



## SUSTAINABILITY REPORT 2016

*To Be a **Good Company***

**Tokio Marine Group's CSR**

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# Tokio Marine Group's CSR



We introduce Tokio Marine Group's CSR approach and strategies, CSR promotion structure, stakeholder engagement, plans and results, external evaluations and awards and participation in initiatives.

## Top Message >>

A message from Tsuyoshi Nagano, President and Group CEO.

## Tokio Marine Group's Approach to CSR >>

With the aim of being a Good Company trusted by all people and society, Tokio Marine Group implements its Corporate Philosophy based on the Tokio Marine Group CSR Charter.

## Group Core CSR Themes and Materiality >>

We identified materiality and are working toward value creation in each of the three core CSR themes of "Providing Safety and Security," "Protecting the Earth" and "Supporting People."

## Relationship between Group Initiatives and SDGs >>

Tokio Marine Group will contribute to the United Nations Sustainable Development Goals (SDGs) based on four activity themes.

## CSR Promotion Structure and Initiatives for Permeating CSR within the Group >>

We introduce the CSR promotion structure and initiatives for permeating CSR within the Group.

## Stakeholder Engagement >>

We introduce our structure for stakeholder engagement and include specific examples.

## **Plans and Results of CSR Initiatives**



We introduce the mid-term business plan and the initiative plans and results of each fiscal year.

## **External Evaluations and Awards and Participation in Initiatives**

We introduce external evaluations and awards as well as our participation in initiatives.

## Top Message

### Toward a Safe, Secure and Sustainable Future



With the adoption of the Sustainable Development Goals (SDGs) at the United Nations Summit in September 2015, there are rising expectations that companies will work together with governments and municipalities, NPOs and citizens to proactively contribute to resolving societal issues. Tokio Marine Group believes CSR is synonymous with the implementation of its Corporate Philosophy and that promoting efforts to solve societal issues will lead to the Group's sustainable growth. For these reasons, under our "To Be a Good Company 2017" mid-term business plan, which we launched in fiscal 2015, we have set "Providing Safety and Security," "Protecting the Earth" and "Supporting People" as our core CSR themes and will promote CSR with the participation of all employees. Additionally, our self-motivated employees will act with integrity and compassion, and as this spreads throughout organizations and the entire Group, we believe that it will create a virtuous cycle of developing innovative products and services along with contributing to local communities and society. By implementing these initiatives, we aim to become a "Good Company" that is trusted by all people and society.

## Providing Safety and Security

The Sendai Framework for Disaster Risk Reduction 2015-2030 was adopted in 2015 with the aim of mitigating damages from natural disasters and other causes. Moreover, amid the rise of risks other than natural disasters, including geopolitical risks, it is necessary to develop appropriate risk management solutions and build safe and secure communities. To ensure it can properly support customers and society even amid these changes, Tokio Marine Group provides safety and security throughout all its business activities. This includes carrying out industry-academia collaborative research, offering products and services to prepare for a variety of risks, participating in international initiatives, continuously supporting reconstruction of disaster-stricken regions in collaboration with partners and conducting on-site Disaster Prevention Lessons for school children.

### Industry-Academia Collaborative Research

Responding to climate change and natural disasters is a high-priority issue for Tokio Marine Group from the perspective of enterprise risk management. Accordingly, Tokio Marine Group has been promoting research on climate change and natural disaster risk through industry-academia collaborative research in cooperation with world-class research institutions that include The University of Tokyo (since 2005), Nagoya University (since 2007), Tohoku University (since 2011) and Kyoto University (since 2012). In undertaking this research, we strive to ascertain details of forecasts for damage caused by any natural disasters that could possibly occur in the future. From fiscal 2016 onward, we will continue and enhance industry-academia collaborative research and strive to utilize our research outcomes for sophisticating hazard maps in local communities and for use in evacuation plans of local governments to raise safety and security in regional communities. In March 2016, Tokio Marine & Nichido, together with Tohoku University, convened a forum entitled Five Years after the Great East Japan Earthquake, a Disaster We Will Never Forget, where we publicly presented our achievements on industry-academia collaborative earthquake and tsunami risk assessment. At the same time, we shared the thoughts of municipalities, companies, NPOs and insurance agents toward the reconstruction of disaster-stricken areas as well as disaster prevention.

### Participation in International Initiatives

To raise the resilience of society as a whole to natural disasters and contribute to resolving disaster issues and mitigating damages,

Tokio Marine Group participates in the United Nations Office for Disaster Risk Reduction (UNISDR) Private Sector Alliance for Disaster Resilient Societies (ARISE) as well as in ClimateWise and The Geneva Association Extreme Events and Climate Risk (EE+CR) working group, as we make efforts to promote global disaster prevention.

### **Products and Services**

Besides paying insurance claims to customers when disasters or accidents occur, Tokio Marine Group also aims to reduce burdens on customers at the time of loss. We offer expert advice to expedite business resumption, assist corporate customers in designing optimal business continuity plans (BCP) and provide individual customers with solutions to promote healthy living, among others. Tokio Marine Group also provides products that offer safety and security to people who were previously uninsured. These products include *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; products related to Life Insurance Revolution to Protect One's Living that respond to needs associated with longer lifespans accompanying the declining birth rate and aging population; and weather insurance and microinsurance targeting farmers and low-income earners in India who suffer from poverty.

We are also moving ahead in offering products and services that anticipate the changing business environment and customer needs that include such technological innovations as *Drive Agent* and "Participation in demonstration tests on public roads for autonomous vehicles" as well as "a new type of overseas travel insurance for foreign tourists visiting Japan."

### **Earthquake Reconstruction Support and Disaster Prevention Awareness and Education**

Tokio Marine Group is continuing its support to the Tohoku Region affected by the Great East Japan Earthquake through a variety of activities that include support of the Ten-Year Restoration Project of the Coastal Forests of Tohoku Region, volunteer reconstruction support activities by employees and agents in affected areas and offering lunch menus from disaster-stricken regions at employee cafeterias with charitable donations. These support efforts are driven by our determination to "never forget the event at any cost and continue to do whatever we can do even in any small way." On March 11, 2016, which marked five years since the Great East Japan Earthquake, I personally visited Sendai in the disaster-stricken region and by sharing the sorrow of this disaster across Japan, I have strengthened my own desire to build a truly strong and friendly "Good Company" that stands ready to face the next disaster. For the Kumamoto earthquakes that struck in April 2016, the entire company worked as one to ensure swift claim payments to customers while new employees of Tokio Marine & Nichido participated in various volunteer activities. Additionally, we delivered relief funds donated by domestic and overseas Group companies and their employees and agents to affected local governments. Moreover, to ensure future generations are prepared for the next disasters and can protect themselves, we also actively hold Disaster Prevention Lessons conducted by employees who visit schools as volunteer instructors targeting mainly elementary school children.

## **Protecting the Earth**

Tokio Marine Group undertakes the Green Gift Project\*<sup>1</sup> for protecting the earth together with its customers as it carries out a variety of environment-protection activities in Japan and overseas through its products and services. Mangrove planting commenced by Tokio Marine & Nichido in 1999 has become a project that symbolizes Tokio Marine Group's CSR activities and now includes volunteer tree-planting tours with the participation of domestic and overseas Group employees. Additionally, Tokio Marine Group consumes large amounts of paper resources and energy in its own business activities and is continually aware of the environmental burden of these activities. At the same time, we have implemented the ISO 14001 environmental management system and our unique Green Assist environmental management system as we continually work to reduce consumption of these resources. Tokio Marine Group also promotes a variety of other measures to protect the earth as a global insurance company that gives thought to the future of our planet and acts responsibly.

### **Products and Services**

Tokio Marine & Nichido initiated the Green Gift Project in 2009 based on the concept of "implementing environmental protection activities together with customers," and this project has been the driving force for mangrove planting. In October 2013, the scope of this project was expanded to include natural conservation activities throughout Japan. In this manner, we are protecting the natural environment in Japan and abroad as a member of society together with residents in each community. In October 2016, we changed the name of these environmental activities in Japan to the Green Gift Planet GENKI Program. In doing, so we aim to carry out activities that are close to our customers and local communities and make further efforts to promote environmental protection. The Group's initiatives for protecting the earth's environment through its main businesses also extend across various nations. As one example, in 2015 U.S.-based Philadelphia Insurance Companies (PHLY) newly commenced the "PHLY 80K Trees" tree planting program, which contributes to

disaster prevention and mitigation, inspired by Tokio Marine & Nichido's Green Gift Project.

### **Reducing the Environmental Footprint and Becoming Carbon Neutral**

Tokio Marine Group promotes such initiatives as conserving electricity and energy, raising business efficiency by using tablet devices and promoting paperless operations. At the same time, the entire Group (consolidated basis) achieved carbon neutral status\*2 in fiscal 2011 as well as in the three consecutive years from fiscal 2013 to 2015 by offsetting the CO<sub>2</sub> emissions generated by its business activities with CO<sub>2</sub> absorption and fixation through means such as the Mangrove Planting Project and acquisition of Tradable Green Certificates. In the future as well, Tokio Marine Group will continue efforts to reduce its environmental footprint and to realize carbon neutral status.

### **Our Passion Embodied in Mangrove Planting**

This year the Mangrove Planting Project marked its 18th year following its launch in 1999, and as of the end of March 2016, a total of 9,474 hectares of mangrove forest have been planted, which has generated economic value of around 35 billion yen and brought positive effects to the mangrove forests and the approximately 1.25 million people living in the surrounding regions. Mangroves play a diverse range of roles. These include mitigating the advance of global warming by absorbing and fixing large volumes of CO<sub>2</sub>, preserving biodiversity and serving as a habitat for shellfish, shrimps, crabs and fish, and also functioning as green levees that protect communities from tsunamis and storms. Mangroves also provide fishery, forestry resources and other resources indispensable to the lives of residents in local communities and contribute to stabilizing and improving standards of living. Tokio Marine Group aims to continue the Mangrove Planting Project, which protects the future of the earth, for 100 years.

### **Environmental Awareness and Education**

Tokio Marine Group promotes an array of environmental awareness and education activities that include the Green Lessons that provide fun learning about global environmental protection and mangrove planting to elementary school children and that are led by employees who are dispatched to schools. We also hold the Children's Environmental Award program that solicits essays and paintings from children across Japan and invites the winners of the contest and their parents to join the Iriomote Island Ecological Experience Tour. Other activities include holding the Marunouchi Citizens Environmental Forum, a social and environmental awareness seminar.

## **Supporting People**

The insurance business has been called a "people's business." For those of us who handle the intangible product of insurance, our employees and the trust built between people are everything. Valuing and continually supporting people are essential for Tokio Marine Group to earn the trust of all people and society, achieve sustainable growth and continuously create value for society. Therefore, Tokio Marine Group will make efforts to support a diverse range of people that include youth, the elderly and persons with disabilities and athletes.

### **Youth Development**

Tokio Marine Group is promoting youth development through a variety of programs. These include developing junior swimmers through support of the Japan Swimming Federation; helping young people grow, encouraging international cultural exchange and promoting sports in the local community through the Tokio Marine Kagami Memorial Foundation and Tokio Marine & Nichido Educational Development Fund; and providing support for the education of girls in India, Bangladesh and Vietnam via the non-governmental organization (NGO) Room to Read.

### **Support for the Elderly, Persons with Disabilities and Athletes**

Tokio Marine Group provides various support for the elderly, persons with disabilities and athletes. This support includes conducting courses for its employees to foster dementia care supporters, providing support for the Special Olympics through volunteers from Group companies in Japan and overseas and supporting the Japan Deafblind Association. Additionally, in June 2016 we began newly supporting the Japanese Para-Sports Association as we contribute to the further spread and development of sports for the disabled. In the run-up to the 2020 Tokyo Olympics and Paralympics, we will support the challenges of athletes, people and society for a safe and secure competition not only to ensure the success of the games, but also for making these games a glorious cornerstone for Japan's future 100 years from now.

## Strengthening CSR Management

Tokio Marine Group endorsed the United Nations Global Compact (UNGC) in 2005 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 fulfil, 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). Additionally, three Group companies, beginning with Tokio Marine Asset Management, are signatories to The Principles for Sustainable Insurance (PSI) of the UNEP FI.

Tokio Marine Group will continue responding to environmental, social and governance (ESG) issues. To ensure we are a company that continues serving a useful purpose during times of need, we will also promote diversity and sound management that enables Tokio Marine Group employees, who are working to solve social issues worldwide, to play active roles regardless of their nationality, gender, age or whether they have disabilities. Although only at the midpoint, a variety of our initiatives have already been recognized. For example, Tokio Marine Holdings was selected by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange as a 2016 Health & Productivity Stock Selection and was also chosen a Nadeshiko Brand for fiscal 2015.

The "Tokio Marine Group CEO Recognition for CSR", which was established in 2015, commends outstanding CSR initiatives by all Group companies and their employees in Japan and overseas with the aim of fostering a corporate culture in which each employee engages in CSR as his/her own issue and ensure this contributes to the community and helps create corporate value. In fiscal 2015, the employee participation rate (total) in community social contribution activities for Tokio Marine Group (domestic) was 131.3%. We therefore achieved the fiscal 2015 annual target of 100%. Tokio Marine Group enhances CSR/ESG information disclosure, which includes the publication of its Integrated Annual Report mainly targeting investors in August 2016 as it communicates its initiatives for the Group's sustainable value creation. I hope that the Tokio Marine Group CSR Booklet 2016 Together into the Future, which explains the Group's CSR story in an easy-to-understand manner, along with the Sustainability Report, which provides a detailed explanation of CSR strategies together with data, are helpful in enhancing your understanding of the Tokio Marine Group's initiatives toward ESG.

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 its various stakeholders.

September 2016



President and Group CEO  
Tokio Marine Holdings, Inc.

\*1 Green Gift Project: This project offers customers an option to choose Web-based insurance contracts (clauses) on our website rather than paper-based contracts in brochure form to reduce paper consumption. Tokio Marine & Nichido donates a portion of the amount saved through reduced paper use to support environmental protection activities in and outside Japan.

\*2 Carbon neutral means that CO<sub>2</sub> emitted in the course of a company's business activities is equivalent to the converted volume of CO<sub>2</sub> reduced by the use of natural energy and the acquisition of emissions credits by such a company and absorbed and fixed by way of mangrove planting.



# Tokio Marine Group's Approach to CSR

## **Aiming to Be a “Good Company” Trusted by All People and Society**

Tokio Marine Group has provided “safety and security” 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. In the future as well, we will work to solve various social issues and continuously raise the Group’s corporate value while contributing to a safe, secure and sustainable future. By doing so, we aim to become a “Good Company” that is trusted by all people and society.

## **Focusing on Three Core CSR Themes and Promoting Initiatives in Collaboration with Stakeholders**

Tokio Marine Group has set “Providing Safety and Security,” “Protecting the Earth” and “Supporting People” as its three core CSR themes and is promoting CSR in collaboration with a variety of stakeholders.

➤ [Group Core CSR Themes and Materiality](#)

## **Executing our Corporate Philosophy Based on the Tokio Marine Group CSR Charter**

For Tokio Marine Group, CSR represents the implementation of the Corporate Philosophy. In keeping with the Tokio Marine Group CSR Charter, which serves as behavioral guidelines for implementing CSR, all our self-motivated employees will continually act with integrity and compassion using their unique ideas to provide stakeholders with even better value.

## **Respect for International Codes of Conduct and Human Rights**

Tokio Marine Group supports and respects the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO Core Labour Standards, UN Guiding Principles on Business and Human Rights, 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.

➤ [External Evaluations and Awards and Participation in Initiatives \(United Nations Global Compact\)](#)

# Tokio Marine Group's Approach to CSR

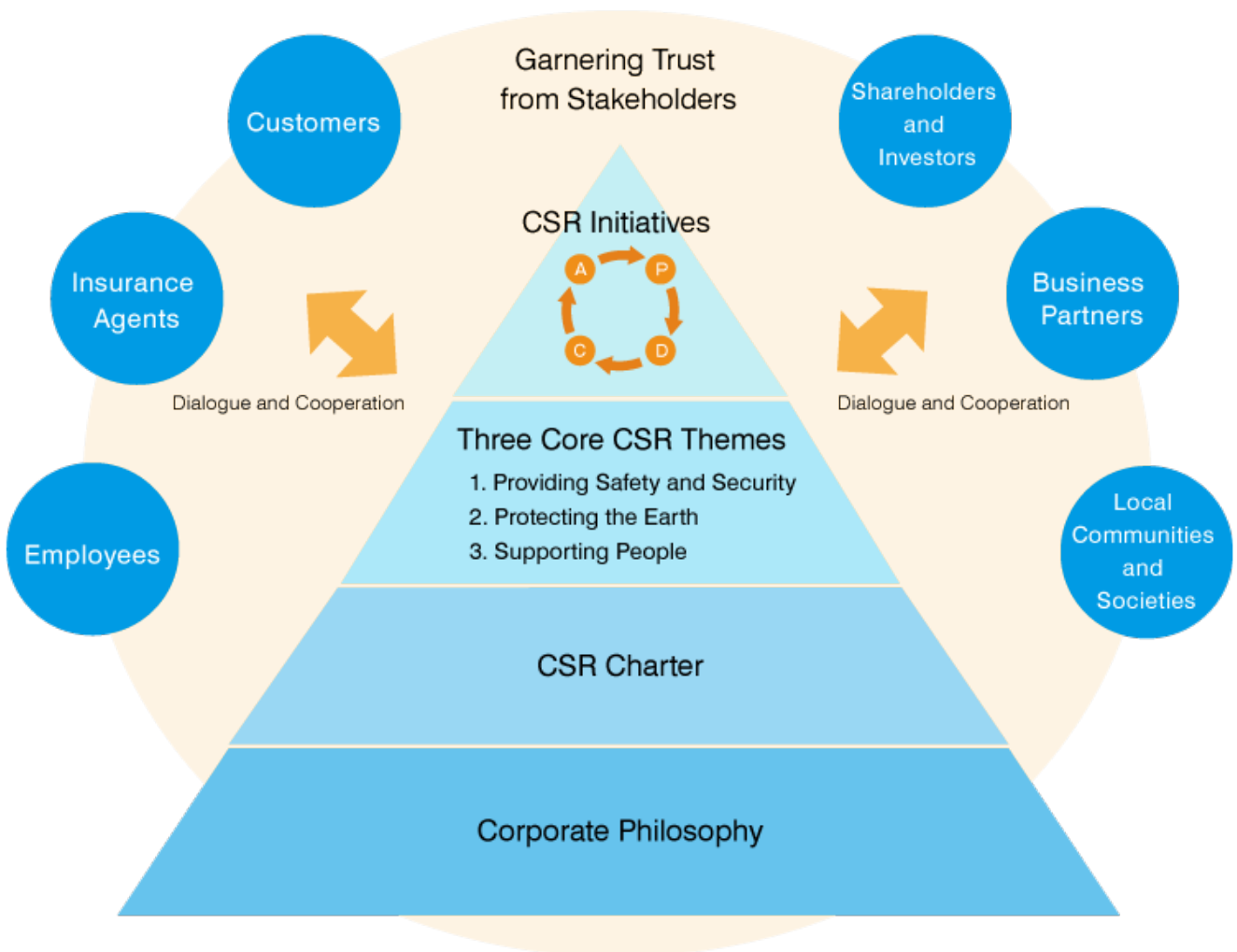
**Toward a safe, secure and sustainable future**



Resolving social issues

Continuously enhancing corporate value

*To Be a **Good Company***



## Tokio Marine Group Corporate Philosophy

With customer trust as the foundation of all its activities, Tokyo 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.

# Aiming to Be a Good Company

## Initiatives in Japan

The driving force of Tokio Marine Group's value creation is the strength of its people, those who embody the Group's spirit and hold the power to create value. Within our corporate culture that encourages ongoing self-improvement, all employees earnestly consider what we should do to become a "Good Company" as their own matter and then implement a variety of initiatives throughout Japan. The starting point of these efforts is the principle of openness and dynamism.

### 1. Formulation of Group Message "To Be a Good Company"

We encouraged in-house *Majikira* discussions (a venue for discussing serious topics in an open, frank and creative manner) to consider what we should do to become a "Good Company" and we formulated the Group message "Continually Aim to Be a 'Good Company'" as watchwords shared by all Group employees to express externally our determination to continually aim to be a "Good Company." To communicate "Our Aspired Shape" that is embodied in the Group message, we are using this identical logo where there are various points of customer contact such as on business cards, websites and business forms of each Group company.

At the same time, we formulated explanatory notes to ensure that each Tokio Marine Group employee can understand the feelings embodied in the Group message and talk about the message with the same feelings. These notes are posted on our website and on the backside of business cards as part of efforts to widely convey our Group message to as many people as possible, including to customers and society.

## *To Be a Good Company*

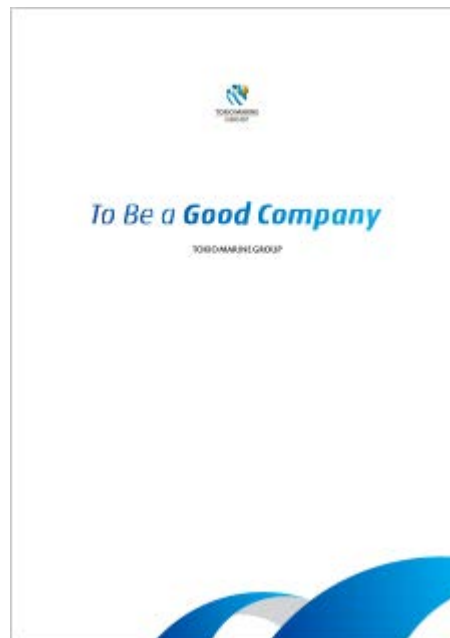
「いざ」というとき、お役に立ちたい。  
万が一のときも、新たな一歩を踏み出すときも。  
お客様と社会のあらゆる「いざ」を支える、強くやさしい存在でありたい。  
この思いを日々の行動として積み重ね、  
すべての人や社会から信頼される良い会社「Good Company」を目指し、  
挑戦を続けてゆきます。  
東京海上グループ

## 2. Discussions in Each Region

We created the To Be a Good Company card and the To Be a Good Company booklet as tools for encouraging *Majikira* discussions, which are convened in regions across Japan. The card contains the intent and feelings behind the formulation of the Group message, explanatory notes and group graphic, and the booklet contains the path walked by the Tokio Marine Group since its establishment. These will be used as tools allowing each employee to feel the “Tokio Marine Group Spirit” and to proactively think about what should be done so that we become a “Good Company” and for deepening discussions on this topic with surrounding members.



“To Be a Good Company” card



“To Be a Good Company” booklet

## 3. Dialogue with Management

In addition to *Majikira* discussions convened in regions across Japan, management staff of Group companies directly visited each region to participate in dialogue. Tokio Marine & Nichido held these dialogues in the form of “President’s visits to departments and branches” and “Dialogue with executives.” During fiscal 2015, “President’s visits to departments and branches” were implemented 14 times, including two visits to Group companies. Meanwhile, “Dialogue with executives” was held 19 times, with the participation of 399 employees. These dialogues provided employees with an opportunity for direct dialogue with management, with whom they ordinarily have little contact in their daily business duties. This interaction helped employees raise motivation toward their work, promoted an understanding of company policies and measures and spurred the creative initiative of each employee, which also led to opportunities for drawing out the self-initiative of employees. On the other hand, this dialogue enables management to better understand the opinions of employees and helps with management decisions and therefore serves as a useful venue for both management and employees.



## 4. Initiatives of the Challenge Promotion Campaign

In August 2015, Tokio Marine & Nichido commenced the Challenge Promotion Campaign, a project for promoting and supporting each and every challenge toward becoming a “Good Company.” Under this campaign, Tokio Marine & Nichido is proactively promoting initiatives such as the following to create a corporate culture in which the entire Group works as one and continually takes on challenges through efforts by every person to meet challenges, share excellent initiatives that transcend organizations and departments, and mutually praise each other.



### Initiatives toward customers

- Develop “Challenge Series” advertisements, implement various types of campaigns.

### Initiatives for promoting and supporting challenges undertaken by employees and agents

- Share good examples through the internal portal site “Everyone’s Challenge” and public relations magazines.
- Implement the Challenge Promotion Competition that commends initiatives for three reforms (reform of working styles, reform of method of being selected, continual reforms of good corporate culture) at all branches.
- Develop various merchandise and tools that liven up the Challenge Promotion Campaign and support customers’ challenges.

As a part of the Challenge Promotion Campaign, the company implements initiatives for supporting the Tokyo 2020 Olympic and Paralympic Games and regional revitalization.

Tokio Marine & Nichido Life, in collaboration with TMNF, is also carrying out the Challenge Promotion Campaign with the aim of becoming a Good Company that is trusted by all people and society.

➤ Appointed as a Gold Partner (Non-life Insurance) of the Tokyo 2020 Olympic and Paralympic Games

## Overseas Initiatives

1. Communicate the Tokio Marine Group’s shared vision “To be a ‘Good Company’” in each region.

We are creating videos and booklets (multilingual) as support tools for deepening the understanding of and promoting discussions about “To be a Good Company”, the shared vision of Tokio Marine Group, throughout the world. The videos and booklets explain the Good Company vision and provide examples from across the Group. Beginning in 2015, the CEOs of some Group Companies each talked about their own respective thoughts about a Good Company, and their messages were distributed across the entire Group. Additionally, we established the Good Company Awards, which recognize superior achievement pursuing the values of a Good Company and the employees who promote these. These were recognized in the three categories that together form the Good Company concept: “Look Beyond Profit,” “Empower Our People” and “Deliver on Commitments.” At a ceremony held in April 2016, Group CEO Tsuyoshi Nagano presented trophies to 12 award winners who came to the Headquarters in Japan for the event.



Video



Booklet



Good Company Award

## 2. Convening Global Leadership Development Programs Targeting Human Resources in Countries Worldwide

At Tokio Marine Holdings, Global Leadership Development programs are convened with the aim of developing managers who will be responsible for management in each region. Within these programs, we have set up opportunities for participants to visit areas stricken by the Great East Japan Earthquake and listen to first-hand accounts by persons who actually experienced the disaster. This initiative strives to promote a deeper understanding of the type of value we have provided to customers, agents and society and to share the feeling of “wishing to be useful for ‘society and people’ through insurance” as well as the pride we take in being members of Tokio Marine Group. Based on their own understanding, training participants consider how they will exemplify what they have learned and apply this at their respective Group companies and departments in their own countries and then move into action.

Through these initiatives, we strive to share our values globally and are taking on challenges with the aim of being an insurance group that is trusted by all people and society and continues to achieve growth.

# Group Core CSR Themes and Materiality

With the adoption of the Sustainable Development Goals (SDGs) in September 2015, there are rising expectations that companies will work toward resolving a variety of societal issues. In collaboration with stakeholders, Tokio Marine Group is leveraging its expertise and know-how in insurance and risk management to contribute to the resolving of various societal issues that include the frequent occurrence of large-scale natural disasters, shifting demographics, the changing environment resulting from technological innovation and poverty.

To fulfil our social responsibility as a global insurance group, meet the expectations of society and raise the trust of our stakeholders, Tokio Marine Group has set “Providing Safety and Security,” “Protecting the Earth” and “Supporting People” as the Group’s core CSR themes within our “To Be a Good Company 2017 (FY2015 – FY2017)” mid-term business plan. Tokio Marine Group will strengthen initiatives focused on these three CSR themes as well as CSR management that serves as the foundation for these initiatives. With the aim of raising the centripetal force of stakeholders in CSR initiatives, we are establishing the Tokio Marine Group’s CSR Approach. As a result, our self-motivated employees will act with integrity and compassion, and as this spreads throughout organizations and the Group, we believe that it will create a virtuous cycle of developing innovative products and services along with contributing to local communities and society. Moreover, this cycle will lead to the sustainable growth of the Group. These efforts will serve as a bridge to our children and to future generations as we seek to transform risks into opportunities and create value for a safe, secure and sustainable future.

From fiscal 2015 onward, while recognizing that the three core CSR themes will be integrated into business activities, we will implement CSR activities with the participation of all employees based on the above CSR approach across a wide range extending from the provision of products and services to corporate citizenship activities. Accordingly, we will communicate our principal CSR initiatives to society through this Sustainability Report and the media while also promoting easily understandable measures to permeate these initiatives within the Group.

## Core CSR Themes and CSR Approach of Tokio Marine Group

### Core CSR Themes of Tokio Marine Group







Core Theme 1:

**Providing Safety and Security**



The world is now facing various social issues, inflicted by frequent large-scale natural disasters, demographic shifts, income disparities, poverty and technological innovation. In Japan as well, issues are becoming prevalent also in relation with technological innovation as well as community resiliency (disaster prevention and mitigation) and the country's declining birth rate and aging population. These issues may induce drastic changes in risks surrounding the insurance business. Tokyo Marine Group regards these changing risks also as opportunities. Accordingly, we have selected "Providing Safety and Security" as one of our three CSR core themes and are making efforts toward a safe, secure and sustainable future throughout our entire business operations, from providing products and services to undertaking corporate citizenship activities.

## Research on Climate Change and Natural Disaster

Through industry-academia collaboration with Tohoku University, we engage in research on climate change and natural disaster risk in an effort to gain deeper scientific insight into disaster prevention and mitigation. By leveraging the research outcomes and promoting the sharing of the resulting benefits with society, we contribute to raising disaster preparedness and mitigation around the world.

## Providing Safety and Security through Products and Services

We provide various products and services that are beneficial for safety and security. Besides insurance covering disaster risk, these products include *One Day Auto Insurance*, which is aimed at reducing auto accidents involving uninsured drivers; living benefit-related products; and products that respond to technology innovation.

## Improving Quality from the Customer's Perspective

Aiming to become “a company that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice,” we value feedback from customers while working with agents to improve operational quality on a constant basis.

## Local Community and Social Contribution Activities Leading to Safety and Security

Tokio Marine Group contributes to the security and safety of local communities by carrying out community and social contribution activities that realize security and safety. Ever mindful of earthquake disasters, employee volunteers from Tokio Marine Group, including its agents, visit elementary schools to conduct Disaster Prevention Lessons to convey knowledge on disaster prevention to children and help them prepare for the next disaster. Other efforts include collaboration with stakeholders to provide recommendations and raise awareness for disaster prevention and mitigation, continued support for recovery from the Great East Japan Earthquake and engagement in the Pink Ribbon Movement.

Through these initiatives, Tokio Marine Group is enhancing its provision of security and safety to customers around the world and to local communities and societies.

### Value Creation

Providing safety and security to customers, local communities and society worldwide through the insurance business

[Click here for details](#)

Core Theme 2:

Protecting the Earth



The global issues of climate change and natural disasters and depletion of biodiversity pose serious risks for the children not only of today but also of the future, and at the same time, have a significant impact on the business of Tokio Marine Group.

Tokio Marine Group has set “Protecting the Earth” as a core CSR theme and is helping to protect the global environment and create environmental value by offering products and services that are designed to mitigate or adapt to climate change while reducing the environmental footprint of its business activities, attaining carbon neutral status, undertaking environmental protection activities in Japan and overseas and promoting environmental awareness and education.

## Promotion of Environmental Management

We have implemented the ISO 14001 environmental management system at the Tokio Marine & Nichido head office and the unique Green Assist environmental management system at other sites, and are striving to enhance the efficiency of energy usage and are implementing 3R (Reduce, Reuse, Recycle) activities. By achieving carbon neutral status through CO<sub>2</sub> fixation and reduction based on mangrove planting and Tradable Green Certificates, we are promoting efforts to create a low-carbon, recycling-oriented society focused on energy and resource conservation.

## Global Environmental Protection through Products and Services

The Green Gift Project, which involves mangrove planting and environmental protection activities worldwide, is supported by NGOs and NPOs as well as local governments, agents and employee volunteers, and contributes to the alleviation of and adaptation to climate change and the preservation of biodiversity. The project also contributes to a reduction in disaster damage and the stabilization of the planted areas and the lives of people living in the surrounding regions as well.

## Local Community and Social Contribution Activities Leading to Global Environmental Protection

Tokio Marine Group holds Green Lessons, an environmental education program based on the theme The Mangrove Story, which targets children in elementary schools and special needs schools, with employee and agent volunteers serving as instructors. We also hold the Children’s Environmental Award program, an illustration and essay contest to raise environmental awareness among children.

Through these initiatives, Tokio Marine Group is contributing to the creation of a sustainable global environment.

Value Creation

Contributing to a Sustainable Global Environment

> [Click here for details](#)

Core Theme 3:

Supporting People 



In Japan, the importance of responding to the nursing and health needs of the elderly is increasing due to the low birth rate and aging society. There is also growing demand to create societies in which people in underprivileged circumstances and those with disabilities can live with peace of mind in the community as economies and societies become more sophisticated and globalization progresses. In addition, there are calls for the acceptance, promotion and utilization of diversity in such areas as gender, age and nationality. On a global scale, the reality is that there is growing income disparity, increasing unemployment among youth, poverty and unequal opportunities for education based on gender.

Tokio Marine Group has set “Supporting People” as a material CSR theme in order to take up the challenge of resolving these issues. To this end, we will promote local community and social contribution activities as well as diversity and inclusion, notably through the growth of young people and support of persons with disabilities and athletes. Through these initiatives, we will contribute to the realization of a harmonious society where every person can live with a sense of security.

## Local Community and Social Contribution Activities Supporting People

As initiatives for supporting people, in terms of youth development, we support orphans of car accidents through foundations, participate in an educational support program for girls in developing countries called Room to Read and provide scholarship support and make visits to various social welfare institutions in different countries around the world. Group employees also proactively participate in activities that include taking courses that foster dementia care supporters, providing support for the Special Olympics Nippon National Games and serving as volunteers for the Japan Deafblind Association national conferences.

## Developing and Utilization of Diverse Human Resources

We conduct honest and fair personnel affairs for Group employees irrespective of gender, age, nationality or any other factor, strive to develop human resources and make use of diverse personnel that includes employing persons with disabilities. We also support changes in work styles and implement health management as well as occupational health and safety measures and actively undertake efforts to fully encourage vigorous communication with employees.

## Supporting Health and Longevity Society

Tokio Marine Group contributes to the realization of health and a longevity society through the provision of products and services tailored to changes in the social environment and customer needs and through cancer awareness activities and consultation services by healthcare specialists. By promoting these initiatives, Tokio Marine Group will contribute to developing partners who support and bring a virtuous cycle to local communities and society.

Value Creation

Developing Employees and Partners Who Support and Bring a Virtuous Cycle to Local Communities and Society

[Click here for details](#)

## Governance ~ Strengthening CSR Management ~

Tokio Marine Group is implementing initiatives throughout its entire business activities that are focused on its three core CSR themes of “Providing Safety and Security,” “Protecting the Earth” and “Supporting People.” To earn the trust of all people and society and achieve sustainable growth, Tokio Marine Group must raise the quality of initiatives for “business strategies,” “governance” and “social responsibility” and build a structure for resilient, highly sound and transparent management as a global insurance group.

Accordingly, Tokio Marine Group is “strengthening CSR management” as the basis for CSR implementation. While responding appropriately to changes in the global economy and financial environment and the strengthening of international supervisory regulations, Tokio Marine Group will raise the level of stakeholder trust and work to create a safe, secure and sustainable future by making qualitative improvements to risk-based management (ERM: enterprise risk management), corporate governance and its internal control system from the perspective of strengthening global-based business management as well as by generating and distributing economic value. Through these initiatives, Tokio Marine Group will meet the expectations of stakeholders, beginning with continuously enhancing shareholder value.

Value Creation

Continuously Enhancing Shareholder Value

[Click here for details](#)

# Tokio Marine Group's CSR Materiality (Material Issues)

Tokio Marine Group identified CSR issues for each of the above three core CSR themes and governance and specified their CSR materiality (material issues). We will promote initiatives by reflecting the identified CSR materiality in the Group's CSR strategy and CSR targets.

## Process for Identifying Tokio Marine Group's CSR Materiality

Tokio Marine Group uses the following process to implement the "Identifying Material Aspects and Their Boundaries" in "Global Reporting Initiative (GRI) *Sustainability Reporting Guidelines* Version 4 (G4) ."

### 1. Identifying Related Issues

The Group identified CSR issues that are subject to examination giving consideration to ways of contributing to CSR issues unique to the insurance and financial businesses and meeting the expectations of stakeholders in the future. In this examination, we analysed the Group's value chain and identified CSR issues in each core theme giving consideration to stakeholder interests and expectations brought up during stakeholder engagement.

- > [Value Chain and CSR Issues](#)
- > [Stakeholder Engagement](#)
- > [CSR Library \(Related Materials\) Tokio Marine Group's CSR Materiality](#)

### 2. Prioritization of Issues

Tokio Marine Group identified Group CSR initiatives by analyzing "Feedback from stakeholder engagement (CSR dialogue) with customers, shareholders, investors, employees, agents, business partners, local communities and societies," "CSR issues and responses to a changing business environment surrounding the Group," and "Relation to Tokio Marine Group's corporate principle and management vision" from the dual perspectives of "significant impact on stakeholder evaluations and decision-making (impact on stakeholders)" and "significant impact of organizations on the economy, the environment and society (impact on business)" and then identified the priority of material CSR issues and CSR issues subject to disclosure.

\* Tokio Marine Group classified G4 "Material Aspects" into "CSR Materiality (Material Issues)" and "CSR Issues Subject to Disclosure."

- > [Value Chain and CSR Issues](#)
- > [Stakeholder Engagement](#)
- > [CSR Issues and Responses to a Changing Business Environment Surrounding the Group](#)

### 3. Confirming the Validity of Material Issues

The comprehensiveness of CSR issues subject to examination, the relevance to core CSR themes, CSR Materiality (Material Issues) and the validity of CSR issues subject to disclosure are confirmed at CSR dialogues (meetings for dialogue and opinion exchanges between experts and Group management) and ultimately the approval of management is obtained.

- > [Stakeholder Engagement \(CSR Dialogue\)](#)

### 4. Review

The CSR Board, which consists of presidents of major Group companies, periodically reviews the state of initiatives for CSR Materiality (Material Issues) . Third-party assurance will be obtained from an independent external verification authority for core CSR themes and information will be disclosed in the Sustainability Report.

● CSR Materiality (Material Issues), ○ CSR issues subject to disclosure \*CSR issues are underlined.

# Toward a safe, secure and sustainable future



## To Be a *Good Company*

CSR Core Theme	Principal Stakeholders in the Value Chain				
	Shareholders and Investors	Employees (Group activities)	Insurance Agents and Business Partners	Customers	Local Communities and Societies, Research Institutes
<p><b>Core Theme 1</b></p> <p><b>Providing Safety and Security</b></p> <p>Providing safety and security to customers, local communities and society worldwide through the insurance business</p>	<ul style="list-style-type: none"> <li>● Providing sustainable <u>products and services beneficial for safety and security</u></li> </ul>	<ul style="list-style-type: none"> <li>● Providing <u>products and services beneficial for safety and security</u></li> </ul>	<ul style="list-style-type: none"> <li>● Providing <u>products and services beneficial for safety and security</u></li> </ul>	<ul style="list-style-type: none"> <li>● <u>Products and services beneficial for</u> disasters, <u>safety and security</u>, and an aging society</li> </ul>	<ul style="list-style-type: none"> <li>● <u>Climate change and natural disasters</u> research</li> <li>● <u>Local community and social contribution activities</u> that realize security and safety</li> </ul>
	<ul style="list-style-type: none"> <li>● Raising brand strength by <u>promoting ESG in the provision of products and services</u></li> </ul>	<ul style="list-style-type: none"> <li>● Responding to customer needs and changes in risk resulting from various <u>technological innovation</u></li> </ul>	<ul style="list-style-type: none"> <li>● <u>Promoting ESG in the provision of products and services</u> in collaboration with business partners</li> </ul>	<ul style="list-style-type: none"> <li>● Insurance that responds to <u>low birth rates and aging societies</u>, and changing <u>population demographics</u></li> </ul>	<ul style="list-style-type: none"> <li>● <u>Promoting ESG in the provision of products and services</u> to respond to poverty</li> </ul>
			<ul style="list-style-type: none"> <li>○ Promote understanding of products and services through <u>consumer education</u></li> </ul>	<ul style="list-style-type: none"> <li>○ Promote understanding of products and services through <u>consumer education</u></li> </ul>	<ul style="list-style-type: none"> <li>○ <u>Promote health in local communities</u> through sports promotion</li> </ul>

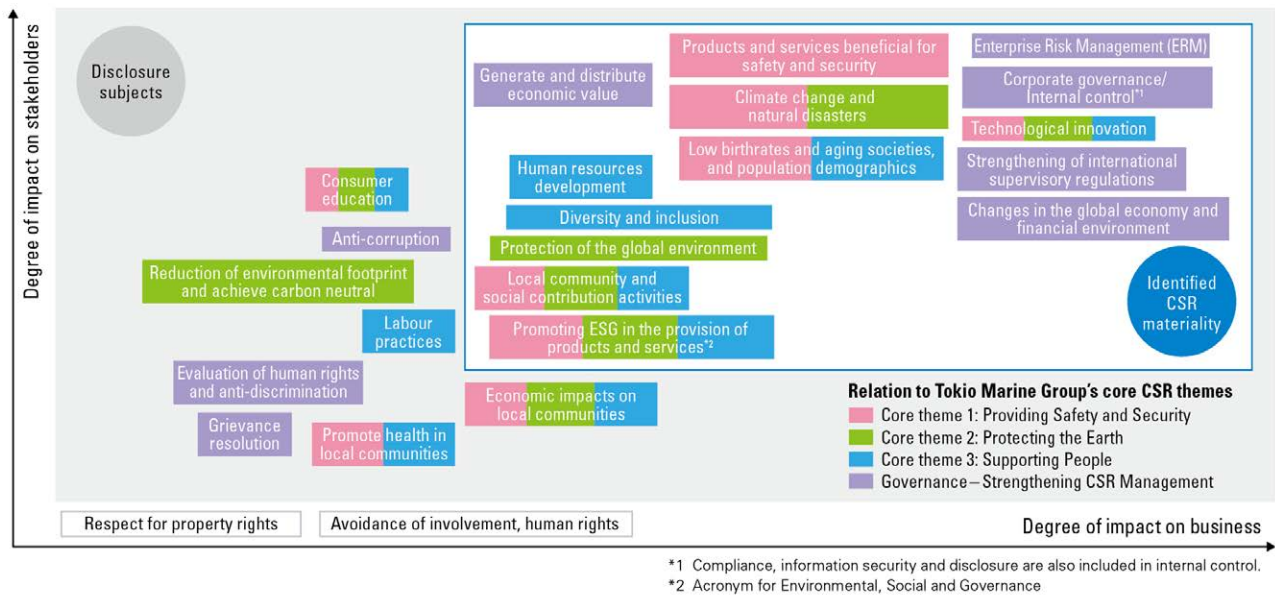
CSR Core Theme	Principal Stakeholders in the Value Chain				
	Shareholders and Investors	Employees (Group activities)	Insurance Agents and Business Partners	Customers	Local Communities and Societies, Research Institutes
<b>Core Theme 2</b> <b>Protecting the Earth</b> Contributing to a sustainable global environment	<ul style="list-style-type: none"> <li>●Insurance products for responding to <u>climate change and natural disasters</u></li> </ul>	<ul style="list-style-type: none"> <li>●<u>Protection of the global environment</u> through the provision of environment-friendly products</li> </ul>	<ul style="list-style-type: none"> <li>●<u>Protection of the global environment</u> through the provision of environment-friendly products</li> </ul>	<ul style="list-style-type: none"> <li>●<u>Protection of the global environment</u> through the provision of environment-friendly products</li> </ul>	<ul style="list-style-type: none"> <li>●<u>Local community and social contribution activities</u> realizing <u>protection of the global environment</u></li> </ul>
	<ul style="list-style-type: none"> <li>●<u>Protection of the global environment</u> through the provision of environment-friendly products</li> </ul>	<ul style="list-style-type: none"> <li>●Improve business efficiency through information systems that utilize <u>technological innovation</u></li> </ul>	<ul style="list-style-type: none"> <li>●<u>Promoting ESG in the provision of products and services</u> by promoting business partner environmental protection</li> </ul>	<ul style="list-style-type: none"> <li>●Insurance products that respond to <u>climate change and natural disasters</u></li> </ul>	<ul style="list-style-type: none"> <li>●Social contribution activities that deter <u>climate change and natural disasters</u></li> </ul>
	<ul style="list-style-type: none"> <li>○<u>Reduction of environmental footprint and achieve carbon neutral status</u></li> </ul>	<ul style="list-style-type: none"> <li>○<u>Reduction of environmental footprint and achieve carbon neutral status</u></li> </ul>		<ul style="list-style-type: none"> <li>○<u>Consumer education</u> through the promotion of Web clauses</li> </ul>	

CSR Core Theme	Principal Stakeholders in the Value Chain				
	Shareholders and Investors	Employees (Group activities)	Insurance Agents and Business Partners	Customers	Local Communities and Societies, Research Institutes
<b>Core Theme 3 Supporting People</b>  Developing employees and partners who support and bring a virtuous cycle to local communities and society	<ul style="list-style-type: none"> <li>●Promotion of the Group's <u>diversity and inclusion</u></li> </ul>	<ul style="list-style-type: none"> <li>●Promotion of the Group's <u>diversity and inclusion</u></li> </ul>	<ul style="list-style-type: none"> <li>●Promoting <u>ESG in the provision of products and services</u> by maintaining good working conditions at business partners</li> </ul>	<ul style="list-style-type: none"> <li>●Provide customer support that responds to <u>technological innovation</u> such as web-based sales</li> </ul>	<ul style="list-style-type: none"> <li>●<u>Local community and social contribution activities</u> that support youth, the elderly, persons with disabilities and athletes</li> </ul>
	<ul style="list-style-type: none"> <li>●<u>Local community and social contribution activities</u> that address <u>low birth rates and aging societies, and population demographics</u></li> </ul>	<ul style="list-style-type: none"> <li>●<u>Human resources development</u> that aims for realizing a company that develops the top "people" in Japan</li> </ul>			
	<ul style="list-style-type: none"> <li>●<u>Human resources development</u> that responds to <u>technological innovation</u></li> </ul>	<ul style="list-style-type: none"> <li>●<u>Human resources development</u> that responds to <u>technological innovation</u></li> </ul>		<ul style="list-style-type: none"> <li>○<u>Consumer education</u> through an insurance guidebook</li> </ul>	<ul style="list-style-type: none"> <li>●Develop youth to respond to <u>low birth rates and aging societies, and population demographics</u></li> </ul>
	<ul style="list-style-type: none"> <li>○<u>Labour practices</u> that promote the health of employees</li> </ul>	<ul style="list-style-type: none"> <li>○<u>Fair labour practices</u> that emphasize dialogue aimed at promoting the health of employees</li> </ul>		<ul style="list-style-type: none"> <li>○<u>Promote health in local communities</u> by encouraging health examinations</li> </ul>	

Governance—Strengthening CSR Management		
Continuously enhancing shareholder value		
<ul style="list-style-type: none"> <li>●Enterprise Risk Management (ERM)</li> <li>●Corporate governance/Internal control</li> <li>●Strengthening of international supervisory regulations</li> </ul>	<ul style="list-style-type: none"> <li>●Changes in the global economy and financial environment</li> <li>●Generate and distribute economic</li> </ul>	<ul style="list-style-type: none"> <li>○Anti-corruption</li> <li>○Evaluation of human rights and anti-discrimination</li> <li>○Grievance resolution</li> </ul>



## Tokio Marine Group CSR Materiality (Material Issues) Matrix



[Click the image to enlarge](#)

## CSR Issues and Responses to a Changing Business Environment Surrounding the Group

We expect the insurance business environment to change significantly over the medium to long term due to a number of factors including the unprecedented pace of technological development, more frequent natural catastrophes, demographic shifts in the Japanese market and an increase in global oversight and regulation. By proactively grasping these changes in the environment, we plan to refine our business strategy and advance our business platform that supports the creation of corporate value.

Regarding our CSR initiatives as well, we will respond to changes in the business environment surrounding the Group and provide stakeholders with solutions to issues arising from these changes in the business environment. By doing so, we will strive to ensure that our CSR initiatives help provide stakeholders with security and safety and contribute to raising the competitiveness of the Group. From such a perspective, we analysed CSR issues using GRI (G4) and responses to changes in the business environment surrounding the Group and prepared responses to “Changing Business Environment, Issue Recognition and External Business Environment” contained in the Integrated Annual Report 2016 and to CSR Materiality and GRI (G4) Principal Performance Indicators. As the origin of this arrangement, we deepen discussion of ways to resolve issues faced by stakeholders arising from changes in the business environment from the perspective of CSR and will further sophisticate our CSR activities.

Integrated Annual Report 2016 “Changing Business Environment, Issue Recognition and External Business Environment” (corresponding to CSR materiality)	Impact and Countermeasure		GRI (G4) Aspects and Indicators Example	
	Stakeholders	Impact and countermeasure details	CSR issues	GRI (G4) Aspects and Indicators example
Climate change and increase in natural disasters (Climate change and natural disasters)	Governance	Frequent occurrences of major natural disasters and issues concerning the creation of communities with strong resilience to disasters could have a large impact on risk surrounding the insurance business.	Enterprise Risk Management (ERM)	Governance in General Standard Disclosures G4-46 (Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for ESG)
			Generate and distribute economic value	Aspect: Economic Performance G4-EC1 (Direct economic value generated and distributed)
	Agents Business Partners	In the same manner as for CDP, there is a possibility that in collaboration with institutional investors there will be an emerging movement toward demanding that companies publicly disclose their climate change strategies and greenhouse gas emission volumes, and that there will be pressure from investors to implement global warming measures and ESG measures.	Climate change and natural disasters	Aspect: Product Portfolio G4-FS8 (Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose)
			Reduction of environmental footprint and achieve carbon neutral status	Aspects: Materials, Emissions, Energy, Effluents and Waste, Water, Legal restriction conformance and other environmental indicators

Integrated Annual Report 2016 “Changing Business Environment, Issue Recognition and External Business Environment” (corresponding to CSR materiality)	Impact and Countermeasure		GRI (G4) Aspects and Indicators Example	
	Stakeholders	Impact and countermeasure details	CSR issues	GRI (G4) Aspects and Indicators example
Climate change and increase in natural disasters (Climate change and natural disasters)	Customers	There is a rising need for casualty insurance due to the frequent occurrence of major natural disasters caused by climate change.	Products and services beneficial for safety and security	Aspect: Product and Service Labeling G4-PR5 (Results of surveys measuring customer satisfaction)
	Local Communities and Societies	The global issues of climate change and natural disasters and depletion of biodiversity will have a serious impact not only on the children of today but also the future.	Protection of the global environment	Aspect: Biodiversity G4-EN13 (Habitats protected or restored)

Integrated Annual Report 2016 “Changing Business Environment, Issue Recognition and External Business Environment” (corresponding to CSR materiality)	Impact and Countermeasure		GRI (G4) Aspects and Indicators Example	
	Stakeholders	Impact and countermeasure details	CSR issues	GRI (G4) Aspects and Indicators example
Changing market structure accompanying shifting population demographics in Japan (Low birth rate and aging society, and population demographics)	Governance	The form of insurance is projected to change due to a declining population, a rise in one-person households and the aging of society. Amid intensifying competition resulting from deregulation, the importance of risk management is increasing.	Corporate Governance/Internal Control, Enterprise Risk Management (ERM)	Governance in General Standard Disclosures G4-46 (Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for ESG)
	Employees	Along with the sophistication of economies and societies and advancing globalization, there are calls for the acceptance, promotion and utilization of diversity in such areas as gender, age and nationality of employees.	Diversity and inclusion	Aspect: Diversity and Equal Opportunity G4-LA12 (Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity)
		It is projected that in the future the aging of society will advance further and that Japan will eventually directly face a severe labor shortage problem. It is believed that securing and developing young workers in particular will become an issue.	Labour practices	Aspect: Employment G4-LA1 (Total number and rates of new employee hires and employee turnover by age group, gender and region)

Integrated Annual Report 2016 “Changing Business Environment, Issue Recognition and External Business Environment” (corresponding to CSR materiality)	Impact and Countermeasure		GRI (G4) Aspects and Indicators Example	
	Stakeholders	Impact and countermeasure details	CSR issues	GRI (G4) Aspects and Indicators example
Changing market structure accompanying shifting population demographics in Japan (Low birth rate and aging society, and population demographics)	Employees	There is a rising need to think of employee health management from a business management perspective and for companies to implement initiatives for “health management.”	Labour practices	Aspect: Occupational Health and Safety G4-LA6 (Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender)
	Customers	The aging of society and diversification of lifestyles are having an impact on various aspects of people’s lives, and consumer values and needs are changing. To continuously expand sales, the importance of maintaining brand strength and customer loyalty is increasing.	Products and services beneficial for safety and security	Aspect: Product and Service Labeling G4-PR5 (Results of surveys measuring customer satisfaction)
	Local Communities and Societies	In Japan, there is increasing importance in responding to the nursing care and health needs of the elderly due to the accelerating decline in birth rates and aging of society. Globally, there is a rising need to respond to increasing unemployment rates for young people, poverty and inequalities in educational opportunities.	Promote health in local communities  Local communities and social contribution activities	Aspect: Local Communities G4-SO1 (Percentage of operations with implemented local community engagement, impact assessments, and development programs)

Integrated Annual Report 2016 “Changing Business Environment, Issue Recognition and External Business Environment” (corresponding to CSR materiality)	Impact and Countermeasure		GRI (G4) Aspects and Indicators Example	
	Stakeholders	Impact and countermeasure details	CSR issues	GRI (G4) Aspects and Indicators example
Changes in customer needs and risk due to diverse technological innovation (Technological innovation)	Governance	Information technology innovation is having a large impact on business models, including on sales and after-sales service and customer information gathering. This is making it necessary to invest in IT systems and human resources as well as to invest for reorganizing sales channels.	Corporate governance/Internal control, Enterprise Risk Management (ERM)	Governance in General Standard Disclosures G4-46 (Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for ESG)
	Employees	The provision of information on products and services is shifting from printed materials to information devices. Insurance sales are shifting toward being made through websites and the importance of IT and information security is increasing.	Human resources development	Aspect: Training and Education G4-LA9 (Average hours of training per year per employee by gender, and employee category)

Integrated Annual Report 2016 “Changing Business Environment, Issue Recognition and External Business Environment” (corresponding to CSR materiality)	Impact and Countermeasure		GRI (G4) Aspects and Indicators Example	
	Stakeholders	Impact and countermeasure details	CSR issues	GRI (G4) Aspects and Indicators example
Changes in customer needs and risk due to diverse technological innovation (Technological innovation)	Insurance Agents Business Partners	The differentiating features (brand strength, etc.) of products are diminishing due to the advance of IT, and there is a trend toward selecting products based on price and ease of buying. There is increasing importance in being able to differentiate product and service quality and maintaining the corporate brand.	Generate and distribute economic value	Aspect: Economic Performance G4-EC1 ((Direct economic value generated and distributed)
			Promoting ESG in the provision of products and services	Aspect: Product Portfolio G4-FS6, 7, 8 (Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose)
	Customers	The provision of information on products and services is shifting from printed materials to information devices. Insurance sales are shifting toward being made through websites and the importance of IT and information security is increasing.	Products and services beneficial for safety and security	Aspect: Customer Privacy G4-PR8 (Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data)

Integrated Annual Report 2016 “Changing Business Environment, Issue Recognition and External Business Environment” (corresponding to CSR materiality)	Impact and Countermeasure		GRI (G4) Aspects and Indicators Example	
	Stakeholders	Impact and countermeasure details	CSR issues	GRI (G4) Aspects and Indicators example
<ul style="list-style-type: none"> <li>■ Changes in the global economy and financial environment (Changes in the global economy and financial environment)</li> <li>■ Strengthening of international supervisory regulations (Strengthening of international supervisory regulations)</li> </ul>	Governance	<p>There is a possibility that investment risk could rise due to low interest rates and that investment returns could decrease.</p> <p>Moreover, the behavior of customers and investors is also becoming increasingly unclear due to the diversification of lifestyles and the growing complexity of the investment environment. There is also concern that deregulation will lead to the commoditization of products and services and to intensifying competition.</p>	Corporate governance/Internal control, Enterprise Risk Management (ERM)	Governance in General Standard Disclosures G4-46 (Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for ESG)
	Insurance Agents Business Partners		Generate and distribute economic value	Aspect: Economic Performance G4-EC1 (Direct economic value generated and distributed)
	Customers	Competition in providing services is intensifying due to the increasingly unclear behavior of customers and investors and to deregulation.	Promoting ESG in the provision of products and services	Aspect: Product Portfolio G4-FS6, 7, 8 (Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose)



# Relationship between Group Initiatives and SDGs

“Transforming our World: the 2030 Agenda for Sustainable Development” was adopted unanimously by 193 member countries at the United Nations Sustainable Development Summit in September 2015.

The Agenda is an important guideline for realizing global sustainable development by 2030 and it includes the eradication of poverty and protection of the environment, with all people around the world, including citizens, governments and companies, working in unison. The Agenda lists the Sustainable Development Goals (SDGs) consisting of 17 goals and 169 targets.

Tokio Marine Group is providing a variety of products and services and promotes CSR initiatives that are related to SDGs. We will strive to contribute to the attainment of the SDGs based on four activity themes that have especially deep relationships to the SDGs.

1. Contribute to building communities that are strongly resilient to natural disasters
2. Contribute to health and well-being
3. Contribute to creating mangrove forests
4. Contribute to reducing poverty

> [2030 Agenda for Sustainable Development](#) 

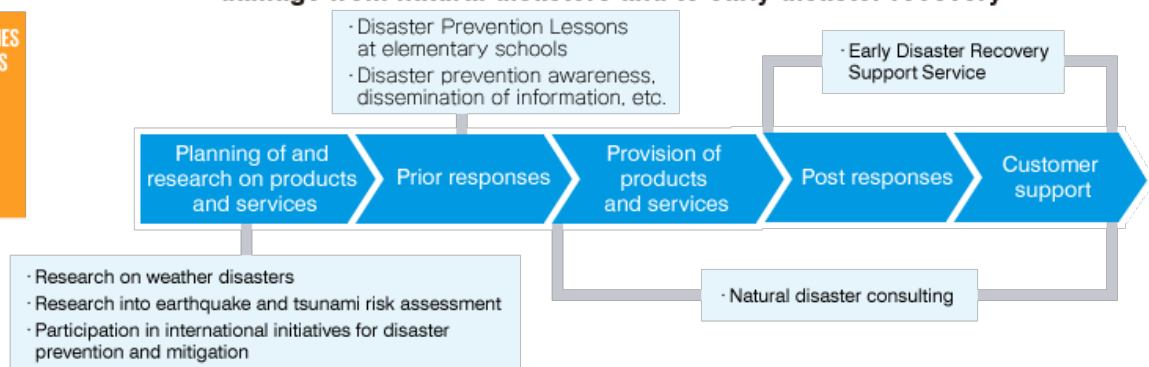
## 1. Contribute to building communities that are strongly resilient to natural disasters

Tokio Marine Group promotes various activities, beginning with research on natural disaster risk and participation in international initiatives, that disseminate information about disaster prevention widely throughout society. Also, even after a disaster strikes, Tokio Marine Group focuses on quickly making claims payments and providing services for the prompt restoration of business operations. Tokio Marine Group seeks to contribute to building communities that are strongly resilient to natural disasters by providing total responses before and after disasters through its diverse products and services and CSR initiatives.

### Related SDGs



### Principal activities that contribute to preventing and mitigating damage from natural disasters and to early disaster recovery



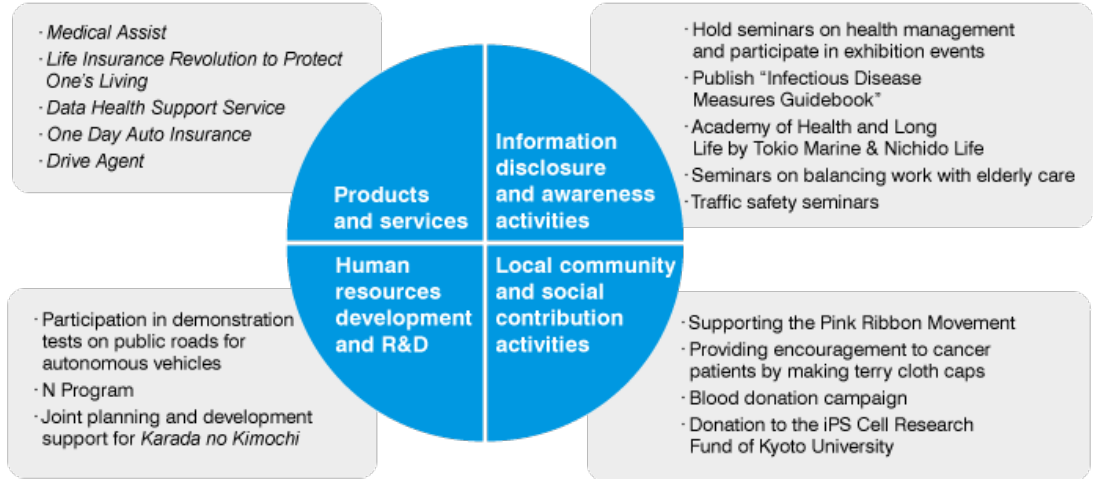
## 2. Contribute to health and well-being

Tokio Marine Group seeks to contribute to health and well-being through such products and services as insurance and consulting in addition to various initiatives that include local community and social contribution activities.

### Related SDGs

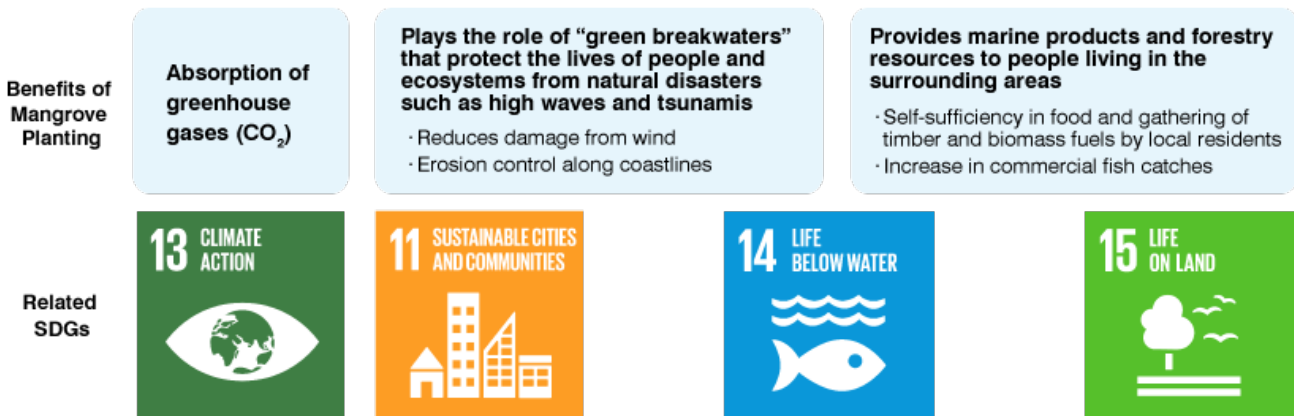


### Principal activities for contributing to health and well-being around the world



## 3. Contribute to creating mangrove forests.

Tokio Marine Group is promoting the creation of mangrove forests mainly in the Asia Pacific region. We believe that creating mangrove forests will contribute to the attainment of various SDGs, including adaption to climate change, promoting the sustainable use of natural resources and mitigating damage from natural disasters. In the future as well, Tokio Marine Group will promote the creation of mangrove forests toward the realization of a sustainable society.



## 4. Contribute to reducing poverty

Tokio Marine Group will leverage its know-how cultivated in the insurance business to provide low-income earners in India with access to insurance by developing and selling weather insurance and microinsurance while striving to resolve poverty problems across the world by financing and investing in microfinance institutions.

### Related SDGs



### Principal products and services that contribute to reducing world poverty

#### ***Sankatharan Bima Yojna (India)***

- Low-cost accident insurance available for 1 rupee per year as an incidental to fertilizer

#### ***Mahila Suraksha Bima Yojna (India)***

- Accident insurance aimed at women in farming communities

#### ***Rashtriya Swasthya Bima Yojna (India)***

- A medical insurance scheme for low-income earners sponsored by the government of India

#### ***Biju Krushak Kalyan Yojana (India)***

- An insurance scheme with add on medical insurance for low-income earners sponsored by state governments of India

#### ***Barish Bima Yojna / Mausam Bima Yojna (India)***

- Weather insurance product that evaluates climate risks such as precipitation volume and temperature in all areas of India and takes into account the impact of unseasonable climate on grain harvest yields in farming communities

#### **The Daiwa Microfinance Fund**

- Provides financing to and invests in microfinance institutions

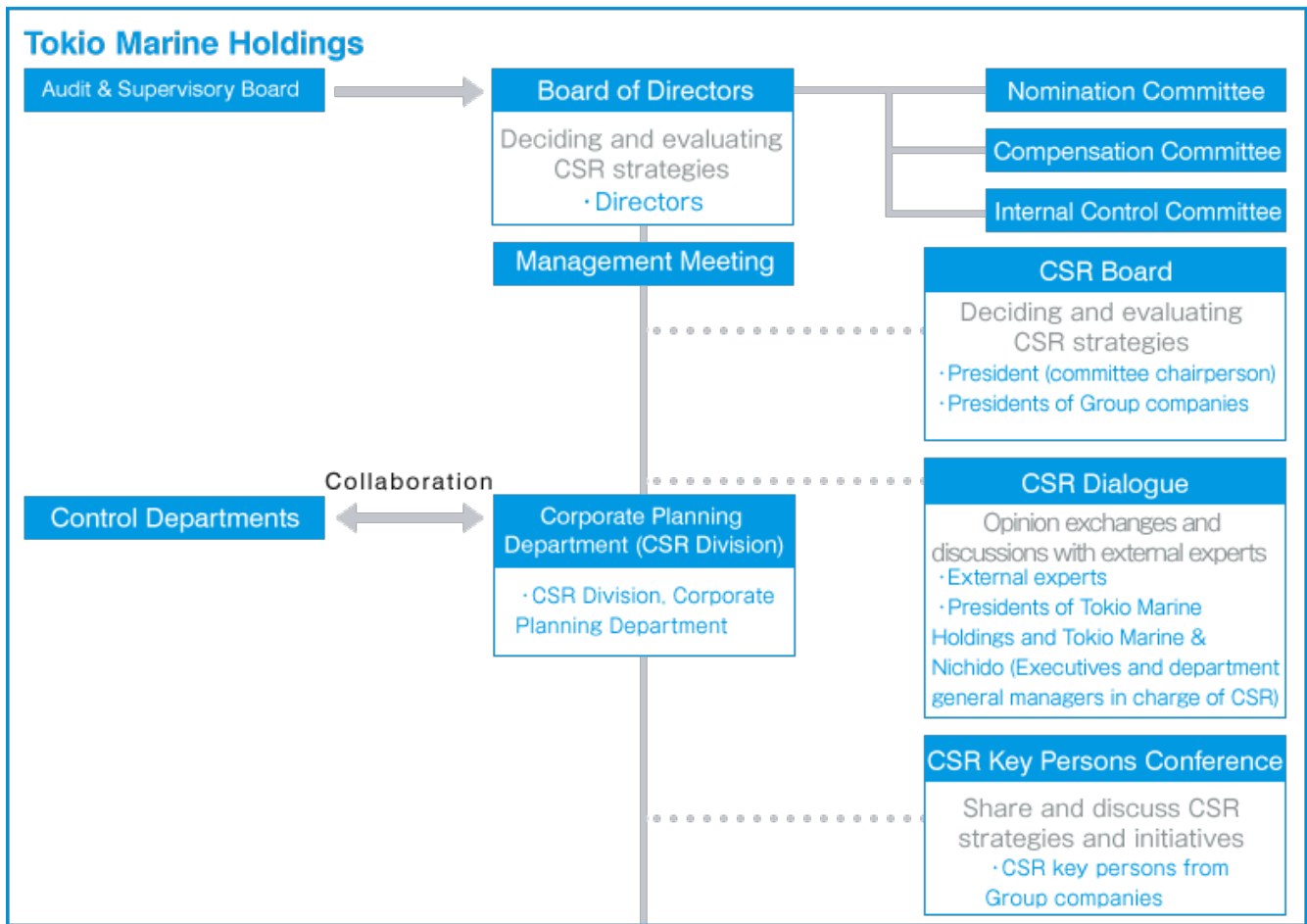
# CSR Promotion Structure and Initiatives for Permeating CSR within the Group

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), and non-profit organizations (NPOs). 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



## CSR Management System

In Tokio Marine Group, the departments handling each respective function are responsible for implementing initiatives for each CSR issue. The management systems for each ISO 26000 core subject and issue are listed within each section of this report.

ISO 26000 Core Issues and Issues		Web Links
Organizational governance	Organizational governance	> <a href="#">Governance</a>
Human rights	Due diligence/Human rights risk situations/Avoidance of complicity/Discrimination and vulnerable groups	> <a href="#">Respect for Human Rights (Management Stance concerning Respect for Human Rights and Various Initiatives)</a>
Labour practices	Employment and employment relationships/Conditions of work and social protection/Social dialogue/Health and safety at work/Human development and training in the workplace	> <a href="#">Development and Utilization of Diverse Human Resources</a>
The environment	Prevention of pollution/Sustainable resource use/Climate change mitigation and adaptation/Protection of the environment, biodiversity and restoration of natural habitats	> <a href="#">Promotion of Environmental Management</a>
Fair operating practices	Anti-corruption/Responsible political involvement/Fair competition/Respect for property rights	> <a href="#">Compliance</a>
	Promoting social responsibility in the value chain	> <a href="#">CSR in the Value Chain</a> > <a href="#">Sustainable Investment and Financing</a>
Consumer issues	Consumer service, support, and complaint and dispute resolution/Education and awareness	> <a href="#">Quality Improvement Initiatives (Anshin ("Reassuring") Quality and Business Renovation Project)</a> > <a href="#">Response to Customer Feedback (Structure to Make Improvements Based on Customer Feedback)</a> > <a href="#">Working Together with Agents to Improve Quality (Working Together with Agents on Initiatives to Improve the Quality of Operations)</a>
	Consumer data protection and privacy	> <a href="#">Information Security</a>
	Sustainable consumption	> <a href="#">Posted on the website (System for Sustainable Consumption)</a> > <a href="#">Related : Providing Safety and Security through Products and Services</a> > <a href="#">Related: Global Environmental Protection through Products and Services</a>

ISO 26000 Core Issues and Issues		Web Links
Community involvement and development	Community involvement	<ul style="list-style-type: none"> <li>✓ <a href="#">Posted on the website (CSR Promotion Structure)</a></li> <li>➤ <a href="#">Related : Local Community and Social Contribution Activities Leading to Safety and Security</a></li> <li>➤ <a href="#">Related: Local Community and Social Contribution Activities Leading to Global Environmental Protection</a></li> <li>➤ <a href="#">Related: Local Community and Social Contribution Activities Supporting People</a></li> </ul>

## System for Sustainable Consumption

Tokio Marine Group developed microinsurance and weather insurance for low-income earners in those developing countries with vulnerability to climate change, natural disasters, illnesses and accidents. Also, Tokio Marine Group supplies products and services that support the building and introduction of renewable energy facilities and also operates the Green Gift Project. Under this project, when customers choose Web-based insurance contracts on our website Tokio Marine & Nichido donates funds corresponding to a portion of the value of the reduction in paper used to support environmental protection activities in Japan and overseas. The organizational structures for undertaking these initiatives are as follows.

Initiatives	Company
Microinsurance and weather insurance (India)	IFFCO-TOKIO General Insurance Co., Ltd.
Products and services that support the building and introduction of renewable energy facilities	Tokio Marine & Nichido (Sales Development Department, Sales Department)
Green Gift Project	Tokio Marine & Nichido (Sales Planning Department, CSR Department)

## Initiatives to Permeate CSR within the Group

### Enhancing CSR Communication

Tokio Marine Holdings and Tokio Marine & Nichido hold CSR Communication Meetings for exchanging opinions targeting employees of domestic and overseas Group companies and Tokio Marine & Nichido. These meetings aim at spreading and deepening employees' understanding of CSR and firmly implementing CSR initiatives continuously and reflecting the Group's CSR policies in the measures and initiatives of Group companies and the branch offices of Tokio Marine & Nichido. These meetings enable the sharing of information and the straightforward exchange of opinions on Tokio Marine Group's CSR initiatives and CSR activities conducted in respective companies and workplaces. Through these meetings, we have received comments from participants such as "Understanding the significance and purpose of CSR activities and 'CSR through our core businesses' has led to increased motivation." As a new initiative from fiscal 2015, we commenced the CSR Key Persons (CSRKP) Seminar for Group companies and CSRKP Seminar at branch offices of Tokio Marine & Nichido. These meetings aim to share information and exchange opinions on the most recent CSR trends for the purpose of promoting CSR across the Group and raising corporate value. In August 2016, we invited Keisuke Ota, secretariat-director of Global Compact Network Japan, and Naoko Morizane, General Manager, CSR Promotion and Social Contributions Office, Corporate Communications Division of NEC Corporation (NEC), to participate in this meeting. After listening to lectures about the frontlines of global CSR and initiatives at NEC for creating societal value, participants deepened their understanding of CSR via group discussions and a Q&A session.



To help resolve societal issues and perpetually raise the Group's corporate value, we will continuously hold these meetings and seminars in the future and ensure these improve the CSR mindsets and skill levels of employees.

## 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.

## Community and Social Contribution Activities with the Participation of All Employees

Tokio Marine Group has set the three core CSR themes of "Providing Safety and Security," "Protecting the Earth" and "Supporting People" and is implementing different local community and social contribution activities around the world that emphasize voluntary participation by employees and tie-ups and collaboration with NPOs and other groups.

In addition to aiming to conduct ongoing local community and social contribution activities at each workplace and Group company, we have designated October and November as CSR Month every year with the aim of promoting employee-driven CSR activities. Many employees take part in a variety of local community and social contribution programs during this period in different parts of the world.



## 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 2015 Results (Tokio Marine & Nichido)

Matching gift system	A system in which the company makes a donation matching the amount voluntarily donated by employees (23 cases totaling 932,763 yen)
Volunteer leave/leave of absence system	<p>A system to support employees for their volunteer time (used by 108 employees)</p> <ul style="list-style-type: none"> <li>■ Volunteer leave A system in which employees are permitted to take leave limited to 10 days per year to participate in volunteer activities that include relief efforts in a disaster and support for social welfare institutions or groups relating to persons with disabilities, the elderly and children's welfare facilities, etc.</li> <li>■ Volunteer leave of absence A system in which employees are permitted to take leave for a period of over six months and up to two years in principle to participate in a volunteer program recognized by the company, particularly actions with a high degree of social contribution in a social welfare institute, etc.</li> </ul>

Share Happiness Club	<p>A donation program operated by employee volunteers In fiscal 2015, a total of 13,814,354 yen donated by 5,088 employees was distributed to the following organizations:</p> <ul style="list-style-type: none"> <li>■ <b>Peace Boat Disaster Relief Volunteer Center (PBV) &lt;Providing Safety and Security(emergency disaster assistance)&gt;</b></li> <li>■ <b>Watari Greenbelt Project &lt;Providing Safety and Security (Support for recovery from the Great East Japan Earthquake)&gt;</b></li> <li>■ <b>International Society for Mangrove Ecosystems (ISME) &lt;Protecting the Earth(cleaning up trash washed ashore along coastlines)&gt;</b></li> <li>■ <b>Japan Deafblind Association &lt;Supporting People (supporting persons with disabilities)&gt;</b></li> <li>■ <b>Childline Support Center Japan &lt;Supporting People (supporting children)&gt;</b></li> <li>■ <b><i>Kotsuiji wo shien suru kai</i> (Supporting Orphans from Automobile Accidents) &lt;Supporting People (supporting children)&gt;</b></li> <li>■ <b>ASHINAGA &lt;Supporting People (supporting children)&gt;</b></li> <li>■ <b>Japan Marrow Donor Program &lt;Supporting People (support for incurable diseases)&gt;</b></li> <li>■ <b>Association for Aid and Relief, Japan &lt;Supporting People (humanitarian assistance)&gt;</b></li> </ul>
CSR Month	<p>A month for strengthening initiatives for proactively carrying out local community and social contribution activities across the entire Tokio Marine Group (October-November)</p>
Tokio Marine Group CEO Recognition for CSR	<p>We commend excellent initiatives at Group companies and at Tokio Marine &amp; Nichido branch offices that lead to the resolution of issues in communities and to the generation of corporate value. (For details, please refer to the "Tokio Marine Group CEO Recognition for CSR" on this page.)</p>

➤ [CSR Performance Data \(Employee participation rate in volunteer activities, Number of employees who took volunteer leave, Donations\)](#)



## Tokio Marine Group CEO Recognition for CSR

To promote the fostering of a corporate culture in which each employee engages in CSR as his/her own issue and ensure this contributes to the community and helps create corporate value, in fiscal 2015 Tokio Marine Group expanded Tokio Marine & Nichido's award system to the entire Group and established the Tokio Marine Group CEO Recognition for CSR. In April and May 2016, a total of 18 outstanding initiatives implemented in fiscal 2015 at Group companies, Tokio Marine & Nichido's branch offices and agents were commended.

### <Award Winners>



#### Saitama Claims Service Department,

##### Tokio Marine & Nichido

The department held courses to foster dementia care supporters. The department received comments that responses to the elderly learned in these courses were applied to the handling of actual accident claims received via telephone. As its own unique activity, the department also delivered New Year's greetings cards to persons living in temporary housing in collaboration with an NPO.



#### Yokohama Chuo Branch, Tokio

##### Marine & Nichido

As useful skills for planning measures for community disaster responses, six leaders beginning with the branch manager obtained disaster prevention expert qualifications and 20 employees obtained basic life-saving I certification. Employees of the branch also participated in risk management activities (major earthquake and volcanic eruption initial response drills and life-saving practice drills) sponsored by agents.



#### Kanagawa Branch, Tokio Marine &

##### Nichido

Using a portion of its budget for its branch campaign awards ceremony for the new life insurance product *Medical Kit NEO*, the branch set aside an amount equivalent to 100 yen per contract as a monetary donation in each area that attained its sales targets and used the accumulated funds to purchase wheelchairs that it presented to social welfare and other facilities.



#### Niigata Branch, Tokio Marine & Nichido

Members of the branch supported athletes with intellectual disabilities and served as volunteers for readying the competition venues at the Special Olympics Nippon National Winter Games Niigata 2016. Under the Green Gift Project, members of the branch also participated in activities for protecting migratory birds designated as natural treasure protected species.



#### Kansai Government Sector & Financial Institutions Department, Tokio Marine & Nichido

This department concluded a comprehensive agreement concerning Disaster Prevention Lessons with a customer in the education industry and under the agreement presented supplementary readers on disaster prevention awareness created by the customer to schools when conducting Disaster Prevention Lessons at private elementary schools. Along with raising disaster prevention awareness of children, the department is also working to expand business for both customers and the company.



#### Miyazaki Branch, Tokio Marine & Nichido

For its Disaster Prevention Lessons that are held every year, in fiscal 2015 the branch held these lessons at a vision-assistance school together with agents. The branch proposed such ideas as the "touchable earth" and making a tectonic plate model as part of its creative approach that enabled sight-impaired students to understand the content of Disaster Prevention Lessons.



**E. design**

E. design established the Sign Language Department to carry out research and learning drills on sign language. Using voice recognition apps, the company is creating an environment in which hearing-impaired employees can communicate easily. The company is also working to reduce the amount of paper consumed in its business through such means as introducing Internet discounts.



**Tokio Marine & Nichido Facilities** The company carried out initiatives at all its branches that utilized the business knowledge and skills from building cleaning, one of its main businesses. These initiatives included the holding of volunteer cleaning activities and a “cleaning workshop” at the Ichihara special needs school. During CSR Month, the company issued a “President’s Message” as it worked to permeate its philosophy.



**Tokio Marine & Nichido Systems** The company planned courses to promote an understanding of the essence and importance of CSR, and visits were made to all 28 locations of sectoral meetings. Moreover, on three occasions the company dispatched volunteer tours with a total of 125 participants to support reconstruction in areas affected by the Great East Japan Earthquake. Additionally, 107 people also participated in a volunteer activity for supporting earthquake reconstruction activities held at the Tama Building in collaboration with an NPO.



**Philadelphia Insurance Companies**

PHLY commenced a project for planting 80,000 trees to regenerate forests that were devastated by wildfires and other natural disasters. With the cooperation of customers and agents, the company used the cost savings from reduced paper usage through the digitization of documents along with employee and company donations to fund tree planting. Additionally, 50 employees participated as volunteers in tree planting tours.



**IFFCO-TOKIO General Insurance Company Ltd. (ITGI)**

ITGI employees at all branches in the State of Gujarat along with business partners have held a Blood Donation Drive since 2003 and have donated blood for 1,296 persons to the Indian Red Cross Society. In 2015 the Blood Donation Drive was expanded to the Mumbai branch. The holding of these Blood Donation Drives has helped raise the CSR mindsets of employees and agents.



**Tokai Hoken (Insurance) Office (Handa Sub-branch, Aichi Minami Branch, Tokio Marine & Nichido)**

The office proposed the opening of a booth at the Aichi Minami Branch to support a bazaar held by a social welfare corporate customer (a welfare operator for persons with disabilities and the elderly). With the cooperation of Tokai Claims Service Dept. II, Tokai Hoken Office sold articles collected from employees and donated the sales proceeds.



**Hidetoshi Kuroki, Tokio Marine & Nichido**

**Yasuyuki Hirase, Tokio Marine & Nichido ANSHIN 110**

These two employees actively participate as members of the NPO "Baby-boom Noblesse Oblige." Through a picture book and picture-story show, they have recreated a true story about the Ukedo elementary school in Namie, Fukushima Prefecture, where all students evacuated and survived following the Great East Japan Earthquake. They distributed the picture book and performed the picture-story show in regions across Japan as an example of a disaster-preparedness method.



**Yoshifumi Yamamoto, Tokio Marine & Nichido**

Yoshifumi Yamamoto proposed and realized support by Tokio Marine Group for Okawa elementary school, which was devastated by the Great East Japan Earthquake. In collaboration with Tokio Marine & Nichido Medical Service, he carried out training on CRM (crew resource management, a method recommended by the Accident Investigation Committee) for medical institutions.

## <Special Awards>



### **All Morioka Employees (Morioka Branch/Morioka Claims Service Section, Morioka Claims Service Department, Morioka Life Insurance Sub-branch, Tokio Marine & Nichido) and Tokio Marine Group Employees across Japan Who Participated in Lantern Making**

The 2,150 lanterns sent by employees from Tokio Marine Group were lined up and lighted at “Prayer Lantern Lighting,” a memorial event marking the Great East Japan Earthquake. Tokio Marine Group handled the operation of one section of the venue on the day of the event and a total of 32 employees and their family members participated in the event as volunteers.



**Tokio Marine Nichido Samuel<sup>\*</sup> Hydemoor Sankeien**, a private elderly care facility offering nursing care operated by Tokio Marine Nichido Samuel, called upon nearby residents and caregiving operators to participate in its annual disaster prevention drill and basic lifesaving course and implemented these activities together with the local community. Tokio Marine Nichido Samuel was commended by the local fire department for its continued contributions to community disaster readiness.

\* On July 1, 2016, this company’s name was changed to Tokio Marine Nichido Better Life Services.



### **Head Office Men’s Basketball Team Big Blue**

In collaboration with Meguro ward, the ward councilors and education committee of Setagaya ward, Japan Mini Basketball Association and Nippon Junior High School Physical Culture Association, the basketball team held regular season games and basketball festivals in both wards. The team also continuously held a basketball class for junior high school students in Meguro ward.



### **Tokio Marine Chorus**

Through *Yukatsu* lobby concerts sponsored by the Human Resources Department and regular recitals, Tokio Marine Chorus carried out fundraising activities for the Watari Green Belt Project and Room to Read. The chorus also visited *Hydemoor Sankeien* operated by Tokio Marine Nichido Samuel<sup>\*</sup>, where it held concerts for elderly residents of the facility.

## <Good CSR Initiatives at Overseas Group Companies>

We received numerous entries from overseas Group companies for the most recent Tokio Marine Group CEO Recognition for CSR. Here we introduce these initiatives.



### Tokio Marine Asia (TMAAsia), Tokio Marine Insurance Singapore (TMiS) and Tokio Marine Life Insurance Singapore (TMLS)

**Nature Ecosystem Educational Tour**  
In December 2015, a total of 14 staff volunteers from Singapore-based TMAAsia, TMiS and TMLS invited 25 less privileged children for a nature ecosystem guided tour at Chek Jawa on the island Pulau Ubin. The children learned about the importance of nature, including the usefulness of mangroves.



### Tokio Marine Life Insurance Singapore (TMLS) "Raise at TMLS"

TMLS, in Singapore, partnered with the Disabled People's Association (DPA) to launch "Raise at TMLS," a company-wide CSR event. This event aimed at deepening employees' understanding of issues faced by persons with disabilities. At the same time, SGD16,000 in total was contributed by employees and TMLS and TMAAsia and donated to DPA. Plans call for this donation to go toward the publication of "Inclusive Practices in Healthcare" that TMLS and DPA will develop together.



### Tokio Marine Insurance Indonesia (TMI)

**Establishment of TMI Scholarship**  
TMI enhanced its support for university students with the establishment of the TMI Scholarship program that enables underprivileged students to pursue further study in insurance. The scholarship program aims at raising educational levels and literacy, which is a key national issue in Indonesia, and at resolving the shortage of human resources with expertise in insurance, which is a problem currently facing the Indonesian insurance industry.



### Tokio Marine Life Insurance Malaysia (TMLM) Mangrove Rehabilitation for Coastal Protection

In August 2015, the employees and agents of TMLM, in collaboration with the Malaysian Nature Society, embarked on a mangrove rehabilitation project at Bagan Lalang beach in Sepang. The project aims at protecting the coastline from erosion and other effects of rising sea levels.



### Bao Vieto Tokio Marin (BVTM) Contributing to Community Development through Local Community and Social Contribution Activities

As one means of implementing Good Company initiatives, BVTM is undertaking a variety of CSR activities to contribute to local community prosperity improvement. These activities include supporting leukemia patients, implementing a mangrove regeneration project and supporting underprivileged children in southern Vietnam. In recognition of the high appreciation of these activities by the local community, BVTM earned the Annual Corporate Social Responsibility Award 2016 presented by the Ministry of Planning & Investment of Vietnam.



### Tokio Marine Insurance Thailand (TMITH) Preserve Water and Preserve Forest Project

TMITH has been implementing the "Love Tokio Marine Insurance Preserve Water and Preserve Forest Project" since 2007 for the purpose of preventing damage from frequently occurring flooding and protecting abundant nature. Together with its business partners, in 2015 TMITH contributed to the local community by undertaking initiatives such as conserving water resources, preventing forest fires, expanding forest boundaries and promoting environmental education and awareness for younger generations.



**Tokio Marine China (TMNCH)  
Implementing Youth Support  
Activities**

TMNCH supported Nongmingong schools, which are schools for children of migrant workers; held Car Free Day as a day for employees to commute to work using public transportation (September 2015); and held the activity “Sign Language Communication between Chinese and Japanese students” at the Nanjing Deaf People School (April 2015). Through supporting young people who will lead the future of China, TMNCH continues to contribute to the development of China.



**Tokio Marine Hong Kong (TMHK)  
Implementing Local Community and  
Social Contribution Activities Led by  
the CSR Committee**

TMHK established the CSR Committee in 2006 and is undertaking various community and social contribution activities. In 2015, the company implemented the World Wide Fund for Nature’s Earth Hour; Christmas Food Tree, a food collection and donation event; and sponsored the Tokio Marine Insurance Scholarship, an insurance education program at Lingnan University. In recognition of its caring and environmental protection efforts, to the present TMHK has been awarded the “5+ Caring Company” (refers to a company being caring for more than 5 years) and the Hong Kong Awards for Environmental Excellence.



**Delphi Capital Management (DCM)  
Donation Activities for Education  
Support**

At DCM, in the United States, employees donate funds received from the company to any project or projects of their choosing available at DonorsChoose.org. Over 95% of all employees participated in this event and contributed to improving educational levels in various communities.



**Safety National (SN)  
Battle of the Bands Charity**

U.S.-based SN participates in an array of local community and social contribution activities, beginning with the holding of the United Way Battle of the Corporate Bands Fundraiser. The funds collected at this event are provided through the United Way to over 170 non-profit charitable agencies active in the St. Louis Metropolitan area.



**First Insurance Company of Hawaii  
(FICOH)  
Smoke Alarm Installation Activities in  
the Local Community**

FICOH, situated in the U.S. state of Hawaii, participated in Smoke Alarms for Everyone (SAFE) campaign spearheaded by the American Red Cross to raise levels of safety for its customers and for society. In 2015, employees installed smoke alarms in homes in January, April and July, and altogether these volunteers installed more than 650 smoke alarms in approximately 175 homes and thereby provided security and safety to the community.



**Tokio Marine Seguradora (TMSR)  
Participation in Activities for  
Awareness of Persons with Physical  
Disabilities and in Fundraising and  
Donation Activities**

As CSR activities based on the Tokio Marine Group Good Company concept, TMSR in Brazil participated in the MOVA training program, an awareness activity that promotes an understanding of persons with physical disabilities, and in the Teleton TV program. During the program, operators worked as volunteers taking calls from donors. For this event, the company collected donations of approximately USD60,000.



**Tokio Marine Kiln (TMK)  
Internship Program for University  
Students**

Every year TMK participates in The Brokerage Citylink, an internship program targeting students with underprivileged backgrounds sponsored by the City of London. In 2015 TMK took on 12 interns who worked across the business learning the various functions of an insurance company, which enabled them to gain greater business skills and raise their motivation.



**Tokio Marine Egypt  
Distribution of “Ramadan Bags” to  
the Community**

In June 2015, during the holy month of Ramadan, Tokio Marine Egypt and numerous employees, together with a local NGO partner, delivered 300 “Ramadan Bags” containing food to an economically disadvantaged area in southern Egypt. Through this initiative, the company contributed to the local community.



**Tokio Millennium Re (TMR)  
“Investing in our Communities  
through Staff Involvement”**

Headquartered in Switzerland and undertaking its business globally, TMR holds its annual Day of Giving in which employees take part in local volunteer initiatives from all its offices around the globe and support a variety of sporting events and thereby contribute to the development of local communities.

**CSR Slogan Solicitation and CSR Awards**

Tokio Marine & Nichido Systems formulated the management goal “For society-friendly systems” and aims to encourage all employees to proactively participate in CSR activities more than once per year. To attain this objective, the company is implementing numerous original measures based on the thinking that each individual must understand the importance of CSR and continually possess a high awareness of participating in local community and social contribution activities.

One such measure is “CSR Slogan Solicitation,” an employee participation-type plan that provides an opportunity for employees to give shape to each of their respective ideas. The establishment of this means for allowing these ideas to be shared as slogans within the company will create new opportunities for increasing employee awareness in previously unnoticed areas.

Also, to implement company-wide CSR activities, the company will present awards to “organizations (departments or sections)” and “individuals” every half year with a view toward raising the level of contributions and participation rates of employees in CSR activities.





# 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, engagement with shareholders and investors, communications with agents, communications with employees, communications with external Socially Responsible Investment (SRI) and Environmental, Social and Governance (ESG) rating agencies and CSR communication with external experts (CSR Dialogue). We also provide shareholder and investor information and various types of news releases through the media and make our best efforts to provide appropriately timed and adequate information disclosure to all stakeholders.

## Tokio Marine Group's Stakeholders





Stakeholders	Engagement		Web Links
	Policy	Contents	
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.	Basic knowledge of insurance	<ul style="list-style-type: none"> <li>&gt; <a href="#">Naruhodo Insurance Guide (Basic)</a> </li> <li>&gt; <a href="#">Naruhodo Insurance Guide (Life Events)</a> </li> </ul>
		Customer satisfaction	<ul style="list-style-type: none"> <li>&gt; <a href="#">Response to Customer Feedback</a></li> </ul>
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.	Communication with shareholders	<ul style="list-style-type: none"> <li>&gt; <a href="#">Stakeholder Engagement (Engagement with Shareholders and Investors)</a></li> <li>&gt; <a href="#">Corporate Governance (Relations with Shareholders and Other Stakeholders)</a></li> </ul>
		Disclosure policy	<ul style="list-style-type: none"> <li>&gt; <a href="#">Information Disclosure</a></li> </ul>



Stakeholders	Engagement		Web Links
	Policy	Contents	
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.	Insurance agents	<ul style="list-style-type: none"> <li>&gt; Working Together with Agents to Improve Quality</li> <li>&gt; Education and Training Systems for Agents</li> </ul>
Business Partners	We aim for healthy mutual growth and development with our business partners.	Business partners	<ul style="list-style-type: none"> <li>&gt; CSR in the Value Chain</li> </ul>
Employees	We respect each and every employee as individuals and recognize their dignity and value, and pay careful attention to ensure that they can fulfill their responsibilities to their families. We aim to be a professional group with very distinctive characteristics while cooperating to ensure all colleagues maximize their performance with integrity and compassion.	Employee satisfaction	<ul style="list-style-type: none"> <li>&gt; Fair and Honest Personnel Affairs (Raising Employee Satisfaction Levels)</li> </ul>
		Dialogue	<ul style="list-style-type: none"> <li>&gt; Communication with Employees (Direct Dialogue between Employees and Executives)</li> </ul>

Stakeholders	Engagement		Web Links
	Policy	Contents	
Local Communities and Societies	<p>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. In addition, by partnering with NPOs, etc, we conduct mangrove planting project and experience-based environmental protection activities mainly focusing on children.</p>	Awards	<ul style="list-style-type: none"> <li>External Evaluations and Awards and Participation in Initiatives</li> </ul>
		Initiatives	<ul style="list-style-type: none"> <li>External Evaluations and Awards and Participation in Initiatives</li> </ul>
		CSR Dialogue	<ul style="list-style-type: none"> <li>Stakeholder Engagement (Fiscal 2015 CSR Dialogue)</li> </ul>
		Mangrove Planting Project	<ul style="list-style-type: none"> <li>Global Environmental Protection through Products and Services (Green Gift Mangrove Planting Project)</li> </ul>
		Experience-based environmental protection activities	<ul style="list-style-type: none"> <li>Global Environmental Protection through Products and Services (Green Gift Project: Environmental Protection Activity in Japan)</li> </ul>
Research Institutions	<p>To respond to disasters caused by climate change we will sophisticate our natural disaster risk assessment through industry-academia collaboration and will provide products and services for stable responses to disasters in the future.</p>	Climate change and natural disaster risk research	<ul style="list-style-type: none"> <li>Research on Climate Change and Natural Disaster Risk</li> </ul>

Stakeholders	Engagement		Web Links
	Policy	Contents	
External Initiatives, Organizations, Governments	To respond to global-scale issues such as climate change, poverty, human rights and resource and energy issues and help create a secure, safe and sustainable future, we will collaborate with governments and industry organizations and participate in initiatives that include The United Nations Global Compact and The United Nations Environment Programme Finance Initiative (UNEP FI), and undertake activities in cooperation with a variety of stakeholders toward resolving these issues.	Participation in initiatives	<a href="#">External Evaluations and Awards and Participation in Initiatives</a>
Media	Based on the Tokio Marine Group CSR Charter that states, "We intend to disclose information timely and appropriately and to promote dialogue with all our stakeholders to ensure effective corporate management," we will cooperate with the media and carry out fair, timely and proper disclosure of company information to gain the trust and understanding of our stakeholders.	News release	<a href="#">News release</a> 
		Tokio Marine Holdings corporate website (CSR page)	<a href="#">Tokio Marine Holdings Corporate Website (CSR Page)</a> 

> [Implementation of Stakeholder Engagement \(103.2KB\)](#) 

## Fiscal 2015 CSR Dialogue

In the name of “CSR Dialogue,” Tokio Marine Group regularly invites outside experts to share the latest knowledge on CSR with management and to engage in dialogue (exchange views and engage in discussions) about Tokio Marine Group’s CSR initiatives. On February 17, 2016, we invited prominent figures from various fields and asked their opinions about the CSR initiatives of Tokio Marine Group in line with the latest social situation in the field of CSR. Several opinions offered by these experts are provided herein.



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



Makoto Umebara  
Representative  
Umebara Design Office



Ayako Sonoda,  
President  
Cre-en Incorporated



George Hara  
Group Chairman  
DEFTA PARTNERS



Tsuyoshi Nagano  
President and Group CEO  
Tokio Marine Holdings, Inc.



Masashi Oba  
Executive Vice President  
Tokio Marine Holdings, Inc.



Toshifumi Kitazawa  
Executive Vice President,  
Tokio Marine & Nichido Fire Insurance  
Co., Ltd.



Kenji Iwasaki  
Senior Managing Director,  
Tokio Marine & Nichido Fire Insurance  
Co., Ltd.

## 1. CSR Initiatives through Our Main Business

### Principal opinions from experts

**Sonada** : When I first started supporting CSR around 15 years ago, much CSR tended to be “defensive CSR” focused on compliance and risk management and there was little “offensive CSR” directed toward sustainability. Instead of regarding the “R” in CSR as “responsibility,” companies should think of CSR as an activity for building relationships of trust with stakeholders. The Sustainable Development Goals (SDGs) were adopted in September 2015. I’d like to see Tokio Marine, as a trailblazing company in CSR, express the direction it intends to advance its CSR activities that are connected to these 2030 global SDGs. When evaluating investee companies, rather than considering value only from a financial perspective, in recent years there has been a growing trend toward also focusing on non-financial aspects, as ESG (Environmental, Social and Governance) investments become mainstream, primarily in Europe and the United States. Within such an environment, the types of breakthrough innovations companies can spur in their main businesses for realizing the sustainability of society are starting to be called into question.

### Tokio Marine Group’s response policies

Tokio Marine Group believes CSR is synonymous with the implementation of its Corporate Philosophy and regards CSR as an issue for raising the trust of customers and local communities and for generating social value. Going forward, together with customers, business partners and members of the local community, we will promote CSR activities with the participation of every employee in all our business activities, from the provision of products and services to our donation and volunteer activities. Additionally, we will link our CSR initiatives to the SDGs and communicate these efforts to the public as a story.

## 2. Disseminating Information to Society

### Principal opinions from experts

**Umebara** : For 27 years Kuroshio-cho, in Kochi Prefecture, has continually disseminated artistic works from The Seaside Gallery, where T-shirts hung on lines to flutter in the breeze are turned into an art museum along a beautiful sandy beach. In 2014, this activity became associated with Tokio Marine & Nichido’s Green Gift Project and under the project the “T-shirt Art Exhibition and Beachcombing” event was held. Although Tokio Marine & Nichido undertakes a variety of these excellent initiatives, I felt that the communication design for this event was inadequate. I look forward to seeing Tokio Marine Group disseminate information with a greater awareness of the visualization and visibility of its CSR activities.

### Tokio Marine Group’s response policies

In the future as well, Tokio Marine Group will carry out domestic environmental protection activities (“Planet GENKI Program” from October 2016) through the Green Gift Project in collaboration with NPOs, local governments and residents of local communities in working to solve various local environmental issues. Regarding the point suggested by Mr. Umebara, while being mindful of communication design we will strive to convey Tokio Marine Group’s CSR initiatives to society in an easy-to-understand manner through our website and CSR Booklet.

### 3. Toward “To Be A Good Company”

#### Principal opinions from experts

**Hara** : Companies are public institutions within society that contribute to society through their businesses. In doing so, three key factors enable companies to carry out vigorous business operations. The first is to contribute to all company stakeholders that include employees, customers, suppliers, local communities and the earth. The second is to continuously contribute to all stakeholders over the medium and long term rather than pursuing short-term results. The third is to take on challenges assuming maximum tolerable risk while of course avoiding any risk that could destroy a company’s main business. This concept is called “public interest capitalism” and I’d like to see this spread throughout the world.

#### Tokio Marine Group’s response

The concept that “companies are public institutions within society that contribute to society through their businesses” corresponds with Tokio Marine Group’s belief that “CSR is synonymous with the implementation of its Corporate Philosophy and that working to resolve social issues leads to the sustainable growth of the Group.” In the future, the frequent occurrence of natural disasters, shifting demographics, technological innovation and other changes in the environment are expected to accelerate and are likely to generate numerous new opportunities and risks. Under these circumstances, Tokio Marine Group will make unceasing efforts to be a “company indispensable throughout society” and that is chosen by customers by getting close to our customers and local communities and making efforts to support this challenge.

### Responding to Opinions in the CSR Dialogue

Thank you for your valuable opinions. We will utilize these opinions in our future activities to accelerate our initiatives for resolving various issues facing society.

We aim to be a “Good Company” that supports customers and society in all times of need. Based on dialogue and collaboration with our stakeholders in all areas of our business, from products and services to respect for human rights and dignity, protection of the global environment, contribution to local communities and societies, governance and stakeholder engagement, all employees will work together to create a secure, safe and sustainable future with a focus on our three core CSR themes.

Takayuki Yuasa  
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 include 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 <sub>2</sub> emissions and paper consumption (e.g., the total use of FSC-certified paper, investments in renewable energy).	<ul style="list-style-type: none"> <li>■ Tokio Marine &amp; Nichido makes standard use of "environment-conscious paper" that includes FSC-certified paper.</li> <li>■ Marketing of TM Nippon Solar Energy Fund by Tokio Marine Asset Management</li> </ul>
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 various regions throughout the country.

Date of dialogue	Items	Opinions	Status of Group's response
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"> <li>■ Creation of "List of Recommended Initiatives" that compiles tips for planning community and social contribution activities at each workplace</li> <li>■ Participation in initiatives undertaken by the NGOs and NPOs that we support</li> <li>■ Plan volunteer tours to support disaster regions and hold in-house solicitations of tour participants</li> </ul>
December 16, 2013	Community and social contribution activities	Solving social issues is requiring even more expertise. I'd like to see activities carried out with an awareness of collaborating with local governments, universities, specialist institutions, NPOs and residents. Also, I'd like to see the development of the next-generation of people who will work to protect the environment in regional communities.	<p>We are carrying out industry-academia collaborative risk research with universities and strengthening collaboration with local governments and NPOs in domestic environmental protection activities while working to solve various social issues. We are undertaking environmental awareness and education activities through the implementation of Green Lessons for elementary school children and carrying out environmental protection activities in the Green Gift Project.</p>



Date of dialogue	Items	Opinions	Status of Group's response
December 16, 2013	CSR management	I suggest setting "development of people" as materiality and ascertain needs in each region while promoting financial and environmental education and advancing these with initiatives used in your main business.	We set "Supporting People" as one core CSR theme in the new mid-term business plan (FY 2015–2017) and are implementing CSR. From fiscal 2012 we have been holding Disaster Prevention Lessons to raise the disaster prevention awareness of elementary school children. We will reflect regional characteristics and the outcomes of industry-academia collaborative risk research to the present into this program while also focusing on further improving this program. We have also started the development of a financial education program based on the theme of insurance as our main business.
January 30, 2015	Taking on the challenge of meeting global Social issues	I'm hoping to see Tokio Marine Group utilize its knowledge and experience and actively participate in United Nations partnerships and international conferences for disaster prevention and mitigation as well as play an active role in the creation of an international framework as a Japanese company and an industry opinion leader.	Tokio Marine Group participates in the United Nations Office for Disaster Risk Reduction (UNISDR) — Private Sector Alliance for Disaster Resilient Societies (ARISE) and the United Nations Environment Programme Finance Initiative (UNEP FI). At the Third United Nations World Conference on Disaster Risk Reduction held in Sendai in March 2015, we disseminated information about such industry-academia collaborative research results as a stochastic risk assessment method for earthquake-induced tsunamis as well as the Group's disaster-related solutions and promoted discussions for deploying the roles fulfilled by the insurance industry toward solving disaster issues and reducing damage. A Group member is presently participating in the creation of a framework for global climate-related financial disclosures as a member of the Financial Stability Board's (FSB's) Task Force on Climate-related Financial Disclosures (TCFD).

Date of dialogue	Items	Opinions	Status of Group's response
January 30, 2015	Visualization of the social impact of CSR	Amid expectations for strategic CSR by companies, it is essential to incorporate a perspective that looks at what types of impact Tokio Marine Group's activities are having on social issues. I'd like to see this done, for example, through the "visualization" and disclosure of the impact of mangrove planting on local communities.	We commissioned an external think tank to investigate the social impact of mangrove planting that we have carried out since 1999. Calculations show that as of the end of March 2014, mangrove planting has generated economic value of around 35 billion yen and brought positive effects to the mangrove forests and the approximately 1.25 million people living in the surrounding regions. We introduce the Mangrove Planting Project in our news releases as well as in a Special Feature article in the CSR Booklet 2016.
	Take on the challenge of turning risks into "opportunities."	I would like to see Tokio Marine Group, as a professional in risk management, turn future risks of the global community into "opportunities."	We will seize changes in risk accompanying the frequent occurrence of natural disasters and shifting demographics as business opportunities that lead to growth. We will also further advance our CSR initiatives that bring major changes to risk and will focus efforts on our three core CSR themes of "Providing Safety and Security," "Protecting the Earth" and "Supporting People." By doing so, we will contribute to the creation of a secure, safe and sustainable future.
	CSR materiality and CSR approach	<ul style="list-style-type: none"> <li>■ Isn't "Information Security" also an important issue as a core CSR theme?</li> <li>■ How about rearranging core CSR themes into five steps as a CSR approach?</li> </ul>	<ul style="list-style-type: none"> <li>■ We reflected these opinions in Tokio Marine Group's CSR materiality (important issues) and core CSR themes set in accordance with the new mid-term business plan "To Be a Good Company 2017." This included setting "Information Security" as an element of internal control within CSR materiality (important issues).</li> <li>■ We established a "CSR approach" that rearranged core CSR themes into five steps to ensure that the actions of each employee lead to value generation in the future.</li> </ul>

## Engagement with Shareholders and Investors

To assure transparent and fair management, Tokio Marine Holdings works for timely and appropriate information disclosure, while implementing a variety of measures to realize fair and constructive dialogue with domestic and overseas shareholders and investors.

To realize constructive dialogue with domestic and overseas shareholders, for institutional investors, we hold both Japanese and English-language conference calls on the announcement dates of the financial results of each quarter. We also hold IR briefings attended by top managers, beginning with the president, twice per year following the interim and fiscal year-end financial results, respectively, where we explain management strategies and the progress of these strategies and hold dialogues (available in Japanese and English language video format on our website). We also actively hold personal interviews with shareholders and investors in Japan and overseas on a regular and as-needed basis and held approximately 660 personal interviews with institutional investors in the previous fiscal year. For individual investors, we hold an annual IR conference led by the president as well as actively convene briefings in various cities throughout Japan.



Briefing for individual investors

The opinions that the Company receives from shareholders and investors through these opportunities are regularly reported to the Board of Directors, shared broadly as feedback to management and all Group employees and are useful in improving management.

The General Meeting of Shareholders serves as an opportunity for receiving valuable opinions about the Company's management and therefore the Company 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.

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.

Tokio Marine Group also actively disseminates IR information through its website. In addition to the timely posting of information beginning with the summary of financial results, Tokio Marine Group posts a wide range of various types of information and data that help with investment decisions.

## Principal IR Activities

<b>Briefings for analysts and institutional investors</b>	<p>We convened a briefing (November 2015) about the state of progress of our mid-term business plan, "To Be a Good Company 2017," which was launched in fiscal 2015, and held an IR briefing (May 2016) on the Fiscal 2016 Business Plan. At the briefings, the management team led by the president provided explanations to analysts and institutional investors and also engaged in question and answer sessions with attendees.</p> <p>In addition, IR division representatives held quarterly results conference calls for analysts and institutional investors.</p>
<b>Briefings for individual investors</b>	<p>Held a briefing for individual investors by President Nagano on the theme of Tokio Marine Group's corporate strategy. Also held briefings in various cities in Japan for individual investors by the IR officer as needed, mainly at securities companies (a total of 12 times in FY2015).</p>
<b>Briefings for overseas investors</b>	<p>Held individual meetings for overseas investors 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.</p>
<b>Disseminating IR information through our website</b>	<p>Tokio Marine Group strives to disseminate information in a timely and fair manner through its website. In addition to posting information beginning with financial results, Tokio Marine Group posts a wide range of various types of information and data that help with investment decisions. This includes annual securities reports, IR briefing materials and videos and explanations of preliminary reports regarding the monthly business results of principal subsidiaries.</p>

## Engagement with NPOs and Others

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

- [Global Environmental Protection through Products and Services \(Green Gift Project: Mangrove Planting\)](#)
- [Global Environmental Protection through Products and Services \(Green Gift Project: Environmental Protection Activity in Japan\)](#)

# Plans and Results of CSR Initiatives

## CSR Plan within the Fiscal 2015-2017 Mid-Term Business Plan

Under the mid-term business plan “To Be a Good Company 2017 (FY2015 - FY2017),” Tokio Marine Group has set the following core CSR themes and is implementing initiatives for the three core CSR themes and strengthening CSR management.

In fiscal 2015, although we fell short of some objectives such as for initiatives to reduce the environmental burden, our initiatives generally proceeded smoothly and we attained our objectives in all other activities. In working toward being a “Good Company,” in fiscal 2016 all Group employees throughout the world will continuously work to implement the three CSR core themes and strengthen CSR management as his/her own matter with the aim of raising corporate value and generating social value.

- Core Theme 1: Providing Safety and Security
- Core Theme 2: Protecting the Earth
- Core Theme 3: Supporting People
- Governance ~ Strengthening CSR Management ~



> Group Core CSR Themes and Materiality

## Core Theme 1: Providing Safety and Security

Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Products and services beneficial for safety and security</li> <li>■ Low birth rates and aging societies and population demographics</li> <li>■ Technological innovation</li> <li>➤ <a href="#">Providing Safety and Security through Products and Services</a></li> </ul>	<ul style="list-style-type: none"> <li>■ Value creation by providing disaster risk solutions</li> <li>■ Value creation by providing health and low birth rates and aging societies related solutions</li> <li>■ Responding to climate change and natural disaster risk</li> <li>■ Develop and provide products and services that respond to low birth rates and aging societies and changing population demographics</li> <li>■ Develop products and services that respond to technological innovation</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide disaster risk solutions</li> <li>■ Provide living benefit related products</li> <li>■ Develop products and services that respond to technological innovation</li> </ul>	<ul style="list-style-type: none"> <li>■ Provided insurance that assures against disaster risk and provided disaster risk consulting services</li> <li>■ Sold living benefit related products such as <i>Medical Kit Neo</i> (comprehensive medical insurance)</li> <li>■ Developed and provided <i>Drive Agent</i></li> </ul>	○	<ul style="list-style-type: none"> <li>■ Provide disaster and accident risk solutions</li> <li>■ Develop and provide living benefit related products</li> <li>■ Develop products and services that respond to technological innovation</li> </ul>



Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Responding to climate change and natural disaster risk</li> <li>➤ <a href="#">Research on Climate Change and Natural Disaster Risk</a></li> </ul>	<p>Value creation by industry-academia collaborative research</p>	<ul style="list-style-type: none"> <li>■ Promote industry-academia collaborative research</li> <li>■ Natural Disaster Risk Seminar</li> </ul>	<ul style="list-style-type: none"> <li>■ Announced research achievements at the 2016 Sendai Symposium for Disaster Risk Reduction and the Future (Five Years after the Great East Japan Earthquake, a Disaster We Will Never Forget)</li> <li>■ Convened a Natural Disaster Risk Seminar (November 2015)</li> </ul>	○	<ul style="list-style-type: none"> <li>■ Promote industry-academia collaborative research</li> <li>■ Hold Natural Disaster Risk Seminars</li> </ul>
<ul style="list-style-type: none"> <li>■ Promoting ESG in the provision of products and services</li> <li>➤ <a href="#">Sustainable Investment and Financing</a></li> </ul>	<ul style="list-style-type: none"> <li>■ Value creation by sustainable investment and financing</li> </ul>	<ul style="list-style-type: none"> <li>■ Promote sustainable investment and financing</li> <li>■ Enhance communication with investee companies</li> </ul>	<ul style="list-style-type: none"> <li>■ Tokio Marine Asset Management held dialogue with investee companies</li> </ul>	○	<ul style="list-style-type: none"> <li>■ Promote sustainable investment and financing</li> <li>■ Enhance dialogue with investee companies</li> </ul>
<ul style="list-style-type: none"> <li>■ Products and services beneficial for safety and security</li> <li>➤ <a href="#">Improving Quality from the Customer's Perspective</a></li> </ul>	<p>Value creation by quality improvement</p>	<p>Promote quality improvement initiatives</p>	<p>Implemented initiatives for Anshin Quality</p>	○	<p>Promote quality improvement initiatives</p>


Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Local community and social contribution activities</li> <li>➤ <a href="#">Local Community and Social Contribution Activities Leading to Safety and Security</a></li> </ul>	<ul style="list-style-type: none"> <li>■ As an indicator for measuring the state of CSR initiatives with the participation of all employees, total employee participation rate in volunteer activities: 100% (total participation rate regarding three core themes)</li> <li>■ Continue support for recovery of the disaster-affected areas</li> <li>■ Hold Disaster Prevention Lessons at schools</li> </ul>	<ul style="list-style-type: none"> <li>■ Total employee participation rate in volunteer activities: 100% (total of three core themes regarding local community and social contribution activities)</li> <li>■ Continue support for recovery of the disaster-affected areas</li> <li>■ Hold Disaster Prevention Lessons at schools</li> </ul>	<ul style="list-style-type: none"> <li>■ Total employee participation rate in volunteer activities: 131.3% (attained target for second consecutive year, total participation rate regarding three core themes)</li> <li>■ Continue menu for support for recovery of the disaster-affected areas as well as volunteer support for recovery of the disaster-affected areas</li> <li>■ Disaster Prevention Lessons have been held at approximately 210 elementary schools and attended by around 16,300 children, students since these lessons were commenced (cumulative total at the end of March 2016)</li> </ul>	○	<ul style="list-style-type: none"> <li>■ Total employee participation rate in volunteer activities: 100% (total participation rate regarding three core themes)</li> <li>■ Continue support for recovery of the disaster-affected areas</li> <li>■ Implement Disaster Prevention Lessons held at schools</li> </ul>



## Core Theme 2: Protecting the Earth



Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Products and services beneficial for safety and security</li> <li>■ Responding to climate change and natural disaster risk</li> </ul> <p>&gt; <a href="#">Global Environmental Protection through Products and Services</a></p>	<p>Value creation through products and services</p> <ul style="list-style-type: none"> <li>■ Implement Green Gift Project</li> <li>■ Provide Mega-Solar Package Program</li> <li>■ Provide TM Nippon Solar Energy Fund</li> </ul>	<p>Value creation through products and services</p> <ul style="list-style-type: none"> <li>■ Implement Green Gift Project</li> <li>■ Provide Mega-Solar Package Program</li> <li>■ Provide TM Nippon Solar Energy Fund</li> </ul>	<ul style="list-style-type: none"> <li>■ Implemented Green Gift Project</li> <li>■ Provided Mega-Solar Package Program</li> </ul>	○	<p>Create value through products and services</p> <ul style="list-style-type: none"> <li>■ Promote Green Gift Project</li> <li>■ Provide Mega-Solar Package Program</li> <li>■ Provide TM Nippon Solar Energy Fund</li> <li>■ Develop and provide products and services that respond to technological innovation</li> </ul>
<ul style="list-style-type: none"> <li>■ Responding to climate change and natural disaster risk</li> <li>■ Enterprise Risk Management (ERM)</li> </ul> <p>&gt; <a href="#">Research on Climate Change and Natural Disaster Risk</a></p>	<p>Value creation by industry-academia collaborative research</p>	<ul style="list-style-type: none"> <li>■ Promote industry-academia collaborative research</li> <li>■ Natural Disaster Risk Seminar</li> </ul>	<ul style="list-style-type: none"> <li>■ Promoted climate change and natural disaster risk research with The University of Tokyo, Nagoya University and Kyoto University</li> <li>■ Convened Natural Disaster Risk Seminars</li> </ul>	○	<ul style="list-style-type: none"> <li>■ Promote industry-academia collaborative research</li> <li>■ Hold Natural Disaster Risk Seminars</li> </ul>

Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Reduction of environmental burden and achieve carbon neutral status</li> <li>&gt; <a href="#">Promotion of Environmental Management</a></li> </ul>	<ul style="list-style-type: none"> <li>■ FY2017 CO<sub>2</sub> emissions: -3% (compared with FY2014)</li> <li>■ CO<sub>2</sub> emissions per employee: -3% (compared with FY2014)</li> <li>■ Be carbon neutral</li> <li>■ Promote paperless operations</li> <li>■ Promote 3R</li> </ul>	<ul style="list-style-type: none"> <li>■ CO<sub>2</sub> emissions: -1% (compared with the previous year)</li> <li>■ CO<sub>2</sub> emissions per employee: -1% (compared with the previous year)</li> <li>■ Be carbon neutral</li> <li>■ Paper usage: -1% (compared with the previous year)</li> <li>■ Promote 3R</li> </ul>	<ul style="list-style-type: none"> <li>■ CO<sub>2</sub> emissions: 100.5% (compared with the previous year)</li> <li>■ Achieved carbon neutral status (CO<sub>2</sub> emissions)</li> <li>■ Paper usage: 102.4% (compared with the previous year)</li> <li>■ Promoted 3R</li> </ul>		<ul style="list-style-type: none"> <li>■ CO<sub>2</sub> emissions: -1% (compared with the previous year)</li> <li>■ CO<sub>2</sub> emissions per employee: -1% (compared with the previous year)</li> <li>■ Achieve carbon neutral status</li> <li>■ Paper usage: -1% (compared with the previous year)</li> <li>■ Promote 3R</li> </ul>
<ul style="list-style-type: none"> <li>■ Global environmental protection activities</li> <li>&gt; <a href="#">Global Environmental Protection through Products and Services</a></li> </ul>	<p>Preservation of biodiversity through environmental protection activities and environmental awareness-raising activities in Japan and overseas</p>	<p>Preservation of biodiversity through environmental protection activities and environmental awareness-raising activities in Japan and overseas</p> <ul style="list-style-type: none"> <li>■ Mangrove Planting Project</li> <li>■ Preservation of biodiversity activities in Japan</li> </ul>	<ul style="list-style-type: none"> <li>■ Implemented biodiversity preservation activities through Mangrove Planting Project</li> <li>■ Implemented preservation of biodiversity activities in Japan in collaboration with NPOs 112 times over 29 areas with the participation of approximately 7,700 people (cumulative total at the end of March 2016)</li> </ul>		<p>Preservation of biodiversity through environmental protection activities and environmental awareness-raising activities in Japan and overseas</p> <ul style="list-style-type: none"> <li>■ Mangrove Planting Project</li> <li>■ Preservation of biodiversity activities in Japan</li> </ul>



Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Local community and social contribution activities</li> <li>➤ <a href="#">Local Community and Social Contribution Activities Leading to Global Environmental Protection</a></li> </ul>	<p>Total employee participation rate in volunteer activities: 100% (total participation rate regarding three core themes)</p>	<p>Total employee participation rate in volunteer activities: 100% (total of three core themes regarding local community and social contribution activities)</p> <ul style="list-style-type: none"> <li>■ Hold Green Lessons at schools</li> <li>■ Children's Environmental Award</li> <li>■ Marunouchi Citizens Environmental Forum</li> </ul>	<ul style="list-style-type: none"> <li>■ Total employee participation rate in volunteer activities: 131.3% (attained target for second consecutive year, total participation rate regarding three core themes)</li> </ul>		<ul style="list-style-type: none"> <li>■ Total employee participation rate in volunteer activities: 100% (total participation rate regarding three core themes)</li> </ul>


## Core Theme 3: Supporting People

Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Local community and social contribution activities</li> <li>➤ <a href="#">Local Community and Social Contribution Activities Supporting People</a></li> </ul>	<p>Total employee participation rate in volunteer activities: 100% (total participation rate regarding three core themes)</p>	<p>Total employee participation rate in volunteer activities: 100% (total participation rate regarding three core themes)</p> <ul style="list-style-type: none"> <li>■ Support to foster young swimmers</li> <li>■ Support scholarship students through foundations</li> <li>■ Participate in girls educational support program in developing countries</li> <li>■ Promote employees' participation in courses to foster support for dementia care</li> <li>■ Support for employees' obtaining the Technical Care Helper Certificate</li> <li>■ Support for the Special Olympics</li> <li>■ Support for Japan Deafblind Association, etc.</li> </ul>	<ul style="list-style-type: none"> <li>■ Total employee participation rate in volunteer activities: 131.3% (attained target for second consecutive year, total participation rate regarding three core themes)</li> <li>■ Supported junior swimmers</li> <li>■ Supported scholarship students through foundations</li> <li>■ Courses to foster support for dementia care attended by around 4,000 persons (cumulative total at the end of March 2016)</li> <li>■ Implemented support for obtaining the Technical Care Helper Certificate</li> <li>■ Supported Special Olympics Nippon National Winter Games Niigata 2016</li> <li>■ Supported the Japan Deafblind Association's national conference</li> </ul>	<p style="text-align: center;">○</p>	<ul style="list-style-type: none"> <li>■ Continue supporting youth development, the elderly, persons with disabilities and athletes</li> <li>■ Implement initiatives for children, who will take the future on themselves</li> <li>■ Promote initiatives for the development and success of the 2020 Tokyo Olympics and Paralympics</li> <li>■ Total employee participation rate in volunteer activities: 100% (total participation rate regarding three core themes)</li> </ul>

Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Diversity and inclusion</li> <li>■ Human resources development</li> <li>➤ <a href="#">Development and Utilization of Diverse Human Resources</a></li> </ul>	Promote diversity and inclusion	Promote diversity and inclusion <ul style="list-style-type: none"> <li>■ Promote the employment of persons with disabilities</li> <li>■ Empower female employees</li> </ul>	<ul style="list-style-type: none"> <li>■ Employment rate for persons with disabilities: 2.17% as of June 1, 2016; Japan)</li> <li>■ Chosen as a Nadeshiko Brand for fiscal 2015</li> </ul>	 	<ul style="list-style-type: none"> <li>■ Promote the employment of persons with disabilities</li> <li>■ Empower female employees</li> </ul>

## Governance ~ Strengthening CSR Management ~

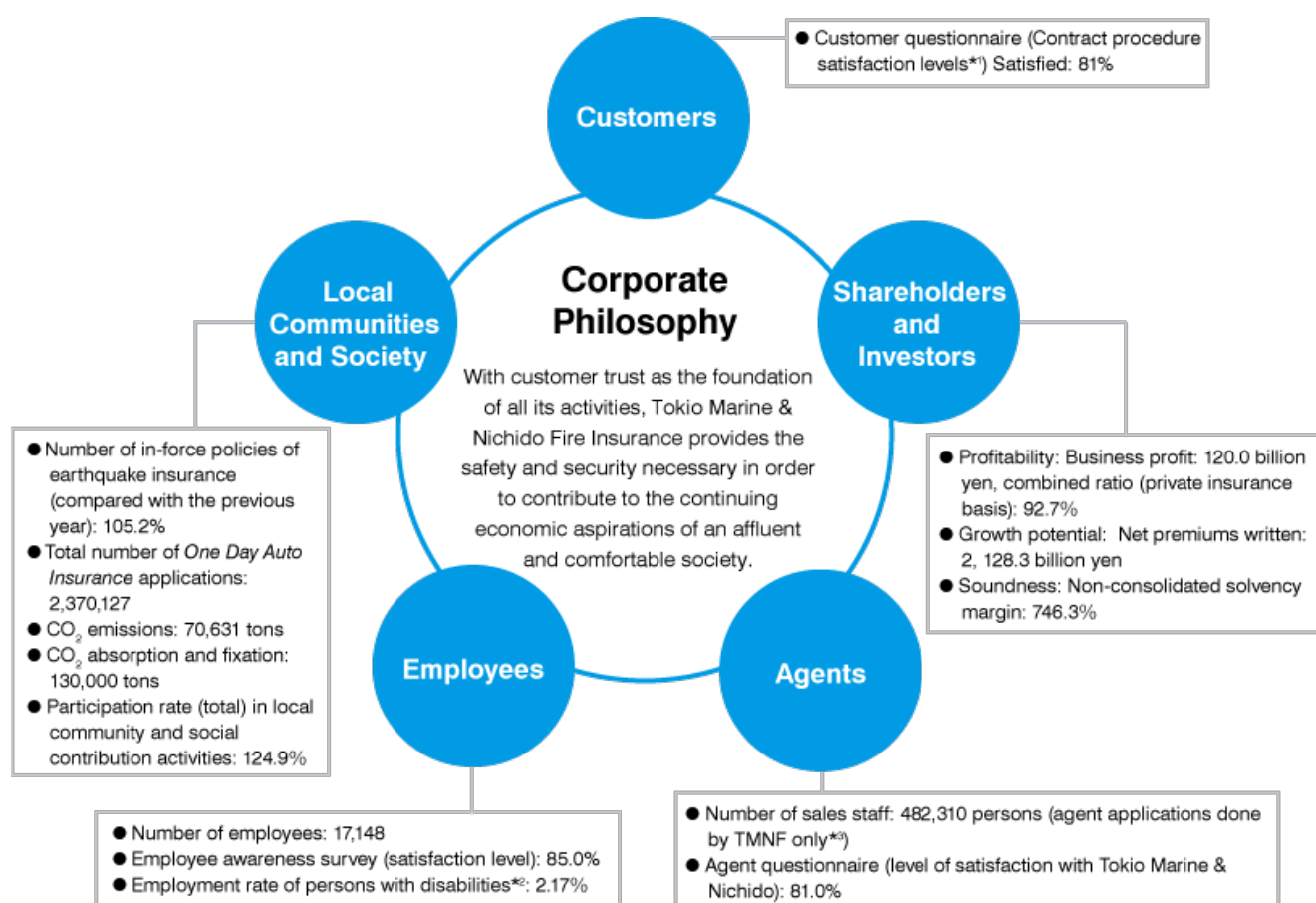
Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Corporate governance/internal control</li> <li>➤ <a href="#">Tokio Marine Group's Approach to CSR</a></li> </ul>	<ul style="list-style-type: none"> <li>■ Foster the sense of CSR in employees and enhance skills</li> <li>■ Strengthen CSR communication in the Group</li> </ul>	<ul style="list-style-type: none"> <li>■ Expand the scope of Presidential CSR Awards globally</li> <li>■ Implement CSR Board, CSR Key Persons Conference, etc.</li> </ul>	<ul style="list-style-type: none"> <li>■ Established the Tokio Marine Group CEO Recognition for CSR that covers domestic and overseas Group companies</li> <li>■ Convened the CSR Board</li> </ul>		<ul style="list-style-type: none"> <li>■ Enhance Tokio Marine Group CEO Recognition for CSR award (name changed from Presidential CSR Awards)</li> <li>■ Strengthen communication within the Group through the CSR Board</li> </ul>
<ul style="list-style-type: none"> <li>■ Corporate governance/internal control</li> <li>➤ <a href="#">CSR in the Value Chain</a></li> </ul>	Promote utilization of recycled materials	Promote utilization of recycled materials	<ul style="list-style-type: none"> <li>■ Number of recycled automobile materials used: 26,893 items (Compared with the previous fiscal year: 104.0%) (Tokio Marine &amp; Nichido)</li> </ul>		<ul style="list-style-type: none"> <li>■ Promote the use of recycled automobile materials</li> <li>■ Enhance human rights initiatives</li> </ul>

Identified Material Issues in CSR (Web Links)	Mid-Term Business Plan (Fiscal 2015-2017) Targets	Fiscal 2015 Activities and Numerical Targets	Fiscal 2015 Results	Self-Assessment	Fiscal 2016 Activities and Numerical Targets
<ul style="list-style-type: none"> <li>■ Strengthening of international supervisory regulations</li> <li>■ Changes in the global economy and financial environment</li> </ul> <p>➤ <a href="#">Integrated Report 2016</a> </p>	<ul style="list-style-type: none"> <li>■ Respond to strengthening of international supervisory regulations</li> <li>■ Respond to changes in the global economy and financial environment</li> </ul>	<ul style="list-style-type: none"> <li>■ Respond to strengthening of international supervisory regulations</li> <li>■ Respond to changes in the global economy and financial environment</li> </ul>	<ul style="list-style-type: none"> <li>■ Participated in discussions on international supervisory regulations</li> <li>■ Responded to changes in the global economy and financial environment, including negative interest rates</li> </ul>	○	<ul style="list-style-type: none"> <li>■ Participate in discussions on international supervisory regulations</li> <li>■ Focus closely on the impact of the UK's exit from the EU.</li> </ul>
<p>➤ <a href="#">Stakeholder Engagement</a></p>	<p>Enhance communication with stakeholders</p>	<p>Hold CSR Dialogue</p>	<p>Held CSR Dialogue (February 2016)</p>	○	<ul style="list-style-type: none"> <li>■ Enhance communications with stakeholders through CSR Dialogue and other means</li> </ul>
<p>➤ <a href="#">Overview of Group CSR Reporting</a></p>	<p>Expand upon CSR and non-financial information disclosure</p> <ul style="list-style-type: none"> <li>■ Publish and further develop Integrated Report</li> <li>■ Enhance the contents of Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>■ Publish Integrated Annual Report 2015</li> <li>■ Sustainability Report 2015 to be in accordance with G4 or referenced to G4</li> </ul>	<ul style="list-style-type: none"> <li>■ Published Integrated Annual Report 2015</li> <li>■ Sustainability Report 2015 in accordance with G4</li> </ul>	○	<p>Expand upon CSR and non-financial information disclosure</p> <ul style="list-style-type: none"> <li>■ Enhance the Integrated Report</li> <li>■ Enhance the Sustainability Report</li> </ul>

# Tokio Marine & Nichido Corporate Value Index

Tokio Marine & Nichido has reevaluated the Tokio Marine & Nichido Corporate Value Index implemented since 2003. From its fiscal 2015 measurements, Tokio Marine & Nichido has made wide-ranging disclosures with the aim of “visualization of the kinds of value it can provide its principal stakeholders (customers, shareholders, investors, agents, employees and local communities).

Tokio Marine & Nichido will use this index in its CSR initiative plan formulation and provide value to all stakeholders to raise the trust of all people and society. By doing so, Tokio Marine & Nichido aims to contribute to continuously raising corporate value and to the creation of social value.



In principle, the index incorporates data for Tokio Marine & Nichido (as of March 31, 2016).

\*1 Automobile insurance

\*2 Tokio Marine Group domestic operations as of June 1, 2016.

\*3 Non-life insurance companies that submit applications for registration as an agent acting on behalf of the relevant corporation or individual when these corporations or individuals register as a non-life insurance agent in accordance with the Insurance Business Law

# External Evaluations and Awards and Participation in Initiatives






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

## Evaluation from SRI and ESG Rating Agencies

In recent years, attention has been focused on Socially Responsible Investment (SRI), Sustainable and Responsible Investment and ESG investment, which evaluate 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 high acclaim from numerous global SRI indexes. As of the end of August 2016, Tokio Marine was listed in the SRI indexes shown below.

## Inclusion in SRI/ESG Index

SRI or ESG Index/SRI or ESG Rating	Rating Agency
FTSE4 Good Index 	<a href="#">FTSE</a>
Dow Jones Sustainability Index 	<a href="#">Robeco SAM</a>
Ethibel Sustainability Index 	<a href="#">Forum Ethibel</a>
STOXX® Global ESG Leaders indices 	<a href="#">STOXX</a>
Morningstar Socially Responsible Investment Index 	<a href="#">Morningstar, Toyo Keizai Inc. (in Japanese)</a>



## Examples of Inclusion in Domestic Public SRI/ESG Funds

Fund Name	Managing Company
Sumishin SRI Japan Open	STB Asset Management
Sumishin Japan Stock SRI Fund	STB Asset Management
Socially Responsible Fund (SRI Plan)	STB Asset Management
DC Good Company (Socially Responsible Investment)	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/Growth Type)	Daiwa Asset Management
DC Daiwa SRI Fund	Daiwa Asset Management
Nikko Eco Fund	Nikko Asset Management
Fukoku SRI Fund	Shinkin Asset Management
Sompo Japan SRI Open	Sompo Japan Nipponkoa Asset Management

\* Inclusion in these funds is based on the latest performance reports of each fund as of the end of July 2016.

## External Awards

### Customers, Products and Services

<p>Universal Communication Design Association (UCDA)            "UCDA Award 2015" non-life insurance category person-to-person selling type, <i>Super Insurance</i> "Renewal Guidance and Continuation Certificate"</p>	Tokio Marine & Nichido
<p>Efma            "1st Innovation in Insurance Awards," "Global Innovator category" Bronze Award / "Best Disruptive Product or Service category" Silver Award for 'Insurance for demonstration tests on public roads for autonomous vehicles'</p>	Tokio Marine & Nichido

Association for Resilience Japan "1st Resilience Certification"	Tokio Marine & Nichido
HDI-Japan Three-star rating obtained in Fiscal 2015 "HDI Inquiry Contact Rating" in non-life insurance sector	Nisshin Fire
"Best and Worst Insurance 2015" as selected by experts ( <i>Takarajima</i> -separate volume) Ranked 1st for automobile insurance	E. design Insurance
2015 Oricon Japan Customer Satisfaction - Ranked first overall in automobile insurance category for 2015	E. design Insurance
HDI-Japan The highest ranking three-star rating obtained for third consecutive year in the 2015 Non-life Insurance Industry Support Portal (Website) Rating	E. design Insurance
"R&I Fund Japan Award 2016" Investment Trusts/Aggregate category: Best Investment Company Defined Contribution Pension/Mixed Asset category: Best Investment Company	Tokio Marine Asset Management
"Morningstar Award Fund of the Year 2015" Balanced Fund Division, Best Fund of the Year Bond Fund Division, Best Fund of the Year	Tokio Marine Asset Management
Rating & Investment Information, Inc. "R&I Fund Award 2015" Investment Trust/Domestic Bond Category: Excellent Fund Award Investment Trust/Overseas Bond Category: Best Fund Award NISA/Domestic Bond Category: Best Fund Award	Tokio Marine Asset Management
Japan Specified Facilities Operators Council "3rd Specified Facilities Operators Case Study Research Presentation National Conference" Most Outstanding Award —Hyldemoer Tama-plaza Village III	Tokio Marine Nichido Samuel*  * Tokio Marine Nichido Better Life Service (from July 1, 2016)
Japan Private Equity Association "JPEA Award" Industrial Structure Transformation Award / Private Equity International "Operational Excellence Awards 2015" / Asian Venture Capital Journal "Asian Private Equity & Venture Capital Awards 2015" "Exit of the Year"	Tokio Marine Capital
Japan Institute of Information Technology "Fiscal 2015 IT Awards" IT Special Award (IT Human Resources Development Award)	Tokio Marine & Nichido Systems
Singapore Business Federation "Singapore Golden Jubilee Business Awards 2015"	Tokio Marine Insurance Singapore Tokio Marine Life Insurance Singapore
Fintelekt "The Indian Insurance Awards 2015" Personal Lines Growth Leadership, General Insurance (Small / Medium Companies Category)	IFFCO-Tokio General Insurance

## Development and Use of Diverse Human Resources

Ministry of Economy, Trade and Industry / Tokyo Stock Exchange "Nadeshiko Brand" for fiscal 2015	Tokio Marine Holdings
Ministry of Economy, Trade and Industry / Tokyo Stock Exchange "2016 Health & Productivity Stock"	Tokio Marine Holdings
Ministry of Labour, Health and Welfare "Career Support Company Award 2015—Company that Develops People and Brings Up People Award" Minister of Labour, Health and Welfare Award	Tokio Marine & Nichido
Ministry of Labour, Health and Welfare "Health and Safety Excellent Company Announcement System": Health and Safety Excellent Company certification	Tokio Marine & Nichido
Gunma Prefecture "Fiscal 2015 Gunma Prefecture Vibrant G Company Certification Program": Gold Certification	Tokio Marine & Nichido (Gunma Branch)
Certified as "Kobe Male and Female Vigorous Business Site" by Kobe City	Tokio Marine & Nichido (Branch offices in Kobe City)
Selected as "Two-star <i>Ikemen</i> Certified Company" in Women's Empowerment Leading Company Certification Program by Osaka City	Tokio Marine & Nichido
Received "FY2015 Silver Award" (5th consecutive year of certification for business site) under the "Yokohama Good Balance Award" by Yokohama City	Tokio Marine Millea SAST Insurance
Received highest-ranked certification " <i>Eruboshi</i> " mark by the Ministry of Labour, Health and Welfare	Tokio Marine & Nichido Career Service
Received next-generation certification mark " <i>Kurumin</i> " by the Ministry of Labour, Health and Welfare	Tokio Marine & Nichido Tokio Marine & Nichido Life Insurance Tokio Marine & Nichido Risk Consulting Tokio Marine & Nichido Systems (Platinum " <i>Kurumin</i> " certification)
Ranked among best companies as a "Great Place to Work 2016" (Great Place to Work)	Tokio Marine & Nichido Systems

## Public Relations and IR

Daiwa Investor Relations "Internet IR Awards 2015, Internet IR Commendation Award"	Tokio Marine Holdings
Nikko Investor Relations Named one of the best websites in the Corporate Website Quality Ranking Survey of All Listed Companies 2015	Tokio Marine Holdings

Pressnet (Japan Newspaper Publishers & Editors Association) "35th Newspaper Advertising Award" Nihon Keizai Shimbun, Inc. "64th Nikkei Advertising Award" Finance Category: Excellence Award for "Challenge Series"	Tokio Marine & Nichido
East Japan Marketing & Communications, Inc. "Transit Advertisement Grand Prix 2016" Interior Poster Category: Best Category Award for "Challenge Series"	Tokio Marine & Nichido

## CSR and Environment

Universal Communication Design Association (UCDA) "UCDA Award 2015" Another Voice Award (CSR Report) for <i>CSR Booklet 2015</i>	Tokio Marine Holdings
Ministry of the Environment, Global Environmental Forum "19th Environmental Communication Grand Prix" Environmental Report Category: Excellence Award for <i>Sustainability Report 2015</i>	Tokio Marine Holdings
Nagoya City "Good Eco Office": Excellent Award	Tokio Marine & Nichido (Nagoya Tokio Marine & Nichido Building)
2015 CSR Award by Ministry of Planning & Investment, Vietnam	Bao Viet Tokio Marine Insurance Co.

## Participation in Initiatives

### 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.

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 \(210.2KB\)](#) 

> <http://www.unglobalcompact.org/> 

Tokio Marine Holdings is participating in the United Nations Global Compact Network Japan (GCNJ) and in fiscal 2015 participated in such initiatives as Training Sessions for young directors from GCNJ member companies to integrate sustainability-driven management into their companies (AKK), Disaster Risk Reduction Working Group and the Reporting Research Working Group, etc.

## 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.

> <http://www.unepfi.org/> 



The Principles for Sustainable Insurance (PSI) of the UNEP FI is a Working Group that surveys, researches and executes environmental, social and governance (ESG) initiatives 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/>

Details of Tokio Marine Group's initiatives concerning PSI of UNEP FI are shown below.

Implementation timing	Details of Tokio Marine & Nichido's initiatives
-	As the Board Member for Asia of the UNEP FI Insurance Commission, participates in surveys, research and proposal activities on sustainability in the insurance industry.
November 2011	Co-host the PSI Regional Consultation Meeting for Asia with UNEP FI.
June 2012	Participated in the formulation of principles of action and became a founding signatory to PSI. > <a href="http://www.unepfi.org/psi/">http://www.unepfi.org/psi/</a>
January 2013	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.
April 2013, onward	As a member of the PSI Board, promote insurance industry initiatives that consider environmental, social and governance (ESG) issues together with insurance companies in regions around the world.
November 2013	Participated in the UNEP FI Global Roundtable held in Beijing, China, and engaged in discussions for the spread and permeation of PSI.
March 2015	Agreed with "United for disaster resilience: The insurance industry's statement in support of disaster risk reduction" toward contributing to the success of the Third United Nations World Conference on Disaster Risk Reduction held in Sendai. > <a href="http://www.unepfi.org/psi/united-for-disaster-resilience/">http://www.unepfi.org/psi/united-for-disaster-resilience/</a>
December 2015	At the Caring for Climate Business Forum hosted by UNGC, UNEP FI and UNFCCC as an event affiliated with the United Nations Framework Convention on Climate Change (UNFCCC) COP 21 held in Paris, Tokio Marine & Nichido's mangrove planting and Green Gift Project initiatives were introduced as leading climate change adaptation practices in A Caring for Climate Report that was made public at the forum. > <a href="#">A Caring for Climate Report (3.0MB)</a>



PSI Regional Consultation Meeting for Asia (Tokyo, November 2011)

## Caring for Climate

Launched in 2007, Caring for Climate is an international initiative convened by the United Nations Global Compact (UNGC), the United Nations Environment Programme (UNEP) and United Nations Framework Convention on Climate Change (UNFCCC) that is aimed at expanding the roles of business in devising climate change measures. As a member of Caring for Climate, Tokio Marine & Nichido is promoting initiatives for climate change measures.

Tokio Marine & Nichido commenced its Mangrove Planting Project in 1999 and initiated the Green Gift Project in 2009 based on the concept of "implementing environmental protection activities together with customers" and now carries out mangrove planting in nine Asia-Pacific countries.

In 2015 these initiatives for protecting natural resources and building local resilience to natural disasters were incorporated by the Secretariat of Caring for Climate as leading climate change adaptation practices in A Caring for Climate report entitled "The Business Case for Responsible Corporate Adaptation: Strengthening Private Sector and Community Resilience." This report was made public at the Caring for Climate Business Forum, an event related to COP 21 convened in Paris in December 2015.

> <http://caringforclimate.org/> 

> [A Caring for Climate Report \(3.0MB\)](#) 

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

The United Nations Office for Disaster Risk Reduction (UNISDR) is a strategic framework adopted by United Nations member countries in 2000. UNISDR promotes initiatives toward the building of countries and communities that are strong against disasters as an essential condition for reducing losses from disasters and realizing sustainable development. To prevent and reduce disasters, UNISDR collaborates and shares information with a variety of organizations, nations, government institutions, NGOs, financial institutions, technology organizations, the private sector and civil society. To promote even greater participation of the private sector in disaster prevention, in May 2011 UNISDR set up the Disaster Risk Reduction Private Sector Partnership (DRR-PSP) as a private-sector partnership for disaster prevention and reduction.

In September 2014, Tokio Marine & Nichido became the first Japanese insurance company to join UNISDR DRR-PSP based on the thinking that disaster prevention and reduction is an issue that should be addressed by a global insurance group and that the company should actively fulfill this role.

Tokio Marine & Nichido participated as a member of DRR-PSP in the Third United Nations World Conference on Disaster Risk Reduction held in March 2015 in Sendai and sponsored by UNISDR. Tokio Marine & Nichido contributed to the success of the conference by holding three public forums<sup>\*1</sup> and operating an exhibition booth<sup>\*2</sup> in cooperation with Tohoku University and The Geneva Association.

In November 2015, UNISDR launched Private Sector Alliance for Disaster Resilient Societies (ARISE) toward the strengthening and reorganization of the private sector and the realization of a disaster resilient society.

On March 11, the 2016 ARISE Network Japan Launching Forum was held in Tokyo based on the theme "Private sector contribution to SDGs through DRR and resilience." Tokio Marine & Nichido held a lecture on the theme "creating social value through mangrove planting" and disseminated information on such benefits as global environmental protection, the preservation of biodiversity and natural disaster mitigation. Tokio Marine & Nichido will continue to contribute to the creation of a safe, secure and resilient future.

> [Convening of Public Forums at the Third UN World Conference on Disaster Risk Reduction \(in Japanese\) \(2.89MB\)](#) 

\*1 Three Public Forums

- 1) Tohoku University and Tokio Marine & Nichido Industry-Academia Collaborative Research Outcome Presentation sponsored by Tohoku University and Tokio Marine & Nichido Industry: Tsunami risk researches and educational activities for disaster prevention
- 2) Public Forum Event sponsored by The Geneva Association and Tokio Marine & Nichido: Insurance as a contributor to disaster problem solving and reducing disasters
- 3) "Create a strong society for disasters—from a company perspective" sponsored by Tokio Marine & Nichido and Tokio Marine & Nichido Risk Consulting Co., Ltd.

\*2 Exhibition Booth

During the holding of the Third United Nations World Conference on Disaster Risk Reduction, we operated an exhibition booth at Sendai Mediateque for introducing early disaster recovery support services through a tie-up with BELFOR and Disaster Prevention Lessons mainly targeting elementary school children.



Third United Nations World Conference on Disaster Risk Reduction (Sendai, March 2015)

## 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.

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

As of the end of August 2016, more than 300 asset owners, over 1,000 investment managers and over 200 service providers had signed the Principles.

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



Signatories (Timing)	Initiatives
Tokio Marine Asset Management (April 2011)	Signed the UN-supported PRI initiative, accepting these Principles as an asset management company. The company established a responsible investment committee composed of the chief asset managers of each 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.
Tokio Marine & Nichido (August 2012)	As an insurance firm that has taken ESG issues into account in its insurance underwriting, investment analysis and other actions, the company signed the PRI.
Tokio Marine Capital (April 2013)	As the first private equity investment firm (GP) headquartered in Japan, the company signed the PRI. The company is also the only private equity investment firm 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.


> <http://www.unpri.org/> 

## Japan Sustainable Investment Forum



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

As a member of JSIF, Tokio Marine & Nichido is participating in investigative research on SRI and ESG investment and in initiatives for the sound development of this investment.

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

## CDP



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

## The Geneva Association – Extreme Events and Climate Risk Working Group



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 Holdings, 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" working group, he is taking the lead in undertaking surveys and research on climate change and natural disaster risk and disseminating related information to society.

> <http://www.genevaassociation.org/> 

## ClimateWise



ClimateWise is an initiative in which approximately 30 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. The initiative is operated by the University of Cambridge Institute for Sustainability Leadership (CISL) and 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. Tokio Marine Kiln Group CEO Charles Franks serves as a member of the ClimateWise Advisory Council.

In the future as well, Tokio Marine Group will continue to promote efforts toward mitigating and adapting to climate change.

> <http://www.cisl.cam.ac.uk/business-action/sustainable-finance/climatewise> 

### 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.

> [ClimateWise Thought Leadership Series Issue Three \(340.6KB\)](#) 

> <http://www.cisl.cam.ac.uk/business-action/sustainable-finance/climatewise> 

### Activities Report

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

> [Activities Report \(231.1KB\)](#) 

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



The Financial Stability Board (FSB) is a body that promotes coordination among authorities responsible for responding to vulnerabilities in the financial system and for ensuring the stability of the financial system. Participants include representatives from central banks, financial supervisory authorities and finance ministries from various countries and regions as well as from principal standards establishment entities, the IMF, World Bank, BIS and OECD.

The Task Force on Climate-related Financial Disclosures (TCFD) is entrusted by the FSB to formulate voluntary recommendations for consistent, comparable, reliable, clear and efficient climate-related disclosures by companies in the financial sector.

Tokio Marine Holdings (Masaaki Osamura, General Manager of Planning Dept.) is supporting the activities of the TCFD and is engaging in discussions and exchanging opinions with public and private related parties in Japan and overseas and is working toward policy recommendations for encouraging disclosure that will contribute to the enhancement of investment decisions.

> <https://www.fsb-tcfd.org/>

## Asia-Pacific Financial Forum

APEC (Asia-Pacific Economic Cooperation) is a community for promoting intra-region economic cooperation with membership consisting of 21 Asia-Pacific economies. One of APEC's various sectoral meetings is the Finance Ministers Process (FMP). At the FMP in September 2015, under the strong leadership of the government of the Philippines, the chair country, the Cebu Action Plan (CAP) was adopted as a roadmap for addressing and realizing priority issues over the next 10 years. Within CAP, Disaster Risk Financing and Insurance (DRFI) was declared as a priority issue and the importance of collaboration with the private sector was emphasized.

DRFI is a broad concept that bundles multiple countries in the same manner as the Pacific Catastrophe Risk Assessment and Financing Initiative (PCRAFI), a World Bank initiative that covers Pacific island nations and in which Tokio Marine & Nichido is a participant. DRFI offers a wide variation of insurance schemes that range from insurance that covers natural disaster risk, with countries being the insured party such as PCRAFI, to schemes similar to household earthquake insurance in Japan whereby private-sector insurance companies provide earthquake insurance coverage for individual customers possessing regular homes and household goods, with governments serving as reinsurers and providing financial support to the private-sector insurance companies. The Asia-Pacific region faces high natural disaster risk and many areas are vulnerable to natural disasters. At the same time, the region is also accumulating assets along with economic growth. In view of these factors, enhancing economic indemnification against natural disasters in some form is an urgent issue for the sound development of APEC member economies and also from humanitarian and national finance perspectives.



A seminar on microinsurance and DRF hosted by APEC FMP and others was held in Bacolod, Philippines in April 2015.

In response to this situation, in April 2013 the Asia-Pacific Financial Forum (APFF) was created to function as a platform for public-private sector cooperation under APEC and with this a foundation for inviting experts from international institutions and the private sector and for sharing knowledge was built.

Tokio Marine & Nichido (Masaaki Osamura, General Manager of Planning Dept.) is participating as a member of APFF and is engaging in dialogue and cooperating with finance authorities from each country within the APEC region and is leading discussions on DRFI within APFF. Tokio Marine Group will contribute to the creation of sustainable frameworks that respond to the state of development in each economy through dialogue with finance officials in each country as well as with other finance and insurance related parties.

## Ministry of the Environment 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 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 fulfil their necessary responsibilities and roles for the formation of a sustainable society based on their concerns about the future of the earth.

Within Tokio Marine Group, Tokio Marine & Nichido is actively participating as a member of the drafting committee and the following seven other Group companies have agreed with the intent of and signed the Principles. (As of September 2016)

- Tokio Marine & Nichido
- Tokio Marine & Nichido Life
- Nisshin Fire & Marine Insurance
- Tokio Marine Millea SAST Insurance
- Tokio Marine Asset Management
- Tokio Marine Capital
- Tokio Marine Property Investment Management

In fiscal 2015, Tokio Marine & Nichido and Tokio Marine & Nichido Life participated in the initiatives of the Insurance Business Working Group. At the Ordinary Meeting of the Principles for Financial Action convened on March 11, 2015, earthquake and earthquake-induced tsunami risk research (industry-academia collaboration) carried out by Tokio Marine & Nichido and Tohoku University was selected as a Good Practice (insurance category).

In the future as well, Tokio Marine Group will continue to promote initiatives toward the formation of a sustainable society.

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

## Ministry of the Environment 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. In fiscal 2014, Tokio Marine & Nichido obtained recertification based on a new agreement. 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 the Green Gift Project" and "research centered on industry-academia collaboration that focuses on climate change and natural disasters." The main activities being undertaken by Tokio Marine & Nichido as an Eco-First company are as follows.

- Provision of environmentally conscious insurance with the participation of customers through the Green Gift Project
- Reducing own CO<sub>2</sub> emissions by 40% by fiscal 2020 (compared with in fiscal 2006)
- Implement environmental awareness activities for children such as the Children's Environmental Award program, Green Lessons and Disaster Prevention Lessons, etc.

In fiscal 2015, as a top-notch company within the insurance industry, Tokio Marine & Nichido participated in events sponsored by the Eco-First Promotion Council together with other Eco-First companies and carried out environmental awareness activities. Going forward, Tokio Marine & Nichido will continue to promote initiatives for protecting global environment and preventing global warming as an Eco-First company.

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

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



Tokio Marine & Nichido endorses COOL CHOICE, a national campaign being carried out by the government to counter global warming.

The government of Japan has set the target of attaining a 26% reduction in greenhouse gas emissions by 2030 compared with fiscal 2013. COOL CHOICE is a national campaign that encourages all "smart choices" that contribute to countermeasures for global warming, including for Japan's energy-saving and low-carbon products, services and behavior.

Tokio Marine & Nichido endorses the intent of COOL CHOICE and will work to make "smart choices" that contribute to the realization of low-carbon operations in all business activities. This includes not only striving for power savings in summer and winter but also in areas ranging from products and services to donations and volunteer activities.

> [COOL CHOICE \(in Japanese\)](#) 

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



Tokio Marine & Nichido has endorsed Fun to Share, a climate change campaign launched by the Ministry of the Environment.

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

> [Fun to Share \(in Japanese\)](#) 

## Green Purchasing Network

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

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

> [Green Purchasing Network \(in Japanese\)](#) 

# Governance



To earn the trust of all people and society and achieve sustained growth, Tokio Marine Group must raise the quality of initiatives for “business strategies,” “governance” and “social responsibility” and build a resilient structure for highly sound and transparent management as a global insurance group.

Tokio Marine Group is “strengthening CSR management” as the basis for implementing CSR. Tokio Marine Group will strive to make qualitative improvements to corporate governance, compliance and risk-based management (ERM: enterprise risk management) from the perspective of strengthening global-based operations and management while responding appropriately to changes in the global economy and financial environment and the strengthening of international supervisory regulations, as well as make efforts to generate and distribute economic value. By doing so, Tokio Marine Group aims to raise the level of stakeholder trust and contribute to the creation of a secure, safe and sustainable future.

## CSR Materiality (Material Issues)

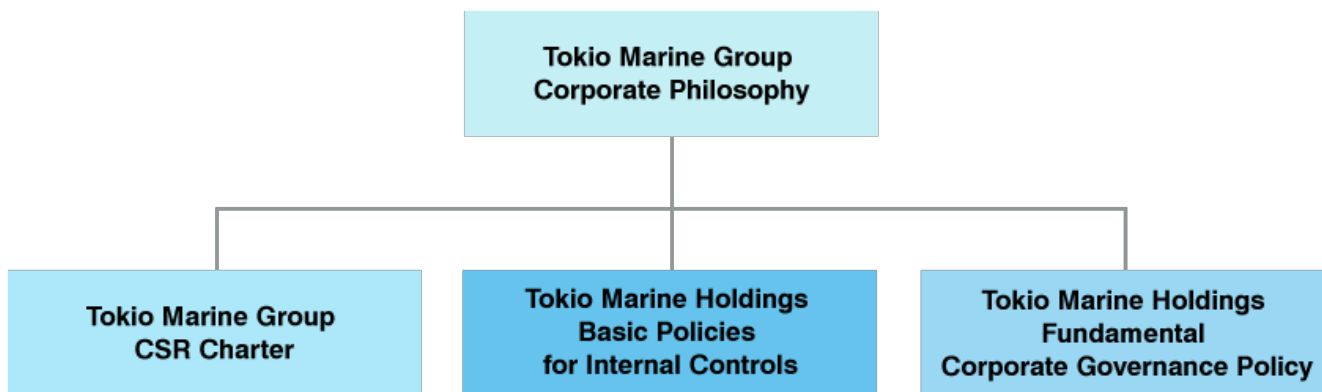
- **Enterprise Risk Management (ERM)**
- **Corporate governance/Internal control**
- **Strengthening of international supervisory regulations**
- **Changes in the global economy and financial environment**
- **Generate and distribute economic value**

Tokio Marine Holdings has formulated the “Fundamental Corporate Governance Policy” and appropriately exercises control over its Group companies. To achieve further development as a corporate group possessing profitability, growth potential and soundness, in accordance with the “Basic Policies for Internal Controls,” Tokio Marine Holdings has appropriately established and operates an internal control system for management control of Group companies as well as for compliance and risk management.

Through the application of its Corporate Philosophy, Tokio Marine Group strives to contribute to the sustainable development of society while perpetually enhancing the Group’s corporate value. Based on this thinking, we formulated the “Tokio Marine Group CSR Charter” as action guidelines for all employees and are working to respect and promote the recognition of human rights among stakeholders and in our value chain. Additionally, we aim to contribute to the realization of a sustainable society through sustainable investment and financing that gives consideration to environmental, social and governance (ESG) issues.

Value Creation

Continuously Enhancing Shareholder Value



### Corporate Governance >>

We formulated the Tokio Marine Holdings Fundamental Corporate Governance Policy.

### Internal Control >>

The Tokio Marine Group's internal control initiatives are introduced.

### Respect for Human Rights >>

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 stakeholders.

### CSR in the Value Chain >>

We are executing environmental, social and governance (ESG) initiatives that are integrated into our value chain. In terms of respect for human rights, in particular, we strive to respect and promote the recognition of human rights within the value chain based on the Tokio Marine Group CSR Charter.

### Sustainable Investment and Financing >>

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



# Corporate Governance

Tokio Marine Holdings, Inc. (“the Company”) is committed to the continuous enhancement of corporate value by fulfilling its responsibilities to shareholders, customers, society, employees and other stakeholders as set forth in the “Tokio Marine Group Corporate Philosophy.”

For this purpose, the Company hereby establishes a sound and transparent corporate governance system and, as a holding company, recognizes the importance of appropriate control over its Group companies and has formulated the “Tokio Marine Holdings Fundamental Corporate Governance Policy.”

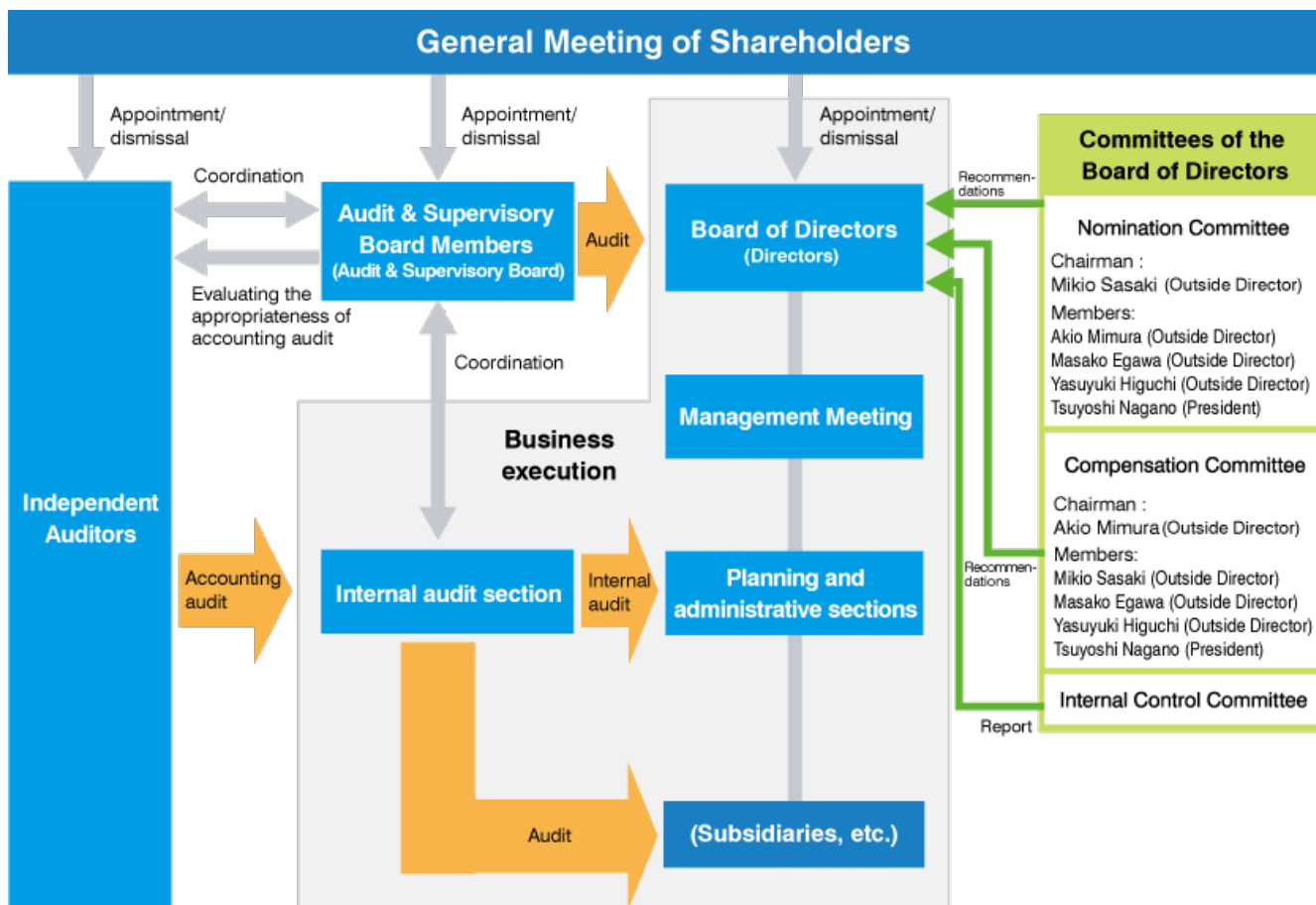
In this Policy, the Company defines the rights of shareholders and securing fairness, and the responsibilities of the Board of Directors, etc.

> [Tokio Marine Holdings Fundamental Corporate Governance Policy](#) 

## Corporate Governance System

The corporate governance system of the Company is designed as a hybrid structure whereby the Nomination Committee and Compensation Committee are discretionarily established in addition to the fundamental structure of a company with an Audit & Supervisory Board. The Company believes that the above structure is optimal at this point and in light of the following measures taken: the Company determines significant business execution by resolution of the Board of Directors as an insurance holding company, and makes high-quality decisions reflecting the insight of Outside Directors and Outside Audit & Supervisory Board Members; Audit & Supervisory Board Members who hold no voting rights at Board of Directors meetings conduct unbiased and objective audits; and the transparency of the decision-making process of nomination and compensation of and for Directors, Audit & Supervisory Board Members and Executive Officers is ensured by those issues being deliberated at the Nomination Committee and Compensation Committee.

# Overview of the Corporate Governance System of Tokio Marine Holdings



## 1. 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 mid-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 define Rules of the Board of Directors, and define the content of significant business execution to be determined by the Board of Directors. The Company shall entrust decision-making to Executive Officers of matters that do not require decisions to be made by the Board of Directors.

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. To ensure the effectiveness of the Board of Directors, when selecting Directors, a balanced composition shall be established, with viewpoints and specializations from diverse fields. As of July 1, 2016, the Company had 12 Directors, of whom four 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 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 July 1, 2016, the Company had five Audit & Supervisory Board Members, of whom three were Outside Audit & Supervisory Board Members.

### 3. Nomination Committee and Compensation Committee

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

The Nomination Committee 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 business subsidiaries.

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 business subsidiaries.

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 selected from outside of the Company, and the chairman of each committee is one of the outside members.

## Framework Supporting the Corporate Governance System

### 1. Conditions for Selection of Directors and Audit & Supervisory Board Members

Directors of the Company and its principal business subsidiaries shall have a deep understanding of the Company's business type, possess a wide range of knowledge required for management, and as a member of the Board of Directors, have the ability to make decisions that are necessary to determine significant business execution matters. Audit & Supervisory Board Members of the Company and its principal business subsidiaries shall have operational abilities and previous achievements and experience, etc., as Audit & Supervisory Board Members, and through implementation of high quality audits, secure sound and continuous growth of the Company, contributing to the establishment of a superior corporate control system that can respond to societal trust.

### 2. Outside Officers

The presence of Outside Directors ensures effective supervision of director performance by the Board of Directors. In addition, Outside Directors provide advice based on their insight as experts in various fields, thus ensuring an organization that enables appropriate decisions on important matters relating to the execution of the Company's business. The presence of Outside Audit & Supervisory Board Members creates an auditing organization with an independent and objective perspective. In addition, it enhances the effectiveness of the Audit & Supervisory Board and ensures an organization that maintains sound, transparent management.

The Company has established conditions for selection and standards for determining independence when selecting Outside Officers.

The Company currently has four Outside Directors and three Outside Audit & Supervisory Board Members, and has determined their independence from the Company with reference to the above criteria. In addition, all seven meet the requirements of independent directors/auditors as prescribed by the Tokyo Stock Exchange.

## Conditions for Selection of Outside Officers (Excerpt)

Persons selected shall have deep insights and plentiful experiences in their fields (such as global corporate management, financial affairs, finance and accounting, law, compliance and internal control, technological innovation, and human resource management).

## Independence Standards of Outside Directors and Outside Audit & Supervisory Board Members

Outside Directors and Outside Audit & Supervisory Board Members of the Company are judged to be independent from the Company if they do not fall within any of the following categories:

- (i) an executive of the Company or a subsidiary or affiliate of the Company;
- (ii) a person who has been an executive of the Company or a subsidiary or affiliate of the Company in the past ten years;
- (iii) a party whose major client or supplier is the Company or a principal business subsidiary of the Company (a party whose transactions with the Company or a principal business subsidiary of the Company in the most recent fiscal year amount to 2% or more of its consolidated net sales), or an executive thereof;
- (iv) a party who is a major client or supplier of the Company or a principal business subsidiary of the Company (a party whose transactions with the Company or a principal business subsidiary of the Company in the most recent fiscal year amount to 2% or more of consolidated ordinary income of the Company), or an executive thereof;
- (v) a financial institution or other major creditor which the Company or a principal business subsidiary of the Company relies on to the extent that it is an indispensable funding source that cannot be replaced, or an executive thereof;
- (vi) an executive of a corporation or association or any other organization that receives donations from the Company or a principal business subsidiary of the Company in excess of a certain amount in the most recent fiscal year (10 million yen or 2% of the total revenue of such organization in the most recent fiscal year, whichever is larger);
- (vii) a spouse or relative within the third degree of kinship of a Director, Audit & Supervisory Board Member, or Executive Officer of the Company or a subsidiary or affiliate of the Company;
- (viii) a consultant, accountant, lawyer, or other specialist who receives compensation from the Company or a principal business subsidiary of the Company other than compensation for Directors, Audit & Supervisory Board Members and Executive Officers of the Company or a principal business subsidiary of the Company in excess of a certain amount in the most recent fiscal year (10 million yen or 2% of the total revenue of a corporation or association or any other organization to which such specialist belongs in the most recent fiscal year, whichever is larger); or
- (ix) a party who holds 10% or more of the voting rights of all shareholders of the Company at the end of the most recent fiscal year, or an executive thereof.

## Concurrent Posts, Attendance and Other Information for Outside Officers (As of July 2016)

	Name	Tenure <sup>1</sup>	Concurrent Posts	Reason for Appointment	Attendance
Outside Directors	Akio Mimura	6 years	Senior Advisor, Honorary Chairman of Nippon Steel & Sumitomo Metal Corporation Director of Japan Post Holdings Co., Ltd. (Outside Director) Director of Development Bank of Japan Inc. (Outside Director) Director of Innovation Network Corporation of Japan (Outside Director) Director of Nisshin Seifun Group Inc. (Outside Director) Chairman of The Japan Chamber of Commerce and Industry Chairman of The Tokyo Chamber of Commerce and Industry	Expected to fulfill his supervisory functions and provide valuable advice based on his insight as a company manager, acquired through many years of experience in a management role.	Attended 11 of the 12 meetings of the Board of Directors in fiscal 2015
	Mikio Sasaki	5 years	Senior Corporate Advisor of Mitsubishi Corporation Director of Mitsubishi Research Institute, Inc. (Outside Director)	Expected to fulfill his supervisory functions and provide valuable advice based on his insight as a company manager, acquired through many years of experience in a management role.	Attended all 12 meetings of the Board of Directors in fiscal 2015
	Masako Egawa	1 year	Professor, Graduate School of Commerce and Management, Hitotsubashi University Managing Director of Mitsui Fudosan Co., Ltd. (Outside Director) Director of Asahi Glass Company, Limited (Outside Director)	Expected to fulfill her supervisory functions and provide valuable advice based on her insight as a specialist in business management, acquired through many years of experience in financial institutions, involvement in academic activities related to corporate governance and experience at The University of Tokyo as an Executive Vice President.	Attended all 10 meetings of the Board of Directors held in fiscal 2015 after her appointment
	Yasuyuki Higuchi <sup>2</sup>	—	Chairman of Microsoft Japan Co., Ltd. Corporate Vice President of Microsoft Corporation Director of ASKUL Corporation (Outside Director) Director of Faith, Inc. (Outside Director)	Expected to fulfill his supervisory functions and provide valuable advice based on his insight as a company manager, acquired through many years of experience in a management role.	—
Outside Audit & Supervisory Board Members	Yuko Kawamoto	10 years	Professor, Graduate School of Business and Finance, Waseda University Director of Mitsubishi UFJ Financial Group, Inc. (Outside Director)	Expected to fulfill her audit functions based on her insight on business management, acquired through many years of experience as a consultant and involvement in academic activities.	Attended 11 of the 12 meetings of the Board of Directors and all 11 meetings of the Audit & Supervisory Board in fiscal 2015
	Akinari Horii	5 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 roles as an executive or a regular employee of the Bank of Japan.	Attended all 12 meetings of the Board of Directors and all 11 meetings of the Audit & Supervisory Board in fiscal 2015
	Akihiro Wani	2 years	Attorney-at-law	Expected to fulfill his audit functions based on his insight on corporate legal affairs acquired through many years of experience in his role as an attorney-at-law.	Attended all 12 meetings of the Board of Directors and all 11 meetings of the Audit & Supervisory Board held in fiscal 2015

Notes: 1. Tenure as of the close of the Ordinary General Meeting of Shareholders convened on June 27, 2016.

2. Because Mr. Yasuyuki Higuchi was newly appointed at the Ordinary General Meeting of Shareholders convened on June 27, 2016, his tenure and attendance are not presented.

## 3. Training of Directors and Audit & Supervisory Board Members

The Company provides opportunities for training, as necessary, to Directors and Audit & Supervisory Board Members to allow them to appropriately fulfill duties required in each respective area. In fiscal 2015, the Company conducted the following training.

- (1) The Company conducted training on the duties and responsibilities of Directors and Audit & Supervisory Board Members, with an attorney at law as the instructor, for newly appointed internal Directors and internal Audit & Supervisory Board Members of the Company and main Group companies.
- (2) The Company conducted training for newly appointed Outside Directors and Outside Audit & Supervisory Board Members of the Company and main Group companies before they assumed their offices on the themes of the Tokio Marine Group Mid-Term Business Plan, enterprise risk management (ERM), settlement of accounts and insurance accounting, international insurance business strategy and an overview of the non-life insurance industry, of which an understanding is considered essential for the fulfillment of their responsibilities.

#### **4. Policies for Determining the Method for Calculating Compensation for Directors, Audit & Supervisory Board Members and Executive Officers**

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

- Ensure “transparency”, “fairness” and “objectivity” regarding compensation for Directors, Audit & Supervisory Board Members and Executive Officers;
- 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 business results indices 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 (Full-Time) 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.

Based on the ability to meet business results indices, etc., defined by the management strategy, evaluations on business results shall be made on a yearly basis at the Company and principal business subsidiaries, and the results of such evaluations will be incorporated into compensation for Directors, Audit & Supervisory Board Members and Executive Officers of the Company and the relevant business subsidiaries.

#### **5. Compensation System for Directors, Audit & Supervisory Board Members and Executive Officers**

Compensation for Directors (Full-Time) 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 Directors (Part-Time) consists of two elements: fixed compensation and stock options. Compensation for Audit & Supervisory Board Members consists of one element: fixed compensation. The compensation system for Directors, Audit & Supervisory Board Members and Executive Officers of the Company’s principal business subsidiaries shall generally be identical to that applied to Directors, Audit & Supervisory Board Members and Executive Officers of the Company.

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

## Total Compensation for Directors and Audit & Supervisory Board Members for Fiscal 2015

Position	Total Compensation (Millions of yen)	Breakdown of Compensation (Millions of yen)		Number of Directors and Audit & Supervisory Board Members
		Monetary compensation	Stock options	
Directors (excluding Outside Directors)	408	321	86	9
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	72	72	—	3
Outside Officers	60	54	5	7

## Total Compensation for Directors and Audit & Supervisory Board Members Exceeding ¥100 Million on a Consolidated Basis in Fiscal 2015

Name	Company	Position	Breakdown of Compensation (Millions of yen)		Total Compensation on a Consolidated Basis (Millions of yen)
			Monetary compensation	Stock options	
Shuzo Sumi	Tokio Marine Holdings, Inc.	Director	68	19	145
	Tokio Marine & Nichido Fire Insurance Co., Ltd.	Director	47	10	
Tsuyoshi Nagano	Tokio Marine Holdings, Inc.	Director	85	23	177
	Tokio Marine & Nichido Fire Insurance Co., Ltd.	Director	57	12	

## 6. Evaluation of the Board of Directors

The Company conducts surveys of all of the Directors and Audit & Supervisory Board Members regarding their evaluation of the Board of Directors and reports the results to the Board of Directors. In the results of the surveys, the operation of the Board of Directors received a positive evaluation overall. However, there were also indications of points for improvement, and the Company is working to improve these points. In addition, based on the survey results, the Company has selected important themes for strategic discussions by the Board of Directors and will strive to further vitalize Board of Directors meetings by ensuring sufficient time to discuss these themes.

### Evaluation of the Board of Directors

Objectives	Major Results of the Survey
<ul style="list-style-type: none"> <li>Aim for better operation of the Board of Directors by collecting and utilizing opinions about its operation</li> <li>Select important themes for strategic discussions</li> </ul>	<ul style="list-style-type: none"> <li>The timing of proposal of agenda items at Board of Directors meetings is appropriate</li> <li>The Board of Directors conducts free, frank and constructive discussions</li> <li>The opinions of Outside Officers are dealt with seriously</li> <li>The information provided by the Company is sufficient</li> <li>Efforts are required to present materials concisely with simpler expressions</li> <li>Some explanations should be more concise</li> </ul>
<p><b>Method</b></p> <ul style="list-style-type: none"> <li>Conduct a survey of all members of the Board of Directors</li> <li>Use both numerical ratings and write-in comments</li> </ul>	

## Relations with Shareholders and Other Stakeholders

### 1. Rights of Shareholders and Securing Fairness

The Company shall maintain an environment in which voting rights at General Meetings of Shareholders can be appropriately executed. Specific initiatives 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. In addition, the Company shall handle the exercise of voting rights in a fair manner, based on the type and number of shares held.

### 2. Conversation with Shareholders

The Company shall establish Executive Officers in charge of business execution to conduct overall management for conversations with shareholders and establish an IR section to plan and implement these activities. Toward conversations with shareholders such as

earnings announcements and presentation meetings for investors, etc., the IR section shall work with other relevant sections to provide accurate and balanced information to shareholders.

Taking into account shareholding conditions and the views of shareholders, etc., the Company shall work to provide various methods to communicate with shareholders. Specific measures such as the following are handled primarily by the President and other senior management and Directors.

- IR meetings with shareholders and investors
- IR conference for institutional investors and conference calls for the announcement of quarterly results
- IR presentations for individual investors held in Japan

The Company shall strive to share opinions and matters of concern obtained from conversations with shareholders and investors through semiannual reports to management and other methods.

The Company, pursuant to its “Insider Trading Prevention Regulations,” shall exercise the utmost care with regard to unpublicized information and shall have conversations with shareholders without utilizing any significant unpublicized information.

### **3. Business-Related Equities**

Business-related equities are held by some of the Company’s business subsidiaries (companies at which the Company directly holds a majority of voting rights) with the intent of strengthening business relationships to improve corporate value of the Group.

However, the Company will continue to work to make its capital less affected by fluctuations in share price, and from the viewpoint of improving capital efficiency, continue to work to reduce the total amount.

With regard to the business-related equities the Company holds, the Board of Directors reviews risk and returns of major issues every year to confirm economic rationality. In addition, in accordance with the standards for exercising the voting rights of business-related equities, if it is considered that a certain agenda may damage corporate value, the Company shall decide on whether to approve it through a careful examination.

### **4. Appropriate Cooperation with Stakeholders Other Than Shareholders**

The Company shall define the “Tokio Marine Group Corporate Philosophy” and respond to the trust of shareholders through global business expansion that incorporates profitability, growth and soundness, providing safety and security to customers and establishing a corporate environment that encourages creativity from employees. Through contributing to the development of society on a wide scale, the Company shall work to perpetually improve its corporate value.

### **5. Appropriate Information Disclosure and Securing of Transparency**

The Company shall define the “Tokio Marine Group Basic Policies for Disclosure,” and with the aim of securing transparency and fairness in management, shall conduct appropriate and timely disclosure regarding financial information such as business results, etc., and non-financial information such as corporate philosophy and business plans.



"Investor Relations" section of the Tokio Marine Holdings website  
<http://www.tokiomarinehd.com/en/ir/>

## Corporate Governance Code

In March 2015, "The Council of Experts Concerning the Corporate Governance Code" (Chairman: Kazuhito Ikeo, Professor of Economics and Finance, Keio University), for which the Financial Services Agency and Tokyo Stock Exchange, Inc. serve as joint secretariat, confirmed and announced "Japan's Corporate Governance Code [Final Proposal]~Seeking Sustainable Corporate Growth and Increased Corporate Value over the Mid- to Long-Term~" based on the Japan Revitalization Strategy (Revised in 2014, Cabinet decision in June 2014). In response, the Corporate Governance Code, which consists of the content of this original draft proposal for this Code, was formulated on the Tokyo Stock Exchange and other financial securities exchanges. Application of the Corporate Governance Code began in June 2015.

Corporate governance is a mechanism for companies to carry out transparent, fair, timely and decisive decision-making, with due attention to the needs and perspectives of shareholders and also customers, employees and local communities. The Corporate Governance Code encourages individual companies' self-motivated actions so as to achieve sustainable growth and increase corporate value over the medium to long term and aims to promote the development and success of companies, investors and the Japanese economy as a whole.

Reference: Japan's Corporate Governance Code Principle 2.3 Sustainability Issues, Including Social and Environmental Matters  
 Companies should take appropriate measures to address sustainability issues, including social and environmental matters.

The Company complies with all 73 principles of the above Corporate Governance Code, beginning with Principle 2.3, and submits the Corporate Governance Report (as of July 2016). The Company will continue to make efforts to enhance its corporate governance.

> [Corporate Governance \(Corporate Governance Report\)](#) 



# Internal Control

Tokio Marine Holdings (“the Company”) has formulated “Basic Policies for Internal Controls.” In accordance with these policies, the Company has established an internal control system for the entire Tokio Marine Group that encompasses structures for management control, compliance, risk management, customer protection, response to anti-social forces 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 twice 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.

## Compliance >>

Tokio Marine Group's Corporate Philosophy is to continuously enhance corporate value, with customer trust at the base of all its activities, and we position strict compliance as the heart of this Corporate Philosophy. Tokio Marine Group makes thorough efforts for observing applicable laws, rules and regulations and internal regulations and for conducting fair and equitable business activities within social norms.

## Risk Management >>

To ensure financial soundness and appropriateness of business operations, Tokio Marine Group has identified the various risks surrounding it in an overall fashion and implements appropriate risk management corresponding to the nature, status and other attributes of the risks.

## Information Security >>

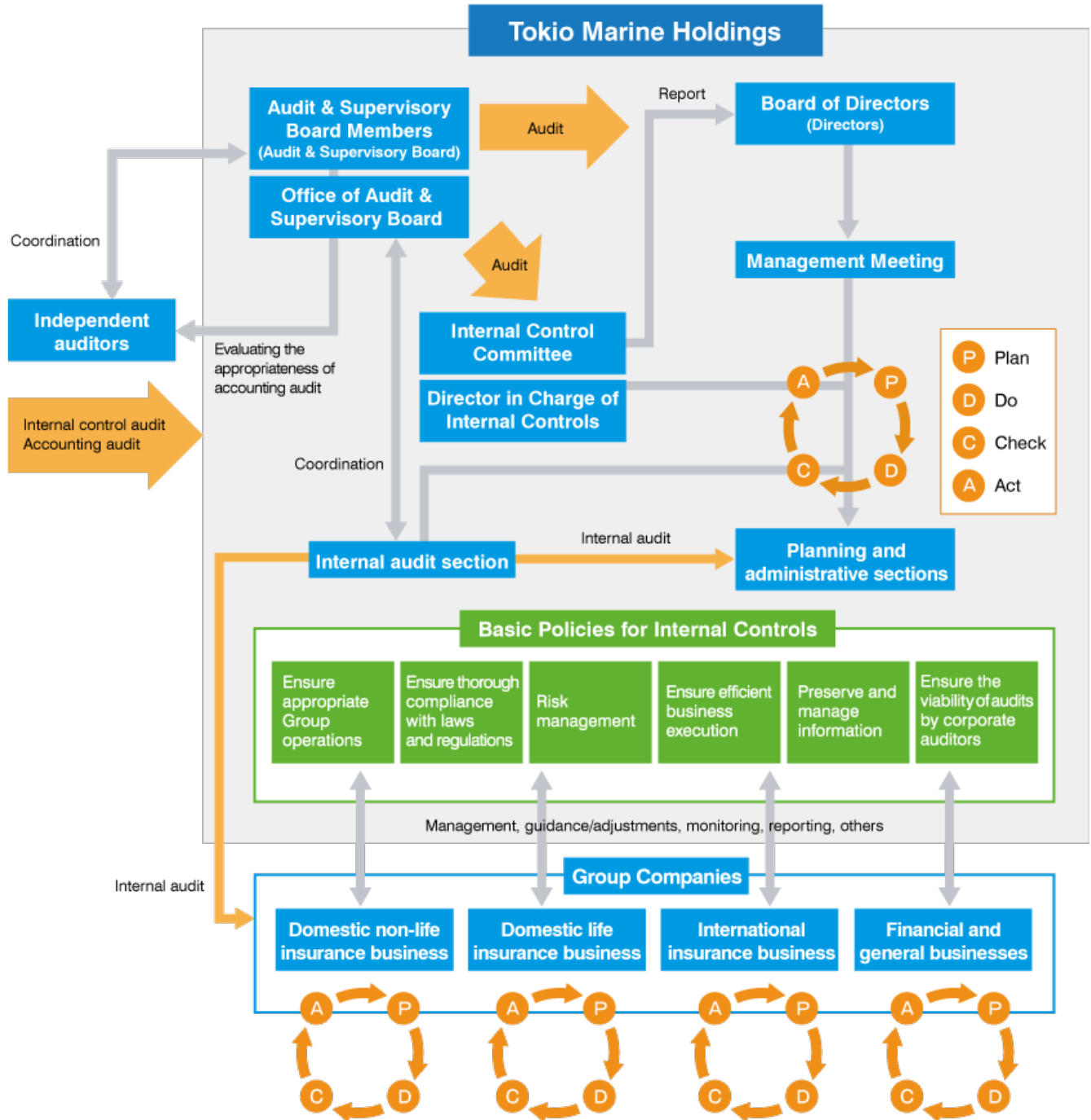
In compliance with the Personal Information Protection Law, the Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure and relevant guidelines, the companies of Tokio Marine Group establish internal regulations, undertake employee education and monitoring and carry out thorough information management.

## Information Disclosure >>

We work to enhance our fair and easy-to-understand disclosure to ensure that each stakeholder accurately and quickly understands Tokyo Marine Group's current circumstances and future business development.

# Internal Control System

## Tokio Marine Group's Internal Control System



### Basic Policies for Internal Controls

- System for ensuring proper operations within the 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

- Matters concerning support personnel to the Audit & Supervisory Board Members
- 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

In Tokio Marine Group, internal audits are executed with the aim of effectively achieving the Group's management targets by ensuring that internal audits covering the full scope of operations performed in its business do 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 results of these internal audits are reported to the respective Board of Directors of each member company of the Group and the Internal Audit Department of Tokio Marine Holdings. If any serious issue is found in the audit results, it is reported to the Board of Directors of Tokio Marine Holdings as well.

The Internal Audit Department of Tokio Marine Holdings performs monitoring of the state of internal auditing at Group companies to ascertain the actual situation of their auditing systems while verifying suitability and effectiveness.

### **Consistent Internal Audit System within Tokio Marine Group**

The 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 are reported matters to Tokio Marine Holdings. Through these approaches, Tokio Marine Holdings endeavors to enhance the consistency of internal auditing throughout the Group.


# 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/company/internal/policy/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 group-wide 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.

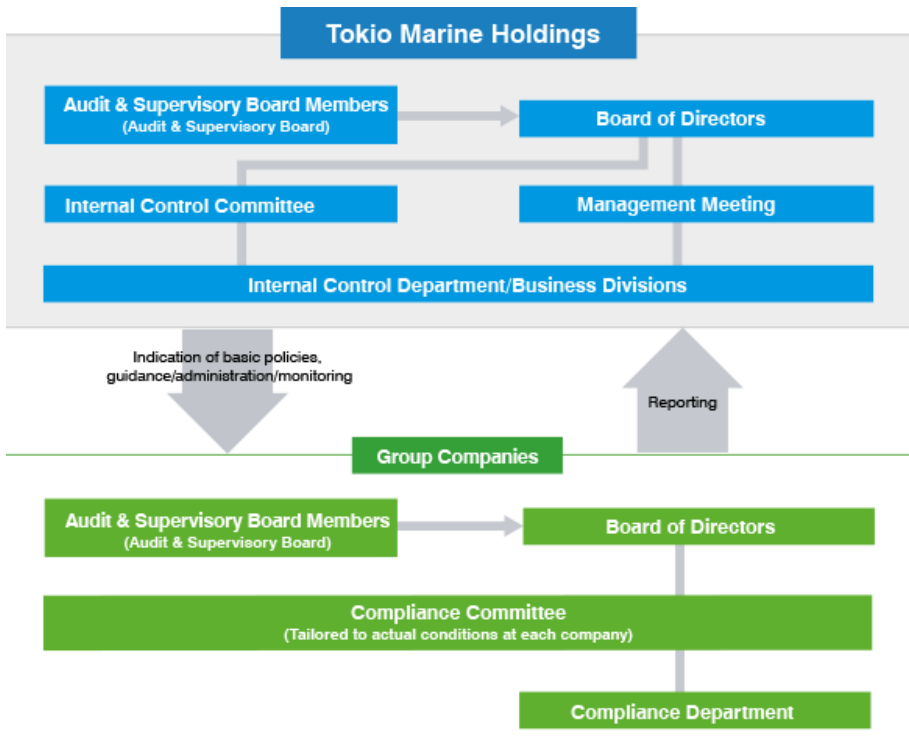
### Roles of Group Companies

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.

# Compliance System for Tokio Marine Group



- Roles of Tokio Marine Holdings**
- Formulate Basic Policies for Compliance, Code of Conduct and standards for the entire Group.
  - Undertake policy planning and thorough monitoring of circumstances for the entire Group.
  - Receive reports on important matters concerning compliance from Group companies and carry out necessary discussions.

- Roles of Group companies**
- Execute proactive initiatives for thorough compliance.
  - Build a compliance system in a format adapted to respective business content of each company.
  - Report to Tokio Marine Holdings on the state of thorough compliance and important compliance matters.

## 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.

President and Group CEO  
Tokio Marine Holding, 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.

### Basic Principles

- |   |   |   |
|---|---|---|
| <b>1 Compliance with laws and regulations</b> | <b>2 Social and Political Issues</b>                                | <b>4 Respect for Human Rights and the Environment</b> |
| 1-1 Compliance with relevant laws             | 2-1 Anti-social Forces  | 4-1 Anti-discrimination                               |
| 1-2 International Rules and Local Laws        | 2-2 Political Activities, Political Funding                         | 4-2 Anti-harassment                                   |
| 1-3 Free and Fair Competition                 | 2-3 Gifts and Entertainment   | 4-3 Private Information                               |
| 1-4 Conflicts of Interest                     |   | 4-4 Protection of the Global Environment              |
| 1-5 Insider Trading                           | <b>3 Appropriate Actions of and High Transparency in Management</b> |   |
| 1-6 Intellectual Properties                   | 3-1 Appropriate Transactions  |   |
| 1-7 Working Environment                       | 3-2 Public Disclosure   |   |
|   | 3-3 Accurate Information  |   |
|   | 3-4 Confidential Information  |   |

> [Tokio Marine Group Code of Conduct \(excerpt\)](#) 

## 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. Also, the system enables reporting to Tokio Marine Holdings' auditors.

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 formulated the "Tokio Marine Group Basic Policies Concerning Responses to Anti-social Forces" so that Group companies can resist anti-social forces and make concerted and uniform responses. Initiatives are being promoted based on the 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 "Tokio Marine Group Basic Policies Concerning Responses 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 the "Tokio Marine Group 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) Nisshin Fire & Marine Insurance Co., Ltd.
- (4) E. design Insurance Co., Ltd.
- (5) Tokio Marine & Nichido Life 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.

- Tokio Marine Group companies shall report beforehand to Tokio Marine Holdings on any intended transactions with a potential conflict of interest.
- When Tokio Marine Holdings determines that such reported transactions will unduly harm the interests of a customer or have 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.

## **Initiatives Concerning the Assurance of Appropriate Financial Reporting and Tax Reporting**

Tokio Marine Group has formulated the Basic Policies for Accounting and is establishing a structure for ascertaining the Company's consolidated financial condition and the financial condition of Group companies and for appropriately undertaking approval and reporting procedures directed at shareholders and supervisory agencies as well as for tax reporting.

# Risk Management

To ensure financial soundness and appropriateness of business operations, Tokio Marine Group has identified the various risks surrounding it in an overall fashion and implements appropriate risk management corresponding to the nature, status and other attributes of the risks.

## Enterprise Risk Management (ERM)

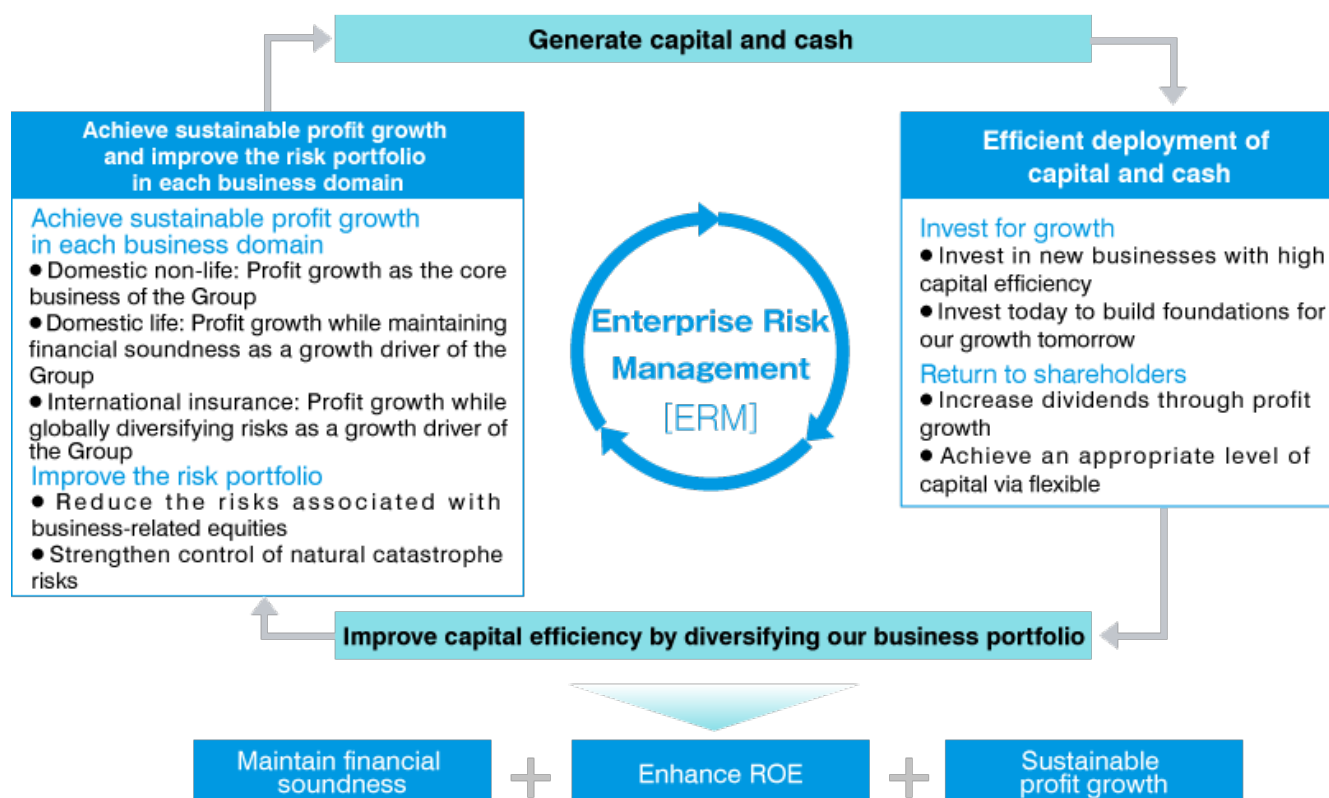
Tokio Marine Group has established a long-term vision of being “A global insurance group that delivers sustainable growth by providing safety and security to customers worldwide: Our timeless endeavor to be a Good Company.” Toward the realization of this long-term vision, our Mid-Term Business Plan is positioned as a sustainable profit growth stage. During this stage, we will continue to secure ROE exceeding our cost of capital ratio. Also, instead of simply being satisfied with having done so, we intend to establish a foothold from which to achieve long-term growth and capital efficiency on a global level with the aim of sustainable profit growth. To underpin our management toward this objective, we will promote a more robust enterprise risk management (ERM) framework.

Enterprise risk management (ERM) is a business management method for addressing all aspects of decision-making in view of risks. In this framework, we aim to realize sustainable growth in corporate value while firmly maintaining financial soundness by making decisions in light of the sufficiency of capital and profitability relative to risk.

In the Mid-Term Business Plan, we place ERM at the core of the Group management framework, and by using it in a more substantive manner, we aim to maintain financial soundness while at the same time taking a balanced approach to enhancing ROE and achieving sustainable profit growth.

Specifically, we aim to expand profit in each business and redeploy capital and cash generated through the reduction of business-related equities, which account for a large portion of risk capital, and from control of natural catastrophe risks, to areas where we can expect higher diversification effects and profitability, as well as to shareholder returns. In this way, we strive to enhance the capital efficiency of the Group as a whole while ensuring financial soundness. Through this cycle, the Group aims to increase adjusted ROE to the target level identified in the Mid-Term Business Plan.

## Framework of the Mid-Term Business Plan and Group Management



### Enterprise Risk Management (ERM) Cycle

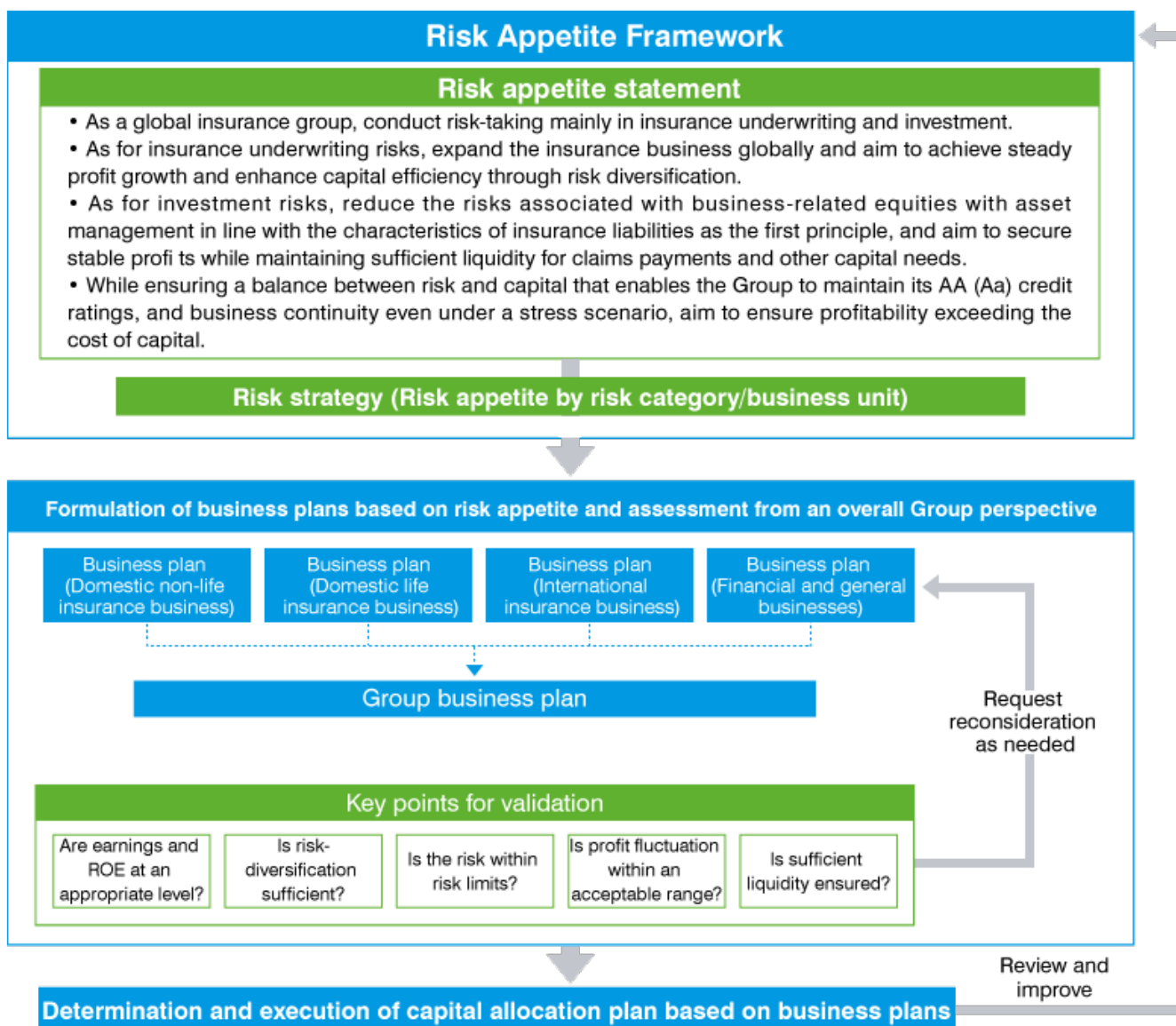
Tokio Marine Group has set a risk appetite framework that articulates a basic policy for relevant risk-taking and management to ensure expected returns. This framework is the starting point for formulating business plans and allocating capital. We call this flow the Enterprise Risk Management (ERM) Cycle. This process helps to allocate capital effectively and efficiently with the objective of maintaining financial soundness together with sustained expansion of profits and enhancement of capital efficiency.

For the first step of the 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 tolerable risk parameters, and whether the Group's overall profit and ROE are at the expected level, among others. After scrutiny of risk profiles and business plans, we then make decisions with regard to allocation of capital to each business segment.

Finally, the results of Group companies are reviewed annually and improvements are made if necessary.

## Tokio Marine Group's Enterprise Risk Management (ERM) Cycle Overview



## Initiatives to Enhance 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, we intend to enhance 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 our businesses. For example, in addition to HCC's high profitability, its specialization in specialty insurance complements the Group's business portfolio, and through its acquisition we are further improving capital efficiency and profit stability.

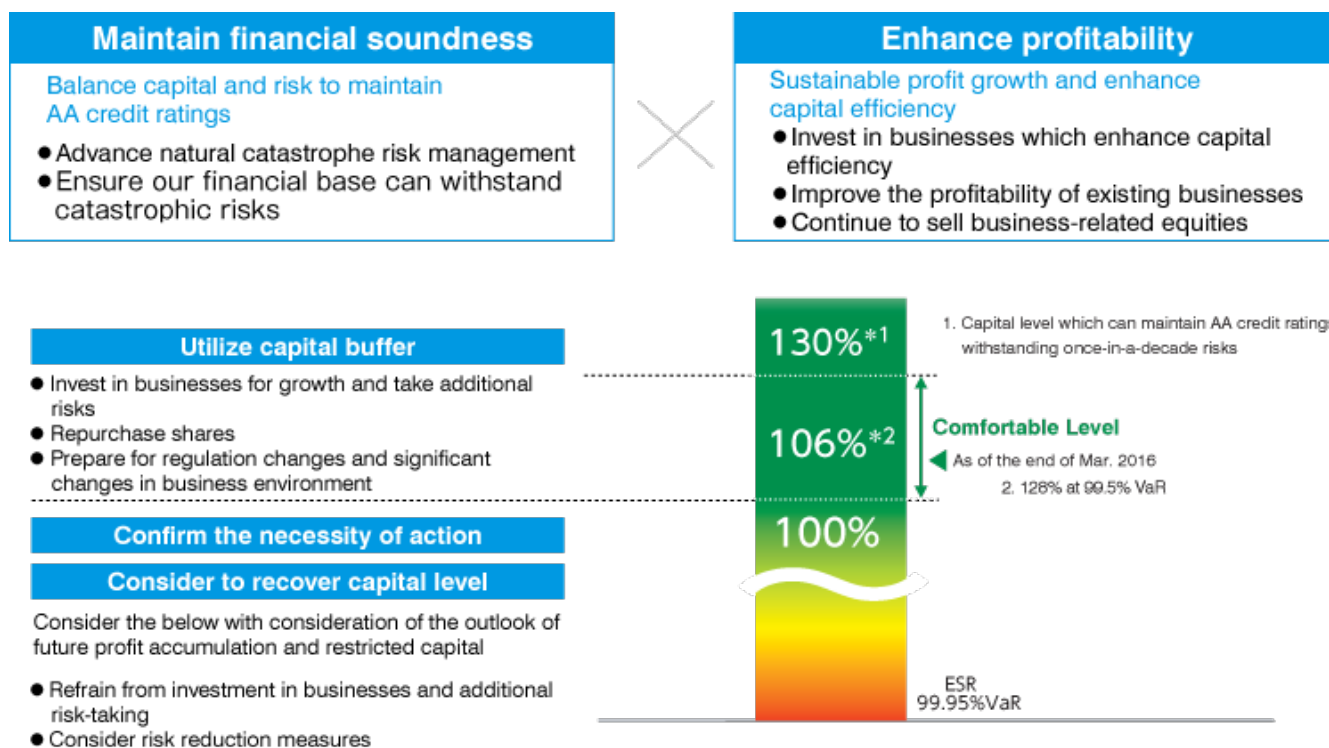
We will continue our initiatives to support further improvement of overall Group profitability by expanding our business globally, which will enhance risk diversification effects, and by achieving profit growth in every business segment.

From the perspective of capital management, we will work to enhance corporate value while securing financial soundness through strict and disciplined capital management using stress tests in addition to the economic solvency ratio (ESR).

At present, a comfortable level for our ESR is between 100% and 130%. The maximum comfortable level of 130% is based on our calculation of the capital level that will enable us to maintain AA credit ratings withstanding once-in-a decade risk events.

Upon improving risk diversification, accumulating profits and continuously reducing the risks associated with business-related equities, we will work to enhance capital efficiency by utilizing a capital buffer to invest in businesses for growth and additional risk-taking, repurchase shares and concurrently prepare for regulatory changes and other significant changes in the business environment. Lastly, if the ESR falls below 100%, we will consider the necessity of restoring the capital level in light of the outlook for future profit accumulation and other factors.

## Promoting Strong ERM (Controlling Risk and Capital)



## Initiatives to Maintain Financial Soundness

Aiming to maintain its solid credit ratings, 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 potential financial losses and confirms that its net asset value is at a sufficient level for the total amount of the risks it has assumed. In addition, we perform stress tests using scenarios with low frequency but high severity in risk such as major natural catastrophes and turmoil in the financial systems, which could have significant impact when they occur.

As of March 31, 2016, Tokio Marine Group’s risk capital, calculated at the 99.95% confidence level, which corresponds to an AA (Aa) credit rating, was 2.9 trillion yen and net asset value was 3.0 trillion yen. The economic solvency ratio (ESR), which shows the ratio of net asset value to risk capital, was 106%, indicating that we secured sufficient net asset value required for AA (Aa) ratings.

# Initiatives to Strengthen the Enterprise Risk Management System

Because the risks Tokio Marine Group assumes have become more diverse and complex as it expands its business globally, the Group strives to further refine its enterprise risk management (ERM) system. Moreover, in the recent business environment characterized by a sense of uncertainty and drastic change, it must continually prepare for the emergence of new risk elements associated with the businesses in which the Group is engaged.

From this perspective, Tokio Marine Group is strengthening its ERM system. Specifically, the Group has begun to incorporate global insights by adding top executives from major overseas Group companies to the Enterprise Risk Management (ERM) Committee, which deliberates on policies for important ERM-related issues. Tokio Marine Group is also taking proactive steps to comprehensively assess every kind of risk, including emerging risks that result from environmental changes on a global scale 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.

Tokio Marine Group continues to strive for more accurate risk capital assessment by advancing the assessment method for insurance underwriting risk, market risk, credit risk and investment management risk consisting of real estate investment risk, which represent major risks for the Group.

## The Definition of Risk

- **Insurance underwriting risk**  
Risk of loss due to a change in the rate of occurrence of insurance claims, etc. from projections at the time premiums were set
- **Market risk**  
Risk of loss from a change in the value of assets and liabilities held due to changes in the interest, currency exchange, stock or other markets
- **Credit risk**  
Risk of loss from partial or total reduction of the value of an asset due to the worsening financial condition of a credit recipient, etc.
- **Real estate investment risk**  
Risk of loss from a decrease in profit from real estate due to a change in rent, etc., or a decrease in the price of the property itself due to a change in market conditions, etc.

## Risk Management System

To ensure financial soundness and appropriateness of business operations, Tokio Marine Group has identified the various risks surrounding it in an overall fashion and implements appropriate risk management corresponding to the nature, status and other attributes of risks.

The Company promotes the development and enhancement of the risk management system for the entire Group in accordance with the “Tokio Marine Group’s Basic Policies for Risk Management.” The Company also manages quantitative risks for the Group in order to maintain credit ratings and to forestall insolvency in accordance with the “Tokio Marine Group’s Basic Policies for Integrated Risk Management.”

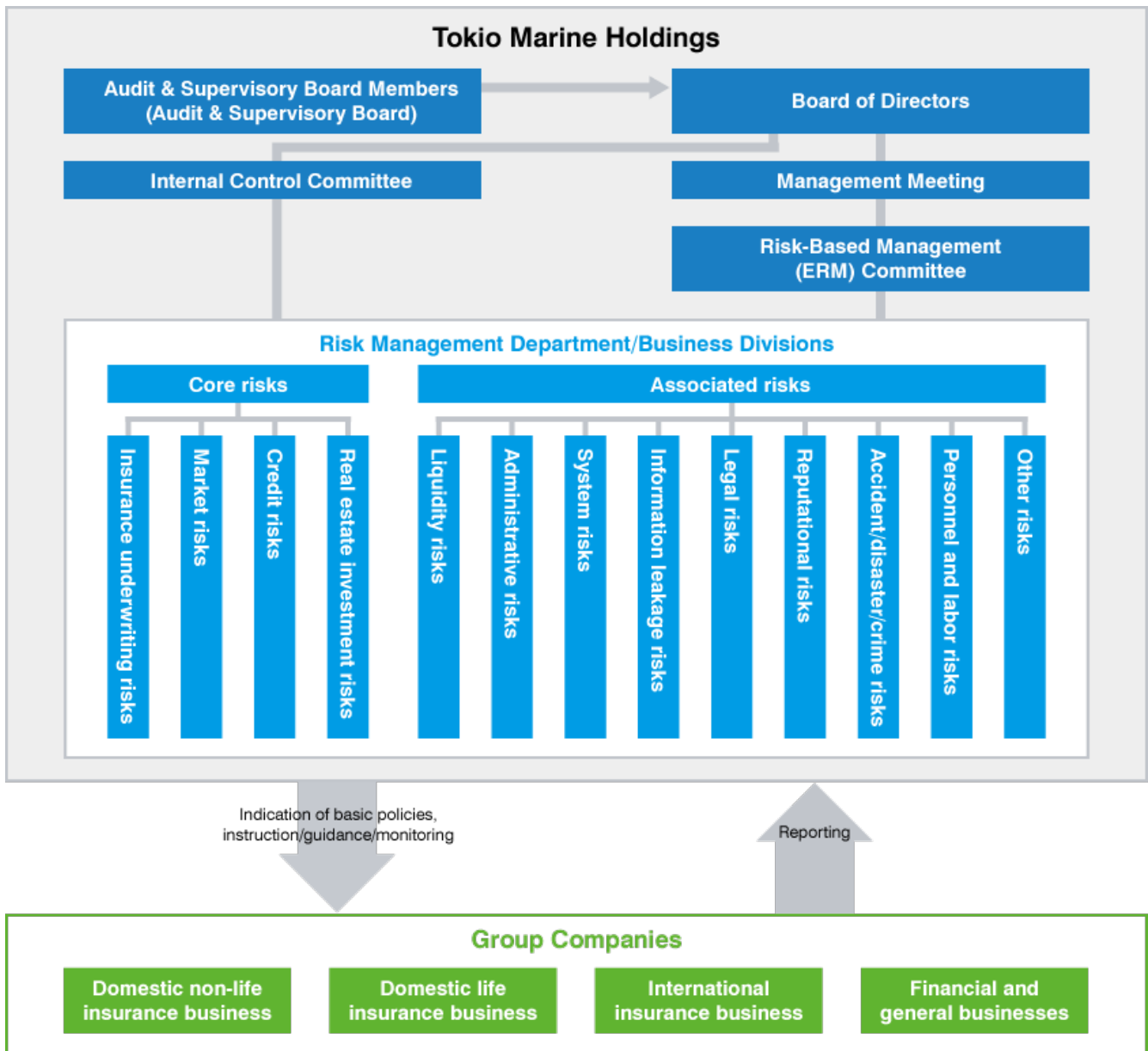
Among various risks, the Company recognizes that insurance underwriting risks and investment risks (core risks) must be managed as sources of earnings. The Company therefore controls these risks considering the balance between risk and return.

The Company also identifies administrative risks, system risks and other associated risks (non-core risks) that arise from the Group's business activities and strives to prevent the occurrence of or reduce these risks.

The Company presents its basic policies for risk management and provides instruction, guidance, monitoring and other services to domestic and overseas Group companies through the Risk Management Department and the Business Divisions. Group companies establish risk management policies in line with the policies of the Group and execute risk management independently.

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

## Tokio Marine Group's Risk Management System



## Crisis Management System

Tokio Marine Group has established the crisis management system to minimize economic losses and other impact incurred in an emergency and immediately restore ordinary business operations.

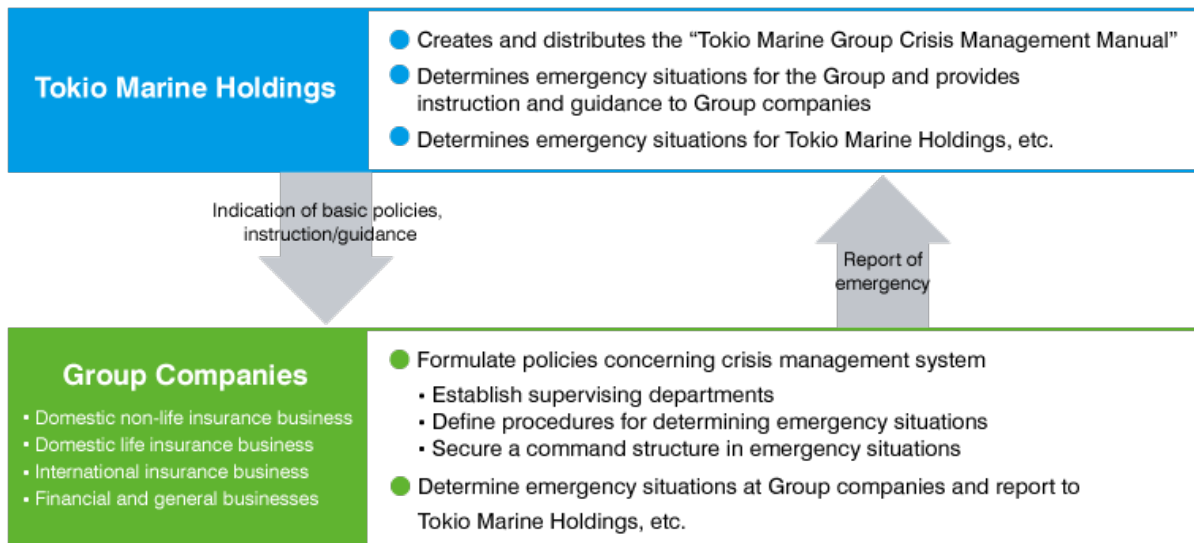
The Company has formulated the “Tokio Marine Group Basic Policies for Crisis Management” and the “Tokio Marine Group Crisis Management Manual” based on it, and has set forth the crisis management systems necessary for Group companies to carry out their own roles.

Group companies formulate crisis management policies in line with policies of the Group to develop crisis management systems that include establishing a department in charge of crisis management, decision-making procedures for emergency situations and securing the chain of command. In addition to developing the crisis management system during normal conditions, the department in charge of crisis management plays the role of secretariat for response during emergency situations, including reporting to the Company.

Consequently, when conditions that may develop into an emergency situation arise, in addition to each Group company determining whether or not these conditions correspond to an emergency situation, the Company determines, if necessary, whether or not these conditions correspond to an emergency situation for the Group. This system enables the Company to properly instruct Group companies and make sure necessary actions as a Group can be made.

## Tokio Marine Group’s Crisis Management System

### Tokio Marine Group Basic Policies for Crisis Management



## Basic Policy for Responding to Disasters (Tokio Marine & Nichido)

In the event of a natural disaster such as an earthquake or a typhoon, Tokio Marine & Nichido has a crucial social mission of ensuring that it can continue its important business operations as a non-life insurer such as receiving 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).



## Basic Policies of the Business Continuity Plan for Disasters

### 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

## 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 claims receiving team shall be launched in Kansai and it shall handle earthquake claims cases for residential earthquake insurance. Additionally, back offices shall be launched at multiple bases throughout Japan, including in Kansai, and claims payment service responses, excluding on-site assessments after receiving claims, shall be made by all branches throughout Japan.

If the metropolitan area is struck by a disaster, a Claims Service Headquarters would be set up within the Head Office Disaster Response Headquarters. At the same time, a satellite office 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 handle customer responses, mainly on-site claims assessments, in disaster-stricken areas.

The infrastructure needed to provide claims services swiftly to the metropolitan area in the event of a natural disaster has been built in advance in the locations where the above-mentioned back offices and satellite offices would be established. In this way, a structure for claims payment services during times of emergency is being established.

Non-earthquake regular claims cases shall be allocated to and handled by claims service bases throughout Japan prescribed in advance.

## Response to Earthquake Disasters

Tokio Marine Group is utilizing the Group's collective strengths to quickly make claims payments and to rebuild the disaster-stricken areas.

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

> [Response to the 2016 Kumamoto Earthquakes](#)

## 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

### 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)

## 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

The Tokio Marine Group (the "Group") is committed to the continuous enhancement of corporate value, with customer trust at the foundation of all its activities. Guided by this corporate philosophy, we, the Group, shall comply with the Act on the Protection of Personal Information, Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure and other relevant laws, rules, regulations and guidelines, appropriately manage personal information, as well as individual number and specific personal information (hereinafter referred to as "Specific Personal Information, etc.") as described below, and implement other appropriate security measures for the protection of personal information of our customers.

\* "Personal information" and "personal data" provided in this Privacy Policy exclude Specific Personal Information, etc.

1. We shall acquire personal information and Specific Personal Information, etc. of our customers in a manner that is both legal and fair. Unless prescribed by law, rule or regulation, we shall notify or publicize the purposes for using personal information and Specific Personal Information, etc. of our customers and shall use such information within these limits.
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. We do not provide Specific Personal Information, etc. to third parties except in cases provided by law. There shall be no joint use of Specific Personal Information, etc. with Group companies and business partners.
3. We shall strive to prevent the divulgence, destruction, impairment and unauthorized access of personal information and Specific Personal Information, etc. of our customers. When we contract out the management of personal information and Specific Personal Information, etc. of our customers to an outside service provider, we shall supervise the service provider appropriately, as needed.
4. Whenever we receive requests from our customers to view or update their personal data and Specific Personal Information, etc. that we hold, we shall respond promptly in accordance with laws, rules and regulations. We also welcome comments and questions regarding the management of personal information and Specific Personal Information, etc. of our customers.
5. We shall provide thorough supervision, instructions and education to our employees who handle personal information and Specific Personal Information, etc. of our customers to ensure that such information is managed appropriately.
6. We shall continue to revise and aim to improve our internal systems and procedures to protect the personal information of our customers.

Adopted on February 7, 2005

Revised on July 1, 2008

Revised on October 5, 2015

# 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 Policy of the Tokio Marine Group](#) 







## Disclosure Materials

Tokio Marine Holdings and its domestic insurance business companies prepare and strive to enhance the content of disclosure materials.

> [Tokio Marine Holdings Integrated Annual Report 2016](#) 

## 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 & Nichido Life Insurance \(in Japanese\)](#) 
- > [Tokio Marine Millea SAST Insurance \(in Japanese\)](#) 
- > [Tokio Marine West SAST Insurance \(in Japanese\)](#) 
- > [Tokio Marine & Nichido Anshin Consulting \(in Japanese\)](#) 
- > [Tokio Marine & Nichido Career Service \(in Japanese\)](#) 
- > [Tokio Marine & Nichido Better Life Services \(in Japanese\)](#) 
- > [Tokio Marine & Nichido Facilities \(in Japanese\)](#) 
- > [Tokio Marine & Nichido Medical Service \(in Japanese\)](#) 
- > [Tokio Marine & Nichido Risk Consulting \(in Japanese\)](#) 
- > [Tokio Marine Assistance \(in Japanese\)](#) 

## Rating Information

Please refer below for rating information for Tokio Marine Group companies

- > [Rating Information](#) 

# Respect for Human Rights

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 stakeholders.

## 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, shareholders/investors, insurance agents, business partners, employees and local communities/society.

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 and ISO 26000, 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. 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.

### **Tokio Marine Group Code of Conduct <Scope of application: Tokio Marine Group directors, officers and employees of Tokio Marine Group companies (includes dispatched employees) > (excerpt)**

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 include 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.

## Respect for Human Rights within the Group

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 vibrant corporate culture without discrimination or harassment. In addition, in working to achieve more comfortable workplaces, the Group established a consultation service (hotline), which is staffed by internal and external specialists.

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

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

## Respect for Human Rights in the Value Chain

Tokio Marine & Nichido issues the Principle of Transactions for business partners (suppliers and subcontractors) from the perspective of social responsibility. The Principle of Transactions requests that business partners promote initiatives that encompass human rights as well as “compliance with laws, regulations and social norms,” “promoting fair and honest transactions,” “thorough information management” and “consideration for the environment.”

> [CSR in the Value Chain](#)

## Respect for Human Rights in Sustainable Investment and Financing

Giving consideration to environmental, social and governance (ESG) issues in investment and financing is becoming increasingly important from the perspective of improving long-term risk/return. Tokio Marine & Nichido places great importance on the social role and responsibilities that the insurance industry is expected to fulfill, and in June 2012 signed as a drafting member the Principles for Sustainable Insurance (PSI) advocated by the United Nations Environment Programme Finance Initiative (UNEP FI).

In April 2011, Tokio Marine Asset Management signed the United Nations-supported Principles for Responsible Investment (PRI) initiative, accepting these principles as an asset management company. As an insurance firm that has taken ESG issues into account in its insurance underwriting, investment analysis and other actions, Tokio Marine & Nichido signed the PRI in August 2012. Through PRI and PSI related activities, Tokio Marine Group is strengthening its initiatives for human rights in investment and financing.

> [Sustainable Investment and Financing](#)



# Response to the UK Modern Slavery Act 2015

Tokio Marine Group regards slave labor and human trafficking as social issues that must be solved and makes efforts to prevent slave labor and human trafficking in its own businesses and in the value chain (supply chain). At the same time, the Group is urging its various stakeholders to undertake initiatives toward solutions to these issues.

## UK Modern Slavery Act 2015

Modern Slavery refers to enslavement and servitude, all forms of forced labor and human trafficking, etc.

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

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

## Tokio Marine & Nichido Slavery and Human Trafficking Statement for the Fiscal Year 2015

Tokio Marine & Nichido announces as follows the Slavery and Human Trafficking Statement for the fiscal year 2015 as a response to the UK Modern Slavery Act 2015 (hereafter: Slavery Act). Tokio Marine & Nichido, together with its employees and business partners, will implement initiatives to prevent slave labor and human trafficking.

> [Statement Concerning the UK Modern Slavery Act 2015 \(405KB\)](#) 

## CSR in the Value Chain

Tokio Marine Group defines the value chain as shown in the chart below. Primarily through Tokio Marine & Nichido, the Group is executing environmental, social and governance (ESG) initiatives that are integrated into the value chain. In terms of respect for human rights, in particular, we strive to respect and promote the recognition of human rights within the value chain based on the Tokio Marine Group CSR Charter.

### Tokio Marine Group's Value Chain

Value chain	Corresponding SC guideline* category
Manufacture of media used for sale of products and services, IT systems, consulting, audits and office supplies	(Category 1) Purchased goods and services
Construction, maintenance and management of office buildings	(Category 2) Capital goods
Petroleum refining and distribution, electric power providers	(Category 3) Fuel and energy related activities not included in Scope 1 or 2
Delivery companies	(Category 4) Transportation and delivery (upstream)
Waste disposal operators	(Category 5) Waste generated in businesses
Trains, buses, taxis and accommodations	(Category 6) Business travel
Trains, buses	(Category 7) Employee commuting
Delivery companies	(Category 9) Transportation and delivery (downstream)
Agencies, waste disposal operators	(Category 14) Franchises
Investment destination	(Category 15) Investments

\* Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain, Ministry of the Environment (MOE) and Ministry of Economy, Trade and Industry (METI)

## Value Chain Management

In the value chain, Tokio Marine Group carries out activities aimed at fulfilling its social responsibility and achieving sustainable development together with its business partners and at raising customer protection and convenience and assuring the soundness and appropriateness of its business.

## Fulfilling Social Responsibilities Together with Business Partners

To implement ESG initiatives that are integrated into the value chain, Tokio Marine Holdings aims to have Tokio Marine Group and

business partners fulfill their social responsibility and achieve sustainable development together. In working to realize this objective, Tokio Marine & Nichido formulated the Principle of Transactions, which outlines the items that should be followed in terms of conducting transactions, and is applying this across its Group. Tokio Marine & Nichido issues the Principle of Transactions to such Group business partners as suppliers and subcontractors and requests that these business partners promote initiatives for “compliance with laws, regulations and social norms,” “promoting fair and honest transactions,” “thorough information management” and “consideration for the environment.”

Through a questionnaire that is given once every one or two years, Tokio Marine & Nichido questions suppliers and subcontractors about the implementation of the contents of the Principle of Transactions. The results of the questionnaire are compiled and are reflected in the next fiscal year’s action plan for the value chain.

## **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.

## Policies for Outsourcing Management

Tokio Marine Group has established the Tokio Marine Group Policies for Outsourcing Management in order to protect customers, enhance convenience and ensure the soundness and appropriateness of its operations in the event of outsourcing a portion or all of its operations.

Based on these policies, Tokio Marine & Nichido selects its contractors according to the Standard for Selecting Outsourcing Contractors and the Information Security Management System Standard. At the same time, each year the company conducts investigations of the actual status of outsourcing contractors based on the Regulations Related to Outsourcing Contractor Management, which stipulate the management system for outsourcing contractors, and makes improvements when inadequacies are discovered.

In the future as well, Tokio Marine Group will promote initiatives integrated into the value chain together with its business partners.

## Response to the UK Modern Slavery Act 2015

Tokio Marine Group regards slave labor and human trafficking as social issues that must be resolved and works to prevent their occurrence.

➤ [Respect for Human Rights \(Response to the UK Modern Slavery Act 2015\)](#)

# Sustainable Investment and Financing

Tokio Marine Group gives consideration to the environment, including climate change, as well as to society and governance in its investment and financing operations. We join study and research activities such as UNEP FI Principles for Sustainable Insurance (UNEP FI-PSI), UN Principles for Responsible Investment (UN PRI), Principles for Financial Action for the 21st Century and the Japan Sustainable Investment Forum to solve various environmental, social and governance issues. We leverage the findings of these activities as one means to execute sustainable investment and financing. Tokio Marine & Nichido, Tokio Marine Asset Management and Tokio Marine Capital lead efforts toward sustainable investment and financing.

## Study and Research on Sustainable Investment and Financing

### United Nations Environment Programme Finance Initiative – Principles for Sustainable Insurance (UNEP FI-PSI)

- > <http://www.unepfi.org/> 
- > <http://www.unepfi.org/psi/> 

### UN Principles for Responsible Investment (UN PRI)

- > <http://www.unpri.org/> 

### Principles for Financial Action for the 21st Century

- > [http://www.env.go.jp/policy/keiei\\_portal/kinyu/gensoku-en.html](http://www.env.go.jp/policy/keiei_portal/kinyu/gensoku-en.html) 

### Japan Sustainable Investment Forum

- > <http://www.jsif.jp.net/#!english/c1tc5> 

## Efforts for Sustainable Investment and Financing

At Tokio Marine Group, Tokio Marine Asset Management and Tokio Marine & Nichido are taking the leading role in promoting sustainable investment and financing.

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

Based on the Japanese government's growth strategy, the "Japan Revitalization Strategy" (Cabinet decision in June 2013), the Council of Experts established within the Financial Services Agency announced in February 2014 the "Principles for Responsible Institutional Investors «Japan's Stewardship Code»-To promote sustainable growth of companies through investment and dialogue."

"Stewardship Responsibility" means bearing responsibility for expanding medium- and long-term investment returns for "customers and beneficiaries" (including end beneficiaries)" through constructive "purposeful dialogue" (engagement) by institutional investors based on a deep understanding of investee companies and their business environments to raise the corporate value of these companies and promote their sustainable growth.

The Stewardship Code aims to promote medium- and long-term growth of companies through "purposeful dialogue" (engagement) by institutional investors with their investee companies against a background of relatively low return on equity (ROE) levels of Japanese companies and a re-evaluation of short-termism spurred by the collapse of Lehman Brothers.

#### Reference: Japan's Stewardship Code

Principle 3. Institutional investors should monitor investee companies so that they can appropriately fulfill their stewardship responsibilities with an orientation towards the sustainable growth of the companies.

Guidance 3-3. When investors monitor investee companies, a variety of factors, including non-financial ones, may be considered as relevant. Factors may include, for example, governance, strategy, performance, capital structure and risk management (including how the companies address risks arising from social and environmental matters) of the investee companies. Relevance of a factor may depend on each investor's investment policy and may differ according to specific investee companies. Institutional investors need to use their own judgment in choosing which factors to focus on in light of their stewardship responsibilities. (Excerpt)

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.

- [Tokio Marine Asset Management: Adherence to Japanese Stewardship Code](#) 
- [Tokio Marine & Nichido: Adoption of Japan's Stewardship Code \(in Japanese\)](#) 

## Integrating Environmental Consciousness into Investment Products

In December 2007, Tokio Marine Asset Management launched *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.

## Providing 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 (No. 1 Fund), is the company's first investment product targeting Japan's national infrastructure. The company launched the No. 2 Fund in August 2013 and No. 3 Fund in August 2014. These three funds have assets under management of approximately 9 billion yen, 13.5 billion yen and 7.9 billion yen, respectively.

The aim of these funds is to distribute 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. The TM Nippon Solar Energy Fund, 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.

## Providing an Engagement-Focused Fund to Invest in Japanese Companies

With the launch of Japan's Stewardship Code in February 2014, the importance of engagement between institutional investors and companies is further increasing its significance from a viewpoint of responsible investment.

Taking an early start, Tokio Marine Asset Management (TMAM), jointly with GO Investment Partners (GO)\*, 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 based on a full understanding of the corporate culture in Japan, the company intends to deepen mutual understanding between investors and Japanese companies and provide increased corporate value over the long term.

\* GO Investment Partners (GO)

An independent asset management partnership based in London, with its founder being the pioneer in the field of responsible stock ownership. The organization is 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 

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

We provide microfinance services mainly to low-income earners in emerging and developing countries.

> Reducing Poverty (Reducing World Poverty)



## Core Theme 1: Providing Safety and Security



### CSR Materiality (Material Issues)

- Products and services beneficial for safety and security
- Climate change and natural disasters
- Technological innovation
- Low birth rates and aging societies, and population demographics
- Local community and social contribution activities
- Promoting ESG in the provision of products and services

The world is now facing various social issues, inflicted by frequent large-scale natural disasters, demographic shifts, income disparities and poverty. In Japan as well, issues are becoming prevalent also in relation with technological innovation as well as community resiliency (disaster prevention and mitigation) and the country's declining birth rate and aging population. These issues may induce drastic changes in risks surrounding the insurance business. To protect people, including our customers, from these varying risks and also capture business opportunities while responding to these risks, Tokio Marine Group has selected "Providing Safety and Security" as one of our three CSR core themes. We are making efforts toward a safe, secure and sustainable future throughout our entire business operations from conducting research on natural disaster risk to providing products and services that are beneficial for safety and security, improving quality from the customer's perspective and undertaking local community and social contribution activities leading to safety and security.

### Research on Climate Change and Natural Disaster Risk

Responding to risks associated with "climate change and natural disasters," one of Tokio Marine Group's CSR material issues included in this theme, also comprises a major management issue that the global insurance industry must address in the medium to long term. Through industry-academia collaboration with The University of Tokyo, Nagoya University, Kyoto University and Tohoku University, Tokio Marine Group engages in research on climate change and natural disaster risk in an effort to gain deeper scientific insight into disaster prevention and mitigation and to raise the sophistication of measuring methods through risk modelling to ascertain risk volume in even greater detail. Our efforts in this area include development of a stochastic risk assessment approach. We believe that in addition to providing products and services in developed countries it is also important to disseminate the ideas of an insurance mechanism and risk management practices in developing countries and regions particularly vulnerable to the impact of climate change and natural disasters in accordance with the Sendai Framework for Disaster Risk Reduction 2015-2030, which provides new world guidelines for disaster risk reduction. To this end, we are working to provide solutions to global disaster issues by using the outcomes of our industry-

academia research to the benefit of society and by taking part in international initiatives, such as the UNISDR Private Sector Alliance for Disaster Resilient Societies (ARISE) and The Geneva Association's Extreme Events and Climate Risk (EE+CR) Working Group.

## **Providing Safety and Security through Products and Services**

Tokio Marine Group provides a range of products and services beneficial for safety and security against increasingly diverse and complex risks, for "preparing for disasters," "promoting traffic safety," "supporting health and a longevity society," "reducing poverty" and "responding to technological innovation and other social issues." At the same time, we aim to ensure a stable supply of products and services based on the outcomes of our research on natural disaster risk and are providing disaster risk solutions to society by leveraging the knowledge and data we have accumulated through industry-academia collaboration and through our insurance business. Along with these solutions, we are promoting delivery of various products and services, such as *One Day Auto Insurance* to contribute to traffic safety and less traffic accidents involving uninsured drivers; living benefit-related products in the field of health and aging population; weather insurance and microinsurance, which help resolve poverty issues; and products responding to technological innovation.

## **Improving Quality from the Customer's Perspective**

Aiming to become "a company that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice," Tokio Marine Group takes feedback from customers seriously and works jointly with agents to improve the operational quality on a constant basis.

## **Local Community and Social Contribution Activities Leading to Safety and Security**

In collaboration with local governments, NPOs and other organizations, employees and agents of Tokio Marine Group provide ongoing support for recovery from the Great East Japan Earthquake based on their renewed determination to "never forget the event at any cost and continue to do whatever we can do even in any small way." They also take part in local community and social contribution activities with a focus on safety and security. Their activities include serving as volunteer instructors in Disaster Prevention Lessons, which are held at elementary schools to raise disaster awareness of children, and working jointly with stakeholders in the Pink Ribbon Movement (a campaign to convey the importance of early detection of breast cancer) and in an awareness-raising initiative to reduce drunk driving. By engaging in these activities, they are contributing to the safety and security of local communities.

Through these endeavors, Tokio Marine Group will provide greater safety and security to customers, local communities and society.



Examples of CSR approach (Providing Safety and Security)

Value Creation

Providing safety and security to customers, local communities and society worldwide through the insurance business

#### 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 weather 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 weather disaster risk
- A sharp rise in reinsurance premiums due to increases in large-scale weather disasters
- Worsening fund position due to an increase in insurance claims payment amounts resulting from weather disasters
- Risk of discontinuation of business due to the impact of weather disasters on buildings, IT facilities and other facilities
- Risk of impacts from weather 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 presents 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 from 2013 to 2014 provided, in addition to the topics discussed in past reports, 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 disasters are conspicuous risk factors at the global level. In view of this, the report cited insurance systems as one of the economic sectors 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 the increasing risks of weather 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 weather disaster risk through industry-academia collaboration with universities, including The University of Tokyo, Nagoya University and Kyoto University, etc.
- Establishing investment funds for facilities for renewable energy such as solar power and providing related insurance and consulting services
- Providing insurance products and risk management services to cover weather disaster risk in developed and developing countries
- Providing insurance so that persons engaged in agriculture can make preparations against extreme weather in developing countries and regions
- Activities for making policy recommendations to encourage disclosures that will help investment decisions through participation in an initiative led by the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board (FSB)
- Creating a sustainable society by utilizing disaster risk financing and an insurance scheme
- Enlightenment and educational activities related to weather disaster risk

- [Research on Climate Change and Natural Disaster Risk](#)
- [Providing Safety and Security through Products and Services](#)
- [Improving Quality from the Customer's Perspective](#)
- [Local Community and Social Contribution Activities Leading to Safety and Security](#)

# Research on Climate Change and Natural Disaster Risk

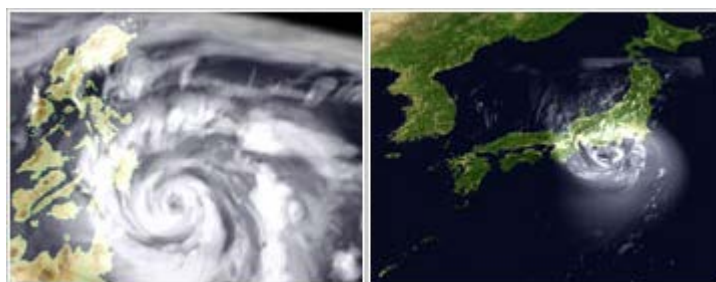
With a view toward providing products and services leading to the safety and security of customers and local communities well into the future, Tokio Marine Group has been actively engaged in research on risks concerning climate change and natural disasters through industry-academia collaboration and promotes the development and the provision of products and services tailored to these new risks.

## Climate Change and Weather Disaster Risk

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

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

Climate change due to global warming and other factors is considered to possibly bring about major changes in the frequency and scale of weather disasters in the future. As such, basing analyses only on past statistical data may prevent appropriate risk assessment and significantly impact the calculation of insurance premiums and the ability to pay insurance claims in the event of a serious disaster. In response, Tokio Marine Group is leveraging climate models that forecast future climate change through computer simulations and is advancing research into future natural disaster risks in collaboration with universities engaging in leading-edge research in this area. Currently, Tokio Marine Group is undertaking joint research respectively with the Atmosphere and Ocean Research Institute at The University of Tokyo, the Institute for Space-Earth Environmental Research at Nagoya University, and the Graduate School of Engineering and the Disaster Prevention Research Institute at Kyoto University. We will further contribute to society by utilizing our research results to develop and provide products and services and to disseminate relevant information to the public.



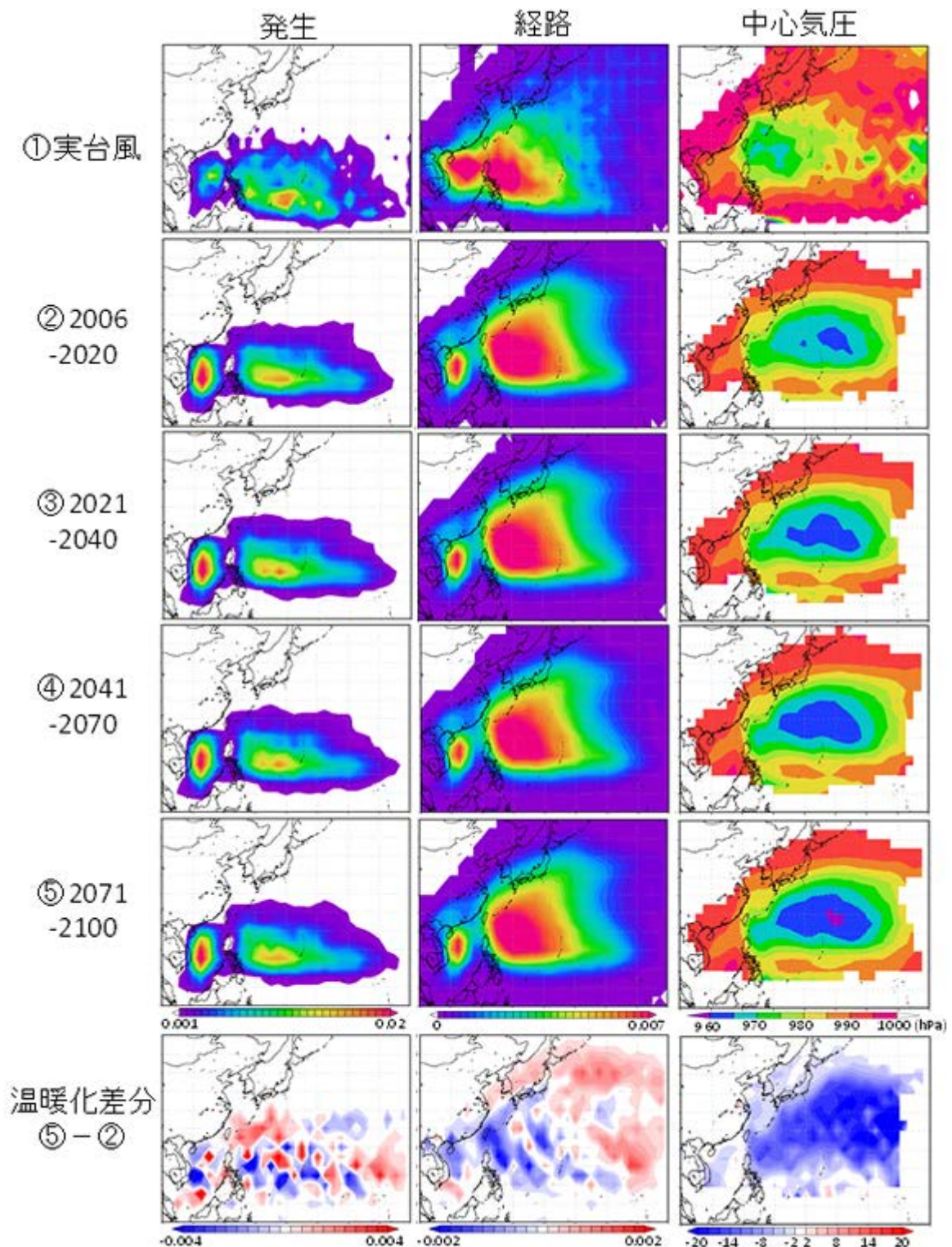
Typhoon simulation model

Source: Institute for Space-Earth Environmental Research, Nagoya University

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

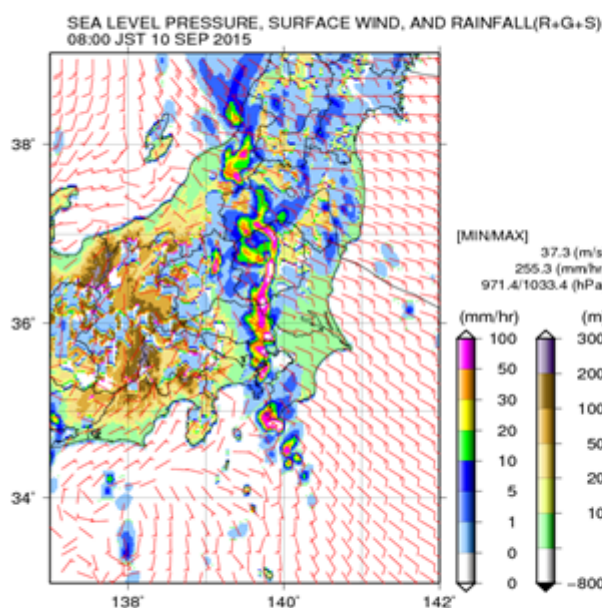
- Tokio Marine & Nichido and the Tokio Marine Research Institute are undertaking joint research with The University of Tokyo to develop a novel stochastic typhoon model that estimates future changes in typhoons. The charts below show estimates of the impact of global warming on typhoons based on climate change forecast data from institutions worldwide, using the jointly developed stochastic typhoon 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.
- In addition to evaluating the impact of global warming on typhoons, we are also making joint efforts with the Japan Meteorological Agency to formulate short-term forecasts of the number of typhoon occurrences. In fiscal 2016, we plan to advance our research to explore the predictability of the number and strength of typhoons making a landfall on Japan. We will disseminate our findings in these research projects throughout Japan and overseas by means of presentations at academic conferences and research papers. As many aspects of future changes in typhoon patterns and other weather disasters 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 these research activities to advance our investigation and research into climate change.



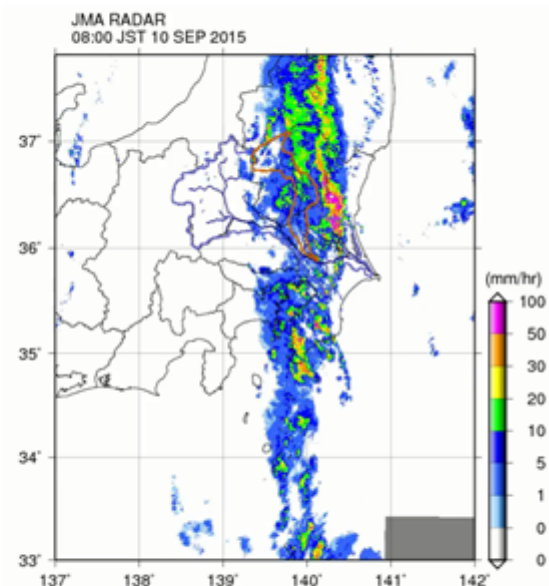
## Joint Research with Nagoya University: Typhoon and Heavy Rain Simulation Using High Spatial Resolution Models

- 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 Institute for Space-Earth Environmental Research 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, rapidly growing atmospheric depressions 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 2015, heavy rain that hit the Kanto and Tohoku regions caused enormous damage along the Kinugawa River that runs through the Kanto 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 recreate the actual heavy rain accurately. The results also reveal that global warming in the future will likely cause an increase in the number of heavy rainfall events that may result in large-scale disasters. We will continue to promote research on how precipitation volume will be affected if global warming proceeds in the future.

### Computer-based reproduction (2015 Kanto-Tohoku heavy rain)



### Actual observed data (2015 Kanto-Tohoku heavy rain)



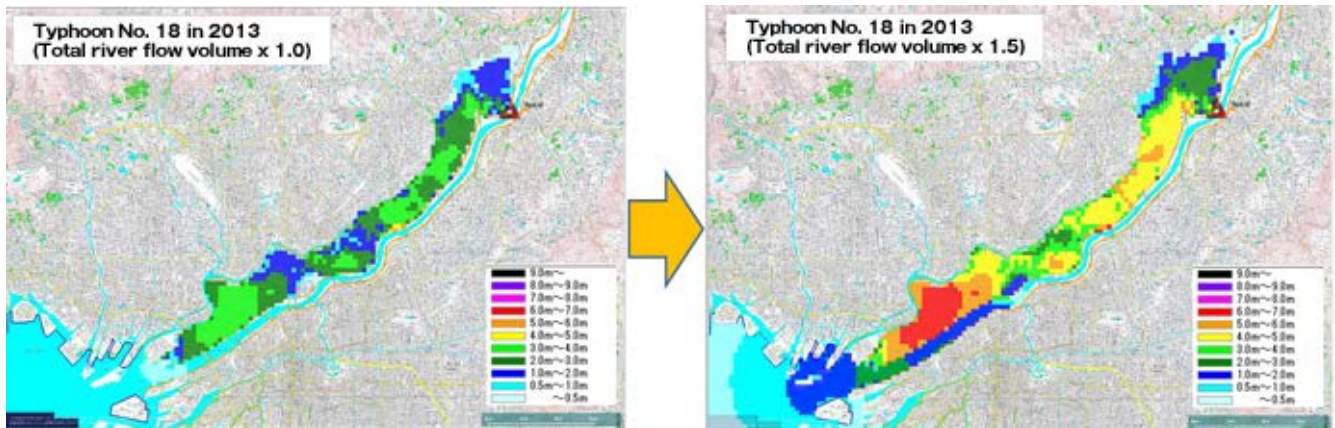
Created by:  
Institute for Space-Earth Environmental Research, Nagoya University

## Joint Research with Kyoto University on Assessment of Water Disaster Risk 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 risk, 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.
- Tokio Marine & Nichido and the Tokio Marine Research Institute are engaging in joint research with Kyoto University into the assessment of water disaster risk under future climate conditions. By combining the results of this research with know-how for estimating precipitation volume under future climate conditions, which has been gained through joint research with Nagoya University,




we are developing methods for the quantitative assessment of water disaster risk under future climatic conditions. In 2013, Typhoon No. 18 (Typhoon Man-yi) caused massive damage in areas along the Yodogawa River. Below, the chart on the left shows the results of a simulation assuming that the typhoon had caused a flood in the Yodogawa River downstream basin. The chart on the right simulates the same flood but with 1.5 times higher total river flow volume under future climate conditions. It shows wider water-immersed surface areas and deeper water immersion than the chart on the left.

- In fiscal 2016, we plan to advance our research into the economic impact of the occurrence of a flood in the Arakawa River under future climate conditions. As with the case of our research on typhoon risk described earlier, we will disseminate our findings in these research projects throughout Japan and overseas by means of presentations at academic conferences and research papers.



## 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 fiscal 2008, we have been continually announcing the results of joint research with The University of Tokyo and Nagoya University, respectively, at the Meteorological Society of Japan.
- Since fiscal 2013, we have been announcing the results of joint research with Kyoto University and Nagoya University, respectively, at the Japan Society of Hydrology and Water Resources.
- The Asia Oceania Geosciences Society (AOGS), established to promote geosciences in the Asia-Oceania region, held its annual convention in 2014 in Sapporo. At the convention, we presented the results of our ongoing joint research on water disaster risk with Nagoya University and Kyoto University, respectively.

- [Meteorological Society of Japan presentation \(research on wind disaster risk\) \(in Japanese\) \(1.1MB\)](#) 
- [Meteorological Society of Japan presentation \(research on water disaster risk\) \(in Japanese\) \(2.6MB\)](#) 
- [Japan Society of Hydrology and Water Resources presentation \(research on water disaster risk\) \(in Japanese\) \(1.7MB\)](#) 



Takashi Nagano, Chief Researcher  
The Tokio Marine Research Institute

Although research on global warming has been undertaken around the world, its climate effects remain largely unknown, and we have not been able to fully clarify its impact on natural disaster risk. Nevertheless, advancements in meteorology as well as in technology have enabled us to gain a better understanding of the state of global warming and its impact on society. With this gradual progress, I intend to continue my study on global warming and contribute to society by giving thought to what we can do and putting ideas into practice.



# Earthquake and Tsunami Risk

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

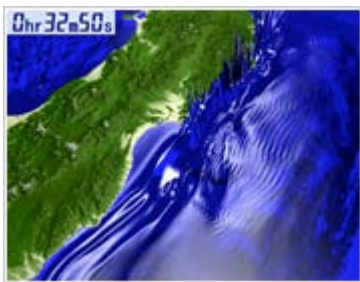


Image of a tsunami simulation model  
Source: IRIDeS, Tohoku University



> Endowed Research Division,  
IRIDeS, 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). These activities were selected as a winner of the third Good Practice award in the insurance category at the annual general meeting of the Ministry of the Environment's Principles for Financial Action for the 21st Century initiative held on March 11, 2015.

Besides the above, this laboratory launched other research projects in April 2015. These include research on effects of coastal forests to mitigate tsunami damage; research on raising the sophistication of tsunami numerical simulation models (encompassing simulations of tsunami-induced flooding, movement of floating objects and movement of soil); and development of a mobile application (to assess the depth of immersion and immersed surface areas of the 2011 tsunami and subsequent damage to fishing boats). From fiscal 2016 onwards, the scope of activities has been extended to conduct research on damage to farming rafts and eelgrass beds caused by the 2011 earthquake and tsunami; assessment of global tsunami hazards and risk; and human damage in past tsunamis. Additionally, this laboratory announces research outcomes at academic conferences in Japan and overseas and performs surveys and risk assessment on major disasters that have occurred overseas.

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

# Summary of Activities in Fiscal 2015

## Areas of research

1. Research into earthquake and tsunami risk assessment
  - (1) Research into effects of coastal forests to mitigate tsunami damage
  - (2) Research on raising the sophistication of a tsunami-induced flooding analysis model based on a porous body model
  - (3) Development of an integrated tsunami model concerning tsunami-induced flooding, movement of floating objects and movement of soil
  - (4) Research into assessment of tsunami fragility (buildings and marine vessels)
  - (5) Research into movement of soil caused by tsunamis
2. Research into tsunami evacuation
  - (1) Planning, surveying and verification of tsunami evacuation training
  - (2) Cooperation in drafting of tsunami evacuation plans
  - (3) Efforts to refine tsunami evacuation plans
3. Activities concerning disaster readiness education and awareness
  - (1) Disaster prevention and mitigation education
  - (2) Counsel and editorial supervision for Tokio Marine & Nichido's "For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website"
  - (3) Instruction for disaster-related group study activities at Miyagi Prefectural Sendai Dai-ichi High School (designated as a Super Science High School by the Ministry of Education, Culture, Sports, Science and Technology)
  - (4) Raising awareness and dissemination of information concerning evacuation and actions to be taken during a wind or water disaster
  - (5) Cooperating in regional municipal bodies' disaster readiness training and related initiatives
4. Examination of the use of electric vehicles (EVs) during a disaster, and conducting disaster response training
5. Dissemination of information and other activities
  - (1) Academic conference presentations of research outcomes
    - Six presentations at international (academic) conferences
    - Eight presentations at academic conferences in Japan
  - (2) Disseminating information overseas
  - (3) Disseminating information at the 2016 Sendai Symposium for Disaster Risk Reduction and the Future (March 2016)
  - (4) Disseminating information at a forum entitled "Five Years after the Great East Japan Earthquake, a Disaster We Will Never Forget" (March 2016)
  - (5) Field survey of the damage caused by the Kanto-Tohoku heavy rain that occurred in September 2015

## (Reference: Summary of Activities in Fiscal 2014)

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
  - (4) Research into stochastic tsunami risk assessment incorporating uncertainties
2. Research into tsunami evacuation
  - (1) Planning, surveying and verification of tsunami evacuation training
  - (2) Cooperation in drafting of tsunami evacuation plans
  - (3) Participation in the "Kakeagare! 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 prevention and mitigation education (Shichigo junior high school, Sendai city; Hashikami elementary school, Kesenuma city; Kesenuma junior high school; others)

- (2) Counsel and editorial supervision for Tokio Marine & Nichido's "For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website"
- (3) Supervision of educational materials for 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
  - Seven presentations at international academic conferences
  - Ten presentations at academic conferences in Japan
- (2) Disseminating information overseas
- (3) Disseminating information at public forum events at the Third United Nations World Conference on Disaster Risk Reduction
- (4) Flood risk assessment in Jakarta, Indonesia, in 2013
- (5) Survey of disaster region following Typhoon No. 30 (Typhoon Haiyan) in the Philippines in 2013
- (6) Selected as a winner of the third Good Practice award in the insurance category at the annual general meeting of the Ministry of the Environment's Principles for Financial Action for the 21st Century initiative

\* Research into earthquake remains and methods of passing information to future generations was completed in fiscal 2012.


## Presenting Research Outcomes at the Third United Nations World Conference on Disaster Risk Reduction

At the Third United Nations World Conference on Disaster Risk Reduction held in March 2015 in Sendai, IRIDeS of Tohoku University and Tokio Marine & Nichido hosted a public forum event, "Tohoku University and Tokio Marine & Nichido: Industry-Academia Collaborative Research Presentation - Tsunami risk researches and educational activities for disaster prevention."

With about 100 participants, the event started off with opening remarks and a lecture by Professor and IRIDeS Director Fumihiko Imamura, followed by presentations by Associate Professor Anawat Suppasri, Research Associate Yo Fukutani (at the time), Research Associate Mari Yasuda and Research Associate Yoshi Abe, respectively. Topics covered by these presentations were the development of stochastic methods for tsunami risk assessment; creation of tsunami fragility curves; outcomes of research in collaboration with regional municipal bodies on tsunami evacuation; as well as educational and enlightenment activities for disaster prevention to help reduce disaster risk.

Working with Tohoku University, Tokio Marine & Nichido will continue to forge ahead with its initiatives for improving global resiliency.

From Tokio Marine & Nichido, General Manager Masaaki Nagamura of the Corporate Planning Department shared examples of industry-academia collaboration, indicating the significance and outlook of such collaborative efforts. The forum event concluded with closing remarks by Shuzo Sumi, Chairman of the Board of Tokio Marine & Nichido (at the time), who stressed the need for creating a safe, secure and resilient future through industry-government-academia collaboration.

- [IRIDeS Endowed Research Division “Earthquake Induced Tsunami Risk Evaluation Field \(Tokio Marine & Nichido\)” – Tsunami risk researches and educational activities for disaster prevention – \(in Japanese\)](#) 


## Five Years after the Great East Japan Earthquake – Presenting Research Outcomes at the 2016 Sendai Symposium for Disaster Risk Reduction and the Future / Disseminating Information at a Forum entitled “Five Years after the Great East Japan Earthquake, a Disaster We Will Never Forget”

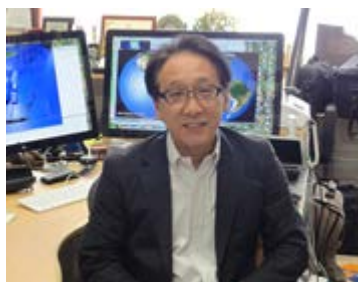
In March 2016, which marked five years since the Great East Japan Earthquake, IRIDeS at Tohoku University and Tokio Marine & Nichido presented the outcomes of their industry-academia research at the 2016 Sendai Symposium for Disaster Risk Reduction and the Future held in Sendai City and at a forum entitled “Five Years after the Great East Japan Earthquake, a Disaster We Will Never Forget” held jointly by IRIDeS and Tokio Marine & Nichido. The aim of these presentations was to build community resilience to disasters, and information was also disseminated on the need to enhance disaster readiness enlightenment and education through industry-academia-government collaboration, increase use of insurance and risk management and provide continuous support for disaster recovery.

At the 2016 Sendai Symposium for Disaster Risk Reduction and the Future, Assistant Professor Kei Yamashita presented to the audience the outcomes of industry-academia research projects that have been undertaken since the establishment of Tokio Marine & Nichido’s endowed research division within IRIDeS in 2012. These outcomes and an additional topic (electric vehicles for disaster use and disaster response training using these electric vehicles) were also announced in the form of poster presentations, which have been prepared by Associate Professor Anawat Suppasri, Assistant Professor Kei Yamashita, Research Associate Mari Yasuda, Research Associate Yoshi Abe and Research Associate Akihiro Hayashi.



The “Five Years after the Great East Japan Earthquake, a Disaster We Will Never Forget” forum was attended by some 180 participants, including citizens in and outside Miyagi Prefecture, representatives and divisional managers of private-sector companies and individuals from government agencies, media organizations and Tohoku University. The forum started off with opening remarks by Managing Director Takeshi Takarabe of Tokio Marine & Nichido and a keynote presentation by Professor and IRIDeS Director Fumihiko Imamura, followed by panel discussion by industry, government, academia and private-sector stakeholders. Animated discussions were held on individual initiatives conducted in the five years following the disaster as well as on issues that have become prevalent and ideal ways to promote disaster readiness enlightenment activities in the future. The forum ended with closing remarks by then Sendai Branch Manager Nobuhito Fujiwara. As the words “continuance,” “education” and “enlightenment” appeared as common keywords in the questionnaire survey conducted at the end of the event, we feel confident that we were able to provide opportunities for stakeholders to share disaster awareness, while letting them think again what they can do in their daily lives to never forget the 2011 disaster.

- [Report on the 2016 Sendai Symposium for Disaster Risk Reduction and the Future by IRIDeS, Tohoku University \(in Japanese\)](#) (376KB) 



Fumihiko Imamura, Professor  
Director of IRIDeS, Tohoku University

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 risk, in particular, represents 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 hedging risks.

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



Since March 2013, Tokio Marine & Nichido has been operating the “For Tomorrow’s Smiles: Disaster Readiness and Mitigation Information Website” with the aim of contributing to the creation of a secure 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 collaboration 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 infectious diseases,” along with such other topics as preparing ourselves for disasters.


In March 2016, we opened another page entitled “Five Years after the Disaster – Linking Recovery Support to Regional Revitalization” to convey to the public Tokio Marine & Nichido’s strong commitment and efforts of recovery support, which remain unwavering since immediately following the disaster.

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

## Clear File Folder for Disaster Prevention



As a result of its joint research with IRIDeS at Tohoku University, Tokio Marine & Nichido has created the Clear File Folder for Disaster Prevention, 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 during Disaster Prevention Lessons, which are hosted by the company and conducted by employee and agent volunteers at elementary schools, included in Tokio Marine Group's annual CSR Booklet and used 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

- > Disaster Prevention Lessons
- > Tokio Marine Group's CSR Booklet 

## Providing Recommendations

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

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

Tokio Marine & Nichido is the only insurance company 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 companies 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 disaster risk; as such, companies (and managers) should leverage the knowledge of insurance companies in addressing these."

- > [ClimateWise Thought Leadership Series \(340.6BK\)](#) 

### **The Geneva Association: Extreme Events and Climate Risk Working Group\***

Tokio Marine & Nichido participates in The Geneva Association's Extreme Events and Climate Risk (EE+CR) Working Group. In collaboration with insurance companies 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 EE+CR Working Group'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.

\* The Climate Change and Insurance (CC+I) Working Group, which was launched in May 2008, changed its name to the Climate Risks and Insurance (CR+I) Working Group in May 2011. The name CR+I Working Group was changed to Extreme Events and Climate Risk (EE+CR) Working Group in May 2014.



Fifth Climate Risk and Insurance Seminar

### **Fifth Climate Risk and Insurance Seminar: Lessons Learned from the Events of 11 March 2011**

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 (at the time), 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.

> [Lessons Learned from the Events of 11 March 2011: A Geneva Association conference review \(9.8MB\)](#) 

### **Public Forum Event at the Third United Nations World Conference on Disaster Risk Reduction: “Insurance as contributors to problem solving and impact reduction”**



United Nations Special Representative for Disaster Risk Reduction Margareta Wahlström and Chairman Sumi joining hands to promote the increased role of insurance

Working again in collaboration with The Geneva Association’s secretariat, on March 16, 2015 Tokio Marine & Nichido held The Geneva Association’s Public Forum Event, “Insurance as contributors to problem solving and impact reduction,” at the Third United Nations World Conference on Disaster Risk Reduction held in Sendai, and invited Margareta Wahlström, United Nations Special Representative of the Secretary-General for Disaster Risk Reduction. The event became a multi-stakeholder meeting, in which about 120 researchers, NPO members and people from the insurance industry across the world participated.

At the opening of the conference, Shuzo Sumi, session host and Chairman of the Board of Tokio Marine & Nichido (at the time), greeted the audience, signifying to the world the ever important role of insurance in solving issues and reducing impacts. The keynote speech was given by United Nations Special Representative for Disaster Risk Reduction Margareta Wahlström.

On March 17, Chairman Sumi and Anna Maria D’Hulster, Secretary General of The Geneva Association, along with other members, met with United Nations Special Representative for Disaster Risk Reduction Margareta Wahlström. During the meeting, they reported to her the outcomes of discussions the previous afternoon and confirmed that the insurance industry will continue work together with the United Nations and other organizations under the new disaster risk prevention framework and contribute to ensuring disaster readiness around the world.

> [Insurance as contributors to problem solving and impact reduction: A Geneva Association conference review \(1.3MB\)](#) 

### **Special Session on Climate Change and the Insurance Sector Organized by the OECD and The Geneva Association**



The 21st session of the Conference of the Parties to the UNFCCC (COP21), held from November 30 to December 12, 2015 in Paris, France, adopted the Paris Agreement as a new framework of measures against global warming for 2020 onwards. It constituted a historical agreement that engages all UN member states in one common cause, marking the first collaborative step toward countering global warming.

The Paris Agreement aims to keep a global temperature rise well below 2 degrees Celsius above pre-industrial levels and encourages efforts for an even more ambitious goal of limiting the temperature increase to 1.5 degrees Celsius. The agreement also emphasizes the importance of implementing appropriate measures to address and mitigate damage associated with extreme weather events caused by climate change. It is worth noting that the agreement cites insurance as one effective measure. Tokio Marine Group has proactively participated in international discussion on the effectiveness of insurance in building resilience to climate change and provided its knowledge, which helped to facilitate discussion at COP21, through The Geneva Association's EE+CR Working Group co-chaired by Shuzo Sumi, Chairman of the Board of Tokio Marine Holdings.

Taking the opportunity of COP21, the Organisation for Economic Co-operation and Development (OECD) and The Geneva Association held the Special Session on Climate Change and the Insurance Sector at the OECD headquarters in Paris on December 3, 2015. From Tokio Marine & Nichido, Masaaki Nagamura, General Manager and Division Head, CSR Division, Corporate Planning Department, joined the session as a panelist and delivered a presentation on insurers' possible contribution to the field of disaster readiness to some 70 participants who serve as insurance supervisors and insurance sector policy experts in OECD member countries. In his presentation, he used Typhoon No. 15 (Typhoon Goni) in 2015 as an example to describe the occurrence of extreme weather events in Japan and shared some of the findings of a research project undertaken by the Tokio Marine Research Institute to forecast typhoon formation under future climate conditions. While explaining our desire to leverage these findings in strengthening society's resiliency in the future, he called for strong governmental leadership in creating a disaster insurance scheme in developing countries, which are prone to natural disasters and generally lacking such a scheme. He also stressed that governments should fully and effectively utilize the relevant knowledge accumulated by private-sector insurance companies.

As this special session has served to facilitate the collaboration between The Geneva Association and the OECD, we expect activities of The Geneva Association's EE+CR Working Group to advance a step further. Building on this accomplishment, we intend to increase public recognition of the effectiveness of insurance in building resilience to climate change.

> [Special Session on Climate Change and the Insurance Sector \(6.42MB\)](#) 

### **ARISE Network Japan Launching Forum**

The UNISDR Private Sector Alliance for Disaster Resilient Societies (ARISE) was established in November 2015. At the ARISE Network Japan Launching Forum held in Tokyo on March 11, 2016, five years after the Great East Japan Earthquake, Hiroo Shimada, Manager, CSR Division, Corporate Planning Department, Tokio Marine & Nichido, delivered a presentation entitled "Creation of Social Value through Mangrove Planting." He reported that mangrove planting, which was launched in 1999 as a commemorative project to celebrate the 120th anniversary of Tokio Marine & Nichido, has created economic value totaling 3.5 billion yen through its associated ecosystem services and is influencing some 1.25 million people living in and near planting areas. He also signified the need for various organizations to collaborate and promote similar initiatives.

### **11th Disaster Risk Management Seminar "Risk and Reward: Leveraging Disaster Risk Management for Sustainable Development" Co-organized by the World Bank Tokyo Office and World Bank Disaster Risk Management Hub, Tokyo**

On June 27, 2016, the World Bank Tokyo Office and World Bank Disaster Risk Management Hub, Tokyo, co-organized the 11th Disaster Risk Management Seminar "Risk and Reward: Leveraging Disaster Risk Management for Sustainable Development" to present and discuss possible solutions that leverage Japan's knowledge and experience in this area.



During the seminar, Masaaki Nagamura, General Manager and Division Head, CSR Division, Corporate Planning Department, Tokio Marine Holdings/Tokio Marine & Nichido, conducted a presentation entitled "Enhancing Societal Resilience and the Role of Insurance." He shared the outcomes of Tokio Marine Group's industry-academia research on climate risk and earthquake/tsunami risk; details of disaster risk awareness raising activities; and an initiative for ecosystem-based disaster risk reduction (Eco DRR) through mangrove planting. In response to the Cebu Action Plan agreed upon in the Asia-Pacific Economic Cooperation (APEC) Finance Ministers' Process in September 2015, which specifically refers to disaster risk financing and insurance as one priority issue, he stressed the importance of public-private partnerships and noted that disaster risk financing and an insurance scheme should be enhanced in some way. He also emphasized the need to drive the creation of a sustainable scheme matched to the conditions in each country. The presentation was followed by discussion by panelists and a Q&A session.

> [11th Disaster Risk Management Seminar "Risk and Reward: Leveraging Disaster Risk Management for Sustainable Development"](#)





# Providing Safety and Security through Products and Services

Through our core businesses, we deliver new value that ensures the safety and security 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.

## Preparing for Disasters >>

In responding to natural disaster risk, Tokio Marine Group delivers safety and security to its customers and local communities by enhancing its insurance coverage and providing a diverse range of products and services including support for early recovery.

## Promoting Traffic Safety >>

By providing insurance products and services, Tokio Marine Group helps to increase preparedness against automobile-related risk and prevent and reduce traffic accidents.

## Supporting Health and Longevity Society >>

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

## Reducing Poverty >>

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

## Responding to Technological Innovation and Other Social Issues >>

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.

# Preparing for Disasters

In responding to natural disaster risk, Tokio Marine Group delivers safety and security to everyone and to society by enhancing its insurance coverage and providing a diverse range of products and services including support for early recovery.

## Response to the 2016 Kumamoto Earthquakes

In April 2016, a series of large earthquakes with a maximum magnitude of 7.3 hit Kumamoto Prefecture and other parts of Kyushu and inflicted enormous damage in these areas, including Oita Prefecture. Immediately following the earthquakes, Tokio Marine & Nichido set up disaster response headquarters locally and in its head office and augmented its structure to ensure the earliest possible claim payments. We will continue to make concerted efforts throughout the entire Tokio Marine Group to support the recovery and reconstruction of disaster-affected areas through the payment of insurance claims.

### Establishment of Disaster Management Task Force

Immediately after the earthquakes, we set up a head office disaster management task force led by Tokio Marine & Nichido President Toshifumi Kitazawa, dispatched an advance team to the affected areas and established a local response headquarters.



Head office disaster response headquarters

### To Deliver Security at the Earliest Possible Opportunity

#### For receiving insurance claims reports

- While setting up these headquarters, we augmented our structure to receive loss reports from customers.
- We disseminated information on our Insurance Claims Reporting Center to customers in the affected areas through various media, including newspaper, television and radio.

#### Establishing a group-wide support structure

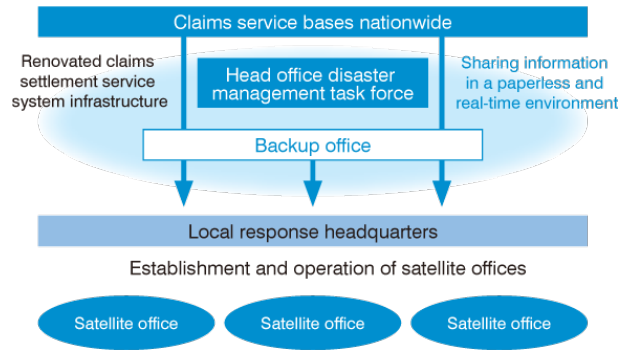
- In addition to the existing toll-free claim line, we established a backup office that integrates initial response and various business administrative functions, adding approximately 440 extra personnel to our ordinary staffing.
- Besides the local response headquarters, we set up satellite offices\* mainly in Kumamoto Prefecture. At the peak of our activity, approximately 840 employees and appraisers were sent from across Japan to provide company-wide response to the disaster.

\* An ad-hoc office set up in a disaster-affected area to conduct loss adjustment

- On the renovated claims settlement service system infrastructure, which went into full-scale operation in 2013, claims service bases across Japan communicated and shared information in a paperless, real-time environment to undertake claim payment and other procedures from remote locations. This allowed local staff to focus more on customer response, loss adjustment and related activities in the affected areas.



Backup office (serving as an earthquake insurance claims center)



> [My Relations with CSR: Working Closely with Disaster Victims](#)

**Claims settlement service structure in affected areas**

- Employees, appraisers and loss adjusters dispatched to satellite offices visited customers affected by the disaster to check the status of damaged houses and buildings.

**Notification to customers who have not reported losses**

- In addition to making swift response to customers who have reported losses, we believe that it is also a social mission of a non-life insurance company to proactively notify possible claim payments to customers who are likely to be entitled to such payments.
- Working jointly with agents, we contacted customers who live in areas largely affected by the disaster but have not reported losses to express our sympathy and notify how to file insurance claims.



Inspecting damage status

## Response to Customers Affected by the Disaster

**Emergency measure for policyholders**

As an emergency measure for policyholders affected by the disaster, we provided a grace period for both policy renewal and premium payment from the date on which a policyholder sustained damage until the end of October 2016. The insurance will stay in force if necessary renewal procedures are taken or premiums are paid during this period.

**Other recovery and reconstruction support**

To support disaster victims, Tokio Marine Holdings broadly solicited donations from employees and agents of Tokio Marine Group companies in and outside Japan. Under a matching gift system<sup>1</sup>, the company added an amount matching their donations and made a disaster-relief donation to NPOs engaging in activities to support the affected areas, local governments in these areas and the Red Cross Society in various countries. Our donations totaled 93 million yen<sup>2</sup> (as of September 30, 2016), including donations from Group companies outside Japan.

(Organizations receiving our disaster-relief donations)

The NGO Japan Platform, Kumamoto prefectural government, Oita prefectural government, the U.S. NPO Japan Society, Japanese Consulate General in Shanghai, British Red Cross Society, Australian Red Cross Society and others

> [List of Group companies which have made disaster-relief donations \(268.8KB\)](#)

\*1 A system used by a company in soliciting donations for a social contribution purpose (such as for disaster-relief funds), in which the company makes a donation after adding an amount matching the amount voluntarily donated by employees.

\*2 In addition to this, we also made disaster-relief donations through The General Insurance Association of Japan and through The Small Amount & Short Term Insurance Association of Japan.

## 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 Japanese government as an international contribution initiative in the field of disaster readiness and mitigation. This project marked its fourth year from November 2015.

- 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 Japanese government announced the creation of an insurance scheme for natural disasters 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 five countries, namely the Republic of Vanuatu, Independent State of Samoa, Kingdom of Tonga, Republic of the Marshall Islands and the Cook Islands.

### 1. Underwriting scheme during the fourth year of the pilot period (from November 2015)

- (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 five private insurance companies.



### 2. Underwriting conditions during the fourth year of the pilot period (from November 2015)

- Commitment period: November 1, 2015 to October 31, 2016
- Notional amount (total): USD39.9 million (approximately 4 billion yen) (Underwriting by five 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 safe, secure and sustainable “good societies.”

## Offering a 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 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 \(in Japanese\)](#) 

## 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 \(in Japanese\)](#) 

# 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 fire insurance for corporate customers to cover the expenses for emergency stabilization measures, 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, Europe and Southeast Asia. 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 restoration of buildings and equipment contaminated with smoke and soot due to fire or mud caused by flooding by using its special cleaning techniques, know-how and originally-developed chemicals.

## (Representative examples of BELFOR’s special techniques)

### 1. Precision cleaning

A technology to dismantle equipment, clean its electronic circuit board by using BELFOR’s originally-developed alkali cleaner and deionized water, dry it completely in a vacuum chamber and reassemble the equipment



## 2. Ultrasonic cleaning

A technology to remove corrosion in a short time by cleaning corroded metal equipment via BELFOR's originally-developed rust removal agent in an ultrasonic cleaning tank



## 3. Soot removal film (SRF)

A technology to remove contamination without using water by spraying a liquid mostly consisting of natural rubber to walls and ceiling and peeling off a dried rubber film afterwards



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

# 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 \(in Japanese\)](#) 

# 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](#) 

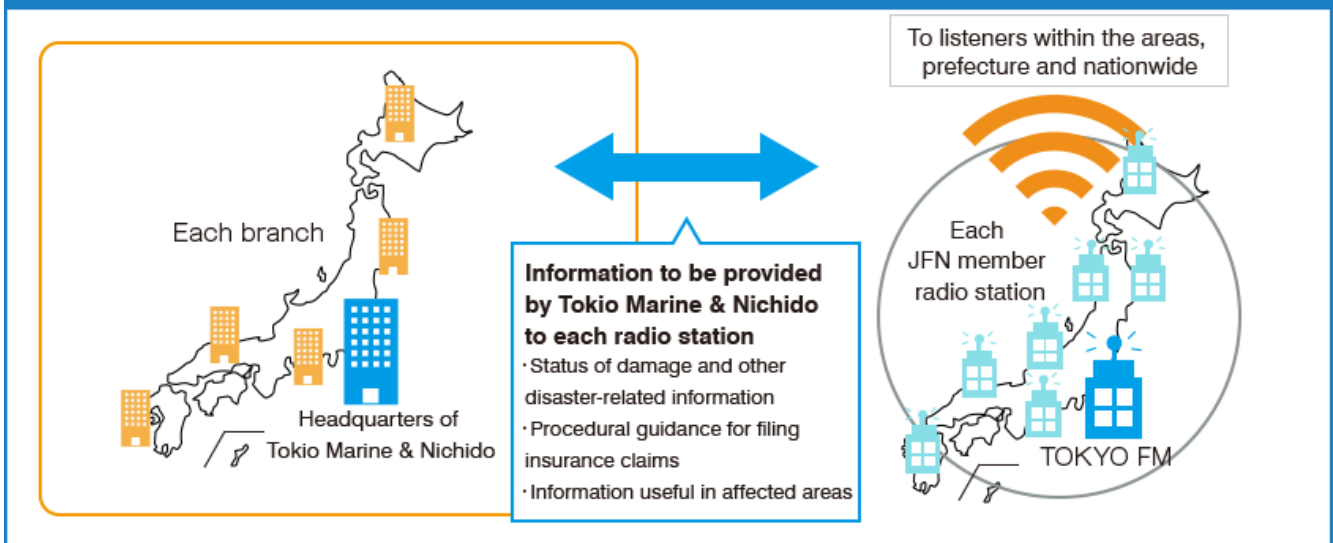
> [Tokio Marine & Nichido Risk Consulting: Natural Disaster \(in Japanese\)](#) 

## Area Information Network in Time of Disaster

In August 2014, Tokio Marine & Nichido concluded an agreement concerning the establishment of an area information network in time of disaster with the 38 member FM radio stations of the Japan FM Network Association (JFN). Under the agreement, Tokio Marine & Nichido and each of the JFN member FM radio stations exchange information via telephone lines in the event of an earthquake or any other disaster. Tokio Marine & Nichido will provide disaster-related information on affected areas, including damage status, as well as procedural guidance for filing insurance claims, while the radio stations transmit the information within these areas, across the corresponding prefecture and nationwide. Through this collaboration, we aim to ensure the security of local community members and help to support the recovery and reconstruction of affected areas.

### Notional Diagram of Collaboration

Tokio Marine & Nichido and each JFN member radio station exchange information via telephone lines.





# Promoting Traffic Safety

By providing insurance products and services, Tokio Marine Group helps to increase preparedness against automobile-related risk and prevent and reduce traffic accidents.

## 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 2.7 million (as of June 30, 2016).

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 safety and security by providing products and services that are useful in people's daily lives and business activities.

> [Tokio Marine & Nichido: \*One Day Auto Insurance\* \(in Japanese\)](#) 

## Supporting Safety and Security via Smartphone



Smartphones accounted for about 80% of mobile phones sold domestically in fiscal 2015 and have been rapidly gaining popularity among users.

Tokio Marine & Nichido provides the free smartphone app *Mobile Agent* to its customers. Policyholders use this app 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, a function to easily send photographs of a damaged vehicle or accident site taken by a policyholder to Tokio Marine & Nichido and a function to enable the real-time monitoring of accident response status via push notifications. In January 2016, we launched a smartphone service, *B-Contact*, which is based on the latest Internet of Things (IoT) technology, to support automatic notification of a traffic accident to an insurance agent. The service automatically detects the possible occurrence of an accident and allows the customer to report the accident in one tap. We fully revamped this service in March 2016 to implement a new, easier-to-understand screen design, thereby offering even greater convenience for customers as an insurance service that can be carried around and used anytime and anywhere. Additionally, we are offering another free smartphone app for use while driving, *Motto, Motto Hashiro Nippon!*, which performs safe and eco driving diagnoses and offers an emergency incident video recording feature.

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.

Tokio Marine Group will work further to support the safety and security of customers by utilizing smartphones.

- Promoting Traffic Safety (Eco and Safe Driving Diagnosis App, *Motto, Motto Hashiro Nippon!*)
- Tokio Marine & Nichido: *Mobile Agent* (in Japanese) 
- E. design Insurance: Annual Report (in Japanese) 

## Development of *Drive Agent*

We contribute to raising awareness of safe driving and reducing traffic accidents through the development of an advanced telematics service called *Drive Agent*.

- Responding to Technological Innovation and Other Social Issues (Development of *Drive Agent*)

## Participating in Demonstration Tests on Public Roads for Autonomous Vehicles

In keeping with advances in automated driving technology, we are participating in demonstration tests of autonomous cars on public roads.

- Responding to Technological Innovation and Other Social Issues (Participating in Demonstration Tests on Public Roads for Autonomous Vehicles)

## Sales of e-Cycle Insurance



There has been a rapidly growing need for subscribing to bicycle insurance, as many bicycle accidents continue to occur, sometimes involving heavy compensation, and as local governments have begun to implement an ordinance concerning safe bicycle riding to counter the situation.

With the aim of contributing to the resolution of the social issue of reducing bicycle accidents by uninsured riders, Tokio Marine & Nichido initiated sales of *e-Cycle Insurance* in October 2015. Responding to the growing concern over bicycle accidents, the product offers one distinctive feature of allowing one-stop purchase over the Internet and is designed to provide easy access to insurance when customers become worried about accidents and feel the need for bicycle insurance. At the same time, we are proactively working to raise safety awareness to prevent bicycle accidents. We convey the bicycle accident risk and the need for insurance via posters and leaflets and by handing out goods that support safe riding.

We will continue to offer our *e-Cycle Insurance* in order to reduce as many accidents as possible and eliminate concerns in unfortunate accident cases.

➤ [My Relations with CSR Providing Security to Bicycle Riders](#) 

## 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 safety and security 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 \(in Japanese\)](#) 

# Eco and Safe Driving Diagnosis App, *Motto, Motto Hashiro Nippon!*



Smartphone app, *Motto, Motto Hashiro Nippon!*

Tokio Marine & Nichido provides a smartphone app, *Motto, Motto Hashiro Nippon!*, which both offers the joy of driving and supports safe driving practices for the prevention of accidents.

The app uses the GPS function on smartphones to monitor sudden starting, acceleration and braking and perform eco and safe driving diagnoses. With smartphones in their pocket, drivers can readily use this app, and according to the number of diagnoses performed, enjoy travel across Japan on the app, along with a quiz for each region.

The app also has an emergency incident video recording feature. When placed in an in-vehicle cradle, the app can record an emergency 15 seconds each before and after the incident.

Through this app, we will continue to support users' eco-friendly and safe driving practices.

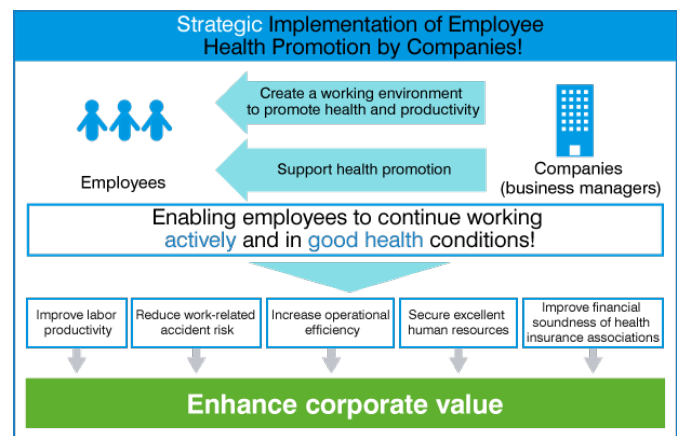
> [Motto, Motto Hashiro Nippon! \(in Japanese\)](#) 

# Supporting Health and Longevity Society

Tokio Marine Group will contribute to people's good health and the realization of a longevity society by offering insurance products tailored to changes in the social environment and customer needs and through cancer awareness activities and consultation services by healthcare specialists.

## For Supporting Customers' Health and Productivity Management

Health and productivity management is a practice in which companies create an employee health promotion system from a corporate management perspective based on the recognition that the health of employees is their, and society's, essential asset. The goal is to improve productivity, keep medical expenditures at an adequate level and enhance corporate value. In Japan, a low birth rate, aging society and advances in medical technology have been intensifying competition among companies for manpower and pushing up the country's medical expenditures. Health management is gaining significance as one solution to these issues. The Japanese government has also identified "extending the nation's healthy life expectancy" as a key policy objective in its Japan Revitalization Strategy (Revised in 2015) and is now strongly encouraging companies to implement and promote this practice. In fiscal 2016, for example, the government aims to accelerate individual companies' initiatives in this area in accordance with its Basic Policy on Economic and Fiscal Management and Reform 2016 – Road Map to a 600 Trillion Yen Economy. Specific activities include cooperating in the efforts of the Nippon Kenko Kaigi ("Japan healthcare committee") to achieve the goals of its Declaration to Create a Healthy Community and Workplace 2020\* and disseminating nationwide good examples of the health management practice and those of another related practice called the "Data Health" initiative.



Tokio Marine Group is proactively supporting customers' sound health and productivity management through solutions, including insurance, provided by its Group companies. As one pillar of these solutions, Tokio Marine & Nichido Risk Consulting developed "Data Health" support services in October 2015.

\* The following are excerpts from the Nippon Kenko Kaigi's Declaration to Create a Healthy Community and Workplace 2020.

- We will collaborate with insurers, including health insurance associations, to increase the number of companies implementing health management to over 500.
- We will obtain support from insurers, including the Japan Health Insurance Association, to increase the number of companies working toward their respective health declarations and related initiatives to over 10,000.

➤ [Health Management and Occupational Health and Safety \(Health Management Measures\)](#)

## "Data Health" Support Services

The Japanese government's Japan Revitalization Strategy (Revised in 2015) requires all health insurance associations to prepare, publicize, implement and evaluate "Data Health" plans\* in order to promote the health of employees in an effective manner. Moreover, the strategy notes that collaboration between a company and its health insurance association ("collaborative health promotion") is essential in promoting this "Data Health" plan. As such, the plan also forms an important part of companies' efforts to facilitate health and productivity management.

Tokio Marine & Nichido Risk Consulting's "Data Health" support services assist health insurance associations in formulating their

respective “Data Health” plans through its comprehensive service menu ranging from data analysis to quantitative assessment of the effects of measures implemented. In addition, we aim to contribute to the implementation of collaborative health promotion by companies and health insurance associations by leveraging the results of the “Visualization and Analysis of Labor Productivity,” a joint research project with the Health and Productivity Management (HPM) Policy Research Unit, Policy Alternatives Research Institute, The University of Tokyo.

Tokio Marine Group will continue to proactively support companies' initiatives to promote health management by delivering a total sense of security both before and after the occurrence of health issues through the provision of products and services of its Group companies.

\* To formulate an implementation plan for health management of employees through the analysis of data owned by health insurance associations, including results of health checkups and statements of medical expenses, and implement the plan-do-check-act (PDCA) cycle

## Proactive Dissemination of Information

Tokio Marine Group has been holding various seminars and participating in health-related events in order to convey to broad audience the importance of corporate health management. In October 2015, the Kanagawa prefectural government, which has been making advanced efforts in this field, hosted the ME-BYO Summit Kanagawa 2015 in Hakone. Besides Mr. Yuji Kuroiwa, Governor of Kanagawa Prefecture, several tens of experts from across the world attended the summit. From Tokio Marine & Nichido, Vice President and Executive Officer Toshifumi Kitazawa (at the time) joined the event and delivered a presentation on the importance of health management. In November 2015, the Nikkei BP Healthy Company Forum, which is run by DENTSU INC., Nikkei Business Publications, Inc. and Japan Productivity Center, held a Health Management Seminar at three venues in Nagoya, Tokyo and Osaka. The seminar, for which Tokio Marine & Nichido was a special sponsor, drew more than 500 participants, mainly human resources personnel, reflecting companies' high level of interest in this topic. Along with experts from various organizations, including The University of Tokyo, Japan Medical Association and Japanese government's Cabinet Secretariat, Tokio Marine & Nichido conducted a presentation to share the details of joint research with The University of Tokyo and example cases of the company's “Data Health” planning efforts. The presentation also signified the importance of collaboration between companies and their respective health insurance associations. At the Human Capital 2016, an event for corporate human resources personnel held in June 2016, we ran a booth and gave a seminar to convey the importance of health management to these human resources personnel.



In the future as well, Tokio Marine Group will proactively disseminate relevant information as a corporate group supporting companies' implementation of health management.

## Initiatives for Living Benefits

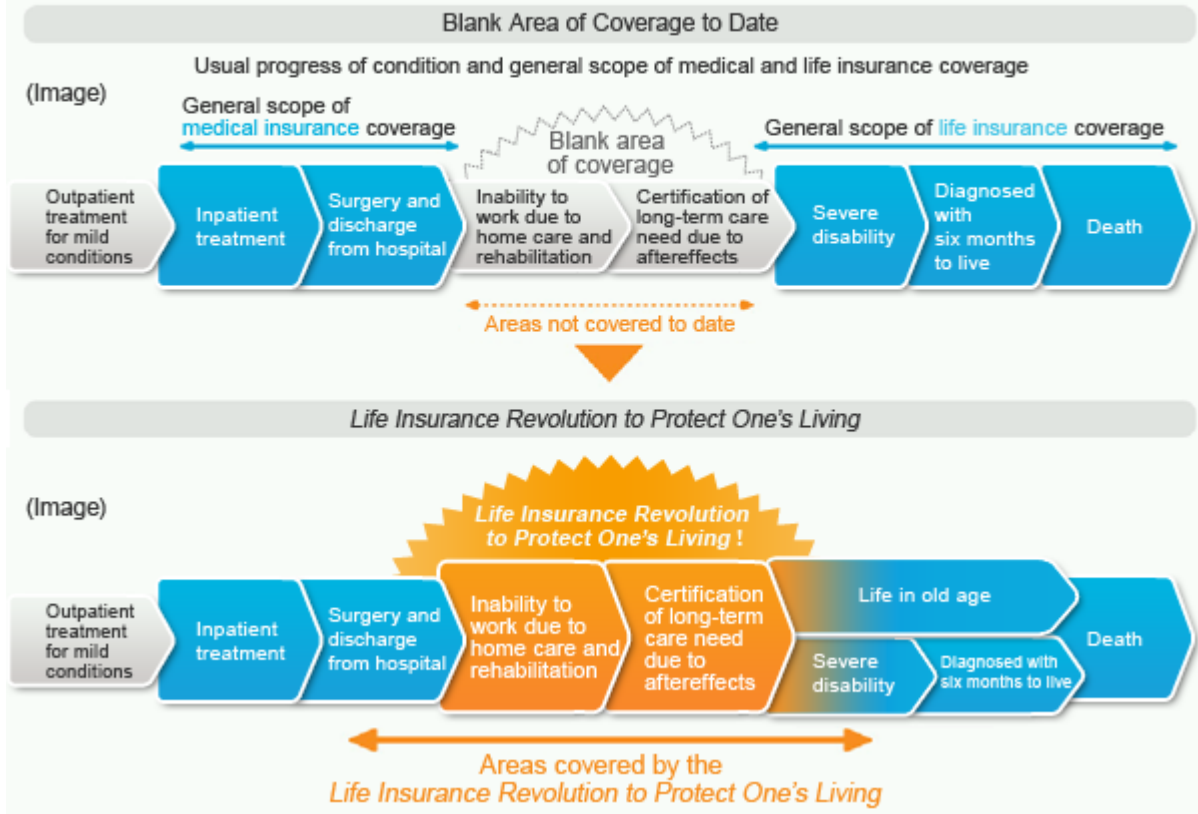
### Life Insurance Revolution to Protect One's Living

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 income due to after effects 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*.



## What Is Life Insurance Revolution to Protect One's Living ?



[Click to enlarge](#)

## Living Benefit Products (as of March 31, 2016)

### Long-Life Support Whole Life Insurance



Along with severe disability and death benefits, this product features nursing care coverage for one's entire life in case 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 NEO and Medical Kit R



*Medical Kit NEO* is a medical insurance product, which covers hospitalization due to illness or injury, surgery and radiation therapy through the policyholder's lifetime. *Medical Kit R* is another medical insurance product, which in addition to the same coverage refunds the excess of premiums paid up to the specified age<sup>\*1</sup> over total benefits received for hospitalization and other coverage in the form of a health refund benefit.

*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<sup>\*2</sup> excellent products and services that generally show outstanding performance across the six items of evaluation<sup>\*3</sup>.

\*1 Specified age: 60 or 70 for customers who have purchased this product at the ages of 0 to 40, 70 for 41 to 50, 75 for 51 to 55 and 80 for 56 to 60

\*2 *The Nikkei*, *The Nikkei Business Daily*, *The Nikkei MJ* and *The NIKKEI VERITAS*

\*3 Enabling technology, price-benefit performance, contribution to business performance, growth potential, originality and impact on the industry and society



**Medical Kit Love R**



*Medical Kit Love R* is a medical insurance product based on *Medical Kit R*, with relaxed underwriting standards for customers with health concerns. The product 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\* over total benefits received for hospitalization and other coverage in the form of a health refund benefit.

\* Specified age: 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 80

**Cancer Treatment Support Insurance NEO and Cancer Diagnosis Insurance R**



*Cancer Treatment Support Insurance NEO* offers coverage for a policyholder who has been found to have cancer. The policyholder receives a diagnosis benefit when diagnosed with cancer and a hospitalization benefit when hospitalized for cancer treatment. *Cancer Diagnosis Insurance R* is an insurance product, which in addition to coverage for a policyholder who has been diagnosed with cancer, refunds the excess of premiums paid up to the age 70 over total benefits received for cancer diagnosis in the form of a health refund benefit.

\* Specified age: 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

**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 information on lifestyle-related diseases, nursing care and other relevant topics. In fiscal 2015, we added a “Questionnaire on cancer” page to the Library section.




We provide various information maintained by Tokio Marine & Nichido Life and other companies in Tokio Marine Group, including Tokio Marine & Nichido Medical Service and Tokio Marine Nichido Better Life Service, and business partners.

## Main Contents

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

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

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

## Movement to Protect Customers from Cancer

### Background of the Initiative

As part of efforts to fulfill its social mission as an insurance company providing cancer insurance, Tokio Marine & Nichido Life, together with Tokio Marine & Nichido and agents/consignees, has been providing support for the Pink Ribbon Movement, a campaign to convey the importance of early detection of breast cancer, since March 2005 through the NPO J.POSH and holding street campaigns and seminars nationwide to raise cancer awareness among the public.

Extending these activities, we have decided to steadily offer comprehensive solutions for customers' concerns in addition to providing financial support to customers via insurance payments. As a first step, upon the release of an insurance product to support cancer treatment in September 2007, we rolled out a company-wide, ongoing and perpetual initiative called the Movement to Protect Customers from Cancer. We then deployed another initiative, the *Life Insurance Revolution to Protect One's Living*, in order to extend the said movement from cancer to living benefits in the healthcare and nursing care fields and deliver even greater security. Through these endeavors, Tokio Marine & Nichido Life seeks to become an "Insurance Company Providing Total Support to Customers."

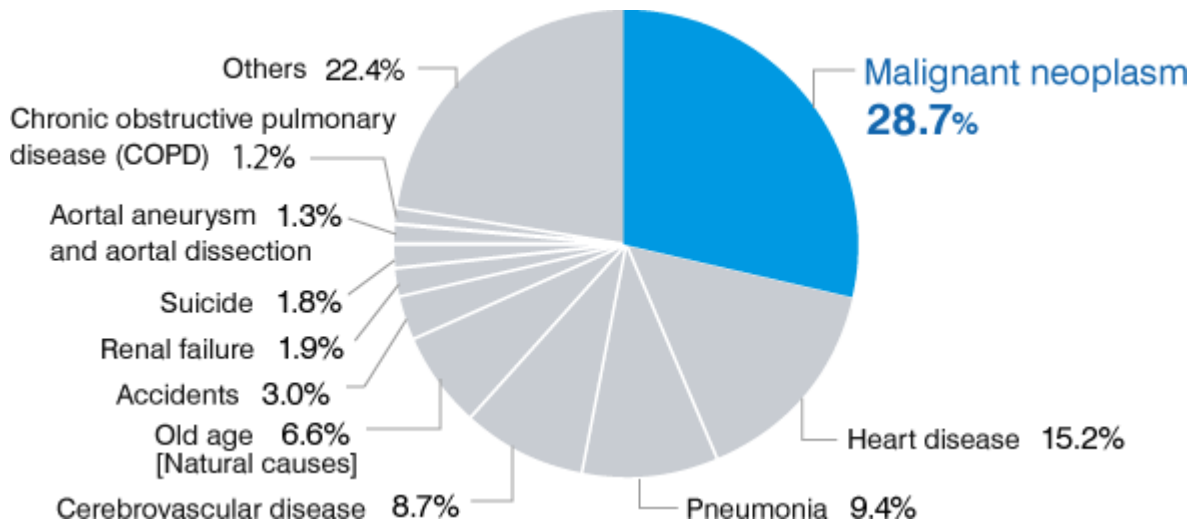
### Basic Policy


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

Step	Content
<b>1</b> Learning about cancer	<ul style="list-style-type: none"> <li>● Enable employees, agents and consignees to sufficiently understand various information about cancer, including the current state of cancer (number of deaths, death rate, number of affected individuals, incidence rate, survival rate, data by prefecture, Japan's Cancer Control Act, etc.), types of cancer, preventative measures and examinations, treatment methods, and actual conditions of patients and their families.</li> <li>● Study cancer treatment conditions and examination information by region.</li> </ul>
<b>2</b> Spreading information about cancer	<ul style="list-style-type: none"> <li>● Convey the information gained from "Learning about cancer" to all and raise awareness of cancer.</li> <li>● Disseminate the 12 tips for preventing cancer.</li> <li>● Recommend workplace and municipal cancer examinations, general health checkups and cancer PET examinations for the early detection of cancer.</li> <li>● Introduce information about the public medical insurance system and other social insurance and cancer insurance to prepare financially for cancer.</li> </ul>
<b>3</b> Providing support against cancer	<ul style="list-style-type: none"> <li>● Support prevention and early detection of cancer.</li> <li>● For people who are anxious about symptoms or have cancer, provide telephone and home consultation with Medical Assist, home consultation services for cancer patients and other services.</li> <li>● Provide financial and psychological support for people with cancer through cancer insurance.</li> <li>● Provide relevant information on an ongoing basis to people after they are diagnosed with cancer.</li> </ul>

## Leading Causes of Death in Japan

In Japan, the annual cancer-caused death toll exceeds 370,000.



> Based on the Monthly Reports of Vital Statistics 2015 by the Ministry of Health, Labour and Welfare, available at: <http://www.mhlw.go.jp/toukei/saikin/hw/jinkou/geppo/nengai15/dl/kekka.pdf> (in Japanese) (983KB) 

## 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 Group has signed agreements with 44 prefectural bodies and 16 cities (as of March 31, 2016) and has been actively promoting collaboration with them to

call more attention to cancer and raise examination rates.

In October 2009, Tokio Marine & Nichido Life and Tokio Marine & Nichido became promoting partners for Corporate Actions for Cancer Checkups, a national project commissioned by the Ministry of Health, Labour and Welfare to raise the cancer examination rate to more than 50% through joint 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. More than 800 representatives participated in the ninth conference held in October 2015. This national conference served to extend knowledge and foster a strong sense of mission concerning cancer awareness through lectures by cancer patients and healthcare professionals as well as a panel discussion entitled "Cancer Examination and Treatment Now and Forward: Roles of Insurers in the Future."

## Joint Research with the Shizuoka Cancer Center



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 cancer consultation hotline at TMS's 24-hour Call Center.

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



Call center

*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.

## Medical Assist Service Overview

<b>Emergency medical consultation</b>	<p>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.</p>
<b>Consultation with medical specialists by appointment</b>	<p>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.</p>
<b>Information of medical institutions</b>	<p>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.</p>
<b>Transfers/Arranging patient transfers</b>	<p>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.)</p>
<b>Cancer consultation hotline</b>	<p>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.</p>

For example, in the case of providing consultation about a child stung by a bee, an inquiry is first made to the caller about symptoms the child is showing. Then, the caller will be advised whether to seek emergency medical care, while receiving instructions on first aid best suited for the symptoms.

> [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 biorhythms 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 are received from a qualified medical professional. In this way, it provides support that ensures a sense of security. 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<sup>\*1</sup> hosted in Asia by Celent, a U.S. research and consulting firm specialized in the financial field (based in Boston). It also received an excellent award in the Nihon Service Award Fiscal 2015<sup>\*2</sup> hosted by the Service Productivity & Innovation for Growth Council and sponsored by Japan's various ministries.

\*1 The Celent Model Insurer Asia Awards are the Asia category of the Celent Model Insurer Awards, an internationally high profile award program in the insurance industry. Every year, it recognizes insurers in the Asia Pacific Region for their effective use of information technology in insurance.

\*2 The Nihon Service Award is the first award program in Japan to evaluate diverse services across different industries by using common evaluation criteria and recognize excellent services.

> docomo Healthcare: *Karada no Kimochi* (in Japanese) 

## Insurance Products to Facilitate the Advancement of Regenerative Medicine



At the timing of the enforcement of a new act to ensure the security of regenerative medicine in 2014, Tokio Marine & Nichido has developed new insurance products related to regenerative medicine, namely, insurance for clinical research on regenerative medicine and liability insurance for cell-cultivating companies.

Regenerative medicine, causing less side effects and burden on patients as compared with other conventional treatment methods, is expected to improve the quality of life (QOL) of elderly people and ensure a longer healthy life. In Japan, however, regenerative medicine is still in the process of developing into an industry and practical applications.

To accelerate the process, many players must enter the field. One drawback is the cost and risk involved in regenerative medicine. The solution, we believe, is insurance.

If new players and researchers can leverage insurance as a means to provide compensation for negative effects in patients undergoing regenerative medicine treatments, and thus reduce the said cost and risk, there will be a better chance that more players would take on the challenge of developing regenerative medicine into an industry and practical applications. By providing such insurance products, Tokio Marine & Nichido will contribute to the advancement of regenerative medicine in Japan.

## Publication of a Book, *Protecting Families and Companies – Guidebook on Combating Infectious Diseases*



In April 2015, Tokio Marine & Nichido Risk Consulting wrote and published a book, *Protecting Families and Companies – Guidebook on Combating Infectious Diseases* (supervised by Koji Wada, a doctor at the National Center for Global Health and Medicine).

The book uses many charts, tables and illustrations to explain in an easy-to-understand manner the risk of Ebola hemorrhagic fever, new strains of influenza and other infectious diseases and necessary measures to be taken by companies and individuals. Chapter 4 (Protecting Companies) of the book, in particular, describes in detail the characteristics of infectious diseases as risk to companies, minimum required measures, points to be noted when building a structure to ensure business continuity and other important points when implementing measures at overseas bases.

## 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<sup>1</sup>, 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<sup>2</sup>. 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. Moreover, the revised Industrial Safety and Health Law of Japan requires business operators to conduct stress checks of employees, starting from December 2015.

Tokio Marine & Nichido Medical Service offers the Employee Assistance Program (EAP) to support the mental health management of companies. Besides conducting stress checks as required under the revised Industrial Safety and Health Law, EAP provides a comprehensive range of services by a team of psychiatrists, clinical psychotherapists and other specialists, 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 Source: "Summary of Patient Survey 2008" and "Summary of Patient Survey 2011" by the Ministry of Health, Labour and Welfare

\*2 Source: "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 \(in Japanese\)](#) 

## 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.

## Meals from Directly Managed Kitchen (For-Profit Homes for the Elderly with Nursing Care)



Under its corporate philosophy of "providing quality nursing care services to contribute to the creation of a society where people enjoy spiritually affluent life full of smiles," Tokio Marine Nichido Better Life Service engages in: 1) home-visit nursing care and in-home nursing care support businesses under the Mizutama Nursing Care Station brand; 2) business to operate for-profit homes for the elderly with nursing care provided under the *Hyldemoer* and *Hütte* brands; operation of apartment houses for the elderly with living support services; and 4) solution service business, including providing nursing care-related seminars.



The company operates 11 *Hyldemoer* and *Hütte* for-profit homes for the elderly in Tokyo, Kanagawa, Nagano and Kyoto. Because meals bring great joy to residents of these homes, the company not only adjusts menus to residents' food preferences and changes in their physical conditions but also offers nine types of meals, including normal meals, softer meals, chopped meals and finely chopped meals, which ensure the easiness of chewing and swallowing. The company's care staff, nursing staff and dental hygienists work together to select a type of meal suited for each resident. Moreover, mainly for residents who are having difficulty in swallowing and are on a chopped food diet, the company offers *More Dish*<sup>\*</sup>, original and other meals that virtually look the same as normal meals.

\* Soft meals provided in *Hyldemoer* and *Hütte* elderly homes, which look and taste virtually the same as normal meals. The food is soft enough to be crushed by the tongue and swallowed.

> [Tokio Marine Nichido Better Life Service: Initiatives for Food in For-Profit Homes for the Elderly with Nursing Care \(in Japanese\)](#) 

# Reducing 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



IFFCO-TOKIO headquarters

About 50% of the working population of India is said to consist of farmers. Representing about 16% 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. India boasts the world's second-largest agricultural land spanning 179.9 million hectares. 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 Indian Farmers Fertiliser Cooperative Limited (IFFCO), which has a nationwide network of 38,000 member cooperatives, and began offering auto, fire and other insurance in India. From the start, the business tackled the issue of 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). These products are becoming essential in stabilizing the lives of people in farming communities, with 4.24 million policies and 1.86 billion rupees (approximately 3.16 billion yen) in premiums written in fiscal 2015.



Accident insurance available as an attachment of fertilizer sold in collaboration with IFFCO

In 2001, the company, in collaboration with IFFCO, started sales in India's rural communities of *Sankatharan Bima Yojna*, low-cost accident insurance available for 1 rupee (about 2 yen) per year as an incidental to fertilizer. Since then, the company has released other microinsurance products, including *Janta Bima Yojna*, property insurance available for 100 rupees (about 200 yen) per year; and *Mahila Suraksha Bima Yojna*, accident insurance aimed at women in farming communities. The company began selling medical insurance in 2011 under *Rashtriya Swasthya Bima Yojna* (RSBY), an insurance scheme for low-income earners sponsored by the government of India, and launched add-on medical insurance in 2014 under *Biju Krushak Kalyan Yojana* (BKKY), another insurance scheme for low-income families sponsored by a state government. The company has delivered security through approximately 13.2 million policies to people in farming communities.



Insurance soliciting

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.

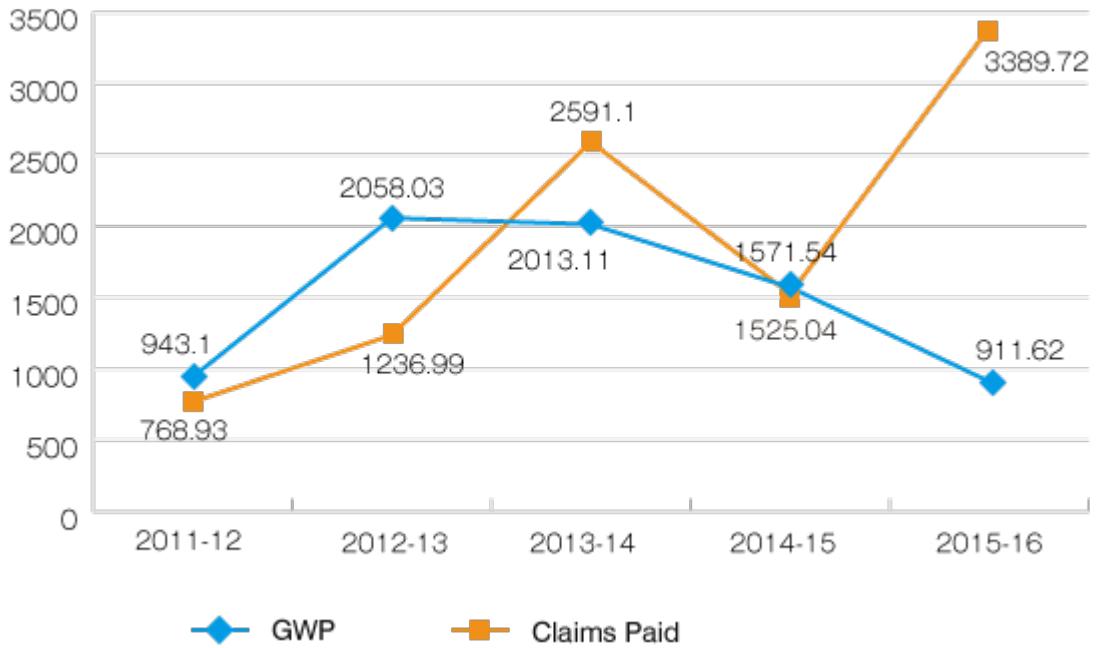


Insurance claims payment ceremony

RSBY is a scheme launched in 2008 in India through joint efforts among insurance companies, medical institutions and the government. 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 maximum of five persons per household 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 spread the use of insurance and promote its sales mostly in the central state of Madhya Pradesh and the eastern state of Orissa in India. In fiscal 2015, the company provided security by way of medical insurance to around 5.23 million people and paid approximately 570 million rupees (approximately 970 million yen) in total in insurance claims. RSBY has become an essential medical insurance scheme for people who previously could not receive sufficient medical services because of their economic situation.

IFFCO-TOKIO offers *Barish Bima Yojna/Mausam Bima Yojna*, an index-based weather insurance product that takes into account the impact on grain harvest yields in farming communities due to unseasonable climate in the wet monsoon season (June to September) and the dry rabi season (October to April). Development of this revolutionary product leveraged IFFCO-TOKIO's capabilities in market surveys aimed at local farmers and Tokio Marine Group's years of expertise in insurance underwriting accumulated in Japan to evaluate climate risks such as precipitation volume and temperature in all areas of India. To gain communities' understanding of the weather insurance mechanism, the company conducted briefings for farmers in every state in India together with banks, NGOs and other partners, and currently sells weather insurance to about 420,000 farming households per year.

## Crop and Weather Insurance Insurance Details



Crop and weather insurance sales (unit: million rupees)

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.



Members of the Rural Marketing Team of IFFCO-TOKIO and Rural Community Area Managers of IFFCO (in front of IFFCO's grain depot center)



Dr. Shalabh Singhal  
IFFCO-TOKIO General Insurance Co., Ltd.  
Chief Manager

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.

> IFFCO-TOKIO: Weather Insurance

## 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 Daiwa Microfinance Fund, established and managed by Tokio Marine Asset Management, provides direct financing (loans) to MFIs and purchases corporate bonds and negotiable certificates of deposit (negotiable CDs) issued by MFIs. The fund also 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.

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

### Initiative to Support Low-Income Members of the Communities in the United States



In 2013, Philadelphia Insurance Companies (PHLY) introduced the Tokio Marine North America Services (TMNAS) Finance team to their long time business partner Affordable Equity Partners (AEP), who presented an opportunity to invest in Low Income Housing Tax Credits.

The housing complexes developed by AEP and their partners are financed through the sale of the tax credits to PHLY, and when completed are rented to low income members of the communities. PHLY benefits via the reduced tax burden made possible by the tax credits purchased from AEP. So far, PHLY has invested over \$100m, which have gone towards the 900 units across 4 states in the United States. The relationship is a "win-win-win" for PHLY, TMNAS, Tokio Marine and AEP and the 900 families living in the beautiful new facilities!!

## Responding to Technological Innovation and Other Social Issues

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.

### Development of *Drive Agent*

Tokio Marine & Nichido has capitalized on the recent remarkable technological innovations of telematics, the Internet of Things (IoT) and autonomous vehicles to proactively apply these new technologies. As part of these efforts, we developed and launched *Drive Agent*, an advanced telematics service, in February 2016. We collaborated with an electronics company on this new technology to provide greater safety and security to customers and society, contributing to raising awareness of traffic safety and reducing accidents.

*Drive Agent* utilizes a rearview mirror telematics unit equipped with a communication module and driving recorder for capturing and recording front-view images to provide 1) advanced accident response services, 2) consultation on safe driving, and 3) accident prevention functions such as issuing lane departure warnings. In particular, our advanced accident response service makes full use of telematics technology to issue an automatic accident report to an insurance company, which reduces customer concerns after an accident.

For many companies using cars in business, it is increasingly necessary to create a system for safe driving, operation management and accident prevention. We will continue to conduct studies and research in this field and will take on new challenges to realize our corporate philosophy of providing "safety and security."



- Built-in 5-inch touch panel display
- User-friendly interface similar to that of smartphones for simple tapping



- Built-in wide-angle camera facing the windshield installed on the back
- Able to record video and detect departures from the traffic lane, etc.

### Participating in Demonstration Tests on Public Roads for Autonomous Vehicles

In keeping with advances in automated driving technology and the launch of full-scale demonstration tests of autonomous vehicles on public roads, Tokio Marine & Nichido is participating, for the first time as a non-life insurance company, in such demonstration tests and has developed a specialized insurance package to support the smooth and sustainable execution of these tests on public roads.

Our Insurance for Demonstration Tests of Autonomous Vehicles on Public Roads won a Silver prize in an award program\* to recognize innovative initiatives of insurance companies on a global scale. The product was recognized for its capabilities to back up public road demonstration tests and contribute to the further advancement of the technology.

Responding to new risks associated with technological advancements is at the core of the non-life insurance business. We will move

forward to deliver safety and security as envisioned in our corporate philosophy, building on the knowledge accumulated in demonstration tests and through forward-thinking research that anticipates advances in automated driving technology.

\* Efma-Accenture Innovation in Insurance Awards 2016 – The product won a silver prize (second place) in the Best Disruptive Product or Service category.

## Launching Cyber Risk Insurance for Corporate Customers



Recently, companies and organizations are exposed to increasing and frequent cyber attacks. With the government starting to notify citizens of the so-called “my number” (a unique number assigned to each individual under Japan’s new Social Security and Tax Number System) in October 2015, preparing ourselves against cyber risk is becoming increasingly important.

When exposed to a cyber attack, which often involves leakage of personal information, a company must make the appropriate response to those affected by the incident. It is also extremely important that the company take proper initial action to identify causes and the scope of damage and implement measures to prevent the spread of damage. In February 2015, Tokio Marine & Nichido launched Cyber Risk Insurance, which comprehensively covers this diverse cyber risk in one policy.

In October 2015, the company also established the Tokio Marine & Nichido Cyber Risk Information Center to provide relevant information to customers. Services include giving referrals to cyber security experts in accordance with customer needs, to perform risk diagnosis in “peace” time and to provide advice on what measures to take when exposed to a cyber attack.

## Initiated Sales of Comprehensive Insurance for Industrial Unmanned Helicopters (Drone Insurance)

In July 2015, Tokio Marine & Nichido initiated sales of Comprehensive Insurance for Industrial Unmanned Helicopters (Drone Insurance) for business operators using drones in their businesses.

Recently, innovation in drone technology in and outside Japan has been accelerating an expansion of drone use for such purposes as crop-spraying, aerial photography, disaster response and transportation.

Use of drones involves various risks, ranging from legal liability for damages caused by drones, including injury to a third party, to substantial costs required to repair their expensive bodies and costs for searching for missing drones. Formulation of required laws and industrial guidelines is also proceeding rapidly in this field. In the future, appropriate risk management will be increasingly important for business operators using and managing drones.

We will keep our efforts to support safer use of drones by providing comprehensive coverage to risks associated with industrial drones.



## Launch of New Product *D&O Management Package*

In line with the increased corporate governance and globalization of business activities, companies are now strongly required to ensure greater transparency and fairness concerning their directors and officers. In shareholders' and third-party lawsuits, the amount of compensation is on the rise, and it is becoming increasingly important to adopt risk measures for personal liabilities of directors and officers.

In response to the changing environment, Tokio Marine & Nichido greatly extended the coverage of its conventional directors and officers liability insurance ("D&O insurance") and developed the *D&O Management Package* that provides comprehensive coverage for risks to business managers. The product was launched in April 2016.

The new product also covers cases where a legal action is taken by a company against its directors/officers. It offers greater coverage for costs incurred by directors/officers themselves, along with coverage for costs of internal investigations incurred by the company.

We will continue to engage in the development of products and services that provide reassurance to corporate directors/officers and business managers.

### Risks Covered by the *D&O Management Package* (Product Summary)

#### Comprehensive coverage for risks related to business management (Directors/officers and companies)

The product offers comprehensive and thorough coverage for losses and costs to be sustained by directors/officers and companies (no optional riders necessary).

Coverage category		Main coverage details (Insurance claims payment and others)	Conventional product	New product
	I. Coverage for directors/officers <small>*Similar to the Side-A coverage in Europe and the United States</small>	<ul style="list-style-type: none"> <li>✓ Legally required compensation for damage and defense costs</li> <li>✓ Other expenses related to directors/officers</li> </ul>	Mandatory	Covers all as a package*
Coverage for companies	II. Coverage for corporate reimbursement <small>*Similar to the Side-B coverage in Europe and the United States</small>	<ul style="list-style-type: none"> <li>✓ Covers liability for compensation of a company when it reimburses losses incurred by its directors/officers</li> </ul>	Basically no coverage	
	III. Coverage for companies <small>*Similar to the Side-C coverage in Europe and the United States</small>	<ul style="list-style-type: none"> <li>✓ Legally required compensation for damage and defense costs resulting from security claims</li> <li>✓ A range of costs incurred by companies following the occurrence of misconduct</li> </ul>	Discretionary	
	IV. Other coverage (common to directors/officers and companies)	<ul style="list-style-type: none"> <li>✓ Emergency expenses</li> <li>✓ Comprehensive coverage for non-registered directors/officers dispatched outside the company</li> <li>✓ Automatic addition of registered subsidiaries</li> </ul>		

\* The coverage for securities claims under category III ("Coverage for companies") above could be excluded from the package as necessary. Other coverage categories are all inclusive.



## Launch of a New Type of Overseas Travel Insurance for Foreign Tourists Visiting Japan

With an increase in the number of foreign nationals visiting Japan, efforts are being undertaken by the Japanese government and in the private sector to ensure the safety and security of foreign tourists against sudden injury and illness.

In July 2016, Tokio Marine & Nichido started sales of a new type of overseas travel insurance, TOKIO OMOTENASHI POLICY, which covers costs of treatment when foreign tourists are injured or become sick in Japan and costs for transferring patients or bodies to their home countries.

Travelers can easily purchase this product after arriving in Japan via smartphone and tablet devices. In addition to a cashless service for treatment costs and an interpretation service via telephone, the product also includes an application service (Tokio Marine & Nichido's exclusive smartphone app), which provides free Wi-Fi and translation services much needed by foreign tourists.

By providing this product and its services, Tokio Marine & Nichido seeks to support foreign tourists' comfortable travel experience in Japan and to contribute to the creation of a more tourist-friendly environment.



Smartphone app TOKIO OMOTENASHI

## 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.

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

#### Q 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.

## Overseas Total Support Desk Assists Overseas Travelers in Case of Emergency

Overseas travel insurance provides major protection for overseas travelers against injury, illness, theft and other similar concerns. 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 matters concerning 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 inquiries and offer appropriate advice and arrangements on matters such as injury, illness or theft while overseas, insurance terms and conditions, and procedures for making a claim.

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

## Sales of *Insurance for Rental Housing*



Nisshin Fire offers *Insurance for Rental Housing*, which is home contents insurance for rental housing, available for one-stop purchase over the Internet via smartphone and personal computer. On the Internet, the product provides a reasonably priced insurance choice for customers matched to their lifestyles and ensures greater convenience by enabling customers, for the first time in the non-life insurance industry, to do everything from changing registered addresses to canceling policies online and on their own. Since the launch of the product in February 2014, the number of policies sold exceeded 30,000 (as of June 2016).

The product won a 2014 Good Design Award sponsored by the Japan Institute of Design Promotion for the first time among non-life insurance products. The award was given in recognition of the product's business design that ensures greater user convenience and lower cost.

Nisshin Fire will continue to offer coverage options and services that are truly needed by customers in an easy-to-understand manner.

> [Nisshin Fire: \*Insurance for Rental Housing\* \(in Japanese\)](#) 

## Providing Safety and Security 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. We now have a system to deliver safety and security to people who otherwise have no access to insurance products because of such religious reasons. Currently, Tokio Marine Group provides these Islamic-style products in Egypt and Saudi Arabia.

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

> [TOKIO MARINE EGYPT \(Egypt\)](#) 

# Improving Quality from the Customer's Perspective

Aiming to become “a company that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice,” we take feedback from customers seriously and work to improve the operational quality on a constant basis. We strive to build trust-based partnerships with agents and improve our operational quality together in order to truly provide safety and security from a customer standpoint.

## 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 the enhancement of 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 feedback, each company of Tokio Marine Group has formulated a response policy in order to develop a structure to utilize this feedback for improving products and services.

## Working Together with Agents to Improve Quality >>

Tokio Marine Group endeavors to build partnerships based on trust and improve the operational 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 formulates and establishes educational programs and training systems for agents.

## 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 Conflicts of Interest and, through compliance with these policies by directors, officers and employees, work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

> [Tokio Marine Group Policies for Managing Prevention of Transactions Involving Conflicts of Interest](#) 

# Quality Improvement Initiatives

Tokio Marine Group continuously promotes the enhancement of 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."

## 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." In the medium to long term, changes in living and business environments resulting from frequent natural disasters, demographic shifts and technological innovation in the world will generate many new opportunities and risks. In response to the diversifying needs of both individual and corporate customers in connection with such new opportunities and risks, Tokio Marine Group will combine the capabilities of all Group companies and will do its best to provide new products and services that anticipate the changing times and extend beyond the framework of conventional insurance products and services in areas such as the financial, medical and consulting fields.

## 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 for its realization.

Specifically, the Business Process Renovation Department is leading joint efforts among departments within the headquarters of Tokio Marine & Nichido to implement the Business Renovation Project throughout the company, which integrates the improvement of the quality of products and services with enhancement of the ease of use 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 our Anshin Quality standards 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 ensure a stable level of quality and achieve growth through quality improvement.

**Improving quality =  
Products, administrative procedures and systems x Business processes (ease of use)**

**Image of quality improvement that Tokio Marine & Nichido is aiming for**



<b>Simple</b>		Drastically simplify products and services to make them easy-to-understand for customers.
<b>Smooth</b>		Reduce waiting times for customers by developing and introducing an agents' ICT system that can be operated without referring to manuals.
<b>Speedy</b>		Promote a completely cashless system for payment of premiums at convenience stores and by credit card, etc.

**Examples of Initiatives with Next-Generation Model**

In April 2012, Tokio Marine & Nichido rolled out an initiative called the Next-Generation Model, which utilizes tablet devices to enhance comfort and convenience for customers. For *Super Insurance*, auto insurance, fire insurance, accident insurance and life insurance—our main products for individual customers—we introduced the paperless *Raku Raku Tetsuzuki* (Quick and Easy Online Procedures), which allows customers to request a premium estimate, view product descriptions and apply for insurance on their tablet and other devices. These procedures enable us to provide easy-to-understand product descriptions with videos and electronic pamphlets. We have also introduced “Your Enrollment at a Glance,” which enables customers to visually check their family’s insurance enrollment status on their tablet and other devices.

This Next-Generation Model initiative received a 2014 Ministry of Economy, Trade and Industry (METI) Minister’s Award in recognition of its contribution to informatization of the economic society. It also won the top IT Overall Award at the 31st Information Technology Award 2013 sponsored by the Japan Institute of Information Technology. In the future as well, Tokio Marine & Nichido will strive to further enhance comfort and convenience for customers through the Next-Generation Model initiative.



Screen image of *Raku Raku Tetsuzuki* contract procedures

## Ensuring Customers Have a Clear Understanding of Insurance Products

Tokio Marine & Nichido is pursuing the concept of “easy-to-understand” based on customer feedback, including opinions. Accordingly, the company devised rules for creating clear and simple forms so that customers can understand (fill out) them on their own. Forms that have been created from March 2007 onwards are based on these rules.

## Providing Information That Enables Customers to Make Claims without Any Omissions

To ensure that customers request insurance claims payments and insurance benefits without any omissions, Tokio Marine & Nichido Life provides information to customers regarding insurance claims payments and insurance benefits when they enter into an insurance contract during the contract validity period and when requesting insurance claims payments and insurance benefits. Additionally, through such means as our website and TV commercials, we ask customers to contact Tokio Marine & Nichido Life if they have any uncertainties about receiving insurance claims payments and insurance benefits.



Guidebook on receiving insurance claims payments and insurance benefits

## 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 throughout the Group's call centers. In addition to mutually refining customer response skills by holding a “telephone response contest,” we strive to maintain and upgrade the quality of customer responses based on the Contact Center Standard for Tokio marine® (CCST).

Looking ahead, we will work to provide safety and security by striving to make caring responses from the customer's perspective and

enhancing the quality of our customer responses at all Group call centers.

\* An operational standard formulated by Tokio Marine Group specifically for call centers

## Providing Anshin Quality of Claims Services to Customers

Tokio Marine & Nichido believes that our value as an insurance company is tested when an accident occurs. To prepare ourselves for such an emergency, we define Anshin Quality as specific quality standards that are indispensable for the products and services provided to customers and, together with agents, have been making full, concerted efforts toward the realization of Anshin Quality. Also in terms of claims services, we seek feedback broadly from customers and constantly endeavor to improve quality based on such feedback while repeating the cycle of implementation, verification and improvement.

As one example, we have implemented the following operational improvements based on the evaluation results and opinions we gather through a customer survey, which is conducted after insurance claims are paid to policyholders of our auto insurance, who have been involved in an accident.

- Information regarding details of coverage and a list of 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)

A system for customers (including policyholders and insured persons) to request re-examination when they disagree with the decision not to pay insurance claims made by claims service bases in accordance with policy details. When requested by a customer, 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 in written form to the customer who requested the re-examination. However, this system does not apply to cases that are outside the activity scope of the committee, which is to make a decision from a legal or medical viewpoint. For details, please contact the responsible claims service base.

> [Tokio Marine & Nichido: Re-examination Request System \(in Japanese\)](#) 

> [Tokio Marine & Nichido: Re-examination results by the Claims Service Re-Examination Committee \(in Japanese\)](#) 

To provide high quality claims services in case of an emergency to deliver safety and security to customers by leveraging our high level of expertise, we are making various related efforts on top of nurturing the enhancement of the resolution capabilities of employees. In the following sections, we divide the process of claims services into four steps (receiving loss reports, initial response, loss adjustment and payment of insurance claims) and describe our efforts in each.

## Receiving Loss Reports

Receiving a loss report from a customer is our first customer contact point in claims services. We work to eliminate anxieties held by a customer who just had an accident by asking whether or not he/she was injured and what exactly happened and simultaneously giving considerate and appropriate advice.



## Initial Response

After receiving a loss report, we confirm with the customer how he/she wishes to proceed with the accident response and provide a detailed description of the process from the beginning to the final resolution. It is only after we consult with the customer that we will contact the parties and others concerned. We try to relieve the customer's anxiety by reporting back to him/her the results of contacting these parties.

## Loss Adjustment

This step involves checking the status of a car or building damaged by the accident. At the same time, we scrutinize details of necessary repairs and estimated repair costs to confirm an adequate loss amount and explain it to the customer in an easy-to-understand manner.

## Payment of Insurance Claims

We calculate payable insurance claims and work to swiftly go through the payment procedures after confirming with the customer if he/she wants to file a claim. We also utilize a system to check for other applicable policies and inform the possible payment of other insurance claims, if any, to the customer. For auto insurance, in particular, we have in place a system that does not allow us to close the case until the payment of all related insurance claims is made. By means of this system and various types of training, we ensure to make an appropriate payment of claims to customers.

Moreover, Tokio Marine & Nichido constantly strives to improve the quality of its customer response over the telephone through employee training and by conducting a survey on its telephone responses by an external survey company. Efforts are geared toward ensuring all responsible personnel always make a considerate and honest response to customers.

## Resolution Capabilities of Team Experts

We consider it our mission to provide the high quality claims services when a customer is involved in an accident. In auto insurance, smooth claim settlement requires a team approach in which highly specialized and experienced staff members work as a team toward the same goal.

At Tokio Marine & Nichido, our experienced claims service staff of approximately 9,000 people team up with our nationwide network of highly specialized experts including approximately 1,500 adjusters, 520 lawyers and 100 consulting physicians 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 244 service bases nationwide, we satisfy 92.6% of our customers who have filed claims under their insurance by exercising our sophisticated negotiating power backed by our industry dominance with more than around 2.55 million accident settlements per year.

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

Tokio Marine & Nichido believes that putting customers first and foremost translates into the quality of claims services, which are intangible and not readily perceivable. Accordingly, we distribute a booklet entitled *Kokorokara* ("From Our Hearts") 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

- "Our ceaseless pursuit for expertise is really a quest for better human qualities, and this quest never ends."
- "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 

## Providing Greater Security to Customers

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.

> Supporting Health and Longevity Society (*Medical Assist: Providing 24/7 Telephone Support for Customers Seeking Advice on Illness or Injury*)

### Claims Service System in Japan (As of July 2016)

	Tokio Marine & Nichido	Nisshin Fire
Number of service bases	244	91
Claims service staff and adjusters	Approx. 10,500 (As of July 2015)	Approx. 1,100
Lawyers	Approx. 520	Approx. 50
Consultant physicians	Approx. 100	Approx. 12
Tax accountants/Accountants	70	—
Number of automobile accident settlements (Annual)	Approx. 2.55 million	Approx. 0.18 million

# Response to Customer Feedback

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 this feedback for improving products and services.

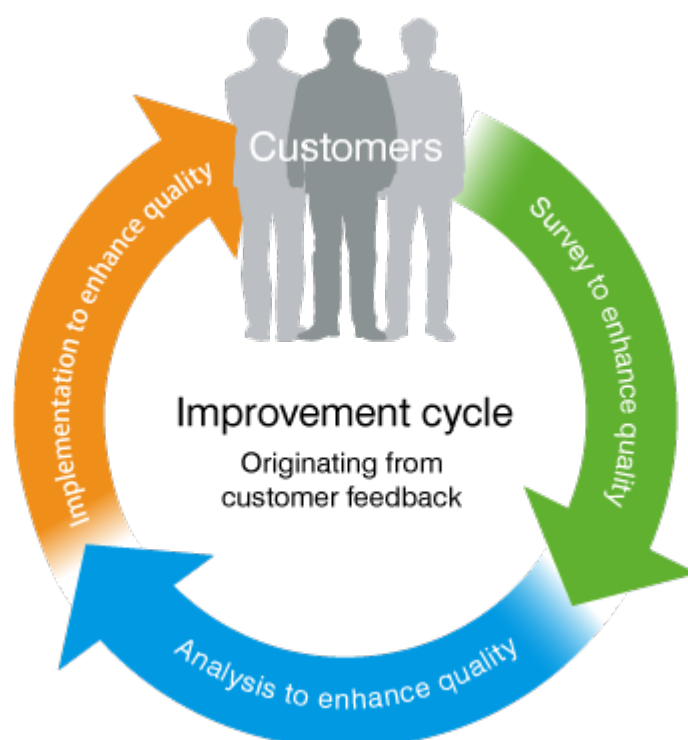
## Customer Feedback Response Policy

Critical opinions and demands as well as compliments from customers are valuable assets for us to provide more quality services to customers. Based on the Group's basic policy related to customer feedback, each company of Tokio Marine Group has formulated a response policy 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 responsibly address customer feedback through to the end.
  - (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 central management system that is set up on their respective intranets for later analysis. 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. These activities have translated into various improvements, including easier-to-understand notices and documents.

## Initiatives in Compliance with ISO 10002

As a means of standardizing the response to customer feedback companywide, Tokio Marine & Nichido and Tokio Marine & Nichido Life have established operation systems in conformity with ISO 10002, the international standard for management of the complaints handling process. 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. Under these operation systems, we will continuously strive to enhance the quality of operations in terms of products, services and other relevant aspects based on customer feedback. Nisshin Fire also made a self-declaration of compliance with the ISO 10002 standard in July 2008.

## Listening to Customer Feedback

Each Tokio Marine Group company actively listens to customer feedback through various means such as customer surveys, telephone calls from customers, company websites and information gathering via agents and sales personnel. From the perspective of enhancing the transparency of initiatives regarding customer feedback, the number of feedback comments received, details of these comments and examples of products and services developed or improved based on such feedback are made public via company websites in greater detail.

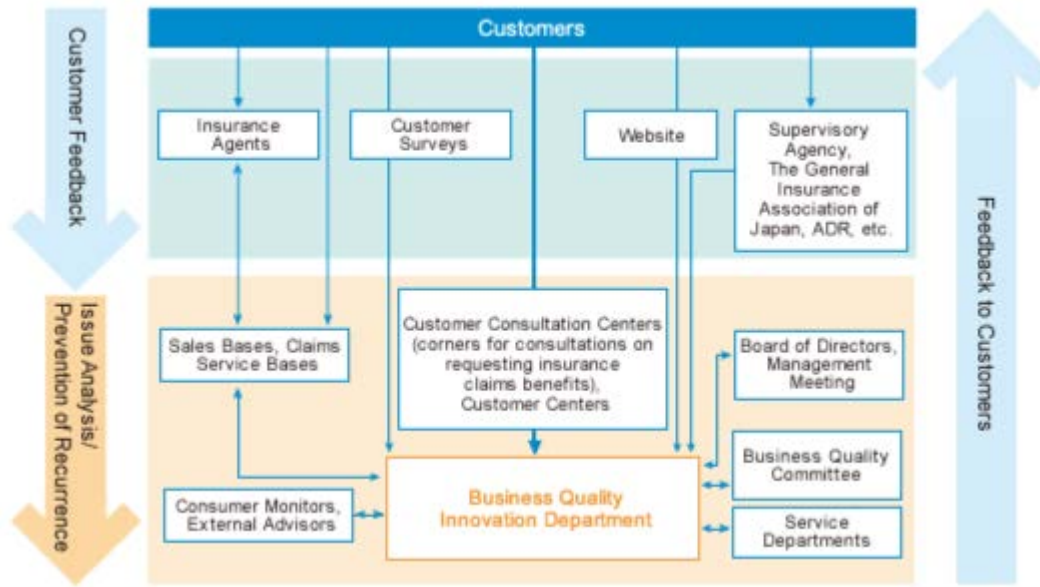
Tokio Marine & Nichido is conducting customer surveys regarding auto insurance, fire insurance and *Super Insurance* at the time of contract. The aim is to confirm whether the company is providing easy-to-understand explanations of details of coverage, premiums payments, rider services and important terms. Tokio Marine & Nichido also asks for cooperation in surveys after paying insurance claims to customers in order to obtain a wide range of opinions regarding responses to accidents. The company constantly makes efforts to improve quality based on this customer feedback.

Tokio Marine & Nichido Life 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.

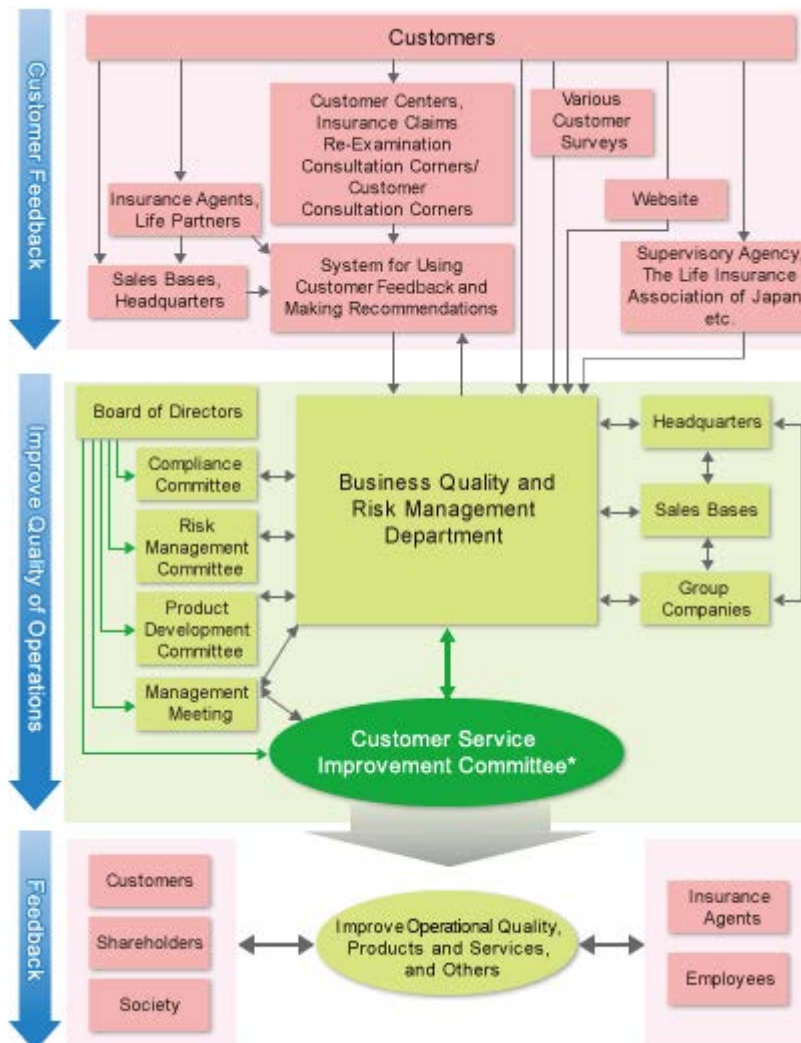
Nisshin Fire conducts various surveys to proactively verify customer satisfaction and gather customer feedback. In fiscal 2015, a survey was conducted on 3,000 policyholders of its auto insurance, randomly selected from all policyholders nationwide. It asked them to assess the company and agents and indicate their level of satisfaction, and 823 policyholders responded. Another survey was performed via the Internet regarding staff response during the contracting process, and 82.4% of the respondents said they were satisfied. In a survey on accident response services conducted after paying insurance claims, a total of approximately 26,000 customers responded. Nisshin Fire strives to identify customer needs through these surveys and other means and works together with its agents to enhance the quality of its services to bring even greater satisfaction to customers.

# Structure for Listening to Customer Feedback

## Tokio Marine & Nichido



## Tokio Marine & Nichido Life



\* An internal cross-sectional committee of the Board of Directors composed of full-time directors and general managers and established for the purpose of utilizing feedback from customers to improve operational quality

## Fiscal 2015 Number of Customer Feedback Comments

Customer Feedback Categories	Representative Examples	2015 Apr. - Jun.	2015 Jul. - Sep.	2015 Oct. - Dec.	2016 Jan. - Mar.	Fiscal 2015 Total
<b>Products and services</b>						
Policy and pamphlet related	Policy and pamphlet details difficult to understand	461	499	497	460	1,917
Products and services related	Requests for improving products and services, Others	2,165	1,870	1,654	1,520	7,209
Subtotal: Products and services		2,626	2,369	2,151	1,980	9,126
<b>Enrollment: Contract procedures</b>						
Contract renewal procedures	Delays in sending renewal information, Others	1,196	1,121	1,080	989	4,386
Explanation of contract details	Insufficient explanation of contract details, Others	383	290	327	417	1,417
Subtotal		1,579	1,411	1,407	1,406	5,803
<b>Enrollment: Contract management</b>						
Policy deficiencies	Errors in listed policy details	467	437	476	453	1,833
Non-arrival of policy	Delay in sending of policy	83	100	115	82	380
Modification procedures	Delay in modification procedures, Others	1,445	1,348	1,289	1,441	5,523
Account transfers	Unable to make account transfers, Others	418	323	395	342	1,478
Subtotal		2,413	2,208	2,275	2,318	9,214

Dissatisfied

Customer Feedback Categories	Representative Examples	2015 Apr.- Jun.	2015 Jul.- Sep.	2015 Oct.- Dec.	2016 Jan.- Mar.	Fiscal 2015 Total
<b>Enrollment: Response and etiquette</b>						
Response and etiquette	Telephone response and visitation etiquette	1,044	999	919	902	3,864
<b>Enrollment: Others</b>						
Matters concerning enrollment not corresponding to the above		156	251	241	190	838
Subtotal: Enrollment total		5,192	4,869	4,842	4,816	19,719
<b>Insurance claims payments: Insurance claims payments</b>						
Contacting and responses	Delay in being contacted by staff, insufficient explanation of procedures	2,809	2,769	2,818	2,538	10,934
Payment amount	Insufficient explanation about insurance claims payments	1,214	1,138	1,132	1,047	4,531
Advisability of payment	Advisability of payment	840	917	901	980	3,638
Subtotal		4,863	4,824	4,851	4,565	19,103
<b>Insurance claims payment: Response and etiquette</b>						
Response and etiquette	Telephone response and visitation etiquette	974	950	939	912	3,775
<b>Insurance claims payments: Others</b>						
Matters concerning payment not corresponding to the above		29	39	101	96	265
Subtotal: Total for insurance claims payments		5,866	5,813	5,891	5,573	23,143
Matters concerning personal information		70	71	83	142	366
Others		74	91	85	70	320
Dissatisfied Total		13,828	13,213	13,052	12,581	52,674
Requests		698	671	670	652	2,691
Recommendations		1,177	1,031	1,229	1,068	4,505
Total		15,703	14,915	14,951	14,301	59,870

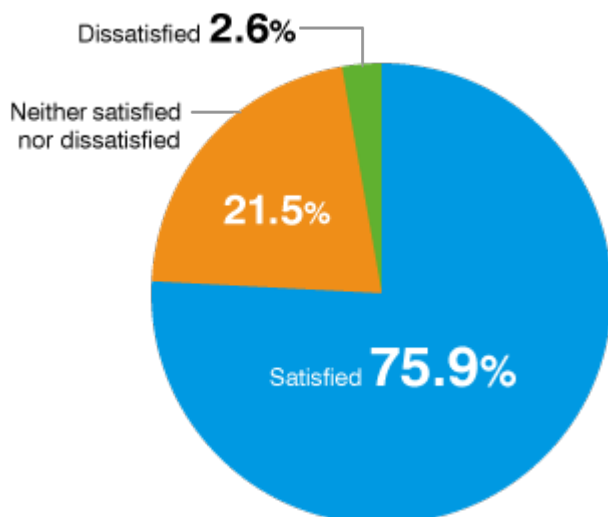
# Tokio Marine & Nichido Life

(List of Points of Dissatisfaction Only)

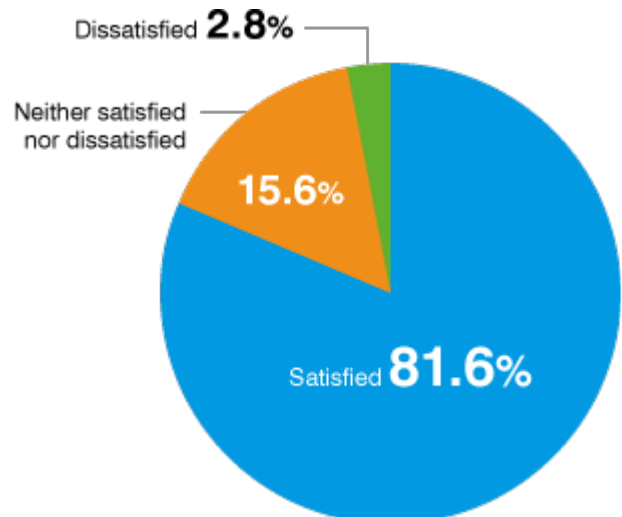
Item	Principal Details of Feedback	Number of Comments Received (Comments)	Percent of Total
New contract related	Dissatisfied with explanations and with presentments on insurance policy at time of enrollment, others	4,399	18.0
Receipt related	Dissatisfied with insurance premium payment methods and modification procedures, others	3,147	12.9
Protection related	Dissatisfied with contract details modifications, policyholder loans, cancellation procedures, others	7,017	28.7
Insurance claims and benefits related	Dissatisfied with payment procedures for insurance claims, benefits, maturity proceeds, others	2,269	9.3
Others	Dissatisfied with after-service, etiquette and telephone response, others	7,617	31.1
Total		24,449	100.0

## Tokio Marine & Nichido: Level of Satisfaction (Fiscal 2015 Auto Insurance)

### Overall Level of Satisfaction regarding Products and Services

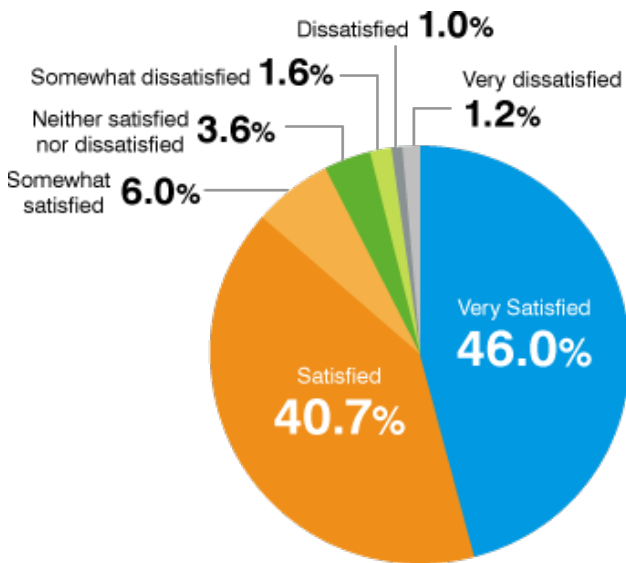


### Overall Level of Satisfaction regarding Contract Procedures



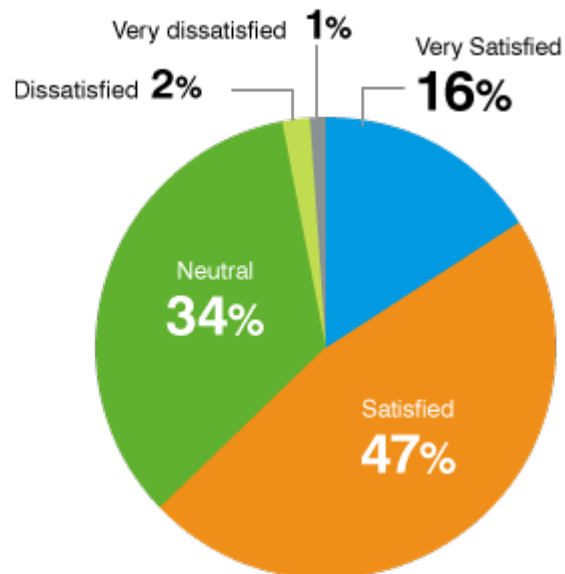


## Level of Satisfaction regarding Overall Claims Services

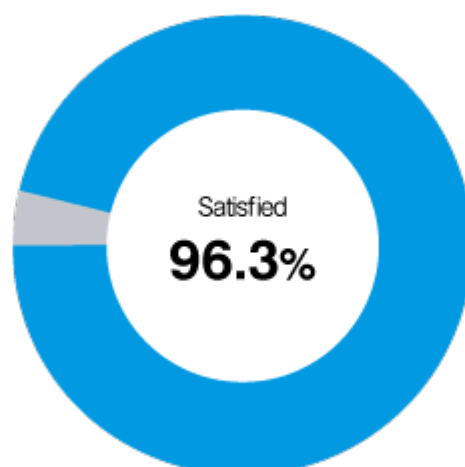


## Tokio Marine & Nichido Life: Level of Customer Satisfaction (Fiscal 2015)





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



## Philadelphia Insurance Companies (PHLY): Level of Customer Satisfaction (Fiscal 2015)



### Status of customer feedback: Respective Group company websites

- > Tokio Marine & Nichido: Number of customer comments received and customer survey results (in Japanese) 
- > Tokio Marine & Nichido Life: Status of customer feedback (in Japanese) 
- > Nisshin Fire: Response to customer complaints (in Japanese) 
- > Philadelphia Insurance Companies (PHLY): Customer Experience Results (1.89MB) 

## Main Examples of Items That Have Been Developed and Improved Based on Customer Feedback (Fiscal 2015)

### Tokio Marine & Nichido

#### Customer Feedback

Travel insurance: I would like you to go paperless and provide Web contracts.

#### Response

We started providing Web contracts for overseas travel insurance and domestic travel accident insurance, the inception date of which is in and after December 2015.

### Tokio Marine & Nichido Life

#### Customer Feedback

I would like to subscribe to cancer insurance as a precaution, but insurance with no refunds feels like a waste of money.

## Response




We launched *Cancer Diagnosis Insurance R* in July 2015.

This product refunds all premiums\* paid up to the age of 70 if the policyholder has received no benefits for cancer diagnosis. Even when the policyholder has received diagnosis benefits, it refunds the excess of premiums\* paid up to the age 70 over total benefits received.

The coverage of the main policy remains in force through the policyholder's lifetime with no increase in premiums set at the time of contract.

\* An amount corresponding to premiums paid up to the age 70 until the day before the specified anniversary date. Only includes premiums of the main policy, not premiums of riders.

### **Status of customer feedback: Respective Group company websites**

- [Tokio Marine & Nichido: Improvement examples based on customer feedback \(in Japanese\)](#) 
- [Tokio Marine & Nichido Life: Major and specific development and improvement examples based on customer feedback \(in Japanese\)](#) 
- [Nisshin Fire: Examples of improvements that have been carried out based on customer feedback \(in Japanese\)](#) 

## Working Together with Agents to Improve Quality

To provide safety and security that truly is based on customers' points of view, Tokio Marine Group endeavors to build partnerships based on trust and together improve the operational quality through smooth communication with agents.

### The Role of Agents in Tokio Marine Group

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

For agents to 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, establishment of administrative procedures and IT systems and business administration management support.

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

Tokio Marine & Nichido defines Anshin ("Reassuring") Quality as specific quality standards that are indispensable for the 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 in terms of quality, growth (scale, revenue increase rate, claims ratio) and partnership (including consulting capability, quality of agent business administration and claims service response capability). By doing so, we have established a system that supports agents that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice. Going forward, we will promote reforms toward a new business model utilizing tablet devices and smartphones to realize an even more comfortable experience for customers. We, as a group of insurance companies, will work hand-in-hand with our agents to deliver quality to all customers and gain higher recognition from customers.

Nisshin Fire has also established its Customer Trust Standards for agent operations concerning contract procedures, product presentations and response to customers involved in accidents or other incidents, as well as proceeding with initiatives accordingly to ensure that all its agents across Japan provide customers with the same, high level of services. Additionally, Nisshin Fire drastically revamped its agent commission system, which previously determined agents' commissions by considering the level of contribution and other relevant factors in addition to the size of premiums written. Under the new system, 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 its focus from scale to function and from quantity to quality, thereby adopting an agent commission system more based on the customer's perspective and aimed at raising the quality of insurance sales.

## Sharing Information with Agents



TNet top screen

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 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 ongoing efforts to refine TNet with the ultimate goal of providing services that will bring greater customer satisfaction.

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

## Business Administration Support for Agents



With a view to increasing the quality of insurance solicitation and ensuring to provide value to customers, which are also required under the Insurance Business Act revised on May 29, 2016, Tokio Marine & Nichido proactively assists its agents in building systems necessary to protect customers as an organization as a whole. In fiscal 2016, we provided the Value Delivery Process Management (Value PRO) Manual, a business administration support tool, to operators of agents. This manual specifies standard business processes to deliver to customers the value unique to full-time agents at every customer contact point, not only at policy renewal. This includes providing a wide variety of information on life and non-life insurance products and services and ensuring reliable claims services in times of need. The manual also describes keys to successful organizational management for instilling these standard processes. Tokio Marine & Nichido will continue to do everything in our power to support the business administration of its agents in order to provide a level higher value to customers.

# Education and Training Systems for Agents

In order to meet customer expectations and earn their trust so that customers are able to consult us about insurance with peace of mind, we support the development of professional human resources through a qualifications system and training programs.

## Original Learning Program

In order to foster agents and salespersons capable of providing meticulous and excellent services to customers, Tokio Marine & Nichido offers a learning program that covers a broad range of operational knowledge on product details, claim services, compliance and other business-related topics. A course on basic products knowledge, in particular, is provided as a mandatory course, which salespersons must take before they engage in product sales. Salespersons can take each course through various means, including our online agent system (TNet).

## Initiatives for Improving Qualities and Abilities Required of Non-Life Insurance Salespersons

### Operated by The General Insurance Association of Japan

#### General Examination for General Insurance Solicitors

##### Basic Course Unit

- An examination to ensure that a person has basic qualities as an insurance solicitor. A person must pass this examination to receive qualification to undertake insurance solicitation.
- Qualification must be renewed every five years.

##### Product Course Unit

- An examination to ensure that a person has knowledge and capabilities concerning each category of non-life insurance products. A person must pass the examination to receive qualification to sell products in the corresponding category.
- Qualification must be renewed every five years.

#### General Insurance College Courses

- Experts Course
- Consulting Course

### Operated by Tokio Marine & Nichido

#### Original Learning Program

- Offering a broad range of courses:
  - Anshin Quality, compliance
  - Products knowledge
  - Claims services
  - Operation of the agent online system (TNet)
  - Operation of a next-generation model tablets
  - Agent back office operations
- Available through the agent online system (TNet)

## Tokio Marine & Nichido Life Training College

Tokio Marine & Nichido Life provides the Tokio Marine & Nichido Life Training College training program for life insurance agents 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. With regard to these practical activities, the company provides the latest programs for supporting the sales activities of participants, such as the adoption of Antore Hiroba, a website where agencies can exchange information with each other. Also, the company gives salespersons opportunities to continue helping each other to improve their skills after the completion of their training, including follow-up training at branch offices.



Antore Hiroba website

## Agent Trainee System

In April 2016, Tokio Marine & Nichido created an early-stage human resources development system for employees newly hired by agents by significantly revamping the existing trainee system for the development of exclusive professional agents for the first time in 50 years. Under the new system, agents' new employees are temporarily transferred as trainees to Tokio Marine & Nichido for a maximum of two years to gain solicitation skills. The goal is to enable them to assume the role of a professional and specialized salesperson at corporate agents. The program can also be utilized as a broader supportive measure to help agents grow, as it has expanded its scope to include part-time agents in the auto, real estate and financial fields. Additionally, 913 persons are participating in the original exclusive professional agent development system as of March 31, 2016.

Nisshin Fire also operates the Risk Advisor Employee System, a similar trainee system to develop exclusive professional agents. The system is designed to acquire various knowledge and practical work experience that are necessary for selling insurance while being engaged in soliciting contracts and related work for a certain period.

# Local Community and Social Contribution Activities Leading to Safety and Security

Bringing together its know-how on safety and security, Tokio Marine Group undertakes activities to raise awareness of safety and disaster prevention and other local community and social contribution activities around the world.

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



Tokio Marine Group has been engaging in activities to support 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 Kesenuma City in Miyagi Prefecture. Their activities include removing disaster debris, cleaning up houses damaged in the tsunami, removing mud from houses and street drainage gutters, assisting in agricultural and fishery related work, sorting books for donation to libraries in disaster areas and cleaning damaged and mud-covered photographs and documents.

As the third series of activities in Ishinomaki City, Miyagi Prefecture (fiscal 2011) and in Tono City, Iwate Prefecture (fiscal 2012), Tokio Marine & Nichido has been sending employee volunteers to assist in an initiative undertaken by the NPO Watari Greenbelt Project since April 2013. The project aims to restore tide-control forests along the coastal areas and promote the recovery and new community development of Watari-cho, Miyagi Prefecture. Over a two-day tour, employee volunteers visit the coastal areas devastated by the tsunami, cut grass in planned tree-planting areas and help with cultivating saplings that will be planted along the coast. Up until March 2016, we have conducted 13 such tours, with the participation of a total of about 190 employees, including Group employees, agents and their families.

In fiscal 2015, approximately 2,150 employees of Tokio Marine & Nichido and Group companies made paper lanterns from milk cartons for the Prayer Lanterns Lighting, a memorial event for the Great East Japan Earthquake held in Morioka City, Iwate Prefecture, and sent about 2,150 lanterns to the Morioka Recovery Support Network, the secretariat of the event.

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 April 2015 to March 2016, the company sold about 1,900 dishes and donated approximately 190,000 yen to the Great East Japan Earthquake Fukushima Children's Fund. Donations are used to support the recovery of Fukushima Prefecture.



- [Response to the Great East Japan Earthquake](#) 
- [Watari Greenbelt Project \(in Japanese\)](#) 



## 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). This project aims to restore tsunami-devastated coastal pine tree forests in Natori City and to facilitate regional revitalization through the recovery of agricultural land and creation of job opportunities in disaster areas. Under our policy to “never forget the event at any cost and continue to do whatever we can do even in any small way,” we have been making an annual monetary donation of 10 million yen since fiscal 2011. In fiscal 2015, about 20 employees also provided support by conducting grass cutting and other 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.

## Support to the 2016 Kumamoto Earthquakes

We made disaster-relief donations to support people affected by the disaster.



> [Preparing for Disasters \(Response to the 2016 Kumamoto Earthquakes\)](#)

## Disaster Prevention Lessons



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 (Tokio Marine & Nichido) Research Division of the International Research Institute of Disaster Science (IRIDeS) at Tohoku University, with which Tokio Marine & Nichido has entered into an industry-academia collaborative agreement concerning the evaluation of earthquake and tsunami risk. In the lessons, children learn about the mechanisms that cause earthquakes and tsunamis and think about how to protect themselves in an earthquake and what preparations should be made in advance, including what to take with them in an emergency, through a quiz and group discussion. The aim is to cultivate a correct

understanding of earthquakes among children and the ability to prepare themselves for an impending disaster. Disaster Prevention Lessons began in fiscal 2012, and as of March 31, 2016, have been held about 210 times at elementary schools and special needs schools across Japan, with approximately 16,300 children attending. Recently, needs for lessons “delivered” to schools are on the rise, and there has been an increasing number of cases where local governments and educational institutions collaborate with companies in providing such lessons. We will continue to deliver safety and security by engaging in awareness and educational activities for disaster readiness through our Disaster Prevention Lessons.

- [My Relations with CSR: Lessons on Disaster Prevention Voluntarily Initiated by Employees](#) 
- [My Relations with CSR: Disaster Prevention Lessons in Kobe, a Recovery Zone](#) 

## 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 Readiness and Mitigation Information Website."

- [Research on Climate Change and Natural Disaster Risk \(For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website\)](#)

## Clear File Folder for Disaster Prevention

We have created the Clear File Folder for Disaster Prevention, which lists information on disaster preparedness.

- [Research on Climate Change and Natural Disaster Risk \(Clear File Folder for Disaster Prevention\)](#)

## 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 have 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 \(in Japanese\)](#) 



# Cabinet Secretariat: Compilation of Private Sector Example Initiatives for Building National Resilience



Source: Website of the National Resilience Promotion Office,  
Cabinet Secretariat

Building national resilience in an effective manner requires efforts that combine national, regional and private-sector resources.


As activities in the private sector are essential in promoting disaster prevention and mitigation, the Cabinet Secretariat, following the advice of the Advisory Committee on National Resilience (Disaster Reduction and Mitigation), created and made public a reference material entitled “Compilation of Private Sector Example Initiatives for Building National Resilience” in June 2015. The material, which lists leading initiatives of business operators and other organizations, aims to encourage and accelerate voluntary efforts in the private sector for building national resilience.

As Tokio Marine Group works to solve disaster-related issues and reduce disaster damage, five initiatives have been included in this collection of private sector initiatives.

## Initiatives of Tokio Marine Group Cited in the Compilation of Private Sector Example Initiatives for Building National Resilience

Initiative no.	Lead organization	Name of initiative	Details
7	Tokio Marine & Nichido	Setting up the Kansai Backup Headquarters when its headquarters in Tokyo sustains damage in a disaster: Business Continuity Plan of a Non-Life Insurance Company	To fulfill a social mission of a non-life insurance company, the company has established a rule to set up the Kansai Backup Headquarters when its headquarters in Tokyo sustains damage in a disaster. Has been devising ways to quickly set up a response headquarters and enhancing its preparedness during “peace” time.
39	Tokio Marine Millea SAST Insurance	Setting up a backup headquarters in Fukuoka when its headquarters in Yokohama sustains damage in a disaster	Assuming a case where its headquarters in Yokohama sustains damage and becomes non-operational in a disaster, the company has established a rule to set up a backup headquarters in Fukuoka.

Initiative no.	Lead organization	Name of initiative	Details
75	Tokio Marine & Nichido	Earthquake and tsunami risk research, industry-academia collaboration between Tohoku University and Tokio Marine Nichido	Under the industry-academia collaborative agreement, the company promotes earthquake and tsunami risk research, research on tsunami evacuation and disaster prevention education and awareness activities and provides information on various research outcomes to society. Also linked to human resources development in relevant areas.
152	Tokio Marine & Nichido	Disaster Prevention Lessons to cultivate the ability to survive a disaster	Based on the lessons learned from the Great East Japan Earthquake, employees visit elementary schools nationwide to provide lessons to prepare children for an impending major earthquake and gain the ability to survive a disaster.
212	Tokio Marine & Nichido	Contributing to disaster prevention and mitigation, utilizing the ecosystems in coastal areas	By supporting the planting of mangrove trees overseas and recovery of coastal forests in the Tohoku region in Japan, the company contributes to disaster prevention and mitigation, which utilize the ecosystems in coastal areas.

- [Compilation of Private Sector Example Initiatives for Building National Resilience, National Resilience Promotion Office, Cabinet Secretariat \(in Japanese\)](#) 

## Mangrove Planting Project

Since 1999, Tokio Marine & Nichido has been conducting its Mangrove Planting Project mainly in Southeast Asia.

- [Global Environmental Protection through Products and Services \(Green Gift Project: Mangrove Planting\)](#)

## Tree-Planting Together with Customers~PHLY 80K Trees initiative~

To promote disaster prevention and mitigation, U.S.-based Philadelphia Insurance Companies (PHLY) works jointly with customers to eliminate the use of paper and plant 80,000 trees.

- [Global Environmental Protection through Products and Services \(Tree-Planting Together with Customers~PHLY 80K Trees initiative~\)](#)

## 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.

As part of this campaign, Tokio Marine & Nichido began holding the Workshop to Create Local Community Safety Maps\* in fiscal 2011 in collaboration with The Mainichi Newspapers and 38 FM radio stations nationwide. It is a crime prevention event involving the engagement of employees and agents. The event starts with a morning training seminar by Professor Nobuo Komiya of Rissho University, an expert in criminal sociology, to cultivate trainers for the creation of local community safety maps. After participating in the seminar, employees and agents of Tokio Marine & Nichido become trainers themselves and hold the workshop in the afternoon for children in local elementary schools. In fiscal 2015, the event was held at three locations nationwide, and a total of 131 children and their parents as well as 49 employees and agents of Tokio Marine & Nichido participated.

\* A local community safety map, developed by Professor Nobuo Komiya of Rissho University, is a map to show “dangerous,” crime-prone areas, which have been picked based on the keywords of “easily accessible” and “not openly visible.” The event encourages children to identify dangerous areas by learning what easily accessible, not openly visible areas mean.



## 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 – Possible Eruption of Mount Fuji and Required Corporate Response” on November 4, 2015. 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 \(in Japanese\)](#) 

## Development of a Learning Program to Explore Business Strategies and Risk Management

Tokio Marine & Nichido Risk Consulting developed a learning program to explore business strategies and risk management through a business simulation game. The development of the program was conducted under an experimental study of the Ministry of Education, Culture, Sports, Science and Technology (MEXT) jointly with Tokio Marine & Nichido and with the expert guidance of Mr. Daisuke Fujikawa, Professor at the Faculty of Education, Chiba University, and Mr. Masanori Chiba, Principal of Higashiatago Public Junior High School in Tama City, Tokyo.



In March 2016, an experimental class using the program was held at Junior High School Attached to Faculty of Education, Chiba University. In the class, 37 first-year students were divided into groups of five or six and participated in a card game to develop Moon Bakery, a fictional bakery, into a popular shop. Each group identified the shop's strength and weakness from the basic business condition data, discussed how to increase its popularity with a limited budget and then chose five cards from the 20 strategy cards. Some accident cards were introduced during the game. The point was to make the students think about managing risks while working to increase the shop's sales.

The contents of the program are posted on MEXT's Saturday Learning Supporters Squad website. In Tokio Marine Group, we aim to use it as a program we "deliver" to schools, after adding certain adjustments. We believe that the program allows children to learn the value of work and how business is managed, and is effective in letting them think about ways to anticipate and manage risks in their daily lives.

> [Saturday Learning Supporters Squad website: "Report" page \(in Japanese\)](#) 

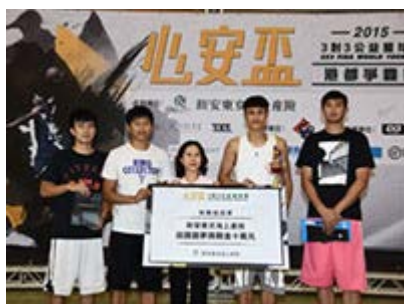
## Holding Traffic Safety Seminar in Taiwan



Tokio Marine Newa Insurance of Taiwan has been conducting various initiatives to reduce drinking and driving since 2012 as part of its efforts to solve the social issue involving driving under the influence. In 2014, the company started holding its Traffic Safety Seminar for corporate customers. In the seminar, the company leverages its expertise in the field of auto accidents to emphasize the importance of traffic safety and prevention of drinking and driving and to call for companies' decisive action to set up internal rules to ban drunk driving. This seminar was held 59 times from 2014 to 2015 and attended by more than 2,000 participants. The company will continue to contribute to the creation of a safe social environment through this and similar initiatives.

## Holding an Awareness Event for Prevention of Accidents Caused by Drunk Driving in Taiwan

Tokio Marine Newa Insurance of Taiwan undertook an activity to raise local community awareness of the social issue involving driving under the influence by hosting a 3x3 basketball tournament. Students on summer vacation were invited to the event, and more than 200 teams participated. The winner of the tournament is entitled to participate in the Asian Championships hosted by the International Basketball Federation, while receiving financial aid amounting to TWD100,000 from the company. The company set up a booth near the venue and held an event to encourage visitors to experience drunk driving using simulation goggles. The goggles simulate a drunk person's blurred field of vision and let the wearer understand how it greatly reduces people's ability to make sound judgment. By way of this event, the company has contributed to fostering a correct understanding among members of the local community of the risk associated with drinking and driving and preventing them from taking part in this undesirable practice.



## Promoting the Pink Ribbon Movement



Tokio Marine & Nichido Life supports 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. In fiscal 2015, the company again promoted the Pink Ribbon Movement by holding street campaigns nationwide and handed out more than 100,000 awareness leaflets. We made a specific effort to increase the examination rate by handing out leaflets explaining the importance of receiving examinations for early detection of breast cancer, along with information on the Japan Mammography Sunday\* ("J.M.S.") program.

\* Japan Mammography Sunday ("J.M.S.") is another initiative undertaken by J.POSH. In collaboration with cooperating medical institutions nationwide, the NPO provides an opportunity for women, who are busy on weekdays, to have mammograms on the third Sunday in October. Tokio Marine & Nichido Life also supports this initiative and handed out a list of available medical institutions at its business bases across Japan.

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

## Providing Encouragement to Cancer Patients by Making Terry Cloth Caps



Since fiscal 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 \(in Japanese\)](#) 

## Social Contribution Activities to Commemorate the 20th Anniversary of Tokio Marine & Nichido Life



Tokio Marine & Nichido Life has launched new social contribution activities\* in commemoration of its 20th anniversary. The company intends to contribute to the development of local communities and society at large by forming a bridge to future generations through these activities.

\* Tokio Marine & Nichido Life conducts these activities in cooperation with the public interest incorporated association Japan Philanthropic Association.

### Education and childcare support for orphans

The company has established a fund to financially support children who had lost one or both parents due to illness, including cancer, and offer the programs shown below. Applications are accepted regardless of applicants' being policyholders of Tokio Marine & Nichido Life.

- (1) A benefit-type scholarship to students wishing to go to university or equivalent educational institution: Provides 300,000 yen per year as a scholarship. Basically, no repayment is required.
- (2) Educational materials for preschool children: Send the Kodomo Challenge series of educational materials developed by Benesse Corporation free of charge to children in kindergarten (for a maximum of three years).

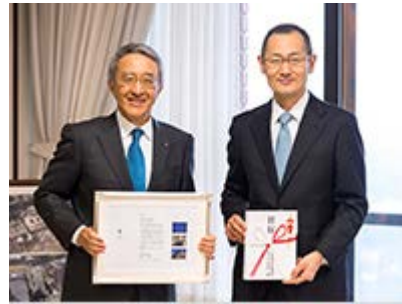


## Donation to organizations helping children undergoing medical treatment and elderly people

Donations from the company's employees and agents will be used to support activities of the following organizations helping children undergoing medical treatment and elderly people.

- (1) NPO National Support Network for Children with Intractable Diseases
- (2) NPO CliniClowns Association
- (3) NPO Dementia Friendship Club

## Supporting and Collaborating with the Center for iPS Cell Research and Application (CiRA), Kyoto University



In January 2015, Tokio Marine & Nichido donated a total of 100 million yen to Kyoto University's iPS Cell Research Fund, covering a five-year period. In addition, the company called for donations to the fund from employees of Tokio Marine Group companies and other individuals and made an additional donation exceeding 1 million yen in fiscal 2015.

Currently, the Center for iPS Cell Research and Application (CiRA) has been undertaking a project called the iPS Cell Stock for Regenerative Medicine\* to stockpile induced pluripotent stem (iPS) cells for medical use. It involves collecting blood from donors having a special type of human leukocyte antigens (HLAs), which is thought to cause less immune rejection. In August 2015, CiRA started collaborating with Kaijo Building Clinic, a tie-up medical institution of Tokio Marine Group, to expand a donor base. Collection of blood, which had only been performed by Kyoto University Hospital, is now also conducted by the clinic.

The development of practical applications of regenerative medicine, which CiRA has been working to realize, is a mission much hoped-for by Japanese people. Through our donations to the research fund, we hope to ease the suffering of people with intractable diseases and injuries and contribute to the establishment of a research environment that can stably obtain a pool of excellent researchers and research supporters and to the further advancement of research in this area. At the same time, we will continue to provide support to health, medical and other related fields to deliver safety and security in the form of risk management, including insurance, and through collaboration among Group companies.

\* A project to collect blood from volunteer donors with a special type of HLAs (HLA homozygote), which is thought to cause less immune rejection, generate medical-use iPS cells from the blood cells and store the resulting iPS cells. The aim is to retain iPS cells of guaranteed quality and allow their swift supply as necessary to medical institutions and research institutions in and outside Japan.

The project collects cells from volunteer donors who have a frequent type of HLA in Japan and generates, evaluates and stores iPS cells at a facility and in an environment that are both suitable for clinical application. CiRA started providing iPS cells suitable for use in regenerative medicine in August 2015 and plans to build a stockpile of iPS cells, which covers 30-50% of the Japanese population, by the end of fiscal 2017.

## Participating in a Cancer Awareness Event in the United Kingdom



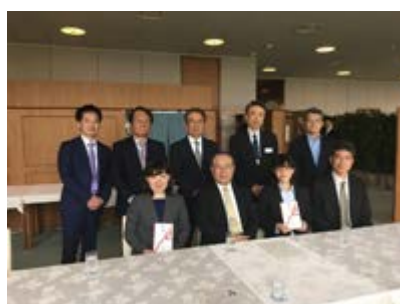
U.K.-based Tokio Marine Kiln Group joined Macmillan Cancer Support in 2014, an event that supports cancer patients held in October 2014, by way of monetary donations and through employee engagement to solicit donations. A team of 11 employees participated in an obstacle course race, and after running 12 miles in rain and mud conditions, received over £4,000 in donations. The team also participated in a bread-baking contest, where members also appealed for donations for charity activities that provide support in practical, medical care, mental and financial-related areas for people living with cancer.

## Participating in a Charity Run and Walk Event to Support Research on Childhood Cancer



U.S.-based Philadelphia Insurance Companies (PHLY) participated in a charity run and walk event for Children's Hospital of Philadelphia (CHOP). Under the name TEAMPHLY, 180 employees, their families and friends joined the event and raised USD27,014 to support the hospital's cancer research center engaging in research on childhood cancer. The company has been supporting this event for 13 years and has donated a total of more than USD500,000 to date.

## 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. To date, the total number of trainees and graduates of this program has grown over 160.

> [N Program \(in Japanese\)](#) 

## 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 \(in Japanese\)](#) 

## Core Theme 2: Protecting the Earth



### CSR Materiality (Material Issues)

- Climate change and natural disasters
- Technological innovation
- Protection of the global environment
- Local community and social contribution activities
- Promoting ESG in the provision of products and services

Global environmental issues are both old and new issues and thus continuous global environmental and biodiversity protection initiatives are paramount. In addition, our social life is being threatened by the frequent occurrence of natural disasters such as typhoons, droughts and torrential rains around the world due to climate change.

The global issues of “climate change and natural disasters” and “depletion of biodiversity” pose serious risks for the children not only of today but also of the future and at the same time have a significant impact on the business of Tokio Marine Group.

Having set “Protecting the Earth” as a core CSR theme, Tokio Marine Group is taking steps to reduce environmental footprint in business activities in which all employees participate, reduce environmental footprint in the supply chain and tackle initiatives related to environmental management aimed at becoming carbon neutral based on efforts to deploy our environmental management system. Moreover, we continuously work to provide products and services that are designed to mitigate or adapt to climate change and protect biodiversity, and to implement environmental protection activities as well as regional and social contribution activities that include environmental awareness raising and education. Through these initiatives, we actively contribute to preservation of the global environment, protection of biodiversity and the creation of environmental value.

### Promoting Environmental Management

Tokio Marine Group implements environmental management. We have rolled out the ISO 14001 environmental management system at Tokio Marine & Nichido headquarters and our proprietary Green Assist environmental management system at other sites, and are striving to reduce environmental impact through full employee participation that includes increasing efficiency in energy usage and executing the 3Rs (Reduce, Reuse, Recycle). By realizing carbon neutral status (net zero emissions) through CO<sub>2</sub> absorption, fixation and reduction based on mangrove planting and Green Power Certificate purchasing, we are contributing to the creation of a recycling-oriented society focused on energy and resource conservation.

## Environmental Protection through Products and Services

Tokio Marine Group views the promotion of environmental, social and governance (ESG) fields in the provision of products and services as a core issue. The Green Gift Project, which involves mangrove planting and environmental protection activities worldwide, is supported by NGOs and NPOs, as well as central and local governments, agents and employee volunteers, and contributes not only to the alleviation of and adaptation to climate change and protection of biodiversity but also the reduction in disaster damage and stability in the lives of people in designated planting regions. We contribute to environmental protection through promotion of the PHLY 80K Trees initiative that is being undertaken with customers, as well as the provision of products and services that help adapt to and alleviate climate change, protect biodiversity and reduce disaster damage such as environmental impairment liability coverage, weather insurance and microinsurance, the Mega-Solar Package Program and environmental consulting.

## Local Community and Social Contribution Activities Leading to Global Environmental Protection

Tokio Marine Group holds mangrove tree-planting tours through Group employees and agents and enables interchange through tree-planting activities and environmental enlightenment activities together with people in designated planting regions. In addition, since 2005, we have been conducting Green Lessons that are delivered through employees and agents. As of March 31, 2016, the Group had visited around 730 elementary and special needs schools and provided lessons to approximately 50,100 children. Since 2008, we have held the Children's Environmental Award program, an environment-themed illustration and essay contest backed by the Ministry of Education, Culture, Sports, Science and Technology and the Ministry of the Environment. We have received a large number of works from elementary students to date and invite the winners of the contest to join the Iriomote Island Eco Experience. Moreover, we are contributing to global environmental protection through the Marunouchi Citizens Environmental Forum, GREENPHLY and environmental protection and awareness-raising activities in Thailand and Hong Kong.

The Tokio Marine Group will implement a variety of initiatives to protect the environment as a global insurance group with responsibility for the future of the earth.

Value Creation

Contributing to a Sustainable Global Environment



Examples of CSR approach (Protecting the Earth)

- > Promotion of Environmental Management
- > Global Environmental Protection through Products and Services
- > Local Community and Social Contribution Activities Leading to Global Environmental Protection

# Promotion of Environmental Management

Tokio Marine Group consumes a considerable amount of paper and energy in its business activities. In order to reduce this environmental impact as much as possible, we constantly promote initiatives that contribute to the creation of a sustainable future.

## Management Structure under an Environmental Management System (EMS)

### Tokio Marine Group Environmental Philosophy/Environmental Policy and Stance

Tokio Marine Group states in its Corporate Philosophy, “Acting as a good corporate citizen through fair and responsible management, Tokio Marine Group will broadly contribute to the development of society,” and in the Tokio Marine Group CSR Charter concerning 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.”

In our Mid-Term Business Plan “To Be a Good Company 2017,” “Protecting the Earth” has been set as a core CSR theme, and we are working to create environmental value in various ways through general Group business activities.

In Tokio Marine Group, a dedicated CSR Division (CSR Division, Corporate Planning Department) that also handles environmental management has been established at Tokio Marine Holdings and is promoting environmental management throughout the Group. In addition, we have assigned key persons to roles promoting CSR activities in Group companies in Japan and overseas. Such activities include reducing environmental impact in business activities and efforts to protect the environment in local communities and society.

In terms of initiatives to reduce environmental impact in business activities, we perform the plan-do-check-act (PDCA) cycle through our proprietary Green Assist environmental management system, which draws on ISO 14001, and engage in energy conservation and resource conservation activities. The head office of Tokio Marine & Nichido adopted an EMS based on the ISO 14001 environmental management system in fiscal 1999\* and is working continuously to achieve environment-related targets that have been set.

In Group companies in Japan and overseas, we are introducing our unique environmental management system through collaboration between Tokio Marine Holdings and Tokio Marine & Nichido and every year targets are set, including environmental challenges. Active efforts are being made to achieve these targets.

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

### 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. Together with stakeholders, 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 and Biodiversity through the Insurance Business
2. Reduction of Environmental Footprint
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. (Revised on July 1, 2015)

## Preservation of Biodiversity

Tokio Marine Group has positioned preservation of biodiversity as a challenge that it has a responsibility to help resolve and is working to do just that through general business activities.

### Tokio Marine Group's Vision for 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, and contributes to the creation of a sustainable future. Tokio Marine Group recognizes the importance of achieving the goals of the Convention on Biological Diversity, the Convention on Wetlands of International Importance especially as Waterfowl Habitat (Ramsar Convention) and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (Washington Convention). In addition, based on the vision outlined below, Tokio Marine Group contributes to the preservation of biodiversity through reduction of paper usage as well as mangrove planting overseas and environmental enlightenment programs in Japan. This vision draws on Guidelines for Private Sector Engagement in Biodiversity issued by the Ministry of the Environment, Millennium Ecosystem Assessment and The Economics of Ecosystems and Biodiversity (TEEB) as members of the United Nations Environment Programme Finance Initiative (UNEP FI) and the Promotion Partners program under The Declaration of Biodiversity by Nippon Keidanren.

#### 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.

- [Global Environmental Protection through Products and Services](#)
- [Local Community and Social Contribution Activities Leading to Global Environmental Protection](#)



## 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 \(in Japanese\)](#) 

## Concept for Reducing Environmental Footprint

The environmental footprint 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 footprint from our business activities wherever possible, we have positioned initiatives for reducing the environmental footprint 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 CO<sub>2</sub> by mangrove planting and retirement of emissions credits.

\* Carbon neutral means that CO<sub>2</sub> emitted in the course of a company's business activities is equivalent to the volume of CO<sub>2</sub> absorbed and reduced by way of mangrove planting, use of natural energy and the retirement of emissions credits by such a company.

## Environmental Footprint Data

### Tokio Marine Holdings and major subsidiaries

- Medium-term target (fiscal 2017): -3% (compared with fiscal 2014 level)
- Reduction target in fiscal 2016: -1% compared with previous year

#### CO<sub>2</sub> emissions (Tokio Marine Holdings and major subsidiaries)

Fiscal 2015 CO<sub>2</sub> emissions by Tokio Marine Group and its major subsidiaries (Scope 1 (direct emissions) + Scope 2 (indirect emissions) + Scope 3 (other indirect emissions) business travel only) were 98,800 tons (Japan: 69,338 tons, overseas: 29,462 tons) versus a start-of-year target of 97,334 tons (a 1% reduction year on year), or 100.5% (Japan: 95.0%, overseas: 116.3%) of emissions in the previous fiscal year. The main cause of this was an increase in floor space at the business site of a Group company overseas while domestic Group companies pushed ahead with efforts to reduce CO<sub>2</sub> emissions.

Further, in order to meet the expectations of society regarding corporate efforts to create environmental value, the coverage of the calculations for Scope 3 was expanded in fiscal 2015, and CO<sub>2</sub> emissions for Tokio Marine Holdings and its core subsidiaries, which include this expansion, were 122,280 tons. Of this, 23,480 tons of the CO<sub>2</sub> emissions were accounted for by increasing the coverage of calculations for Scope 3.

> [CSR Performance Data \(CO<sub>2</sub> emissions originating from energy sources and CO<sub>2</sub> absorption and fixation \(Tokio Marine Holdings and major subsidiaries\)\)](#)

## Tokio Marine & Nichido

- Medium-term target (fiscal 2020): -40% (compared with fiscal 2006 level)
- Long-term target (fiscal 2050): -60% (compared with fiscal 2006 level)
- Reduction target in fiscal 2016: -1% compared with previous year

Tokio Marine & Nichido, a core operating company of Tokio Marine Group, is striving to realize its medium-term target (fiscal 2020) by: (1) reducing energy in its main building and Shinkan building in Marunouchi, Tokyo, and Tama building; (2) monitoring the increase and decrease in energy on a total site basis in line with site reconstruction and transfer plans; (3) implementing energy conservation campaigns in all branches; and (4) increasing energy conservation performance in company-owned cars.

In addition, Tokio Marine & Nichido will continue to make efforts to conserve energy in buildings, equipment and company-owned cars from 2021 toward the realization of its long-term target (fiscal 2050).

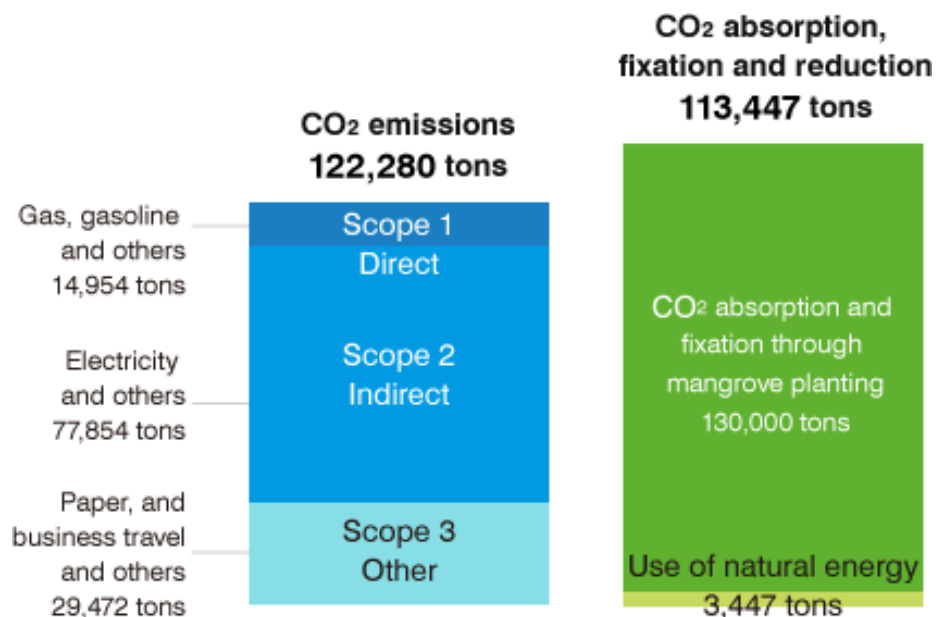
### CO<sub>2</sub> emissions (fiscal 2015 results)

Fiscal 2015 CO<sub>2</sub> emissions by Tokio Marine & Nichido (Scope 1 (direct emissions) + Scope 2 (indirect emissions) + Scope 3 (other indirect emissions) business travel only) were 53,590 tons versus a start-of-year target of 56,971 tons (a 1% reduction year on year), or 93.1% of emissions in the previous fiscal year. The main causes of this decrease were a reduction in power consumption owing to energy-saving initiatives and an improvement in the CO<sub>2</sub> emissions coefficient of Japanese power utilities.

Moreover, in order to meet the expectations of society regarding corporate efforts to create environmental value, we expanded the coverage of the calculations for Scope 3 in fiscal 2015, and CO<sub>2</sub> emissions for Tokio Marine & Nichido, which includes this expansion, were 70,631 tons. Of this, 17,041 tons of the CO<sub>2</sub> emissions were accounted for by increasing the coverage of calculations for Scope 3.

> [CSR Performance Data \(CO<sub>2</sub> emissions originating from energy sources \(Tokio Marine & Nichido\)\)](#)

## Initiatives toward Achieving Carbon Neutral Status

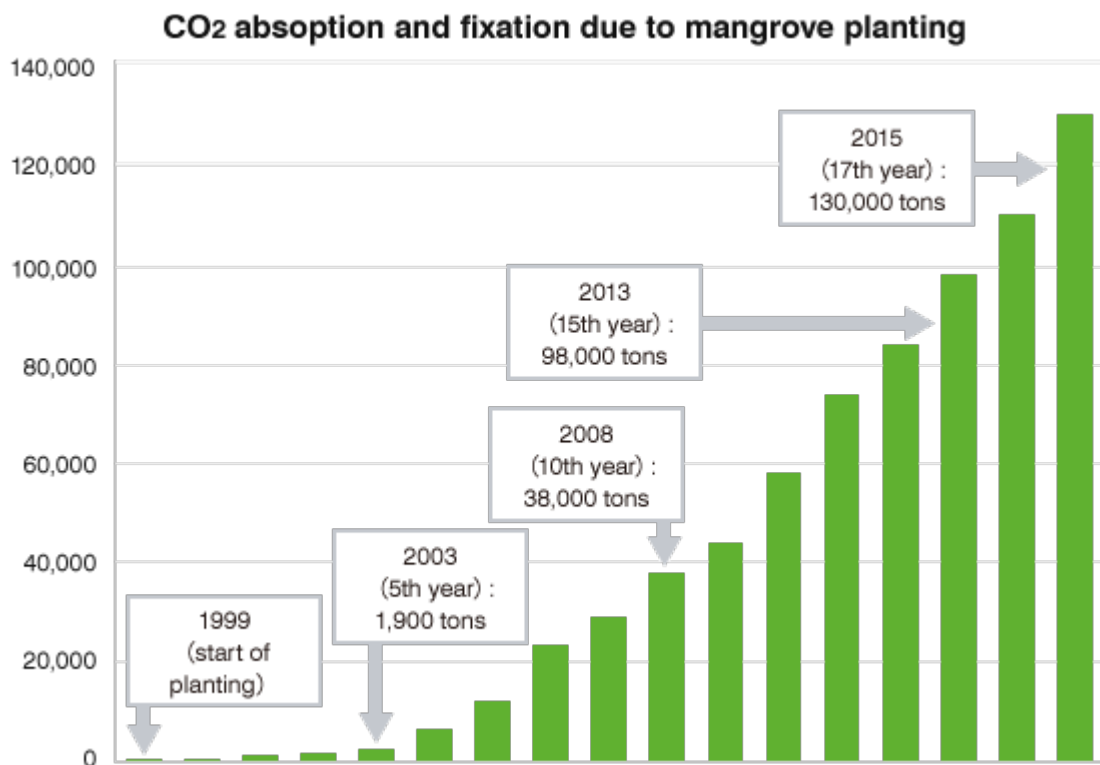


Mangrove forests have an effect on the prevention and mitigation of global warming by absorbing and fixing a significant volume of CO<sub>2</sub>. Under the concept of “Insurance for the Future of the Earth,” Tokio Marine Group has engaged in the Mangrove Planting Project since 1999. As of March 31, 2016, 9,474 hectares of mangrove forest have been planted through this project in nine countries, primarily in Asia.

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Each Group company strives to reduce the environmental footprint through energy conservation and resource conservation. At the same time, Tokio Marine Group aims to achieve carbon neutral status on a global basis, offsetting the CO<sub>2</sub> emissions generated by its business activities with CO<sub>2</sub> fixation and reduction through means such as mangrove planting\* and natural energy (green power).

Fiscal 2015 CO<sub>2</sub> emissions by Tokio Marine Holdings and its major subsidiaries were 122,280 tons, which was 124.4% of emissions in the previous fiscal year. This was due to expansion of coverage for the calculation of Scope 3. CO<sub>2</sub> emissions (Scope 1 + Scope 2 + Scope 3 business travel only) excluding the portion accounted for by this expansion were 100.5% of emissions in the previous fiscal year. The effect of CO<sub>2</sub> fixation and reduction due to mangrove planting, etc., was 133,447 tons and carbon neutral status was achieved for the third year in succession for the Group overall (Japan and overseas).



\* Calculations of CO absorption and fixation through mangrove planting

The Central Research Institute of Electric Power Industry (CRIEPI) has been engaged to provide evaluations and calculations for the amounts of CO absorption and fixation through mangrove planting, and a report on the findings has been received. A third-party organization (Ernst & Young Sustainability Co.,Ltd.) has been contracted to provide verification of the results of the calculations in terms of confirming consistency in part of the calculation process. As a result, the Tokio Marine Group has deemed that the effects of CO absorption and fixation through mangrove planting have been calculated appropriately.

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

## Purchase of Tradable Green Power Certificates

Tokio Marine Group is promoting the use of natural energy in Japan and overseas.

Tokio Marine & Nichido has been purchasing Tradable Green Power Certificates in the amount of approximately 1 million kWh annually continuously since 2002 through wind power and biomass power generation. In addition, the Tradable Green Power Certificates purchased by the company are being allotted to the reduction of emissions at target sites based on the system regarding emissions trading and the obligation to reduce total emissions of greenhouse gases pursuant to the Ordinance on Environmental Preservation to Secure the Health and Safety of Citizens of the Tokyo Metropolitan Area (Environmental Preservation Ordinance).

U.S.-based Philadelphia Insurance Companies has purchased green power to account for 100% of its electricity use over the year in its business activities and has achieved net zero emissions\* since fiscal 2013.

\* Net zero emissions are achieved when the net of CO<sub>2</sub> emissions and energy consumed equals zero.

# 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 CO<sub>2</sub> 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). In agreement with the national movement "COOL CHOICE" being implemented as part of measures to curb global warming, Tokio Marine & Nichido is promoting initiatives toward the realization of a low-carbon society.

## 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.

## Resource Conservation in Buildings and Facilities

Tokio Marine Group's companies are engaged in initiatives\* that consider the environment and disaster prevention in buildings and facilities, as appropriate for each structure.

- Estimated facilities investment value related to energy conservation measures: 857.7 million yen (fiscal 2015, 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 secured the top-tier Platinum ranking under the DBJ Green Building Certification System operated jointly by the Development Bank of Japan and Japan Real Estate Institute. Furthermore, in January 2015 it was certified as an excellent Eco-Oriented Business certified by the City of Nagoya due to voluntary and proactive efforts to be kind to the environment in its business activities. It also won the 22nd Aichi Machinami Architecture Award in recognition of its contribution to the formation of a pleasant local environment, and in December 2015 it won Outstanding Performance Award for Eco-Oriented Businesses certified by the City of Nagoya.

In addition, Tokio Marine & Nichido was recognized 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 Insurance Singapore 

## Initiatives to Reduce Paper Use

Tokio Marine Group's volume of paper consumed in fiscal 2015 was 9,309 tons (Japan: 8,540 tons, overseas: 769 tons), which was 102.4% (Japan: 101.8%, overseas: 109.4%) of the amount consumed in the previous fiscal year. In fiscal 2016, we are taking action under a target of reducing paper volume in Japan by 1% from the previous fiscal year.

As a measure to curb paper consumption, Group companies are 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 Footprint in the Value Chain

### Promoting Eco-Safe Driving and the use of recycled auto parts

From the perspective of creating a recycling-based society and reducing the burden on the environment (i.e., curbing CO<sub>2</sub> 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 2015, Tokio Marine & Nichido): about 26,893 (104.0% compared with the previous year)

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

\* Recycled parts are said to have an effect in reducing CO<sub>2</sub> 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))

### Certification and registration of Eco-Action 21 (environmental management system for small- and medium-sized enterprises<sup>\*1</sup>)

Through acquisition of certification and registration of Eco-Action 21<sup>\*2</sup>, all employees in all fields of business activity at Tokio Marine & Nichido Auto Support Center<sup>\*3</sup> act in a way that is in harmony with the global environment and that considers how to improve the environment. Everyone works independently and proactively toward the sustainable development of society.

- \*1 In 1996, the Ministry of the Environment formulated Eco-Action 21 to provide a wide range of small- and medium-sized enterprises with easy strategies for becoming aware of their relation to the environment, establishing environmental targets and taking environmental action on their own. The Ministry has continued to promote the program until the present day.
- \*2 Eco-Action 21 integrates the environmental management system, environmental performance assessments and environmental report into one. Taking part in the Eco-Action 21 program paves the way for small- and medium-sized enterprises to undertake independent and proactive initiatives related to environmental considerations and publish the results of these initiatives together as an environmental action report.
- \*3 Business content: Established in 1986: (1) Business consulting for automobile maintenance shops, etc., (2) Technical guidance for personnel engaged in automobile maintenance at motor distributors, and (3) Research, development and sale of software, ledgers and equipment aimed at enhancing sophistication of automobile maintenance

Source: Ministry of the Environment website ([http://www.env.go.jp/policy/j-hiroba/ea21/guideline2009\\_en.pdf](http://www.env.go.jp/policy/j-hiroba/ea21/guideline2009_en.pdf)) (1.0MB) 

# Global Environmental Protection through Products and Services

Damage caused by climate change has escalated globally. Tokio Marine Group companies are cultivating know-how concerning climate change and global warming and promoting the development of products and services that can be adapted to prevent and reduce the impact of climate change, alleviate conditions by reducing greenhouse gas emissions, preserve biodiversity and contribute to the development of local communities.

## Creating Value through the “Green Gift” Project

Through eco-friendly products, Tokio Marine & Nichido acts as one with its agents in engaging in global environmental protection initiatives and welcomes participation 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 its website rather than a paper-based contract in brochure form, the company donates funds corresponding to a portion of the value of the reduction in paper used to NPOs and other organizations involved in environmental protection activities to support costs overseas of mangrove planting and educational support programs in developing countries, and in Japan mainly of environmental protection activities for children in different areas and a project to rejuvenate the forest on the coast damaged in the Great East Japan Earthquake.

Customers' selection of the Web policy option leads to the conservation of paper resources. Additionally, it allows the company to reduce the environmental footprint 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 conserving paper resources and 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 2015, the number of agreements taking advantage of the Web policy option was approximately 10.1 million, representing a reduction in paper usage of approximately 2,600 tons.

To help customers better understand the activities of the Green Gift Project, the company established a Green Gift page on its website that reports on each of the initiatives. With regard to mangrove planting activities, the page reports on topics such as planting activities in various countries where mangrove planting is undertaken, updates on the growth of planted saplings and the volume of CO<sub>2</sub> absorbed through planting. The page also provides information on applying for environmental protection activities carried out in each region in Japan mainly for children, the leaders of the future, and reports on these activities.



The company also participates in educational support programs conducted by the international NGO Room to Read in developing countries such as India, Bangladesh and Vietnam aimed at improving education for children where planting takes place and supports a program to restore the forest along the coast devastated by the Great East Japan Earthquake conducted by the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA). These activities are also introduced on the Green Gift site.

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

➤ [Tokio Marine & Nichido \(Green Gift Project\) \(in Japanese\)](#) 

## Green Gift Project: Mangrove Planting

Since 1999, Tokio Marine & Nichido has been conducting its Mangrove Planting Project primarily in Southeast Asia. During the 17-year period to fiscal 2015, we planted 9,474 hectares of new forest in nine countries: Indonesia, Thailand, The Philippines, Vietnam, Myanmar, Fiji, India, Bangladesh and Malaysia. (The Central Research Institute of Electric Power Industry (CRIEPI) has been engaged to evaluate the status of mangrove development and CO<sub>2</sub> absorption and fixation in planted areas, and a report on the findings has been received.)

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), OISCA and the 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 CO<sub>2</sub>, a major cause of global warming. They also serve as natural levees to protect people's lives and local ecosystems from tidal waves, tsunamis and other natural disasters.

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

The roots of mangrove trees also serve as "cradles of life," creating a rich ecosystem by providing a sanctuary for living creatures such as young fish, shellfish, crabs and shrimps that feed off mangrove leaves and berries while attracting monkeys and birds, and also because the roots help ensure a gentle tide and waves at high tide and maintain water temperature. Fish and shellfish caught in the sea and in rivers near mangrove forests in Quảng Ninh Province in Vietnam and Ranong Province in Thailand are the staple diet of the local people and a source of income through sales to intermediaries, thus contributing to sustainable regional development.

In addition, the mangroves themselves are being used in a variety of different ways. Along with the seeds and fruits being used to make soup and sweets, the leaves become feed for farm animals and the trunks and branches are used as materials for the pillars and roofs of people's homes, thereby providing excellent support to the lives of the people.

Tokio Marine 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. The project has been up and running for 17 years to date and the mangrove forests continue to grow. Going forward, we plan to put more effort into activities that protect and nurture mangrove forests.

### 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.



# Benefits of Mangroves



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

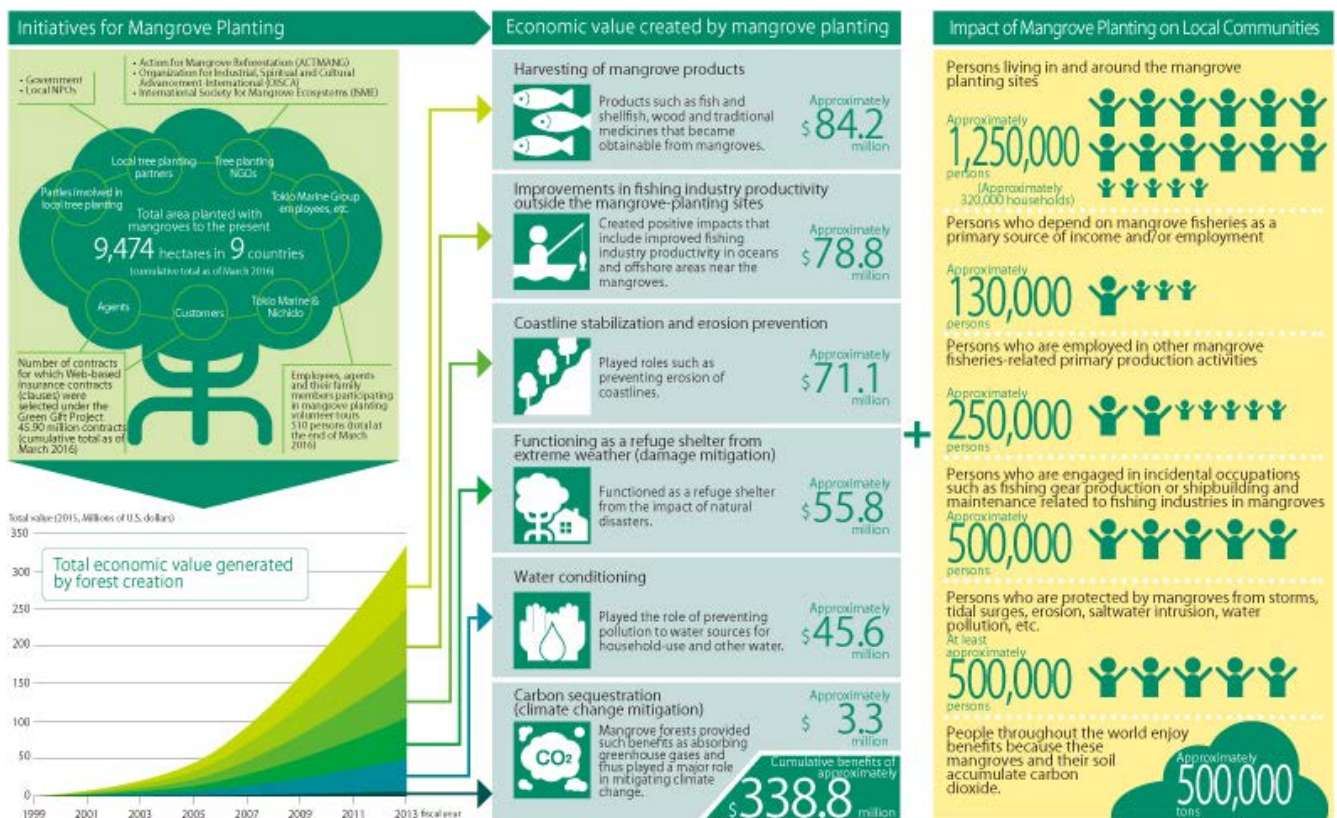


The young leaves of the grey mangrove are used as feed for farm animals. (Gujarat State, India)

## Economic Value and Impact on Local Communities from Mangrove Planting

To the present, mangrove planting has generated diverse benefits such as mitigating and preventing global warming, preserving biodiversity and contributing to the development of local economies, communities and human resources. However, expressing the specific economic value created by this project had proved difficult. To determine this value, Tokio Marine & Nichido commissioned Mitsubishi Research Institute, Inc. to undertake a survey and make assessments based on internationally recognized methods. The results of provisional calculations show that the total economic value created by the Mangrove Planting Project from April 1999 when the company started the planting to the end of March 2014 totaled \$33 billion. This project also impacts some 1.25 million people living where the mangroves are planted or nearby and has generated benefits in terms of improving the lives of residents in these communities and preventing and mitigating disasters. By ascertaining the numerical value of the outcomes of the mangrove-planting activities, we were able to reaffirm our awareness of the positive social impact of this initiative. Going forward, we will utilize the results of this value assessment to improve our Mangrove Planting Project and continue to undertake these activities together with our stakeholders as we aim to further create value.

## Economic Value and Impact on Local Communities from Mangrove Planting



Click on image to enlarge

## Green Gift Project: Educational Support Program in Developing Countries

We provide educational support for children in areas that we plant mangroves.

- [Local Community and Social Contribution Activities Supporting People \(Participating in Room to Read's Educational Support Program in Developing Countries\)](#)

## Green Gift Project: Environmental Protection Activity in Japan

Tokio Marine & Nichido has been implementing an environmental protection initiative in Japan called the Green Gift Project together with local citizens that includes donations to environmental NPOs and other groups and participation in environmental activities in 16 regions of Japan in one year since October 2013.

The project is conducted in conjunction with Japan NPO Center, a specified non-profit corporation that has received backing from the Ministry of the Environment and is responsible for the coordination and operation of the entire project. The aim is to provide children in each region, the leaders of the future, with the opportunity to learn about local environmental issues and foster a desire to protect the environment. The activities also offer the chance for local NPOs and other groups to collaborate with new stakeholders such as Tokio Marine & Nichido and its agents. It is also a great chance for the company's customer contact branches to meet with environmental NPOs and other members of the local community. By March 2016, Tokio Marine & Nichido had concluded agreements related to environmental protection with local governments and organizations in five regions and conducted activities to protect forests, woodlands, river valleys and the sea in 29 regions that have involved around 7,700 participants (including around 3,000 children).



- [Environmental Protection Activity in Japan \(Green Gift Project\) \(in Japanese\)](#) 

## Green Gift Project: Ten-Year Restoration Project of the Coastal Forests of Tohoku Region

We support the Ten-Year Restoration Project of the Coastal Forests of Tohoku Region damaged in the Great East Japan Earthquake.

- [Local Community and Social Contribution Activities Leading to Safety and Security \(Support for the Ten-Year Restoration Project of the Coastal Forests of Tohoku Region\)](#)

## Tree-Planting Together with Customers ~PHLY 80K Trees Initiative~

Philadelphia Insurance Companies (PHLY), which designs, markets and underwrites commercial property/casualty insurance products in the United States, began the "PHLY 80K Trees" tree planting program in 2015 inspired by Tokio Marine & Nichido's Green Gift Project. The PHLY 80K Trees goal was reached with the help of PHLY's independent agents, brokers and policyholders and PHLY renewed the program for the second year in 2016. PHLY invited producers and policyholders to enroll in receiving paperless statements. The company will use the cost savings to partially fund the planting of 80,000 trees. PHLY employees also raised money to support the initiative and about 50 employees will help plant a portion of the 80,000 trees in 2016.



In the United States, record wildfires, storms, and other natural disasters have destroyed millions of trees in forests in recent years. PHL Y is on a mission to build healthy forests and ecosystems to provide greater security to communities.

> PHL Y 80K TREES 

## Promoting Non-Printing of Insurance Policies

Since February 2013, Tokio Marine Millea SAST Insurance has been implementing an initiative under which customers can view their policies on its website rather than on paper, which has helped reduce paper consumption. In addition, since April 2013, a portion of the proceeds saved through this move is being used to support and participate in the tree-planting activity in Meguri's Forest in Shonan International Village, Kanagawa Prefecture, where the company's head office is located. This project involves dense planting and 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 increasing awareness of the need to protect the global environment.



## First Auto Insurance Eco Mark Certification Acquired for Financial Products

In December 2010, Tokio Marine & Nichido acquired the first auto insurance Eco Mark <sup>\*1</sup> 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<sup>\*2</sup> 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.



Total Assist Auto Insurance  
Certification Number: 10147001  
This auto insurance contributes to global  
environment preservation activities by  
offering a choice of Web contract.



- \*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.



Asante environment-conscious auto insurance

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\* \(in Japanese\)](#)

## Auto Insurance Fleet Accident Reduction Assist Rider

We provide a Fleet Accident Reduction Assist Rider to corporate customers in an effort to protect the global environment through consulting aimed at reducing accidents.

- > [Promoting Traffic Safety \(Auto Insurance Fleet Accident Reduction Assist Rider\)](#)

## Eco and Safe Driving Diagnosis App *Motto, Motto Hashiro Nippon!*

We provide an app that enables drivers to conduct a diagnosis of how safe and eco-friendly their driving is in a fun way.

- > [Promoting Traffic Safety \(Eco and Safe Driving Diagnosis App \*Motto, Motto Hashiro Nippon!\*\)](#)

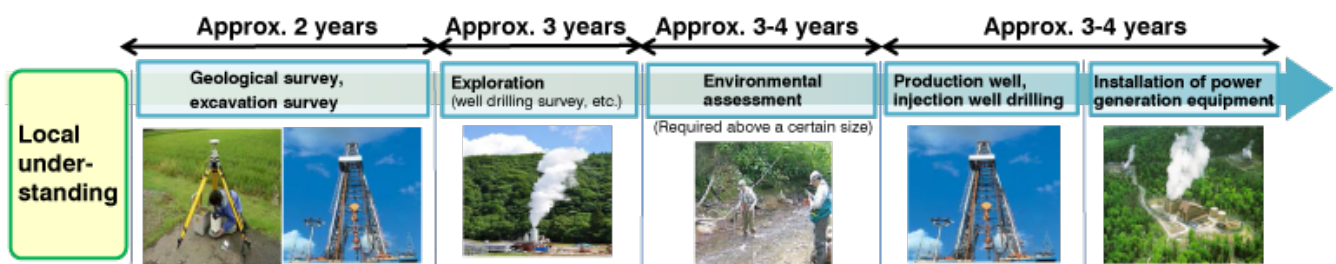
## Commenced Sales of New Impairment Liability Coverage for Geothermal Power Generation Operators


Geothermal power generation does not emit any CO<sub>2</sub>, a primary cause of global warming, which has put it in the spotlight as a low-cost renewable energy with potential for stable power supply. There are high expectations for the application of this form of energy and the government has even formulated a plan to expand capacity of geothermal power generation facilities three-fold by 2030 compared with current levels.

Against this backdrop, in June 2016 Tokio Marine & Nichido started sales of a “geothermal package plan” that underwrites such risk as property risk, construction risk and liability risk from ground surveys to operations for geothermal developers. Within this “geothermal package plan,” liability risk compensation provides peace of mind to nearby hot spring operators (hot spring union) with regard to geothermal development. This is achieved through compensation for damages if there is a decline in the volume of hot water or a change in hot spring quality in a nearby hot spring area during geothermal development or operation of a geothermal power generation facility. Such damages include the cost of investigation into the cause, which is covered by the geothermal developer, or lost profit on the part of the hot spring operator. Payment of the cost for investigating the cause at the stage when a reduction in hot spring volume or a change in spring quality has been objectively confirmed irrespective of the existence or not of liability on the part of the geothermal developer is a first for Japan.

Tokio Marine & Nichido will continue to contribute to the proliferation of geothermal power through this product going forward.

### General flow of geothermal development (model case of 30,000kw power output)



Source: Prepared using basic data for investigating purchase price in FY2013 issued by Resources and Energy Agency of the Ministry of Economy, Trade and Industry ([http://www.meti.go.jp/committee/shotatsu\\_kakaku/pdf/008\\_02\\_00.pdf](http://www.meti.go.jp/committee/shotatsu_kakaku/pdf/008_02_00.pdf) (1.76MB) ) (in Japanese)

## Sale of Environmental Impairment Liability Coverage

In response to the growing need for ensuring compliance with environmental regulations and mitigating lost profit caused by the emission of contaminants, 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, construction companies, environment-related operators, environmental consultants, pharmaceutical firms, electricians and plumbers, 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 \(2.3MB\)](#) 

## First Insurance Product Responding to Carbon Credits

U.K.-based Tokio Marine Kiln 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 (N<sub>2</sub>O) 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 focusing efforts on the mechanisms of this insurance within other trading systems that include an emissions trading system in New Zealand.

> [Kiln \(Carbon Credit Insurance\)](#) 

## Diffusion of Weather Insurance and Microinsurance in India

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

> [Reducing Poverty \(Increasing Prevalence of Weather Insurance and Microinsurance in India\)](#)

## 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.

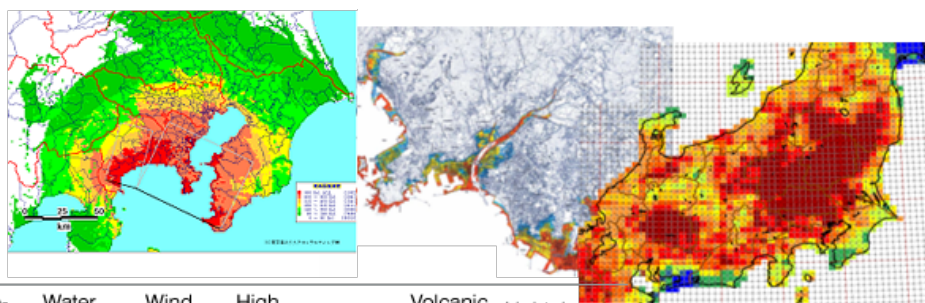
## Making Use of Evolving Risk Assessment Approaches in Consulting

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



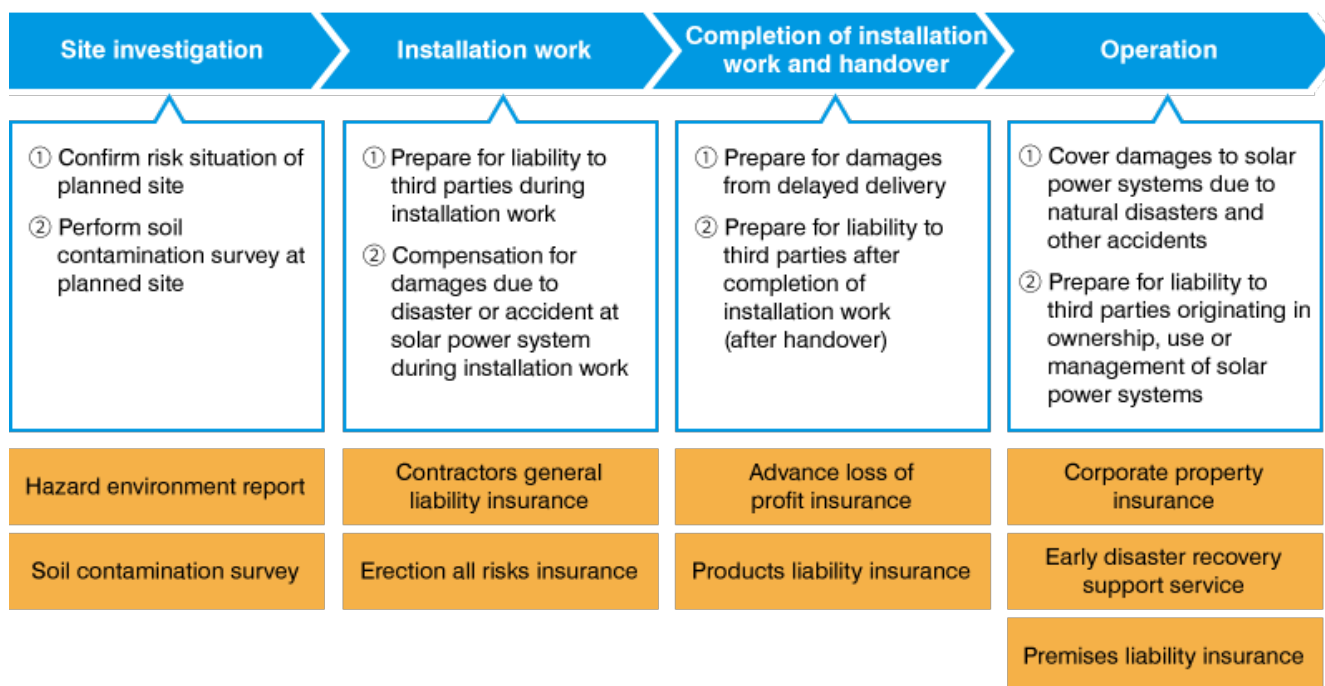
	Earthquake	Tsunami	Liquefaction	Water damage	Wind damage	High tide	Mudslide	Volcanic eruption	Lightning
Point A	A	A	A	C	C	C	C	C	B
Point B	B	C	C	B	B	B	C	C	B
Point C	A	C	C	A	C	C	B	C	A

Figure:  
Materials on natural disaster  
risk assessment simulation  
models (from left: 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.

## 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.

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



# Local Community and Social Contribution Activities Leading to Global Environmental Protection

Based on the theme "Protecting the Earth," Tokio Marine Group is implementing different local community and social contribution activities around the world. These activities emphasize voluntary engagement by employees and tie-ups and collaboration with NPOs and other groups.

## Mangrove Planting Tours



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 2016, we have conducted 16 mangrove planting volunteer tours, in which a total of approximately 500 members have participated.

➤ [Global Environmental Protection through Products and Services \(Green Gift Project: Mangrove Planting\)](#)

## Green Lessons: The Mangrove Story

As part of its efforts to raise environmental awareness, since 2005 Tokio Marine Group has provided Green Lessons: The Mangrove Story, an environmental education program for children in elementary and special needs schools. Employee and agent volunteers visit these schools and give lectures 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 31, 2016, the Group visited around 730 elementary and special needs schools throughout Japan and provided Green Lessons to more than 50,000 children. We will continue conducting these lessons nationwide as a place for children, the leaders of tomorrow, to think for themselves about the environment.



➤ [Laboratory for the Future \(Green tuition fee\) \(in Japanese\)](#) 

## Children's Environmental Award and Iriomote Island Eco Experience Tour



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 eighth Children's Environmental Award in fiscal 2015, we received 4,150 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 \(Children's Environmental Award\) \(in Japanese\)](#) 

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



In May 2009, Tokio Marine & Nichido concluded a five-year partners agreement with Kochi Prefecture, Aki City and the Eastern Kochi Forestry Association to promote afforestation in Aki City under the prefecture's Collaborative Afforestation Project with Environmentally Advanced Corporations (the five-year agreement was renewed in May 2014). The forest covered under the agreement has been named "Tokio Marine & Nichido's Forest for the Future." Every year, we conduct a volunteer tour for Group employees and agents including their families to experience tree thinning and socially interact with local residents. A total of 49 members participated in the seventh Tree-Thinning Forestry Volunteers held in November 2015. 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.

## 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 57th forum held in fiscal 2015 at MARUCUBE in the Marunouchi Building in Chiyoda Ward, we invited Takeshi Okada, former head coach of the Japanese national soccer team, who gave a lecture entitled “Earth, the miracle planet” that concerned personal activities conducted for the environment and education and action through sports, beginning with participation in Furano Nature School. A total of 115 people from inside and outside the company attended, with some commenting: “It was good to know the depth of people’s feelings toward the environment,” “I broadened my knowledge on the global environment,” “I hope to discover what I can do, no matter how small,” and “I would like to leave something for the next generation.”

## GREENPHLY Environmental Awareness Program



U.S.-based Philadelphia Insurance Companies (PHLY) has been encouraging its employees to take part in initiatives to protect the environment in the workplace, home and local community in order to leave behind a beautiful environment for the next generation. One such initiative is the employee-driven environmental awareness program called GREENPHLY, which involves support of environmental protection activities by individuals and communities as well as various efforts to reduce environmental load in the office with the aim of minimizing environmental burden in business activities.

The three main activities under GREENPHLY in fiscal 2015 were the reduction of environmental load through business activities, environmental education and awareness-raising activities, and efforts in connection with community outreach. Activities included collecting 1,187 used coats from 27 offices and donating them to those in need through an NPO. The company also donated US\$27,500 to an environmental NGO in the United States that undertakes initiatives to minimize coat disposal.

> GREENPHLY 

## Participation in Earth Day Events

Employees at U.S.-based PHLY conducted various activities to promote Earth Day 2015 as part of GREENPHLY, an employee-driven environmental awareness program. Approximately 900 employees donated US\$7,675 toward the protection of forests damaged by natural disasters as part of the PHLY 80K Trees campaign. Further, 23 employees from the head office took part in volunteer events that included local cleanups and the removal of non-native plants from a park.

In addition, Tokio Marine Hong Kong held Dress Black Day at work as part of Earth Day on March 27, 2015. In order to raise awareness of Earth Day 2015 and the need for global environmental protection, many employees dressed in black, with work lights and computer monitors turned off at lunchtime.



- Global Environmental Protection through Products and Services (Tree-Planting Together with Customers ~PHLY 80K Trees Initiative~)

## 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 former 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.

## Environmental Enlightenment Tour for Children in Hong Kong



Every year since 2007, Tokio Marine Hong Kong, in cooperation with the Hans Andersen Club, an association that supports children's health and growth, undertakes an activity to invite underprivileged children to an environmental enlightenment tour. In 2015, November 28 was designated as Group CSR Day, which involved a tour on Lamma Island. Some 32 volunteer employees led 48 children with lessons on the environmental and observation of the beautiful landscape around the island. The group also had a good time eating their lunch together.

## Collecting Trash for Recycling in Hong Kong



Tokio Marine Hong Kong introduced trash boxes exclusively for recycling in June 2015. The initiative involves collecting paper, plastic and metal that can be recycled. In the six months to December, a huge amount of recycled trash was collected, including 1,417kg of paper.

## Core Theme 3: Supporting People



### CSR Materiality (Material Issues)

- Technological innovation
- Low birth rates and aging societies, and population demographics
- Human resources development
- Diversity and inclusion
- Local community and social contribution activities
- Promoting ESG in the provision of products and services

In Japan, the importance of responding to the nursing and health needs of the elderly is increasing due to the low birth rate and aging society. There is also growing demand to create societies in which people in underprivileged circumstances and those with disabilities can live with peace of mind in the community as economies and societies become more sophisticated and globalization progresses. In addition, there are calls for the acceptance, promotion and utilization of diversity in such areas as gender, age and nationality. On a global scale, the reality is that there is growing income disparity, increasing unemployment among youth, poverty and unequal opportunities for education based on gender.

Tokio Marine Group has set “Supporting People” as a core CSR theme in order to take up the challenge of resolving these issues. To this end, we will promote local community and social contribution activities supporting people through the growth of young people and support the elderly, persons with disabilities and athletes as well as the development and utilization of a wide range of human resources through diversity and inclusion.

### Local Community and Social Contribution Activities Supporting People

In terms of initiatives for the growth of young people, we support orphans of car accidents through foundations, participate in Room to Read’s educational support program for girls in developing countries, provide scholarship support and make visits to various social welfare institutions in different countries around the world. Tokio Marine Group employees also actively take part in courses related to nursing skills and dementia.

### Development and Utilization of Diverse Human Resources

We conduct honest and fair personnel affairs for Group employees irrespective of gender, age, nationality or any other factor, strive to develop human resources to be the most successful company where people can grow and develop and make use of diverse personnel that includes employing persons with disabilities and encouraging the active participation of women. We are also taking steps to reform working styles so as to foster a corporate culture with mutual respect for the sustainable growth of both the company and individuals and for diverse values. Other efforts focus on health management and occupational health and safety toward maintaining and enhancing the health of employees who are the driving force behind the creation of a “Good Company.”

## Supporting Health and Longevity Society

We are contributing to health and longevity society through such means as providing products and services that anticipate the changing social environment and customer needs, activities to raise awareness about cancer and offering advice through medical professionals.

In Tokio Marine Group, a global insurance group, CSR-minded individuals with integrity and compassion are taking on active roles worldwide. For us who handle the intangible product of insurance, people and the trust built with them are everything. We will continue valuing and supporting people with the aim of being a “Good Company” that is trusted by everyone and society.

Value Creation

Developing employees and partners who support and bring a virtuous cycle to local communities and society



Example of CSR approach (Supporting People)

- > Local Community and Social Contribution Activities Supporting People
- > Development and Utilization of Diverse Human Resources
- > Supporting Health and Longevity Society

# Local Community and Social Contribution Activities Supporting People

Tokio Marine Group employees around the world voluntarily take on local community and social contribution activities under the theme “Supporting People” that include the growth of young people and support of the elderly and persons with disabilities.

## Growth of Young People

### 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 2015
Tokio Marine Kagami Memorial Foundation	<ul style="list-style-type: none"> <li>■ Provides scholarships and educational training assistance to students at Japanese universities and graduate school exchange students from ASEAN nations</li> <li>■ Provides academic research aid and earthquake research aid to young social science researchers</li> </ul>	Provided a total of 51.24 million yen to 84 new and existing scholarship students and 8.3 million yen in aid to seven research aid projects
Tokio Marine & Nichido Educational Development Fund	Provides assistance for educators and to children orphaned through traffic accidents	Financial assistance for education and research: 147 cases Scholarships for children orphaned through traffic accidents: 107 individuals
The Tokio Marine Sports Foundation	Promotes sports activities in local communities	Number of persons using Nasu Sports Park: 53,928 Number of persons using Toda Boathouse: 6,442



- > 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.

- > Disaster Prevention Lessons
- > Green Lessons: The Mangrove Story
- > Children's Environmental Award and Iriomote Island Eco Experience Tour
- > Development of a Learning Program to Think about Business Strategies and Risk Management

## 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 1,701 employees and their families participated in this event at 55 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 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.

The company held a charity bazaar with second-hand books and CDs collected from employees and allocated the proceeds for donation. In fiscal 2015, a total of 146,663 yen was donated to the association.

Going forward, the company will continue supporting children orphaned in traffic accidents through this association.

## Supporting Child Line Support Center Japan



Tokio Marine & Nichido has invited Kumi Ota, Secretary-General of the specified NPO Child Line Support Center Japan, to give a lecture about the organization's activities every year since 2012. She discusses some of the anxieties and other issues brought up by youths through Child Line, a dedicated phone line that children can call free of charge from anywhere in Japan. After this, Tokio Marine Group employees serve as volunteers for delivering cards inscribed with the Child Line telephone number to children. Employees from Tokio Marine Asset Management and Tokio Marine Business Support volunteer for sending the cards to the children.

> [Child Line](#) 

## 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, with this year marking the 28th year of support. 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 (Tokio Marine & Nichido is a Tokyo 2020 Gold Partner (non-life insurance)).

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

## Campaign to Deliver Picture Books



Tokio Marine Group participates in the Campaign to Deliver Picture Books undertaken by Shanti Volunteer Association. Through this activity, picture books are sent to children in such countries as Cambodia, Laos and Myanmar who have fewer opportunities to enjoy picture books due to reasons that include conflict and the impact of national policy. The volunteer work entails affixing printed text that has been translated into different languages 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 the local language, thinking about the smiling children who will receive these books.

In fiscal 2015, a total of around 290 Group employees participated, and the finished books were sent through Shanti Volunteer Association to libraries and schools to which the librarians and teachers who took part in training courses by the association belong.

> [Shanti Volunteer Association \(in Japanese\)](#) 

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



Tokio Marine & Nichido has participated in the educational support effort led by the international NGO Room to Read since fiscal 2010. Over the six years from fiscal 2010 to fiscal 2015, the company donated about USD100,000 annually, providing educational support for a total of about 1,400 girls to help them attain independence in the future and offering a study environment for children by opening 17 reading rooms in India, Bangladesh and Vietnam.

For girls not attending school for economic reasons or because they are tied to household duties as a result of their parents' lack of understanding, the program offers financial aid for tuition fees and endeavors to convey the importance of education to their families through home visits. These efforts have allowed girls to continue their education, with many achieving excellent performance in their schoolwork to make their dreams a reality.

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](#) 

## 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

<b>Location</b>	Employee cafeteria at the head office
<b>Method</b>	Purchasing a 580-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 

## 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 200 locations throughout China, and Group employees engage in various volunteer activities every year.

In fiscal 2015, 22 employees, including Kunio Ishihara, advisor at Tokio Marine & Nichido, held volunteer activities at an elementary school in China's Tianjin Province. It was a lively interchange that included awareness-raising activities based on the theme of safety precautions with around 40 children on school grounds and in the classroom.

## Concluded Educational Support Agreement for Elementary School Students

Tokio Marine Newa Insurance of Taiwan has conducted volunteer activities to help children at a local elementary school located near its head office safely cross the road for the past 10 years since 2005. An educational support agreement was concluded with the school in 2014 based on the relationship of trust built up over such a long period. The company will contribute to the growth of the children at the school, which boasts over a 100-year history, and the advancement of the region's culture through such means as creating educational materials for art class, upgrading the school's equipment, holding concerts in the community and supporting children with disabilities.



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

U.K.-based Tokio Marine Kiln has been supporting the U.K. charity organization Street Child since 2012 when it starting serving as a sponsor of a charity marathon in Sierra Leone as part of its 50th anniversary celebration. The Sierra Leone Marathon is a flagship event of Street Child that aims to return their families children who have been living on the street due to the civil war that came to an end in 2002 and the recent Ebola crisis and provide them with an education. Children's education has become a critical social issue linked to the survival of the country where half of the population is under the age of 18 and the literacy rate sits at only 40%. Some 32 Tokio Marine Kiln employees have participated in the marathon since 2012, raising a total of GBP250,000 in contributions that include matching donations made by the company. (Six employees took part in 2014 and raised approximately GBP29,000). The donations have been used to help run the Every Child in School program aimed at building schools and making sure all children receive an education.



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

For 11 years, our Group companies in Thailand, including Tokio Marine Insurance (Thailand), have supported a scholarship program of the National Council on Social Welfare of Thailand. In 2015, scholarships were provided to a total of 90 junior and senior high school and university students. A scholarship conferment ceremony was conducted by the 15 employees of Tokio Marine Insurance (Thailand), and together with all scholarship students, they visited a facility for physically challenged children afterwards to serve as volunteers. The purpose of such a visit is to give scholarship students an opportunity to experience giving to others and helping those in need.



## Celebrity Chef Day with Children in Malaysia



Malaysia-based Tokio Marine Life Malaysia hosted “Celebrity Chef Day” on Mother’s Day weekend in collaboration with Make-A-Wish Malaysia, an organization supporting children with life-threatening medical conditions. Ten company volunteers served as chefs alongside 20 children to enjoy cooking. The activity aims not only to realize the dreams of the children but also to raise the motivation of employees to engage in CSR activities.

## Support for Social Welfare Institution for Children in Brazil



Employees from Tokio Marine Brazil Seguradora of Brazil visited an institution for children with disabilities as part of Children’s Day celebrations in October 2014 with the cooperation of Association for Assistance to Disabled Children (AACD). They donated toys and games and conducted events for the children to enjoy. In addition, BRL200,000 (approximately 7.8 million yen) raised by employees and agents, the highest amount yet, was donated to the association.


In order to further promote the support activities, over 100 employees participated as telephone operators and took donations for a television program called Teleton, in which AACD asks for donations.

### Courses to Foster Support for Dementia Care – Properly Understanding Dementia and Providing Support Activities



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 2016, a total of around 4,000 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 \(in Japanese\)](#) 

### Concluded Agreement Related to an Elderly Watch Support Network Project

Tokio Marine Assistance concluded an agreement related to an elderly watch support network project in Shinagawa Ward, Tokyo, in November 2015 with the Shinagawa Ward Council on Social Welfare. The project aims to ensure the early discovery of abnormal changes in elderly persons living alone to prevent unattended deaths.



The company utilizes its excellent phone response skills amassed in the course of its core business and employees serve as volunteers for making regular calls to the elderly as part of a service confirming their safety being implemented by Shinagawa Ward’s “Sasaeai Hotto Station”. Employees make phone calls to the homes of elderly persons around once or twice a month and if there is no answer or they detect an abnormal change during the conversation they immediately report it to “Sasaeai Hotto Station” so that the situation can



be dealt with as smoothly as possible. In fiscal 2015, the volunteer service was implemented 22 times by a total of 22 employees. In fiscal 2016, the company is looking into increasing the number of elderly living alone to whom will they make regular calls. This activity will be continued going forward in an effort to contribute to the local community.

\* A consultation service established by Shinagawa Ward to ease the anxieties of elderly persons living alone so that they can continue living in a familiar environment

## Visited Elderly Care Facility to Celebrate Singapore's 50th Anniversary



Tokio Marine Group companies in Singapore, including Tokio Marine Asia, held an event to celebrate 50 years since the founding of Singapore with 53 residents of an elderly care facility on its premises. Some 45 employees took part as volunteers in staging a number of programs that included fun games and drawing pictures on the walls of the home. The initiative served to brighten up the facility and inspire a cheery atmosphere in addition to helping to pass along the spirit of Singapore's founders to the young generation who participated as volunteers thanks to the interchange that transcended generations.

## 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 22 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 Braille

## Collaboration with the Japan Deafblind Association



The Japan Deafblind Association is engaged in activities to support people with hearing and vision impairments across the country. Their activities include dispatching sign language interpreters and helpers, training interpreters and publishing a biannual magazine for the hearing and visually impaired. Tokio Marine & Nichido has become a supporting member of the association since 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 2015, about 38 employees from the Shizuoka region provided support for the organization's 24th national conference in Shizuoka City.

> [Japan Deafblind Association \(in Japanese\)](#) 

## Appointed as a Gold Partner (Non-life Insurance) of the Tokyo 2020 Olympic and Paralympic Games

Tokio Marine & Nichido was appointed as a Gold Partner of the Tokyo 2020 Olympic and Paralympic Games (the "Tokyo 2020 Games"). We support the Tokyo 2020 Games and Japan Olympic and Paralympic teams as a non-life insurance company. We are a "Tokyo 2020 Gold Partner," the highest tier of the Tokyo 2020 domestic sponsorship program.

Tokio Marine Group sets customer trust as the foundation of all its activities and upholds a corporate philosophy of contributing to the development of an affluent and comfortable society as well as a prosperous economy by providing "safety and security" to its customers. Based on the desire to contribute to the healthy development of young people and of sports in Japan, we have supported sports in various ways. Examples of such initiatives are Tokio Marine & Nichido's Gold Partnership for the Tokyo 2020 Games since 2013 and official sponsorship of the Japan Swimming Federation or support of the Special Olympics Nippon Foundation. We will support the challenges of athletes, people and society as a Tokyo 2020 Gold Partner together with other partner companies not only for the success of the Tokyo 2020 Games but also for making the hosting and success of these games a glorious cornerstone for Japan's future 100 years from now.



東京2020ゴールドパートナー（損害保険）

## Cheering and Volunteering at Sports Events for Disabled Persons



Tokio Marine & Nichido supports the Tokyo 2020 Olympic and Paralympic Games as a Tokyo 2020 Gold Partner (non-life insurance). As for the Paralympic Games, the company supports athletes striving to overcome the challenge of disability and is enhancing opportunities for employees to provide support and volunteer at sports events for the disabled. In May 2016, we started sponsoring Japanese Para-Sports Association (JPSA) to this end. Employees from around Japan conduct volunteer activities and go to cheer on athletes at the 2016 Japan Para Championships, which are sports events for disabled persons held regionally.

## 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 2015, a total of about 1,800 employees joined this activity.

In addition, around 32 employees took part in the Special Olympics Nippon National Winter Games held in Niigata in February 2016 as volunteers.

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

## Support of Special Olympics in the United States



Safety National Insurance of the U.S.-based Delphi Group cooperates as an annual sponsor of the St. Louis Metro Area Special Olympics Spring Games for athletes with intellectual disabilities and its employees serve as volunteers. The employees provided the athletes with various types of support that included individually attending to each athlete as partners, escorting them to their events to make sure they were on time and providing assistance with the events, eating lunch together and going to the award ceremony venue together. Around 2,000 people come together for the games every year, including athletes, coaches, families and escorting volunteers. The event serves not only to help athletes with disabilities get in shape and inspire courage and joy but also fosters technical exchange and friendships between athletes and with their families and local citizens.

## Other Support

### AED Workshop to Practice Life-Saving Skills



Tokio Marine Group provides a workshop to practice using Automated External Defibrillators (AEDs) and to perform cardiopulmonary resuscitation (CPR). Around 1,000 employees from Tokio Marine Group attended the workshop in fiscal 2015. 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



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 36 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.

## Providing Support to 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 \(in Japanese\)](#) 

## 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 \(in Japanese\)](#) 

## Winner of Best of Bermuda Award for Local Community Efforts

The Bermuda Branch of Tokio Millennium Re won the Best of Bermuda award for 2014 issued by *The Bermudian* magazine. This award was established 24 years ago to be given to individuals and organizations recognized for contributing to the local community by the magazine, which boasts an 84-year history in communicating various pieces of information from the region. The award is becoming increasingly well known every year in the country. The final winners are selected by a review panel of 20 people following a public ballot. Tokio Millennium Re won the Best Corporate Citizen award mainly in recognition of its support activities for youth and their families.



## Conducted the Day of Giving Volunteer Event

To demonstrate the spirit of community and social contribution, Tokio Millenium Re closed all of its offices around the world to hold a volunteer event called the Day of Giving. In Zurich, employee volunteers held an educational support activity for children in a local elementary school. The same as last year, employee volunteers in Bermuda joined the restoration work of a historic prison, which is now part of a national museum, helped with gardening at a facility for persons in need and painted the walls of a building. In the United Kingdom, employee volunteers engaged in such activities as supporting a hospice for children and providing assistance at a farm to promote the protection of animals. The event was one way for employees working around the world to give back to the community while also fostering active teamwork within the respective companies.



## Annual Day of Service—Volunteer Day



Based on the spirit of being a “Good Company,” Safety National of the U.S.-based Delphi Group holds a volunteer day called Annual Day of Service each year to promote an initiative in which employees are allotted three hours of work time to engage in local community and social contribution activities. Employees have spent a total of 2,394 hours since starting the initiative in 2014 conducting support activities for thousands of people, including those who have lost their home, households in need of relief from abuse, elderly persons seeking someone to talk with and people requiring help with cleaning and tidying, through 39 social contribution related organizations.

## Participating in a Charity Band Competition



At Safety National of the U.S.-based Delphi Group, employee volunteers participated in a charity band competition held in the local community in September of each year. In this competition, people vote for the best performance via donations. With support from

colleagues, friends and families, an employee band from the company has won the competition for the past five years after receiving the largest amount of donations from the audience. The donations collected have been made to over 170 NPOs through a local support organization.

## Contribution to the Hawaiian Community

U.S.-based First Insurance Company of Hawaii aims to make Hawaii into a lively community filled with dynamism by taking a leadership role in the local community and taking on regional and social contribution activities. The company made a contribution to the local community and society through a number of initiatives in 2015.

- Delivered over 500 meals to the elderly in need of care through a food delivery program called Meals on Wheels.
- Conducts a free-of-charge child seat safety verification service through company experts on the fourth Friday of every month .
- Set up a flowerbed at an elementary school and painted it to coincide with "Make a difference day," a day set aside for local and social contribution in the Hawaiian community on October 10, 2015.
- The company also collected over USD48,000 worth of donations from fundraising events and from individuals and used it through Aloha United Way, an organization that supports people in need of support in the local community. Including this initiative, a total of USD600,000 was donated to various NPOs in 2015.



# Development and Utilization of Diverse Human Resources

In order to maximize the potential of our human resources in supporting global business expansion, the Company is working to develop human resources who bring forth a positive cycle of growth and performance / work and life. Management relating to the development and utilization of human resources is controlled by respective personnel departments at Group companies and at the Group level by executive officers in charge of personnel at Tokio Marine Holdings. The implementation status is monitored via the Board of Directors and Management Meetings of respective Group companies.

## Fair and Honest Personnel Affairs



The Tokio Marine Group aims to “continuously build an open and dynamic corporate culture that enables each and every employee to demonstrate his or her creative potential” and to enhance employee motivation by promoting a transparent and fair personnel system.

## Development of Human Resources



Tokio Marine Group considers its employees to be its most valuable assets and is aiming to enhance the growth of each employee and boost the collective capabilities of the organization 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.

## Reform of Working Styles

Given changes in family and community environments surrounding employees, Tokio Marine Group has been striving to reform working styles with the aims of driving sustainable growth of the company and employees and fostering a corporate culture in which employees respect each other's diverse values.

## Health Management and 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.



## 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 \(Number of employees, basic employee data, etc.\)](#)

### 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 2015 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 \(Employee attitude survey\)](#)

### 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 \(Labor union participation rate\)](#)

# Development of Human Resources

Tokio Marine Group believes harnessing the power of its people to be indispensable to become a “Good Company.” The Group harnesses a spirit that has been cherished by our predecessors since our earliest days that focuses on the five areas of taking on challenges, openness and dynamism, customer orientation, social contribution (contribute to society and people) and a global perspective, which form the basis of human resources development. We provide various opportunities to foster a corporate culture in which each employee can embrace change and constantly continue to grow.

## Aiming to be the Most Successful Company in Japan Where People Can Grow and Develop

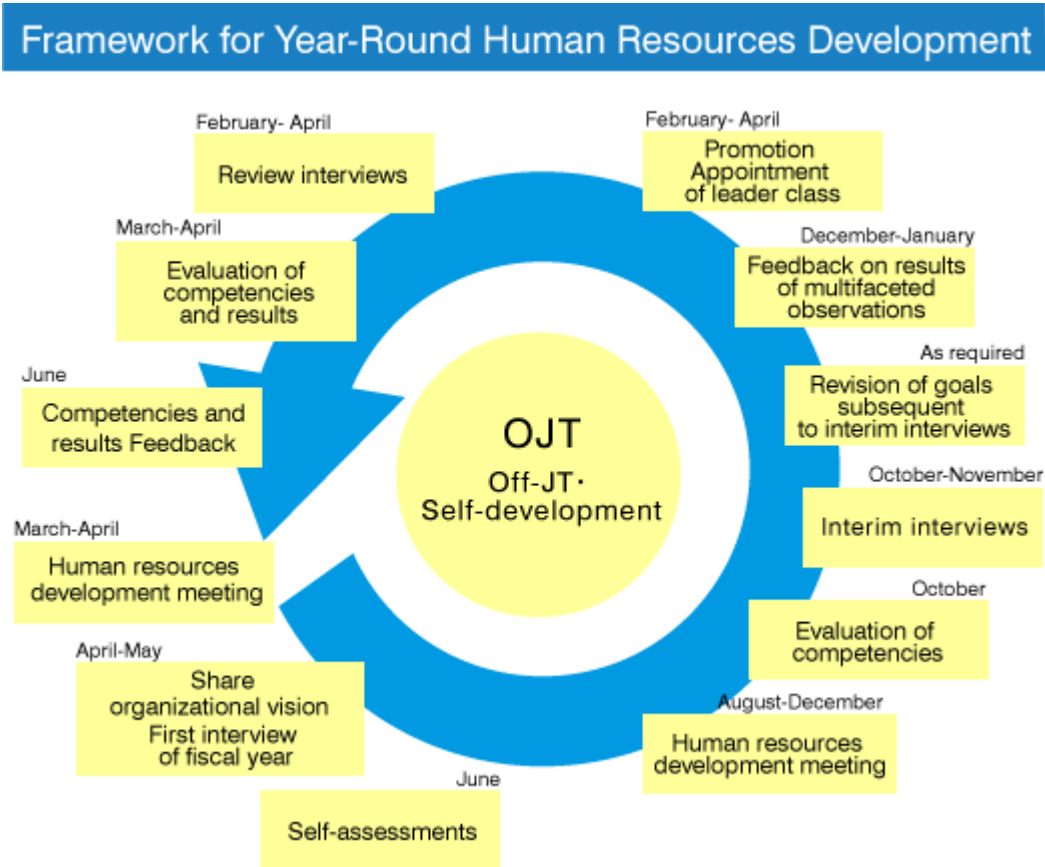
For Tokio Marine Group, people and the trust built up by those people are the source of all of our competitiveness, and thus human resources development is an extremely important theme. In order to become a company which provides customers with a sense of security, is selected by customers and constantly grows, as stated in our mid-term business plan, Tokio Marine & Nichido aims to become the most successful company in Japan where people can grow and develop. We are also creating a framework within our corporate systems that supports self-help in order to meet the idea that each employee has the desire to grow.

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

Tokio Marine & Nichido regularly conducts interviews between supervisors and their subordinates so that each employee can realize his or her own career vision. In the interviews, employees share what they want to become and their strengths and weaknesses, and challenging roles are assigned that lead to the growth of respective subordinates. The year-round dialogue between supervisors and subordinates concerning on-the-job training (OJT), off-the-job training (Off-JT) and planned self-development efforts seeks to enhance each employee's competencies (in behavior and thinking).

In addition to a wide range of correspondence-based training activities, including Rank-Specific Training, Stage-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)



> CSR Performance Data (Employee Training)

## 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. It is a key personnel system for maintaining and expanding the energy of employees by allowing them to apply for jobs they want to try. 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

<p><b>U-turn transfers</b></p>	<p>An application type transfer in which employees in jobs not subject to relocation can take on the challenge of new jobs outside the traditional framework with a temporary relocation on the condition that they must return to their original localities.</p>
<p><b>I-turn transfers</b></p>	<p>An application type transfer in which employees in jobs not subject to relocation can continue working after changing localities due to reasons such as marriage or a parent's or spouse's relocation. Employees are able to relocate while maintaining their position in the company at the same level of compensation.</p>

\* Not all employee relocation requests are approved.

> CSR Performance Data (Job Request System)

# Promotion of Global Human Resources Strategy

Amid the increasing importance of overseas business, Tokio Marine Group considers it essential to build a human resources base that supports development into a global insurance group through the hiring and developing of diverse human resources at Group companies around the world. To achieve this goal, we formulated a global human resources strategy and have been promoting various measures on an ongoing basis since 2012.

## Pillar of Tokio Marine Group Global Human Resources Strategy

- (1) Develop Global Leaders
- (2) Develop human resources by function in line with expertise
- (3) Expand the base of the global talent pool
- (4) Establish systems and infrastructure to spread the Company's corporate philosophy

Of the aforementioned, (1) Develop Global Leaders is a particularly important challenge and we are implementing a number of measures aimed at development that include training for Global Leader candidates selected from Group companies worldwide.

In addition, Tokio Marine Group started the Global Job Rotation Program in fiscal 2011 from the perspective of actively utilizing motivated and capable overseas local talent. These and other initiatives are being undertaken to develop and utilize human resources for each function in line with expertise.

The Group also provides a variety of development opportunities with the aim of broadening the horizons of this group of global human resources. This includes short-term overseas training programs for third-year employees of Tokio Marine & Nichido, which started in fiscal 2012, and the dispatch of overseas trainees.

### <Case> Global Leadership Development Program for Overseas Local Talent



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

In the MGL, approximately 20 middle-management employees gather 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 with the opportunity to deepen their understanding of Tokio Marine Group's values and vision. Participants carried out action learning based on the theme "What should be done to become a 'Good Company?'" At the end of the program, each team delivered a presentation to management and engaged in a spirited exchange of opinions.

A specialized department to take charge of global human resources was established at Tokio Marine Holdings to steadily promote this initiative. At the same time, the Company regularly holds the Global Human Resources Conference by gathering the human resources department managers of major Group companies to discuss measures to strengthen cooperation among human resources departments, human resources development common to the Group, personnel strategies and other matters. The Tokio Marine HR Policy, the foundation for personnel policies of the overseas insurance business, was formulated in 2011 and is being disseminated overseas.

Going forward, the Company will continue to develop concrete measures while actively incorporating the opinions and requests of Group companies around the world.

# 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.

In addition, as a recent example in promoting diversity, Tokio Marine & Nichido established a new “wide-area” employee framework as part of personnel system reforms made in April 2016, in which Area Course employees who are not subject to transfers that would require relocation without their consent can transfer in line with home relocation inside a certain area based on the individual’s preference. This broadens the opportunity for active roles and enables more varied experiences for Area Course employees, which helps drive employee growth.

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 (286 employees as of June 1, 2016).

A total of 132 employees with disabilities (as of June 1, 2016), 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 in Which All People Respect and Support Each Other

Tokio Marine & Nichido Systems is actively taking measures to employ persons with disabilities, such as by making offices barrier free and hiring physically challenged persons as IT engineers. The company has also hired visually impaired persons who continue to provide in-house massage services. Further, the company also launched an internal café, Smile Café, and Smile Office Service, which provides general administration services such as producing name cards and making printouts through persons with intellectual disabilities. These services continue today. Smile Café 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 cheering up each other and enhancing work satisfaction.



- > [Tokio Marine & Nichido Systems](#) 

## Empowering Female Employees

At Tokio Marine Group consolidated companies in Japan, we aim to provide customers with products and services that achieve even greater customer satisfaction by further empowering and promoting the growth of female employees, who account for more than 40% of employees, in keeping with the Group's Corporate Philosophy. 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, the president of Tokio Marine & Nichido has been advocating the promotion of diversity as one of the company's growth strategies in addition to stressing the importance of strengthening efforts aimed at diversity at the branch manager conference and other venues. In February 2013, Tokio Marine & Nichido established the Diversity Promotion Team within the Human Resources Planning Department, as the company accelerates initiatives for empowering women.



To expand job opportunities for female employees who work globally, regarding new recruitment, we aim to hire more than 20% of woman through the global course, which offers many opportunities to work at various divisions or locations including overseas, up until the end of March 2019.

For management-level positions, we continually work to transform awareness with initiatives that include incorporating "promotion of female empowerment" as a theme in management training and making the creation of an organization in which diverse human resources can play active roles an assessment item of the Role Challenge System (internal assessments). In 2015, we became a member of the IkuBoss Alliance. Through IkuBoss seminars, we continue to awareness-raising of superiors who consider work-life balance and support the careers and lives of their staff.


To continuously develop female executives, Tokio Marine & Nichido, with its fundamental three-pronged approach of setting expectations, conducting training and providing opportunities, gives female employees responsibilities based on their individual career vision, provides year-round OJT, implements job rotation and selection-based training programs such as an area course career plan training program that transcends division as part of a larger environment that allows women to take on challenges according to their intentions and abilities.

As a result of these initiatives, the number of women in management-level positions (excluding executive officer) rose from eight in 2004 to 198 in 2016 at Tokio Marine & Nichido, marking approximately 25-fold increase. There are also a large number of women taking on active roles as managers on the frontline of sales and claims service. The company will continue to promote such efforts and expects the female manager rate to increase more than 20% in 2030.

A strong push is also being made to appoint women to executive positions. At Tokio Marine & Nichido, there are two female executive officers as of 2016, one of whom was the first woman promoted to the position of managing executive officer in fiscal 2015. Three other Group companies already have women in executive positions. In addition, one of the three Outside Directors and one of the three Outside Audit & Supervisory Board Members at Tokio Marine Holdings are women while two of the three Outside Audit & Supervisory Board Members at Tokio Marine & Nichido are female in order to ensure that a more diverse range of opinions is reflected in management.

In addition, Tokio Marine Holdings was selected as a "Nadeshiko Brand" in fiscal 2015, the second time following fiscal 2013, in recognition of group-wide efforts to empower women and performance in terms of results and on a financial front. Further, the president announced his advocacy of a declaration of action stating that a group of male leaders dedicated to empowering women would accelerate the active participation of women who shine.

Tokio Marine & Nichido Career Service was granted "Eruboshi" certification by the Minister of Health, Labour and Welfare on April 28, 2016 as an outstanding company in terms of conditions related to promoting the active participation of women. The certification has three stages depending on the number of assessment items fulfilled and the company received the top certification.

- [Tokio Marine & Nichido \(Empowering Female Employees\) \(in Japanese\)](#) 
- [CSR Performance Data \(Number of directors and managers\)](#)

## 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 \(System for continued employment for older employees\)](#)



## Reform of Working Styles

Given changes in family and community environments surrounding employees, Tokio Marine Group has been striving to reform working styles with the aims of driving sustainable growth of the company and employees and fostering a corporate culture in which employees respect each other's diverse values.

### Initiatives in Pursuit of Highly Productive Working Styles

Tokio Marine & Nichido is pushing ahead with various initiatives in pursuit of highly productive working styles in order to provide even higher added value to customers.

As examples, the company initiated Go Go Challenge Day (employees finish work at 5:30 p.m. once per week) and Season Challenge (all lights off and employees finish work at 8:00 p.m. for one month four times a year) so as to establish the custom of each employee controlling his or her own work hours independently. In doing so, the company aims for all employees to carry out these working practices.

In addition, Tokio Marine & Nichido and Tokio Marine & Nichido Life allow the use of the CLOMO app from mobile devices by all employees, which enables the confirmation, sending and receiving of company email when on the move or with a client. Tablet devices have been distributed mainly to persons in charge of sales, which has helped create an environment whereby work that could previously only be done in the office can now be done from anywhere. On top of this, these companies also allow the use of the thin-client system, mainly by management staff and persons eligible for the planning operations-type discretionary work system, thus supporting diversification and greater flexibility in work location and work times.

The time created through these initiatives is used effectively to provide high added value and to realize individual growth and a work/life balance with the aim of driving sustainable growth in both the company and employees.

➤ [CSR Performance Data \(Annual average actual working hours, number of thin-client terminal users\)](#)

### Fostering a Corporate Culture That Encourages Mutual Respect of Diverse Working Styles

To support diverse and flexible working styles, Tokio Marine Group companies have established a range of systems including nursing care leave, volunteer work leave and special consecutive paid holidays, as well as the ability to flexibly change daily working hours (working hours free choice system) and planning operations-type discretionary work system. In particular, Tokio Marine & Nichido aims for 100% of employees to take special consecutive paid holidays under this system. In addition, the working hours free choice system is now being utilized by more than 10% of our employees on a single month basis.

Through these systems, each employee has the ability to choose the best working style to fit the circumstances he or she has been placed in. This has enabled us to create an environment in which employees with diverse values and a variety of experiences, including child care and nursing care, can continue to make meaningful contribution.

➤ [CSR Performance Data \(Nursing care leave system, number of thin-client terminal users\)](#)

## Support for Balancing Work and Childcare

Tokio Marine Group supports the balance between work and childcare at each Group company. Specifically, Tokio Marine & Nichido has enhanced initiatives to support the smooth return to work of system users. These include allowing the home-use of the thin-client system for those persons taking the childcare system who are interested and wish to promote their self-development and holding seminars for employees planning to take or who are already taking maternity or paternity leave, in which they can participate with their spouse. In order to further deepen dialogue, the company has been taking a number of steps that include encouraging supervisors to join seminars for employees who use the Short Working Hours System and embracing more flexible work styles by implementing a system on a trial basis in which employees work from home using the thin-client system for employees handling both work and childcare.



In recognition of these systems and the company's other proactive initiatives for employees' childcare support, Tokio Marine & Nichido has received the following awards thus far.

Date	Sponsor	Category	Award
May 2010	NPO Himawari no Kai	Himawari Award 2010	Corporate Category Award
October 2010	Ministry of Health, Labour and Welfare	"Equality promotion company section" and "family-friendly company section" of the 2010 Equality/Balance Promotion Company Commendation	Excellent Award of the Director of the Tokyo Labor Bureau (Double award)
February 2011	Nagoya City	2010 Nagoya City Childcare Support Company Certification and Commendation System	Outstanding Award
January 2012	Nagoya City	System of approving and awarding companies promoting the active participation of women in Nagoya City in fiscal 2011	Excellent Award
October 2014	Ministry of Health, Labour and Welfare	"Family-friendly Enterprises Category" of the 2014 Equal Employment/Work-Life Balance Promotion Enterprises Commendation	Minister's Excellence Award
July 2015	Gunma Prefecture	System of certifying dynamic G companies in Gunma Prefecture in fiscal 2015	Gold certification
October 2015	Kobe City	System of commending enterprises that are fulfilling for both males and females in fiscal 2015	Selected as an enterprise that is fulfilling for both males and females
April 2016	Osaka City	System certifying leading companies in females empowerment in Osaka City	Selected as a 2-star Ikumen certified company

Additionally, in recognition of proactive initiatives for employees' childcare support, Tokio Marine & Nichido, Tokio Marine & Nichido Life, Tokio Marine & Nichido Risk Consulting 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.

\* (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) Childcare Service Use Support and (8) Partnered Childcare Centers (approximately 1,000 locations as of April 2016) .

> [CSR Performance Data \(Retiree rehiring system, maternity leave system, etc.\)](#)

# Health Management and Occupational Health and Safety

Maintaining and enhancing the physical and mental health of our employees, the driving force enabling us to continue as a company that is trusted and chosen by customers, is a critical theme of the greatest priority.

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.

## Health Management Measures

Based on a philosophy that health management is the starting point for creating the “Good Company” that Tokio Marine Group aims to be, each Group company is working to maintain and enhance the health of its employees. Through this initiative, Tokio Marine Holdings was selected as a “2016 Health & Productivity Stock” co-sponsored by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for its outstanding health management.

In addition, Tokio Marine & Nichido has become the first excellent enterprise in the Tokyo metropolitan area to be certified under Disclosure System of Excellent Enterprises in Occupational Safety and Health by the Ministry of Health, Labour and Welfare for maintaining and improving high standards of health and safety.

Going forward, we will establish an environment in which each employee works to maintain and enhance his or her health and actively strive to boost corporate value.



➤ [Supporting Health and Longevity Society \(For Supporting Customers' Health Management\)](#)

## 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 has devised a framework based on the Industrial Safety and Health Act in order to ensure appropriate consideration of safety. Each company takes both a high-risk approach and a population approach when conducting 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 has been conducting stress checks every year since 2010 even though they only became mandatory in 2015 and draws on the results to maintain self-management, line care and a good working environment. In recent years, the company has been making efforts to permeate the concept of work engagement, a so-called a first line of prevention for mental health measures that helps employees feel bright and lively as they go about their work. As measures for mental health issues, 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.

## 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 physical and mental health maintenance and enhancement and improving the workplace environment as well as measures for preventing health disorders, beginning with disorders arising from overwork.



We introduce the editorial policy of this report, CSR Performance Data and PDF links, etc.

## Overview of Group CSR Reporting >>

Overview of Tokio Marine Group CSR reporting and the Group's communication tools

## Editorial Policy >>

Our editorial policy is to report on the principal CSR activities of Tokio Marine Group in fiscal 2015 to all of our stakeholders.

## CSR Performance Data >>

Principle quantitative data for the CSR activities of Tokio Marine Group.

## Download PDF Version of the Sustainability Report >>

Tokio Marine Group Sustainability Report latest edition 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.

## Corporate Information >>

Corporate Philosophy, Company Profile, Corporate Governance and Directors, Audit & Supervisory Board Members and Executive Officers.

# Overview of Group CSR Reporting

We introduce the Tokio Marine Group Overview of Group CSR Reporting and CSR communication tools.

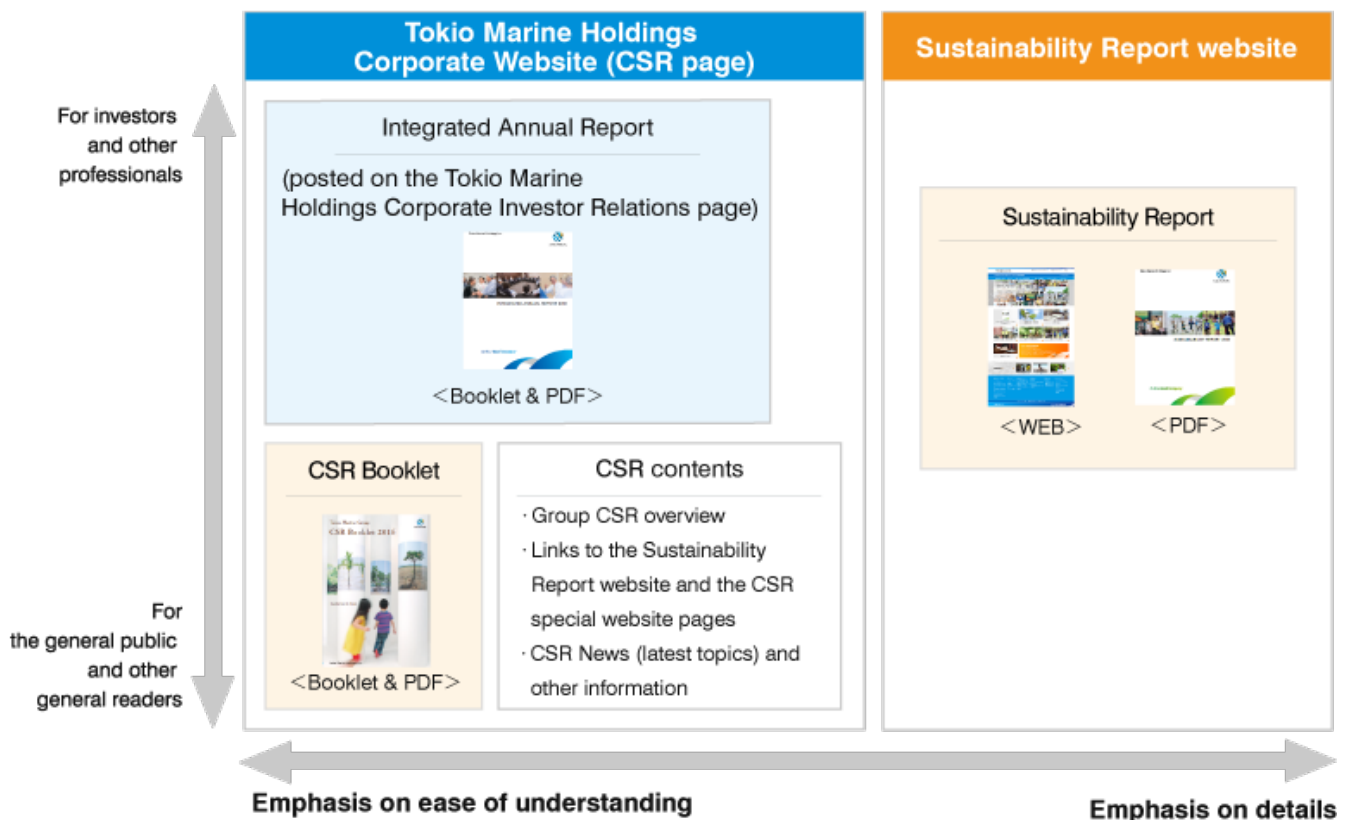
## About the Group's CSR Report

Tokio Marine Group began publishing the Environmental Report in 2000. Along with the creation of Tokio Marine & Nichido Fire Insurance through the merger of Tokio Marine and Nichido Fire in October 2004, from 2005 Tokio Marine Group has been publishing the CSR Report, which summarizes the Group's CSR activities. In 2012, we changed the name of this report to the Sustainability Report and from the perspective of conserving paper resources and enhancing convenience, we discontinued the printed version and began publishing web-based and PDF versions.

In 2015 we revamped our home page and created the Tokio Marine Holdings Corporate Website (CSR page) and the "Sustainability Report website" as part of efforts to communicate CSR information in an easier-to-understand manner and on a timely basis through multiple devices, including smartphones and tablet devices.

Tokio Marine Group is working to enhance communications with stakeholders toward a secure, safe, and sustainable future. For this reason, Tokio Marine Group believes that familiarizing numerous stakeholders with its CSR efforts and collaborating and cooperating with them is important. Therefore, we regard the CSR Report as absolutely essential in undertaking the Group's business operations and are disclosing information through this report.

## Overall Image of the Tokio Marine Group CSR Reporting



## Tokio Marine Group's Principal CSR Communication Tools

Tool	Content	Main readers	Date of publication (scheduled)	Types of media		
				Web-based	PDF	Booklet
Sustainability Report	Provides details of Tokio Marine Group's approach to CSR and related strategies using relevant data	All readers	Japanese: September	○	○	
			English: November	○	○	
CSR Booklet	Reports on the latest CSR topics in an easy-to-understand format	General readers (general public)	Japanese: June		○	○
			English: September		○	
Integrated Annual Report	Concisely describes how Group financial information relates to CSR and non-financial information while presenting medium- to long-term corporate initiatives concerning value creation	Investors	Japanese: end of August		○	○
			English: end of September		○	○



## Editorial Policy

This report is intended to report on the principal CSR activities of Tokio Marine Group in fiscal 2015 to all our 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 core themes (Providing Safety and Security, Protecting the Earth and Supporting People), and disclose detailed information. This web-based report can also be viewed as a PDF file, the Tokio Marine Group Sustainability Report.



Web-based Sustainability Report 2016



PDF of Sustainability Report 2016

We also publish *Integrated Annual Report 2016* for investors and *CSR Booklet 2016 Together into the Future* for the public.

[Overview of Group CSR Reporting](#) 

## Guidelines Referred to in Preparing this Report

- Global Reporting Initiative (GRI) *Sustainability Reporting Guidelines* Version 4 (G4)
- ISO 26000 Guidance on Social Responsibility
- United Nations Global Compact, “Guidelines for Communication on Progress (COPs)”

## Scope of This Report

### Reporting organizations

Fundamentally, this report covers Tokio Marine Holdings and its major domestic and overseas Group companies.\*

\* Tokio Marine & Nichido, Nisshin Fire, Tokio Marine & Nichido Life, Tokio Marine Asset Management, etc.

**Reporting period**

This report covers activities conducted primarily during fiscal 2015 (April 2015 - March 2016). 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

- Previous edition: November 2015
- Current edition: November 2016
- Next edition: November 2017 (Scheduled)

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## CSR Performance Data

Tokio Marine Group implements a variety of CSR measures.  
Here we provide principal CSR performance data for Tokio Marine Group.

### Reporting Period and Reporting Organizations


Reporting period: Report on results for fiscal 2015 (April 2015 - March 2016)

Reporting organizations: Tokio Marine Holdings and major subsidiaries

- [Method of Calculation and Scope in Data Collection for Key CSR Indicators](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)  
([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

### Corporate Governance

For details, please refer to Corporate Governance Report.

- [Corporate Governance \(Corporate Governance Report\)](#) 
- [Engagement with Shareholders and Investors](#)

### Internal Control

- [Internal Control](#)

### Improving Quality from the Customer's Perspective

- [Improving Quality from the Customer's Perspective](#)

### Group Core CSR Themes and Materiality

- [Group Core CSR Themes and Materiality](#)

### CO<sub>2</sub> Emissions from Energy Sources and CO<sub>2</sub> Absorption and Fixation (Tokio Marine Holdings and major subsidiaries)

#### Reduction targets for CO<sub>2</sub> emissions

- Medium-term target (fiscal 2017): -3% (compared with fiscal 2014 level)
- Reduction target in fiscal 2016: -1% compared with the previous year

#### CO<sub>2</sub> emissions (fiscal 2015 results)

From fiscal 2015, we began calculating Scope 3 “Category 1: Purchased goods and services (Purchased paper),” “Category 3: Fuel- and energy-related activities not included in Scope 1, 2,” and “Category 5: Waste generated in operations” as we expanded the scope of calculation for CO<sub>2</sub> emissions.

Under the scope of calculation (Scope 1 + Scope 2 + Scope 3 “Category 6: Business travel (by air)” used up to fiscal 2014, CO<sub>2</sub> emissions for Tokio Marine Holdings and major subsidiaries in fiscal 2015 were 98,800 tons (domestic: 69,338 tons, overseas: 29,462 tons) versus the initial-year target of 97,334 tons (-1% from the previous fiscal year) and 100.5% compared with the previous fiscal year. The principal factor was an increase in overseas CO<sub>2</sub> emissions due to an expansion in overseas business.

#### Data coverage rate

We calculate 100% (employee base) of Tokio Marine Holdings and major subsidiaries (excluding Scope 3 “Category 5: Waste generated in operations” and “Category 6: Business travel (by air)”).

(Unit: tons)

		Fiscal 2013	Fiscal 2014	Fiscal 2015
CO <sub>2</sub> emissions		-	-	122,280 <input checked="" type="checkbox"/>
		Scope of Calculation up to fiscal 2014	87,971 (94.3% compared with the previous year)	98,317 (111.8% compared with the previous year)
Breakdown	Domestic <sup>*1</sup>	-	-	89,878 <input checked="" type="checkbox"/>
		Scope of Calculation up to fiscal 2014	65,419 (91.9% compared with the previous year)	72,978 (111.6% compared with the previous year)
	Overseas <sup>*2</sup>	-	-	32,402 <input checked="" type="checkbox"/>
		Scope of Calculation up to fiscal 2014	22,552 (102.0% compared with the previous year)	25,339 (112.4% compared with the previous year)
Scope 1	Direct (Gas, heavy oil, gasoline, etc.)	15,900 Domestic 11,969 Overseas 3,930	14,830 Domestic 10,770 Overseas 4,060	14,954 <input checked="" type="checkbox"/> Domestic <sup>*1</sup> 10,750 <input checked="" type="checkbox"/> Overseas <sup>*2</sup> 4,203 <input checked="" type="checkbox"/>
Scope 2	Indirect (Electricity, chilled/hot water, etc.)	66,606 Domestic 50,543 Overseas 16,063	78,284 Domestic 59,510 Overseas 18,774	77,854 <input checked="" type="checkbox"/> Domestic <sup>*1</sup> 55,863 <input checked="" type="checkbox"/> Overseas <sup>*2</sup> 21,991 <input checked="" type="checkbox"/>

(Unit: tons)

		Fiscal 2013	Fiscal 2014	Fiscal 2015
Scope 3	Total	5,466 Domestic 2,907 Overseas 2,559	5,202 Domestic 2,698 Overseas 2,504	29,472 ✓ Domestic* <sup>1</sup> 23,264 ✓ Overseas* <sup>2</sup> 6,208 ✓
	Category 1: Purchased goods and services (Paper usage)	-	-	17,036 ✓ Domestic* <sup>1</sup> 15,629 ✓ Overseas* <sup>2</sup> 1,407 ✓
	Category 3: Fuel- and energy-related activities not included in Scope 1, 2 (Electricity, steam and chilled/hot water usage)	-	-	5,589 ✓ Domestic* <sup>1</sup> 4,056 ✓ Overseas* <sup>2</sup> 1,534 ✓
	Category 5: Waste generated in operations (Waste generation)	-	-	855* <sup>3</sup> ✓
	Category 6: Business travel (by air)	5,466 Domestic 2,907 Overseas 2,559	5,202 Domestic 2,698 Overseas 2,504	5,992 ✓ Domestic* <sup>1</sup> 2,725 ✓ Overseas* <sup>2</sup> 3,267 ✓ (Coverage rate 74.1%)
		-	-	3.31
CO <sub>2</sub> emissions per employee	Scope of Calculation up to fiscal 2014	2.64 (93.3% compared with the previous year)	2.91 (110.2% compared with the previous year)	2.68 (92.1% compared with the previous year)
Number of employees (consolidated fiscal year base)		33,310	33,829	36,902
CO <sub>2</sub> absorption and fixation				
* Excluding CO <sub>2</sub> absorption and fixation through mangrove planting		2,951	3,310	3,447 ✓

**Data calculation method (☑ items)**

➤ [Method of Calculation and Scope in Data Collection for Key CSR Indicators](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)

([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

“1. Calculation Method of CO<sub>2</sub> emissions originating from energy consumption and CO<sub>2</sub> absorption and fixation”

**Data collection scope (☑ items)**

\*1 [Method of Calculation and Scope in Data Collection for Key CSR Indicators](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)

([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

Companies in which the headquarters is in Japan of “2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2016)”

\*2 [Method of Calculation and Scope in Data Collection for Key CSR Indicators](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)

([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 


Companies in which the headquarters is located overseas of “2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2016)”

\*3 Tokio Marine & Nichido Fire Insurance Co., Ltd., Nisshin Fire & Marine Insurance Co., Ltd., Tokio Marine & Nichido Facilities, Inc., and Tokio Marine Nichido Samuel Co., Ltd.


## Environmental Load Data (Tokio Marine Holdings and major subsidiaries)

	Units	Fiscal 2013	Fiscal 2014	Fiscal 2015
Electricity usage	1,000 kWh (GJ)	143,787 (517,632)	146,481 (527,192)	148,124 ☑ (533,246)
Gas usage	1,000 m <sup>3</sup> (GJ)	1,734 (74,149)	1,606 (68,664)	1,548 ☑ (66,152)
Steam and chilled/hot water usage	GJ	29,832	27,631	24,869 ☑
Gasoline usage	kℓ (GJ)	5,561 (192,395)	4,885 (168,974)	4,933 ☑ (170,711)
Heavy oil usage	ℓ (GJ)	28,918 (1,131)	25,990 (1,016)	24,498 ☑ (957)
Business travel (by air)	1,000 km	48,283	47,780	56,513 ☑
Paper usage	t	9,550	9,090	9,309 ☑

#### Data calculation method (✔ items)

- [Method of Calculation and Scope in Data Collection for Key CSR Indicators](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf) ([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 
- “1. Calculation Method of Environmental load data”

#### Data collection scope (✔ items)

- [Method of Calculation and Scope in Data Collection for Key CSR Indicators](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf) ([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 
- Companies of “2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2016)”

## CO<sub>2</sub> Emissions from Energy Sources (Tokio Marine & Nichido)

### CO<sub>2</sub> 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 2016: -1% compared with the previous year

### CO<sub>2</sub> emissions (fiscal 2015 results)

From fiscal 2015, we began calculating Scope 3 “Category 1: Purchased goods and services (Purchased paper),” “Category 3: Fuel- and energy-related activities not included in Scope 1, 2,” and “Category 5: Waste generated in operations” as we expanded the scope of calculation for CO<sub>2</sub> emissions.:

For (Scope 1 + Scope 2 + Scope 3 “Category 6: Business travel (by air)” used up to fiscal 2014, CO<sub>2</sub> emissions for Tokio Marine & Nichido in fiscal 2015 were 53,590 tons versus the initial-year target of 56,971 tons (-1% from the previous fiscal year) and 93.1% compared with the previous fiscal year. The principal factors were a decrease in electricity usage due to energy conservation efforts and an improvement in the CO<sub>2</sub> emission coefficient of domestic electric power producers.

### Data coverage rate


100.0% of Tokio Marine & Nichido overall (employee base)



(Unit: tons)

		Fiscal 2013	Fiscal 2014	Fiscal 2015
CO <sub>2</sub> emissions		-	-	70,631 ✓
	Scope of Calculation up to fiscal 2014	50,642 (95.3% compared with the previous year)	57,546 (113.6% compared with the previous year)	53,590 ✓ (93.1% compared with the previous year)
Scope 1	Direct (Gas, heavy oil, gasoline, etc.)	8,393	7,987	7,756 ✓
Scope 2	Indirect (Electricity, chilled/hot water, etc.)	40,560	47,777	44,177 ✓
Scope 3	Total	1,689	1,781	18,699 ✓
	Category 1: Purchased goods and services (Paper usage)	-	-	13,025 ✓
	Category 3: Fuel- and energy-related activities not included in Scope 1, 2 (Electricity, steam and chilled/hot water usage)	-	-	3,243 ✓
	Category 5: Waste generated in operations (Waste generation)	-	-	773 ✓
	Category 6: Business travel (by air)	1,689	1,781	1,658 ✓
CO <sub>2</sub> emissions per employee		-	-	4.12
	Scope of Calculation up to fiscal 2014	2.94 (95.8% compared with the previous year)	3.35 (113.9% compared with the previous year)	3.13 (93.4% compared with the previous year)
Number of employees		17,248	17,155	17,148

**Data calculation method (✔ items)**

> [Method of Calculation and Scope in Data Collection for Key CSR Indicators](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)  
 ([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

“1. Calculation Method of CO<sub>2</sub> emissions originating from energy consumption and CO<sub>2</sub> absorption and fixation”


**Data collection scope (✔ items)**

Tokio Marine & Nichido

## Environmental Load Data (Tokio Marine & Nichido)

	Units	Fiscal 2013	Fiscal 2014	Fiscal 2015
Electricity usage	1,000 kWh (GJ)	87,642 (315,512)	85,753 (308,647)	82,122 ✔ (295,640)
Gas usage	1,000 m <sup>3</sup> (GJ)	977 (41,361)	905 (38,332)	828 ✔ (36,929)
Steam and chilled/hot water usage, etc.	GJ	29,149	26,956	24,145 ✔
Gasoline usage	kℓ (GJ)	2,654 (91,822)	2,545 (88,066)	2,525 ✔ (87,365)
Heavy oil usage	ℓ (GJ)	22,807 (891,754)	23,132 (904,461)	19,046 ✔ (744,700)
Business travel (by air)	1,000 km	12,201	15,076	14,664 ✔
Water usage	1,000 m <sup>3</sup>	341	332	320 ✔
Paper usage	t	7,175	7,114	7,118 ✔
Waste	t	4,419	4,315	3,937 ✔
Recycling rate	%	51	55	57 ✔

**Data calculation method (✔ items)**

> [Method of Calculation and Scope in Data Collection for Key CSR Indicators](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)  
 ([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

“1. Calculation Method of Environmental load data”

**Data collection scope (✔ items)**

Tokio Marine & Nichido

# Human Rights and Labor

## Data coverage rate

Tokio Marine Holdings and major subsidiaries (employee base) are calculated as 100%.

Tokio Marine Holdings and domestic major subsidiaries: 65.8% of Tokio Marine Holdings and major subsidiaries (employee base)

Tokio Marine & Nichido: 46.6% of Tokio Marine Holdings and major subsidiaries (employee base)

## Basic Data

### Number of employees (Tokio Marine Holdings and major subsidiaries)

	Fiscal 2013	Fiscal 2014	Fiscal 2015
Total number of employees (consolidated fiscal year base)	33,310	33,829	36,902
Tokio Marine Holdings and domestic major subsidiaries*	Male: 13,233 Female: 10,975 Overall: 24,208	Male: 13,134 Female: 11,055 Overall: 24,189	Male: 13,044 <input checked="" type="checkbox"/> Female: 11,246 <input checked="" type="checkbox"/> Overall: 24,290 <input checked="" type="checkbox"/>
Tokio Marine Holdings and overseas major subsidiaries	Asia: 2,569 North and Central Americas: 5,950 Europe: 583 Overall: 9,102	Asia: 2,726 North and Central Americas: 6,189 Europe: 725 Overall: 9,640	Asia: 2,763 North and Central Americas: 8,962 Europe: 887 Overall: 12,612

#### Data calculation method items

\* Method of Calculation and Scope in Data Collection for Key CSR Indicators

([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

"1. Calculation Method of Basic data on human rights and labor, and use of diverse human resources"

#### Data collection scope items

\* Method of Calculation and Scope in Data Collection for Key CSR Indicators

([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2016)"

## Basic employee data (Tokio Marine & Nichido)

	Fiscal 2013	Fiscal 2014	Fiscal 2015
Average age	Male : 46.6 Female : 35.5 Overall : 41.4	Male : 46.6 Female : 35.9 Overall : 41.7	Male : 46.7 Female : 36.0 Overall : 41.7
Average years continuously employed	Male: 11.8 Female: 10.4 Overall: 11.1	Male: 11.9 Female: 10.8 Overall: 11.4	Male: 11.9 Female: 10.9 Overall: 11.5
Average salary	Approx. 8,510 thousand yen	Approx. 8,250 thousand yen	Approx. 8,910 thousand yen
Turnover rate*	2.9%	2.6%	2.1%

\* The turnover rate is calculated based on the number of personnel who quit voluntarily (excluding the age-limit retirement).

## Number of new employee hires (Tokio Marine & Nichido)

Fiscal 2013	Fiscal 2014	Fiscal 2015
Male: 88 Female: 445 Overall: 533	Male: 111 Female: 347 Overall: 458	Male: 135 Female: 512 Overall: 647

## Fair and Honest Personnel Affairs

### Employee attitude survey (Tokio Marine & Nichido)

	Fiscal 2013	Fiscal 2014	Fiscal 2015
Respondents	—	14,041 (Response rate: 81.0%)	14,925 (Response rate: 85.0%)
Level of satisfaction	—	Male: 89.0% Female: 82.0% Overall: 85.0%	Male: 89.0% Female: 83.0% Overall: 85.0%

### Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries)

Fiscal 2013	Fiscal 2014	Fiscal 2015
79.8%	80.1%	80.2%

## Development of Human Resources

### Employee Training (Tokio Marine & Nichido)

	Fiscal 2013	Fiscal 2014	Fiscal 2015
Total training hours	-	-	410,123 hrs.
Average training hours per employee	-	-	28.4 hrs.
Total training cost	-	-	¥1,033,853,272
Average training cost per employee	-	-	¥71,606

### Job request system (job posting system) (Tokio Marine & Nichido)

Fiscal 2013	Fiscal 2014	Fiscal 2015
Applicants: 243 Approval: 107	Applicants: 219 Approval: 110	Applicants: 287 Approval: 136

\* Note: Approved requests take effect in the fiscal year after that of the application.

## Utilizing Diverse Human Resources

### Number of directors and managers (Tokio Marine Holdings and domestic major subsidiaries)

	Fiscal 2013	Fiscal 2014	Fiscal 2015
Directors (including executive officers)	Male: 179 Female: 6 Overall: 185	Male: 176* Female: 7 Overall: 183*	Male: 186 <input checked="" type="checkbox"/> Female: 8 <input checked="" type="checkbox"/> Overall: 194 <input checked="" type="checkbox"/>
General managers	Male: 608 Female: 21 Overall: 629	Male: 578 Female: 23 Overall: 601	Male: 631 <input checked="" type="checkbox"/> Female: 25 <input checked="" type="checkbox"/> Overall: 656 <input checked="" type="checkbox"/>
Section managers	Male: 2,776 Female: 191 Overall: 2,967	Male: 2,824 Female: 200 Overall: 3,024	Male: 2,784 <input checked="" type="checkbox"/> Female: 225 <input checked="" type="checkbox"/> Overall: 3,009 <input checked="" type="checkbox"/>
Managers (general managers and section managers) total	Male: 3,384 Female: 212 Overall: 3,596	Male: 3,402 Female: 223 Overall: 3,625	Male: 3,415 <input checked="" type="checkbox"/> Female: 250 <input checked="" type="checkbox"/> Overall: 3,665 <input checked="" type="checkbox"/>
(Deputy managers) (only Tokio Marine & Nichido)	—	Male: 1,911 Female: 320 Overall: 2,231	Male: 1,900 Female: 347 Overall: 2,247

**Data calculation method (☑ items)**

> Method of Calculation and Scope in Data Collection for Key CSR Indicators

([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

“1. Calculation Method of Basic data on human rights and labor, and use of diverse human resources”

**Data collection scope (☑ items)**

> Method of Calculation and Scope in Data Collection for Key CSR Indicators

([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

Companies in which the headquarters is in Japan of “2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2016)”

\* Data has been corrected.

## Breakdown of number of directors (Tokio Marine Holdings and domestic major subsidiaries as of July 1, 2016)

Directors (including outside directors)	Directors (inside companies)	Audit & Supervisory Board Members	Executive Officers
Male: 84 Female: 1 Overall: 85	Male: 76 Female: 0 Overall: 76	Male: 29 Female: 4 Overall: 33	Male: 83 Female: 4 Overall: 87

## Number of female directors and managers (Tokio Marine & Nichido, as of April 1, 2016)

Directors and officers	Rate
4	5.9%

Number of managers (Rate)		Rate		
		Sales & Marketing departments	Claims service departments	Administration departments*
General managers	14 (2.5%)	2.2%	6.3%	2.4%
Section managers	184 (6.9%)	5.9%	12.8%	6.5%
(Reference) Deputy managers	436 (15.3%)	14.8%	14.5%	16.4%

\* including overseas representatives

**Number of persons newly promoted to managerial posts (Tokio Marine & Nichido, as of April 1, 2016)**

Male	Female	Total
127	27	154

**Number of employees using the system for continued employment of older employees (Tokio Marine Holdings and domestic major subsidiaries)**

Fiscal 2013	Fiscal 2014	Fiscal 2015
745	698	645

**Rate of employment of persons with disabilities (domestic Group companies, as of June 1, 2016)**

Fiscal 2013	Fiscal 2014	Fiscal 2015
2.20%	2.22%	2.17%

## Reform of Working Styles

**Retiree rehiring system (Tokio Marine Holdings and domestic major subsidiaries)**

Fiscal 2013	Fiscal 2014	Fiscal 2015
8	14	17

**Maternity leave system (Tokio Marine Holdings and domestic major subsidiaries)**

Fiscal 2013	Fiscal 2014	Fiscal 2015
432	477	592

**Childcare leave system (Tokio Marine Holdings and domestic major subsidiaries)**

Fiscal 2013	Fiscal 2014	Fiscal 2015
Male: 13 Female: 754 Overall: 767	Male: 28 Female: 750 Overall: 778	Male: 124* Female: 919 Overall: 1,043

\* At Tokio Marine & Nichido, 116 male employees within 261 eligible persons took the leave (taking leave rate: 44.4%)

### Short working hours system (Tokio Marine Holdings and domestic major subsidiaries)

Fiscal 2013	Fiscal 2014	Fiscal 2015
730	830	909

### Resumption of work support system (Tokio Marine Holdings and domestic major subsidiaries)

Fiscal 2013	Fiscal 2014	Fiscal 2015
785	822	888

### Spouse childbirth leave (Tokio Marine Holdings and domestic major subsidiaries)

Fiscal 2013	Fiscal 2014	Fiscal 2015
22	34	37

### Nursing care leave system (Tokio Marine Holdings and domestic major subsidiaries)

Fiscal 2013	Fiscal 2014	Fiscal 2015
4	8	7

### Nursing care temporary retirement system (Tokio Marine Holdings and domestic major subsidiaries)

Fiscal 2013	Fiscal 2014	Fiscal 2015
2	3	14

### Annual average actual working hours (Tokio Marine & Nichido)

Fiscal 2013	Fiscal 2014	Fiscal 2015
1,969.9 hrs.	1,967.9 hrs.	1,954.2 hrs.



## Monthly average overtime hours (Tokio Marine & Nichido)

Fiscal 2013	Fiscal 2014	Fiscal 2015
21.8 hrs.	21.0 hrs.	20.3 hrs.

\* Including legal overtime hours

## Number of annual paid leave days taken (Tokio Marine & Nichido)

Fiscal 2013	Fiscal 2014	Fiscal 2015
14.4 days	14.3 days	13.8 days

## Number of thin-client terminal users (at home and/or out of office) (Tokio Marine & Nichido)

Fiscal 2013	Fiscal 2014	Fiscal 2015
4,210	4,616	4,519 (All employees: 12,255)



## Health Management and Occupational Health and Safety

### Percentage of employees who received health check (Tokio Marine Holdings and domestic major subsidiaries)



Fiscal 2013	Fiscal 2014	Fiscal 2015
99.7%	99.9%	99.8%

### Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries)


#### (Occupational accidents)

Fiscal 2013	Fiscal 2014	Fiscal 2015
43	47 	47 

#### (Commuting accidents)


Fiscal 2013	Fiscal 2014	Fiscal 2015
63	48 	51 

#### Data calculation method (☑ items)

> Method of Calculation and Scope in Data Collection for Key CSR Indicators  
([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

“1. Calculation Method of Industrial accidents”

#### Data collection scope (☑ items)

> Method of Calculation and Scope in Data Collection for Key CSR Indicators  
([http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr\\_indicators.pdf](http://www.tokiomarinehd.com/en/sustainability/library/pdf/csr_indicators.pdf)) (68.9KB) 

Companies in which the headquarters is in Japan of “2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2016)”

## Human Rights

### Human rights training participation rate (Tokio Marine Holdings and domestic major subsidiaries)

Fiscal 2013	Fiscal 2014	Fiscal 2015
100.0%	100.0%	99.7%

### Human rights training hours (Tokio Marine & Nichido)

	Fiscal 2013	Fiscal 2014	Fiscal 2015
Total training hours	22,561 hrs.	22,461 hrs.	22,472 hrs.
Training hours per employee	1 hrs.	1 hrs.	1 hrs.
Participation rate	100.0%	100.0%	100.0%

## Local Community and Social Contribution Activities

### Employee participation rate in volunteer activities (Tokio Marine Holdings and domestic major subsidiaries)

Fiscal 2013	Fiscal 2014	Fiscal 2015
77.2%	128.9%	131.3%

### Number of employees who took volunteer leave (Tokio Marine Holdings and domestic major subsidiaries)

Fiscal 2013	Fiscal 2014	Fiscal 2015
140	142	117

## Donations ((Tokio Marine Holdings and domestic major subsidiaries), including monetary and in-kind donations by employees and agents)

Fiscal 2013	Fiscal 2014	Fiscal 2015
Approx. 780 million yen (includes disaster support of approx. 50 million yen)	Approx. 1,199 million yen (includes disaster support of approx. 44 million yen)	Approx. 1,340 million yen (includes disaster support of approx. 53 million yen)

\* This includes donations by employees and agents, miscellaneous expenses for social contribution programs, payments in kind, opened facilities and employee dispatching.







# Download PDF Version of the Sustainability Report

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.

## 2016

- All Pages(10.2MB) 

## By Category

- Tokio Marine Group's CSR (2.2MB) 
- Governance (1.2MB) 
- Core Theme 1: Providing Safety and Security (2.3MB) 
- Core Theme 2: Protecting the Earth (1.1MB) 
- Core Theme 3: Supporting People (899.8KB) 
- CSR Library (646.5KB) 

For inquiries concerning the Sustainability Report, please contact:


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## Back Numbers





- Tokio Marine Group Sustainability Report 2015 (8.9MB) 
- Tokio Marine Group Sustainability Report 2014 (17.3MB) 
- Tokio Marine Group Sustainability Report 2013 (10.9MB) 
- Tokio Marine Group Sustainability Report 2012 (6.5MB) 
- Tokio Marine Group e-CSR report 2011 (4.2MB) 
- Tokio Marine Group CSR report 2010 (5.5MB) 
- Tokio Marine Group CSR report 2009 (2.9MB) 
- Tokio Marine Group CSR report 2008 (2MB) 
- Millea Group CSR Report 2007 (1.1MB) 
- Millea Group CSR Report 2006 (1.9MB) 
- Millea Group CSR Report 2005 (1.1MB) 

# Third-Party Assurance




Tokio Marine Holdings has received a third-party assurance of the *Tokio Marine Group Sustainability Report 2016* from Ernst & Young Sustainability Co., Ltd with the aim of further improving the level of communication with stakeholders. (The independent third-party assurance logo  is marked where appropriate) .

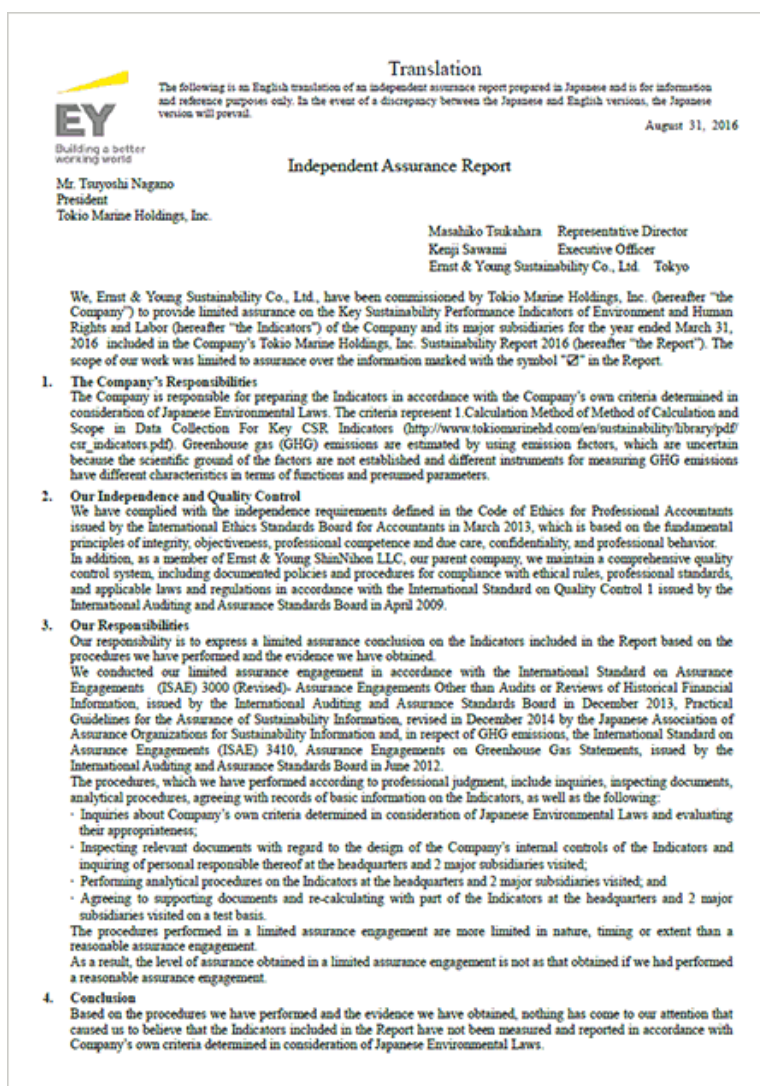
By obtaining the external assurance, we will work to improve the quality of Tokio Marine Group sustainability reporting.

## Environment

-  CO<sub>2</sub> emissions from Energy Sources and CO<sub>2</sub> Absorption and Fixation (Tokio Marine Holdings and major subsidiaries)
-  Environmental Load Data (Tokio Marine Holdings and major subsidiaries)
-  CO<sub>2</sub> Emissions from Energy Sources (Tokio Marine & Nichido)
-  Environmental Load Data (Tokio Marine & Nichido)

## Human Rights and Labor

-  Number of employees (Tokio Marine Holdings and major subsidiaries)
-  Number of directors and managers (Tokio Marine Holdings and domestic major subsidiaries)
-  Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries)












Click on the image for an expanded view.

# GRI Content Index

*Sustainability Report 2016* is prepared in accordance with the Core option of the Global Reporting Initiative (GRI) *Sustainability Reporting Guidelines* Version 4 (G4)

## General Standard Disclosures



General Standard Disclosures		Web Links [Reason of Omission]	External Assurance
Strategy and Analysis			
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	> <a href="#">Top Message</a>	
Organizational Profile			
G4-3	Name of the organization	> <a href="#">About Us (Company Information)</a> 	
G4-4	Primary brands, products, and services	> <a href="#">Tokio Marine Group</a> 	
G4-5	Location of the organization's headquarters	> <a href="#">About Us (Company Information)</a> 	
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	> <a href="#">Tokio Marine Group</a> 	
G4-7	Nature of ownership and legal form	> <a href="#">Investor Relations (Stock Information)</a> 	
G4-8	Markets served	> <a href="#">Tokio Marine Group</a> 	
G4-9	Scale of the organization, including the number of employees, the number of operations, net sales, total capitalization and quantity of products or services provided	> <a href="#">Tokio Marine Group</a>  > <a href="#">Investor Relations (Financial Highlights)</a> 	
G4-10	Total number of employees, total number of permanent employees and total workforce	> <a href="#">CSR Performance Data (Human Rights and Labor)</a>  [Non-disclosure of employment contract, employment type, gender (overseas)]	○
G4-11	Percentage of total employees covered by collective bargaining agreements	> <a href="#">CSR Performance Data (Human Rights and Labor (Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries))</a>	
G4-12	Organization's supply chain	> <a href="#">CSR in the Value Chain</a>	
G4-13	Any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	> <a href="#">Editorial Policy (Reporting organizations and Reporting period)</a>	

General Standard Disclosures		Web Links [Reason of Omission]	External Assurance
<b>Commitments to External Initiatives</b>			
G4-14	Whether and how the precautionary approach or principle is addressed by the organization	<ul style="list-style-type: none"> <li>&gt; <a href="#">Risk Management</a></li> <li>&gt; <a href="#">External Evaluations and Awards and Participation in Initiatives</a></li> <li>&gt; <a href="#">CSR Promotion Structure and Initiatives for Permeating CSR within the Group</a></li> </ul>	
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	<ul style="list-style-type: none"> <li>&gt; <a href="#">External Evaluations and Awards and Participation in Initiatives</a></li> <li>&gt; <a href="#">Sustainable Investment and Financing</a></li> </ul>	
G4-16	Memberships of associations and national or international advocacy organizations in which the organization holds a position on the governance body, etc.	<ul style="list-style-type: none"> <li>&gt; <a href="#">External Evaluations and Awards and Participation in Initiatives</a></li> </ul>	
<b>Identified Material Aspects and Boundaries</b>			
G4-17	All entities included in the organization's consolidated financial statements or equivalent documents	<ul style="list-style-type: none"> <li>&gt; <a href="#">Tokio Marine Group</a> </li> </ul>	
G4-18	The process for defining the report content and the Aspect Boundaries	<ul style="list-style-type: none"> <li>&gt; <a href="#">Group Core CSR Themes and Materiality</a></li> </ul>	
G4-19	All the material Aspects identified in the process for defining report content	<ul style="list-style-type: none"> <li>&gt; <a href="#">Group Core CSR Themes and Materiality</a></li> </ul>	
G4-20	For each material Aspect, report the Aspect Boundary within the organization	<ul style="list-style-type: none"> <li>&gt; <a href="#">Group Core CSR Themes and Materiality</a></li> </ul>	
G4-21	For each material Aspect, report the Aspect Boundary outside the organization	<ul style="list-style-type: none"> <li>&gt; <a href="#">Group Core CSR Themes and Materiality</a></li> </ul>	
G4-22	The effect of any restatements of information provided in previous reports, and the reasons for such restatements	<ul style="list-style-type: none"> <li>&gt; <a href="#">Editorial Policy (Reporting organizations and Reporting period)</a></li> </ul>	
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	Not applicable	

General Standard Disclosures		Web Links [Reason of Omission]	External Assurance
<b>Stakeholder Engagement</b>			
G4-24	A list of stakeholder groups engaged by the organization	> <a href="#">Stakeholder Engagement</a>	
G4-25	The basis for identification and selection of stakeholders with whom to engage	> <a href="#">Stakeholder Engagement</a>	
G4-26	The organization's approach to stakeholder engagement	> <a href="#">Stakeholder Engagement</a>	
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns	> <a href="#">Stakeholder Engagement</a>	
<b>Report Profile</b>			
G4-28	Period for information provided	> <a href="#">Editorial Policy (Reporting organizations and Reporting period)</a>	
G4-29	Date of most recent previous report	> <a href="#">Editorial Policy (Dates of Publication)</a>	
G4-30	Reporting cycle	> <a href="#">Editorial Policy (Dates of Publication)</a>	
G4-31	The contact point for questions regarding the report or its contents	> <a href="#">Editorial Policy (For inquiries)</a>	
G4-32	The "in accordance" option the organization has chosen	> <a href="#">GRI Content Index</a>	
G4-33	The organization's policy and current practice with regard to seeking external assurance for the report	> <a href="#">Third-Party Assurance</a>	
<b>Governance</b>			
G4-34	The governance structure of the organization	> <a href="#">Corporate Governance</a>	
<b>Ethics and Integrity</b>			
G4-56	The internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity	> <a href="#">Tokio Marine Group's Approach to CSR</a>	



## Specific Standard Disclosures

Material Aspects/DMA and Indicators		Web Links [Reason of Omission]	External Assurance	
DMA (Disclosures on Management Approach)				
Aspect: Economic Performance		<ul style="list-style-type: none"> <li>&gt; Corporate Governance</li> <li>&gt; Tokio Marine Group's Approach to CSR</li> </ul>		
Aspect: Indirect Economic Impacts		<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; Plans and Results of CSR Initiatives</li> <li>&gt; Local Community and Social Contribution Activities Leading to Safety and Security</li> <li>&gt; Local Community and Social Contribution Activities Leading to Global Environmental Protection</li> <li>&gt; Local Community and Social Contribution Activities Supporting People</li> </ul>		
Indicators				
Aspect: Economic Performance				
Category: Economic	G4-EC1	Direct economic value generated and distributed	<ul style="list-style-type: none"> <li>&gt; Integrated Annual Report </li> <li>&gt; CSR Performance Data (Local Community and Social Contribution Activities)</li> </ul>	
	G4-EC2	Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure	<ul style="list-style-type: none"> <li>&gt; Core Theme 1: Providing Safety and Security (Risks and Opportunities Associated with Climate Change)</li> </ul>	
	Indirect Economic Impacts			
	G4-EC7	The extent of development of significant infrastructure investments and services supported	<ul style="list-style-type: none"> <li>&gt; Providing Safety and Security through Products and Services</li> <li>&gt; Global Environmental Protection through Products and Services (Creating Value through the "Green Gift" Project)</li> <li>&gt; Local Community and Social Contribution Activities Supporting People</li> <li>&gt; Green Gift (Mangrove Planting Project) </li> </ul>	

Material Aspects/DMA and Indicators			Web Links [Reason of Omission]	External Assurance
Category: Economic	G4- EC8	Significant indirect economic impacts (including the extent of impacts)	<ul style="list-style-type: none"> <li>&gt; <a href="#">Providing Safety and Security through Products and Services</a></li> <li>&gt; <a href="#">Global Environmental Protection through Products and Services (Economic Value and Impact on Local Communities from Mangrove Planting)</a></li> </ul>	
Category: Environmental	DMA (Disclosures on Management Approach)			
	Aspect: Materials		<ul style="list-style-type: none"> <li>&gt; <a href="#">CSR Promotion Structure and Initiatives for Permeating CSR within the Group</a></li> <li>&gt; <a href="#">Plans and Results of CSR Initiatives</a></li> <li>&gt; <a href="#">Promotion of Environmental Management</a></li> </ul>	
	Aspect: Energy			
	Aspect: Water			
	Aspect: Biodiversity			
	Aspect: Emissions			
	Aspect: Effluents and Waste			
	Aspect: Compliance			
	Aspect: Supplier Environmental Assessment		<ul style="list-style-type: none"> <li>&gt; <a href="#">CSR Promotion Structure and Initiatives for Permeating CSR within the Group</a></li> <li>&gt; <a href="#">Plans and Results of CSR Initiatives</a></li> <li>&gt; <a href="#">CSR in the Value Chain</a></li> </ul>	
	Indicators			
	Aspect: Materials		<ul style="list-style-type: none"> <li>&gt; <a href="#">CSR Performance Data (Environment)</a></li> </ul>	○
	G4- EN1	The total weight or volume of materials		
	Aspect: Energy		<ul style="list-style-type: none"> <li>&gt; <a href="#">CSR Performance Data (Environment)</a></li> <li>&gt; <a href="#">CSR Performance Data (Environment)</a></li> </ul>	
	G4- EN3	Energy consumption within the organization		○
	G4- EN4	Energy consumption outside the organization		○
Aspect: Water		<ul style="list-style-type: none"> <li>&gt; <a href="#">CSR Performance Data (Environment: Environmental Load Data (Tokio Marine &amp; Nichido))</a></li> </ul>		
G4- EN8	Total water withdrawal by source		○	

Material Aspects/DMA and Indicators		Web Links [Reason of Omission]	External Assurance	
Category: Environmental	Aspect: Biodiversity			
	G4-EN13	Habitats protected or restored	> <a href="#">Mangrove Planting Project</a>	
	Aspect: Emissions			
	G4-EN15	Gross direct (Scope 1) GHG emissions	> <a href="#">CSR Performance Data (Environment)</a>	○
	G4-EN16	Gross indirect (Scope 2) GHG emissions	> <a href="#">CSR Performance Data (Environment)</a>	○
	G4-EN17	Gross other indirect (Scope 3) GHG emissions	> <a href="#">CSR Performance Data (Environment)</a>	○
	G4-EN18	GHG emissions intensity ratio	> <a href="#">CSR Performance Data (Environment)</a>	
	Aspect: Effluents and Waste			
	G4-EN23	Total water discharge by quality and destination	> <a href="#">CSR Performance Data (Environment: Environmental Load Data (Tokio Marine &amp; Nichido))</a>	○
	Aspect: Compliance			
	G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Not applicable	
	Aspect: Supplier Environmental Assessment			
	G4-EN32	Percentage of new suppliers that were screened using environmental criteria	> <a href="#">CSR in the Value Chain</a>  [According to Tokio Marine & Nichido's Principle of Transactions, we ask suppliers for confirmation of "compliance with laws, regulations and social norms" and "consideration for the environment." However, the indicators are not disclosed.]	

Material Aspects/DMA and Indicators		Web Links [Reason of Omission]	External Assurance
Sub-category: Labor Practices and Decent Work			
DMA (Disclosures on Management Approach)			
Aspect: Employment		<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; Plans and Results of CSR Initiatives</li> <li>&gt; Development and Utilization of Diverse Human Resources</li> </ul>	
Aspect: Occupational Health and Safety			
Aspect: Training and Education			
Aspect: Diversity and Equal Opportunity			
Indicators			
Aspect: Employment			
G4-LA3	Return to work and retention rates after parental leave, by gender	<ul style="list-style-type: none"> <li>&gt; CSR Performance Data (Human Rights and Labor)</li> </ul> [Disclose the number of employees using the work/life balance related systems]	
Aspect: Occupational Health and Safety			
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	<ul style="list-style-type: none"> <li>&gt; CSR Performance Data (Human Rights and Labor: Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries))</li> </ul>	○
Aspect: Training and Education			
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	<ul style="list-style-type: none"> <li>&gt; Development of Human Resources</li> <li>&gt; CSR Performance Data (Human Rights and Labor: Job request system (job posting system) (Tokio Marine &amp; Nichido))</li> </ul>	
Aspect: Diversity and Equal Opportunity			
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	<ul style="list-style-type: none"> <li>&gt; CSR Performance Data (Human Rights and Labor: Number of directors and managers) (Tokio Marine Holdings and domestic major subsidiaries))</li> <li>&gt; CSR Performance Data (Human Rights and Labor: Basic Data)</li> </ul>	

Material Aspects/DMA and Indicators		Web Links [Reason of Omission]	External Assurance	
Category: Social	Sub-category: Human Rights			
	DMA (Disclosures on Management Approach)			
	Aspect: Investment		<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; Respect for Human Rights</li> </ul>	
	Indicators			
	Aspect: Investment			
	G4- HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations	<ul style="list-style-type: none"> <li>&gt; Respect for Human Rights</li> <li>&gt; CSR Performance Data (Human Rights and Labor: Human rights training hours (Tokio Marine &amp; Nichido))</li> </ul>	
Category: Social	Sub-category: Society			
	DMA (Disclosures on Management Approach)			
	Aspect: Local Communities		<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; Plans and Results of CSR Initiatives</li> <li>&gt; Providing Safety and Security through Products and Services</li> <li>&gt; Global Environmental Protection through Products and Services</li> <li>&gt; Local Community and Social Contribution Activities Supporting People</li> </ul>	
	Aspect: Anti-corruption		<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; Compliance</li> </ul>	
	Aspect: Anti-competitive Behavior			
	Aspect: Compliance			
	Aspect: Supplier Assessment for Impacts on Society		<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; CSR in the Value Chain</li> </ul>	




Material Aspects/DMA and Indicators	Web Links [Reason of Omission]	External Assurance	
<b>Indicators</b>			
<b>Aspect: Local Communities</b>			
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> <li>&gt; <a href="#">Providing Safety and Security through Products and Services</a></li> <li>&gt; <a href="#">Global Environmental Protection through Products and Services</a></li> <li>&gt; <a href="#">Local Community and Social Contribution Activities Supporting People</a></li> </ul>	
G4-FS13	Access points in low-populated or economically disadvantaged areas by type	<ul style="list-style-type: none"> <li>&gt; <a href="#">Providing Safety and Security through Products and Services (Reducing Poverty)</a></li> </ul>	
<b>Aspect: Anti-corruption</b>			
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	<ul style="list-style-type: none"> <li>&gt; <a href="#">Compliance</a></li> </ul>	
<b>Aspect: Anti-competitive Behavior</b>			
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Not applicable	
<b>Aspect: Compliance</b>			
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Not applicable	
<b>Aspect: Supplier Assessment for Impacts on Society</b>			
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	<ul style="list-style-type: none"> <li>&gt; <a href="#">CSR in the Value Chain</a></li> </ul> <p>[According to Tokio Marine &amp; Nichido's Principle of Transactions, we ask suppliers for confirmation of "compliance with laws, regulations and social norms" and "consideration for the environment." However, the indicators are not disclosed.]</p>	

Material Aspects/DMA and Indicators		Web Links [Reason of Omission]	External Assuran	
Category: Social	Sub-category: Product Responsibility			
	DMA (Disclosures on Management Approach)			
	Aspect: Product and Service Labeling	<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; Plans and Results of CSR Initiatives</li> <li>&gt; Improving Quality from the Customer's Perspective</li> </ul>		
	Aspect: Customer Privacy	<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; Information Security</li> </ul>		
	Aspect: Compliance	<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; Compliance</li> </ul>		
	Aspect: Product Portfolio	<ul style="list-style-type: none"> <li>&gt; CSR Promotion Structure and Initiatives for Permeating CSR within the Group</li> <li>&gt; Plans and Results of CSR Initiatives</li> <li>&gt; Providing Safety and Security through Products and Services</li> <li>&gt; Global Environmental Protection through Products and Services</li> </ul>		
	Indicators			
	Aspect: Product and Service Labeling			
	G4-PR5	Results of surveys measuring customer satisfaction	> Response to Customer Feedback	
	Aspect: Customer Privacy			
	G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> <li>&gt; Information Security</li> <li>&gt; Response to Customer Feedback (Fiscal 2015 Number of Customer Feedback Comments (Tokio Marine &amp; Nichido))</li> </ul>	
	Aspect: Compliance			
	G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Not applicable	

Material Aspects/DMA and Indicators		Web Links [Reason of Omission]	External Assurance
Category: Social	Aspect: Product Portfolio		
	G4- FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	> <a href="#">Providing Safety and Security through Products and Services</a>
	G4- FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	> <a href="#">Global Environmental Protection through Products and Services</a>

## (Related Materials) Tokio Marine Group's CSR Materiality

Relationships between identified CSR materiality (important issues)/CSR issues for disclosure and Important Aspects of G4 and Core Issues of ISO 26000 are as follows.

Division	CSR Materiality	Important Aspects of G4	Core Issues of ISO26000	Boundary	Web Links
Identified CSR materiality	Technological innovation	-	—	Inside and outside organization	<a href="#">Integrated Annual Report</a> 
	Strengthening of international supervisory regulations			Outside organization	<a href="#">Integrated Annual Report</a> 
	Changes in the global economy and financial environment			Inside organization	<a href="#">Integrated Annual Report</a> 
	Generate and distribute economic value	EC: Economic Performance	Organizational governance	Inside organization	<a href="#">Risk Management</a>
	Enterprise Risk Management (ERM)	-			<a href="#">Corporate Governance</a>
	Corporate governance/Internal Control				<a href="#">Internal Control</a>



Division	CSR Materiality	Important Aspects of G4	Core Issues of ISO26000	Boundary	Web Links	
Identified CSR materiality	Human resources development	LA: Training and Education	Labour practices	Inside organization	<a href="#">Development of Human Resources</a>	
	Diversity and inclusion	LA: Diversity and Equal Opportunity			<a href="#">Utilizing Diverse Human Resources</a>	
					<a href="#">Reform of Working Styles</a>	
	Climate change and natural disasters	SO: Local Communities (including FS13 and FS14)	The environment	Inside and outside organization	<a href="#">Research on Climate Change and Natural Disaster Risk</a>	
		PR: Product Portfolio (environmental benefit products, FS6, FS8)			<a href="#">Providing Safety and Security through Products and Services</a>	
		PR: Product Portfolio (social benefit products, FS6, FS7)			<a href="#">Global Environmental Protection through Products and Services</a>	
	Promoting ESG in the provision of products and services	EN: Supplier Environmental Assessment	Fair operating practices	Outside organization	<a href="#">CSR in the Value Chain</a>	
		SO: Supplier Assessment for Impacts on Society				
		PR: Product Portfolio (social benefit products, FS6, FS7, FS8)	Consumer issues	Inside and outside organization	<a href="#">External Evaluations and Awards and Participation in Initiatives</a>	
	Products and services beneficial for safety and security	PR: Compliance			Inside and outside organization	<a href="#">Sustainable Investment and Financing</a>
		PR: Product and Service Labeling				<a href="#">Improving Quality from the Customer's Perspective</a>
		PR: Customer privacy	<a href="#">Information Security</a>			

Division	CSR Materiality	Important Aspects of G4	Core Issues of ISO26000	Boundary	Web Links
Identified CSR materiality	Low birthrates and aging societies, and population demographics	SO: Local Communities	Community involvement and development	Outside organization	<a href="#">Local Community and Social Contribution Activities Supporting People</a>
	Protection of the global environment	SO: Local Communities		Outside organization	<a href="#">Local Community and Social Contribution Activities Leading to Global Environmental Protection</a>
		EN: Biodiversity	The environment		<a href="#">Promotion of Environmental Management</a>
	Local community and social contribution activities	SO: Local Communities	Community involvement and development	Outside organization	<a href="#">Local Community and Social Contribution Activities Leading to Safety and Security</a>
CSR issues for disclosure	Evaluation of human rights and anti-discrimination	HR: Investment	Human rights	Inside and outside organization	<a href="#">Respect for Human Rights</a>
	Grievance resolution	EN: Environmental Grievance mechanisms		Inside and outside organization	<a href="#">Compliance (Hotline System (Internal Whistleblower System))</a>
		SO: Grievance Mechanisms for Impacts on Society			
	Labour practices	LA: Employment	Labour practices	Inside organization	<a href="#">Fair and Honest Personnel Affairs</a>
		LA: Occupational Health and Safety			<a href="#">Tokio Marine Group's Approach to CSR (Aiming to be a Good Company)</a>
				<a href="#">Health Management and Occupational Health and Safety</a>	

Division	CSR Materiality	Important Aspects of G4	Core Issues of ISO26000	Boundary	Web Links	
CSR issues for disclosure	Reduction of environmental footprint and achieve carbon neutral	EN: Materials	The environment	Inside and outside organization	<a href="#">Promotion of Environmental Management</a>	
		EN: Emissions				
		EN: Energy				
		EN: Effluents and Waste				
		EN: Water				
		EN: Compliance				
	Anti-corruption	SO: Anti-corruption	Fair operating practices	Inside organization	<a href="#">Compliance</a>	
		SO: Anti-competitive Behavior				
		SO: Compliance				
	Consumer education	SO: Local Communities	Consumer issues	Outside organization	<a href="#">Local Community and Social Contribution Activities Leading to Safety and Security</a>	
<a href="#">Local Community and Social Contribution Activities Leading to Global Environmental Protection</a>						
PR: Product Portfolio (including social benefit products, FS6, FS7)		Community involvement and development			Outside organization	<a href="#">Local Community and Social Contribution Activities Supporting People</a>
EC: Indirect Economic Impacts						
Economic impacts on local communities	SO: Local Communities					
Promote health in local communities						

# 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	Web Links
		<ul style="list-style-type: none"> <li>&gt; <a href="#">Top Message</a></li> <li>&gt; <a href="#">CSR Promotion Structure and Initiatives for Permeating CSR within the Group</a></li> <li>&gt; <a href="#">Group Core CSR Themes and Materiality</a></li> <li>&gt; <a href="#">Relationship between Group Initiatives and SDGs</a></li> <li>&gt; <a href="#">Plans and Results of CSR Initiatives</a></li> <li>&gt; <a href="#">Corporate Governance</a></li> <li>&gt; <a href="#">Internal Control</a></li> <li>&gt; <a href="#">Stakeholder Engagement</a></li> </ul>

Core issues	Human rights	Web Links
Issue 1	Due diligence	<ul style="list-style-type: none"> <li>&gt; <a href="#">Tokio Marine Group's Approach to CSR</a></li> <li>&gt; <a href="#">External Evaluations and Awards and Participation in Initiatives (The United Nations Global Compact)</a></li> <li>&gt; <a href="#">Respect for Human Rights</a></li> <li>&gt; <a href="#">Compliance</a></li> <li>&gt; <a href="#">Fair and Honest Personnel Affairs</a></li> <li>&gt; <a href="#">CSR in the Value Chain</a></li> </ul>
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	Web Links
Issue 1	Employment and employment relationships	<ul style="list-style-type: none"> <li>&gt; <a href="#">Development and Utilization of Diverse Human Resources</a></li> <li>&gt; <a href="#">External Evaluations and Awards and Participation in Initiatives (The United Nations Global Compact)</a></li> </ul>
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	Web Links
Issue 1	Prevention of pollution	<ul style="list-style-type: none"> <li>&gt; <a href="#">Global Environmental Protection through Products and Services</a></li> <li>&gt; <a href="#">Promotion of Environmental Management</a></li> <li>&gt; <a href="#">Research on Climate Change and Natural Disaster Risk</a></li> <li>&gt; <a href="#">Local Community and Social Contribution Activities Leading to Environmental Protection</a></li> </ul>
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	Web Links
Issue 1	Anti-corruption	<ul style="list-style-type: none"> <li>&gt; <a href="#">Tokio Marine Group's Approach to CSR</a></li> <li>&gt; <a href="#">Governance</a></li> <li>&gt; <a href="#">Compliance</a></li> <li>&gt; <a href="#">CSR in the Value Chain</a></li> <li>&gt; <a href="#">External Evaluations and Awards and Participation in Initiatives (The United Nations Global Compact)</a></li> <li>&gt; <a href="#">Sustainable Investment and Financing</a></li> </ul>
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	Web Links
Issue 1	Fair marketing, factual and unbiased information and fair contractual practices	<ul style="list-style-type: none"> <li>&gt; <a href="#">Compliance</a></li> <li>&gt; <a href="#">Information Security</a></li> <li>&gt; <a href="#">Improving Quality from the Customer's Perspective</a></li> <li>&gt; <a href="#">Global Environmental Protection through Products and Services</a></li> <li>&gt; <a href="#">Local Community and Social Contribution Activities Leading to Global Environmental Protection</a></li> </ul>
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	Web Links
Issue 1	Community involvement	<ul style="list-style-type: none"> <li>&gt; <a href="#">Local Community and Social Contribution Activities Leading to Safety and Security</a></li> <li>&gt; <a href="#">Local Community and Social Contribution Activities Supporting People</a></li> <li>&gt; <a href="#">Global Environmental Protection through Products and Services (Green Gift Project: Mangrove Planting)</a></li> </ul>
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	

# Corporate Information

We introduce Tokio Marine Holdings' corporate information.

## Corporate Information



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 and Group CEO, Tsuyoshi Nagano



### Corporate Philosophy

Tokio Marine Group's Corporate Philosophy



### To Be a Good Company

Tokio Marine Group Message



### Company Information

Company profile, access map, organization chart, etc.



### Corporate Governance

Fundamental Corporate Governance Policy, Corporate Governance Report, etc.



### Internal Control

Internal Control, Compliance, Risk Management initiatives, etc.

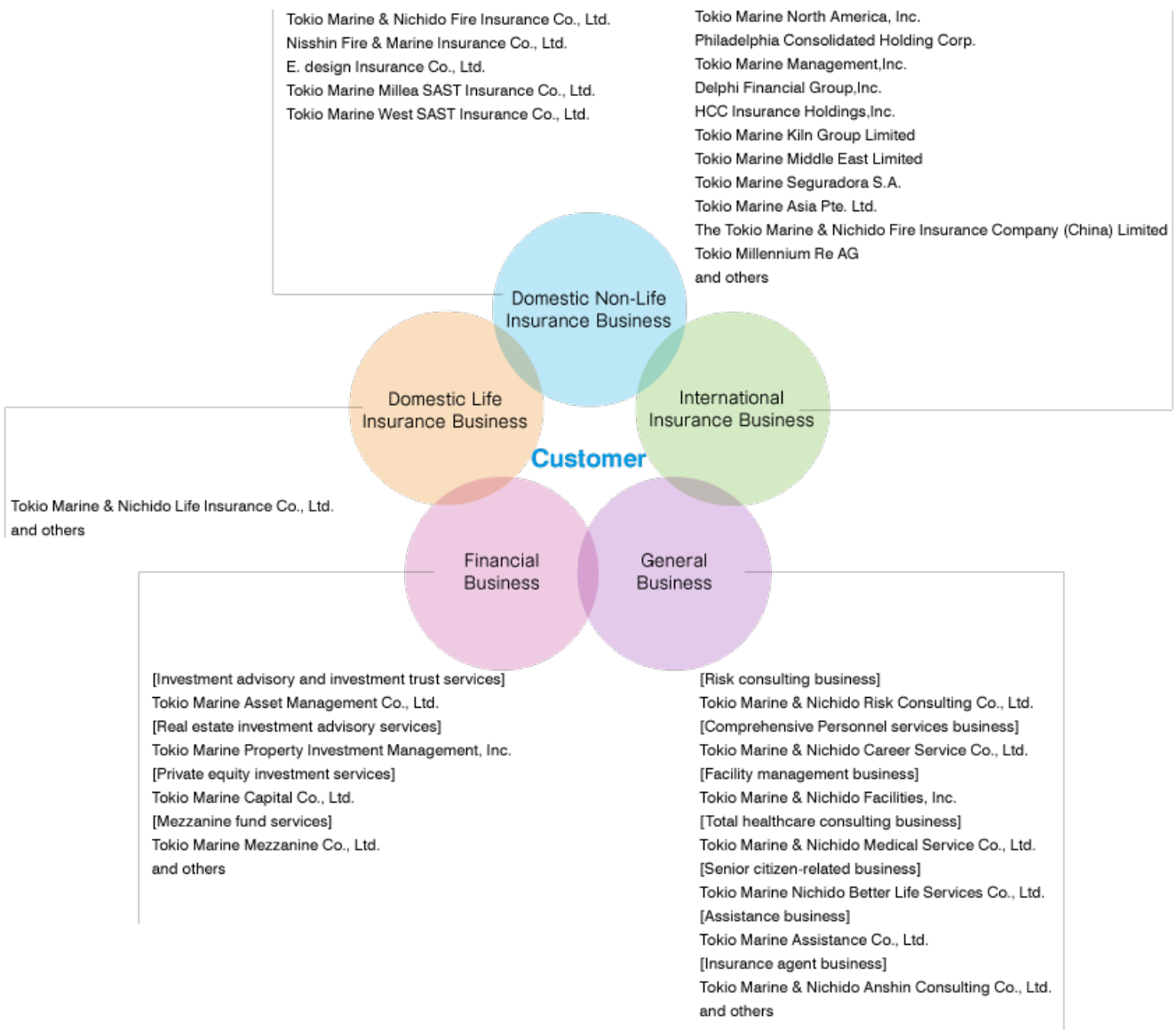


## Directors, Audit & Supervisory Board Members and Executive Officers

List of Directors, Audit & Supervisory Board Members and Executive Officers

# Business Domains of Tokio Marine Group and Major Group Companies

(As of July 1, 2016)





## 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: 2,128.3 billion yen  
Total assets: 9,242.5 billion yen  
Number of employees: 17,148  
Headquarters: 1-2-1 Marunouchi,  
Chiyoda-ku, Tokyo, Japan  
(As of March 31, 2016)



#### Nisshin Fire & Marine Insurance Co., Ltd.

Established: June 10, 1908  
Capital: 20.3 billion yen  
Net premiums written: 138.6 billion yen  
Total assets: 421.6 billion yen  
Number of employees: 2,333  
Headquarters: 2-3 Kanda  
Surugadai, Chiyoda-ku, Tokyo,  
Japan  
(As of March 31, 2016)



### Domestic Life Insurance Business

#### Tokio Marine & Nichido Life Insurance Co., Ltd.

Established: August 6, 1996  
Capital: 55.0 billion yen  
Insurance premiums: 819.4 billion yen  
Total assets: 6,948.9 billion yen  
Number of employees: 2,573  
Headquarters: Tokio Marine  
Nichido Building Shinkan, 1-2-1  
Marunouchi, Chiyoda-ku, Tokyo,  
Japan  
(As of March 31, 2016)



## International Insurance Business Companies

### Philadelphia Consolidated Holding Corp.

Established: 1962  
Net premiums written: USD2,838 million  
Total assets: USD9,047 million  
Number of employees: 1,849  
Headquarters: Bala Cynwyd, Pennsylvania, USA  
(As of December 31, 2015, local financial accounting basis)



### Delphi Financial Group, Inc.

Established: 1987  
Insurance premiums and fee income: USD2,057 million  
Total assets: USD16,342 million  
Number of employees: 2,301  
Headquarters: New York, NY, USA  
(As of December 31, 2015, local financial accounting basis)



### HCC Insurance Holdings, Inc.

Established: 1974  
Insurance premiums and fee income: USD2,826 million  
Total assets: USD10,826 million  
Number of employees: 2,408  
Headquarters: Houston, Texas, USA  
(As of December 31, 2015, local financial accounting basis)



### Tokio Marine Kiln Group Limited

Established: 1962  
Net premiums written: GBP126 million  
Total assets: GBP1,236 million  
Number of employees: 691  
Headquarters: London, United Kingdom  
(As of December 31, 2015, local financial accounting basis)



### Overseas Network

- Oversea bases: 483 cities in 38 countries and regions
- Expatriate staff: 267
- Local staff: Approx. 22,000
- Claims agents: Approx. 250 (including sub-agents)

(As of March 31, 2016)



**TOKIO MARINE**

**Tokio Marine Holdings, Inc.**

Tokio Marine Nichido Building Shinkan,  
2-1, Marunouchi 1-chome, Chiyoda-ku,  
Tokyo 100-0005, Japan  
Tel: +81-3-6212-3333