

## TOKIO MARINE HOLDINGS INTEGRATED ANNUAL REPORT 2025

## Financial Data

For the definitions of each indicator,  
please refer to page 26 of the Financial Results Summary (April-June 2025).

[https://www.tokiomarinehd.com/en/ir/event/presentation/2025/o1ckc9000001y39m-att/Overvi  
ew\\_of\\_1Q\\_FY2025\\_Results\\_e.pdf#page=27](https://www.tokiomarinehd.com/en/ir/event/presentation/2025/o1ckc9000001y39m-att/Overvi<br/>ew_of_1Q_FY2025_Results_e.pdf#page=27)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Performance Indicators (Consolidated)</b>											
Ordinary income (Million yen)	4,327,982	4,579,076	5,232,602	5,399,115	5,476,720	5,465,432	5,461,195	5,863,770	6,610,046	7,424,667	<b>8,440,114</b>
Net premiums written (Million yen)	3,127,638	3,265,578	3,480,478	3,564,747	3,587,400	3,598,396	3,606,548	3,887,821	4,469,989	4,824,986	<b>5,305,182</b>
Ordinary profit (Million yen)	358,182	385,825	387,659	344,939	416,330	363,945	266,735	567,413	494,165	842,576	<b>1,460,007</b>
Net income attributable to owners of the parent (Million yen)	247,438	254,540	273,856	284,183	274,579	259,763	161,801	420,484	374,605	695,808	<b>1,055,276</b>
Comprehensive income (Million yen)	997,024	(14,543)	169,603	500,528	42,871	2,737	465,071	590,780	(124,438)	1,874,295	<b>449,490</b>
<b>Financial Indicators (Consolidated)</b>											
Net assets (Million yen)	3,609,655	3,512,656	3,569,760	3,835,536	3,603,741	3,426,675	3,722,780	4,072,625	3,600,919	5,183,341	<b>5,103,545</b>
Total assets (Million yen)	20,889,670	21,855,328	22,607,603	22,929,935	22,531,402	25,253,966	25,765,368	27,245,852	27,397,818	30,594,869	<b>31,237,340</b>
Capital ratio (%)	17.13	15.94	15.67	16.59	15.86	13.35	14.22	14.76	13.08	16.92	<b>16.25</b>
Return on equity: ROE (%)	7.9	7.2	7.8	7.7	7.4	7.5	4.6	10.9	9.9	15.9	<b>20.6</b>
Consolidated solvency margin ratio (%)	781.3	791.4	897.3	879.3	854.2	845.8	896.5	827.3	627.5	652.8	<b>590.8</b>
<b>Stock-Related Information</b>											
Net assets per share (Yen)	1,580	1,539	1,574	1,748	1,686	1,610	1,761	1,977	1,800	2,623	<b>2,640</b>
Net income per share—Basic (Yen)	107	112	121	127	127	123	77	204	186	351	<b>542</b>
Dividend per share (Yen)	32	37	47	53	60	63	67	85	100	123	<b>172</b>
Dividends total (100 million yen)	722	830	1,053	1,176	1,280	1,330	1,391	1,739	2,002	2,430	<b>3,332</b>
Number of shares outstanding at year-end (Thousands)	2,272,572	2,272,572	2,259,072	2,244,072	2,130,000	2,106,000	2,092,500	2,040,000	2,002,500	1,978,000	<b>1,934,000</b>
Share price at year-end (Yen)	1,512	1,267	1,565	1,578	1,787	1,650	1,755	2,376	2,547	4,703	<b>5,736</b>
Price-to-earnings ratio: PER (Ratio)	14.01	11.27	12.92	12.37	14.00	13.39	22.68	11.62	13.66	13.38	<b>10.58</b>
Price-to-book value ratio: PBR (Ratio)	0.96	0.82	0.99	0.90	1.06	1.02	0.99	1.20	1.41	1.79	<b>2.17</b>
<b>Key Performance Indicators</b>											
Adjusted net income (100 million yen)	3,233	3,519	4,067	3,414	2,809	2,867	3,361	5,783	4,440	7,116	<b>12,150</b>
Business unit profits											
Japan P&C (100 million yen)	1,225	1,260	1,676	1,443	189	259	1,279	2,167	1,079	991	<b>1,231</b>
Japan Life (100 million yen)	1,398	(1,881)	3,735	984	(1,586)	(703)	2,052	511	364	411	<b>419</b>
International (100 million yen)	1,455	1,318	1,695	1,441	1,762	1,795	1,011	2,523	2,186	4,369	<b>4,284</b>
Financial and other (100 million yen)	40	73	66	72	68	53	73	69	70	65	<b>61</b>
Adjusted net assets (100 million yen)	41,034	35,993	38,124	40,864	37,631	32,409	36,924	42,240	37,991	53,814	<b>53,331</b>
Adjusted ROE (%)	8.9	9.1	11.0	8.6	7.2	8.2	9.7	14.4	11.1	15.5	<b>22.7</b>
Adjusted BPS (Yen)	1,812	1,589	1,694	1,877	1,775	1,547	1,775	2,077	1,908	2,727	<b>2,773</b>
Adjusted EPS (Yen)	141	155	179	153	130	136	160	281	221	359	<b>624</b>
Adjusted PBR (Ratio)	0.83	0.80	0.92	0.84	1.01	1.07	0.99	1.14	1.33	1.72	<b>2.07</b>

Notes: 1. With the application of "Accounting Standard for Business Combinations" (Accounting Standards Board of Japan ("ASBJ") Statement No. 21), the former Net income is Net income attributable to owners of the parent from FY2015.  
2. Dividend per share for FY2018, FY2019, and FY2020 does not include one-time dividends of approximately JPY50.0 billion, JPY25.0 billion, and JPY25.0 billion, respectively.  
3. A stock split was implemented (a ratio of three shares per share) in October 2022. The "BPS," "EPS," "DPS," "Number of shares outstanding at year-end," and "Share price at year-end" for FY2021 and earlier fiscal years have been recalculated based on after the stock split.

4. The Key Performance Indicators have been newly defined in FY2015 and figures for FY2014 and thereafter have been restated. FY2021 onward is based on new definition.  
5. Overseas consolidated subsidiaries applying International Financial Reporting Standards (IFRS) have adopted IFRS 17 "Insurance Contracts" from the beginning of FY2023. This accounting standard has been applied retrospectively, and certain performance indicators (consolidated), financial indicators (consolidated), and stock-related information for FY2022 are presented based on the retrospective application.

## TOKIO MARINE HOLDINGS INTEGRATED ANNUAL REPORT 2025

## Non-Financial Data

## Human Capital

Indicators showing progress and status	Scope	FY2022	FY2023	FY2024
Purpose permeation index (CVS)*1	Tokio Marine Group	—	—	3.98
DE&I promotion index (CVS)*1	Tokio Marine Group	—	—	3.76
Ratio of female managers*2	TMNF	10.4%	11.2%	27.8%
Ratio of female directors and Audit & Supervisory Board members	Tokio Marine Holdings	15.8%	20.0%	25.0%
Ratio of non-Japanese executives in C-level roles*3	Toio Marine Holdings	25.9%	25.9%	31.0%
Total number of individuals trained at the Tokio Marine Group Leadership Institute (TLI)	Tokio Marine Group	—	122	261
Total number of Management Associate Program graduates	Tokio Marine Holdings	6	7	11
Number of personnel in the Global Talent Management Pool (People)	Tokio Marine Group	—	C. 300	C. 300
Number of employees in the Solutions Business Division	Tokio Marine Holdings	37	51	139
Number of mid-career hires currently employed*4	Tokio Marine Holdings	87	116	157
Number of AI and data personnel	Tokio Marine Holdings	3	4	15
Total number of participants in core DX program	TMNF	813	1,508	1,886
Number of employees in governance-related departments	Tokio Marine Holdings	97	120	136
Job Satisfaction Indicator (CVS)*1	Tokio Marine Holdings	—	—	3.73
Number of fulfilled job request applications/total applications	TMNF	52/210	56/209	89/327
Flexible work environment (CVS)*1	Tokio Marine Group	—	—	3.91
Ratio of paternity leave uptake	Tokio Marine Holdings and domestic consolidated subsidiaries	89.9%	90.7%	86.1%

\*1: The average score (on a 5-point scale) of relevant items in the proprietary Culture & Values Survey (CVS), which measures factors such as engagement and the permeation of our Purpose. In FY2024, certain CVS questions were revised.

\*2: Ratio of female employees in management positions and above (including directors) as of April 1 of each fiscal year. For FY2024, the ratio includes unit leaders, a newly established position introduced through the personnel system reform in April 2024. As of April 1, 2025, the ratio was 30.3%.

\*3: Ratio of non-Japanese among CxOs, Deputy CxOs, and equivalent positions as of the end of each fiscal year.

\*4: Including employees hired by TMNF who are on assignment to the Company.

\*5: Except for the amount of CO<sub>2</sub> sequestration from mangrove planting, the figures are preliminary.

## Environment

Indicators showing progress and status (Unit: t-CO <sub>2</sub> )		FY2022	FY2023	FY2024*5
CO <sub>2</sub> emissions	Total (market-based)	80,201	69,888	57,646
	Scope 1 (direct emissions)	13,362	13,685	12,557
	Scope 2 (indirect emissions)	41,190	28,701	21,394
	Scope 3, Other (excluding Category 15)	25,649	27,502	23,695
	CO <sub>2</sub> emissions per employee	1.86	1.59	1.29
CO <sub>2</sub> absorption, fixation, and reduction	Purchase of green electricity; purchase of non-fossil certificates; CO <sub>2</sub> absorption, fixation, and reduction	14,074	22,981	24,954
	CO <sub>2</sub> fixation through mangrove planting	93,000	96,000	82,000

The Group communicates with stakeholders through a variety of tools, providing information from multiple perspectives. For more detailed information, please refer to the following materials.

## Human Capital Report 2025

[https://www.tokio-marinehd.com/en/ir/download/o1ckc9000001ji9q-att/Human\\_Capital\\_Report\\_2025\\_e.pdf](https://www.tokio-marinehd.com/en/ir/download/o1ckc9000001ji9q-att/Human_Capital_Report_2025_e.pdf)



## Sustainability Report 2025

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