

To Be a **Good Company**

To Our Shareholders

The 18th Ordinary
General Meeting of Shareholders

Tokio Marine Group Business Strategy



June 29, 2020

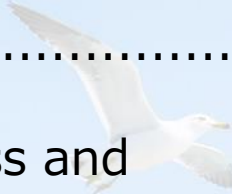


Tokio Marine Holdings

Satoru Komiya
President & Group CEO



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1. Performance Topics

Occurrence of large-scale Natural Disasters for the Second Consecutive Year

Typhoons Faxai (No.15)



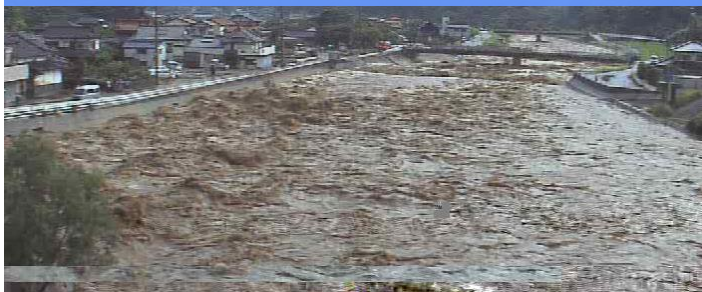
Source: adapted from the website of the Kanto Regional Development Bureau

Typhoons Hagibis (No.19)



Source: adapted from the website of the Kanto Regional Development Bureau

Torrential Rain in Northern Kyushu on July



Source: adapted from the website of the Kyushu Regional Development Bureau

Insurance claims for the series of natural disasters*:

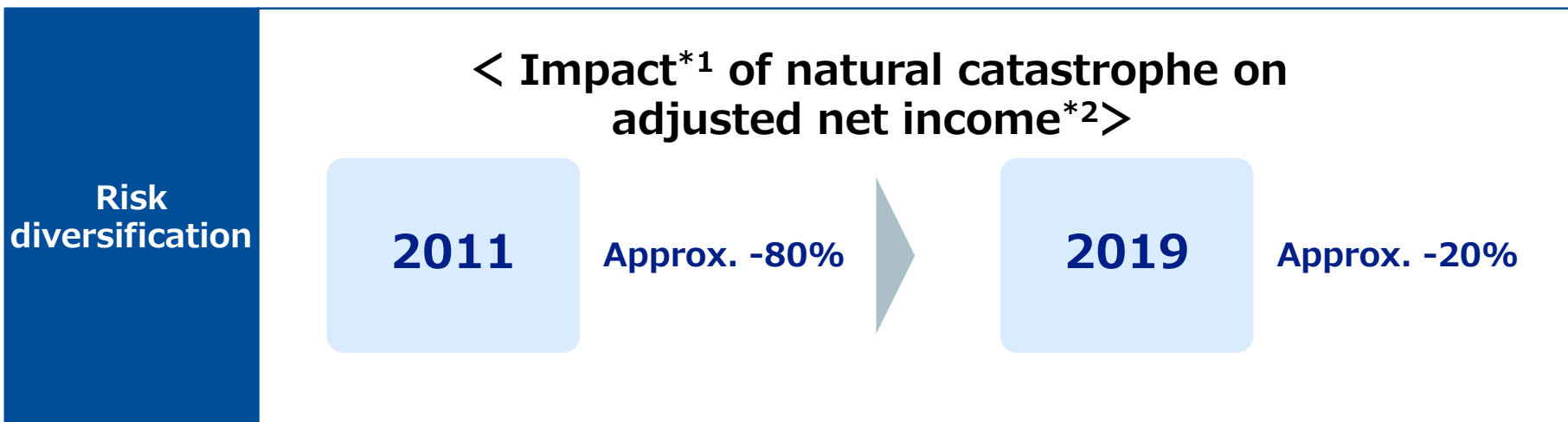
Whole industry: over **1** trillion yen

The Company: approx. **330.0** billion yen

* Claims paid (including anticipated) for the whole industry; direct insurance claims for the Company

Impact of Natural Disasters on Income

Managed natural catastrophe risk through geographical and business diversification and limited the impact on income to approx. 20% for FY2019



*1 Impact is calculated as net incurred losses exceeding initial natural catastrophe fund

*2 Adjusted Net Income based on financial accounting is used from the perspective of enhancing transparency and comparability as well as linking with shareholder returns

Response to Natural Disasters

The vital role of our main insurance business,
supporting customers in their times of need



Disaster management task force



Checking customers' damage



Damage assessment

FY2019: Mobilized **22 thousand**
employees in aggregate

Response to Natural Catastrophe

Swift claims payment utilizing technology

■ Leveraging cutting-edge technology

Utilizing the latest technology throughout all processes, from pre-disaster, to insurance claims, to claims payment



Utilizing satellite technology

Product development reflecting the voices of people affected by disasters

■ Earthquake-ready EQuick Insurance

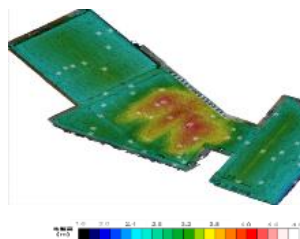
Paid promptly after an earthquake (in as few as 3 days) in proportion to magnitude, to support customers' immediate living needs



Can be completed on a smartphone

Provision of information and services for prevention and mitigation of disasters

■ Sophisticated risk surveys and mitigation measures



Utilizing drones for:

- Ground level analysis
- Flooding simulations

■ Disaster Prevention Lessons

40 thousand participants in aggregate



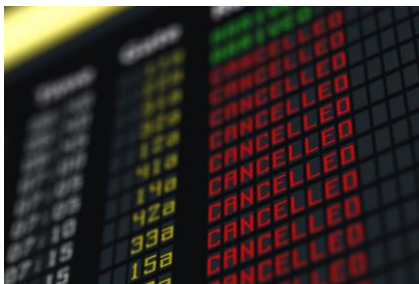
Impacts of COVID-19

Underwriting

- Event Cancellation insurance



- Overseas travel insurance



Investment

- Impairment losses on securities



It is vital to

“understand the root cause of the issue and take all necessary and appropriate measures”

2. Purpose of Tokio Marine's Business and Initiatives for Achieving the Purpose



Changes in the Global Environment

An era to rethink companies' raison d'être

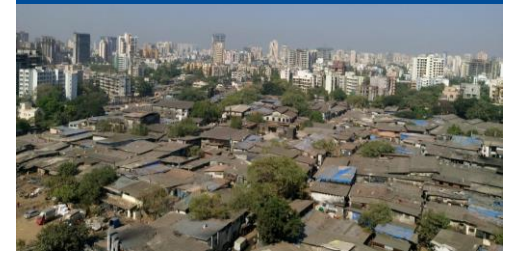
Technological advances



COVID-19



Increasing inequality



Climate change



Rising geopolitical risk



Purpose of Tokio Marine's Business

Working with agents to grasp and respond to customer and society needs



Contributing to solving social issues



*To Be a **Good Company***



Providing an appropriate return on investment

Offering vibrant workplaces

Support customers in their times of need by delivering safety and security while helping people and companies undertake new challenges to shape the future

Priority Issues

To remain an indispensable partner
for our customers and local communities

Further diversification of portfolio



Strengthening of aligned Group management



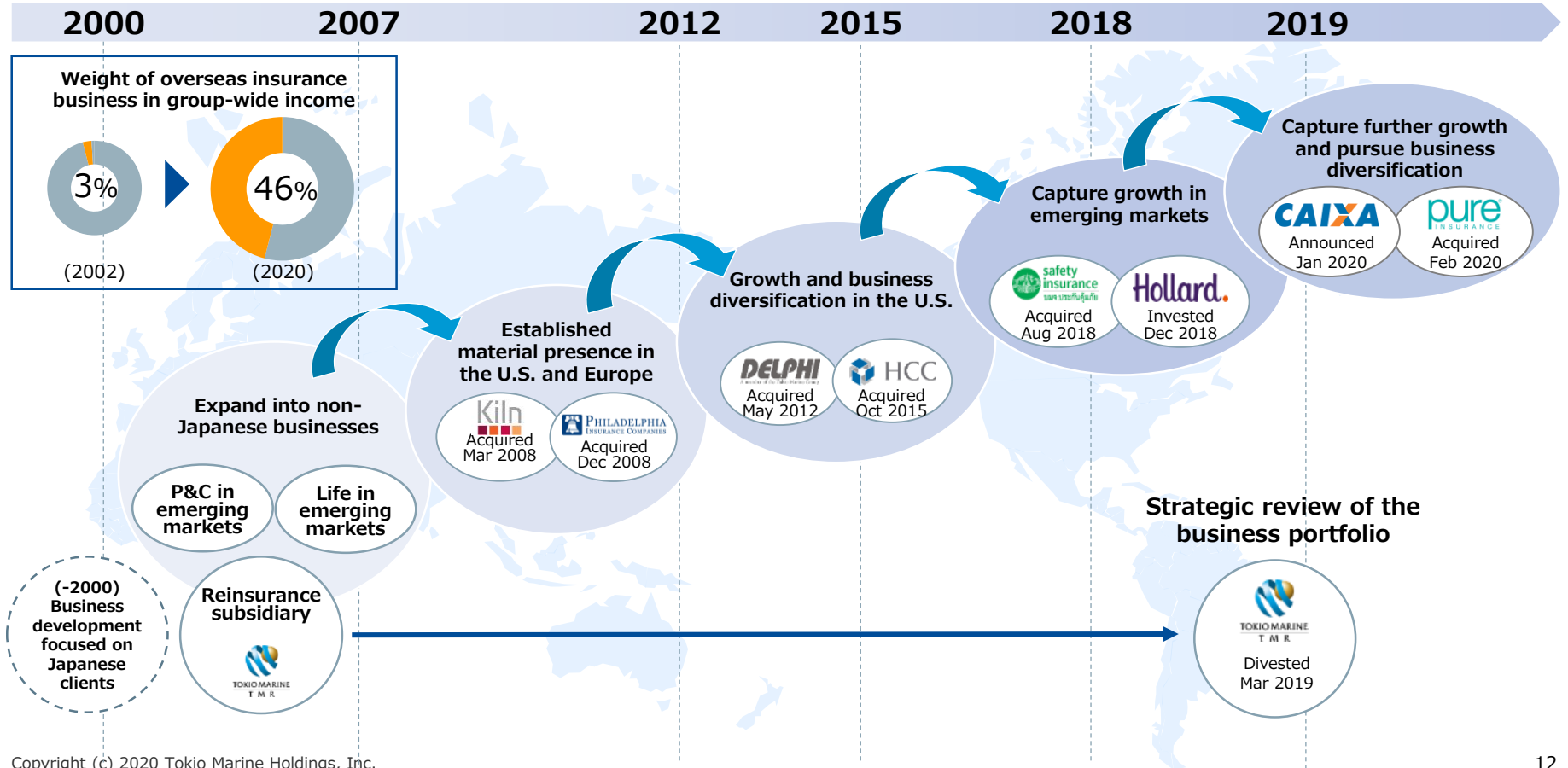
Fully leveraging technology



Identification of flooded area using satellite image

2. Purpose of Tokio Marine's Business and Initiatives for Achieving the Purpose

Further Diversification of Portfolio



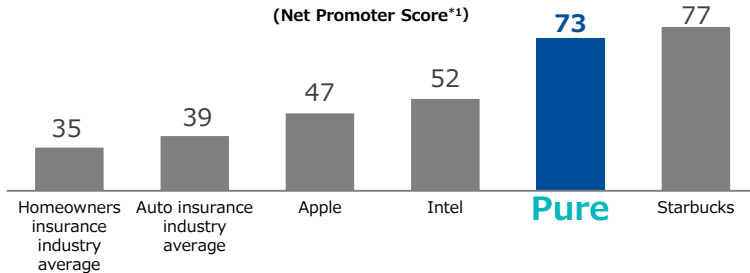
Acquisition of Pure Group · Establish Insurance JV with Caixa Bank

Acquisition of Pure Group

- Customer satisfaction supported by high quality service



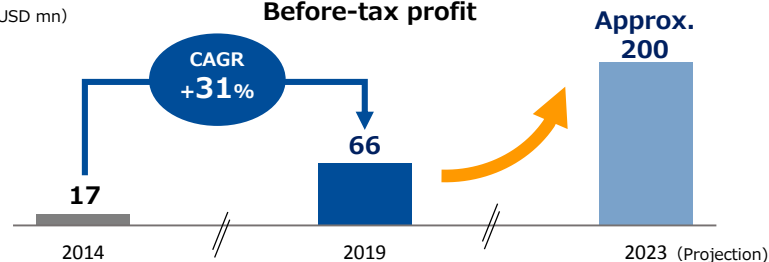
Customer satisfaction
(Net Promoter Score*1)



- Outstanding growth for HNW*2 market

(USD mn)

Before-tax profit



Establish Insurance JV with Caixa Bank



TOKIO MARINE
SEGURADORA



- Sell highly profitable home insurance (mortgage insurance, homeowners' insurance)



*1 : An index quantifying customer loyalty from -100 to 100 (whether a customer recommends a company's products or services to their acquaintances).Source: Customer GURU, NICE Satmetrix 2019 Consumer Net Promoter Benchmark Study

*2 : HNW stands for High Net Worth.

Strengthening of Aligned Group Management

Need talented individuals in the right positions within and outside of Japan

Tasked with joint Group oversight, etc.



Donald Sherman

Senior Managing Executive Officer
Co-CIO (Group Co-Chief Investment Officer)
Delphi Financial Group CEO



Christopher Williams

Senior Managing Executive Officer
Co-Head of International Business
Co-CRSO
(Group Co-Chief Retention Strategy Officer)



Robert O'Leary

Managing Executive Officer
Assistant to the Executive Officer in charge
North America (excluding some subsidiaries)
Philadelphia Consolidated Holding Corp.
Chairman&CEO



José Adalberto Ferrara

Executive Officer
Tokio Marine Seguradora S.A. CEO

Expertise across the Group

Reserving



Daniel Thomas

HR



Caryn Angelson

Specialty



Philippe Vezio

Cyber Insurance



Daljitt Barn

Reinsurance



Barry Cook

Internal Audit

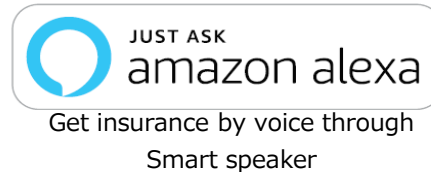


Desmond Yeo

Fully Utilizing Technology

Utilizing technology to provide new value to customers

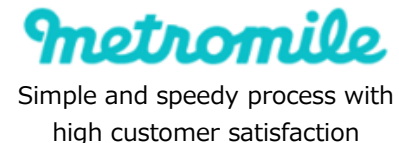
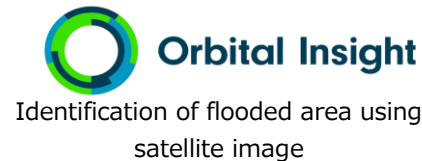
Increase contact points with customers



Enhance products and services



Enhance claims services and improve business efficiency



3. For Our Goal

Our Goal

We all still need to deal with risks in our daily lives

Throughout the changing eras, we continue to support our customers in their times of need

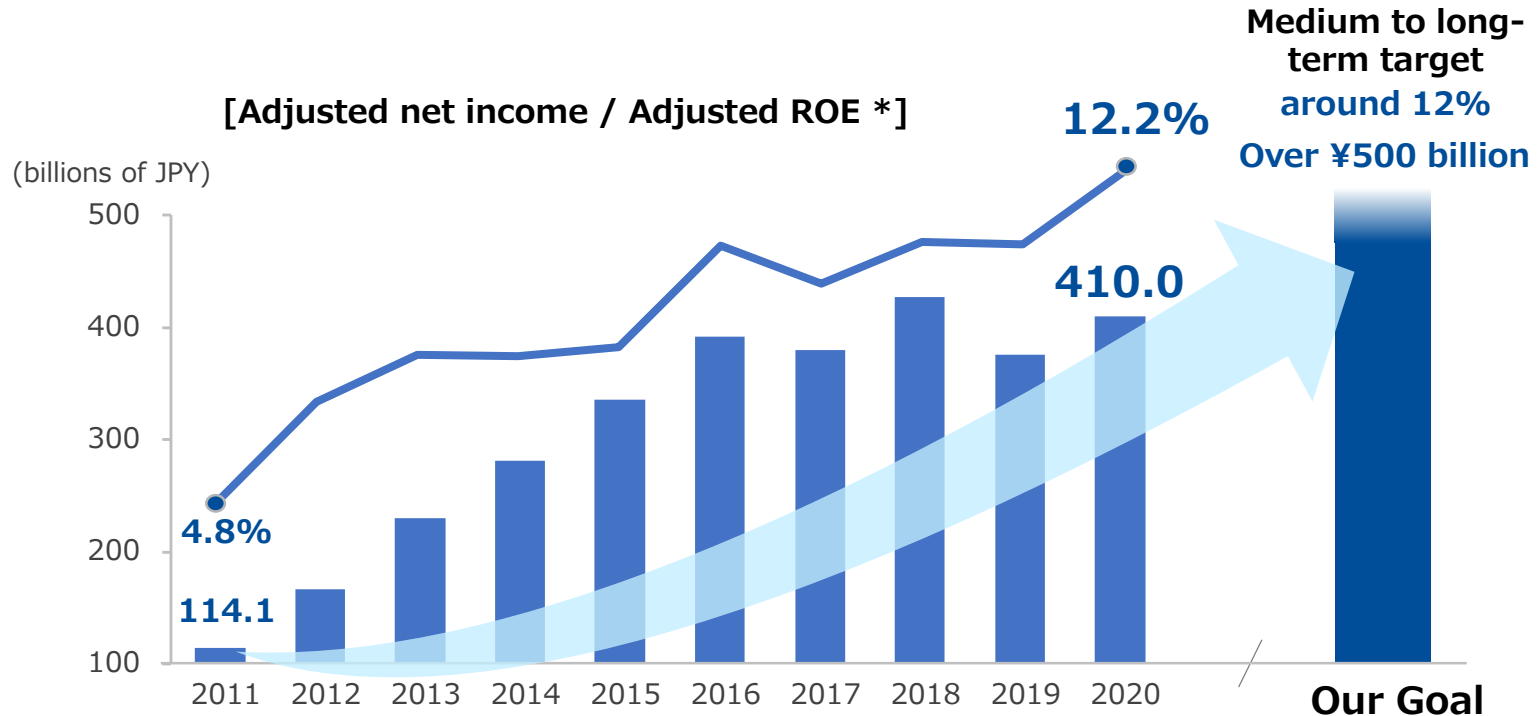
As a result, we will achieve sustained profit growth

If we live up to such expectations,

Insurance can be deemed as a growing market

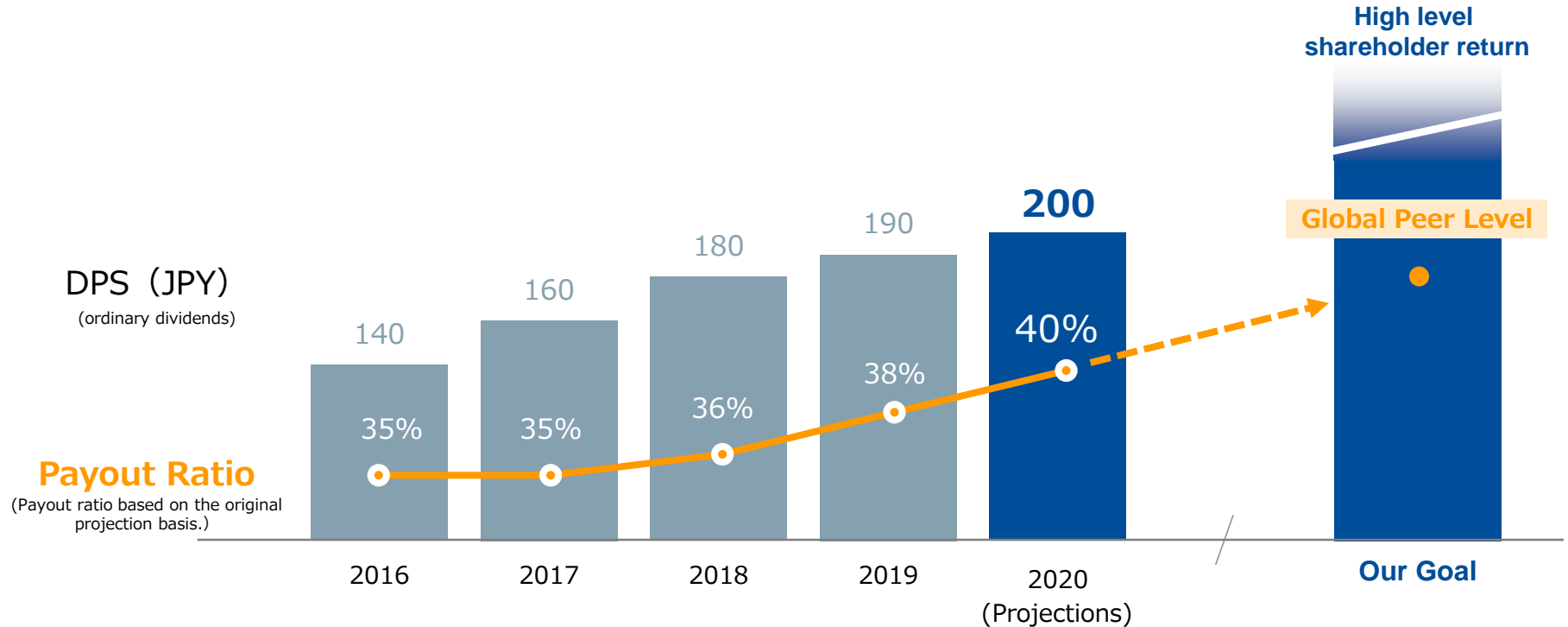
Our Goal

Continuing to enhance our capabilities



Shareholder Return Policy

Ninth consecutive year of higher dividends projected



Revitalizing Our People and Structure

To build a “robust and agile” company that will continue to enhance corporate value, even amid dramatic changes in the environment

“People” and “Culture”

Communication

Speedy sharing of front-line information within the Group

Challenging Spirit

Cultivate a corporate culture that encourages employees to take on new challenges, without fear of failure

Diversity & Inclusion

Enhance specialization and respect diversity in the Group

Our Culture: “To Be a Good Company”

Sharing our ideal of a Good Company with colleagues around the world
By caring about people and culture, we can be a Good Company
now and for the next 100 years



Continuing to provide value for all stakeholders

*To Be a **Good Company***



We will be there for our customers, playing our part in society in times of need.

**We will balance our strength as an organization with compassion as individuals,
looking beyond profit to deliver fully on our commitments.**

**Through our collective efforts, we will strive to be a Good Company,
living up to the trust placed in us.**

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