Marine & Nichido Life recently collaborated in the production of "Major Study, Everything about Insurance," an educational comic book for elementary school children created by Kodansha BC Ltd. We participated in the book's production as early as from the planning stage, as part of our consumer as well as insurance education efforts and because we aspire to convey correct knowledge of insurance to elementary school students, who will play leading social roles in the future, from our position at the front lines of society.

In fiscal 2013, this book, which is not for sale, was donated through Kodansha BC Ltd. to approximately 21,000 elementary schools and 3,150 public libraries across Japan, and has been made readily available for many children to enjoy.



▶ [Tokio Marine & Nichido: Our Books \(in Japanese\)](#)

Making Kiwanis Dolls

Employee volunteers of Tokio Marine Group make Kiwanis dolls in cooperation with the Kiwanis Club of Tokyo. Kiwanis dolls are given to children who are hospitalized for treatment. The children take solace in drawing pictures on the blank surface of the dolls and clothing them, and doctors and nurses use the dolls to explain treatments in order to relieve the children's fears. Participating employees wholeheartedly stuff and sew dolls for children undergoing long-term hospitalization. Dolls made by approximately 80 participants in fiscal 2013 are being donated to national hospitals and other medical institutions in Tokyo through the Kiwanis Club of Tokyo.

- ▶ [Kiwanis Club of Tokyo \(in Japanese\)](#)



Lao Picture Book Project

Tokio Marine Group participates in the Lao Picture Book Project of the NPO Action with Lao Children. Through this activity, picture books are sent to children in Laos who have fewer opportunities to read books and learn the Lao alphabet due to conflict, the country's economic situation, geographical restrictions or cultural background. The volunteer work entails affixing printed text that has been translated in the Lao language into Japanese picture books. Participants gathered in a meeting room and cut up and pasted the translated text into picture books while reading each other's books in a congenial atmosphere. On the last page of each picture book, participants signed their names in Lao, thinking about smiling children who will receive these books. In fiscal 2013, a total of about 140 Group employees participated, and the finished books were sent to the NPO's local office and then delivered to children's libraries across Laos.

- ▶ [Action with Lao Children \(in Japanese\)](#)



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. Specific efforts include serving as a special sponsor of the National JOC Junior Olympic Cup Swimming Tournament held twice a year and providing support for the costs of attending overseas competition and of training camps for Junior Olympic athletes. The company contributes to the healthy growth of young people who will represent the future by promoting swimming.



▶ [Go! Go! Junior Swimmers! \(in Japanese\)](#)

Participating in Room to Read's Educational Support Program in Developing Countries

In fiscal 2010, Tokio Marine & Nichido participated in the educational support effort led by the international NGO Room to Read. Over the four years from fiscal 2010 to fiscal 2013, the company donated about USD100,000 annually in India, Bangladesh and Vietnam, providing educational support for a total about 1,000 girls to help them attain independence in the future and offering a study environment for children by opening nine reading rooms. 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. India, Bangladesh and Vietnam are three mangrove planting regions covered under the company's ongoing Mangrove Planting Project initiated in 1999. Through the Mangrove Planting Project and educational support program, Tokio Marine & Nichido thus carries out the dual-purpose global social contribution activities of nurturing both trees and people.



▶ [International NGO Room to Read](#)

Scholarship Program for High School Students in Indonesia

Tokio Marine & Nichido, Tokio Marine Asia and Tokio Marine Indonesia provide a scholarship program in Indonesia jointly with the Putera Sampoerna Foundation, an organization engaged in activities to raise the level of education in the country. The program offers support for tuition fees and costs of learning materials to 50 high school students in the suburbs of Jakarta, who are achieving excellent performance in school but having difficulty in continuing their education because of economic hardships. A scholarship conferment ceremony was held in November 2011 during which scholarship students made Japanese traditional paper cranes called *senbazuru* to convey their wish for the swift recovery of the country from the Great East Japan Earthquake.



▶ [Student Scholarship Program](#)

Educational Assistance for Children in China

Since 2009, Tokio Marine Group has been collaborating with the All-China Youth Federation to support children of migrant workers (children living in farming villages while their parents work in the city). We have established support facilities in over 160 locations throughout China, and Group employees engage in various volunteer activities every year. In fiscal 2013, 12 employees held fire drills and provided a lecture on first aid in cooperation with a local youth group and the fire department at an elementary school attended by many migrant worker children in Zhejiang Province. The children learned how to give cardiac massage and apply bandages in the lecture and how to use a fire extinguisher and wear a firefighter suit through these drills. They also climbed onto a fire ladder truck and enjoyed the experience to the fullest. After the lecture, participants had a friendly social gathering with these children and looked around the "seven-colored cabin" (a classroom that provides emotional support, equipped with learning tools and videophones for children to contact parents working in distant areas).



▶ [Support for Growth of Young People in China \(in Japanese\)](#)

Support for a Charity Marathon in the Republic of Sierra Leone in Africa

Since 2012, as part of its 50th anniversary celebration, U.K.-based Kiln Group has been serving as a sponsor of and raising funds for a charity marathon held in Sierra Leone. The event is organized by the U.K. charity organization Street Child of Sierra Leone to return street children in Sierra Leone, which has been politically unstable for many years, to their families and provide education. In fiscal 2013, six employees participated in the marathon, raising GBP13,000 in contributions. Adding a matching donation of GBP10,000 made by Kiln Group, a total of GBP23,000 will be used to provide educational support to children in Sierra Leone.



► [Sierra Leone Marathon official website](#)

Accepting Student Interns

U.K.-based Kiln Group accepts student interns under the City of London's business training program for students. This program aims to nurture exceptional human resources for the future and support local communities by dispatching interns to companies. Kiln has accepted 11 interns over the past five years, engaging them in a variety of work that includes promoting recycling efforts as part of the company's CSR activities. The company has hired some interns as full-time Kiln Group employees and will continue to recruit employees from this internship program.



Volunteer Activity to Interact with Children and Senior Citizens Living in Nursing Homes

During CSR Month designated to promote employees' local community and social contribution activities, our Group companies in Singapore, including Tokio Marine Asia, worked with organizations that support racial and social harmony and invited 40 children and 10 senior citizens living in nursing homes to an excursion to River Safari Singapore, the country's newest leisure spot. This volunteer activity aims to promote a positive attitude toward community service regardless of age and to encourage children to live positively despite their disadvantaged conditions.

After visiting the world's largest aquarium and Giant Panda Forest, the largest biodome in Southeast Asia, participants enjoyed friendly interaction over lunch.



Environmental Enlightenment Tour for Children in Hong Kong

In cooperation with the Hans Andersen Club, an association that supports children's health and growth, Tokio Marine Hong Kong undertakes an activity to invite underprivileged children to an environmental enlightenment tour every year. Over the past six years, the company and children have enjoyed nature through visits to an aquarium, farm and tree house.



Scholarship Program for Children in Thailand and Visiting Children's Facility with Scholarship Students

For nine years, our Group companies in Thailand, including Tokio Marine Insurance (Thailand), has supported a scholarship program of the National Council on Social Welfare of Thailand. In 2013, scholarships were provided to a total of 100 junior and senior high school and university students. In October 2013, the company's 20 employees held a scholarship conferment ceremony, and together with all scholarship students, visited a facility for physically challenged children afterwards to conduct volunteer activities. The purpose of such a visit is to give scholarship students an opportunity to experience giving to others and helping those in need.



Visit to a Children's Facility in Brazil

Tokio Marine Brazil Seguradora, in cooperation with a local support organization, visited a facility for children with disabilities to celebrate Children's Day in October 2013. The company donated toys and held an event for the kids to enjoy.



Conducted the Day of Giving Volunteer Event

To demonstrate the spirit of community and social contribution, the Bermuda branch and U.K.-based Tokio Millennium Re closed their offices in April 2013 to hold an event called the Day of Giving. In Bermuda, employee volunteers joined the restoration work of a historic prison, which is now part of a national museum, helped with gardening at a facility for people in need and painted a library. In the United Kingdom, employee volunteers planted trees to curb global warming, worked for a local food bank and painted a women's hospice. The event was one way of giving back to the community, while also fostering active teamwork within the respective companies.



Local Community and Social Contribution Activities

Security and Safety

Tokio Marine Group places great emphasis on "security and safety," which are closely linked to the insurance business, and engages in social contribution activities while working to enhance traffic safety as well as crime and disaster prevention in local communities.

Initiatives to Support Recovery of Areas Affected by the Great East Japan Earthquake

Employees of Tokio Marine Group have been engaged in volunteer activities in areas affected by the Great East Japan Earthquake. Starting from May 2011 immediately following the disaster, Group company employees, agents and their families across the country have provided support to disaster areas in Otsuchi-cho (Kamihei-gun) and Rikuzentakata City in Iwate Prefecture and Ishinomaki City and Kesennuma City in Miyagi Prefecture by conducting activities such as cleaning up houses damaged in the tsunami, removing mud from houses and street drainage gutters, assisting in fishery-related work and cleaning damaged and mud-covered photographs.

As the third series of volunteer activities following the removal of disaster debris, cleaning drainage gutters and assisting in fishing-related related work in Ishinomaki City, Miyagi Prefecture, and sorting and recording books donated to libraries and cleaning soiled documents in Tono City, Iwate Prefecture, Tokio Marine & Nichido has been sending employee volunteers to the Watari Greenbelt Project since April 2013. This project is undertaken by the Flatohoku Project to restore tide-control forests along the coastal areas and promote the recovery of Watari-cho, Miyagi Prefecture. Over a two-day tour, employee volunteers visit the coastal areas devastated by the tsunami and help with cultivating saplings that will be planted along the coast. In fiscal 2013, we conducted five such tours, with the participation of a total of 80 employees, including Group employees, agents and their families.

As another ongoing effort, the company provides local dishes of the areas affected by the disaster at its employee cafeteria and donates a portion of sales of these dishes. During the period from March 2013 to March 2014, the company sold about 2,100 dishes and donated approximately 210,000 yen to the Iwate Learning Hope Fund, which provides educational and living support to children who have become economically challenged due to the disaster.



▶ [Response to the Great East Japan Earthquake](#)

Initiatives for Lessons on Disaster Prevention

Based on the lessons learned from the Great East Japan Earthquake, employee volunteers from Tokio Marine Group, including its agents, conduct Disaster Prevention Lessons to convey knowledge on disaster prevention to children and help them prepare for a next disaster. Disaster Prevention Lessons are a program to raise readiness for disaster prevention among elementary school children. Employee volunteers from Tokio Marine & Nichido Risk Consulting developed educational materials, which were then supervised by the Earthquake-induced Tsunami Risk



Evaluation Research Division of the International Research Institute of Disaster Science at Tohoku University, with which Tokio Marine & Nichido has entered into an industry-academia collaboration agreement concerning evaluation of earthquake and tsunami risk. In the lessons, children learn about the mechanisms that cause earthquakes and tsunamis and think about advance preparation such as methods to protect themselves in the event of an earthquake and portable emergency goods while taking a quiz and participating in a group discussion. Disaster Prevention Lessons began in fiscal 2012 and, as of March 31, 2014, have been held at about 90 elementary schools across Japan, with approximately 7,300 children attending.

- ▶ [My Relations with CSR: Disaster Prevention Lessons Voluntarily Started by Employees](#)

For Tomorrow's Smiles: Disaster Prevention and Mitigation Information Website

In order to make a greater contribution to building a safe and secure society, we have established the "For Tomorrow's Smiles: Disaster Prevention and Mitigation Information Website."

- ▶ [Risk Research - For Tomorrow's Smiles: Disaster Prevention and Mitigation Information Website](#)

Clear File Folder for Disaster Prevention

As a result of its joint research with the International Research Institute of Disaster Science at Tohoku University, Tokio Marine & Nichido has created the Clear File Folder for Disasters, which lists emergency goods households should have on hand at all times and specific measures to take in the event of an earthquake or tsunami. The folder is available in three versions, Earthquake, Tsunami and Emergency Goods, and is useful for keeping important documents in case of a disaster. These file folders are distributed at the company's events during Disaster Prevention Lessons conducted by employee and agent volunteers and in marketing operations as novelty goods to customers, thereby offering ideas of disaster prevention measures that combine the latest knowledge of a university research institute and an insurance company to the public in an easy-to-understand manner.



Contributing to Safety and Security in Local Communities


Since September 2007, Tokio Marine & Nichido has been cosponsoring the "Daijoubu Campaign," a movement led by The Mainichi Newspapers, and supporting activities to protect children and local residents from disasters and crimes.

To encourage children and their parents as well as local communities to think about safety and security in their communities in a fun way, since October 2011 Tokio Marine & Nichido has partnered with The Mainichi Newspapers and 38 FM radio stations throughout Japan to promote the Workshop to Create Local Community Safety Maps, a crime prevention event. In fiscal 2013, the workshops were held at four locations nationwide, and a total of 167 children and their parents as well as 66 employees and agents of Tokio Marine & Nichido participated. During the event, we invited Professor Nobuo Komiya of Rissho University, a developer of local community safety maps and an expert in criminal sociology, as a lecturer and held a training seminar for Tokio Marine & Nichido employees and agents. The participants then became trainers themselves and conducted safety map workshops for students of local elementary schools.


Cooperating with the NPO Association for Assistance to Children Orphaned in Traffic Accidents

Nisshin Fire supports children who have lost one or both of their parents in traffic accidents through the NPO Association for Assistance to Children Orphaned in Traffic Accidents. In fiscal 2013, the company held charity events at its head offices in Tokyo and Saitama, which were open to both employees and visitors, and collected 208,666 yen, which was donated to the association.

We will continue to provide assistance to orphaned children through this association.



Courses to Foster Support for Dementia Care

Tokio Marine Group provides support for the Million-Supporter Caravan for Dementia, which is promoted by the Ministry of Health, Labour and Welfare and the nationwide Caravan Mate Liaison Council, and conducts courses to foster support for dementia care as a volunteer activity to support the safety and security of local communities and families. With the ultimate goal of creating neighborhoods where people with dementia and their families can live with peace of mind, the program is designed so that employees who take the course have the correct knowledge about dementia to share with friends and families as well as support and give compassionate consideration to people with dementia and their families in work and private life.

During the one-and-a-half-hour program conducted in each work department, mainly in Tokyo, attendees watched a DVD, listened to a lecture given by an employee (called a "caravan mate") who has received special training on this subject and participated in a role-playing session. As of March 2014, a total of around 2,100 Group company employees have participated in this educational program and become supporters for dementia care. We intend to promote this program further, as it gives us a good opportunity to deepen our understanding of the aging population and dementia and think about how we accordingly deal with our customers and our own families.

▶ [Million-Supporter Caravan for Dementia \(in Japanese\)](#)

AED Workshop to Practice Life-Saving Skills (1)

Tokio Marine Group provides a workshop to practice using Automated External Defibrillators (AEDs) and to perform cardiopulmonary resuscitation (CPR). Around 570 employees, mainly from Tokio Marine & Nichido as well as other Group companies and agents, attended the workshop in fiscal 2013. Through the workshop, participants have realized that they do not have to be an expert to perform CPR and gained enough confidence to take action rather than just standing by in case of an emergency.



Standard First Aid Course to Practice Life-Saving Skills (2)

In cooperation with the Marunouchi Fire Station of the Tokyo Fire Department (TFD), Tokio Marine & Nichido provided a workshop to learn standard first aid at its head office. Over the course of two training courses, lecturers from the fire station taught about 30 employees from Tokio Marine & Nichido and Group companies how to use AEDs, perform CPR, prevent suffocation and stop bleeding. At the completion of these courses, participants received a first aid skills certificate issued by the TFD Fire Chief. Participants learned correct first aid techniques and gained confidence for responding to an emergency.



Holding a Seminar on Caregiving Skills

Tokio Marine & Nichido invited employees of Tokio Marine Nichido Better Life Service as lecturers and held a Seminar on Caregiving Skills at its head office. It is a basic seminar on caregiving skills, which aims to make participants "persons who can provide a little bit of help" when dealing with the elderly and people with disabilities. About 100 employees from Tokio Marine & Nichido and Group companies participated in the seminar. In addition to an elderly simulation program to experience elderly people's vision, hearing and other physical functions, the seminar provided tips on caregiving and points to be noted when giving assistance and taught participants simple sign language and Braille. Many participants felt ready and eager to help the elderly and persons with disabilities.



Elderly simulation program



Learning sign language

Experience-Type Volunteer Activity at Homes for the Elderly

In fiscal 2013, Tokio Marine & Nichido Life launched an experience-type volunteer program in collaboration with Tokio Marine Nichido Samuel. Participants interact with residents of for-profit homes for the elderly with nursing care operated by Tokio Marine Nichido Samuel and help organize events at these homes.

Through the experience, participants understand the need for nursing care in our super-aging society and ways to help each other in local communities while learning how to interact with people with dementia or in need of nursing care. The program has been conducted five times since its first implementation on a trial basis in fiscal 2012 to July 2014, with participation of 13 employees.

Promoting the Pink Ribbon Movement

Tokio Marine & Nichido Life engages in the Pink Ribbon Movement through J.POSH, an NPO engaged in pink ribbon movements for breast cancer awareness in Japan. The number of breast cancer patients has been increasing in Japan, but it is a disease with a high survival rate if detected and treated early based on the correct knowledge. The company promotes the Pink Ribbon Movement by holding street campaigns at more than 100 locations nationwide in October every year and handing out leaflets explaining the importance of receiving examinations for early detection of breast cancer.



▶ [J.POSH \(Japan Breast Cancer Pink Ribbon Movement\) \(in Japanese\)](#)

Providing Encouragement to Cancer Patients by Making Terry Cloth Caps

Since 2009, Tokio Marine & Nichido Life has joined initiatives undertaken by the Iwate Hospice Association, a citizens' group in Morioka City, Iwate Prefecture, to support cancer patients and their families and help them gain courage to fight against the disease. The company has been making terry cloth caps for patients undergoing anticancer drug treatment. Every year, participants from Tokio Marine & Nichido Life and other Tokio Marine Group companies and their families stitch the caps together and donate more than 1,000 caps as Christmas presents to cancer hospitals nationwide through the Iwate Hospice Association.



▶ [Iwate Hospice Association \(in Japanese\)](#)

N Program to Support Young Physicians to Gain Clinical Experience in the United States

In collaboration with Mount Sinai Beth Israel, Tokio Marine & Nichido has been offering the N Program since 1991. This is a medical residency program to promote exchange between the two countries in the medical field by dispatching every year young Japanese doctors with the desire to gain clinical experience in the United States.

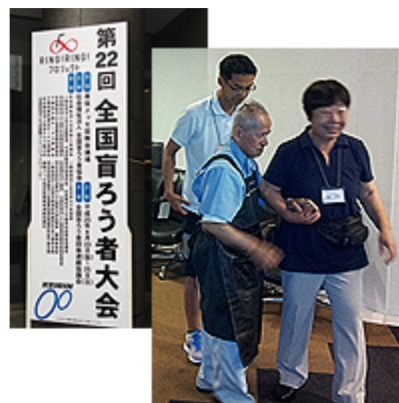


The N Program has made remarkable progress thanks to the cooperation of teachers at U.S. medical institutions and the efforts of residents who participated as trainee physicians. From 1991 to 2013, the total number of trainees and graduates rose to 160.

▶ [N Program \(in Japanese\)](#)

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 became a supporting member of the association in 2008. At the association's annual national conference, which is held for the purpose of promoting exchange among people with these impairments and improving the skills of sign language interpreters and helpers, employees working in offices and branches in respective areas serve as volunteer staff to cooperate in running the event. In fiscal 2013, about 25 employees from the Chiba area provided support for the organization's 22nd national conference.



▶ [Japan Deafblind Association](#)

Collaboration with the Special Olympics Nippon Foundation

In support of the Special Olympics Nippon Foundation's vision of creating a society where people with and without disabilities understand and respect each other's differences and live and grow together, Tokio Marine & Nichido became an official sponsor of the foundation in fiscal 2005 and has been supporting its activities by providing funds and volunteers. Additionally, Tokio Marine Group undertakes a year-round volunteer activity to create good luck bracelets to show our support to athletes of the foundation. In 2013, a total of about 2,000 employees joined this activity.



The company's employee clubs also provide support to the NPO Special Olympics Nippon - Tokyo (SONT) through their respective club activities. Examples include assistance provided by the company's track team for the SONT-sponsored Walk and Run Festival charity event and a boating experience event held by the boat club.

▶ [Special Olympics Nippon Foundation \(in Japanese\)](#)



Working Together 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." Tokio Marine & Nichido empathizes with this organizational philosophy and partners with the foundation.

- ▶ [National volunteer network information of the Sawayaka Welfare Foundation \(in Japanese\)](#)

Participating in the TABLE FOR TWO Charity Initiative Aimed at Achieving an Optimal Food Balance in the World

Tokio Marine & Nichido participates in the TABLE FOR TWO initiative and has been offering a TABLE FOR TWO menu in the employee cafeteria at its head office.

TABLE FOR TWO is an initiative to donate a part (usually 20 yen) of the price of a lunch offered in a company cafeteria to school meal programs in developing countries.

Of the total world population of almost seven billion, one billion people suffer from hunger while another billion are experiencing obesity and other diet-linked, lifestyle-related diseases. To eliminate this serious food imbalance, the TABLE FOR TWO initiative was launched in Japan in fall 2007. The amount of 20 yen donated from every lunch is equal to one school meal in developing countries. Thus, the name "TABLE FOR TWO" came from the idea that each of us in a developed country shares a table with one child in a developing country. We are having lunch together, beyond time and space.

■ Overview of TABLE FOR TWO in Tokio Marine & Nichido

Location	Employee cafeteria at the head office
Method	Purchasing a 560-yen TABLE FOR TWO lunch (680-800 kcal) automatically donates 20 yen through the NPO TABLE FOR TWO International, which will be used to buy school meals for children in developing countries

- ▶ [TABLE FOR TWO](#)

Providing Support to the Himawari no Kai

Tokio Marine & Nichido and Tokio Marine & Nichido Life have been supporting the NPO Himawari no Kai since 2011. Himawari no Kai is an NPO approved by the Cabinet Office, Government of Japan that was established in 1997 with the aim of assisting expectant mothers and their families. The organization's most notable activity is increasing public recognition of its Maternity Mark. Moreover, it hands out traffic safety stickers bearing this mark to protect new mothers from traffic accidents. By supporting the organization, we will further contribute to the creation of local communities and society where expecting mothers and their families can live with peace of mind.



▶ [Himawari no Kai \(in Japanese\)](#)

Participating in the Turkey Trot Charity Event

U.S.-based Philadelphia Insurance Companies (PHLY) is a sponsor of the Turkey Trot charity run/walk event organized by founder James J. Maguire and his family. PHLY's employees also participate in the event as volunteers. About 1,600 runners, including 41 PHLY employees, joined the 21st Turkey Trot event held in fiscal 2013, and the participation fees paid by them, totaling approximately USD160,000, were donated to the NPO Face to Face, which provides food and health-related services to people in need.



Participating in a Charity Band Competition

At Safety National Insurance of the U.S.-based Delphi Group, an employee band participated in a charity band competition held in the local community. In this competition, people vote for the best performance via donations. With support from colleagues, friends and families, the band took first place and received the largest amount of donations from the audience. An employee band from the company has won the competition for the past five years, and donations have been made to over 170 NPOs through a local support organization.



Participating in Social Contribution Activities through the "Inspiring by Example" Campaign

In commemoration of its 100th anniversary in 2011, U.S.-based First Insurance Company of Hawaii has been undertaking a campaign called "Inspiring by Example" to show its appreciation for the local community. The campaign consists of more than 100 local and social contribution activities in which employees participate. These include Meals on Wheels to deliver meals to areas where many elderly people live, free child seat safety checks conducted monthly by the staff of the property and casualty insurance department and Make a Difference Day to do painting at local high schools. By engaging in a variety of activities, the company aims to create a local community with the vibrant Hawaiian spirit.



Receiving the Best CSR Award for the Initiative to Reduce Drinking and Driving in Taiwan

Tokio Marine Newa Insurance of Taiwan received the Best CSR Award in the Best Performance Awards 2013 for the insurance industry in Taiwan. This award program is held biannually by the Taiwan Insurance Institute and Financial Supervisory Commission. The award was given to the company in recognition of its efforts undertaken in 2012 to call greater and wider public attention toward reducing drinking and driving by broadcasting a series of TV commercials that showed the serious consequences of drunk driving.

During and after fiscal 2013, the company has continued to work on raising public awareness through various opportunities. These include holding contests of illustrations on the theme of drinking and driving at elementary schools and conducting street campaigns jointly with universities to have people experience what it would feel like to drive under influence using 3D eye glasses.



Initiative to Protect the Safety of Elementary School Children

To contribute to the local community and society, since 2005 Tokio Marine Newa Insurance of Taiwan has supported an elementary school located near its head office. As part of that support, the company conducts an initiative to protect the safety of the elementary school children. For one week each, 25 employees take turns using their lunch hour to help children safely cross at an intersection. The company will continue its support for volunteer activities to create an environment in which children can live safely.



Volunteer Activity in Singapore to Visit a Home for the Elderly and Conduct Refurbishment

Through cooperation with a local NPO, our Group companies in Singapore, including Tokio Marine (Asia), conducted the "Pick Up a Brush and Paint for a Day!" volunteer activity to visit a home for the elderly and paint the walls of the facility. A total of 40 employees participated in the activity and painted joyful illustrations along the corridor walls to create liveliness and happiness for residents.

After the work, they held a Christmas party and sang Christmas carols while serving lunch. Santa Claus also handed out presents to residents.



Providing Japanese-Language Medical Services in the United States

The Japanese Medical Practice outpatient clinic operated by Mount Sinai Beth Israel in New York City with donations from Tokio Marine & Nichido has been providing medical services in Japanese since 1990. At the event celebrating the 100th anniversary of the Japanese American Association of New York held in fiscal 2009, the Japanese Medical Practice outpatient clinic offered medical consultation services and held medical seminars for elderly Japanese-American people living in New York. This clinic plays a major role in providing medical services to the local Japanese community and is highly regarded by the Japanese Consulate General in New York as a medical institution providing services to Japanese people.

▶ [Japanese Medical Practice outpatient clinic \(in Japanese\)](#)

Sustainability Report 2014
Material Issue -Governance-
Strengthening CSR Management

- Corporate Governance
- Internal Control
- CSR Promotion Structure



Governance : Strengthening CSR Management Material Issue 3

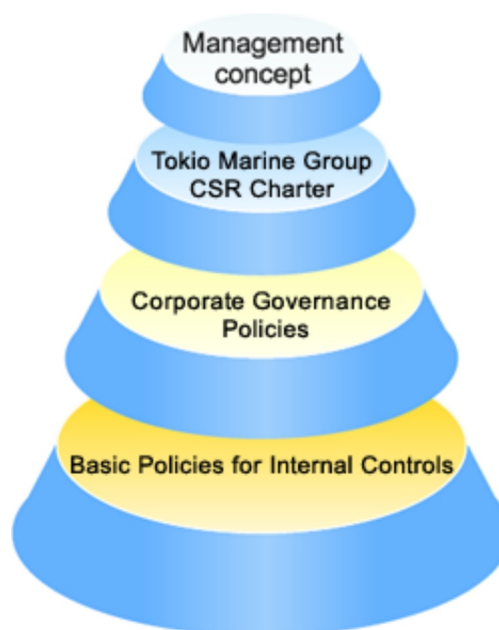


To be trusted by customers and society and achieve sustainable growth, Tokio Marine Group must raise the quality of its business strategies, governance and social responsibility and build a sound and highly transparent management structure as a global insurance group.

Tokio Marine Group has established "Strengthening CSR management" as a material CSR issue and aims to raise the quality of its risk-based management (ERM: enterprise risk management), compliance and corporate governance from the perspective of strengthening its global-based management and control, thereby increasing the level of trust by its stakeholders and fulfilling its social responsibilities.

Tokio Marine Group is determined to raise its corporate value continuously while contributing to the sustainable development of society by implementing its Corporate Philosophy. Based on this rationale, we have formulated the Tokio Marine Group CSR Charter as behavioral guidelines for all employees to execute CSR. Additionally, Tokio Marine Holdings has established the Corporate Governance Policies and is appropriately governing Group companies.

In accordance with the Basic Policies for Internal Controls, Tokio Marine Holdings is appropriately enhancing and operating internal control systems, including systems for management control, compliance and risk management at Group companies. We are making efforts to properly operate these systems to ensure that we develop into a corporate group that combines profitability, growth potential and soundness.





▶ [Corporate Governance](#)

▶ [CSR Promotion Structure](#)

▶ [Internal Control](#)

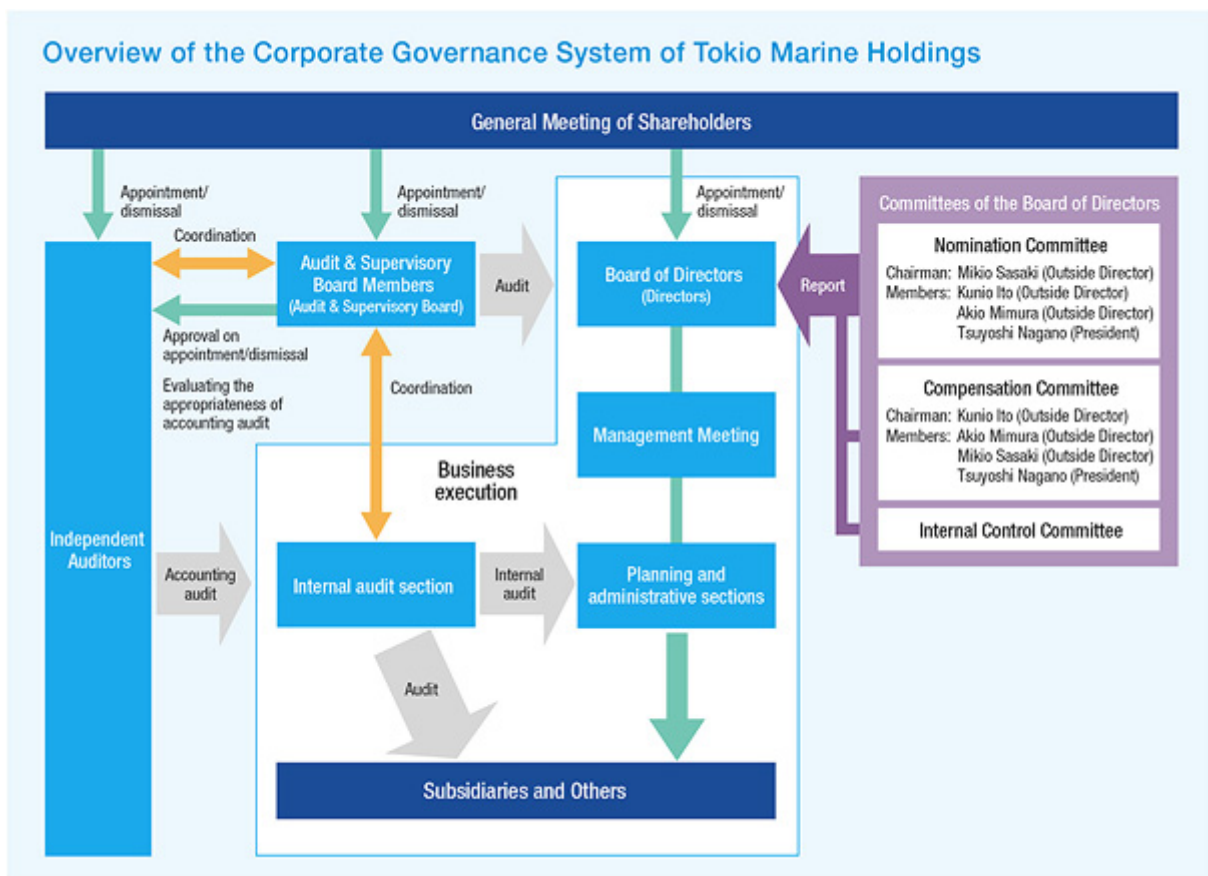
- ▶ [Compliance](#)
- ▶ [Respect for Human Rights](#)
- ▶ [Risk Management](#)
- ▶ [Information Security](#)
- ▶ [Information Disclosure](#)

Corporate Governance

Tokio Marine Holdings, Inc. ("the Company"), in line with the Tokio Marine Group Corporate Philosophy, is committed to the continuous enhancement of corporate value by fulfilling its responsibilities to shareholders, customers, society, employees and other stakeholders. The Company therefore maintains a sound and transparent corporate governance system and, as a holding company, emphasizes appropriate control over Tokio Marine Group companies.

In its Corporate Governance Policies, the Company has established a framework for its corporate governance system. The aim of this system is to raise the effectiveness of audits and surveillance by having managers who execute business duties fulfill their responsibilities to provide explanations to Outside Directors and Outside Audit & Supervisory Board Members (collectively, "Outside Officers") at meetings of the Board of Directors and other opportunities.

Moreover, we have set up the Nomination Committee and the Compensation Committee, which consist mainly of Outside Directors, to further raise the transparency of the processes for selecting as well as determining compensation for Directors, Executive Officers and Audit & Supervisory Board Members of the Company and principal Group companies. The Company believes this is the optimal system at the present time.



► [Corporate Governance Policies](#)



Corporate Governance Structure

1. Directors and the Board of Directors

The Board of Directors is responsible for decisions on important matters relating to the execution of the Company's business, supervising the performance of individual Directors and establishing an effective internal control system. In addition, as the Board of Directors of a holding company, the board is responsible for determining medium- to long-term business strategies and various basic business policies such as the Basic Policies for Internal Controls for Tokio Marine Group.

The Company shall have approximately 10 Directors, with a maximum of 15 set by the Articles of Incorporation. As a general rule, the Company shall have at least three Outside Directors. In addition, Directors are appointed for a term of office of one year and may be reappointed. As of March 31, 2014, the Company had 10 Directors, of whom three were Outside Directors.

2. Audit & Supervisory Board Members and the Audit & Supervisory Board

Audit & Supervisory Board Members, as an independent body entrusted by shareholders, audit the performance of Directors, with the aim of ensuring sound and fair management and accountability. Audit & Supervisory Board Members shall endeavor to conduct a high-quality audit in accordance with the regulations of the Audit & Supervisory Board, auditing standards, auditing policies and auditing plans determined by the Audit & Supervisory Board.

The Company shall have approximately five corporate Audit & Supervisory Board Members, with a maximum of six set by the Articles of Incorporation. As a general rule, a majority shall be Outside Audit & Supervisory Board Members. As of March 31, 2014, the Company had five Audit & Supervisory Board Members, of whom three were Outside Audit & Supervisory Board Members.

3. Outside Officers

The presence of Outside Directors ensures effective supervision of director performance by the Board of Directors. In addition, Outside Directors are management experts who provide advice to the Board of Directors on issues including Company management, thus ensuring an organization that enables appropriate decisions on important matters relating to the execution of the Company's business.

The presence of Outside Audit & Supervisory Board Members creates an auditing organization with an independent and objective perspective. In addition, it enhances the effectiveness of the Audit & Supervisory Board and ensures an organization that maintains sound, transparent management.

An Outside Officer for whom none of the following is applicable may be selected to ensure his or her perspective is independent of the Company.

- (1) Current or former manager or employee of the Company
- (2) Manager or employee of a company currently or recently involved in material transactions with the Company
- (3) Familial relationship with a Company Director or Audit & Supervisory Board Member
- (4) Currently or recently a recipient of material compensation as an advisor to the Company other than compensation as a Company Director or Audit & Supervisory Board Member

The Company currently has three Outside Directors and three Outside Audit & Supervisory Board Members. All are capable of judgments with a perspective that is independent of the Company because neither they nor the companies at which they formerly served or concurrently serve (including companies with which they were associated in the past) have personal, equity, business or other interests related to the Company or its subsidiaries that pose any risk of conflict of interest with general shareholders.* The Company has therefore filed declarations naming all six of them as independent Directors/auditors as prescribed by the Tokyo Stock Exchange and other organizations.

* Insurance subsidiaries of the Company conduct insurance-related transactions with certain companies. However, these transactions constitute less than one percent of consolidated ordinary income.

Concurrent Posts, Attendance and Other Information for Outside Officers (As of July 2014)

	Name	Tenure ¹	Concurrent Posts and Other Information	Reason for Appointment	Attendance
Outside Directors	Kunio Ito	5 years	Professor, Graduate School of Commerce and Management, Hitotsubashi University Director, Mitsubishi Corporation (Outside Director) Director, Toray Industries, Inc. (Outside Director) Director, Sumitomo Chemical Co., Ltd. (Outside Director) Director, Seven & I Holdings Co., Ltd. (Outside Director) Director, Akebono Brake Industry Co., Ltd. (Outside Director) Director, Kobayashi Pharmaceutical Co., Ltd. (Outside Director)	Expected to fulfill his supervisory functions based on his insight as a specialist in business management acquired through many years of involvement in research activities.	Attended 10 of 11 meetings of the Board of Directors in fiscal 2013.
	Akio Mimura	4 years	Senior Advisor, Honorary Chairman, Nippon Steel & Sumitomo Metal Corporation Director, Japan Post Holdings Co., Ltd. (Outside Director) Director, Development Bank of Japan Inc. (Outside Director) Director, Innovation Network Corporation of Japan (Outside Director) Director, Nishin Seltun Group Inc. (Outside Director) Chairman, The Japan Chamber of Commerce and Industry Chairman, The Tokyo Chamber of Commerce and Industry	Expected to fulfill his supervisory functions based on his insight as a management expert acquired through many years of experience in a management role.	Attended 9 of 11 meetings of the Board of Directors in fiscal 2013.
	Mikio Sasaki	3 years	Senior Corporate Advisor, Mitsubishi Corporation Director, Mitsubishi Motors Corporation (Outside Director) Director, Mitsubishi Electric Corporation (Outside Director) Director, Mitsubishi Research Institute, Inc. (Outside Director)	Expected to fulfill his supervisory functions based on his insight as a management expert acquired through many years of experience in a management role.	Attended all 11 meetings of the Board of Directors in fiscal 2013.
Outside Audit & Supervisory Board Members	Yuko Kawamoto	8 years	Professor, Graduate School of Finance, Accounting and Law, Waseda University Director, Mitsubishi UFJ Financial Group, Inc. (Non-management Director)	Expected to fulfill her audit functions based on her insight into business management acquired through many years of experience as a consultant and involvement in research activities.	Attended all 11 meetings of the Board of Directors and all 11 meetings of the Audit & Supervisory Board in fiscal 2013.
	Akinari Horii	3 years	Director and Special Advisor of The Canon Institute for Global Studies	Expected to fulfill his audit functions based on his insight acquired through many years of experience in his role as an executive or regular employee at Bank of Japan.	Attended all 11 meetings of the Board of Directors and all 11 meetings of the Audit & Supervisory Board in fiscal 2013.
	Akihiro Wani ²	—	Attorney-at-law	Expected to fulfill his audit functions based on his insight as a specialist in corporate legal affairs acquired through many years of experience as an attorney-at-law.	—

Notes: 1. Tenure as of the close of the Ordinary General Meeting of Shareholders convened on June 23, 2014

2. Because Mr. Akihiro Wani was newly appointed at the Ordinary General Meeting of Shareholders convened on June 23, 2014, his tenure and attendance are not presented.



4. Nomination Committee and Compensation Committee

The Company has established the Nomination Committee and the Compensation Committee, which consist mainly of Outside Directors, to further raise the transparency of the processes for selecting as well as determining compensation for Directors and Audit & Supervisory Board Members of the Company and principal Group companies.

The Nomination Committee reports to the Board of Directors. It deliberates on the requirements for and the appointment and dismissal of candidate Directors, Audit & Supervisory Board Members and Executive Officers of the Company and principal Group companies.

The Compensation Committee reports to the Board of Directors. Its duties include deliberating on the compensation system and evaluating the performance of Directors and Executive Officers of the Company and principal Group companies.

The Nomination Committee and the Compensation Committee generally consist of approximately five members each. As a general rule, a majority of the members of each committee are from outside the Company, and the chairman of each committee is one of the outside members.



Compensation System for Directors, Audit & Supervisory Board Members and Executive Officers of Tokio Marine Group

1. Policies for Determining the Method for Calculating compensation for Directors, Audit & Supervisory Board Members and Executive Officers

Basic policies for determining compensation for Directors and Audit & Supervisory Board Member of the Company and its principal Group companies are as follows:

- Ensure transparent, fair and objective compensation for Directors, Audit & Supervisory Board Members and Executive Officers.
- Strengthen incentives for improving Company business performance by using a performance-linked compensation system.
- Enhance accountability by aligning compensation with shareholder returns. Link compensation to achievement of the performance indicators based on the Company's management strategy and to Company share price.
- Fully implement a performance-based pay system through processes designed to objectively evaluate individual performance of Directors and Executive Officers with respect to management objectives.

In order to determine the level of compensation for Directors, Audit & Supervisory Board Members and Executive Officers the Company shall set the standard of compensation for each position, depending on the responsibilities of Directors, Audit & Supervisory Board Members and Executive Officers, and take the business performance of the Company and the level of compensation of other companies into consideration. In addition, performance evaluations are annual and involve comparing actual results of the Company and principal Group companies with the Company's performance indicators based on the management strategy. The results of these evaluations are reflected in the compensation of Tokio Marine Group Directors, Audit & Supervisory Board Members and Executive Officers.

2. Compensation System for Directors, Audit & Supervisory Board Members and Executive Officers of Tokio Marine Group

Compensation for Full-Time Directors and Executive Officers consists of three elements: fixed compensation, bonuses related to the business performance of the Company and the performance of the individual, and stock options. Compensation for Outside Directors (Part-Time) consists of two elements: fixed compensation and stock options. Audit & Supervisory Board Members receive fixed compensation. As a general rule, the compensation system for Directors, Audit & Supervisory Board Members and Executive Officers of principal Group companies is the same.

The Board of Directors makes decisions regarding the above compensation system based on reports from the Compensation Committee.



3. Total Compensation for Directors and Audit & Supervisory Board Members for Fiscal 2013

Position	Total Compensation (Millions of yen)	Total Compensation (Millions of yen)		Number of Directors and Audit & Supervisory Board Members
		Monetary compensation	Stock options	
Directors (excluding Outside Directors)	290	235	54	8
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	72	72	-	2
Outside Officers	61	54	7	6

4. Total Compensation for Directors and Audit & Supervisory Board Members Exceeding 100 Million Yen on a Consolidated Basis in Fiscal 2013

Name	Position	Company	Breakdown of Compensation (Millions of yen)		Total Compensation on a Consolidated Basis (Millions of yen)
			Monetary compensation	Stock options	
Shuzo Sumi	Director	Tokio Marine Holdings, Inc.	48	10	119
	Director	Tokio Marine & Nichido Fire Insurance Co., Ltd.	49	11	
Tsuyoshi Nagano	Director	Tokio Marine Holdings, Inc.	53	12	116
	Director	Tokio Marine & Nichido Fire Insurance Co., Ltd.	40	10	

Structure of Corporate Governance of Group Companies
1. Governance System of Group companies

In the various basic business policies for Tokio Marine Group, the Company shall prescribe basic terms for the management of Group companies and compliance, risk management and internal auditing of Tokio Marine Group, and the Company shall manage these companies through the establishment and operation of a governance system based on these basic terms.

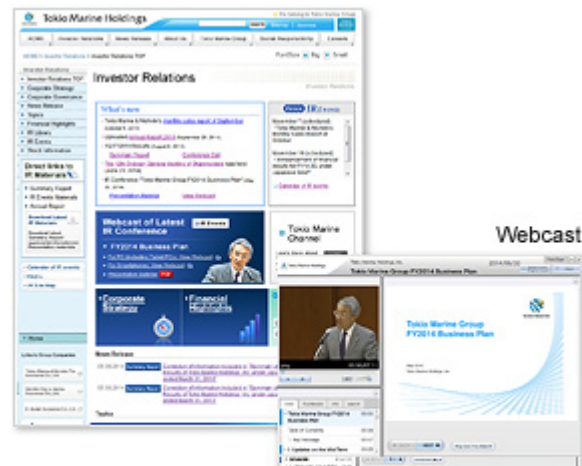
2. Evaluation of Business Results of Group Companies

The Company shall evaluate the business results of each Group company of Tokio Marine Group on an annual basis, comparing actual results with the Company's business results indices based on the management strategy. The results of such evaluations shall be considered in the determination of the compensation for Directors (including non-members of the Board) and Audit & Supervisory Board Members of each Group company.

Dialogue with Shareholders and Investors

Tokio Marine Group conducts proactive communication and appropriate, timely and highly transparent disclosure.

The Company views the General Meeting of Shareholders as an opportunity to receive the valuable opinions of shareholders regarding Company management and therefore implements several initiatives to encourage attendance at the General Meeting of Shareholders and the exercise of voting rights. Specific initiatives with the objective of facilitating shareholder participation in the General Meeting of Shareholders include issuing the Notice of Convocation well in advance of the meeting, scheduling the meeting on days that are not crowded with the shareholder meetings of other companies and using a website that allows shareholders to exercise their voting rights via the Internet.



Top page of the "Investor Relations" section of the Tokyo Marine Holdings website <http://ir.tokiomarinehd.com/en/Top.html>

Shareholders who attend the meeting receive a tally sheet that surveys how they exercised their voting rights, which they fill out and submit on the day of the meeting. These survey results are combined with the previously received results of mail-in and Internet voting and announced along with the results of the exercise of voting rights.

Aside from the General Meeting of Shareholders, the Company includes surveys in interim reports sent to shareholders. These surveys ask shareholders why they purchased Company shares, their policies for holding the shares and their expectations for issues including Group businesses. The Company uses the responses as valuable suggestions.

The Company holds semiannual meetings led by the President to explain its business strategy for institutional shareholders, which are available in video format on the Company's website. The Company also holds more than 500 personal interviews with institutional investors each year.

For individual investors, the Company holds an annual business strategy presentation led by the President as well as briefings in various cities.

The opinions that the Company receives from shareholders through these opportunities are reported to senior managers and shared broadly throughout the Company to encourage improved management.

► [Relations with Shareholders and Investors](#)



Internal Control

Compliance

We believe it is crucial for each and every employee and agent to maintain high ethical standards and to convey this stance through day-to-day business operations.

Respect for Human Rights

In executing our Corporate Philosophy, we have formulated the Tokio Marine Group CSR Charter as behavioral guidelines required from the perspective of social responsibility and we strive to respect and promote the recognition of human rights for all people, including customers, agents/business partners, employees, society and shareholders.

Risk Management

For the purpose of securing and maintaining the soundness of business operations, Tokio Marine Group manages various risks related to the operation of its businesses and strives for stable management.

Information Security

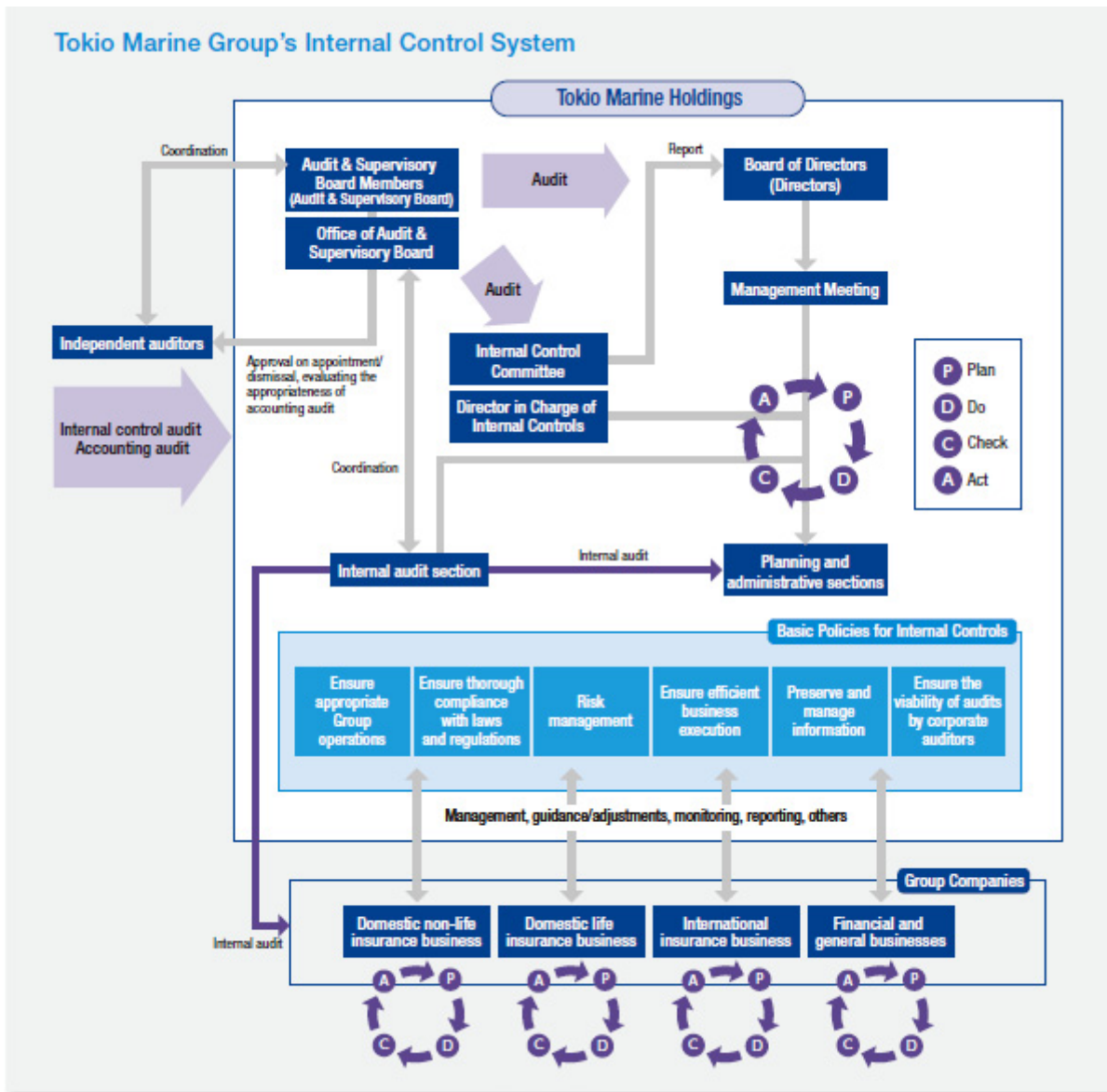
In accordance with the Act on the Protection of Personal Information and related guidelines, each Group company has established internal rules and regulations and undertakes employee education and monitoring as part of thorough information management.

Information Disclosure

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

Internal Control System

Tokio Marine Holdings 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. The Company employs this system to ensure proper operations while raising corporate value. Additionally, the Company monitors the status and practical application of its internal control system once every year. The Board of Directors confirms the details of the monitoring based on deliberations at the Internal Control Committee. In addition, the Company continually strengthens and improves its internal control system in light of the results of this monitoring.



Basic Policies for Internal Controls

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

- System for ensuring proper operations within Tokio Marine Group
- System for ensuring the execution of professional duties in accordance with applicable laws, regulations and the Articles of Incorporation
- System for risk management
- System for ensuring efficient execution of professional duties
- System for preserving and managing information concerning the execution of Directors' duties
- Matters concerning support personnel to the Audit & Supervisory Board Members and their independence from the Directors
- System of reporting to the Audit & Supervisory Board Members
- Other systems for ensuring effective audits by the Audit & Supervisory Board Members

▶ [Tokio Marine Holdings Basic Policies for Internal Controls](#)

Internal Audit System

Within Tokio Marine Group, internal audits are executed based on the aim that in order to play an effective role in achieving the Group's management targets, internal audits covering the full scope of operations performed in its business should not simply identify and indicate problems in the internal office processes but also assess the internal controls and propose measures for improvements. Within Tokio Marine Holdings and insurance group companies, each company has its own internal audit department that performs appropriate internal audits mainly on risk management and compliance, which are the pillars of internal controls, in accordance with the type and level of risks.

The Internal Audit Department of Tokio Marine Holdings directly carries out auditing and monitoring of the internal controls of those Group companies that do not have their own internal audit department.

The results of these audits are reported to the Internal Audit Department of Tokio Marine Holdings and the Board of Directors of each member company of the Group. If any serious issue is found in the audit results, it is reported to the Board of Directors of Tokio Marine Holdings as well.



Consistent Internal Audit System within Tokio Marine Group

A set of unified Basic Policies for Internal Audits and Internal Audit Rules are applied to all internal audits that are performed by internal audit departments of the Group companies in order to ensure consistent internal auditing within Tokio Marine Group. In addition, priority issues and checking points on internal audits are defined every year and internal audit plans of Group companies require the prior approval of Tokio Marine Holdings. Through these approaches, Tokio Marine Holdings endeavors to enhance the consistency of internal auditing throughout the Group.



Internal Control Compliance

Tokio Marine Group, which places customer trust as the foundation of all its activities, is implementing various compliance-related initiatives based on its belief that it is important to thoroughly implement compliance through its day-to-day business, with employees and agents maintaining high ethical standards.

Tokio Marine Group Compliance System

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.

Roles of Tokio Marine Holdings

To thoroughly implement compliance as a Group, the Company has formulated the Tokio Marine Group Basic Policies for Compliance and the Tokio Marine Group Code of Conduct (<http://www.tokiomarinehd.com/en/conduct/index.html>). The Group has also formulated measures and policies for the entire Group, including Compliance Standards that stipulate such items as laws and regulations that are commonly applicable within the entire Group.

Also, Tokio Marine Holdings has built a structure to ensure groupwide compliance by periodically monitoring the status of compliance within the Group; receiving reports from Group companies on important matters; discussing these matters among the Board of Directors, Management Meeting and the Internal Control Committee; and providing guidance and advice about the activities of Group companies when necessary.

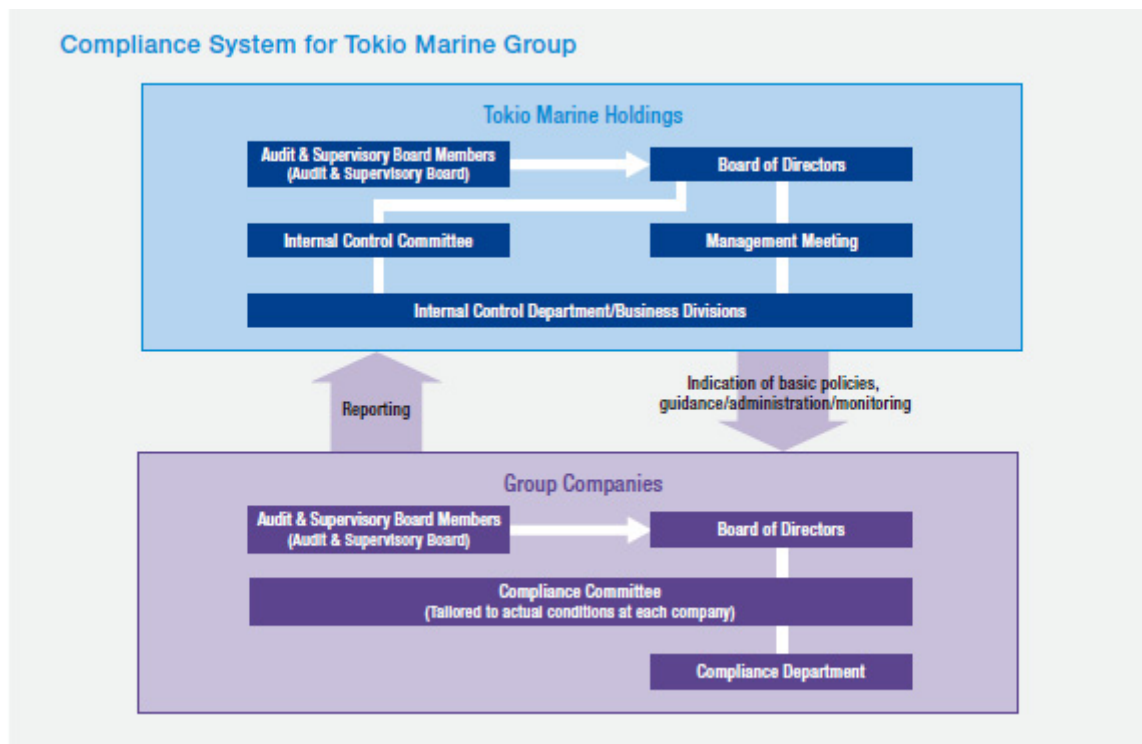
Roles of Group Companies

Group companies proactively undertake thorough compliance in accordance with the Tokio Marine Group Basic Policies for Compliance.

Group companies have created compliance structures in a format suited to the content of their respective businesses while reporting to Tokio Marine Holdings on the status of thorough compliance and important items concerning compliance.

Tokio Marine & Nichido has also established the Business Quality Committee, which has a majority of members from outside the company. This committee evaluates and makes suggestions from an external perspective on such matters as improvements in operations based on customer feedback and the appropriateness of business operations in accordance with the demands of society. Additionally, Tokio Marine & Nichido has also appointed a Compliance Leader (CPL) in each sales department and branch to handle compliance support and checking functions under the auspices of department and branch general managers, who are responsible for compliance at their respective workplaces. Tokio Marine & Nichido has also appointed a compliance key person in each damage claims service department and service department who mainly handle compliance promotion functions. It also has appointed a Compliance Officer (CPO) in business support departments in each region. CPOs perform checking functions for compliance initiatives at each department and branch. In this manner, Tokio Marine & Nichido has firmly established a system for thorough compliance in all business operations.

As for overseas Group companies, compliance is promoted primarily under the lead of the CPOs in the respective companies on the basis of undertaking proper business in accordance with the above policies and with respect for local laws and regulations.



Declaration of Commitment to Compliance

Tokio Marine Group is committed to the continuous enhancement of its corporate value, with customer trust at the base of all its activities. Strict compliance is at the heart of our Corporate Philosophy. The Tokio Marine Group Code of Conduct is a compilation of important matters that must be strictly observed. We, the directors, officers and employees of Tokio Marine Group companies, promise to prioritize compliance in the conduct of business activities in accordance with the Code of Conduct.



Tsuyoshi Nagano
 President and CEO
 Tokio Marine Holdings, Inc.

Tokio Marine Group Code of Conduct (Outline)

The Tokio Marine Group Code of Conduct is a compilation of important matters to be adhered to from the perspective of compliance when the spirit of our Corporate Philosophy is put into specific action and the Code is given the highest priority in carrying out all Tokio Marine Group business activities.

<p>Basic Principles</p> <p>1 Compliance with laws and regulations</p> <ul style="list-style-type: none"> 1-1 Compliance with relevant laws 1-2 International Rules and Local Laws 1-3 Free and Fair Competition 1-4 Conflicts of Interest 1-5 Insider Trading 1-6 Intellectual Properties 1-7 Working Environment 	<p>2 Social and Political Issues</p> <ul style="list-style-type: none"> 2-1 Anti-social Forces 2-2 Political Activities, Political Funding 2-3 Gifts and Entertainment <p>3 Appropriate Actions of and High Transparency in Management</p> <ul style="list-style-type: none"> 3-1 Appropriate Transactions 3-2 Public Disclosure 3-3 Accurate Information 3-4 Confidential Information 	<p>4 Respect for Human Rights and the Environment</p> <ul style="list-style-type: none"> 4-1 Anti-discrimination 4-2 Anti-harassment 4-3 Private Information 4-4 Protection of the Global Environment
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▶ [Tokio Marine Holdings - Tokio Marine Group Code of Conduct](#)

Compliance Initiatives for Tokio Marine Group

To thoroughly implement compliance as a Group, we have formulated the Tokio Marine Group Basic Policies for Compliance, which prescribe the role of Tokio Marine Holdings and Group companies, and the basic rationale regarding the implementation of compliance.

Organizational Framework

Tokio Marine Group has set up specialized departments for controlling internal compliance at each Group company. Group companies have established internal frameworks enabling organized responses for compliance. The frameworks include compliance committees that formulate compliance policies and measures according to the actual state of operations and check on the state of compliance implementation while assigning compliance officers and persons in charge of compliance to each department and branch office.

Compliance Manuals

Based on the Compliance Standards formulated by Tokio Marine Holdings, Tokio Marine Holdings and Group companies have prepared their own compliance manuals by adding items necessitated by their respective businesses and have made these manuals available for the reference of directors, officers and employees.

Compliance Training

Tokio Marine Group nurtures an awareness of compliance while providing persons in charge of business operations with necessary knowledge about compliance through training on laws, regulations and internal regulations with which directors, officers and employees must comply.

Evaluation and Improvement Activities (Including Inspections and Monitoring)

Tokio Marine Group formulates a fiscal year action plan for enhancing structures for thorough compliance and prepares viable measures in accordance with the action plan. Tokio Marine Group makes autonomous checks and also undertakes monitoring in combination with internal audits to verify the effectiveness of these measures.

Hotline System (Internal Whistleblower System)

In the event that an employee or member of management discovers an issue or potential issue in compliance, Tokio Marine Group requires such person to immediately report and consult on the issue through organizational channels based on the Tokio Marine Group Compliance Standards. However, in the event that whistleblowing or consultation through the usual route of organizational channels is not appropriate, the Group has installed hotlines as a system for handling reports and consultation from employees and the management of Group companies. An external hotline is also available at an external law office so that the persons making such reports are able to choose the easiest method for them.

The Group keeps personal information on individuals making such reports strictly confidential according to the Whistleblower Protection Act of Japan and ensures that such individuals are not put in a disadvantageous position.

Response to Anti-Social Forces

Tokio Marine Group has prescribed the 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 following basic concepts.

1. 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.
2. Tokio Marine Group shall respond to anti-social forces based on the following measures.
 - (1) Take action as a unified organization while ensuring the safety of directors, officers and employees;
 - (2) Contact relevant external institutions that specialize in such matters;
 - (3) Sever all known relationships, including transactions, and repudiate any illicit demands;
 - (4) Take legal action at either the civil or criminal level for any contingency; and
 - (5) Prohibit backroom deals and funding.

Taking into consideration the basic policies for responding to anti-social forces, Tokio Marine Group shall promote initiatives that include setting up controlling departments, establishing reporting and consultation rules and systems for when a problem occurs and implementing training activities.

Management of Transactions Involving Conflicts of Interest

Tokio Marine Group has formulated Policies for Managing Transactions Involving Conflicts of Interest and through compliance with these policies by directors, officers and employees works to manage conflict-of-interest transactions to ensure that clients' interests are not unduly harmed.

Tokio Marine Group Policies for Managing Prevention of Transactions Involving Conflicts of Interest (Summary)

1. Transactions Involving Conflicts of Interest

"Transactions Involving Conflicts of Interest" shall be defined as any of the following actions during the course of Tokio Marine Group's business activities.

- (1) Transactions in which there is a potential conflict between the interest of a customer and the interest of Tokio Marine Group
- (2) Transactions in which there is the potential for the interest of a customer to be harmed by the interest of another customer of Tokio Marine Group
- (3) Transactions involving the use of customer information held by Tokio Marine Group without the consent of the customer (with the exception of transactions involving a Purpose of Use specified beforehand in accordance with the Act on the Protection of Personal Information in Japan or provisions of other laws and regulations applicable to Tokio Marine Group)
- (4) Besides transactions specified in (1) to (3) above, transactions or other actions that especially require management from the perspectives of protecting customers of Tokio Marine Group and maintaining confidence in Tokio Marine Group

2. Structure for Managing Transactions Involving Conflicts of Interest

Tokio Marine Holdings, a holding company, uniformly controls matters concerning the management of conflict-of-interest transactions for Tokio Marine Group. To do so, Tokio Marine Group has established a structure that includes setting up a department that controls the managing of conflict-of-interest transactions at Group companies mentioned below as it appropriately manages conflict-of-interest transactions.

- (1) Tokio Marine Holdings, Inc.
- (2) Tokio Marine & Nichido Fire Insurance Co., Ltd.
- (3) Tokio Marine & Nichido Life Insurance Co., Ltd.
- (4) Nisshin Fire & Marine Insurance Co., Ltd.
- (5) Tokio Marine & Nichido Financial Life Insurance Co., Ltd.
- (6) Tokio Marine Financial Solutions Ltd.
- (7) E. design Insurance Co., Ltd.



3. Methods for Managing Transactions Involving Conflicts of Interest

Tokio Marine Group manages transactions involving conflicts of interest through the following methods.

- (1) Tokio Marine Group companies shall report beforehand to Tokio Marine Holdings on any intended transactions with a potential conflict of interest.
- (2) When Tokio Marine Holdings determines that such reported transactions will unduly harm the interests of a customer or has the potential for such harm, it shall take action using the methods below.
 - 1) A method that separates the department executing the relevant transaction and the department executing other transactions with the customer involved in the relevant transaction
 - 2) A method that changes the conditions or methods of the relevant transaction or of other transactions with the customer involved in the relevant transaction
 - 3) A method that properly discloses to the customer involved in the relevant transaction that there is the potential that the customer's interests will be unduly harmed along with the execution of the relevant transaction
 - 4) A method that obtains the consent of the customer concerned for the use of customer information held by Tokio Marine Holdings and Tokio Marine Group companies along with the executing of the relevant transaction
 - 5) A method that suspends the relevant transaction or other transactions with the customer involved in the relevant transaction
 - 6) Any other method recognized by Tokio Marine Holdings as being necessary and appropriate

4. Verification of Management Structure for Transactions Involving Conflicts of Interest

Tokio Marine Holdings shall periodically verify the appropriateness and effectiveness of Tokio Marine Group's structure for managing conflict-of-interest transactions.



Internal Control

Respect for Human Rights

Basic Approach

In implementing our Corporate Philosophy, we have formulated the Tokio Marine Group CSR Charter as principles of conduct required from the perspective of social responsibility and we strive to respect and promote the recognition of human rights for all people, including customers, insurance agents/business partners, employees, society and shareholders.

Tokio Marine Holdings supports and respects the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, the ILO Core Labour Standards, the UN Guiding Principles on Business and Human Rights (Ruggie Framework) and ISO26000, and has signed the United Nations Global Compact. Tokio Marine Group sufficiently understands international action principles and guidelines concerning human rights and participates in and contributes to initiatives concerning social responsibility, and by doing so, fulfills its role toward realizing a sustainable society.

Tokio Marine Group CSR Charter (excerpt)

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

■ Respect for Human Rights and Dignity

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

We express the following in the Tokio Marine Group Code of Conduct, which summarizes important matters given the highest priority in our day-to-day business. Under the code, directors, officers and employees conduct fair and equitable business activities in conformity with laws and social norms and the Group undertakes equitable business activities.

Tokio Marine Group Code of Conduct (Scope of application: Tokio Marine Group directors, officers and employees of Tokio Marine Group companies (includes dispatched employees))

In the event of a violation of this Code of Conduct, laws, regulations and internal rules, the companies of Tokio Marine Group shall take necessary measures in accordance with internal rules, which includes investigating the facts, formulating countermeasures, submitting reports to supervisory authorities, taking disciplinary measures against the involved parties and formulating measures to prevent recurrences.

■ **Respect for Human Rights**

We shall respect the human rights of our customers, directors, officers, employees and all other people.

- Anti-discrimination

Human rights are values widely recognized around the world, and any discrimination on the grounds of gender, age, profession, nationality, race, thought, creed, religion, social status or birth as well as any act constituting an infringement of human rights should never be tolerated.

- Anti-harassment

Sexual or any other kind of harassment or intimidation should never be tolerated.

- Private Information

In compliance with applicable laws, rules and regulations as well as the Tokio Marine Group Privacy Policy, we shall safeguard private information, including customers' information, and we shall not use such information except on an as-needed basis to carry out our business operations in order to avoid any breach of privacy.

Tokio Marine Global HR Policy

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

In December 2010, we established the Tokio Marine Global HR Policy as a universal philosophy and concept for human resources management to be shared in respective countries and regions worldwide. We are working to share the thinking and values of 1) "human resources being our largest assets," 2) "respect diversity" and 3) "provision of fair and equal opportunities" and will promote various personnel affairs measures, including employee training and support.

We believe that our people are the most important contributor to our company's success. We aim to attract and retain the best talent in every aspect of our business.

We value diversity and inclusion as we strive for global excellence, and we work hard to create a business environment where our people can achieve their full potential.

We have a transparent relationship with our people. For those who have both a passion and a challenging spirit, we encourage career development and personal growth.



Management Stance concerning Respect for Human Rights and Various Initiatives

Tokio Marine Holdings regularly carries out monitoring of initiatives for human rights, compliance and risk management in the business operations of Group companies. At the same time, Group companies are implementing various initiatives related to respect for human rights.

At Tokio Marine & Nichido, a dedicated department (Human Rights Enlightenment Office, Human Resources Planning Department) formulates Basic Policies and Measures Concerning Human Rights every year and is implementing measures concerning human rights in all departments.

Principal Initiatives

- **Human Rights Training (target: training attended by all employees), fair hiring selection, realization of internal normalization**
- **Promotion of employment of persons with disabilities, prevention of and education on sexual harassment and other types of harassment and appropriate responses to harassment, execution of daily business operations with an awareness of human rights**

From the perspective of social responsibility, the Company distributes the Principle of Transactions to its business partners (suppliers and business consignees) and requests them to promote initiatives that encompass human rights domains in the areas of "compliance with laws, regulations and social norms", "promoting fair and honest transactions", "thorough information management" and "consideration for the environment."

Every year, each member company of Tokio Marine Group holds human rights training in the workplace, in which all employees and other co-workers take part to build a dynamic corporate culture without discrimination or harassment. In addition, in working to achieve more comfortable workplaces, the Group carries out preventative and enlightenment activities regarding sexual harassment and other forms of harassment by establishing a consultation service (hotline), which is staffed by internal and external specialists.

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



Internal Control

Risk Management

Risk-Based Management (ERM)

The scope of risks we may take is diversifying because Tokio Marine Group is globally diversifying its business portfolio. Under these circumstances, we are promoting risk-based management (ERM) initiatives to demonstrate our competitiveness globally in accordance with "maintain financial soundness" and "improve profitability."

Risk-Based Management (ERM) Cycle

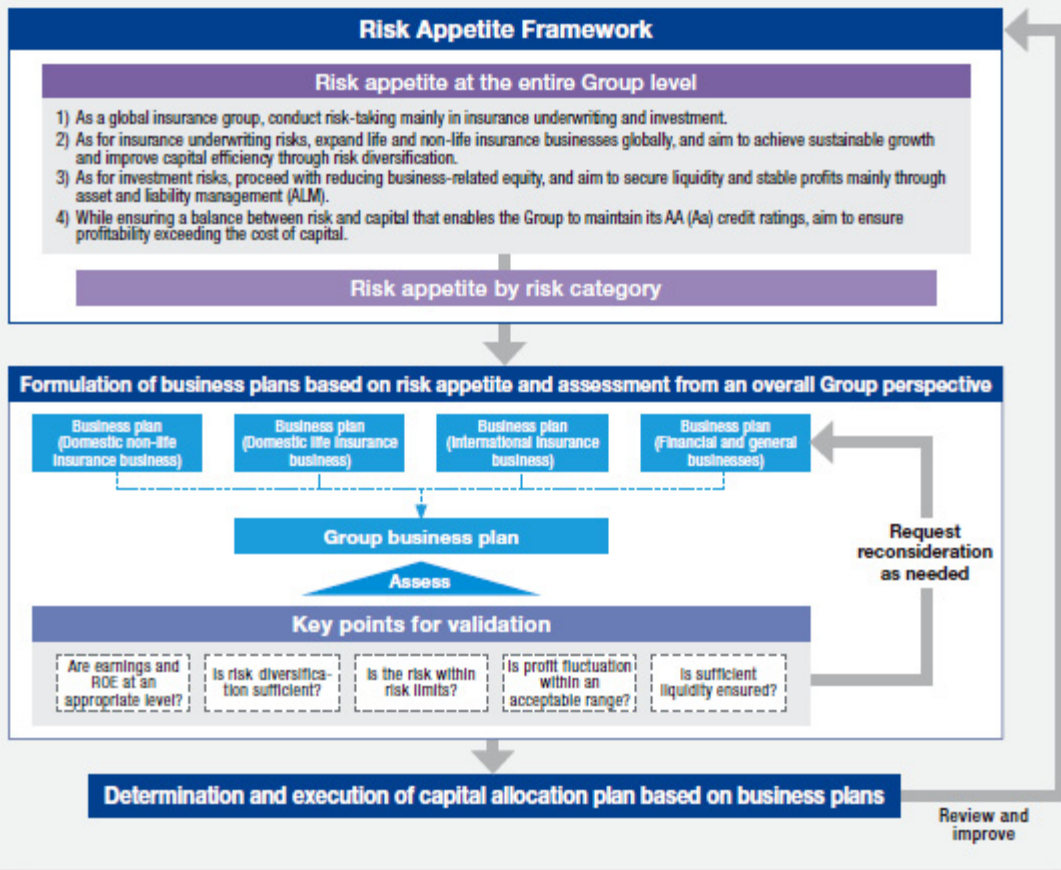
Tokio Marine Group has set a risk appetite framework with the intention of clarifying a basic policy for management as to what kind of risks should be taken, and to what extent, in order to ensure returns. This framework is the starting point for formulating business plans and allocating capital. Tokio Marine Holdings calls this flow the Risk-Based Management (ERM) Cycle. This process helps to allocate capital effectively and efficiently with the objective of maintaining financial soundness together with sustained expansion of profits and improvement of capital efficiency.

For the first step of the Risk-Based Management (ERM) Cycle, each Group company formulates its business plans based on the risk appetite framework.

Tokio Marine Holdings then gathers these business plans and takes an overall Group perspective in assessing whether they maintain an appropriate balance between financial soundness and profitability while achieving sustained growth. Specifically, issues assessed include whether natural catastrophe risks are within the allowable risk parameters, and whether the Group's overall profit and ROE are at the appropriate level, among others. Tokio Marine Holdings subsequently makes decisions with regard to allocation of capital to each business area based on the business plans.

Finally, the results of Group companies are reviewed annually to make improvements.

Tokio Marine Group's Risk-Based Management (ERM) Cycle Overview



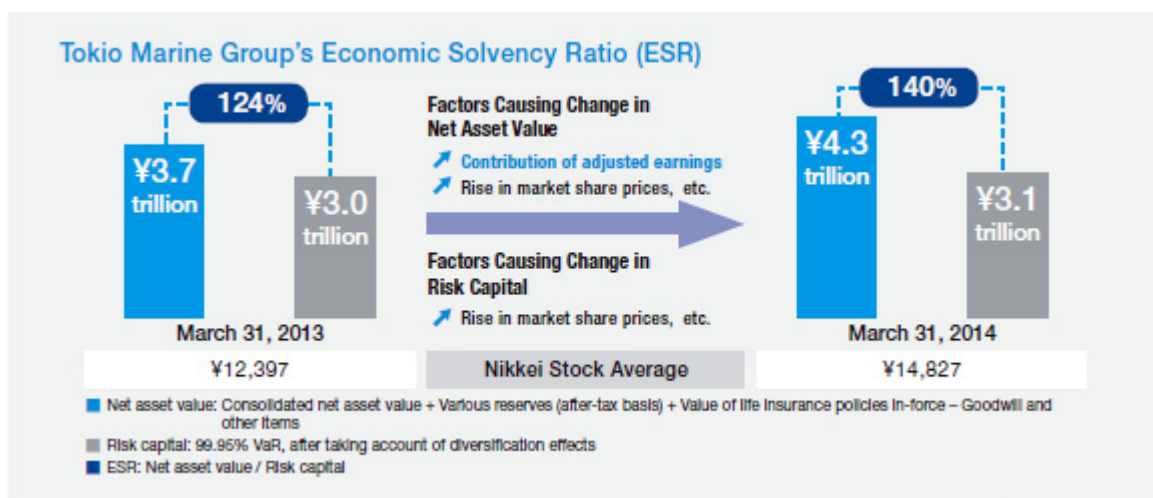
Outline of Risk-Based Management (ERM) Initiatives



1. Initiatives to Maintain Financial Soundness

Aiming to maintain its credit ratings and prevent insolvency, Tokio Marine Group confirms that it is maintaining financial soundness by verifying from various perspectives that its net asset value is at a sufficient level for the risks it has assumed. Specifically, Tokio Marine Group uses a statistical risk indicator called "value at risk" (VaR) to quantify all potential losses and confirms that the total value of the risks it has assumed is within the scope of net asset value. In addition, Tokio Marine Holdings performs stress tests using scenarios for contingencies with low frequency but significant impact when they occur, such as major natural catastrophes and turmoil in the financial systems.

At the end of March 2014, Tokio Marine Group's net asset value stood at 4.3 trillion yen and risk capital was 3.1 trillion yen, calculated at a probability level (99.95%) for an institution with AA (Aa) credit ratings. The economic solvency ratio (ESR), which indicates the number of times net asset value exceeds risk capital, was 140%. Consequently, the Group secured sufficient net asset value required for AA (Aa) ratings.



2. Initiatives to Improve Profitability

Under its Mid-Term Business Plan, Tokio Marine Group intends to improve the combined ratio in the Group's core domestic non-life insurance business while concurrently working for profit growth in the domestic life and international insurance businesses.

In addition, the Group intends to raise capital efficiency and the stability of profits through certain measures including reducing the risks associated with business-related equities, strengthening natural catastrophe risk management and diversifying its businesses.

Tokio Marine Group will continue its initiatives to support further improvement of overall Group profitability by developing global operations to raise the effectiveness of risk diversification in order to achieve profit growth in every business segment.

Initiatives to Strengthen the Risk-Based Management (ERM) System

As the risks it assumes become more diversified, Tokio Marine Group strives to further evolve its risk-based management (ERM). Moreover, in the recent business environment characterized by a strong sense of uncertainty and drastic change, the Group must continually prepare for the emergence of new risk elements.

From this perspective, Tokio Marine Group makes unceasing efforts to quantify risks and develop more sophisticated risk models while strengthening the risk-based management (ERM) system at Group companies.

Specifically, Tokio Marine Group strives for more accurate risk capital assessment by using a more sophisticated assessment method with models of natural catastrophe risk, which is one of the Group's major risks. The Group is also making efforts to appropriately assess natural catastrophe risks even when it is unable to create risk models due to lack of sufficient historical loss data.

Moreover, Tokio Marine Group is taking steps to comprehensively assess every kind of risk, including emerging risks that result from environmental changes and other factors, and is strengthening the framework for an integrated management of risks involving not only quantitative elements such as economic loss and frequency but also qualitative elements such as business continuity and reputation.

Risk Management

Risk Management System

Tokio Marine Holdings formulates basic policies concerning risk management for the entire Tokio Marine Group and ascertains the state of risks for the Group.

Among the various risks, the Company recognizes that insurance underwriting risks and asset management risks are core risks that must be managed in sources of earnings. The Company therefore controls these risks considering the balance between risk and return.

Tokio Marine Holdings also identifies administrative risks, system risks and other risks pertaining to the Group's business activities and strives to prevent the occurrence of or reduce these risks.

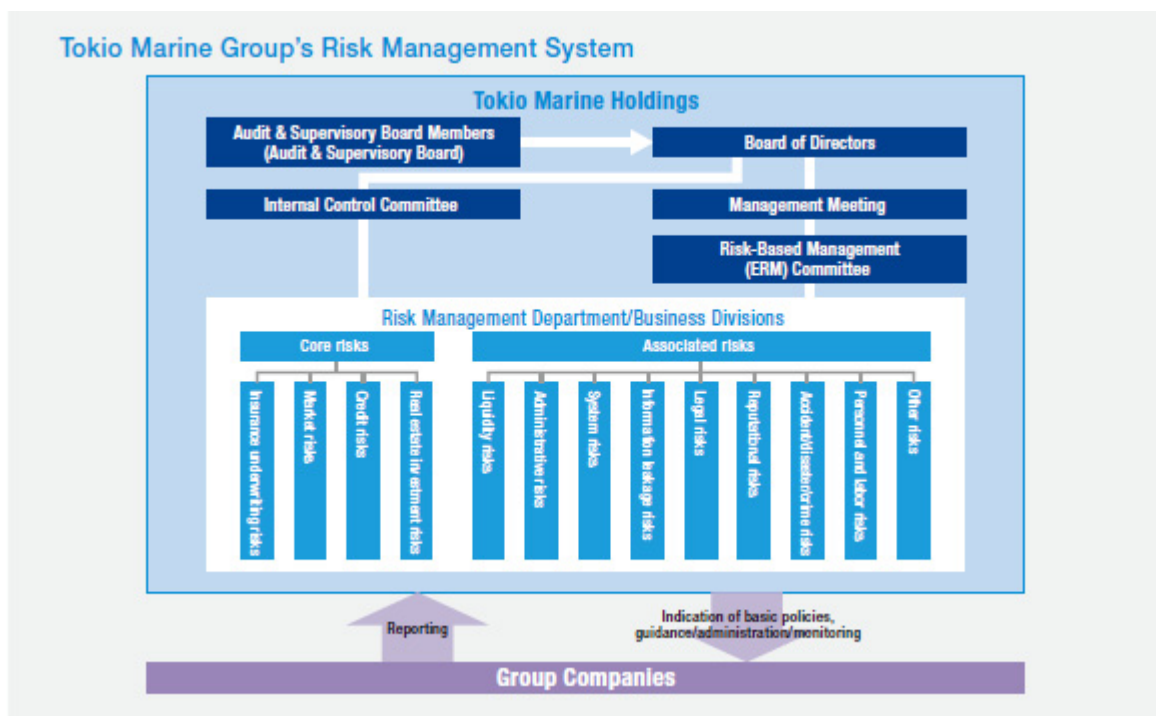
Through the above measures, Tokio Marine Holdings works to execute proper risk management and ensure stable business operations of the entire Group.

1. Roles of Tokio Marine Holdings

Tokio Marine Holdings develops the basic policies for risk management of Tokio Marine Group and promotes the enhancement and sophistication of the risk management system for the entire Group in accordance with the Tokio Marine Group's Basic Policies for Risk Management. Tokio Marine Holdings also manages quantitative risks for the Group in order to retain credit ratings and to prevent bankruptcies.

2. Roles of Group Companies

Group companies actively conduct their own risk management by developing their own risk management policies in line with the Tokio Marine Group's Basic Policies for Risk Management.



Crisis Management System

Tokio Marine Group has developed the Basic Policies for Crisis Management of the Group. In an emergency, the policies clarify the action principles related to the measures to be taken to secure the chain of command, minimize losses and restore ordinary business operations as well as the crisis management systems that should be established by each of the Group companies.



Basic Policy for Responding to Disasters

In the event of a natural disaster such as an earthquake or a typhoon, Tokio Marine & Nichido has a crucial social mission of ensuring that it can continue its important business operations as a non-life insurer such as receiving accident notices, paying on claims, maturity refunds and other payables, and concluding policies in both the disaster-stricken area and elsewhere.

Therefore, Tokio Marine & Nichido has prescribed the following two points as its Basic Policies of the Business Continuity Plan for Disasters and formulated a Business Continuity Plan (BCP).

- ▶ [Tokio Marine & Nichido's Basic Policies of the Business Continuity Plan for Disasters, abridged version \(in Japanese\)](#)

Basic Policies of the Business Continuity Plan for Disasters (Tokio Marine & Nichido)

1. Principles of employees' conduct in times of disasters

The priority order for employees' conduct in times of disasters is as follows.

- Assure the safety of human life
- Cooperate in securing the safety of local communities
- Continue important operations (business continuity)

In other words, the principle of employees' conduct is to give precedence to "assure the safety of human life" and "cooperate in securing the safety of local communities" before conduct related to "business continuity."

2. Basic policy for business continuity

The following three business operations shall be regarded as important business operations during a disaster, management resources (personnel, funds) shall be transferred as needed and top priority shall be given to the continuation of these important business operations.

- Receiving of accident notices
- Payment of claims, maturity refunds and other payables
- Conclusion of insurance contracts

▶ [Tokio Marine & Nichido Basic Policy for Responding to Disasters \(in Japanese\)](#)

Building a Structure for Paying Insurance Claims Benefits 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 disaster such as a major earthquake striking the metropolitan area, a backup office shall be established within the Kansai Backup Headquarters and claims payment services shall be undertaken for earthquake claims cases, including for residential earthquake insurance. Non-earthquake regular claims cases shall be allocated to and handled by claims service bases throughout Japan.

If the metropolitan area is struck by the disaster, a Claims Service Headquarters would be set up within the Head Office Disaster Response Headquarters. At the same time, a satellite office centering on the Claims Service Department in charge of Tokyo and Chiba, Saitama and Kanagawa prefectures shall be set up and will accept support personnel from throughout Japan and provide claims services that include on-site claims assessments. An 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 backup office and satellite office would be established. Also, we have established a scheme for dispatching support personnel as needed from branch offices across the entire company.

Based on the experience of the Great East Japan Earthquake and in keeping with the idea of "desiring to be useful to customers precisely in their time of need," Tokio Marine & Nichido Life opened its "second business center" in an area (Osaka) that is unlikely to suffer damage simultaneously should a disaster strike the Tokyo metropolitan area. By opening this center, Tokio Marine & Nichido Life has established an east-west, dual-base structure for its head office business operations such as the payment of insurance claims.

Response to the Great East Japan Earthquake

▶ [Response to the Great East Japan Earthquake](#)



Internal Control

Information Security

The Internal Control Department of Tokio Marine Holdings supervises information security for the entire Group as the controlling department while sections in charge of information security have been established at each Group company. In this manner, the Group is working to build an effective management structure for information security.

Initiatives for Information Security

We thoroughly adhere 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, and using encryptions and setting passwords for electronic information.

In fiscal 2010, Tokio Marine & Nichido introduced 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

Protection of Personal Information

In the area of personal information on customers, Tokio Marine Group has formulated and released the Tokio Marine Group Privacy Policy, which clarifies the Group policy for dealing with such information. At the same time, each Group company formulates and releases a policy of its own in accordance with the Privacy Policy.

Privacy Policy

■ Tokio Marine Group Privacy Policy

Tokio Marine 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 Tokio Marine Group, shall comply with laws, rules, regulations and guidelines related to the protection of personal information, appropriately manage personal information as described below and implement other appropriate security measures for the protection of personal information of our customers.

1. We shall acquire personal information of our customers in a manner that is both legal and fair. Unless prescribed by law, rule or regulation, we shall notify or publicize the purposes for using personal information of our customers and shall use such information within these limits.
2. Unless prescribed by law, rule or regulation, we shall not provide personal information of our customers to third parties without prior consent of each such customer.



3. We will strive to prevent the divulgence, destruction, impairment and unauthorized access of personal information of our customers. When we contract out the management of personal information 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 or update their personal information we hold, we shall respond promptly in accordance with laws, rules and regulations. We also welcome comments and questions regarding the management of personal information of our customers.
5. We shall provide comprehensive supervision, instructions and education to our employees who handle personal information of our customers to ensure that such information is managed appropriately.
6. We will continue to revise and aim to improve our internal systems and procedures to protect personal information of our customers.

■ Tokio Marine Holdings Privacy Policy

With "customer trust as the foundation of all its activities," the Company aims to commit to the continuous enhancement of corporate value through strategic planning of the entire Tokio Marine Group and managing the subsidiaries of Tokio Marine Group companies. The Company will properly handle personal information as described below in compliance with the Personal Information Protection Law (the Privacy Law), other relevant laws, ordinances and guidelines, and the Tokio Marine Group Privacy Policy, and will take appropriate measures to ensure that personal information is secure. The Company will make an effort to conduct training and education of the Company's employees so that personal information will be properly handled.

The Company will review and improve the contents described below from time to time.

1. Collection of Personal Information

The Company will collect personal information of customers (including for shareholders, the same shall apply hereinafter) information of customers in a lawful and proper manner to the extent necessary for its business.

2. Purpose of Use of Personal Information

The Company shall use information received from customers for the purposes (hereinafter referred to as "Purpose of Use") of undertaking the following business operations. The Purpose of Use shall be specifically prescribed for clarification for customers and disclosed on our website as stated below. Moreover, depending on the situation in which the information is obtained, we shall make efforts to limit the Purpose of Use.

- (1) Business administration of Group companies*
- (2) Contacting shareholders, providing them with various information and undertaking shareholder management
- (3) Exercising the Company's rights or fulfilling its obligations in accordance with the Companies Act of Japan and the Enforcement Regulations of the Companies Act of Japan
- (4) Responses to customer inquiries, requests, others
- (5) Undertaking other operations incidental to those stated in the above (1) to (4) as well as operations for ensuring the proper and smooth execution of the Company's business operations

When handling personal information that transcends the scope needed to attain the Purpose of Use, the consent of the relevant person shall be obtained except in the cases stipulated in Article 16-3 of the Act on the Protection of Personal Information.

* For details on the scope of Group Companies, refer to "10. Company List."

3. Provision of Personal Data to Third Parties

With the exception the following cases, the Company shall not provide personal data to third parties without obtaining the consent of the relevant individual.

- In the case this is in accordance with laws and regulations
- In the case data is provided to consignees within the scope necessary for the Company to execute its business activities (refer to the following "4. Consigning the Handling of Personal Data")
- In the case of joint use between the Company's Group companies and business partners (Refer to the following "5. Joint Use with the Company's Group Companies and Business Partners")

4. Consigning the Handling of Personal Data

There are cases in which the Company consigns the handling of personal data to outside parties within the necessary scope for attaining the Purpose of Use. In the event the handling of personal data is consigned to outside parties, the Company shall prescribe standards for selecting a consignee and carry out necessary and appropriate supervision that includes confirming the consignee's information management structure beforehand. The Company consigns the handling of personal data, for example, in cases such as the following.

- Consigning the management of the shareholders' register

5. Joint Use with the Company's Group Companies and Business Partners

To attain the Purpose of Use shown above in 2. (1) - (5), personal data is used jointly among the Company, Group companies and business partners* as described below.

(1) Personal Data Items

- a. Data on shareholders (Address, name, situation regarding holding of Company stock, etc.)
- b. Personal data held by Group companies (information related to transactions such as details of accident notices and details of contracts listed on application forms that include address, name, telephone number, gender, date of birth and other items)
- c. Personal data from persons making inquiries and requests of the Company (name, contact information, details of inquiry/request, etc.)

(2) Party responsible for managing personal data: Tokio Marine Holdings, Inc.

*For details on the scope of Group companies, refer to "10. Company List."

At present, there is no joint use of personal data with business partners.

6. Handling of Sensitive Information

The Company will not collect, use or provide to a third party Sensitive Information, *including, but not limited to information regarding healthcare or case history, except for cases provided by the Act on the Protection of Personal Information and other relevant laws, ordinances and guidelines.

* "Sensitive Information" refers to sensitive information set forth in Article 6 of the Guidelines for Personal Information Protection in the Financial Field.



7. Notice of Matters, Disclosure, Amendment or Suspension of Use of Personal Data Held by the Company under the Act on the Protection of Personal Information

In accordance with the Act on the Protection of Personal Information, the Company makes efforts to respond appropriately and promptly to requests concerning notice of matters, disclosure, amendment or suspension of use of personal data. For details on specific requests, please direct requests as shown below in "9. Contact Information." While confirming that the person making the request is the actual relevant person, procedures will be undertaken after filling out the Company's designated forms and, in principle, the Company will respond in writing at a later date. The Company shall receive its self-prescribed service fee for responding to disclosure requests.

[Procedures for requesting disclosure, etc. \(in Japanese\)](#)

8. Management of Personal Data

To prevent divulgence, loss or damage of personal data and ensure safety management of other personal data, the Company implements adequate security measures while working to assure the accuracy and recentness of data needed to attain the Purpose of Use.

9. Contact Information

The Company responds appropriately and quickly to complaints and consultations regarding the handling of personal information. For referrals and consultations concerning the Company's handling of personal information or personal data, please make inquiries as follows.

Point of contact: Tokio Marine Holdings Internal Control Department

Telephone: +81-120-789-967

Business hours: 9am - 5pm, excluding Saturdays, Sundays, holidays and year-end and New Year holidays

10. Company List

The Company's Group companies and business partners mentioned in "2. Purpose of Use of Personal Information" and in "5. Joint Use with the Company's Group Companies and Business Partners" are indicated below.

(1) Group Companies: [Tokio Marine Group](#)

(2) Business partners: There are no business partners to which the Company provides personal data.

Note: Personal information of employees of the Company shall not necessarily be treated in accordance with this policy.

Adopted on March 7, 2005
Revised on February 9, 2006
Revised on October 1, 2006
Revised on July 1, 2007
Revised on July 1, 2008
Revised on October 1, 2009
Revised on August 11, 2011



Acquisition of External Certification

Tokio Marine Group has acquired external certification for information security that includes the Privacy Mark and Information Security Management System (ISMS) certifications. These achievements recognize the initiatives taken within the Group to protect personal information. The Group intends to make continuous improvements and to strengthen further its information security management structure.

Status of acquiring external certifications related to information security

Group Member Company	Certification Month and Year	Certification Acquired
Tokio Marine & Nichido Communications	March 2006	ISMS
Tokio Marine & Nichido Systems	August 2006 December 2006	ISMS ITSMS*
Tokio Marine & Nichido Risk Consulting	June 2007	Privacy Mark
Tokio Marine & Nichido Medical Service (Health Promotion Dept.)	September 2007	ISMS

*Third-party certification system on operational management of IT services (ISO/IEC 20000)



Internal Control

Information Disclosure

We make every effort to disclose information about Tokio Marine Group's current financial condition and future business development in a fair and understandable manner that facilitates precise and expeditious understanding for our investors and financial analysts.

Disclosure Policy of Tokio Marine Group

We aim to disclose meaningful information regarding Tokio Marine Group that enhances management transparency and fairness in connection with our corporate social responsibility.

1. Disclosure Policy

It is our policy to expeditiously disclose information in accordance with the Securities Listing Regulations stipulated by the Tokyo Stock Exchange. We strive for timely, accurate and fair disclosure of other information that is relevant to our customers, shareholders and investors, representative offices and employees, as well as Japanese society at large.

2. Disclosure Methods

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

3. Disclaimer

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

Adopted on November 30, 2004

Revised on July 5, 2007

Revised on July 1, 2008

Revised on September 29, 2010



Disclosure Materials

Tokio Marine Holdings and its domestic insurance business companies prepare and strive to enhance the content of disclosure materials.

- ▶ [IR Library](#)

Website

Please refer to the following for information disclosure concerning Tokio Marine Holdings and each insurance business company.

- ▶ [Tokio Marine Holdings](#)
- ▶ [Tokio Marine & Nichido Fire Insurance](#)
- ▶ [Nissin Fire & Marine Insurance \(in Japanese\)](#)
- ▶ [E. design Insurance \(in Japanese\)](#)
- ▶ [Tokio Marine Millea SAST Insurance \(in Japanese\)](#)
- ▶ [Tokio Marine & Nichido Life Insurance \(in Japanese\)](#)

Rating Information

Please refer below for rating information for Tokio Marine Group companies.

- ▶ [Rating Information \(in Japanese\)](#)

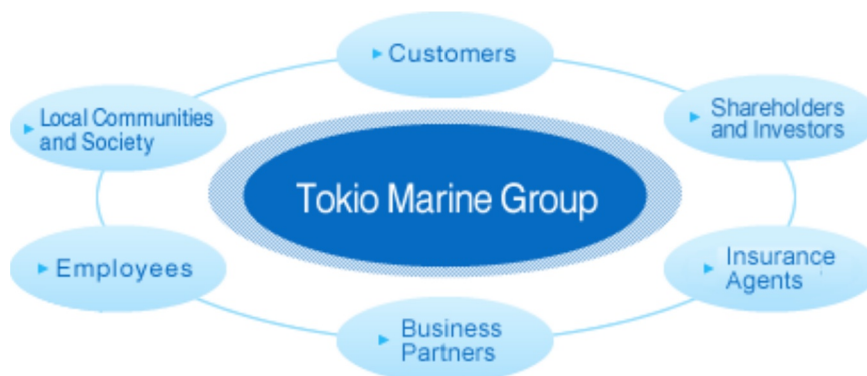
Sustainability Report 2014

Relations with Stakeholders

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

Relations with Stakeholders

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



Relations with Customers

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

Relations with Shareholders and Investors

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

Relations with Insurance Agents

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

Relations with Business Partners

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

Relations with Employees

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

Relations with Local Communities and Society

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

*Linked with "Local Community and Social Contribution Activities" pages.



Relations with Customers

Basic Policies for Protection of Customers' Interests

Tokio Marine Group establishes basic policies for the protection of customers' interests and develops a system to thoroughly promote being customer-oriented and to pursue various aspects including customer protection.

Quality Improvement Initiatives

Tokio Marine Group continuously promotes initiatives to enhance quality from a customer standpoint in accordance with the Group's Corporate Philosophy: "Through the provision of the highest quality products and services, Tokio Marine Group aims to deliver safety and security to all its customers."

Response to Customer Feedback

Based on the Group's common standards related to customer comments, each company of Tokio Marine Group has formulated a response policy in order to develop a structure to utilize customer feedback for improving products and services.



Relations with Customers

Basic Policies for Protection of Customers' Interests

Tokio Marine Group establishes basic policies for the protection of customers' interests and develops a system to thoroughly promote being customer-oriented and pursue various aspects including customer protection.

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



Relations with Customers

Quality Improvement Initiatives

Tokio Marine Group's Approach to Quality Improvement

Tokio Marine Group has earned high regard from its customers by providing products and services that are ahead of the times in accordance with the Group's Corporate Philosophy: "Through the provision of the highest quality products and services, Tokio Marine Group aims to deliver safety and security to all its customers." From a medium- to long-term viewpoint, it is conceivable that social and economic changes such as the declining birthrate and aging population and global warming inside and outside Japan could give rise to new risks. In response to the diversifying needs of both individual and corporate customers in connection with such changes, Tokio Marine Group will combine the capabilities of all Group companies and will do its best to provide new products and services that anticipate the changing times and extend beyond the framework of conventional insurance products and services in areas such as the financial, medical and consulting fields.

Anshin ("Reassuring") Quality and Business Renovation Project

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

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

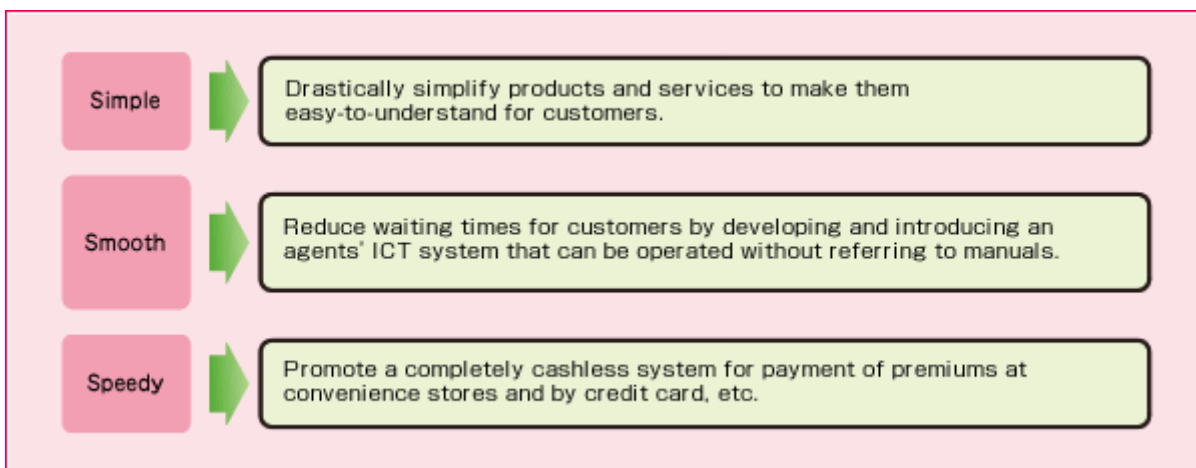
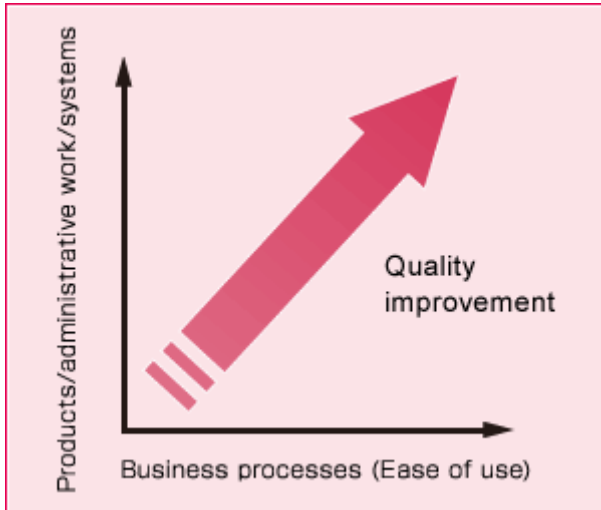
This project is aimed at changing the way our employees and agents do business in all processes from the signing of contracts to payment of claims to make those processes more comfortable for customers.

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

Going forward, we will work to provide a more comfortable experience for customers by changing to a new business model that utilizes tablet devices and smartphones to achieve growth by securing stable product quality and improving quality.

**Improving quality =
Administrative procedures and systems × Business processes with comfort and accuracy**

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



Providing Information That Enables Customers to Make Claims without Any Omissions

To ensure that customers request insurance claims payments and insurance benefits without any omissions, Tokio Marine & Nichido Life provides information to customers regarding insurance claims payments and insurance benefits when they enter into an insurance contract during the contract validity period and when requesting insurance claims payments and insurance benefits. Additionally, through such means as our website and TV commercials, we provide information that advises customers to contact Tokio Marine & Nichido Life if they have any uncertainties about receiving insurance claims payments and insurance benefits.



Guidebook on receiving insurance claims payments and insurance benefits (when enrolling)



Anshin Support Book (during the contract validity period)

Raising the Quality of Call Centers

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



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

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



Providing Anshin Quality of Claims Services to Customers

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

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

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

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

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

Resolution Capabilities of Team Experts

The true value of an insurance company is put to the test when a customer is involved in an accident. We consider it our mission to provide the high quality claims services in such an eventuality. In auto insurance, this requires that our highly specialized and experienced staff members resolve claims using a team approach aimed at a smooth resolution.

At Tokio Marine & Nichido, our experienced claims service staff of approximately 8,300 people put together optimal teams with our network of highly specialized experts including approximately 1,500 adjusters, approximately 470 lawyers and approximately 100 consulting physicians throughout Japan to provide the resolution capabilities of Team Experts. This allows us to protect our customers in the event of an accident. In addition to our reliable and extensive network of 242 service bases nationwide, we satisfy 92.4% of customers who use their insurance by exercising our sophisticated negotiating power backed by our industry dominance with more than around 2.62 million accident settlements per year.

■ Shared Value for Caring for Customers as Our First Priority

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



Kokorokara booklet cover page and inside text

- "We want to make our field of specialization the cultivation of our human values. There is no end to the cultivation of human values."
- "Face to face with a person who needs your help, as a fellow human being, what does your heart tell you? Everything starts from here. I want to help because a person needs my help. This strength of emotion is our raison d'etre."

▶ [My Relations with CSR: Providing Insurance Claims Services by Caring for Customers](#)



Further Enhancing Customer Reassurance

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

▶ [Challenging Social Issues -Providing Value through Our Core Businesses- Health](#)

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

	Tokio Marine & Nichido	Nisshin Fire
Number of service bases	242	90
Claims service staff and adjusters	Approx. 9,800 (As of July 2013)	Approx. 1,200
Lawyers	Approx. 470	Approx. 56
Consultant doctors	Approx. 100	Approx. 14
Tax accountants/Accountants	Approx. 62	-
Number of automobile accident settlements (Annual)	Approx. 2.62 million	Approx. 0.2 million

Relations with Customers

Response to Customer Feedback

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

Customer Feedback Response Policy

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

Tokio Marine & Nichido Customer Feedback Response Policy

Basic Philosophy

Tokio Marine & Nichido sincerely accepts and actively applies customer feedback to its corporate activities with customer trust as the basis of all of its business activities.

Basic Policy

- (1) We will proactively accept and appreciate customer feedback.
- (2) We will undertake company-wide initiatives to take full responsibility for addressing customer feedback.
- (3) We will utilize customer feedback to enhance the quality of our operations, including products and services.
- (4) We will deliver greater "safety and security" based on customer feedback.

Structure to Make Improvements Based on Customer Feedback

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





Initiatives in Compliance with ISO 10002

As a means of standardizing the response to customer feedback companywide, Tokio Marine & Nichido and Tokio Marine & Nichido Life review operation systems in conformity with ISO 10002, the international standard for management of the complaints handling process. Additionally, these two companies were the first in the domestic financial industry to verify compliance with the ISO 10002 standard in June 2007 and subsequently made an external announcement in July. From this position, we will continuously strive to enhance the quality of operations in terms of products and services and other relevant aspects based on customer feedback. Nisshin Fire also made a self-declaration of compliance with the ISO 10002 standard in July 2008.

Listening to Customer Feedback

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

Tokio Marine & Nichido is conducting customer surveys regarding auto insurance, fire insurance and *Super Insurance*. The aim is to confirm whether the company is providing easy-to-understand explanations of details of coverage, premiums payments, rider services and important terms.

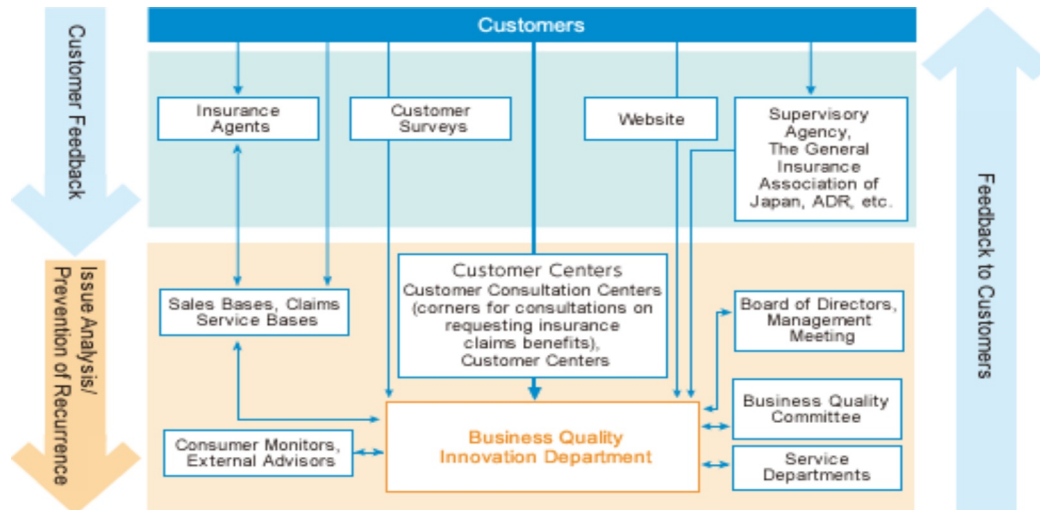
Tokio Marine & Nichido asks for cooperation in surveys after paying insurance claims to customers in order to obtain a wide range of opinions regarding responses to accidents. The company constantly makes efforts to improve quality based on this customer feedback.

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

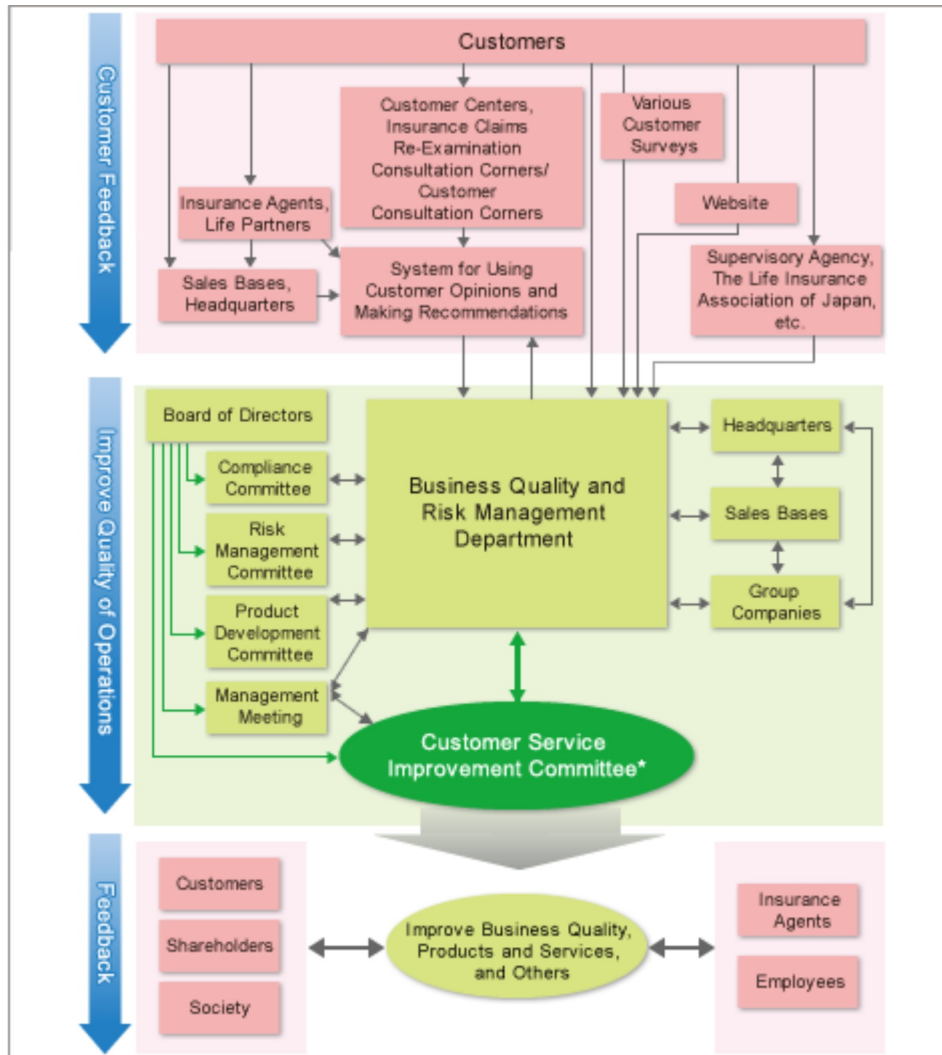
Nisshin Fire is obtaining evaluations on the level of satisfaction toward the company or agents from 3,000 customers who are randomly selected from among auto insurance policyholders. In fiscal 2013, 733 customers responded and opinions received are being utilized to enhance the quality of products and customer response. Additionally, initiatives are being undertaken whenever necessary at the time of contract or payment of insurance claims by directly asking customers about their evaluation of the company and agents in terms of customer response. Surveys at the time of contract signing are being conducted via the Internet while surveys during claims payment are conducted by mail. A total of approximately 27,000 customers responded to the survey in fiscal 2013.

Structure for Listening to Customer Feedback

Tokio Marine & Nichido



■ Tokio Marine & Nichido Life



*The Board of Directors Committee is an internal cross-sectional committee composed of full-time directors and general managers established for the purpose of utilizing "feedback from customers" to improve the business quality.

Fiscal 2013 Number of Customer Feedback Comments

■ Tokio Marine & Nichido

Customer Feedback Categories		Representative Examples	Number of Comments				Fiscal 2013 Total
			Apr.- Jun. 2013	Jul.- Sep. 2013	Oct.- Dec. 2013	Jan.- Mar. 2014	
Dissatisfied	Products and services						
	Policy and pamphlet related	Policy and pamphlet details difficult to understand	623	466	582	594	2,265
	Products and services related	Requests for improving products and services, Others	2,001	1,863	2,267	2,504	8,635
	Subtotal: Products and services		2,624	2,329	2,849	3,098	10,900
	Enrollment: Contract procedures						
	Contract renewal procedures	Delays in sending renewal information, Others	1,156	1,342	1,147	1,028	4,673
	Explanation of contract details	Insufficient explanation of contract details, Others	459	426	357	382	1,624
	Subtotal		1,615	1,768	1,504	1,410	6,297
	Enrollment: Contract management						
	Policy deficiencies	Errors in listed policy details	565	431	477	410	1,883
	Non-arrival of policy	Delay in sending of policy	141	97	134	80	452
	Modification procedures	Delay in modification procedures, Others	1,453	1,393	1,239	1,357	5,442
	Account transfers	Unable to make account transfers, Others	373	347	422	334	1,476
	Subtotal		2,532	2,268	2,272	2,181	9,253
	Enrollment: Response and etiquette						
	Response and etiquette	Telephone response and visitation etiquette	1,081	955	882	968	3,886
	Enrollment: Others						
	Matters concerning enrollment not corresponding to the above		257	77	184	84	602

Subtotal: Enrollment total		5,485	5,068	4,842	4,643	20,038
Insurance claims payments: Insurance claims payments						
Contacting and responses	Delay in being contacted by staff, insufficient explanation of procedures	3,881	3,812	4,023	3,875	15,591
Payment amount	Insufficient explanation about insurance claims payments	990	970	971	1,118	4,049
Advisability of payment	Advisability of payment	695	1,003	1,009	980	3,687
Subtotal		5,566	5,785	6,003	5,973	23,327
Insurance claims payment: Response and etiquette						
Response and etiquette	Telephone response and visitation etiquette	1,095	1,182	1,178	1,124	4,579
Insurance claims payments: Others						
Matters concerning payment not corresponding to the above		16	40	48	38	142
Subtotal: Total for insurance claims payments		6,677	7,007	7,229	7,135	28,048
Matters concerning personal information		84	73	84	75	316
Others		108	103	103	136	450
Dissatisfied Total		14,978	14,580	15,107	15,087	59,752
Requests		1,127	1,034	1,025	955	4,141
Recommendations		1,712	1,462	1,541	1,342	6,057
Total		17,817	17,076	17,673	17,384	69,950

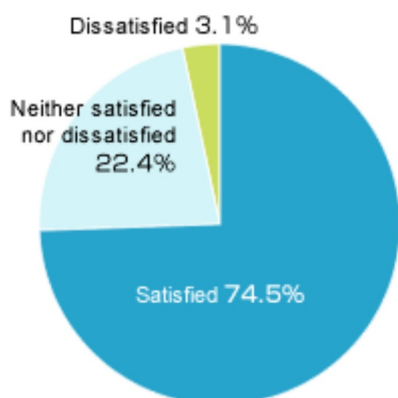
■ Tokio Marine & Nichido Life (List of Points of Dissatisfaction Only)

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

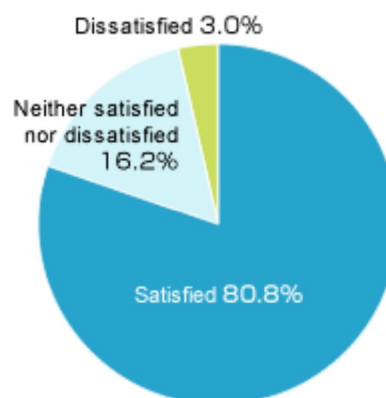
Customer Satisfaction (Fiscal 2013)

■ Tokio Marine & Nichido

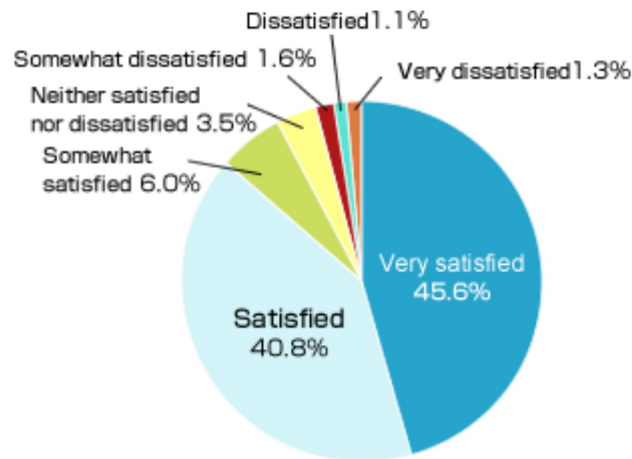
Overall Level of Satisfaction regarding Products and Services



Overall Level of Satisfaction regarding Contract Procedures

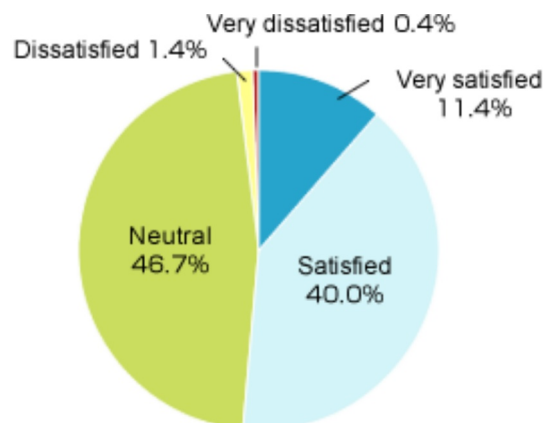


Results of Auto Insurance Survey: Level of Satisfaction regarding Overall Claims Services



■ Tokio Marine & Nichido Life

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



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

Status of customer feedback for respective Group company websites

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



Main Examples of Items That Have Been Developed and Improved Based on Customer Feedback (Fiscal 2013)

■ Tokio Marine & Nichido

<Customer Feedback>

Insurance premiums for 24-month, 36-month or 60-month policies are not listed on the Notification of Expiration on auto liability insurance for motorized bicycles. This is confusing and makes it appear that a contract can be concluded only for the coverage period shown on the notice.

<Response>

We have added listings of premiums for 12-month and 48-month policies and now provide information for all selectable premiums.

■ Tokio Marine & Nichido Life

<Customer Feedback>

I wish to enroll in *Medical Kit R*. I'd like to be able to enroll even with a chronic illness.

<Response>

In February 2014, we launched sales of *Medical Kit Love R*, a product with less-stringent underwriting standards than for *Medical Kit R*. *Medical Kit Love R* offers the features shown below.

- *Medical Kit Love R* is a product offering easy enrollment even for people with worries about their health condition.
- In the same manner as for *Medical Kit R*, *Medical Kit Love R* refunds the entire amount of premiums paid if no hospitalization benefits are received up to a certain age. Even when hospitalization benefits are received, *Medical Kit Love R* refunds the excess of premiums paid until a prescribed age over benefits received for hospitalization in the form of a health refund benefit. Additionally, the coverage continues throughout the life of the insured for the same insurance premium paid at the time of enrollment.

Status of customer feedback for respective Group company websites

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



Relations with Shareholders and Investors

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

Enhancing Returns to Shareholders

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

Regarding dividends, we are maintaining stable dividends with a target payout ratio of 40% - 50% of average adjusted earnings, excluding embedded value (EV). In view of our solid profits, in fiscal 2013 Tokio Marine Holdings paid total annual cash dividends per share of 70 yen, an increase of 15 yen from the previous fiscal year.

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

- ▶ [Returns to Shareholders](#)

Information Disclosure and Investor Relations

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

- ▶ [Information Disclosure \(Disclosure Policy of Tokio Marine Group\)](#)

Proactive IR Activities

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

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



Briefing for individual investors

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

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

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



Relations with Insurance Agents

▶ Working Together with Agents to Improve Quality

Tokio Marine Group endeavors to build partnerships based on trust and improve the business quality through smooth communication with agents.

▶ Education and Training Systems for Agents

In order to meet customer expectations and earn their trust so that customers are able to consult us about insurance with confidence, each Tokio Marine Group company develops various measures, including educational programs and training systems for agents.



Relations with Insurance Agents

Working Together with Agents to Improve Quality

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

The Role of Agents in Tokio Marine Group

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

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

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

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

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

Sharing Information with Agents

Tokio Marine & Nichido is developing the agent's ICT system TNet* in order to readily provide functions that are related to insurance administrative procedures as well as product information and sales tools that are necessary for agents as they respond to customers. In April 2012, TNet, which previously could only be accessed from the personal computers of agent offices, was given multi-device compatibility. As a result, it is now accessible from tablet computers and other devices, allowing agents to conduct business anywhere, at any time. Additionally, as a means of enhancing the quality of customer response, we mutually share the records of responses between customers and agents and between customers and customer centers. We will continuously endeavor to enhance communication between agents and Tokio Marine & Nichido through successive advancement of TNet to provide services that will further achieve customer satisfaction.



TNet top screen

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

Business Administration Management Support for Agents

Tokio Marine & Nichido is introducing TNet-WITH as a business administration management support tool in view of the difficult circumstances faced by agency managers in comprehending business administration processes and the degree of execution of various measures along with growth in size and organizational development of agents. TNet-WITH enables qualitative conditions to be shared within agencies, within the company and between agents and the company, and functions as a tool for enabling the entire Tokio Marine Group to provide unified support for solving management issues faced by agents. By centralizing agent management support measures into the TNet agent support system and utilizing TNet-WITH, we seek to further enhance communication within agents and within the company and between agents and company employees and improve the quality of agents' operations and customer services.

Relations with Insurance Agents

Education and Training Systems for Agents

In order to meet customer expectations and earn their trust so that customers are able to consult us about insurance with peace of mind, we support the development of professional human resources through a qualifications system and training programs.

Qualification Systems for Salespersonship

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

Provision of Training Programs for Agents

Tokio Marine & Nichido Academy

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



Screen shot of Tokio Marine & Nichido Academy

*This program is available via TNet.

Voice Comments from Agents Who Utilized Tokio Marine & Nichido Academy

"Text and narrations using moving visual images in the Tokio Marine & Nichido Academy training program were practical, very easy to understand and useful."

"The content produced for the Tokio Marine & Nichido Academy training program consists of various items such as animation and illustrations, which were easy to understand for beginners as well.

Practical examples using moving visual images are very useful for daily communication with policyholders. We hope to continue using this content on a regular basis."

Tokio Marine & Nichido Life Training College

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



Antore Hiroba website

Agent Trainee System

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

Nisshin Fire also has established the Risk Advisor Employee System for acquiring various knowledge and practical work experience that are necessary for selling insurance while being engaged in soliciting contracts and related work for a certain period.

▶ [Tokio Marine & Nichido: Insurance Planner System \(in Japanese\)](#)



Relations with Business Partners

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

Tokio Marine & Nichido Group Principle of Transactions

Tokio Marine & Nichido Group conducts transactions based on the following policies and aims to realize sustainable development with business partners (purchasers and consignees) and to fulfill its social responsibilities.

1. Compliance with laws, regulations and social norms

Tokio Marine & Nichido Group complies with laws, regulations and social norms in every country and area when conducting transactions. We make every effort to reject relationships with anti-social forces and any undue claims from them.

2. Promoting fair and honest transactions

Tokio Marine & Nichido Group selects business partners in a fair and honest manner based on comprehensive consideration of compliance with laws, regulations and social norms, business conditions, reliability, environmental activities, quality and prices of products, services and certainty of delivery period, among others.

3. Thorough information management

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

4. Consideration for the environment

Tokio Marine & Nichido Group promotes the purchase of products with the least impact on the environment (purchase of green products) and works in cooperation with business partners to promote the creation of a recycling-oriented society.

5. Strengthening relationships of trust

Tokio Marine & Nichido Group endeavors to build good partnerships based on trust through frequent communication with domestic and overseas business partners and mutually gaining a deeper understanding.



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 this policy, Tokio Marine & Nichido selects its contractors according to the standard for selecting outsourcing contractors and information security management system standard. At the same time, each year the company conducts investigations of the actual status of outsourcing contractors based on the regulations related to outsourcing contractor management, which stipulates the management system for outsourcing contractors.



Relations with Employees

Fair and Honest Personnel Affairs

We aim to enhance employees' work satisfaction along with efforts to "continuously build an open and dynamic corporate culture that enables each and every employee to demonstrate his or her creative potential" through a transparent and fair personnel system.

Development of Human Resources

Tokio Marine Group considers its employees to be its most valuable assets. With this in mind, Tokio Marine Group is creating "a corporate culture that encourages self-cultivation and the development of human resources" through comprehensive employee training centered on on-the-job training (OJT) and ongoing support for self-development.

Utilizing Diverse Human Resources

Tokio Marine Group promotes diversity throughout the Group by progressively moving forward in promoting the employment of persons with disabilities, encouraging female employees to take active roles and creating a workplace in which older employees with a wealth of knowledge and experience can take active roles.

Work/Life Balance

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

Occupational Health and Safety

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

Communication with Employees

Tokio Marine Group works to enhance communication with employees through various initiatives such as direct dialogue between employees and executives or building sound labor-management relations.



Relations with Employees

Fair and Honest Personnel Affairs

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

Fair and Honest Personnel Affairs

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

- ▶ [CSR Performance Data \(Number of employees, basic employee data, etc.\)](#)



Relations with Employees

Development of Human Resources

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

Development of Human Resources as Professionals

We are working to leverage the "Human Ability" of employees, which is a very important quality in providing value to customers when selling intangible products such as insurance products and services.

*Three elements that make up "Human Ability": abilities as professionals, energies and to always think and act by considering the other party's standpoint

The three elements that make up "Human Ability"

1. Abilities as professionals
2. Energies
3. Always think and act by considering the other party's standpoint

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

Tokio Marine & Nichido has implemented measures to develop its human resources with the aim of nurturing a culture in which every employee "continuously takes up the challenge of innovation from a customer's perspective" and "is aware of problems from the viewpoint of customers and identifies and solves these problems through flexible thinking and a broad vision as an insurance professional." Specifically, employees participate in interviews between supervisors and their subordinates that are held four times a year. These interviews feature dialogue as well as feedback in the form of personnel performance reviews to develop each employee's competencies (in behavior and thinking). At the interviews, employees share their career visions and personal strengths and weaknesses with supervisors. On the basis of assigning roles that utilize each person's strengths, career planning is undertaken in combination with OJT, off-the-job training (Off-JT) and self-development efforts.

In addition to a wide range of correspondence-based training activities, including Rank-Specific Training, Optional Training, Specialization Training and e-Learning services, the company actively sends young employees to short-term overseas training programs and to business schools and law schools in Japan and abroad, universities in non-English-speaking countries and other institutions to develop personnel who possess a broad perspective, international sensibilities and a high degree of specialized knowledge. Tokio Marine & Nichido also works to enhance the career development of employees of Group member companies overseas through efforts including group training in their own countries and in Japan.

Human Resources Development Cycle (Tokio Marine & Nichido)





Job Request System

Tokio Marine & Nichido provides employees with opportunities to choose their jobs to realize their own career vision. The company has introduced the Job Request System to support employees in building their careers and to help strengthen the independence of employees based on choice and self-responsibility. Ordinary companies order staff reassignments, but this system allows employees themselves to apply for jobs that they want to try in order to achieve their career visions. It is therefore a key personnel system for maintaining and expanding the energy of employees. In particular, locally based employees in jobs not subject to relocation can take on the challenge of a new job in a different location, or continue working after changing localities due to reasons such as marriage or a spouse's relocation, by applying through the Job Request System (U-turn and I-turn transfers*). In addition to the Job Request System, the company offers employees the opportunity to declare their wishes regarding job transfers and their future career visions from the perspective of putting the right people in the right jobs based on their career visions and transfer wishes.

*U-turn and I-turn Transfers

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

Note: Not all employee relocation requests are approved.

▶ [CSR Performance Data \(Job Request System\)](#)

Promotion of Global Human Resources Strategy

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

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

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

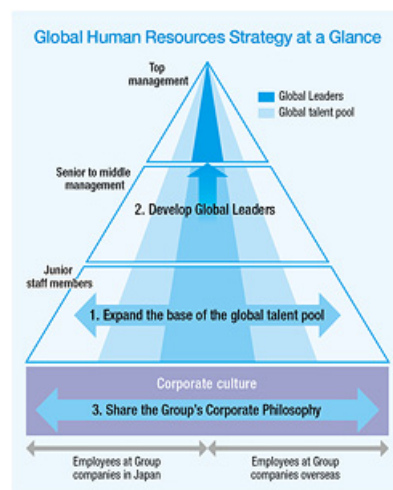
The Company will continue to develop concrete measures such as global human resources training and rotation while actively incorporating the opinions and requests of Group companies around the world.

Developing Global Human Resources

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

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

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





Global Training

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

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

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

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

At the MGL launched in 2013, approximately 23 middle-management employees gathered from around the world to participate in the one-week program in Japan. Just as with SGL, participants visited the Tohoku disaster area and engaged in discussions with local agents and employees and deepened their understanding of Tokio Marine Group's values and vision. Participants divided into teams according to their respective fields of expertise and carried out action learning in each category based on the theme "What should be done to become a "Good Company?" At the end of the program, each team delivered presentation to management and engaged in a spirited exchange of opinions.



Global Job Rotation

Tokio Marine Group started the Global Job Rotation Program from fiscal 2011 as part of its global human resources strategy in order to effectively utilize overseas local talent. The four main objectives of the Global Job Rotation Program are as follows.

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

Since the program was launched in fiscal 2011, the Head Office in Japan has been accepting approximately 20 local employees from countries overseas over periods from a few weeks to one year, in which they work together with Japanese employees in various departments, including the human resources, IT and reinsurance departments. We continue to aim to achieve the objectives listed above through this program.



Relations with Employees

Utilizing Diverse Human Resources

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

Promoting Diversity

Based on the Tokio Marine Group Corporate Philosophy of "Tokio Marine Group will continue to build an open and dynamic corporate culture that enables each and every employee to demonstrate his or her creative potential," every company in the Group respects human rights and encourages diversity in gender, age and nationality. The Group also welcomes individuals with diverse values to bring them together to achieve even greater results.



As an example of accomplishments in promoting diversity, in fiscal 2013 Tokio Marine & Nichido earned the Diversity Management Selection 100, an award sponsored by the Ministry of Economy, Trade and Industry (METI). For this award, METI selects and commends "companies that have raised corporate value through diversity-oriented management." Tokio Marine & Nichido earned this award based on high regard for its efforts such as enabling numerous women to continually take active roles by helping protect motherhood, enhancing systems for supporting child rearing and transforming the overall roles of employees, and for promoting the employment of persons with disabilities while raising consciousness of the principle of normalization.

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

Promoting the Employment of Persons with Disabilities

Aiming to broadly accept persons with disabilities and exceed the statutory employment rate to become a corporate group in which diverse personnel work enthusiastically, Tokio Marine Group is promoting the employment of persons with disabilities at Group companies and working to raise consciousness of normalization. Tokio Marine Business Support Co., Ltd., a special subsidiary based on the Disabled Persons Employment Promotion Law, is supporting Group development by providing services that include administrative support, printing and logistics.

Promoting the Employment of Persons with Disabilities through a Special Subsidiary

In January 2010, we established Tokio Marine Business Support with the aim of promoting the employment of persons with intellectual and developmental disabilities, and in March 2010, the company was the first in the non-life insurance industry to be approved as a special subsidiary (253 employees as of August 1, 2014).

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

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

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

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

Aiming to Be a Company Where People Respect and Support Each Other

Tokio Marine & Nichido Systems Co., Ltd. is actively taking measures to employ persons with disabilities, such as by making offices barrier-free and hiring physically challenged persons as IT engineers. In 2008, we hired visually impaired persons and commenced in-house massage services. In 2009, the company also launched an internal cafe, Smile Cafe and Smile Office Service, which provides general administration services such as producing name cards and ordering stationery to promote the employment of persons with intellectual disabilities. Smile Cafe is used by about 300 people every day and is a place where employees can relax. Smile Office Service is also expanding the types of work it handles and has gained the trust of employees. By having general employees and persons with disabilities work together, synergetic effects are being created in terms of gaining strength from each other and enhancing work satisfaction.



- ▶ [Tokio Marine & Nichido Systems \(in Japanese\)](#)

Empowering Female Employees

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



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

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

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

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

System for Continued Employment for Older Employees

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

- ▶ [CSR Performance Data \(System for Continued Employment for Older Employees\)](#)



Relations with Employees

Work/Life Balance

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

Diverse and Flexible Working Styles

To support diverse and flexible working styles, Tokio Marine Group companies have established a range of systems including nursing care leave and volunteer work leave, as well as the ability to flexibly change daily working hours and planning operations-type discretionary work system.

Also, to support the diversification and greater flexibility of work locations and work times, Tokio Marine & Nichido and Tokio Marine & Nichido Life allow the use of the thin-client system, mainly by management staff and persons eligible for the planning operations-type discretionary work system.

I-turn transfers* under Tokio Marine & Nichido's Job Request System have also been designed in consideration of flexible working styles.

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

▶ [CSR Performance Data \(Nursing care leave system, number of thin-client terminal users\)](#)

Initiatives for Reducing Total Working Hours

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

▶ [CSR Performance Data \(Annual average actual working hours\)](#)

Support for Balancing Work and Childcare

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



In recognition of this system and the company's other proactive initiatives for employees' childcare support, Tokio Marine & Nichido received the Himawari Award 2010 in the corporate category from Himawari no Kai, a non-profit organization approved by the Cabinet Office, Government of Japan. Additionally, in October 2010, the company won the Excellent Award in the "equality promotion company section" and the "family-friendly company section" of the Director of the Tokyo Labor Bureau at the 2010 Equality/Balance Promotion Company Commendation, which is hosted by Japan's Ministry of Health, Labour and Welfare. In addition, in October 2014 the company received the Minister's Excellence Award in the "Family-friendly Enterprises Category" of the 2014 Equal Employment/Work-Life Balance Promotion Enterprises Commendation by the Ministry of Health, Labour and Welfare. This was awarded in recognition of the company's initiatives to create environments where employees can easily take temporary retirement and return to work by establishing support systems with which to balance work with childcare and nursing care.

In February 2011, the company also received the Outstanding Award under the 2010 Nagoya City Childcare Support Company Certification and Commendation System, which is implemented by Nagoya City; and in January 2012, the company won the Excellent Award under the system of approving and awarding companies promoting the active participation of women in Nagoya City in fiscal 2011.

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

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

* Tokio Marine & Nichido has established various systems to support female employees who are raising children. These systems include (1) Retiree Rehiring System, (2) Maternity Leave System, (3) Childcare Leave System, (4) Short Working Hours System, (5) Substitution by Regular Full-Time Employees, (6) Resumption of Work Support System, (7) Support of Use of Babysitters and (8) Partnered Childcare Centers (approximately 1,000 locations as of April 2014).



- ▶ [CSR Performance Data \(Retiree Rehiring System, Maternity Leave System, etc.\)](#)

Raising Employee Satisfaction Levels

Once each year, Tokio Marine & Nichido implements an employee attitude survey covering all employees to ascertain employee satisfaction levels. We learned from the survey in fiscal 2013 that overall employee satisfaction is high. We will consider employee needs based on the results of the survey, use this information in discussing future personnel measures and provide this as feedback for organizational management to further raise employee satisfaction.

- ▶ [CSR Performance Data \(Employee attitude survey\)](#)



Relations with Employees

Occupational Health and Safety

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

Workplace Health and Safety Structure

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

Health Management

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

▶ [CSR Performance Data \(Percentage of employees who received health checks, industrial accidents, etc.\)](#)

Mental Health Care

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

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

Stress checks, internal training and other initiatives have been implemented and countermeasures taken at each company in Tokio Marine Group that includes Nisshin Fire, Tokio Marine & Nichido Life, Tokio Marine & Nichido Financial Life, Tokio Marine & Nichido Career Service, Tokio Marine Nichido Samuel, Tokio Marine & Nichido Systems, Tokio Marine & Nichido Adjusting Services and Tokio Marine & Nichido Communications.



Relations with Employees

Communication with Employees

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

Direct Dialogue between Employees and Executives

With the goal of vitalizing communication between employees and executives, since fiscal 2006 Tokio Marine & Nichido has set up opportunities for dialogue. In fiscal 2013, a Dialogue with Executives was held 16 times at branch offices across the entire company, with 351 employees taking part in a frank exchange of opinions with executives. A total of 136 dialogue forums have been held since fiscal 2006.

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



Sound Labor-Management Relations

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

▶ [CSR Performance Data \(Labor union participation rate\)](#)

Family Day for Families to Understand Employees' Work

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



Sustainability Report 2014
Management Information



Management Information

We Introduce Tokio Marine Holdings' management information.

About Tokio Marine Holdings

Company name: Tokio Marine Holdings, Inc.

Headquarters: Tokio Marine Nichido Building Shinkan, 1-2-1 Marunouchi,
Chiyoda-ku, Tokyo 100-0005, Japan

Telephone: +81-3-6212-3333

[Access Map](#)



▶ Message from the President

Message from our President Tsuyoshi Nagano.




▶ Company Profile

Our company profile (common stock, date of establishment, etc.) is outlined.



▶ Corporate Philosophy

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



▶ Directors, Audit & Supervisory Board Members and Executive Officers

List of Directors, Audit & Supervisory Board Members and Executive Officers

▶ Compliance

Tokio Marine Group Code of Conduct



▶ Basic Policies for Internal Controls

Tokio Marine Holdings establishes basic policies for internal controls under the Companies Act and Ordinance for Enforcement of the Companies Act.



▶ Management of Transactions Involving Conflicts of Interest (in Japanese)

Tokio Marine Group strives to manage transactions involving conflicts of interest to ensure that clients interests are not unduly harmed.



▶ Corporate Strategy

Explanation of our mid-term corporate strategy "Innovation and Execution 2014".



▶ Headquarters Map

Map of the area around Tokio Marine Holdings headquarters



▶ Corporate History (in Japanese)

History of Tokio Marine Group companies is described here.



▶ Organizational Chart

Organizational chart of Tokio Marine Holdings is described here.



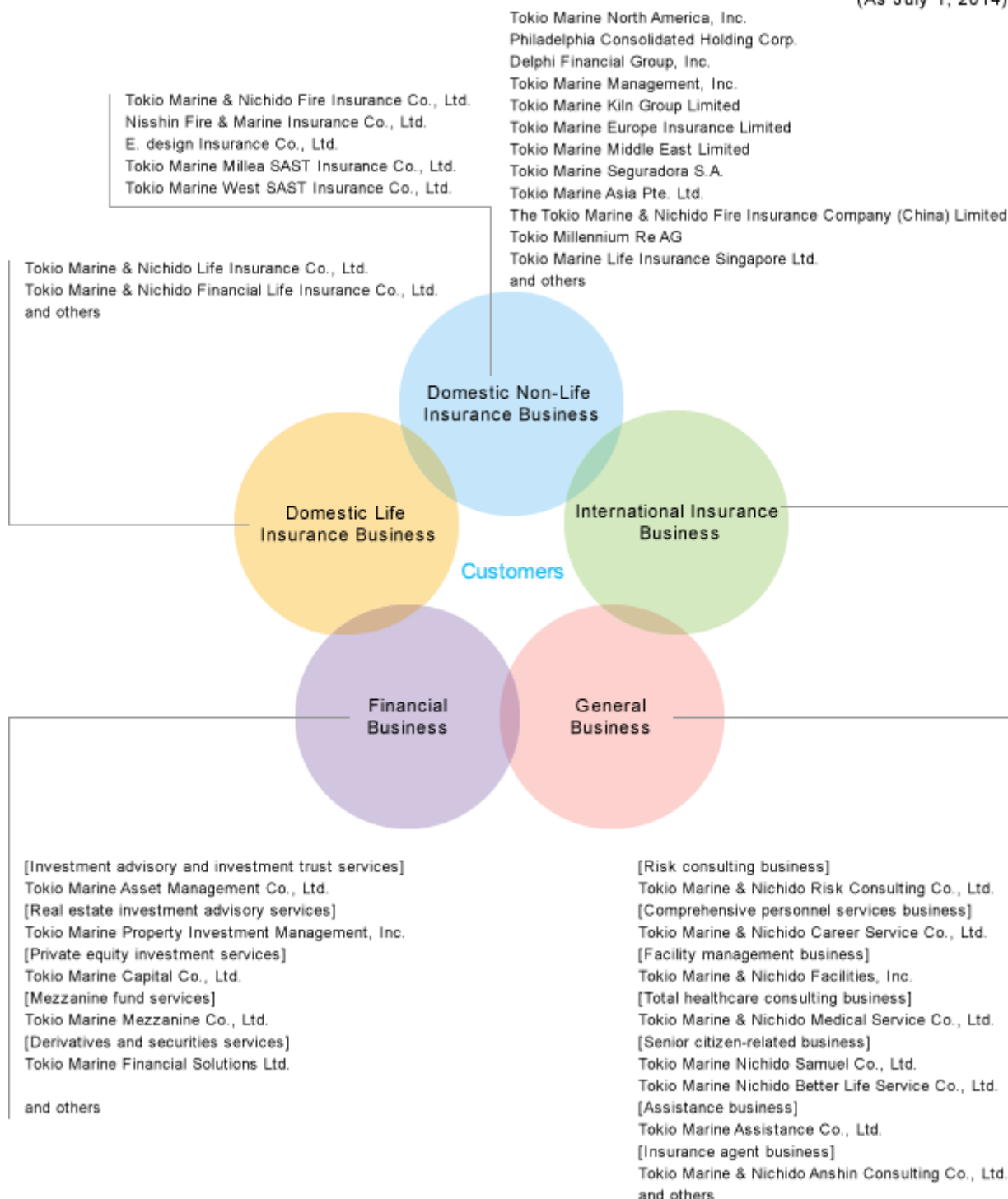
▶ Corporate Brand

Description of our corporate symbol and brand slogan "Tokio Marine Quality" is outlined here.



Business Domains of Tokio Marine Group and Major Group Companies

(As July 1, 2014)





Major Insurance Business Companies

Domestic Non-Life Insurance Business

Tokio Marine & Nichido Fire Insurance Co., Ltd.

Established: August 1, 1879

Capital: 101.9 billion yen

Net premiums written: 1,966.3 billion yen

Total assets: 8,374.2 billion yen

Number of employees: 17,217

Headquarters: 1-2-1 Marunouchi,

Chiyoda-ku, Tokyo, Japan

(As of March 31, 2014)



Nisshin Fire & Marine Insurance Co., Ltd.

Established: June 10, 1908

Capital: 20.3 billion yen

Net premiums written: 137.2 billion yen

Total assets: 418.3 billion yen

Number of employees: 2,495

Headquarters: 2-3 Kanda

Surugadai, Chiyoda-ku, Tokyo,

Japan

(As of March 31, 2014)



Domestic Life Insurance Business

Tokio Marine & Nichido Life Insurance Co., Ltd.

Established: August 6, 1996

Capital: 55.0 billion yen

In-force policies (individual insurance + individual annuity):

23,022.6 billion yen

Total assets: 4,710.9 billion yen

Number of employees: 2,339

Headquarters: Tokio Marine

Nichido Building Shinkan, 1-2-1

Marunouchi, Chiyoda-ku, Tokyo,

Japan

(As of March 31, 2014)



Tokio Marine & Nichido Financial Life Insurance Co., Ltd.

Established: August 13, 1996

Capital: 68.0 billion yen

In-force policies (individual insurance + individual annuity):

2,369.6 billion yen

Total assets: 2,240.9 billion yen

Number of employees: 126

Headquarters: 1-2-1 Kamiogi,

Suginami-ku, Tokyo, Japan

(As of March 31, 2014)





International Insurance Business Companies

Philadelphia Consolidated Holding Corp.

Established: 1962
 Net premiums written: USD 2,475 million
 Total assets: USD8,137 million
 Number of employees: 1,516
 Headquarters: Bala Cynwyd, Pennsylvania, USA
 (As of December 31, 2013, local financial accounting basis, number of employees as of March 31, 2014)



Tokio Marine Kiln Group Limited

*
 Established: 1962
 Net premiums written: GBP520 million
 Total assets: GBP1,358 million
 Number of employees: 372
 Headquarters: London, United Kingdom
 (As of December 31, 2013, local financial accounting basis, number of employees as of March 31, 2014)



*The corporate name changed from Kiln Group Limited on January 2, 2014.

Delphi Financial Group, Inc.

Established: 1987
 Insurance premiums and fee income: USD1,903 million
 Total assets: USD11,948 million
 Number of employees: 2,173
 Headquarters: Wilmington, Delaware, USA
 (As of December 31, 2013, local financial accounting basis, number of employees as of March 31, 2014)



Overseas Network

Overseas bases: 486 cities in 37 countries and regions
 Expatriate staff: 256
 Local staff: Approx. 29,000
 Claims agents: Approx. 250 (including sub-agents)
 (As of March 31, 2014)

Sustainability Report 2014 CSR Library

- [Editorial Policy](#)
- [CSR Performance Data](#)
- [Download the Sustainability Report in PDF](#)
- [Third-Party Assurance](#)
- [GRI Content Index](#)
- [Recognition about ISO 26000](#)



CSR Library

▶ Editorial Policy

Our editorial policy is to report on the principal CSR activities of Tokio Marine Group in fiscal 2013 to all of our stakeholders.

▶ CSR Performance Data

Principle quantitative data for the CSR activities of Tokio Marine Group.

▶ Download the Sustainability Report in PDF

Tokio Marine Group Sustainability Report and CSR Booklet latest editions and archives.

▶ Third-Party Assurance

Tokio Marine Group has received assurance from a third-party institution for its Sustainability Report from the point of view of ensuring the credibility of disclosure and greater transparency.

▶ GRI Content Index

CSR activities of Tokio Marine Group that have a high degree of importance and are highly relevant as topics.

▶ Recognition about ISO 26000

Tokio Marine Group is reviewing its CSR activities based on ISO 26000 standards to further improve its CSR.

Editorial Policy for the Tokio Marine Group Sustainability Report

This report is intended to report on the principal CSR activities of Tokio Marine Group in fiscal 2013 to customers and all other stakeholders.

We have positioned our web-based report on our CSR website as the full report, the Sustainability Report, which focuses mainly on the philosophy and direction of Tokio Marine Group's CSR as well as our activities based on three material issues (environmental, social and governance), and disclose detailed information on our initiatives for each of our stakeholders along with related data. This web-based report can also be viewed as a PDF file, the Tokio Marine Group Sustainability Report. Additionally, this report is issued in conjunction with the CSR Booklet 2014: Caring for People, the intent of which is to report on Tokio Marine Group's CSR activities in an easier-to-understand manner.



Web-based Sustainability Report 2014



[PDF of Sustainability Report 2014](#)



[CSR Booklet 2014: Caring for People](#)

Financial information is reported in Tokio Marine Holdings Annual Report 2014.

► [Annual Report 2014](#)



Guidelines Referred to in Preparing this Report

Global Reporting Initiative (GRI), *Sustainability Reporting Guidelines* Version 3.1 (2011)

United Nations Global Compact, "Guidelines for Communication on Progress (COPs)"

ISO 26000 Guidance on Social Responsibility

Scope of This Report

- Reporting organizations

Fundamentally, this report covers Tokio Marine Holdings and its principal domestic and overseas Group companies.*

*Tokio Marine & Nichido, Nisshin Fire, Tokio Marine & Nichido Life, Tokio Marine Asset Management, etc.

- Reporting period

This report covers activities conducted primarily during fiscal 2013 (April 2013 - March 2014). 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

Dates of Publication (Japanese)

- Previous edition: September 2013

- Current edition: September 2014

- Next edition: September 2015 (Scheduled)

For inquiries concerning the Sustainability Report, please contact:

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E-mail: CSR@tokiomarinehd.com

CSR Performance Data

Tokio Marine Group implements a variety of CSR measures.
Here we provide principal CSR performance data for Tokio Marine Group.

Reporting Organizations and Reporting Period

Reporting organizations: Group companies covered by consolidated accounting (Tokio Marine Holdings and domestic and overseas Group companies)

Reporting period: Report on results for fiscal 2013 (April 2013 - March 2014)

Corporate Governance

For details, please refer to "[Corporate Governance](#)" (as of July 10, 2014).

Items concerning Organization Composition and Organization Operation

Organization format	A company with auditors
---------------------	-------------------------

Relationship with Directors

Chairman of the Board of Directors	Chairman (except when concurrently serving as president)
Number of Directors	10
Status of appointment of Outside Directors	Appointed
Number of Outside Directors	3
Number of Outside Directors designated as Independent Directors	3

Relationship with Audit & Supervisory Board Members

Establishment of an Audit & Supervisory Board	Established
Number of Audit & Supervisory Board Members	5
Status of appointment of Outside Audit & Supervisory Board Members	Appointed
Number of Outside Audit & Supervisory Board Members	3
Number of Outside Audit & Supervisory Board Members designated as Independent Directors	3

Incentives

Implementation of measures concerning the granting of incentives to Directors	Introduction of a performance-based compensation system Introduction of a stock option system
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Compensation for full-time Directors (including non-members of the Board) of Tokio Marine Holdings consists of three elements: fixed compensation, bonuses related to the business performance of the Company and the performance of the individual, and stock options. Compensation for Part-Time Directors of Tokio Marine Holdings consists of two elements: fixed compensation and stock options. Compensation for Audit & Supervisory Board Members of Tokio Marine Holdings consists of one element: fixed compensation. The compensation system for Directors (including non-members of the Board) and Audit & Supervisory Board Members of the Company's principal business subsidiaries shall generally be identical to that applied to Directors (including non-members of the Board) and Audit & Supervisory Board Members of the Company.

Persons eligible for stock options	Internal Directors, Outside Directors, employees, Directors of subsidiaries, employees of subsidiaries
------------------------------------	--

Employees of the Company and its subsidiaries who are eligible for stock options are the Executive Officers of their respective companies.

Matters Related to Compensation for Directors

Disclosure of compensation for individual Directors	Compensation disclosed only for some Directors
---	--

The amount of compensation is disclosed individually for Directors whose total compensation, including consolidated compensation and others, is equal to or greater than 100 million yen. In fiscal 2013, this applied to President Tsuyoshi Nagano.

Policies for determining compensation amounts and calculation method	Yes
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Basic policies for determining compensation for Directors and Audit & Supervisory Board Members of the Company and its principal business subsidiaries are as follows:

- Ensure transparency, fairness and objectivity regarding compensation for Directors (including non-members of the Board) and Audit & Supervisory Board Members;
- Strengthen incentives for improving the business performance of the Company by introducing a performance-linked compensation system;
- Enhance accountability through sharing returns with shareholders by introducing a compensation system linked to meeting the Company's performance indicators based on the management strategy and Company share price; and
- Fully implement a performance-based pay system through processes designed to objectively evaluate individual performance of Directors (including non-members of the Board) with respect to management objectives.

In order to determine the level of compensation for Directors (including non-members of the Board) and Audit & Supervisory Board Members, the Company shall set the standard of compensation for each position, depending on the responsibilities of Directors (including non-members of the Board) and Audit & Supervisory Board Members, and take the business performance of the Company and the level of compensation of other companies into consideration.

Convening of the Board of Directors

Number of times convened	11 times
--------------------------	----------

Supplementary note: Outside Directors shall attend more than 80% of the Board meetings. Audit & Supervisory Board Members shall attend more than 90% of the Company's meetings of the Audit & Supervisory Board.

Investor Relations (IR) Related Information

- ▶ [Relations with Shareholders and Investors](#)



Compliance/Risk Management

Information Security

- ▶ [Information Security](#)

Response to Customers

Customer Survey (Fiscal 2013)

- ▶ [Response to Customer Feedback](#)

Environment

CO₂ Emissions from Energy Sources (Tokio Marine Group Consolidated Companies)

Reduction targets for CO₂ emissions

- Medium-term target (fiscal 2014): -10% (compared with fiscal 2010 level)
- Reduction target in fiscal 2014: ±0% compared with previous year (No increase from fiscal 2013 results)

CO₂ emissions (fiscal 2013 results)

Fiscal 2013 CO₂ emissions by Tokio Marine Group overall versus a start-of-year target of 93,311 tons (maintaining the previous year's level) were 87,971 tons (Japan: 65,419 tons, overseas: 22,552 tons), or 94.3% of emissions in the previous year. The main causes of the decrease were the implementation of environmental burden reduction measures at each Group company and a reduction in the CO₂ emissions coefficient of Japanese power utilities.

Data cover rate

100% of Tokio Marine Group overall (employee base)(excluding business travel)

(Unit: tons)

		Fiscal 2011	Fiscal 2012	Fiscal 2013
CO ₂ emissions		75,277 (+2.2% from the previous year)	93,311 (+24.0% from the previous year)	87,971 (-5.7% from the previous year)
Domestic		59,919 (-0.5% from the previous year)	71,191 (+18.8% from the previous year)	65,419 (-8.1% from the previous year)
Overseas		15,358 (+14.1% from the previous year)	22,120 (+44.0% from the previous year)	22,552 (+2.0% from the previous year)
Scope 1	Direct (Gas, heavy oil, gasoline, etc.)	18,013 Domestic 14,785 Overseas 3,228	17,918 Domestic 14,371 Overseas 3,547	15,900 Domestic 11,969 Overseas 3,930
Scope 2	Indirect (Electricity, cold/hot water, etc.)	52,665 Domestic 42,139 Overseas 10,526	70,969 Domestic 53,772 Overseas 17,197	66,606 Domestic 50,543 Overseas 16,063
Scope 3	Other (Business travel (by air))	4,598 Domestic 2,995 Overseas 1,603 (Cover rate: 77.7%)	4,424 Domestic 3,048 Overseas 1,376 (Cover rate: 67.8%)	5,466 Domestic 2,907 Overseas 2,559 (Cover rate: 74.8%)
CO ₂ emissions per employee		2.44 (-1.6% from the previous year)	2.83 (+16.0% from the previous year)	2.64 (-6.7% from the previous year)
Number of employees (consolidated fiscal year base)		30,831	33,006	33,310

Environmental Burden Data (Tokio Marine Group consolidated companies)

	Units	Fiscal 2011	Fiscal 2012	Fiscal 2013
Electricity usage	1,000 kWh (GJ)	133,527 (480,699)	144,660 (520,775)	143,787 (517,632)
Gas usage	1,000 m ³ (GJ)	1,688 (72,133)	1,791 (76,821)	1,734 (74,149)
Steam and chilled/hot water usage	GJ	35,271	31,905	29,832
Gasoline usage	kℓ (GJ)	6,360 (220,053)	6,645 (229,920)	5,561 (192,395)
Business travel (by air)	1,000 km	39,482	44,969	41,584
Paper usage	t	9,132	9,784	9,550

Data calculation method

- The subject, activities and CO₂ emissions are pursuant to ISO 14064-1 and the "Calculation, Reporting and Publication System for Greenhouse Gas Emissions" based on the Act on Promotion of Global Warming Countermeasures.

CO₂ Emissions from Energy Sources (Tokio Marine & Nichido)

CO₂ emissions reduction targets

- Medium-term target (fiscal 2020): 40% reduction (compared with fiscal 2006 level)
- Long-term target (fiscal 2050): 60% reduction (compared with fiscal 2006 level)
- Reduction target in fiscal 2014: ±0% compared with fiscal 2013 (No increase from fiscal 2013)

CO₂ emissions (fiscal 2013 results)

Fiscal 2013 CO₂ emissions versus a start-of-year target of 53,150 tons (maintaining the previous year's level) were 50,642 tons, or 95.3% of emissions in the previous year. The main causes of the decrease were the implementation of environmental burden reduction measures at each Group company and a reduction in the CO₂ emissions coefficient of Japanese power utilities.

Data cover rate

51.8% of Tokio Marine Group overall (employee base)

(Unit: tons)

		Fiscal 2011	Fiscal 2012	Fiscal 2013
CO ₂ emissions		44,028 (-2.7% from the previous year)	53,150 (+20.7% from the previous year)	50,642 (-4.7% from the previous year)
Scope 1	Direct (Gas, heavy oil, gasoline, etc.)	8,908	8,605	8,393
Scope 2	Indirect (Electricity, cold/hot water, etc.)	33,619	42,818	40,560
Scope 3	Other (Business travel (by air))	1,501	1,727	1,689
CO ₂ emissions per employee		2.52 (-4.9% from the previous year)	3.07 (+21.8% from the previous year)	2.94 (-4.2% from the previous year)
Number of employees (consolidated fiscal year base)		17,509	17,320	17,248

Environmental Burden Data (Tokio Marine & Nichido)

	Units	Fiscal 2011	Fiscal 2012	Fiscal 2013
Electricity usage	1,000 kWh (GJ)	88,159 (317,374)	87,777 (315,997)	87,642 (315,512)
Gas usage	1,000 m ³ (GJ)	1,003 (42,459)	1,003 (42,689)	977 (41,361)
Steam/cryogenic energy usage, etc.	GJ	34,967	31,610	29,149
Gasoline usage	kℓ (GJ)	2,857 (98,866)	2,721 (94,138)	2,654 (91,822)
Business travel (by air)	1,000 km	3,670	5,726	5,502
Water usage	1,000 m ³	354	356	341
Paper usage	t	6,825	7,498	7,175
Waste	t	2,247	4,092	4,419
Recycling rate	%	69	62	51

Data calculation method

- The subject, activities and CO₂ emissions are pursuant to ISO 14064-1 and the "Calculation, Reporting and Publication System for Greenhouse Gas Emissions" based on the Act on Promotion of Global Warming Countermeasures.
- The figure for waste changed significantly due to expansion of the scope of reporting.

Human Rights and Labor

Data cover rate

Tokio Marine Group consolidated companies: 100% of Tokio Marine Group overall (employee base)

Domestic consolidated companies: 72.7% of Tokio Marine Group overall (employee base)

Tokio Marine & Nichido: 51.8% of Tokio Marine Group overall (employee base)

Basic Data

Number of employees (Tokio Marine Group consolidated companies)

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Total number of employees	30,831	33,006	33,310
Domestic	24,624	24,319	Male: 13,233 Female: 10,975 Overall: 24,208
Overseas	Asia: 2,229 North and Central Americas: 3,414 Europe: 564 Overall: 6,207	Asia: 2,468 North and Central Americas: 5,666 Europe: 553 Overall: 8,687	Asia: 2,569 North and Central Americas: 5,950 Europe: 583 Overall: 9,102

Basic employee data (Tokio Marine Group consolidated companies)

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Average age	-	-	Male: 46.1 Female: 36.7 Overall: 41.8
Average years continuously employed	-	-	Male: 11.6 Female: 9.9 Overall: 10.9
Average salary (Tokio Marine & Nichido)	Approx. 7,540 thousand yen	Approx. 7,630 thousand yen	Approx. 8,510 thousand yen

Utilizing Diverse Human Resources
Number of directors and managers (domestic consolidated companies)

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Directors (including executive officers)	-	Male: 148 Female: 5 Overall: 153	Male: 179 Female: 6 Overall: 185
General managers	-	-	Male: 608 Female: 21 Overall: 629
Section managers	-	-	Male: 2,776 Female: 191 Overall: 2,967
Managers (general managers and section managers) total	-	Male: 3,381 Female: 212 Overall: 3,593	Male: 3,384 Female: 212 Overall: 3,596

Number of Audit & Supervisory Board Members and Executive Officers (domestic consolidated companies, as of July 1, 2014)

	Male	Female	Total
Audit & Supervisory Board Members	32	3	35
Executive officers	67	4	71

Female Directors and Managers (Tokio Marine & Nichido, as of July 1, 2014)

Directors (including executive officers)	3 (5.6%)
General managers	10 (2.1%)
Section managers	155 (5.6%)
(Assistant managers)	371 (12.9%)

Number of employees using the system for continued employment of older employees (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
408	689	745

Rate of employment of persons with disabilities (domestic Group companies, as of June 1, 2014)

Fiscal 2011	Fiscal 2012	Fiscal 2013
2.08%	2.15%	2.20%

Work/Life Balance

Retiree rehiring system (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
26	7	8

Maternity leave system (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
405	438	432

Childcare leave system (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
Male: 17 Female: 613 Overall: 630	Male: 13 Female: 694 Overall: 707	Male: 13 Female: 754 Overall: 767

Short working hours system (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
501	631	730

Resumption of work support system (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
-	-	785

Spouse childbirth leave (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
-	-	22

Nursing care leave system (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
4	6	4

Nursing care temporary retirement system (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
-	-	2

Annual average actual working hours (Tokio Marine & Nichido)

Fiscal 2011	Fiscal 2012	Fiscal 2013
-	1,971.1 hrs.	1,970.0 hrs.

Number of annual paid leave days taken (Tokio Marine & Nichido)

Fiscal 2011	Fiscal 2012	Fiscal 2013
-	15.8 days	14.4 days

Number of thin-client terminal users (at home and/or out of office) (Tokio Marine & Nichido)

Fiscal 2011	Fiscal 2012	Fiscal 2013
-	5,092	4,210

Employee attitude survey (Tokio Marine & Nichido)

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Respondents	-	-	14,381 (Response rate: 73%)
Level of satisfaction	-	-	3.8/5.0 (Average: 3.2/5.0)

Occupational Health and Safety
Percentage of employees who received health check (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
99.6%	99.4%	99.7%

Industrial accidents (domestic consolidated companies)
(Occupational accidents)

Fiscal 2011	Fiscal 2012	Fiscal 2013
58	64	43

(Commuting accidents)

Fiscal 2011	Fiscal 2012	Fiscal 2013
48	60	63

Others
Labor union participation rate (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
79.8%	80.7%	79.8%

Human rights training participation rate (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
99.9%	99.9%	100.0%

Human rights training hours (Tokio Marine & Nichido)

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Total training hours	-	-	22,561 hrs.
Training hours per employee	-	-	1.0 hrs.

Job request system (job posting system) (Tokio Marine & Nichido, as of August 1, 2014)

Fiscal 2011	Fiscal 2012	Fiscal 2013
Applicants 303 Approval 127	Applicants 342 Approval 117	Applicants 241 Approval 107

Note: Approved requests take effect in the fiscal year after that of the application.

Local Community and Social Contribution Activities**Employee participation rate in volunteer activities (domestic consolidated companies)**

Fiscal 2011	Fiscal 2012	Fiscal 2013
59.8%	83.9%	77.2%

Number of employees who took volunteer leave (domestic consolidated companies)

Fiscal 2011	Fiscal 2012	Fiscal 2013
185	140	140

Donations (domestic consolidated companies, including monetary and in-kind donations by employees and agents)

Fiscal 2011	Fiscal 2012	Fiscal 2013
Approx. 896 million yen (includes disaster support of approx. 183 million yen)	Approx. 743 million yen (includes disaster support of approx. 40 million yen)	Approx. 780 million yen (includes disaster support of approx. 50 million yen)



Download the Sustainability Report in PDF

The web-based Sustainability Report has been compiled and can be viewed as a PDF file. Archives of past Sustainability and CSR reports can also be viewed in the "Back Numbers" section.

2014

All Pages	PDF 16,414KB
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By Category

Message from the President	PDF 174KB
Tokio Marine Group's CSR	PDF 1,738KB
CSR Booklet	PDF 200KB
Material Issue Environmental -Responding to Climate Change and Natural Disaster Risk-	PDF 2,856KB
Material Issue Social -Contributing to Local Communities and Society-	PDF 4,893KB
Material Issue Governance -Strengthening CSR Management-	PDF 2,546KB
Relations with Stakeholders	PDF 3,298KB
Management Information	PDF 635KB
CSR Library	PDF 1,480KB



CSR Booklet 2014: Caring for People

CSR Booklet 2014

PDF 8,943 KB

For inquiries concerning the Sustainability Report and CSR Booklet, please contact:

Tokio Marine Holdings, Inc.
 CSR Division, Corporate Planning Department
 1-2-1, Marunouchi, Chiyoda-ku, Tokyo, 100-0005 Japan
 Tel:+81-3-5223-1552
 Fax:+81-3-5223-3025
 E-mail: CSR@tokiomarinehd.com

Back Numbers

Sustainability and CSR Reports

Tokio Marine Group Sustainability Report 2013	PDF 10,780 KB
Tokio Marine Group Sustainability Report 2012	PDF 6,644 KB
Tokio Marine Group e-CSR report 2011	PDF 5,248 KB
Tokio Marine Group CSR report 2010	PDF 5,596 KB
Tokio Marine Group CSR report 2009	PDF 2,949 KB
Tokio Marine Group CSR report 2008	PDF 1,980 KB
Millea Group CSR Report 2007	PDF 3,770 KB
Millea Group CSR Report 2006	PDF 1,846 KB
Millea Group CSR Report 2005	PDF 1,076 KB



CSR Booklets


CSR Booklet 2013	 7,048 KB
CSR Booklet 2012 (Japanese only)	 8,360 KB
CSR Booklet 2011 (Japanese only)	 3,850 KB



Third-Party Assurance

Tokio Marine Holdings has received assurance from a third-party institution of the Tokio Marine Group *Sustainability Report 2014* with the aim of further improving the level of communication with stakeholders. By obtaining the external assurance, we will work to improve the quality of Tokio Marine Group sustainability reporting.

Note: The indicators covered by the assurance are Tokio Marine Group's CSR, Material Issue -Environmental-, Material Issue -Social-, Material Issue -Governance-, Relations with Stakeholders (Relations with Customers, Relations with Shareholders and Investors, Relations with Insurance Agents, Relations with Business Partners, Relations with Employees, and Relations with Local Communities and Society) and respective indicators presented in the CSR Library (CSR Performance Data).



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working world

Translation

The following is an English translation of an independent assurance statement 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 Assurance Report

Mr. Tsuyoshi Nagano
President
Tokio Marine Holdings, Inc.

Date: September 3, 2014

Kenji Sawami
Representative Director
Ernst & Young Sustainability Co., Ltd. Tokyo

We, Ernst & Young Sustainability Co., Ltd. have been commissioned by Tokio Marine Holdings, Inc. (hereafter the "Company") to provide limited assurance on the Key Sustainability Performance Indicators (hereafter the "Indicators") of the Company and its major subsidiaries for the year ended March 31, 2014 included in the Company's Sustainability Report 2014 posted on the Company's Web site (hereafter the "Report") as well as to determine whether the Company's self-declaration on the application level of the Global Reporting Initiative (hereafter the "GRI") conform to the criteria provided by the GRI.

1. **The Company's Responsibilities**
The Company is responsible for the preparation of the Report in accordance with the Company's policies and standards¹ as criteria.
¹ The Reporting Standards refer to the Environmental Reporting Guidelines 2012 (Published in April 2012 by Ministry of the Environment) , Sustainability Reporting Guidelines Version 3.1 (Revised in March 2011 by Global Reporting Initiative) , and the important information subject to disclosure are identified in accordance with the Sustainability Reporting Assurance and Registration Criteria. Standards for GHG calculation refer to the Company's standards which is found at web site (http://www.tokiomarinehd.com/en/social_respon/pdf/ghg.pdf).
2. **Our Independence and Quality Control**
We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. We apply International Standard on Quality Control 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.
3. **Our responsibilities**
Our responsibility is to express a limited assurance conclusion on the Key Sustainability Performance Indicators of the Company and its major subsidiaries for the year ended March 31, 2014 included in the Report based on the procedures we have performed and the evidence we have obtained.
We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements - Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000), issued by the International Auditing and Assurance Standards Board, Practical Guidelines for the Assurance of Sustainability Information, revised in December 2012 by the Japanese Association of Assurance Organizations for Sustainability Information and, in respect of CO₂ emissions, the International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements (ISAE 3410), issued by the International Auditing and Assurance Standards Board.
The summary of the procedures we performed for our assurance engagement is as follows:
 - Reading relevant documents with regard to the Company's Reporting Standards and the Company's policies and standards and inquiring of personal responsible thereof;
 - Reading relevant documents with regard to the design of the Company's internal control of the Indicators and inquiring of personal responsible thereof at the headquarters and the sites visited;
 - Performing analytical procedures of the Indicators at the headquarters and the sites visited (2 head offices of subsidiaries);and
 - Agreeing to supporting documents and recalculating with part of the Indicators at the headquarters and the sites visited on a test basis.
 - Reading relevant documents with regard to the Company's self-declaration on the GRI application level with the criteria provided by the GRI conforming to the criteria provided for by the GRI and inquiry of personal responsible thereof.

The procedures performed in a limited assurance engagement are more limited in nature, timing, or extent than a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is not as that obtained had we performed a reasonable assurance engagement.
4. **Conclusion**
Based on the assurance procedures performed, nothing has come to our attention that caused us to believe that the Indicators of the Company and its major subsidiaries for the year ended March 31, 2014 included in the Report were not measured and reported in accordance with the Company's policies and standards in all material respects as well as the self-declaration on the application level of GRI does not conform to the criteria provided for by the GRI.

Click on the image for an expanded view.

GRI Content Index

In *Sustainability Report 2014*, we provide information mainly about Tokio Marine Group's CSR activities that have a high degree of importance and that are highly relevant as topics.

- Global Reporting Initiative (GRI) *Sustainability Reporting Guidelines* Version 3.1
Application level: B+ (self-declared)

Item		Link	
1. Strategy and Analysis			
	1.1	Statement from the most senior decisionmaker of the organization about the relevance of sustainability to the organization and its strategy.	- Message from the President
	1.2	Description of key impacts, risks, and opportunities.	- Tokio Marine Group's Approach to CSR - CSR Material Issues of Tokio Marine Group - Plans and Results of CSR Initiatives - CSR Promotion Structure
2. Organizational Profile			
	2.1	Name of the organization.	- Management Information (About Tokio Marine Holdings)
	2.2	Primary brands, products, and/or services.	- Management Information (About Tokio Marine Holdings)
	2.3	Operational structure of the organization.	- Tokio Marine Group (Group List)
	2.4	Location of organization's headquarters.	- Management Information (About Tokio Marine Holdings)
	2.5	Number and names of countries where the organization operates.	- Tokio Marine Group (Group List)
	2.6	Nature of ownership and legal form.	- Management Information (About Tokio Marine Holdings)

Item			Link
	2.7	Markets served.	- Investor Relations (Financial Highlights)
	2.8	Scale of the reporting organization.	- Investor Relations (Financial Highlights)
	2.9	Significant changes during the reporting period regarding size, structure, or ownership.	- Editorial Policy (Scope of This Report)
	2.10	Awards received in the reporting period.	- External Evaluations and Awards
3. Report Parameters			
	Report Profile		
	3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	- Editorial Policy (Scope of This Report)
	3.2	Date of most recent previous report (if any).	- Editorial Policy (Dates of Publication)
	3.3	Reporting cycle	- Editorial Policy (Dates of Publication)
	3.4	Editorial Policy (Contact address)	- Editorial Policy (Contact Address)
	Report Scope and Boundary		
	3.5	Process for defining report content.	- Tokio Marine Group's Approach to CSR - CSR Material Issues of Tokio Marine Group - Stakeholder Engagement
	3.6	Boundary of the report.	- Editorial Policy (Scope of This Report)
	3.7	State any specific limitations on the scope or boundary of the report.	Not Applicable
	3.8	Basis for reporting on entities that can significantly affect comparability from period to period and/or between organizations.	Not Applicable
3.9	Data measurement techniques and the bases of calculations.	- Reduction of Environmental Burden (Initiatives toward Becoming Carbon Neutral)	
3.10		- Editorial Policy (Scope of This Report)	

Item		Link
	Reasons for any re-statements of information provided in earlier reports.	
3.11	Significant changes from previous reporting periods in 3.6 or 3.9.	Not Applicable
3.12	Table identifying the location of the Standard Disclosures in the report.	- GRI Content Index
3.13	Policy and current practice with regard to seeking external assurance for the report.	- Third-Party Assurance
4. Governance, Commitments and Engagement		
	Governance	
4.1	Governance structure of the organization.	- Corporate Governance
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	- About Us (Directors, Audit & Supervisory Board Members and Executive Officers)
4.3	State the number and gender of members of the highest governance body that are independent and/or non-executive members.	- Financial Statements
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	- Relations with Shareholders and Investors - Investor Relations (Shareholders' Meeting) - Communication with Employees
4.5	Linkage between compensation for management, and the organization's performance (including social and environmental performance).	- Corporate Governance (Compensation System) - Plans and Results of CSR Initiatives
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	- Corporate Governance
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	- Corporate Governance

Item			Link
	4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	- Tokio Marine Group's Approach to CSR
	4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance.	- CSR Material Issues of Tokio Marine Group - CSR Promotion Structure - Stakeholder Engagement
	4.10	Processes for evaluating the highest governance body's own performance.	- CSR Promotion Structure
Commitments to External Initiatives			
	4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	- Risk Management - Participation in External Initiatives (UNGC, UNEP FI) - CSR Promotion Structure
	4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	- Participation in External Initiatives (UNGC, UNEP FI) - UN Principles for Responsible Investment (UN-PRI)
	4.13	Memberships in associations and/or national/international advocacy organizations	- Participation in External Initiatives
Stakeholder Engagement			
	4.14	List of stakeholder groups engaged by the organization.	- Tokio Marine Group's Approach to CSR (Tokio Marine Group's Stakeholders) - Stakeholder Engagement - Fiscal 2013 CSR Dialogue - External Evaluations and Awards
	4.15	Basis for identification and selection of stakeholders with whom to engage.	- Tokio Marine Group's Approach to CSR (Tokio Marine Group's Stakeholders)
	4.16	Approaches to stakeholder engagement.	- Tokio Marine Group's Approach to CSR - Stakeholder Engagement - Response to Customer

Item		Link	
		Feedback - Relations with Shareholders and Investors - Relations with Insurance Agents - Communication with Employees	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to them.	- CSR Material Issues of Tokio Marine Group - Stakeholder Engagement - Response to Customer Feedback	
5. Management Approach and Performance Indicators			
Economic	Disclosure on Management Approach		
	Economic Performance	- Investor Relations (Corporate Strategy)	
	Market Presence	- Investor Relations (Corporate Strategy)	
	Indirect Economic Effects	- CSR Material Issues of Tokio Marine Group	
	Goals and Performance	- Plans and Results of CSR Initiatives	
	Policy	- Tokio Marine Group's Approach to CSR	
	Additional Contextual Information	-	
	Aspect: Economic Performance		
	EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	- Annual Report - Local Community and Social Contribution Activities - CSR Performance Data (Donations)
	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	- Plans and Results of CSR Initiatives - Responding to Climate Change and Natural Disaster Risk (Risks and Opportunities Associated with Climate Change)
EC3	Coverage of the organization's defined benefit plan obligations.	- Annual Report	

Item	Link		
	EC4	Significant financial assistance received from government.	Not Applicable
	Aspect: Market Presence		
	EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	-
	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	- Relations with Business Partners
	EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	-
	Aspect: Indirect Economic Effects		
	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit.	Challenging Social Issues (Cancer, Poverty) Growth of Young People (Participating in Room to Read's Educational Support Program in Developing Countries) Provision of Insurance Products and Services (Mega-Solar Package Program) Preservation of Biodiversity (Mangrove Planting Project)
	EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Challenging Social Issues (Poverty) Preservation of Biodiversity (Economic Benefits of Biodiversity and Ecosystems through Mangrove Planting)
	ENVIRONMENTAL	Disclosure on Management Approach	
		Materials	- Reduction of Environmental Burden (Energy Conservation and Resource Conservation Initiatives)
		Energy	- Reduction of Environmental Burden (Energy Conservation and Resource Conservation Initiatives)
		Water	- Reduction of Environmental Burden (Energy Conservation

Item		Link
		and Resource Conservation Initiatives)
	Biodiversity	- Preservation of Biodiversity
	Emissions, Effluents, and Waste	- Reduction of Environmental Burden (Initiatives toward Becoming Carbon Neutral)
	Products and Services	- Provision of Insurance Products and Services
	Compliance	- Reduction of Environmental Burden (Management Structure under an Environmental Management System)
	Transport	- Reduction of Environmental Burden (Energy Conservation and Resource Conservation Initiatives)
	Overall	- Reduction of Environmental Burden
	Goals and Performance	- Plans and Results of CSR Initiatives - CSR Performance Data (Environment)
	Policy	- Reduction of Environmental Burden (Management Structure under an Environmental Management System)
	Organizational Responsibility	- Reduction of Environmental Burden (Management Structure under an Environmental Management System)
	Training and Awareness	- Reduction of Environmental Burden (Raising Employees' Energy Conservation Awareness)
	Monitoring and Follow-Up	- Reduction of Environmental Burden (Management Structure under an Environmental Management System)
Aspect: Materials		
EN1	Materials used by weight or volume.	- CSR Performance Data (Environment)

Item		Link
EN2	Percentage of materials used that are recycled input materials.	-
Aspect: Energy		
EN3	Direct energy consumption by primary energy source.	- CSR Performance Data (Environment)
EN4	Indirect energy consumption by primary source.	- CSR Performance Data (Environment)
EN5	Energy saved due to conservation and efficiency improvements.	- Reduction of Environmental Burden (Energy Conservation Measures in Buildings and Facilities)
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	- Risk Research - Provision of Insurance Products and Services
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	- Reduction of Environmental Burden (Energy Conservation and Resource Conservation Initiatives)
Aspect: Water		
EN8	Total water withdrawal by source	- CSR Performance Data (Environmental Burden Data (Tokio Marine & Nichido))
EN9	Water sources significantly affected by withdrawal of water.	-
EN10	Percentage and total volume of water recycled and reused.	-
Aspect: Biodiversity		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Not Applicable
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	- Preservation of Biodiversity - Creating Mangrove Forests
EN13	Habitats protected or restored.	- Creating Mangrove Forests

Item	Link		
	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	- Preservation of Biodiversity - Creating Mangrove Forests
	EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not Applicable
	Aspect: Emissions, Effluents, and Waste		
	EN16	Total direct and indirect greenhouse gas emissions by weight.	- CSR Performance Data (Environment)
	EN17	Other relevant indirect greenhouse gas emissions by weight.	- CSR Performance Data (Environment)
	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	- Reduction of Environmental Burden (Energy Conservation Measures in Buildings and Facilities)
	EN19	Emissions of ozone-depleting substances by weight.	-
	EN20	NO, SO, and other significant air emissions by type and weight.	-
	EN21	Total water discharge by quality and destination.	-
	EN22	Total weight of waste by type and disposal method.	- CSR Performance Data (Environmental Burden Data (Tokio Marine & Nichido))
	EN23	Total number and volume of significant spills.	Not Applicable
	EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not Applicable
	EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not Applicable
Aspect: Products and Services			

Item	Link
<p>EN26</p> <p>Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.</p>	<p>- Preservation of Biodiversity - Preservation of Biodiversity (Mangrove Planting Project) - Provision of Insurance Products and Services</p>
<p>EN27</p> <p>Percentage of products sold and their packaging materials that are reclaimed by category.</p>	<p>Not Applicable</p>
<p>Aspect: Compliance</p>	
<p>EN28</p> <p>Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.</p>	<p>Not Applicable</p>
<p>Aspect: Transport</p>	
<p>EN29</p> <p>Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.</p>	<p>- CSR Performance Data (Environment)</p>
<p>Aspect: Overall</p>	
<p>EN30</p> <p>Total environmental protection expenditures and investments by type.</p>	<p>-</p>
<p>Labor Practices</p>	<p>Labor Practices and Decent Work</p> <p>Management Approach</p> <p>Employment - Fair and Honest Personnel Affairs</p> <p>Labor/Management Relations - Communication with Employees</p> <p>Occupational Health and Safety - Occupational Health and Safety</p> <p>Training and Education - Utilizing Diverse Human Resources - Development of Human Resources</p> <p>Diversity and Equal Opportunity - Work/Life Balance</p> <p>Equal Remuneration for Women and Men -</p> <p>Goals and Performance -</p>

Item		Link
	Policies	- Fair and Honest Personnel Affairs - Development of Human Resources - Utilizing Diverse Human Resources - Work/Life Balance - Occupational Health and Safety - Communication with Employees
	Organizational Responsibility	- Relations with Employees
	Training and Awareness	- Development of Human Resources
	Monitoring and Follow-Up	-
	Additional Contextual Information	-
Aspect: Employment		
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	- CSR Performance Data (Human Rights and Labor)
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	-
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	-
LA15	Return to work and retention rates after parental leave, by gender	- CSR Performance Data (Work/Life Balance)
Aspect: Labor/Management Relations		
LA4	Percentage of employees covered by collective bargaining agreements.	- CSR Performance Data (Labor union participation rate)
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	-
Aspect: Occupational Health and Safety		
LA6	Percentage of total workforce represented in formal joint management–worker health and	- Occupational Health and Safety - CSR Performance Data

Item			Link
		safety committees that help monitor and advise on occupational health and safety programs.	(Percentage of employees who received health check)
	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	- Occupational Health and Safety - CSR Performance Data (Industrial accidents)
	LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	- Occupational Health and Safety
	LA9	Health and safety topics covered in formal agreements with trade unions.	- Occupational Health and Safety
Aspect: Training and Education			
	LA10	Average hours of training per year per employee by gender, and by employee category.	-
	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	- Development of Human Resources - Utilizing Diverse Human Resources - CSR Performance Data (Job request system (job posting system)) - CSR Performance Data (Number of employees using the system for continued employment of older employees)
	LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	- Development of Human Resources
Aspect: Diversity and Equal Opportunity			
	LA13	Composition of governance bodies and breakdown of employees per category according to indicators of diversity.	- Utilizing Diverse Human Resources - CSR Performance Data (Number of directors and managers)
Equal Remuneration for Women and Men			
	LA14	Ratio of basic salary and remuneration of women to men by	-

Item			Link
		employee category, by significant locations of operation.	
Human Rights Performance Indicators	Human Rights Performance Indicators		
	Disclosure on Management Approach		
		Investment and Procurement Practices	- Participation in External Initiatives (UNGC, UNEP FI)
		Non-discrimination	- Respect for Human Rights
		Freedom of Association and Collective Bargaining	- Communication with Employees - Participation in External Initiatives (UNGC, UNEP FI)
		Child Labor	- Respect for Human Rights - Participation in External Initiatives (UNGC, UNEP FI)
		Forced and Compulsory Labor	- Respect for Human Rights - Participation in External Initiatives (UNGC, UNEP FI)
		Security Practices	- Respect for Human Rights
		Indigenous Rights	- Participation in External Initiatives (UNGC, UNEP FI)
		Assessment	- Respect for Human Rights
		Remediation	- Respect for Human Rights
		Goals and Performance	- Respect for Human Rights
		Policy	- Respect for Human Rights
		Organizational Risk Assessment	- Respect for Human Rights
		Impact Assessment	- Respect for Human Rights
		Organizational Responsibility	- Respect for Human Rights
		Training and Awareness	- CSR Performance Data (Human rights training participation rate and hours)
		Monitoring, Follow-Up and Remediation	- Respect for Human Rights
		Additional Contextual Information	
	Aspect: Investment and Procurement Practices		
HR1			

Item		Link
	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	- Participation in External Initiatives (UNGC, UNEP FI) - Respect for Human Rights
HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken.	-
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations.	- Respect for Human Rights - CSR Performance Data (Human rights training participation rate and hours)
Aspect: Non-discrimination		
HR4	Total number of incidents of discrimination and corrective actions taken.	Not Applicable
Aspect: Freedom of Association and Collective Bargaining		
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Not Applicable
Aspect: Child Labor		
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Not Applicable
Aspect: Forced and Compulsory Labor		
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Not Applicable
Aspect: Security Practices		
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of	-

Item	Link		
		human rights that are relevant to operations.	
	Aspect: Indigenous Rights		
	HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not Applicable
	Assessment		
	HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	-
	Remediation		
	HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	-
Society Performance Indicators	Society Performance Indicators		
	Disclosure on Management Approach		
		Local Communities	- Local Community and Social Contribution Activities
		Corruption	- Compliance
		Public Policy	-
		Anti-Competitive Behavior	- Compliance
		Compliance	- Compliance
		Goals and Performance	- Plans and Results of CSR Initiatives - Local Community and Social Contribution Activities
		Policy	- Compliance - Material Issue - Social
		Organizational Responsibility	- Compliance - Local Community and Social Contribution Activities
		Training and Awareness	- Compliance
		Additional Contextual Information	

Item	Link	
Aspect: Local Communities		
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	- Local Community and Social Contribution Activities - Challenging Social Issues - Poverty
SO9	Operations with significant potential or actual negative impacts on local communities.	Not Applicable
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Not Applicable
Aspect: Corruption		
SO2	Percentage and total number of business units analyzed for risks related to corruption.	- Compliance
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	- Compliance
SO4	Actions taken in response to incidents of corruption.	Not Applicable
Aspect: Public Policy		
SO5	Public policy positions and participation in public policy development and lobbying.	-
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	-
Aspect: Anti-Competitive Behavior		
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	Not Applicable
Aspect: Compliance		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Not Applicable

Item	Link	
Product Responsibility Performance Indicators	Product Responsibility Performance Indicators	
	Disclosure on Management Approach	
	Customer Health and Safety	-
	Product and Service Labeling	- Basic Policies for Protection of Customers' Interests - Quality Improvement Initiatives - Information Disclosure
	Marketing Communications	- Basic Policies for Protection of Customers' Interests - Quality Improvement Initiatives
	Customer Privacy	- Response to Customer Feedback - Information Security
	Compliance	- Compliance
	Goals and Performance	- Plans and Results of CSR Initiatives
	Policy	- Basic Policies for Protection of Customers' Interests - Information Security (Privacy Policy)
	Organizational Responsibility	- Response to Customer Feedback
	Training and Awareness	- Quality Improvement Initiatives - Relations with Insurance Agents - Compliance (Compliance Training)
	Monitoring and Follow-Up	- Response to Customer Feedback - Information Security (Acquisition of External Certification)
	Additional Contextual Information	-
	Aspect: Customer Health and Safety	
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services	

Item		Link
	categories subject to such procedures.	
PR2	Total number of incidents of noncompliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	-
Aspect: Product and Service Labeling		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	-
PR4	Total number of incidents of noncompliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	-
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	- Response to Customer Feedback
Aspect: Marketing Communications		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	- Response to Customer Feedback
PR7	Total number of incidents of noncompliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not Applicable
Aspect: Customer Privacy		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	- Response to Customer Feedback - Information Security
Aspect: Compliance		

Item			Link
	PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	Not Applicable
Financial Services Sector Supplement			
Item			Link
	Disclosure on Management Approach		
		Audit	- Compliance
		Active Ownership	- Environment Investment
		Compliance	- Compliance
		Goals and Performance	- Plans and Results of CSR Initiatives
		Policy	- Tokio Marine Group's Approach to CSR - Basic Policies for Protection of Customers' Interests
		Organizational Responsibility	- Compliance
		Training and Awareness	- Response to Customer Feedback - Relations with Insurance Agents
		Additional Contextual Information	-
	Aspect: Product Portfolio		
	FS1	Policies with specific environmental and social components applied to business lines.	- Tokio Marine Group's CSR - CSR Material Issues of Tokio Marine Group
	FS2	Procedures for assessing and screening environmental and social risks in business lines.	- CSR Material Issues of Tokio Marine Group (Process for Specifying CSR Material Issues of Tokio Marine Group) - CSR Promotion Structure - Risk Research - Risk Management - Environmental Investment
	FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions.	- Relations with Business Partners - Relations with Customers - Compliance

Item			Link
	FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	-
	FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities.	- External Evaluations and Awards - Relations with Shareholders and Investors - Relations with Customers - Relations with Business Partners
	FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	- Investor Relations (Financial Highlights)
	FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	- Challenging Social Issues – Poverty - Provision of Insurance Products and Services (Mega-Solar Package Program)
	FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	- Provision of Insurance Products and Services (Mega-Solar Package Program) - Environmental Investment (Launching a Solar Energy Fund) - Consulting
Aspect: Audit			
	FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures.	- Risk Management - Third-Party Assurance
Aspect: Active Ownership			
	FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues.	-
	FS11	Percentage of assets subject to positive and negative environmental or social screening.	- Environmental Investment (Launching a Solar Energy Fund)
	FS12	Voting policy(ies) applied to environmental or social issues for	-

Item		Link
	shares over which the reporting organization holds the right to vote shares or advises on voting.	
Aspect: Community		
FS13	Access points in low-populated or economically disadvantaged areas by type.	- Challenging Social Issues (Poverty)
FS14	Initiatives to improve access to financial services for disadvantaged people.	- Provision of Insurance Products and Services (Participation in the World Bank's Pacific Disaster Risk Financing Pilot Program) - Challenging Social Issues (Poverty)
Aspect: Product and Service Labeling		
FS15	Policies for the fair design and sale of financial products and services.	- Relations with Customers - Tokio Marine & Nichido (Respond to customer trust) (in Japanese)
FS16	Initiatives to enhance financial literacy by type of beneficiary.	- Relations with Customers - Tokio Marine & Nichido (Respond to customer trust) (in Japanese)



Recognition about ISO 26000

ISO 26000, the international standard concerning the social responsibility of organizations, was issued in November 2010.

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 CSR issues and makes efforts to improve them. Below are website links to the pages introducing Tokio Marine Group's initiatives for addressing issues described in the ISO 26000 standard.

The Seven Core Subjects of ISO 26000 and Tokio Marine Group's Initiatives

Core issues	Organizational governance	Link
		<ul style="list-style-type: none"> - CSR Promotion Structure - Corporate Governance - Internal Control Systems - Stakeholder Engagement
Core issues	Human rights	
Issue 1	Due diligence	<ul style="list-style-type: none"> - Tokio Marine Group's Approach to CSR - Participation in External Initiatives The United Nations Global Compact - Respect for Human Rights - Compliance - Fair and Honest Personnel Affairs
Issue 2	Human rights risk situations	
Issue 3	Avoidance of complicity	
Issue 4	Resolving grievances	
Issue 5	Discrimination and vulnerable groups	
Issue 6	Civil and political rights	
Issue 7	Economic, social and cultural rights	
Issue 8	Fundamental principles and rights at work	



Core issues	Labour practices	
Issue 1	Employment and employment relationships	- Relations with Employees
Issue 2	Conditions of work and social protection	
Issue 3	Social dialogue	
Issue 4	Health and safety at work	
Issue 5	Human development and training in the workplace	
Core issues	The environment	
Issue 1	Prevention of pollution	- Environmental - Local Community and Social Contribution Activities - Creating Mangrove Forests
Issue 2	Sustainable resource use	
Issue 3	Climate change mitigation and adaptation	
Issue 4	Protection of the environment, biodiversity and restoration of natural habitats	
Core issues	Fair operating practices	
Issue 1	Anti-corruption	Tokio Marine Group's Approach to CSR - Governance - Compliance - Relations with Customers - Relations with Business Partners
Issue 2	Responsible political involvement	
Issue 3	Fair competition	
Issue 4	Promoting social responsibility in the value chain	
Issue 5	Respect for property rights	



Core issues	Consumer issues	
Issue 1	Fair marketing, factual and unbiased information and fair contractual practices	- Compliance - Information Security - Relations with Customers - Relations with Insurance Agents
Issue 2	Protecting consumers' health and safety	
Issue 3	Sustainable consumption	
Issue 4	Consumer service, support, and complaint and dispute resolution	
Issue 5	Consumer data protection and privacy	
Issue 6	Access to essential services	
Issue 7	Education and awareness	
Core issues	Community involvement and development	
Issue 1	Community involvement	- Local Community and Social Contribution Activities - Creating Mangrove Forests
Issue 2	Education and culture	
Issue 3	Employment creation and skills development	
Issue 4	Technology development and access	
Issue 5	Wealth and income creation	
Issue 6	Health	
Issue 7	Social investment	



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