



Tokio Marine Holdings

SUSTAINABILITY REPORT 2022



TOKIOMARINE

Tokio Marine Group's Purpose

Protecting Customers and Society in Times of Need

Our basic approach to being a “Good Company” is to be “a company trusted by all people and society by supporting customers and society in times of need.” Tokio Marine Group has provided “safety and security” to society and contributed to its development by making the most of our knowledge and experience accumulated over the years in the insurance industry. We will continuously work to solve various social issues and 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.

To Be a
Good Company

■ Tokio Marine Group Corporate Philosophy

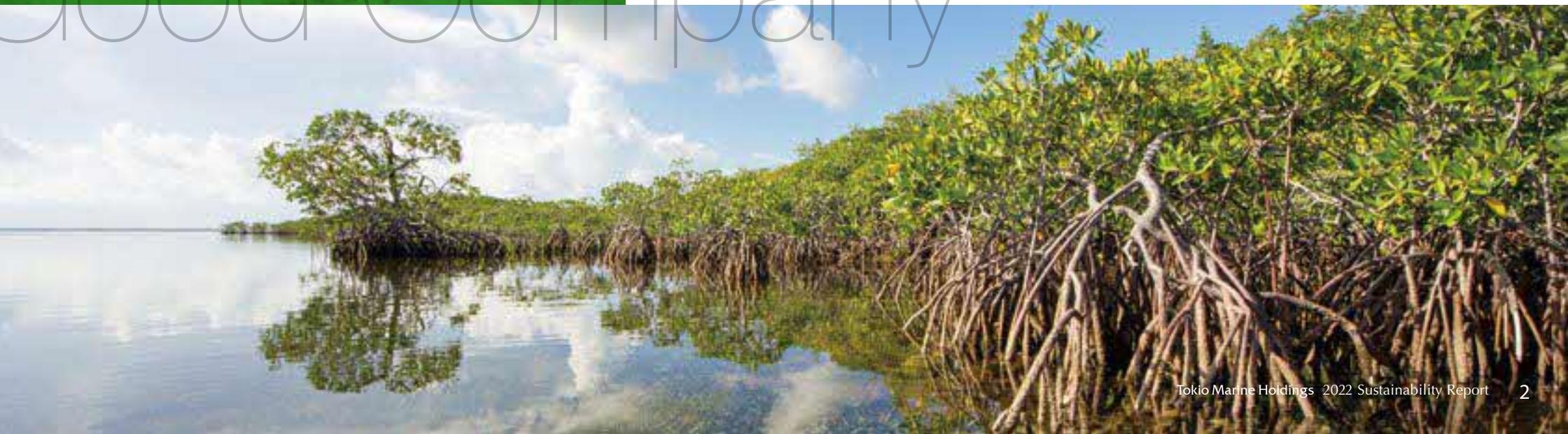
With customer trust as the foundation for all its activities, Tokio Marine Group continually strives to raise corporate value.

- Through the provision of the highest quality products and services, Tokio Marine Group aims to deliver safety and security to all our 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 Sustainability 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.



Present Status of Tokio Marine Group

[Founding]

1879 Japan's first insurance company
143 years in business since the establishment of Tokio Marine Insurance
1914 Launch of Japan's first auto insurance

[Number of Group Companies]

Tokio Marine Holdings

Subsidiaries 268 companies

Affiliates 26 companies



[Performance Indicators]

FY2022 Results

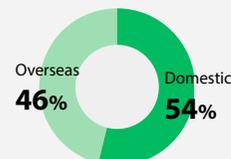
Key performance*

Top line (net premiums written + life insurance premiums):

4,884.1 billion yen
 Adjusted net income: **578.3 billion yen**
 Adjusted ROE: **14.4%**

* Adjusted net income and adjusted ROE are our original performance indicators that exclude the effect of various reserves specific to the Japanese insurance business and the effect of goodwill.

Profit composition by region*



* Calculated based on profit by business segment

[Environmental Indicators]

Renewable energy funds

Amount committed: **Approx. 62.0 billion yen**
 Units installed: **45** (total as of March 31, 2021)

Reduction in CO₂ emissions

Reduction of **64,000 tons** in FY2021 (vs previous fiscal year)

Carbon neutral status*

9 consecutive years since FY2009 (13 consecutive years for Tokio Marine & Nichido)

* Scopes 1 + 2 + 3 (four items)

Economic value generated by mangrove planting

Total of **118.5 billion yen** (April 1999 – March 2019)



[Number of Employees]

(as of March 31, 2021)

Approx. 43,000 persons

Domestic Approx. **25,000**

Overseas Approx. **18,000**



[Main Business]

- Non-life insurance business in Japan
- Life insurance business in Japan
- Insurance business overseas
- Financing and other businesses



[International Network]



JAPAN and **46** countries and regions

[Financial Rating]

(Tokio Marine & Nichido as of June 1, 2022)

S&P **A+**

Moody's **Aa3**

A.M. Best **A++**

[Social Indicators]

Employee participation rate in social contribution activities

Accumulated total participation rate of more than **100%** (Tokio Marine Holdings and main subsidiaries)

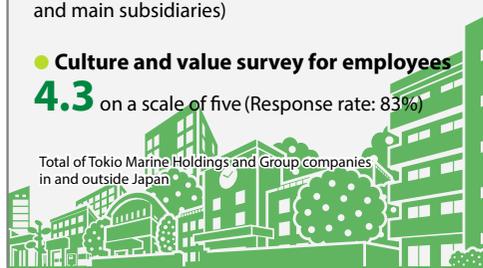
Expenditure for social contribution activities

Approx. 37 billion yen (Tokio Marine Holdings and main subsidiaries)

Culture and value survey for employees

4.3 on a scale of five (Response rate: 83%)

Total of Tokio Marine Holdings and Group companies in and outside Japan



[Governance Indicators]

Board of Directors:

Outside Directors comprise **43%** (6 of 14 Directors)



Audit & Supervisory Board: Outside Audit & Supervisory Board Members comprise

60% (3 of 5 Members)



Nomination Committee:

6 of 8 members are Outside Officers



Compensation Committee:

6 of 7 members are Outside Officers



[ESG Assessment (as of August 31, 2022)]

DJSI Selected for **13** consecutive years

Health & Productivity Stock Selected for **7** consecutive years

MSCI **AA**

Nadeshiko Brand 2013, 2015, 2017 and 2018

CDP **A-**

Semi-Nadeshiko Brand 2016, 2019 - 2021

DX Stock Selected

CONTENTS

[Link to external website](#) [PDF file open](#)
[Link to anchor point on this Report](#)

1 Tokio Marine Group's Sustainability

1.1	Top Message	6
1.2	Our Progress in Solving Social Issues and Achieving Sustainable Growth	9
1.3	CSUO Message	10
1.4	Organizational Structure for Promoting Sustainability	11
1.5	Penetrating Our Sustainability Strategy	12
1.6	Our Progress for Eight Material Issues(Materiality)	14
	Special Feature: Our Sustainability Management —For Future Generations	24
1.7	Relationship between Our Eight Material Issues and 17 SDG Goals	26
	Special Feature: Our Group Initiatives to Solve Social Issues	29
1.8	Stakeholder Engagement	30
1.9	External Evaluations and Participation in Initiatives	34
	Reference: Specifying Eight Material Issues (Materiality)	42



2 Tokio Marine Group's Policies for Sustainability Initiatives

2.1	Tokio Marine Group's Environmental Initiatives	
2.1.1	Creating Environmental Value	46
2.1.2	Responding to Climate Change	51
2.1.3	Promoting Green Transformation	70
2.1.4	Responding to Natural Disasters	77
2.1.5	Protecting the Global Environment	84
2.1.6	Research on Climate Change and Natural Disaster Risks	93

2.2 Tokio Marine Group's Social Initiatives

2.2.1	Creating Social Value	104
2.2.2	Respect for Human Rights	107
2.2.3	Promoting Diversity and Inclusion	117
2.2.4	Promoting the Development and Empowerment of Human Resources	122
2.2.5	Promoting Health and Productivity Management	129
2.2.6	Contributing to the Creation of a Safe and Secure Society	142
2.2.7	Improving Quality from the Customer's Perspective	164
2.2.8	Measures and Response to COVID-19	178

2.3 Tokio Marine Group's Governance Initiatives

2.3.1	Corporate Governance	180
2.3.2	Compliance	185
2.3.3	Enterprise Risk Management (ERM)	190
2.3.4	Responding to Disasters	192
2.3.5	Information Security	193
2.3.6	Cybersecurity	194
2.3.7	Sustainability in the Value Chain	195
2.3.8	Policy to Address Environmental and Social Risks	201

3 Sustainability Library

3.1	Overview of Group Sustainability Reporting	203
3.2	Sustainability Performance Data	204
3.3	Third-Party Assurance	213
3.4	GRI Standards Content Index	214
3.5	Recognition about ISO 26000	222
3.6	Editorial Policy	224



1 Tokio Marine Group's Sustainability

We introduce our sustainability strategies, structure to promote sustainability, progress of sustainability initiatives, stakeholder engagement, external evaluations and participation in initiatives.

» **1.1 Top Message** 6
Message from Satoru Komiya, Group CEO

» **1.2 Our Progress in Solving Social Issues and Achieving Sustainable Growth** 9
Our history to address social issues since its founding

» **1.3 CSUO Message** 10
Message from Kiyoshi Wada, Group CSUO

» **1.4 Organizational Structure for Promoting Sustainability** 11
We implement our sustainability strategy on a global scale under an effective promotion structure.

» **1.5 Penetrating Our Sustainability Strategy** 12
Initiatives to penetrate our sustainability approach and strategy among employees

» **1.6 Our Progress for Eight Material Issues(Materiality)** 14
This section describes our goals, achievement so far and future plans.

» **1.7 Relationship between Our Eight Material Issues and 17 SDG Goals** 26
We introduce our Group initiatives to achieve the 17 SDGs.

» **1.8 Stakeholder Engagement** 30
We introduce how we engage with various stakeholders, using examples.

» **1.9 External Evaluations and Participation in Initiatives** 34
We introduce external evaluations as well as our participation in initiatives.

» **Reference: Specifying Eight Material Issues (Materiality)** 42
We introduce our reasons why we specified eight material issues as well as risks and opportunities for each material issue.

1.1 Top Message



S. Komiya
Satoru Komiya
 President and Group CEO
 Tokio Marine Holdings, Inc.

Protecting Customers and Local Communities in Times of Need and Building a Sustainable Society through Solving Social Issues

Aiming to Be a “Good Company” That Is Truly Needed and Contributing to build a Sustainable Society

Tokio Marine Group was founded in 1879 as the first insurance company in Japan. Ever since, Tokio Marine Group's purpose (raison d'être) has been to protect customers and local communities in times of need. Based on this commitment, we have achieved growth by identifying social issues as they emerge in step with the times and helping to solve them through our mainstay insurance business.

➡ Purpose of Tokio Marine Group

Meanwhile, the social landscape has changed significantly from when Tokio Marine Group was founded 143 years ago. In Japan, typhoons, flooding and earthquakes have become more frequent and intense. It is hard to predict when the spread of COVID-19 will go away. Meanwhile, overseas, geopolitical risks are ever increasing, including rising tensions in parts of East Asia, the growing conflict between the United States and China and Russia's invasion of Ukraine. By working on solutions to these increasingly expanding and complex social issues, we aim to become a “Good Company” that is trusted and truly needed by customers and local communities even a century from now.

As an insurance group, we would like to support people's challenge and contribute to the society through our challenges to solve various social issues. Our business itself represents a solution to social issues. The more we grow our business, the more we can solve social issues and contribute to the society. With this mind and a sense of responsibility, we can contribute to build a sustainable society in which people can live with safety and peace of mind while also taking on bold challenges.

Tackling Four Priority Issues to Pass On a Sustainable Society to Future Generations

With our strong belief that “it is our responsibility to pass on a bright future to future generations,”Tokio Marine Group has positioned future generations as its stakeholders in addition to customers, society, employees, shareholders and investors.

➡
Initiatives for Future Generations

Tokio Marine Group has specified eight material issues that the Group should address as its purpose. Among these, we have identified four priority issues for which we should commit ourselves to tackle. These key issues are: (1) take climate action, (2) improve disaster resilience, (3) support people’s healthy and enriching lives and (4) promote and support diversity and inclusion (D&I).

➡
Our Progress for Eight Material Issues(Materiality)

For initiatives aimed at future generations, we established cross-group task force to select initiatives to be rolled out group-wide.

Continuing to Adapt to New Social Issues While Listening to the Feedback from Stakeholders

Take Climate Action

The greatest priority now for all of humankind's future is to address climate change and we already have worked for this issue for a long time. We have achieved carbon neutrality throughout the Group for nine consecutive years by offsetting our operational CO2 emissions with the carbon absorption and fixation effects of mangrove planting. Moreover, as an institutional investor, in December 2021 we announced our KPI to achieve net zero GHG emissions including investment and financing by 2050.

In addition, toward achieving net-zero GHG emissions by 2050 laid out as a globally common goal in the Paris Agreement, we have been providing strong support for the transition to net-zero society, including proposals for our customers to address various issues through engagement and dialogue. Regarding the transition to decarbonization in insurance underwriting, we became the first Japanese insurance company to participate in the Net-Zero Insurance Alliance (NZIA), an international initiative. The

standards formulated by NZIA are required to function in any country as a mechanism to appropriately incentivize the efforts of insurance companies supporting a fair transition to decarbonization in society. Tokio Marine Group will continue to engage in discussions aimed at the creation of such international frameworks, ensuring that Japan has a voice at the table.



Improve Disaster Resilience

In connection with climate change, in recent years natural disasters have increased in frequency and intensity. These disasters are a direct threat to the safety and security of customers and local communities. Therefore the enhancement of disaster resilience is one of the important issues for us. Paying insurance claims to customers as soon as possible after a natural disaster has struck is an important mission of an insurance company, and we continue to find out new approach to achieve this, including using cutting edge digital technologies. Customers can feel considerably reassured to rebuild their lives and have their hope about the future if they can receive insurance claims soon after the damage. We also provide an advance damage risk consulting service and engage in activities to prevent or mitigate disaster damage. These efforts represent our purpose to build a resilient society.

Support People's Healthy and Enriching Lives

In Japan, the oldest population in the world, we see opportunities to address longevity risk and asset formation. Globally, people's health concerns and awareness have been heightened by the COVID-19 pandemic. With our integrated business model for life and non-life, supporting people's healthy and enriching lives is an area where we can demonstrate proven competence in protecting our customers throughout their lives and thereafter. In August 2022, Tokio Marine Holdings established a joint research unit with Hirosaki University and other entities to tackle the theme of extending healthy life expectancy. The unit began research into providing individualized preventive measures to those at high risk of disease and developing insurance products and services that have the added function of encouraging behaviors that extend people's healthy life expectancy.

Promote and Support Diversity and Inclusion

We support and respect the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO Core Labour Standards, United Nations Guiding Principles on Business and Human Rights, ISO 26000 and other such frameworks. We also care about people. These values form the basis for the sustainable growth of Tokio Marine Group. The insurance business has been called a "people's business," and one of the key success factors of the Group lies in its utilization of and investment in human capital. In these efforts, we place an emphasis on diversity and inclusion (D&I). To create a robust and agile company, it is essential that we maximize the abilities of our motivated, talented employees who possess diverse values, regardless of their gender, age, nationality or disability. In October 2021, the Tokio Marine Group D&I Vision was formulated based on four important elements consisting of Attract, Empower, Develop/Promote and Retain. We have accelerated our diversity initiatives by disseminating, both internally and externally, the vision for Tokio Marine Group's commitment regarding D&I.

Through these efforts, we have made steady gains in the percentage of female managers and directors. Going forward, we aim to realize the philosophy advocated by the 30% Club by 2030.

Tokio Marine Group also strives to nurture a corporate culture where each employee works to solve social issues as their "own personal matter" and ensure this leads to our corporate growth. As such commitment and action spread throughout organizations and the entire Group, we believe that it will create a virtuous cycle of addressing issues facing local communities and society, which in turn will contribute to the attainment of the SDGs.

We are committed to mobilizing the combined strengths of the Group, working to tackle social issues and creating value for various stakeholders, including future generations. As a consequence of such efforts, we endeavor to achieve the growth expected of a world-leading insurance company. By staying on this path of sustainability management, we strive to be a "Good Company" that is trusted and truly needed by customers and local communities even a century from now.



1.2 Our Progress in Solving Social Issues and Achieving Sustainable Growth

Aim to Achieve Sustainable Growth through Solving Social Issues — Engine of our Medium & Long-Term Growth

Tokio Marine Group's purpose is to protect customers and society in their times of need.

The Group founded in 1879 started business to provide marine insurance to protect trade cargo and has supported Japan's modernization since then. After that, the Group took the important role in the post war motorization in Japan by providing auto insurance. More recently, with the acquisition of GCube, a leading insurance underwriter in the renewable energy sector, the Group has been supporting the shift to renewable energy with insurance. The Group achieved sustainable

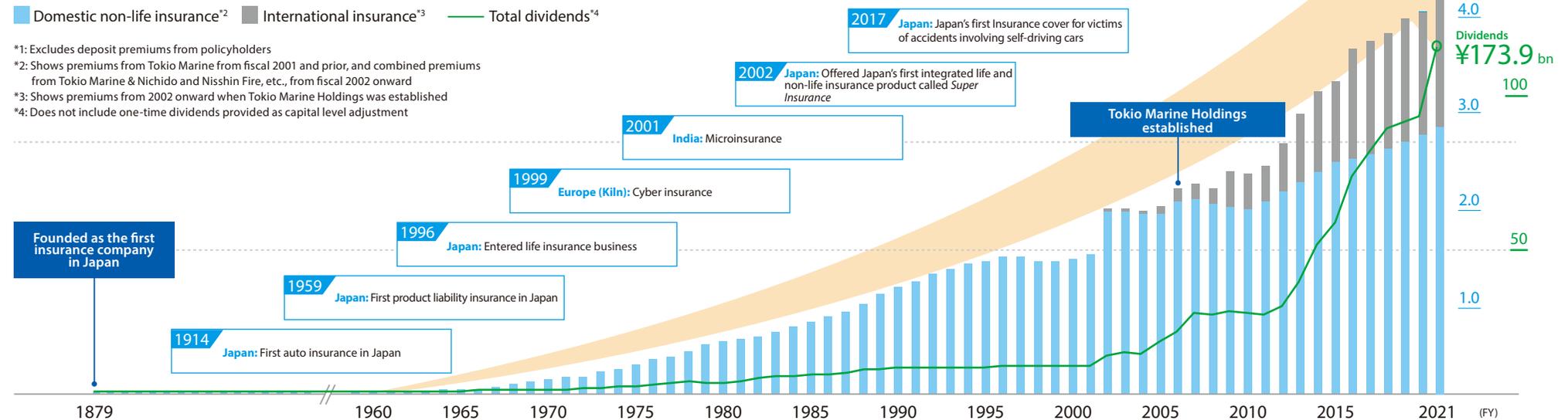
growth by solving various social issues in each era through our business activities.

As described, the Group has been solving social issues throughout our long history. As far as social issues are changed in accordance with the times, our sustainability initiatives will never end. For Tokio Marine Group, sustainability strategies are about promoting solutions for these issues through business activities while contributing to the sustainability of society. This approach has been at the core of its corporate culture since it was founded. We can say our sustainability strategy to contribute building sustainable society by solving social issues through business activities has always been a part of our DNA.

The Group will provide social value and economic value (in the form of profit growth) at the same time through our business activities to contribute to society, make people happy and protect the global environment in order to build sustainable society. Through these efforts, the Group will aim to be a "Good Company" over the next century by delivering value to all stakeholders.

History of the Group's Growth and Solutions for Social Issues

Direct Net Premiums Written*¹ (Bar Graph) and Total Dividends Paid (Line Graph)



*1: Excludes deposit premiums from policyholders

*2: Shows premiums from Tokio Marine from fiscal 2001 and prior, and combined premiums from Tokio Marine & Nichido and Nisshin Fire, etc., from fiscal 2002 onward

*3: Shows premiums from 2002 onward when Tokio Marine Holdings was established

*4: Does not include one-time dividends provided as capital level adjustment

1.3 CSUO Message

Contributing to Building a Better Society through Offering Solutions to Ever-Changing Global Issues as Only Tokio Marine Can

As Group CSUO, my mission is to make sure we continue to carry forth the spirit of sustainability of solving social problems and directly connect that to growth for society and our Company. That is, “to contribute building a sustainable society by balancing our corporate activities and the resolution of social issues” while ensuring that our deeply rooted “sustainability strategy” permeates the mindset and activities of our 40,000+ employees worldwide. As a company that is necessary for our customers and society, this is the way to achieve sustainable growth.



Kiyoshi Wada
 Managing Director
 Group Chief Sustainability Officer (CSUO)

In this age of volatility, uncertainty, complexity and ambiguity (VUCA), the social issues that our Company faces are increasingly complex and diverse. We must continue to step up our efforts and capability to solve them. To this end, we must employ our expertise globally and mobilize as “one team” to address these challenges. In other words, I believe it is imperative that every Group company unite individual contributions to carry out our collective activities with a greater sense of urgency.

To accomplish this, in fiscal 2021 we convened the Sustainability Committee, which includes overseas members of the executive teams of our Group companies, to actively engage in discussion regarding our global strategy. We also enacted the Group Sustainability Policy applicable to all Group companies. We have further strengthened our Group structure to coordinate and promote these efforts. We have also revised our organizational framework to explicitly include “future generations” as a new stakeholder worthy of consideration.

In addition to accelerating our efforts, it is important to set key performance indicators (KPIs) that cycle through our plan-do-check-act (PDCA) milestones. As a clear external and internal commitment, we announced in December 2021 our pledge to “aim to achieve net-zero greenhouse gas emissions, including our investment and lending partners, by fiscal 2050.” Through engagement with both internal and external stakeholders through dialogue and coordination, we are proactively promoting the establishment and disclosure of various goals.

For fiscal 2022, we are fully leveraging established frameworks, thus further accelerating our business activities to address social issues in each country. It will be a year in which we test the effectiveness of our strategy. This commitment is also reflected by our integration of “Sustainability Strategy-Related Indicators” into our executive performance-based compensation structure. In this way, we will promote the PDCA cycle under the strong leadership of each business head. We aim to be a company where sustainability strategies and business activities are developed together as an indivisible unit. Furthermore, we aspire to spontaneously develop ideas globally in response to social issues, bouncing them between groups of employees with diverse experiences, testing them through hypothesis and experimentation, and then implementing viable ideas into our Company’s businesses. To achieve this reality, we strive to ensure that our sustainability strategies and policies are ingrained in our more than 40,000 employees worldwide and thoroughly incorporated into their daily activities. We will also further promote diversity & inclusion as an organization to ensure that the individual strengths of every employee are transformed to added value to our stakeholders. We will continue to devote our time and attention to these efforts.

We will always carry with us confidence in being a front-runner in addressing social issues. In doing so, we will simultaneously increase both social value and economic value (profit growth).

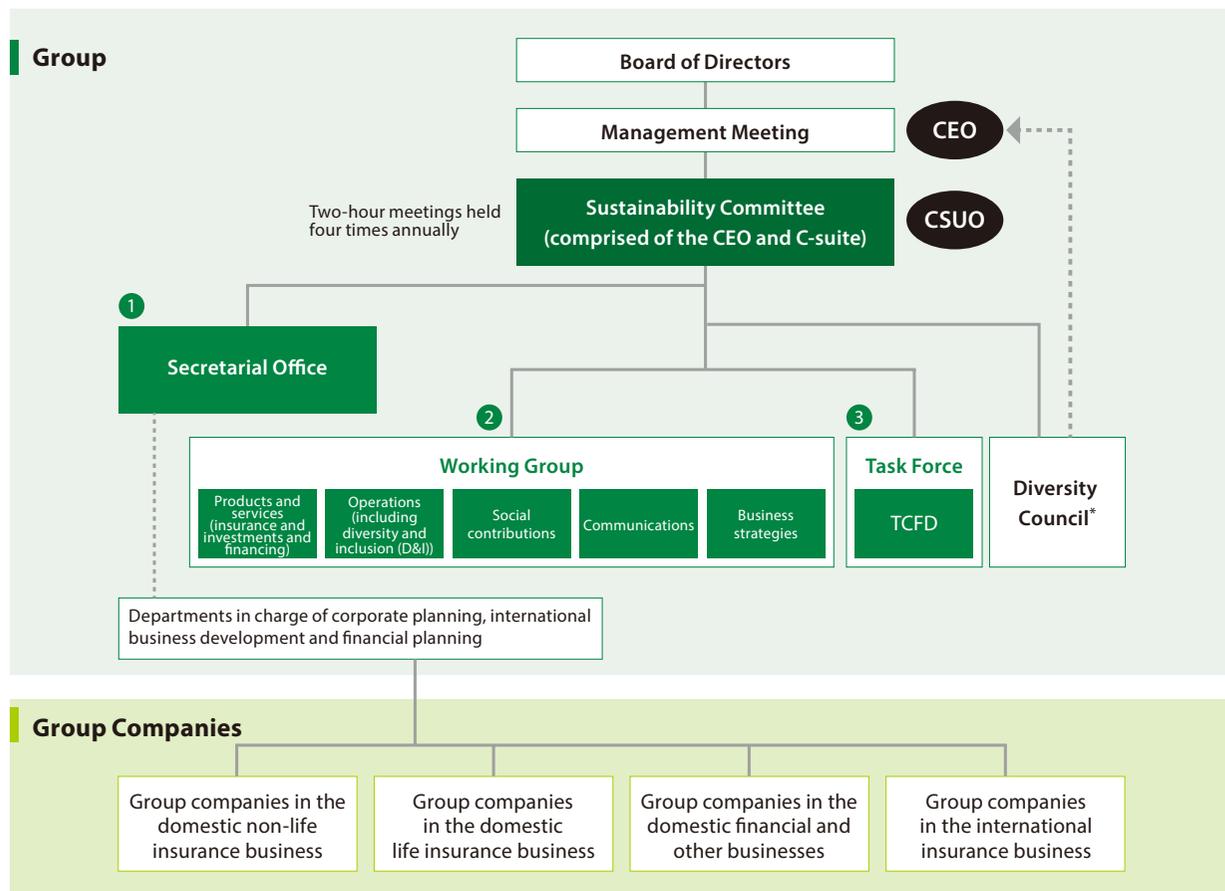
We would like to express our gratitude to and ask all our stakeholders for their continued understanding and support.

1.4 Organizational Structure for Promoting Sustainability

Given its importance, the Sustainability Committee consists of top management members, including the CEO and other chief officers. In addition, depending on the theme of discussion, members from Group companies around the world also participate in committee meetings. In this and other ways,

we explore measures to address various issues by gathering the wisdom of the entire Group. The committee's deliberations are promptly reported to the Management Meeting and the Board of Directors, and the feedback obtained is used in subsequent discussions and considerations.

Organizational Structure for Promoting Sustainability



* A body aimed at building consensus among Group companies regarding important D&I themes (e.g., fostering female executive candidates, making companies more inclusive)

(1) Role of the Sustainability Committee

- Deliberates on Tokio Marine Group's sustainability strategies
- Oversees the overall management and execution of sustainability strategies
- Reports to and submits matters for discussions to the Board of Directors and in relevant management meetings

<Matters discussed by the Sustainability Committee>

May 2021	Formulation of sustainability strategies, systems for executing the strategies and key issues in important areas, etc.
Jul. 2021	Implications of external trends for the Group and annual plans for organizations that will carry out initiatives and top priority policies, etc.
Aug. 2021	Positioning of the sustainability report, Initiatives for climate change and TCFD disclosure, etc.
Dec. 2021	Reconfiguration of sustainability report, Formulating plans for the next fiscal year, etc.
Mar. 2022	Review of annual plans, Formulating plans for the next fiscal year, etc.

(2) Roles of other organizations

1 Secretarial Office

Handles administration for the committee (as well as the subcommittees and task force) and promotes the sustainability strategies.

2 Working Groups

Formulate and execute annual plans for respective issues, with input from relevant departments of Tokio Marine Holdings and members of Group companies. Formulate plans and coordinate actions regarding measures to address material issues.

3 Task force

Organizes members of projects tasked with strengthening short-term initiatives.

1.5 Penetrating Our Sustainability Strategy

Tokio Marine Group facilitates an understanding of its sustainability strategy and policies among Group employees and pursues a number of initiatives to further address social issues through its business activities.

Enhancing Sustainability Communication

Tokio Marine Holdings has a division dedicated to the promotion of the Group's sustainability (Sustainability Division, Corporate Planning Department), which identifies major challenges related to sustainability, and formulates and implements related group-wide strategies. The division also supports the sustainability activities of Group companies through dialogue and collaboration with Sustainability Key Persons (SKP) appointed by each Group company to promote sustainability initiatives.

From fiscal 2015, we commenced the Sustainability Key Person Seminar for SKPs at Group companies and branch offices of Tokio Marine & Nichido. The seminar aims to share information and exchange opinions on the most current sustainability trends as well as the Group sustainability strategies. In fiscal 2021, we invited external speakers to give a lecture on the themes of addressing social issues and para-sports to deepen our understanding.

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

Penetrating our Sustainability Strategy among Employees

To facilitate an understanding of the Basic Policy on Environment and the Basic Policy on Human Rights that were announced in December 2021, we prepared an abridged edition summarizing the purpose and outline behind policy formulation and distributed it among Group employees. We also released a video clip for internal and external audiences to help understand our Group's sustainability strategy and initiatives.



Abridged edition of the Basic Policy on Environment and Basic Policy on Human Rights



Sustainability video

Communication with Overseas Group Companies

We prepared English-language versions of the abridged edition of the Basic Policy on Environment and the Basic Policy on Human Rights as well as the sustainability video and distributed them to overseas Group companies. Through these efforts, we strive to disseminate sustainability-related information globally. In addition, in considering initiatives that will contribute to future generations, we have launched a global study team that spans the Group to incorporate a diverse range of approaches. We will continue to enhance sustainability-related communication with overseas Group companies in an effort to further penetrate our sustainability strategy and policies among all Group employees.

Sustainability Training

Tokio Marine & Nichido conducts sustainability training through e-learning for all employees once a year to promote understanding and sharing of the philosophy and policies. In addition to sustainability strategies and policies, the training includes topics such as confirmation of environmental footprint 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.

Sustainability Award

To promote the fostering of a corporate culture in which each employee engages in sustainability with a strong sense of ownership, we have been operating the Sustainability Award throughout Tokio Marine Group in and outside Japan since fiscal 2015.

In fiscal 2021, a new award system was established to create examples of initiatives that generate a positive cycle of solutions to social issues and growth as well as to better advance the Group sustainability strategy. From roughly 100 entries, 18 initiatives were selected for commendation.

In addition to recognizing existing initiatives, we solicit new ideas conducive to solving social issues. By assisting the selected ideas as a company, including the use of outside resources, and supporting the commercialization of the ideas, the initiative is accelerating the development of solutions to social issues through our business activities on a group-wide basis.

Social Contribution Activities with the Participation of All Employees

Tokio Marine Group is implementing different social contribution activities around the world that emphasize voluntary participation by employees and tie-ups and collaboration with NPOs and other groups.

Each Group company strives to support the proactive involvement of employees in ongoing social contribution activities in a number of ways, such as introducing social contribution activities in which employees can participate and setting up leave systems for volunteer activities.

In fiscal 2021, the total social contribution activity participation rate among domestic and overseas Group employees (total number of participants in social contribution activities in relation to the number of employees) was 110.6%, indicating that on average each employee took part in one or more social contribution activities.

Overview of Support Systems/Programs and Fiscal 2021 Results (Tokio Marine & Nichido)

Matching gift system	A system in which the company makes a donation matching the amount voluntarily donated by employees (11 cases totaling 412,031 yen)
Volunteer leave / leave of absence system	A system to support employees for their volunteer time (used by 74 employees) <ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> • Volunteer leave of absence A system in which employees are permitted to take leave for a period of over six months and up to two years, in principle, to participate in a volunteer program recognized by the company, particularly actions with a high degree of social contribution in a social welfare institute, etc.
Share Happiness Club	A donation program operated by employee volunteers In fiscal 2021, a total of 2,355,960 yen donated by 1,249 employees was distributed to the following organizations: <ul style="list-style-type: none"> • Watari Greenbelt Project • Childline Support Center Japan • Japan Deafblind Association • WaterAid Japan • Medecins Sans Frontieres Japan Association • D-SHiPS32 • Usunova • Japan Environmental Action Network
Sustainability Months	Months for strengthening initiatives for proactively carrying out local community and social contribution activities across the entire Tokio Marine Group (October-November)

1.6 Our Progress for Eight Material Issues (Materiality)

Tokio Marine Group is steadily promoting various initiatives by continuing to implement an effective PDCA cycle, such as setting medium- to long-term sustainability goals (non-financial KPIs).

The table below shows the progress of the PDCA cycle for each of the eight material issues.

In fiscal 2021, we achieved carbon neutrality in our business activities and made progress as planned,

including formulating and announcing the Basic Policy on Environment and the Basic Policy on Human Rights.

In fiscal 2022, we will further accelerate group-wide initiatives with a main focus on the formulation of a decarbonization plan for our insurance underwriting and investment and financing portfolios.

Material issues	How the Group can contribute	Value creation What are the Group's goals (qualitative or quantitative)?	Value creation Achievements so far and future plans
1 Take climate action	Reduce CO ₂ emissions from the Group's operations and meet RE100 criteria	Targets for fiscal 2030 1) Reduce the Group's greenhouse gas emissions by 60%*1 compared with fiscal 2015 2) Have renewable energy account for 100% of electricity consumption at main workplaces 3) Switch all company-owned (Tokio Marine & Nichido, Tokio Marine & Nichido Life) vehicles to electric vehicles*2	1) Fiscal 2021 results: 32% reduction (compared with fiscal 2015) 2) Adopt renewable energy at workplaces in Japan, the United States and the United Kingdom (Tokio Marine & Nichido, Tokio Marine & Nichido Life, PHL, TMK, etc.) and create and publish a roadmap for the Group by the end of fiscal 2022 3) Tokio Marine & Nichido and Tokio Marine & Nichido Life are gradually switching to electric vehicles
	Realize carbon neutrality through engagement with investors and insurance underwriters	Target for fiscal 2050: Virtually zero greenhouse gas emissions (including at investment and financing recipients)	Promote engagement on climate change and the environment (Tokio Marine & Nichido, fiscal 2021 results: dialogue with approximately 150 companies; dialogue with 95 investment and financing recipients between July 2021 and June 2022) Create decarbonization plans for underwriting and investment/financing portfolios
	Develop and offer products and services that contribute to renewable energy development	Increase revenue*3 from Tokio Marine & Nichido's insurance for offshore wind power plants by 5 billion yen by fiscal 2023 Continue to facilitate green investing	Offered Japan's first insurance packages for offshore wind power plants Acquired GCube, a leading player in insurance for the renewable energy business sector Strengthened commitment to and involvement in renewable energy funds (62 billion yen committed and 45 development projects as of the end of fiscal 2021)
	Carry out mangrove planting to combat global warming (through carbon fixation) and mitigate damage from environmental disasters	Continue to maintain carbon neutrality Surpass 300 billion yen in cumulative economic value from mangrove planting by fiscal 2038	Achieved carbon neutrality in fiscal 2021 (ninth consecutive year since fiscal 2013)
	2 Improve disaster resilience	Establish sustainable fire insurance systems	Increase fire insurance revenue by more than 45 billion yen in fiscal 2023 (Tokio Marine & Nichido business unit profit) Develop and provide products and services useful for disaster prevention/mitigation, early recovery, etc.
Assist with business continuity planning (BCP) in partnership with government bodies and businesses		Continue providing support to BCP	Cumulative number of agreements with governments (as of the end of February 2022) • 38 prefectures • 10 major cities • 70 municipalities

*1 Based on our business activities (Scope 1, 2 and 3 (Categories 1, 3, 5 and 6)) *2 EVs, PHVs, HVs, etc. *3 Net premiums written

Material issues	How the Group can contribute	Value creation	Value creation
		What are the Group's goals (qualitative or quantitative)?	Achievements so far and future plans
3 Support people's healthy and enriching lives	Address needs to manage assets and savings in response to longevity risks (Develop and provide new healthcare services)	Increase revenue by 20-30 billion yen*1 in the healthcare area in fiscal 2023 (Tokio Marine & Nichido) Increase the CAGR of new policy premiums by about 5% in fiscal 2023 (Tokio Marine & Nichido Life)	Establishment of the Healthcare Business Development Department (April 2022) Expansion of ancillary insurance services (e.g., services for early detection of cancer, direct payment of benefits to affiliated hospitals from February 2022) Development and provision of new solutions using predictive disease detection (e.g., PoC of early detection using an Apple Watch from October 2021)
	Widely promote services for facilitating their Health and Productivity Management	Continued selection in the Health & Productivity Stock Selection Continue health management support (Tokio Marine & Nichido)	Included in the Health & Productivity Stock Selection 2022 (for the seventh consecutive year) Provided health management support to approximately 2,300 companies (in fiscal 2021)
4 Promote and support diversity and inclusion	Promote diversity and foster an inclusive corporate culture	Promote and support diversity and inclusion through the Diversity Council, etc. Continue to conduct culture and value surveys Targets for fiscal 2030 1) Percentage of female directors and Audit & Supervisory Board Members: Realization of the philosophy held up by the 30% Club 2) Percentage of women in managerial or higher positions at Tokio Marine & Nichido: 30% 3) Percentage of women in sub-leaders at Tokio Marine & Nichido: 50% or more	Created the Diversity Council and the Group Diversity and Inclusion Officer (CDIO) position Formulated the diversity and inclusion vision and distributed a relevant booklet to all Group companies Scored 4.3 out of 5 in a culture and value survey*2 (83% response rate) Recent progress 1) Ratio of female directors and Audit & Supervisory Board Members: 15.8% (Tokio Marine HD) 2) Percentage of women in managerial or higher positions at Tokio Marine & Nichido: 10.4% (32.3% achieved globally) 3) Percentage of women in associate leader or higher positions at Tokio Marine & Nichido: 57.0% or more Ratio of overseas employees: 41.7%
	Share best practices group-wide and carry out improvement initiatives	Carry out human rights due diligence and improvement initiatives based on the UN Guiding Principles on Business and Human Rights	Create and publish a human rights due diligence and improvement policy in line with the UN Guiding Principles on Business and Human Rights, etc. (December 2021) Further promote human rights due diligence among employees, our businesses (insurance underwriting, investment and financing) and the value chain
	Apply advancements in digitalization and data to increase security for customers in ways besides insurance payouts	Accelerate data strategies through initiatives started by core data company Tokio Marine dR, in July 2021 (expand provision of pre- and post-incident assurance)	Build a comprehensive solution business for disaster prevention and mitigation, using "CORE," a disaster prevention consortium that was fully launched in April 2022 under the leadership of Tokio Marine, as the driving force
5 Facilitate and foster innovation through digitalization	Address growing cyber risks amid the spread of digitalization	Increase revenue by around 5 billion yen through cyber risk insurance by fiscal 2023 (Tokio Marine & Nichido)*1	Achieve double-digit growth in cyber-risk insurance each fiscal year (Tokio Marine & Nichido) Started offering incident response services (from April 2022, the first in the industry)
	Make use of digitalization to support small and medium-sized enterprises (SMEs)	Increase revenue by 15-25 billion yen through insurance for small and medium-sized enterprises by fiscal 2023 (Tokio Marine & Nichido)*1	Establishment of BUDDY+, a dedicated solution site for SMEs (from November 2021)
	Apply digitalization to raise the efficiency of operations	Enhance the efficiency of operations with a one-percentage-point improvement in the combined ratio by fiscal 2023 (Tokio Marine & Nichido)	Combined ratio of 90.6% (Tokio Marine & Nichido, a 1.9-percentage-point improvement from fiscal 2020)

*1 Net premiums written *2 Totals for Tokio Marine Holdings and its Group companies worldwide

Material issues	How the Group can contribute	Value creation What are the Group's goals (qualitative or quantitative)?	Value creation Achievements so far and future plans
6 Protect the natural environment	Carry out mangrove planting to preserve biodiversity and wetlands	Maintain carbon neutrality Surpass 300 billion yen in cumulative economic value from mangrove planting by fiscal 2038	Achieved carbon neutrality in fiscal 2021 (ninth consecutive year since fiscal 2013)
	Implement the Green Gift Project and Planet Genki program	Have 100% of employees participate in social contribution activities in fiscal 2021	100% of employees participated in social contribution activities (fiscal 2021)
7 Provide education to children	Provide Green Lessons	Continue providing Green Lessons	Green Lessons held approximately 890 times and attended by 58,000 people (cumulative total as of March 31, 2022)
	Implement Disaster Prevention Lessons	Continue providing Disaster Prevention Lessons	Disaster Prevention Lessons held approximately 980 times and attended by approximately 64,000 people (same as above) Chinese version of Disaster Prevention Lessons held 22 times and attended by approximately 1,700 people (same as above)
	Offer Group Work on Managing Risks and Opportunities	Continue providing lessons on risk and the future	Risk and the future lessons held 54 times and attended by approximately 1,700 people (same as above)
	Implement StreetWise Finance, a financial literacy education program in South Africa	Continue implementing StreetWise Finance, a financial insurance education program	Approximately 76,000 people participated in the StreetWise Finance financial insurance education program in South Africa (cumulative total as of June 30, 2022)
8 Disclose highly transparent and timely information	Properly disclose information by strengthening compliance with the Task Force on Climate-related Financial Disclosures (TCFD) and other guidelines	Disclose information based on the TCFD recommendations through integrated annual reports, sustainability reports, etc.	Themed presentation: "Tokio Marine Group's Contribution and Growth Strategy in the Renewable Energy Market (June 2021)" "Our Climate Strategy & the TCFD (January 2021)" held September 28, 2020: "Tokio Marine: Our Climate Strategy" published (available on the Company's website) Enhance information disclosure based on the TCFD recommendations through integrated annual reports, sustainability reports and other means
		Create pillars other than those above	Creation of new pillars to contribute to future generations

1 Take Climate Action

Climate change is a critical global issue that threatens the security and safety of customers and society. It also affects the insurance industry directly. Therefore, Tokio Marine Group has been pushing forward with a range of initiatives by positioning climate change as the most important issue that should be addressed head on as an insurance company operating businesses globally and as an institutional investor. At the same time, we regard it as a business opportunity for achieving growth as an insurance company. We provide insurance products that promote the widespread use of renewable energy and operate renewable energy funds.

Results to date	SDGs contributing to solutions
<p>[Products and services]</p> <ul style="list-style-type: none"> • Provided insurance products that contribute to the promotion of renewable energy (offshore wind power, mega-solar power, etc.) • Operation of renewable energy funds (Amount committed: Approx. 62 billion yen; Units installed: 45) (as of March 31, 2022) 	
<p>[Operations and social contributions]</p> <ul style="list-style-type: none"> • Reduced CO₂ emissions by 7% compared with fiscal 2020 • Achieved carbon neutrality of business activities through mangrove planting and green power purchases for nine consecutive years (fiscal 2013–2021) 	

Comprehensive Coverage for Offshore Wind and Solar Power Generation Facilities Risks

Tokio Marine Group has supported 57 offshore wind power generation projects in 10 countries and regions, including Japan. We offer an insurance package for offshore wind power generation that seamlessly covers risks from completion of construction to operation.



We also offer the Mega-Solar Package Program, a hybrid product of risk consulting and insurance, for solar power generation operators.

Carbon Neutrality Achieved by Purchasing Green Power and Planting Mangroves



Tokio Marine Group has been working to reduce CO₂ emissions generated by its business activities and reduced emissions by 7% in fiscal 2021 from the fiscal 2020 level, mainly by purchasing green power at major bases in each country. In addition, we have continued to promote mangrove planting,



which has a CO₂ fixation effect, in the Asia-Pacific region, and achieved carbon neutrality, in which the amount of CO₂ absorbed or fixed exceeds its emissions, for nine consecutive years since fiscal 2013. We will continue to push forward with initiatives to reduce our environmental footprint and achieve carbon neutrality to contribute to the global transition to a decarbonized society toward 2050.



Supporting Corporate Customers, Investee Companies and Financing Recipients in Their Transition to Decarbonization

We support corporate customers, investee companies and financing recipients in their transition to decarbonization. We assist corporate customers in their transition to decarbonization by proposing insurance products, consulting services and other solutions to issues through engagement (constructive dialogue). When engaging with investee companies, we also encourage them to strengthen and advance initiatives related to the transition to decarbonization, such as by adding ESG to their themes.

In addition, in December 2021 we became the first Japanese insurance company to participate in the Net-Zero Insurance Alliance (NZIA), an international initiative promoting the transformation of insurance underwriting portfolios to carbon neutrality. We have been providing recommendations to realize a socially just (fair) transition globally. Tokio Marine Group will continue to lead the decarbonization of the world to achieve the goals of the Paris Agreement.

2 Improve Disaster Resilience

Climate change has increased the severity of natural disasters, greatly affecting society and the economy. For Tokio Marine Group, whose home market is Japan, one of the most disaster-prone countries in the world, improving disaster resilience by resolving disaster issues and mitigating the damage from disasters is a critical area where Tokio Marine Group's raison d'être is strongly called into question.

Tokio Marine Group aims to go beyond merely paying insurance claims in the event of an emergency and transform into a company that supports its customers at all times. We will do this by providing peace of mind before and after an emergency, such as preventing emergencies, reducing burdens when an emergency occurs, supporting quick restoration and preventing the recurrence of emergencies.

Results to date	SDGs contributing to solutions
<p>[Products and services]</p> <ul style="list-style-type: none"> Promoted industry-academia collaboration in disaster risk research Products and services that contribute to disaster prevention and mitigation: Launched index insurance to prepare for earthquakes and hurricanes and helped customers formulate business continuity plans (BCP) Enhanced claims services using AI, etc. 	 
<p>[Operations and social contributions]</p> <ul style="list-style-type: none"> Promoted initiatives to prepare for an ISO standard certifying disaster preparedness Approximately 64,000 participants in Disaster Prevention Lessons (total as of March 31, 2022) 	  

Promoting Industry-Academia Collaborative Research on Disaster Risk as well as Disaster Prevention Education and Awareness-Raising Activities

Since 2006, Tokio Marine Group has been working with The University of Tokyo, Nagoya University and Kyoto University to conduct joint research on climate change and disaster risk based on scientific knowledge. Moreover, following the Great East Japan Earthquake, we have been promoting research on earthquake and tsunami risk, including research on the effects of disaster mitigation in the Tohoku coastal forests and mangrove forests in collaboration with Tohoku University's International Research Institute of Disaster Science (IRIDeS). We have also been developing disaster prevention education and carrying out awareness-raising activities.

Developing International Standards for Disaster Prevention and Mitigation

Tokio Marine Group has been working with IRIDeS of Tohoku University to develop an ISO standard certifying disaster preparedness (TC268/SC1 WG6). The standard is related to infrastructure and systems necessary for disaster prevention and mitigation in smart cities in line with the goals of the Sendai Framework for Disaster Risk Reduction 2015-2030.

Developing and Providing Products and Services Useful for Disaster Prevention and Mitigation

Tokio Marine & Nichido has been strengthening the development and provision of products and services for protecting customers in times of need. They include insurance products covering disaster risks, support for the early recovery of business activities and establishment of a claims payment structure that utilizes satellites and AI.

The company also launched the industry's first index-based earthquake insurance (EQuick Insurance for Earthquake Preparation) in March 2021, which enables prompt payment of a fixed amount of insurance claims according to the earthquake magnitude observed in the area where customers reside. Moreover, in collaboration with the Central Community Chest of Japan, the company has developed the "Total assist fire insurance x Red Feather Disaster prevention/reduction program," which aims to mitigate disaster damage and provide support for early recovery, and started offering the product to customers in July 2021. The company is supporting disaster prevention and mitigation initiatives by making donations to the Red Feather Community Chest corresponding to a predetermined percentage of the costs reduced when customers choose web-based insurance contracts (clauses).

Contributing to Local Communities by Providing Support for the Formulation of Business Continuity Plans (BCP)



We have continued to provide support to formulate BCPs by working together with local governments, companies and other entities to help build a disaster-resilient society. As of February 28, 2022, we have concluded a total of more than 100 BCP assistance agreements with local governments (38 prefectural governments, 10 major cities and 70 municipalities).

Establishment of CORE, a Disaster Prevention Consortium Aimed at Building a Disaster-Resilient Society

Tokio Marine & Nichido established CORE, a disaster prevention consortium, in November 2021, with the goal of formulating specific measures, including measures to create and market new services that accelerate and promote new initiatives for disaster prevention and mitigation in line with the Fundamental Plan for National Resilience. By partnering with companies and organizations from diverse industries via CORE, we will try to co-create disaster prevention and mitigation projects that use technologies and data owned by individual corporations and contribute to building a disaster-resilient society by working together with national and local governments and other entities.



3 Support People's Healthy and Enriching Lives

In Japan, the birthrate has been declining and the population aging at an accelerated pace. In step with this trend, it has become increasingly important to solve health-related issues and address needs in nursing care and healthcare of the elderly.

As an insurance company covering disease and illness through life and non-life insurance products, Tokio Marine Group aims to leverage its extensive expertise to offer high value-added products and services. With these initiatives, the Group will contribute to solving social issues, such as extending healthy life and asset life, as well as support a healthy and an enriching living.

Results to date	SDGs contributing to solutions
<p>[Products and services]</p> <ul style="list-style-type: none"> ● Launch of <i>Anshin Nenkin Kaigo</i> and <i>Anshin Nenkin Kaigo R</i> (August 2021) ● Launch of <i>Mirairo Cancer Insurance</i> (January 2022) ● Launch of <i>Anshin Cancer Treatment Insurance</i> and revision of <i>Cancer Diagnosis Insurance R</i> (February 2022) ● Launch of <i>Market Link Protect</i> (August 2022) ● Supported customers' health and productivity management 	 
<p>[Operations and social contributions]</p> <ul style="list-style-type: none"> ● Selected as a "Health & Productivity Stock" for seven consecutive years ● Implemented a program to enhance health literacy 	 

Meeting a Variety of Health Needs

Tokio Marine Group is working to develop and provide new healthcare services by focusing on areas such as the elderly, healthcare and asset formation.

Tokio Marine & Nichido Life has proactively promoted businesses by providing various products. They include *Anshin Nenkin Kaigo R*, a product preparing customers for emergencies that provides refund benefits for health to customers when they reach a certain age, and *Anshin Cancer Treatment Insurance*, which provides coverage of up to 100 million yen for the potentially expensive latest cancer treatments. These products have garnered high praise by customers.

We have also been engaging in an initiative called Life Insurance Revolution since 2012. Since November 2017, we have been engaged in Life Insurance Revolution Nextage, a new initiative that aims to provide optimum safeguards by protecting customers in all domains. These safeguards encompass "new protection in anticipation of advances in medical technology," "accumulation" and "prevention and pre-symptomatic health".

Launch of *Mirairo Cancer Insurance* That Uses Digital Disability Certificates

Tokio Marine & Nichido has developed and launched *Mirairo Cancer Insurance*, which is intended for people with the Mirairo ID* digital disability certificate and their families. This product was developed jointly with Mirairo Inc., which operates a business providing services related to universal design, and Zenchikyosai Inc., a company specialized in insurance for people with disabilities.

The insurance features a simple health notification process and allows families and other people to conduct the enrollment procedures and health conditions notification process by proxy, making it easier for people with disabilities to enroll.



By offering products like this, Tokio Marine & Nichido strives to resolve social issues and contribute to improving the quality of life of people with disabilities and others. In this way, the company aims to build a symbiotic society where anyone can live safely, comfortably and with a sense of security and express themselves in a diverse way.

*A digital disability certificate released by Mirairo with the goal of creating a new future where people with disabilities will find it easy to go out and business operators will be able to respond to them smoothly. 3,800 companies have introduced the system and the number of companies utilizing it is increasing. (As of August 2023).

Promoting Health and Productivity Management throughout the Group and Supporting Health and Productivity Management of Corporate Customers



Managing the health of employees and creating a comfortable workplace have always been an important issue in corporate management. Tokio Marine Group was selected as a “Health & Productivity Stock” for seven consecutive years for its promotion of health and productivity management. Moreover, we provide support for health and productivity management of our corporate customers by leveraging the know-how cultivated through our own health and productivity management.

Enhancing the Health Literacy of Employees and Agents

Tokio Marine Group supports employees and agents in enhancing their health literacy in its capacity as a special partner of the Japan Healthcare Master Certification, which aims to improve the knowledge and skills necessary to lead a healthy life.

4 Promote and Support Diversity and Inclusion

Amid increasingly complex social issues and diversifying risks, we are committed to improving the quality of the products and services we provide to our customers around the world. To do this, it is essential that our motivated, talented employees who possess diverse values fully exercise their abilities regardless of their gender, age, nationality or disability. Tokio Marine Group has enhanced its initiatives by positioning the promotion of diversity and inclusion (D&I) as a key success factor for further growth in an uncertain environment and market.

Promotion of D&I as a Growth Driver

Tokio Marine Group established the Diversity Council and the position of the Group Chief Diversity and Inclusion Officer (CDIO) in April 2021 to create an environment that enables all Group employees to leverage their diverse backgrounds and fully exercise their capabilities. In October 2021, the Group established the Tokio Marine Group D&I Vision. Guided by this vision, we are accelerating initiatives to be a truly inclusive global insurance group committed to promoting efforts in four key issues (attract, empower, develop/promote and retain).

Proactively Accelerating Investment in People

The source of our competitiveness as an insurance business operator has been and always will be our people. To continue growing amid significant changes in the surrounding environment, acquiring superior human resources and expertise and putting them in the right places is not enough. In addition, it will be increasingly important to continue improving the individual capabilities of our 40,000 employees worldwide with unique attributes and create an inclusive organization where their capabilities are combined to create new value. In 2019, we introduced a new personnel system to stably develop global management personnel who will drive the integrated management of the Group in the next generation. We will leverage this system to drive talent management across the entire Group and accelerate investment in employees by continuously providing a range of training opportunities beyond national boundaries. Further, we are promoting initiatives to enhance expertise as a source of new added value in a group-wide manner. They include the mid-career recruitment of human resources with a high level of expertise and the internal development of data scientists, as well as the global utilization of human resources who have joined us as a result of M&As.

Through continuous and forward-looking investments in human capital, we aim for sustainable growth while maximizing our capabilities both as individuals and an organization.

Realizing a Symbiotic Society by Supporting the Elderly and Persons with Disabilities

Tokio Marine Group supports the elderly and people with disabilities in cooperation with NGOs with the aim of realizing a symbiotic society where people can play an active role regardless of age or gender. In addition to encouraging the participation of Group employees in Courses to Foster Support for Dementia

Results to date	SDGs contributing to solutions
<p>[D&I promotion] Current situation</p> <ul style="list-style-type: none"> Ratio of female directors and Audit & Supervisory Board Members: 15.8% (Tokio Marine Holdings) Ratio of women in management and higher-level positions at Tokio Marine & Nichido: 10.4% (32.3% achieved globally) Ratio of female sub-leaders at Tokio Marine & Nichido: 57.0% Ratio of non-Japanese employees: 41.7% 	
<p>[Operations and social contributions]</p> <ul style="list-style-type: none"> Conducted Group culture and value survey (response rate 83%): scored 4.3 out of 5 (Group Attachment) Supported the elderly and people with disabilities 	

Care, we are working with the Japan Deafblind Association (JDBA), the Japanese Para-Sports Association (JPJA) and the Japan Inclusive Football Federation (JIFF) to support persons with disabilities and promote understanding of sports for persons with disabilities.



Group employees at para-sports event

5 Facilitate and Foster Innovation through Digitalization

Going beyond merely paying insurance claims in the event of an emergency, we are proactively utilizing digital technologies to provide customers with products and services that lead to the prevention of emergencies, the minimization of damage, the speedy recovery and the prevention of the recurrence of an emergency. Further, we have positioned the data we accumulate daily and our digital technologies as the source of our competitive advantage to produce results globally. We will also enhance countermeasures against the risks arising from cyberattacks that are becoming increasingly sophisticated and elaborate in step with the progress of digital innovation.

Results to date	SDGs contributing to solutions
<p>[Products and services]</p> <ul style="list-style-type: none"> Continued to provide <i>Cyber Risk Insurance</i> Data-driven products Developed <i>Drive Agent Personal</i> with dual-camera driving recorder (launched in April 2021) Insurance procedures using smartphones 	
<p>[Operations and social contributions]</p> <ul style="list-style-type: none"> Selected as a Digital Transformation Stock 2022 Development of human resources specialized in digital technologies 	 

Using Digital Technologies and Data Possession as Sources of Competitiveness

In the field of digital technology that continues to advance dramatically, we have invested tens of billions of yen mainly in the formation of alliances with diverse partners. In addition, we established Tokio Marine dR in July 2021 as the Group's core operating company in this field. We have continuously expanded our range of new products and services, which will be our mainstay products and services in the future, by leveraging the Group's sophisticated digital capabilities held collectively within Tokyo Marine dR. Such efforts include the development of data-driven products that create new insurance markets independent of traditional statistical data as well as a range of risk solutions that enable the visualization of risks and the prevention of accidents.

Acquiring and Developing Data and Technology Experts

Along with hiring around 100 specialized engineers, designers and other human resources in the field of digital technology, our internal training program, Data Science Hill Climb, produces dozens of data scientists every year. We have also prepared training programs that strengthen the digital skills of employees based on their rank in a group-wide effort in the development of digital human resources.

Responding to Increasingly Sophisticated and Elaborate Cyber Risks

In step with the advance of digital innovation, new risks are emerging, such as increasingly sophisticated and elaborate cyberattacks targeting companies and other organizations. Tokio Marine & Nichido has been providing *Cyber Risk Insurance* since 2015. In 2020, we opened Tokio Cyber Port, an online information lounge on cybersecurity countermeasures, raising awareness among companies and other customers about cybersecurity and encouraging them to strengthen countermeasures. We are also taking measures to ensure the cybersecurity of society as a whole by providing a variety of products and services. They include the Emergency Hotline Service, a free consultation service to be used in the event of a trouble related to cyber risks, and the Cyber Global Risk Quantitative Evaluation Service, which analyzes and quantifies risk based on external published information related to cyber risks faced by companies.



Tokio Cyber Port website

Best Mix of People and Digital Technologies: Winning a Good Design Award

The secure, comfortable accident resolution process based on the best mix of people's capabilities and digital technologies, which forms the DX effort of our claims services, received a Good Design Award 2021. The award was granted in recognition of the seamless services covering the entire accident resolution process, which were designed by placing the value of using various digital tools for handling accidents for auto insurance and fire insurance in the elimination of anxiety and stress from the customer's perspective, instead of the improvement of the efficiency of internal operations.

Tokio Marine Group aims to realize an amazing level of claims services with the best mix of digital technologies and people.



Accelerating Digital Strategy

Tokio Marine Holdings was selected as a Digital Transformation Stock 2022. We will continue to proactively promote investments in business and human resources, extend the insurance underwriting domain and boldly expand our business into the domain of providing peace of mind before and after an accident, in our efforts to enable sustainable growth for the future.



6 Protect the Natural Environment



Since our lives are supported by a diverse supply of food and water, the preservation of the ecosystems, biodiversity and the natural environment that produce them is a global priority.

Tokio Marine Group started planting mangroves in 1999 as a project to commemorate the 120th anniversary of Tokio Marine & Nichido. Since then, we have been engaging in the project for more than 20 years as an "insurance for the future of the earth" to pass down a safe and secure environment to future generations (total of 11,935 ha as of March 31, 2022). We announced the Mangrove Planting 100-Year Declaration in 2007 and the Mangrove-Based Value Co-creation 100-Year Declaration in 2019, which aims to create value through the blessings of nature brought by mangroves in collaboration with forestry NGOs and other organizations. We also participate in the United Nations Communities of Ocean Actions to Achieve Goal 14 of the SDGs and are working to preserve biodiversity and wetlands through international cooperation.

Moreover, we promote nature conservation activities that are aligned with local needs in various countries and regions around the world. For example, in the United States, where forest wildfires are a serious concern, Philadelphia Insurance Companies (PHLY) has implemented the PHLY 80K Trees Campaign, while in Japan, where forest maintenance is a challenge, we are promoting forest conservation activities through tree thinning in partnership with Aki City in Kochi Prefecture.



7 Provide Education to Children



One of our major responsibilities is providing education to children, who will lead the future. As various social issues become increasingly complex and diverse, our responsibility for future generations is likewise increasing.

Tokio Marine Group hosts programs to consider solutions to environmental and social issues with children and provides other opportunities for education in order to pass down a better natural environment and society to future generations. In Japan, we support economically disadvantaged students with opportunities for learning and advancing to higher education by engaging in initiatives through foundations such as providing them with scholarships and administering assistance programs for children orphaned by traffic accidents.

In addition, Tokio Marine Group has been working to raise children's environmental awareness through Green Lessons and disaster prevention awareness through Disaster Prevention Lessons. We have also provided the career education program Group Work on Managing Risks and Opportunities. More than 130,000 students have participated in these programs as of March 31, 2022. Overseas, Tokio Marine & Nichido Fire Insurance Company (China) Limited and Tokio Marine Indonesia have been carrying out a disaster awareness-raising program while Hollard Group in South Africa has been providing the StreetWise Finance financial literacy education program.

These programs are carried out mainly by employee volunteers. Tokio Marine Group promotes initiatives to solve social issues with the participation of all employees by setting the target of a 100% participation rate (total) in social contribution activities. In fiscal 2021, Group companies in and outside Japan achieved a 100% participation rate.



Green Lessons

8 Disclose Highly Transparent and Timely Information



In recent years, there has been an increase in ESG investment that utilizes non-financial information such as environmental, social and governance (ESG) factors in addition to corporate financial information for investment decisions. Tokio Marine Group has been working to further enhance its contributions to solving social issues through its core business while enhancing the trust of shareholders and investors through the disclosure of highly transparent and timely ESG information.

We began disclosing sustainability information in the 2000s, and since fiscal 2017 we have been working on climate-related information disclosures in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) through the publication of integrated annual reports and sustainability reports.

Special Feature: Our Sustainability Management—For Future Generations

It is our responsibility to sustainably pass on the environment to future generations, implementing climate change countermeasures and preserving biodiversity while supporting these generations in taking on challenges through children's education.

Looking at the future of its stakeholders, Tokio Marine Group has positioned "future generations" as one of our key stakeholders. In order to hand down a sustainable environment and society to future generations, we will promote measures to take climate action, work to protect the abundance of nature and provide education to children through business activities and social contributions.

In fiscal 2022, we formed a global study team that spans the Group, discussed initiatives to contribute to future generations and identified three themes to focus our efforts on and five priority initiatives.

Themes of focus	Overview of major initiatives	
Restoring natural capital/ Responding to climate change	<p>Tree-planting activities NEW</p> <p>(Mangrove planting, afforestation and restoration of eelgrass beds)</p>	
	<p>NEW Investing in natural capital</p> <p>(Expanding impact investment, general business investment and investment products targeting natural capital)</p>	
Developing human resources as future leaders	<p>Educational assistance for children and students and industry-academia partnerships</p> <p>(Educate the next generation through partnerships between educational institutions and our industry)</p>	
	<p>NEW Offering youth real-life exposure to the business world</p> <p>(Providing high school students with opportunities to work as interns and young employees with opportunities to participate in management)</p>	
Assisting in the transition to a circular economy	<p>NEW Promoting waste reduction and recycling through insurance</p> <p>(Promoting the recycling and reuse of damaged goods through property insurance)</p>	

The following are part of the initiatives that have been taken globally by Tokio Marine Group for future generations.

(Tokio Marine & Nichido) Activities to Protect the Sea

Since October 2022, Tokio Marine & Nichido has been engaged in full-scale activities to protect the sea. These activities include the protection and restoration of eelgrass beds, initiatives to reduce plastic waste and the protection of the marine environment through its core business. The protection and restoration of eelgrass beds has attracted attention in recent years as a means of solving various issues surrounding the marine environment (rising seawater temperatures, ocean acidification, the plastic waste problem, the decrease in oxygen levels and the reduction of marine resources). It is expected to generate positive effects such as the purification of water, the protection of biodiversity and the absorption and fixation of CO₂ from the atmosphere.



(PURE) Supporting Students through Collaboration with a University

The U.S.-based PURE Group of insurance companies appropriates 1% of its investment portfolio to impact investment as an initiative to invest in future generations. Recently, PURE formed a partnership with a university whose mission is to provide high-quality education to students with financial difficulties. The plan is to use the invested money, a total of USD 2.3 million, to renovate an abandoned hospital building to establish a facility for new graduate school programs, a gun violence victim memorial and other facilities. This initiative will bring tuition and tourist income to the university. At the same time, it will also lead to the provision of important services commemorating the university's contribution to African-Americans throughout the history of South Carolina.



(Hollard) Job Creation through the Fire Hydrant Initiative

The South Africa-based Hollard has launched the Tshwane-Hollard Fire Hydrants Initiative in a public-private partnership with the city government of Tshwane and the National Disaster Management Centre (NDMC). Under this initiative, 15 unemployed young people received training for the inspection of the approximately 3,500 fire hydrants in the entire city of Tshwane. This initiative not only ensures that the fire hydrants in the city work normally but also contributes to the creation of jobs and opportunities to develop skills. According to Statistics South Africa, fires are the fourth most frequent cause of accidental death in the country and are estimated to cause insurance losses of about 3 billion rand (roughly 24.6 billion yen) every year (excluding deaths of the uninsured and unreported losses).



1.7 Relationship between Our Eight Material Issues and 17 SDG Goals

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

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

Perspectives	Eight material issues	17 SDG goals	SDGs targets	Tokio Marine Group's initiatives	
				Providing value through products and services	Providing value through other means
For the Environment	Take climate action	 7. Affordable and clean energy (Ensure access to affordable, reliable, sustainable and modern energy for all)	7.1,2,3,a	<ul style="list-style-type: none"> • Package insurance for offshore wind power generation • Impairment Liability Coverage for Geothermal Power Generation Operators • Insurance products for renewable energy (solar, wind, biomass, geothermal, hydraulic power) operators • Renewable Energy Fund, green bond investments • <i>Decarbonization Supply Chain Disruption Response Insurance</i> • <i>Wholesale Electric Power Price Fluctuation Insurance</i> 	<ul style="list-style-type: none"> • Auto insurance eco mark certification • Promoting the use of recycled automobile parts
		 13. Climate action (Take urgent action to combat climate change and its impacts)	13.1,3	<ul style="list-style-type: none"> • Green Gift Project, Mangrove Planting Project 	<ul style="list-style-type: none"> • Green Lessons, Disaster Prevention Lessons • Natural disaster risk seminar
	Improve disaster resilience	 11. Sustainable cities and communities (Make cities and human settlements inclusive, safe, resilient and sustainable)	11.5,b	<ul style="list-style-type: none"> • Supporting the formulation of business continuity plans (BCP) • Accident response services during large-scale disasters using digital technologies (AI to analyze images taken by satellites; WebRTC; and reservation of on-site investigations via smartphones) • BELFOR's Early Disaster Recovery Support Service • <i>EQuick Insurance</i> to prepare for earthquakes • Total assist fire insurance x Red Feather Disaster prevention/reduction program • <i>Disaster Experience AR</i> app • Early disaster recovery support service • 3D Virtual City Flooding Simulation Model • Natural disaster risk consulting • Situation Room 	<ul style="list-style-type: none"> • Promoting initiatives to prepare for an ISO standard certifying disaster preparedness • Disaster Prevention Consortium (CORE) • Disaster Prevention Lessons • Research on climate change and natural disaster risk through industry-academia collaborative research • Local information network during a disaster
			11.6		<ul style="list-style-type: none"> • Obtaining ISO 14001 environmental management system • Reduction in CO₂ emissions • Purchase of green power
		 6. Clean water and sanitation (Ensure availability and sustainable management of water and sanitation for all)	6.6,b	<ul style="list-style-type: none"> • Green Gift Planet GENKI Program, Mangrove Planting Project • Insurance for environmental liabilities and soil purification 	<ul style="list-style-type: none"> • Green Lessons
	Protect the natural environment	 14. Life below water (Conserve and sustainably use the oceans, seas and marine resources for sustainable development)	14.1,2	<ul style="list-style-type: none"> • Green Gift Project 	<ul style="list-style-type: none"> • Mangrove Planting Project • Planet GENKI Program
		 15. Life on land (Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss)	15.1,2	<ul style="list-style-type: none"> • Green Gift Project • Insurance for environmental liabilities and soil purification 	<ul style="list-style-type: none"> • Mangrove Planting Project • Planet GENKI Program • Ten-Year Restoration Project of the Coastal Forests of Tohoku Region affected by the Great East Japan Earthquake • Green Lessons (delivery classes) • PHLI 80K Trees

Perspectives	Eight material issues	17 SDG goals	SDGs targets	Tokio Marine Group's initiatives	
				Providing value through products and services	Providing value through other means
For Society	Facilitate and foster innovation through digitalization	 8. Decent work and economic growth (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all)	8.6		<ul style="list-style-type: none"> • Group Work on Managing Risks and Opportunities • Room to Read's educational support program in developing countries
			8.5,8	<ul style="list-style-type: none"> • Promoting health and productivity management • Safety First Grant Program 	<ul style="list-style-type: none"> • Work style reform
		 9. Industry, innovation and infrastructure (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation)	9.5,a	<ul style="list-style-type: none"> • Digital strategy 	<ul style="list-style-type: none"> • Research on climate change and natural disaster risk through industry-academia collaborative research, research on natural disaster risk
			9.3	<ul style="list-style-type: none"> • <i>Cyber Risk Insurance</i> • Tokio Cyber Port • Response to the Act for Facilitating New Business Activities of Small and Medium-sized Enterprises (formulation of BCP), awareness-raising activity for risk financing, providing insurance) 	
	Support people's healthy and enriching lives	 1. No poverty (End poverty in all its forms everywhere)	1.5	<ul style="list-style-type: none"> • Development of weather insurance and microinsurance jointly with IFFCO-TOKIO • Efforts to increase prevalence of medical insurance for low-income earners 	<ul style="list-style-type: none"> • Research on climate change and natural disaster risk through industry-academia collaborative research, research on natural disaster risk • Initiative to support low incomes in the United States
		 2. Zero hunger (End hunger, achieve food security and improved nutrition and promote sustainable agriculture)	2.3	<ul style="list-style-type: none"> • Development of weather insurance and microinsurance jointly with IFFCO-TOKIO • Efforts to increase prevalence of medical insurance for low-income earners 	
			3.6	<ul style="list-style-type: none"> • My Page of the Tokio Marine & Nichido website • <i>Drive Agent Personal</i> (DAP) • <i>Drive Agent</i> for Corporate Policyholders • <i>One Day Auto Insurance</i> 	
		 3. Good health and well-being (Ensure healthy lives and promote well-being for all at all ages)	3.8,d	<ul style="list-style-type: none"> • Promoting health and productivity management • Initiatives for living benefits • <i>Anshin Nenkin Kaigo, Anshin Nenkin Kaigo R</i> • <i>Anshin Cancer Treatment Insurance, Cancer Diagnosis Insurance R</i> • <i>Medical Kit Yell</i> • <i>Market Link Protect</i> • <i>Medical Assist</i> consultation service • "Medical Note for Tokio Marine Group" online service • <i>Calomama</i> health guidance app • "NouKNOW™" digital tool for checking brain health • "Train Your Brain" program to enhance brain functionality • Services for receiving tests for detecting cancer risk at preferential prices • Service of supporting the creation of family trusts • Support for balancing work with caregiving 	<ul style="list-style-type: none"> • Supporting the Center for iPS Cell Research and Application (CiRA), Kyoto University • Supporting the provision of Japanese-language medical services (U.S.) • Industry-academia collaborative research with The University of Tokyo and Tohoku University • AED & Basic Life-Saving Workshops
		 10. Reduced inequalities (Reduce inequality within and among countries)	10.2	<ul style="list-style-type: none"> • Products corresponding to LGBT • Insurance for supporting initiatives for reducing human rights risk in building supply chains • Universal Consulting Service 	<ul style="list-style-type: none"> • Support for dementia care • Seminar on caregiving skills • Activities associated with an elderly watch support network project • Support for sports by persons with disabilities and Special Olympics • Support for Japan Deafblind Association

Perspectives	Eight material issues	17 SDG goals	SDGs targets	Tokio Marine Group's initiatives	
				Providing value through products and services	Providing value through other means
For Society	Support people's healthy and enriching lives	 12. Responsible consumption and production (Ensure sustainable consumption and production patterns)	12.2,5,8	<ul style="list-style-type: none"> • Web-based insurance policies and contracts (clauses), My Page of the Tokio Marine & Nichido website, <i>Raku Raku Tetsuzuki</i> • Promoting the use of recycled automobile parts • <i>Drive Agent Personal</i> (DAP) 	
			12.2,4,8	<ul style="list-style-type: none"> • <i>Home Choice Assist</i> • Home Cyber Risk Rider • Designated Equipment Water Disaster Rider (no conditions for flooding) • <i>Cyber Risk Insurance</i> • <i>Recall Insurance</i> 	
		16.5	<ul style="list-style-type: none"> • Legal expenses cover 	<ul style="list-style-type: none"> • Policy for response to customer feedback • Managing prevention of transactions involving conflicts of interest 	
	Promote and support diversity and inclusion	 5. Gender equality (Achieve gender equality and empower all women and girls)	5.1,5		<ul style="list-style-type: none"> • Eliminating gender gap (Tokio Marine Group Women's Career College (TWCC), etc.) • Promoting active roles for older employees • Promoting global human resources strategy • Promoting the employment of persons with disabilities • Realizing an age-inclusive workforce
Provide education to children	 4. Quality education (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all)	4.1,3,6	<ul style="list-style-type: none"> • Green Gift Project • Room to Read's educational support program in developing countries • Streaming "Let's Learn about SDGs" series of videos 	<ul style="list-style-type: none"> • Group Work on Managing Risks and Opportunities • Tokio Marine Kagami Memorial Foundation, Educational Development Fund, Sports Foundation • N Program to support young physicians to gain clinical experience • StreetWise Finance 	
For Governance	Disclose highly transparent and timely information	 17. Partnerships for the goals (Strengthen the means of implementation and revitalize the global partnership for sustainable development)			<ul style="list-style-type: none"> • Appropriately disclosing information by strengthening intelligence related to information disclosure, including the Task Force on Climate-related Financial Disclosures (TCFD)
			17.17	<ul style="list-style-type: none"> • Providing products and services for resolving social issues in collaboration with agents 	<ul style="list-style-type: none"> • United Nations Global Compact • Principles for Responsible Investment • United Nations Environment Programme Finance Initiative (UNEP FI) • TCFD pilot group of Principles for Sustainable Insurance (PSI) advocated by UNEP FI • The Geneva Association's Climate Change and Emerging Environmental Topics (CC+EET) working group • Private Sector Alliance for Disaster Resilient Societies (ARISE) of United Nations Office for Disaster Risk Reduction (UNDRR) • Principles for Financial Action for the 21st Century • Eco-First Program by the Ministry of the Environment • Disaster Prevention Consortium (CORE)

Special Feature: Our Group Initiatives to Solve Social Issues

To help address social issues through its business activities, Tokio Marine Group bestows awards upon outstanding initiatives that contribute to achieving SDGs on a group-wide basis. Here are some of the initiatives that received the Sustainability Award in fiscal 2021.

[Sustainability Award](#) >>

Tokio Marine & Nichido

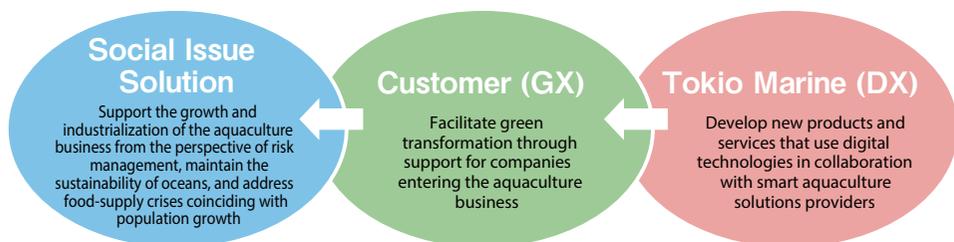
[Development of Insurance Options and Solutions to Establish a Sustainable Aquaculture Society]

Tokio Marine Group has entered a business alliance with UMITRON K.K., which utilizes IoT devices and satellite sensing to deliver services including feeding optimization, fish school behavioral analysis and oceanic data provision. Through this alliance, the Group is promoting various efforts, such as advancing the development of new insurance underwriting methods related to “marine aquaculture” risks and developing risk solutions using satellite data. In addition, the Group has also developed Japan’s first insurance option specifically for the risks involved in closed-cycle land-based aquaculture systems that have fallen outside the coverage of existing mutual aid systems.

This is just one example where Tokio Marine & Nichido has taken the lead as a Group company in collaborating with Tokio Marine dR, the Group’s core data company, and external partners to drive innovation. Along with contributing to solutions for managing food supply crises, maintaining marine sustainability and handling other social issues, this initiative creates new insurance markets in a way that connects to sustainable growth for Tokio Marine Group.



Initiative Concept (Solve social issues through support for the aquaculture business)



E. design Insurance

[Release of Co-Creation Auto Insurance for the Digital Age]

E. design Insurance has released the new auto insurance &e (pronounced “Andy”), providing new experiences to customers with the use of latest technology. To closely reflect the needs of each customer and decrease the number of customers involved in accidents as much as possible, the company provides a safe driving service that integrates IoT sensors with smartphones. In accordance with the mission of “providing not just peace of mind when an accident occurs, but also creating a world free of accidents together with customers,” E. design Insurance is advancing projects to make improvements to &e services; solve traffic-related social issues through collaboration between industry, government, academia and customers; and utilize the data obtained from &e services.



Hollard Insurance Group

[Contributing to Future Generations through Early Childhood Development Programs]

The Hollard Foundation Trust has launched an early childhood development (ECD) program and developed the SmartStart curriculum based on play to provide children with educational opportunities and high-quality nutrition. To address the issue where only 40% of children in South Africa have access to early education, the initiative has enabled universal access to early learning programs to roughly 160,000 children.



Tokio Marine Life Insurance Singapore

[Developing a Smart City by Providing Insurance Products and Services]

As part of a smart city project to be constructed in Singapore’s Tengah area, Tokio Marine Life Insurance Singapore is collaborating with the Singapore Power Group to engage in eco-friendly activities in which residents and companies have flexible access to insurance. By incorporating home contents protection with Singapore’s first central cooling system program, the company has made proposals for value creation and enhanced protection functions to adapt to the diverse needs of households and businesses.



1.8 Stakeholder Engagement — Promoting Initiatives Together with Various Stakeholders

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

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

We also create a virtuous cycle of further contributing to building a sustainable society by integrating opinions and expectations obtained through these dialogues into our business and sustainability strategies.

Stakeholders		Engagement		Links
Category	Subcategory	Policy	Contents	
Local communities		As a good corporate citizen, we strive to be trusted by all people and society while contributing to the creation of a society where a diversity of people can live healthy lives and with a sense of security. We also make efforts to soundly protect the global environment for future generations. In addition, by partnering with NPOs, etc., we conduct a mangrove planting project.	Awards	External Evaluations and Participation in Initiatives >>
			Initiatives	Stakeholder Engagement (Sustainability Dialogue) >>
Research institutions		To respond to disasters caused by climate change, we will enhance our natural disaster risk assessment through industry-academia collaboration and will provide products and services for stable responses to disasters in the future.	Sustainability Dialogue	Protecting the Global Environment through Products and Services (Green Gift Project: Mangrove Planting) >>
			Mangrove Planting Project	Research on Climate Change and Natural Disaster Risks >>
Society	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.	Climate change and natural disaster risk research	External Evaluations and Participation in Initiatives >>
			Participation in initiatives	External Evaluations and Participation in Initiatives >>
			News release	Tokio Marine Holdings Corporate Website (Sustainability page)
Media		Based on the Tokio Marine Group Sustainability Charter that states, "We intend to disclose information timely and appropriately and to promote dialogue with all our stakeholders to ensure effective corporate management," we will cooperate with the media and carry out fair, timely and proper disclosure of company information to gain the trust and understanding of our stakeholders.	News release	Tokio Marine Holdings Corporate Website (Sustainability page)
			Tokio Marine Holdings corporate website (Sustainability page)	Tokio Marine Holdings Corporate Website (Sustainability page)
Future generations		We aim to pass on a sustainable global environment to future generations.	Experience-based environmental protection activities	Protecting the Global Environment through Products and Services (Green Gift Planet GENKI Program) >>

Sustainability Dialogue

In the name of the “Sustainability Dialogue,”Tokio Marine Group regularly invites outside experts to share the latest knowledge on sustainability with management and to engage in dialogue about Tokio Marine Group’s sustainability initiatives. We utilize their opinions and suggestions in formulating our sustainability strategies and promoting related initiatives.

At the Sustainability Dialogue held on December 13, 2021, we invited Keisuke Takegahara, Executive Fellow, Research Institute of Capital Formation, Development Bank of Japan Inc., to give a lecture on the theme of the “Latest Trends in Sustainable Financing and Promotion of Sustainability Management” and to share his opinions about the sustainability of Tokio Marine Group. The following highlights several opinions received through the dialogue and our corresponding response policies.



Keisuke Takegahara
Executive Fellow, Research Institute of Capital Formation, Development Bank of Japan Inc.

Opinion
1

Growth through resolving issues

In line with ESG investing going mainstream, non-financial information of companies has gained greater importance in their corporate value. Medium- to long-term investors will choose companies with business models designed to attain growth through issue solving, competitive advantages derived from such models and the sustainability of the models themselves.

[Tokio Marine Group’s response policies]

Tokio Marine Holdings has formulated sustainability strategies encompassing four priority issues, namely “Take climate action,” “Improve disaster resilience,” “Support people’s healthy and enriching lives” and “Promote and support diversity and inclusion.”The Company has been working to resolve social issues and enhance corporate value at the same time. Going ahead, we will make efforts to enhance dialogue with stakeholders, such as by appropriately and accurately conveying our story of growth through issue solving to investors and other stakeholders via our Integrated Annual Reports and Sustainability Reports.

Opinion
2

Transition finance

Realizing a net zero society and transitioning to a decarbonized society by 2050 require an enormous amount of investment toward discontinuous innovation and its social implementation. Financial institutions and insurance companies are expected to firmly support companies making such a substantial investment for the transition through financing and insurance underwriting in a manner that is consistent with their own transition strategies.

[Tokio Marine Group’s response policies]

Toward transitioning to a decarbonized society, Tokio Marine Group will strive to provide insurance products and services and promote ESG investing, including impact investing, based on dialogue with insurance customers and investee companies. We will also evolve our “Tokio Marine: Our Climate Strategy” and work to measure and set reduction targets for our Scope 3 (Category 15) GHG emissions.

Opinion
3

Enhancing climate-related disclosures based on the TCFD recommendations and responding to TNFD

Discussion at the International Sustainability Standards Board (ISSB) mainly focuses on climate-related disclosures, and the TCFD recommendations are virtually becoming a mandatory international standard. In Japan, the momentum to disclose climate-related information based on the TCFD recommendations has extended even to regional financial institutions, proof that the importance and necessity of such disclosures are rising. I hope that you will enhance your sustainability information disclosure with an eye on natural capital and the Taskforce on Nature-related Financial Disclosures (TNFD) as well, which are expected to gain recognition going forward.

[Tokio Marine Group’s response policies]

Since the announcement of the TCFD recommendations in fiscal 2017, Tokio Marine Holdings has been enhancing our climate-related disclosures based on the TCFD recommendations every year. Additionally, in February 2021, we set up a Green Transformation (GX) Task Force and launched full-scale initiatives to support the transition of customers and society to a decarbonized society. We also disclose information on biodiversity as we evaluate and announce the amount of GHG fixation through the Mangrove Planting Project and the economic value of ecosystem services. In the future, we will strive to further enhance our sustainability-related disclosures information based on the latest trends related to sustainability as well, including natural capital and the TNFD.

Opinions Received from Experts in the Past and Subsequent Responses

*Not conducted in Fiscal 2020 due to the COVID-19 pandemic.

Date of dialogue	Items	Opinions	Status of Group's response
February 12, 2020 (FY2019)	Business management based on the trust of customers	Unlike products and services provided by manufacturers, those of financial and insurance business operators are intangible and take time to be recognized by customers. As such, it is important to practice business management based on the trust of customers. You should make efforts to facilitate their understanding of the Group's philosophy when providing products and services to them. Ingraining this philosophy into employees shapes a corporate culture, which in turn serves as the basis of customer trust. It is essential that customers can get a sense of that corporate culture.	Tokio Marine Group companies have formulated their respective customer-oriented business conduct policies and are carrying out business accordingly while remaining close to customers and keeping an acute awareness of their diversifying needs. We will remain committed to thoroughly implementing customer-oriented business conduct in the future as well. Through the provision of safety and security to customers, we will also strive to gain greater trust by facilitating their understanding of our corporate culture, including our purpose (raison d'être) of protecting customers and local communities in times of need.
	Disclosure of climate-related information according to the TCFD recommendations	Among other countries, Japan has the greatest number of companies supporting the disclosure of climate-related information according to TCFD recommendations. What is increasingly emphasized now is the content of their information disclosure. For example, many companies sustained damage during typhoons last year, and they need to disclose more information on the actual situations surrounding such a risk. Companies are required to appropriately identify, assess and disclose climate change-related risks and opportunities to investors and other relevant parties based on TCFD recommendations.	Tokio Marine Holdings has identified global climate change and an increase in natural disasters as one of the material issues and seeks to create a resilient society. Since declaring our support to the TCFD for the first time in the Integrated Annual Report 2017, we have been disclosing information on climate-related governance, strategies, risk management, metrics and targets based on the TCFD recommendations through our corporate website, Sustainability Reports and other means. We will continue to implement appropriate risk control and work to improve the sophistication of our disclosure of information on the actual risk situations.
	Development of human resources	Failure, to put it positively, is "learning for the future." Many companies engaging in the development of human resources are now required to make additional efforts to incorporate the opinions of younger generations and women and build their self-confidence by taking on challenges on their own. Giving due consideration to such matters is currently important in companies.	Tokio Marine Holdings focuses on human resources development through such means as continuous dialogue between managers and employees for the enhancement of employees' competencies (in behavior and thinking). For example, Tokio Marine Holdings and Tokio Marine & Nichido jointly operate the Tokio Marine Innovation Program, an in-house open application program launched in 2017 for the creation of business models and new businesses that will contribute to the Group's growth. It periodically solicits ideas from employees to spur innovation and allows the employee who has submitted the most outstanding idea to put his or her innovative idea into practice. In July 2020, we announced "PRODOR," the first project commercialized under the program. Tokio Marine Holdings also provides various opportunities for female employees to build their career on their own and take active roles in a broader range of fields. In fiscal 2019, we launched the Tokio Marine Group Women's Career College (TWCC), an internal program for female employees of Group companies in Japan. Going ahead, we will continue to undertake initiatives to nurture human resources and provide opportunities.

Date of dialogue	Items	Opinions	Status of Group's response
February 12, 2020 (FY2019)	Dialogue with stakeholders	In order for Japanese companies to overcome the issue of low earnings and solve social issues potentially becoming more serious in the future, business managers need to deal with both short-term issues and medium- to long-term sustainability issues and increase the ability to provide value. In doing so, it is crucial to respond appropriately to ESG trends by holding dialogues with every stakeholder in the capital market and gain recognition from the world's stock market as a company continuously improving corporate value.	Tokio Marine Holdings will hone its ability to provide value by enhancing dialogues with customers and other stakeholders, including those in the capital market, and by increasing our abilities to deliver safety and security, to execute M&A and to enhance the Group's combined capabilities. Our efforts in fiscal 2019 included expediting payment of insurance claims; building a simple and fast process for insurance claims payment; setting up new customer contact points through a business tie-up with an online service provider; executing flexible M&A with a focus on cultural alignment; combining high levels of expertise of Group companies in Japan to predict and prevent disasters and accidents; and providing early recovery services. We will continue our endeavor to become a company highly recognized both by society and the capital market through the enhancement of our dialogue with various stakeholders.
December 19, 2018 (FY2018)	Management focused on the Sustainable Development Goals (SDGs)	An insurance company is a business operator having contact with people and companies in all business categories through its insurance business, involving a large number of stakeholders and having a significant impact on society through product development. I hope you will incorporate the globally pursued SDGs into your management strategies, promote the permeation of these goals within the Group and take the lead in efforts to increase their recognition worldwide.	For Tokio Marine Group, the resolution of social issues is the very goal of our business, and we have been working to resolve natural disaster and other social issues even before the SDGs were adopted. In fiscal 2019, we will step up our efforts by explicitly integrating the SDGs into the Group CSR strategies. Working with our stakeholders, we will continue to endeavor for the resolution of social issues through all our business activities from a long-term perspective.
	Value creation story	We are in an age in which the quality of conveying a company's value creation story is crucial in ensuring good investor relations (IR) and public relations (PR). I think you would be able to better express your philosophy "To Be a Good Company" if you can clearly define the link between the SDGs and your strength-based business model and business model-based value creation story.	Since fiscal 2018, Tokio Marine Group has been referring to the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation advocated by Japan's Ministry of Economy, Trade and Industry in preparing its Integrated Annual Reports. In the 2019 Integrated Annual Report, we incorporated the SDGs into our value creation model and showed our initiatives toward the attainment of the SDGs in a table in the Environmental, Social and Governance Initiatives and Contributions to the United Nations Sustainable Development Goals section. We will continue to improve the quality of conveying our value creation story.
	Promoting the permeation of the SDGs throughout the Group	I believe efforts to promote the permeation of the SDGs throughout the Group should be made in a way that factors in the individual positions and roles at the management level and at the actual operation level. For sales personnel, for example, it is essential to organize the SDGs-related initiatives into easily comprehensible, familiar themes from their perspective. Providing relevant education regarding them is also important.	We will promote the permeation of the SDGs throughout the Group by using CSR Dialogues and the CSR Board at the management level. At the actual operation level, we will do so by providing training for CSR Key Persons (CSRKP), CSR education and SDGs-related tools. For the latter, the CSR Division and other relevant departments jointly support the development of tools to raise awareness of the SDGs. From fiscal 2019, we also changed the name of our annual CSR Booklet to the Sustainability Booklet to clearly show the link between the Group's initiatives and the SDGs. We will use the booklet in promoting the permeation of the SDGs throughout the Group and communicating with customers with regard to the SDGs.

Dialogue with Stakeholders

Dialogue with Shareholders and Investors

Fundamental Policy

Tokio Marine Holdings will strive to enhance trust by providing information to the capital markets in a timely, fair and continuous manner while ensuring transparency and accountability in its disclosures, and to promote understanding of its efforts to increase corporate value and accurate assessment of the Company. Furthermore, through constructive dialogue between management and shareholders and investors, the Company will gain an appropriate understanding of how it is viewed and the state of the capital markets and provide that understanding and feedback to management and within the Company to lead to the improvement of management itself and further enhance corporate value.



Dialogue with Investors

Dialogue with Institutional Investors

The Company holds financial results conference calls, IR conferences and theme-focused strategy conferences both onsite and live streamed worldwide on the Internet, and is thereby engaging in dialogue with shareholders and investors around the world.



Among these sessions, we have received particularly high acclaim from domestic and overseas shareholders and investors for our industry's first full-fledged Investor Day event (November 2020), briefings focused on themes of great interest for capital markets (held about twice a year on such topics as growth strategies related to the renewable energy market, D&I and special feature stories of overseas subsidiaries) and especially the IR conference (May 2022), which was joined by an Outside Director regarded as representing minority shareholders.

At the IR conference, the Outside Director responded from an objective standpoint to questions about Tokio Marine Group's management evaluations and issues and how feedback from capital markets is reflected in the Board of Directors' meetings. Participants commented that it was a valuable opportunity to listen firsthand to an Outside Director, that they had deepened their understanding of the Company's management and that they would like to see more opportunities of this kind in the future.

In fiscal 2021, we also resumed face-to-face IR activities overseas. While working to improve the quality of dialogues, we held dialogues with approximately 900 company shareholders and investors, which was almost the same level as the previous fiscal year.

[IR conference video \(May 2022\)](#)

Dialogue with Individual Investors

In fiscal 2021, we took all possible measures to prevent the spread of infection and held a conference featuring the Group CEO. The Company also provided easy-to-understand explanations of the "Group's management strategy" and "shareholder return," which are of great interest to individual investors. These explanations received a high participant satisfaction rate of 93%.

[Conference video \(in Japanese\)](#)

Feedback

The Company is also making efforts to report the opinions obtained through dialogue with shareholders and investors widely to management and other members of the Company, and to reflect them in improvement of management. Having little familiarity with capital markets, our employees come to understand the feedback from the capital markets, how the Company is evaluated and how their own work is connected to capital markets through IR activity reporting sessions. This has a positive impact on their own motivation and growth and, as a result, a virtuous circle of company growth is also created.

In fiscal 2021, we also used remote tools to share and interact with 3,360 Group employees.

Engagement with the Local Community

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 collaborated with Nippon NPO Center, eight Environmental Partnership Offices located nationwide and environment-related NPOs throughout the country and carried out the Green Gift Planet GENKI Program that encourages experience-based, environmental protection activities primarily targeting children.

1.9 External Evaluations 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), the United Nations Environment Programme Finance Initiative (UNEP FI) and the United Nations Principles for Responsible Investment (PRI).

Evaluation from ESG Rating Agencies

Tokio Marine Holdings works toward transparency in its disclosure of ESG information and has earned high acclaim from numerous global ESG indexes. As of the end of August 2022, Tokio Marine was listed in the ESG indexes shown below. Through these evaluations, we are working to further strengthen our sustainability promotion structure by incorporating external knowledge and utilizing feedback from ESG evaluation organizations.

ESG Index/ESG Rating	Rating Agency
<ul style="list-style-type: none"> ● Dow Jones Sustainability Indices 	S&P Global
<ul style="list-style-type: none"> ● MSCI Japan ESG Select Leaders Index (ESG index)  <p>In 2022, we received an AA rating in the MSCI's ESG index.</p> <p><small>* Inclusion in the MSCI Index and use of MSCI's logo, trademarks, service marks or index names do not constitute an endorsement, sponsorship or promotion of Tokio Marine Holdings, Inc. by MSCI or its affiliates. The MSCI Index is an exclusive property of MSCI. The names and logos of MSCI and its indexes are trademarks or service marks of MSCI or its affiliates.</small></p>	MSCI
<ul style="list-style-type: none"> ● FTSE4 Good Index 	FTSE Russell
<ul style="list-style-type: none"> ● FTSE Blossom Japan Index (ESG index) 	FTSE Russell
<ul style="list-style-type: none"> ● ISS ESG 	ISS ESG

ESG Index/ESG Rating	Rating Agency
<ul style="list-style-type: none"> ● S&P/JPX Carbon Efficient Index (themed index/environmental) 	S&P/JPX
<ul style="list-style-type: none"> ● CDP (climate change) (Obtained A- rating in 2021) 	CDP
<ul style="list-style-type: none"> ● 2022 Health & Productivity Stock Selection (seventh consecutive year since 2016) 	Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange
<ul style="list-style-type: none"> ● Outstanding Health and Productivity Management 2022, large enterprise category (White 500) 	Ministry of Economy, Trade and Industry
<ul style="list-style-type: none"> ● Semi-Nadeshiko Brand for fiscal 2021 	Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange
<ul style="list-style-type: none"> ● Digital Transformation Stock 2022 	Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange and Information-technology Promotion Agency, Japan

Awards Received for ESG Initiatives

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

Awards Received in Japan

■ ESG Finance Awards Japan



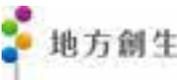
Tokio Marine & Nichido won the Bronze Award in the financial services category (insurance category) of the 3rd ESG Finance Awards Japan sponsored by the Ministry of the Environment. The award was granted in recognition of the company's contribution to the promotion of the widespread acceptance of renewable energy by providing insurance products and services related to offshore wind and solar power generation. Tokio Marine Holdings' participation in the Net-Zero Insurance Alliance, an international initiative, was also evaluated.

■ Sustainable Finance Awards



Tokio Marine & Nichido received an award for excellence at the 7th Sustainable Finance Awards (2021) hosted by the Research Institute for Environmental Finance. The risk assessment model for directors and officers liability insurance (D&O insurance) developed by the company is the first initiative in Japan that incorporates a company's ESG assessment. The award was presented in recognition of its originality and social significance of supporting corporate ESG initiatives.

■ Regional Revitalization



We received the Minister's Commendation for the sixth consecutive year as a "characteristic example of initiatives" for financial institutions contributing to regional revitalization.

Awards Received Overseas

■ Insurance Asia Awards 2021



Our overseas Group companies received the Insurance Asia Awards 2021 (CSR Initiative of the Year) in Singapore and India.

■ The Best Workplaces in Brazil / Best Places to Work in Insurance



Our overseas Group companies were awarded The Best Workplaces in Brazil for the ninth consecutive year and the Best Places to Work in Insurance in the United States.

Awards for Disclosure Efforts

■ Awards for Excellence in Corporate Disclosure



We were selected as an excellent company (first place) in the insurance, securities and other financial institution category.

■ NIKKEI Annual Report Awards



We won the Excellence Award for our Integrated Annual Report 2021 at the NIKKEI Annual Report Awards.

■ ESG Finance Awards Japan



In the Environmentally Sustainable Company category of the 3rd ESG Finance Awards Japan sponsored by the Ministry of the Environment, we were commended as a company with substantial ESG information disclosure.

Participation in Initiatives

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

Human Rights, Labor, the Environment and Anti-Corruption

■ The United Nations Global Compact (UNGC)



The United Nations Global Compact (UNGC) 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 ideas and contents of the Ten Principles concerning human rights, labor, the environment and anti-corruption advocated by the UNGC coincide with Tokio Marine Group's own approach to sustainability as well as our Sustainability Charter. Therefore, Tokio Marine Holdings has been a signatory to and expresses its support for the UNGC since 2005.

Tokio Marine Holdings is participating in the United Nations Global Compact Network Japan (GCNJ) and in fiscal 2021 participated in such initiatives as the Disaster Prevention and Mitigation Working Group and the Reporting-Related Study Working Group, among others.

From fiscal 2022 and beyond, Tokio Marine Holdings will promote these initiatives in the "Participant" capacity.

*Tokio Marine Holdings summarizes and reports every year on the status of initiatives for addressing the Ten Principles of the United Nations Global Compact.

[Communication on Progress \(PDF/663.3KB\)](#)

[The United Nations Global Compact](#)

Sustainable Finance and Insurance

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



More than 400 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.

In addition to providing support as a sponsor to the Tokyo Dialogue on Sustainable Finance convened by UNEP FI in Tokyo in June 2019, Tokio Marine & Nichido participated in the Asia-Pacific Regional Roundtable held in June 2021 and made a presentation on the theme of "Co-creating Value through the Green Gift Project and Mangrove Planting Project." The company also contributes to the discussions on climate-related financial disclosures and other topics. From the perspective of promoting sustainability throughout the Group, in January 2022 the UNEP FI signatory body was changed from Tokio Marine & Nichido to Tokio Marine Holdings.

[UNEP FI](#)



The Principles for Sustainable Insurance (PSI) of UNEP FI is a working group that surveys, researches and executes ESG initiatives in the insurance industry.

Tokio Marine & Nichido has not only participated in the formulation of PSI but also supported its intent and policies and became its founding signatory in June 2012. The company has since been promoting insurance industry initiatives that consider ESG issues together with insurance companies all around the world.

From fiscal 2018, Tokio Marine & Nichido participates in the PSI Task Force on Climate-related Financial Disclosure (TCFD) Insurer Pilot Working Group and was involved in creating the framework for climate-related financial disclosure in the global insurance industry based on the TCFD recommendations. The company was also instrumental in the creation and publication of the "Insuring the climate transition" report in January 2021. In June 2022, we participated in PSI's 10th anniversary event and appealed to the insurance industry to contribute to The Decade of Action, which under the UN calls for the acceleration of ESG initiatives toward 2030.

[PSI of UNEP FI](#)

Ministry of the Environment Principles for Financial Action toward 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, the direction of which aligns with UNEP FI and the PRI, financial institutions seek to fulfill 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 actively participated as a member of the drafting committee and the following six Group companies have agreed with the intent of and signed the Principles. (As of August 31, 2022)

- Tokio Marine & Nichido
- Tokio Marine & Nichido Life Insurance
- Nisshin Fire & Marine Insurance
- E. design Insurance
- Tokio Marine Millea SAST Insurance
- Tokio Marine Asset Management

Tokio Marine Group has been proactively contributing to the Principles' initiatives. In July 2021, the Group gave a lecture entitled "The Latest TCFD Developments" during an online seminar held by the Insurance Business Working Group.

In the future as well, Tokio Marine Group will continue to promote the kind of initiatives that the financial and insurance industries can provide support for to create a sustainable society.

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

Sustainable Investment

Principles for Responsible Investment (PRI)



The Principles for Responsible Investment (PRI) is an initiative devised mainly by UNEP FI and the UNGC, which expresses and puts into practice stances and policies that consider ESG issues in investment decisions by financial institutions and institutional investors.

The following Tokio Marine Group companies agree with the thinking of the 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 asset class, 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)	Tokio Marine & Nichido has endorsed the concept of the PRI and signed on as an asset owner. The company has established an ESG investment and financing policy and has been promoting initiatives for ESG engagement and ESG integration.

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 ESG investment and aims for the sound development of ESG investment and for the building of a sustainable society.

As members of JSIF, Tokio Marine & Nichido and Tokio Marine Asset Management are participating in investigative research on ESG investment and in initiatives for the sound development of this investment.

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

Climate Change and Nature-related Disasters

[Management system for lobbying activities and trade association memberships](#)

Net-Zero Insurance Alliance (NZIA)

The NZIA is an international initiative to promote the transition of insurance underwriting portfolios to realize a net-zero greenhouse gas (GHG) emissions society by 2050. It considers the definition of net zero insurance underwriting portfolio, the method of measuring GHG emissions of the insurance underwriting portfolio and how to set targets. The NZIA aims to announce the targets for the first five years in July 2023.

In January 2022, Tokio Marine Holdings became the first Japanese insurance company to join the NZIA, an international initiative, from the perspective of further promoting climate change countermeasures. By joining the NZIA, the Company will proactively participate in the creation of international rules in the insurance industry to achieve the goal of decarbonization. Tokio Marine Holdings will also aim to formulate a framework that respects the decarbonization process matched to the situation of each country, including criteria for evaluating the effectiveness of carbon offset technology in offsetting CO₂ emissions as well as placing an emphasis on dialogue (engagement) to support corporate decarbonization activities.

Partnership for Carbon Accounting Financials (PCAF)



The PCAF is an international initiative to develop methods for measuring and disclosing GHG emissions associated with investment and financing. To date, the organization has developed methods for measuring and disclosing GHG emissions related to listed stocks and corporate bonds, commercial loans and unlisted stocks, project finance, commercial real estate, mortgage loans and auto loans. In September 2021, the PCAF established a working group jointly with the NZIA to develop a method for measuring GHG emissions related to insurance underwriting portfolios.

In January 2022, Tokio Marine & Nichido joined the PCAF. Through participating as a member, the company aims to improve its technology related to the measurement and analysis of GHG emissions and improve the quality of dialogue (engagement) with its recipients of investments and financing to achieve decarbonization.

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



In November 2015, the United Nations Office for Disaster Risk Reduction (UNDRR), a strategic framework for disaster risk reduction adopted by United Nations member countries in 2000, launched the Private Sector Alliance for Disaster Resilient Societies (ARISE) toward the strengthening and reorganization of the Private Sector Partnership for Disaster Risk Reduction (DRR-PSP) for disaster prevention that Tokio Marine & Nichido joined in 2014.

Tokio Marine & Nichido participated in the 7th Global Platform Meeting (GP2022) and Stakeholder Forum hosted by UNDRR in May 2022 and made a presentation on “Insurance Companies as Risk Managers.”

The Geneva Association — Climate Change and Emerging Environmental Topics (CC+EET)



The Geneva Association is an insurance industry think tank composed of approximately 70 executives from major insurance companies around the globe.

As a member of the Executive Committee of the Geneva Association, Tsuyoshi Nagano, Chairman of Tokio Marine Holdings, leads and supports surveys and research on important insurance industry issues (climate change and the environment, health and aging society, socioeconomic resilience, new technologies and data, cyber issues, compensation liabilities, public policies and regulations, etc.) handled by the association. At the same time, as Joint-Chairman of the “Climate Change and Emerging Environmental Topics” 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. In recent years, the Geneva Association has been hosting the Women in Insurance Award with the aim of facilitating the empowerment of female leaders in the insurance industry. Chairman Nagano has been serving as a member of the selection panel of the award.

ClimateWise



ClimateWise is an initiative led by the Prince of Wales in which approximately 30 leading insurers in Europe 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).

Participants from Tokio Marine Group include Tokio Marine Kiln and Tokio Marine HCC International. Tokio Marine Kiln Group CRO Vivek Syal serves as a member of the ClimateWise Advisory Council.

Tokio Marine Group will continue to promote efforts toward mitigating and adapting to climate change in accordance with the seven ClimateWise Principles.

Asia-Pacific Financial Forum (APFF)



With the recognition that economic indemnification brought by natural disasters is linked closely to national financial issues, the Asia-Pacific Economic Cooperation (APEC) Finance Ministers' Process (FMP) adopted the Cebu Action Plan (CAP) in September 2015. The CAP positions disaster risk financing and insurance* (DRFI) as a priority issue and confirms the importance of collaboration with the private sector. To implement the action issues specified under the CAP, the Working Group on Disaster Risk Financial Solutions composed of finance authorities from nine APEC member economies and related international organizations was launched. The Asia-Pacific Financial Forum (APFF), a platform to provide support to APEC-FMP through public-private collaboration, is participating in discussions as a member.

Tokio Marine & Nichido (Masaaki Nagamura, Fellow) is participating as a member of APFF and is leading discussions on DRFI within APFF.

Under the APEC-FMP, a policy to promote the use of "cat bonds" within the APEC region was approved at the 2019 meeting of finance ministers. In response, the World Bank and APFF jointly held an online workshop on cat bonds in September 2020 to exchange information and opinions conducive to the

widespread use of cat bonds in the APEC region. It has also been implemented in Guangdong, Hong Kong and the Pearl River Delta region.

In addition, an online roundtable was held in April 2022 on how to promote financial preparedness in the APEC region through public-private partnerships against pandemic risks. Tokio Marine & Nichido engaged in the discussion from the standpoint of an insurance underwriter.

* DRFI is a broad concept that bundles multiple countries and offers a wide variation of insurance schemes that range from insurance that covers natural disaster risk, with countries being the insured party, to schemes under which private-sector insurance companies provide earthquake insurance coverage for individual customers possessing regular homes and household goods, with governments serving as reinsurers.

Insurance Development Forum



The Insurance Development Forum (IDF) was established in 2016 as a public-private partnership led by the private insurance industry to promote the widespread use of insurance schemes in countries vulnerable to natural disasters.

Tokio Marine Group has been participating as a member of the IDF's Operating Committee and Steering Committee since 2018. The IDF assembles experts involved in promoting disaster risk insurance around the world to mutually share experiences and motivate each other. Since Japan has experienced many disasters, its input for disaster responses has been greatly valued, including for the earthquake insurance system implemented as a public-private collaborative scheme. Meanwhile, the network cultivated through participation in the IDF has proved useful for discussions at the aforementioned APFF. As such, Tokio Marine Group has been instrumental in organically bridging initiatives advocated by the two organizations.



Climate Change and Nature-related Disclosure

■ **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 Holdings participates every year as a CDP Signatory and is supporting surveys in the areas of corporate climate change strategies and GHG emissions as well as energy usage.

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



The Task Force on Climate-related Financial Disclosures (TCFD) organized under the Financial Stability Board (FSB) released its recommendations in June 2017, which have played a central role in promoting information disclosures of climate-related risks and opportunities.

In addition to disclosing its own information based on the TCFD recommendations, Tokio Marine Holdings contributed to the release of the recommendations in 2017 and was involved in the creation of their framework as a TCFD member. Moreover, in Japan the Company has served in its capacity as one of the founders of the TCFD Consortium and a member of its Planning Committee to facilitate discussions and opinion exchanges among relevant parties in both public and private sectors from around the world. The Company has also been working to encourage the spread and promotion of TCFD initiatives in Japan and Asia-Pacific countries.

■ **Taskforce on Nature-related Financial Disclosures (TNFD) Forum**



The TNFD is an international initiative launched in June 2021 by the UNEP FI, UNDP, Global Canopy and the World Wildlife Fund (WWF). By establishing a framework for disclosing nature-related financial information and encouraging companies to disclose nature-related information, the TNFD aims to shift global financial flows toward nature-positive outcomes.

In January 2022, Tokio Marine Holdings endorsed and participated in the activities of the TNFD Forum from the perspective of further promoting efforts to protect the natural environment.

Environmental Value Creation

■ **Ministry of the Environment Eco-First System**



Eco-First is a system under which companies pledge to the Ministry of the 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 under its new regulations. This was in recognition of initiatives aimed at protecting the earth's environment, curbing global warming and preventing and reducing damage caused by natural disasters 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 CO₂ emissions of Tokio Marine & Nichido by 60% by fiscal 2050 (compared with fiscal 2006), etc.

In fiscal 2020, as one of the leading companies 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.

Tokio Marine & Nichido will continue to promote initiatives for protecting the global environment and preventing global warming as an Eco-First company.

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



COOL CHOICE is a national campaign that encourages all "smart choices" conducive to countermeasures for global warming. They include switching to products, utilizing services and making lifestyle choices that contribute to the realization of a decarbonized society to reduce emissions of CO₂ and other greenhouse gases.

Tokio Marine & Nichido endorses COOL CHOICE, a national campaign being carried out by the Japanese government to counter global warming, and will work to make "smart choices" that contribute to the realization of decarbonized 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.

■ Endorsement of the Ministry of the Environment's "Fun to Share" Climate Change Campaign



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.

Tokio Marine & Nichido has endorsed the Fun to Share campaign and is actively promoting initiatives toward the realization of a low-carbon society.

■ Green Purchasing Network



Tokio Marine & Nichido is a member of the 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-governmental 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.

■ 30 by 30 Alliance for Biodiversity by the Ministry of the Environment



The 30 by 30 Alliance for Biodiversity was established to achieve global targets to end and reverse biodiversity loss (i.e., become nature-positive) by 2030 and to effectively protect at least 30% of Japan's land and sea areas as sound ecosystems by 2030. The Ministry of the Environment launched the initiative in April 2022 with the aim of preserving more than 30% of the country's land as a natural environment area by 2030.

Tokio Marine & Nichido has been promoting conservation of biodiversity through the Mangrove Planting Project since 1999. From fiscal 2022 and beyond, the company will promote initiatives for biodiversity as a company that has endorsed the 30 by 30 Alliance at its establishment.

Reference: Specifying Eight Material Issues (Materiality)

Based on discussions of the Sustainability Committee established in April 2021 and advice from external experts, Tokio Marine Group has specified eight material issues and four priority issues that the Group should address as our purpose. We determined the materiality (material issues) in the following steps according to our mid- to long-term sustainability strategy.

STEP 1 Defining Value (Purposes) to Provide to Our Stakeholders

We have defined purposes to suit individual stakeholders as a starting point to simultaneously increase social value and economic value (profit growth), while creating a cycle of business activities and solutions to social issues as a leader in providing solutions to social issues.

Stakeholders	Value provided
For customers	<ul style="list-style-type: none"> Contribute to making customers' lives healthy and enriching through products that provide security and assistance with future-oriented challenges
For society	<ul style="list-style-type: none"> Contribute to building a sustainable society that can overcome any challenge and ensure the safety and security of all its members
For employees	<ul style="list-style-type: none"> Help employees reach their highest potential through engagement and opportunities for them to thrive
For shareholders and investors	<ul style="list-style-type: none"> Continually increase shareholder returns Enhance the Group's value and earn the trust of shareholders and investors through timely and proper disclosure along with constructive dialogue
For future generations	<ul style="list-style-type: none"> Hand down a sustainable environment and society to future generations by engaging in climate change countermeasures and the preservation of biodiversity Support the challenges of future generations by providing education and enlightenment to children

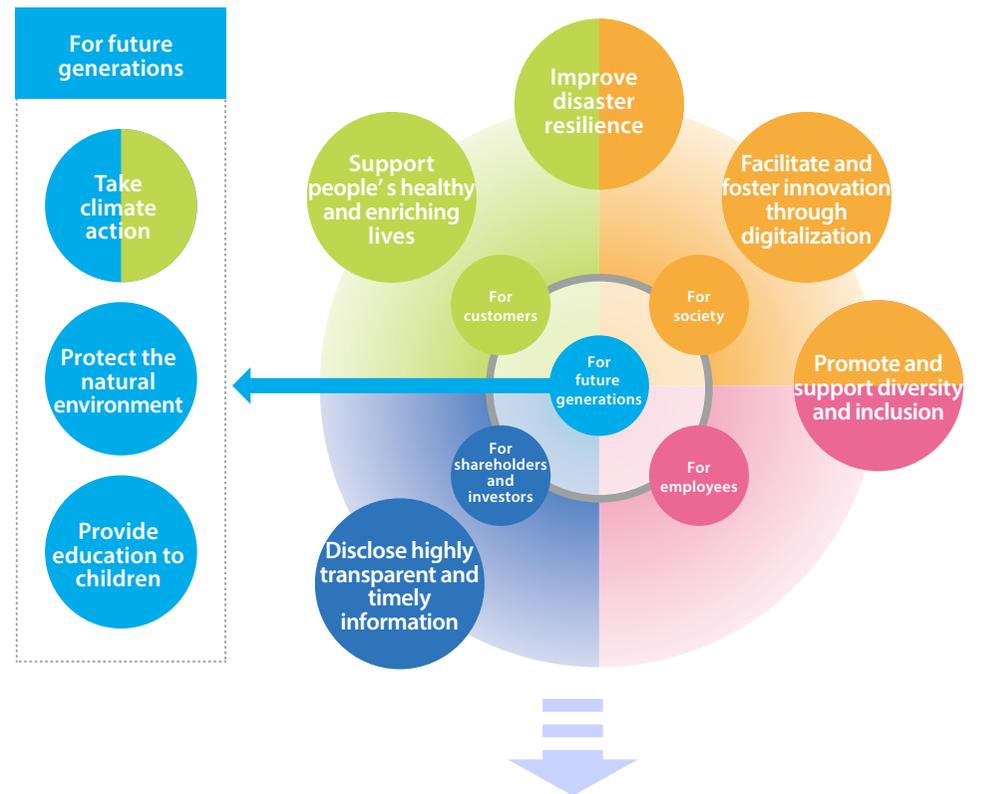


STEP 2 Identify Material Issues

To realize our purposes, we determined eight material issues after analyzing the Group's business contents, the particulars of our sustainability-related initiatives and the impacts of important social issues in the insurance industry.

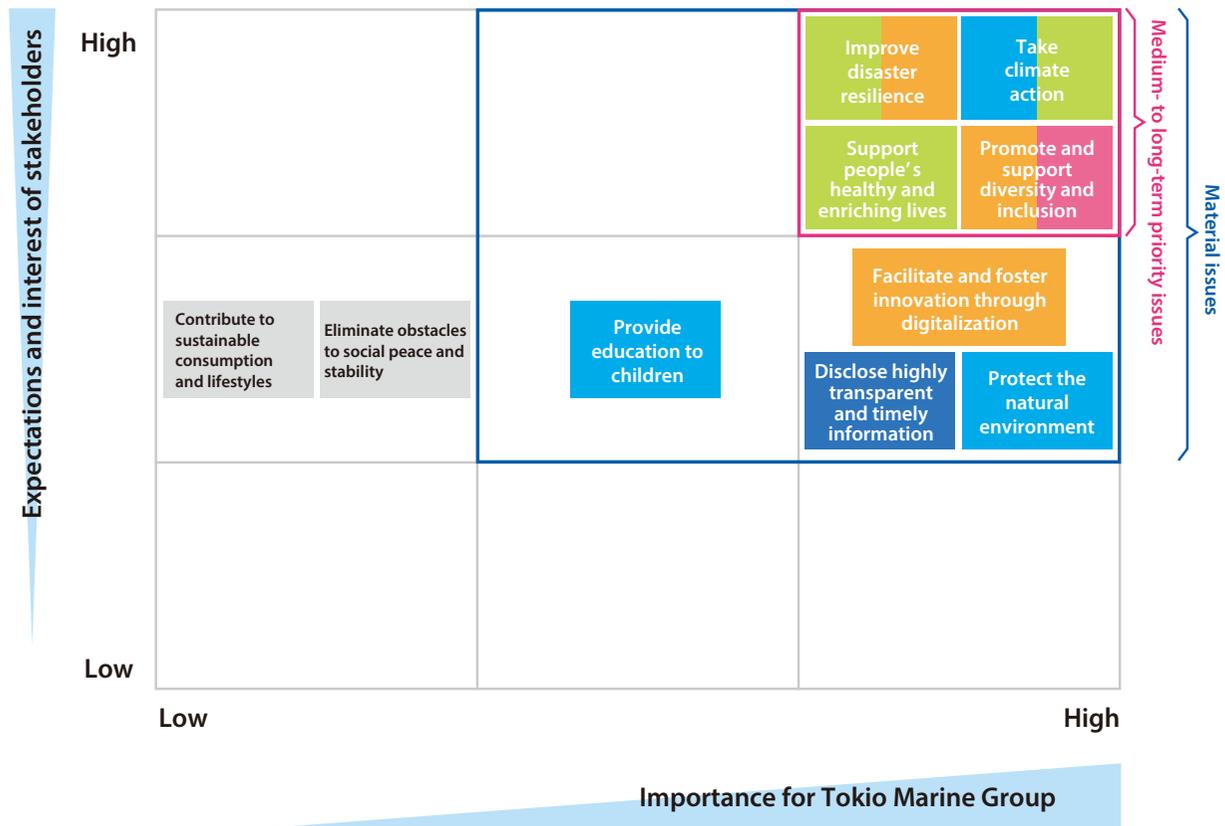
[Effects of Material Social Issues in the Insurance Industry]

We identified social issues by referencing the scope of principal frameworks on social issues in and outside Japan, including the Sustainable Development Goals (SDGs), ISO 26000 and new industry visions. We have identified material issues that should be addressed for each of the Group's stakeholders (customers, society, employees, shareholders/investors and future generations) with regard to all social issues.



STEP 3
Prioritizing Issues

We assessed the eight material issues along the two axes of “expectations and the interest of stakeholders” and “importance for Tokio Marine Group,” and selected four priority issues. For “expectations and the interest of stakeholders,” we assessed the expectations and social perception of stakeholders, including customers, society, employees, shareholders/ investors and future generations. For “importance for Tokio Marine Group,” we assessed the relationships with contribution to our purpose, business strategy, sustainability strategy and social issues. These materiality assessment results were approved by the board of directors in May 2021 and materiality analysis has been reviewed annually.



Reasons for Selection of Eight Material Issues

Material issues (★ Four designated as priority issues)	Reasons for selection	Risks	Opportunities
1 Take climate action ★	The adverse effects of climate change, including increasingly serious natural disasters, threaten people's safety and security and interfere with the sustainable development of society. Tokio Marine Group recognizes the importance of addressing climate change and natural disasters because it underwrites risks in Japan, a country especially prone to natural disasters. Therefore, in its roles as an insurance provider, institutional investor and global enterprise, the Group intends to deal with these issues head on and contribute to solutions.	<ul style="list-style-type: none"> • Revisions to energy policies in various countries based on the shift to a low-carbon society 	
2 Improve disaster resilience ★		<ul style="list-style-type: none"> • Various negative impacts of global environmental destruction on society 	
3 Support people's healthy and enriching lives ★	In an age in which many people live past 100 years old, everyone hopes to lead a long and healthy life. With the aging of the population and widespread advancements in medicine, however, the financial burden on individuals, families and society is growing each year. Tokio Marine Group intends to address this issue by fully utilizing its extensive expertise to offer high-value-added products and services while covering disease and illness through its many life and non-life insurance products.	<ul style="list-style-type: none"> • Rising insurance payouts resulting from increasingly serious natural disasters and abnormal weather 	<ul style="list-style-type: none"> • Growing public awareness and needs related to risks of natural disasters
4 Promote and support diversity and inclusion ★	Amid major changes in the economic environment, social issues are becoming increasingly complex and diverse. For Tokio Marine Group to grow sustainably by offering solutions to such issues, it will be important for its more than 40,000 employees to maximize their potential and combine their individual skills into collective capabilities. Accordingly, promoting and supporting diversity and inclusion is an important management strategy for the Group, and with this in mind, it intends to step up the initiatives it has been carrying out for this purpose.	<ul style="list-style-type: none"> • Increasing cases of adverse selection in underwriting due to advancements in medical technologies 	<ul style="list-style-type: none"> • Increasing opportunities to facilitate health management at companies • Rising public awareness of health and growing needs related to longevity risks and asset management in old age • Creation and expansion of new markets due to advancements in medical technologies
5 Facilitate and foster innovation through digitalization	Rapid progress in technological innovations are driving major societal and economic changes. To realize sustainable economic growth under those circumstances, all companies will need to create a basis for technological innovation. Tokio Marine Group is already providing insurance coverage for new types of risks that have arisen from these changes, including cyber risk. Furthermore, in addition to insurance payouts, the Group will apply digital technologies and data to provide security to customers before and after any events that may require insurance claims. In these ways, the Group will work to support corporate growth and economic development.	<ul style="list-style-type: none"> • Extent to which the capabilities of the Group's diverse members are utilized 	
6 Protect the natural environment	Tokio Marine Group understands that a sustainable society, in which everyone can live safely and securely and pursue any aspiration, depends on the natural environment, the basis for all life and people's livelihoods. Moreover, the Group recognizes its obligation to help ensure that future generations inherit a sustainable natural environment, as it is irreplaceable. Based on these principles, the Group intends to bolster the initiatives it has taken to combat climate change and protect biodiversity and wetlands through environmental conservation activities, including its Green Gift Project and mangrove planting activities.	<ul style="list-style-type: none"> • Increasing cyber risks accompanying advancements in digitalization 	
7 Provide education to children	Education can create a foundation for the future, as each generation faces the changing challenges of the times. Having specified future generations of people as stakeholders, Tokio Marine Group has a duty to help equip children with the skills they will need in life. Therefore, the Group plans to strengthen its educational programs, including its Disaster Prevention Lessons for children, which were initiated following the Great East Japan Earthquake in 2011.	<ul style="list-style-type: none"> • Loss of competitive edge following the entry of major competitors in the insurance market 	<ul style="list-style-type: none"> • Impact of the spread of innovative technologies on business optimization and the creation and growth of new markets
8 Disclose highly transparent and timely information	As an original participant in the Task Force on Climate-related Financial Disclosures (TCFD), Tokio Marine Group is working to properly disclose information and facilitate widespread climate-related disclosure. As part of these efforts, the Group will continue placing importance on disclosing highly transparent and timely information to earn even more trust from shareholders and investors going forward.	<ul style="list-style-type: none"> • Various negative impacts of environmental destruction on society 	<ul style="list-style-type: none"> • Growing opportunities from progress in environmental conservation
		<ul style="list-style-type: none"> • Various negative impacts of environmental destruction and low awareness of risks on society 	<ul style="list-style-type: none"> • Growing need for educating children in society
		<ul style="list-style-type: none"> • Earned or lost trust in capital markets 	

2 Tokio Marine Group's Policies for Sustainability Initiatives

This section describes Tokio Marine Group's sustainability initiatives.

2-1 Tokio Marine Group's Environmental Initiatives

- » 2.1.1 Creating Environmental Value 46
- » 2.1.2 Responding to Climate Change ... 51
- » 2.1.3 Promoting Green Transformation
..... 70
- » 2.1.4 Responding to Natural Disasters
..... 77
- » 2.1.5 Protecting the Global Environment
..... 84
- » 2.1.6 Research on Climate Change
and Natural Disaster Risks 93

2-2 Tokio Marine Group's Social Initiatives

- » 2.2.1 Creating Social Value 104
- » 2.2.2 Respect for Human Rights 107
- » 2.2.3 Promoting Diversity and Inclusion
..... 117
- » 2.2.4 Promoting the Development and
Empowerment of Human Resources
..... 122
- » 2.2.5 Promoting Health and Productivity
Management 129
- » 2.2.6 Contributing to the Creation of
a Safe and Secure Society 142
- » 2.2.7 Improving Quality from
the Customer's Perspective 164
- » 2.2.8 Measures and Response to
COVID-19 178

2-3 Tokio Marine Group's Governance Initiatives

- » 2.3.1 Corporate Governance 180
- » 2.3.2 Compliance 185
- » 2.3.3 Enterprise Risk Management (ERM)
..... 190
- » 2.3.4 Responding to Disasters 192
- » 2.3.5 Information Security 193
- » 2.3.6 Cybersecurity 194
- » 2.3.7 Sustainability in the Value Chain
..... 195
- » 2.3.8 Policy to Address Environmental
and Social Risks 201

2-1 Tokio Marine Group's Environmental Initiatives

2.1.1 Creating Environmental Value

2.1.1.1 What Our Environmental Initiatives Aim for: Corporate Philosophy and Policy

● Tokio Marine Group Basic Policy on Environment

Tokio Marine Group recognizes that all humans and companies assume an important responsibility for future generations to protect the environment and create environmental value. Accordingly, we are committed to realizing a safe, secure and sustainable society in every aspect of our corporate activities.

■ Protecting the Global Environment and Creating Environmental Value through Our Business Activities

In our business activities, we will promote climate change mitigation and adaptation measures such as promoting the widespread use of clean energy and responding to natural disasters. Together with our activities to conserve biodiversity and wetlands, we will move ahead to protect the global environment and create environmental value.

① Climate Change Countermeasures

Climate change is a global issue and has a direct impact on the insurance industry. As such, we regard it as one of the most important issues that we should tackle head on in our core insurance business and as an institutional investor and global company. Based on constructive dialogue and collaboration with various international organizations, governments, industries, academic institutions and civil society, we will contribute to the transition to a decarbonized society by proactively implementing climate change countermeasures.

② Promotion of the Widespread Use of Clean Energy such as Renewable Energy

In mitigating climate change, we will promote the widespread use of clean energy through the provision of products and services in the renewable energy field and contribute to the transition to a decarbonized society.

③ Response to Natural Disasters

In adapting to climate change, we will contribute to the creation of a society resilient to natural disasters by applying our knowledge on natural disasters and disaster prevention and reduction, which we have accumulated over the course of our long history, to the development and provision of products and services and by delivering safety and security before and after disasters.

④ Conservation of Biodiversity and Wetlands

We will contribute to the preservation of biodiversity and wetlands by practicing business activities that give consideration to harmonization with and the improvement of the global environment and by carrying out mangrove planting and other environmental protection activities around the world.

■ Reduction of Environmental Footprint in Our Value Chain

Tokio Marine Group will promote initiatives to reduce the environmental footprint in our value chain while complying with environmental laws and regulations as well as various agreements regarding the environment to which the Group has agreed.

① Reduction of Environmental Footprint

We recognize the environmental footprint of our resource and energy consumption and waste generation, and strive to reduce our environmental footprint by promoting resource and energy conservation, decarbonization and low-carbonization, resource circulation, harmonization with nature and green purchasing from a viewpoint of the overall value chain.

② Continuous Improvement of the Environment and Prevention and Reduction of Pollution

We strive to prevent and mitigate environmental pollution by setting goals and targets, reviewing and revising our activities and continually improving the environment.

③ Promotion of Environmental Awareness-Raising and Social Contribution Activities

We strive to promote environmental protection not only by promoting the dissemination of environmental information, provision of environmental consulting services and environmental awareness-raising and educational activities both internally and externally, but also by promoting local community and social contribution activities as a good corporate citizen.

■ Governance and Management Structure

The Board of Tokio Marine Holdings approves the revision or abolishment of the Basic Policy on Environment. However, Executive Officers in charge of the Corporate Planning Department may approve minor changes. The status of compliance with the policy and the Group's environmental initiatives is deliberated at the Management Committee and other meetings and reported to the Board for a timely, appropriate and transparent information disclosure.

■ Stakeholder Engagement

Tokio Marine Group strives to protect the global environment, create environmental value and reduce the environmental footprint of our business activities and value chain through dialogue, cooperation and collaboration with various stakeholders, including future generations.

In promoting these efforts, Tokio Marine Group supports the following international agreements, initiatives, etc., related to the environment*.

We communicate this Basic Policy on Environment to all Group employees and ensure thorough adherence among them and announce it to the public.

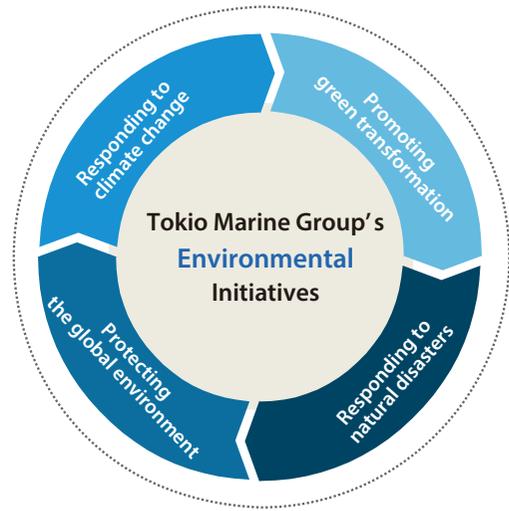
Adopted on December 21, 2021

*The United Nations Sustainable Development Goals, United Nations Framework Convention on Climate Change / Paris Agreement, Sendai Framework for Disaster Risk Reduction 2015-2030, Convention on Biological Diversity, Ramsar Convention, Washington Convention, United Nations Communities of Ocean Action for supporting the implementation of SDG 14, United Nations Global Compact, United Nations Environment Programme Finance Initiative, Principles for Sustainable Insurance, Principles for Responsible Investment, Task Force on Climate-related Financial Disclosures, CDP, Principles for Financial Action for the 21st Century

2.1.1.2 Initiatives to Create Environmental Value

🌍 Domains of Initiatives

Tokio Marine Group promotes its environmental initiatives in four domains, namely responding to climate change, promoting green transformation, responding to natural disasters and protecting the global environment.



🌍 Overview of Key Initiatives in Each Domain

Responding to climate change

Tokio Marine Group has been working to promote the use of renewable energy, support customers' and society's climate change countermeasures, reduce CO₂ emissions from our business activities and encourage ESG investment to achieve the goal of the Paris Agreement. We have joined multiple international initiatives to combine forces with other companies and government agencies.

- Continuously reduce total greenhouse gas emissions of Tokio Marine Group and business partners toward achieving the goal of the Paris Agreement
- Drive transition to a decarbonized society through engagement with business partners
- Cooperate in policies promoted by public agencies toward achieving the goal of the Paris Agreement
- Contribute to the mitigation and response to climate change risk
- Provide support for climate change disclosure in accordance with the recommendations of the TCFD, and others

Promoting green transformation

To promote green transformation, we help customers to become carbon neutral and to work toward a decarbonized society and contribute to the growth and development of industry through the development and provision of insurance products and solutions as well as through risk consulting.

- Develop insurance products and solutions that will contribute to more widespread use of renewable energy, including offshore wind power and solar power
- Carry out research on and develop insurance products that will contribute to spreading storage batteries, promotion of use of hydrogen and establishment of new technologies, such as carbon dioxide capture and storage (CCS) and carbon dioxide capture, utilization and storage (CCUS) technologies
- Provide support for local governments and companies for building distributed energy systems
- Provide support for local small to medium-sized companies toward achieving carbon neutrality

Responding to natural disasters

We are promoting the development and provision of products and services leading to the safety and security of customers and local communities. We are also promoting activities to disseminate our knowledge on disasters and disaster prevention and mitigation widely throughout society through efforts such as raising disaster prevention awareness of children as well as companies before a disaster strikes. After a disaster, we focus on making appropriate and swift claims payments and providing services for the early recovery of business operations of companies affected by the disaster.

- Provide support for formulating an ISO standard certifying disaster preparedness
- Build a system for responding quickly to natural disasters and improve claims payment process
- Improve the profitability of fire insurance at Tokio Marine & Nichido
- Provide earthquake insurance that promptly pays insurance claims after an earthquake and fire insurance with a system for donation that contributes to disaster prevention and mitigation

Protecting the global environment

Tokio Marine Group is implementing local and social contribution activities around the world that help protect the environment and preserve biodiversity and wetlands. These activities emphasize voluntary engagement by employees and tie-ups with NPOs and other groups.

- Promote eco activities through the Green Gift Project, which carries out mangrove planting mainly in Southeast Asia and environmental protection activities around the world
- Continue to undertake tree planting project PHLY 80K Trees Campaign in the United States
- Continue providing Green Lessons to raise environmental awareness for children
- Collaborate in afforestation project in Aki City, Kochi Prefecture

2.1.1.3 Targets of Environmental Value

Responding to climate change

Aiming for net-zero emissions
by fiscal 2050
(for our own operations and investees)

60% reduction of emissions for our own operations
by fiscal 2030
(vs 2015)

Achieve carbon neutrality
in fiscal 2023
(Achieving the status for nine consecutive years up to fiscal 2021)

Increase net premiums for offshore wind power plants by 5 billion yen
by fiscal 2023
(Tokio Marine & Nichido)

Promoting green transformation

100% use of renewable electricity
at major facilities
by fiscal 2030

Promote widespread use of clean energy
Provide and increase level of sophistication of relevant solutions



Protecting the global environment

Provide and increase level of sophistication of solutions related to protection of global environment

Plant a total area of 1,150 hectares of mangrove forest
from fiscal 2019 to fiscal 2023

Achieve cumulative total of 58,000 participants in Green Lessons
by end of fiscal 2023

Responding to natural disasters

Issue an ISO concept standard certifying disaster preparedness
in fiscal 2023

Improve profitability of fire insurance more than 45 billion yen
by fiscal 2023
(Tokio Marine & Nichido business unit profit)

Provide and increase level of sophistication of solutions related to disaster prevention

2.1.1.4 Structure for Promoting Environmental Management

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

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

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

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

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

2.1.1.5 Performance Reporting: Environmental Accounting

① Environmental Conservation Cost (Tokio Marine & Nichido)

Environmental costs	FY2019		FY2020		FY2021	
	Investment (million yen)	Expenses (million yen)	Investment (million yen)	Expenses (million yen)	Investment (million yen)	Expenses (million yen)
Business area costs	571	403	271	233	314	246
Upstream/downstream costs	0	28	0	26	0	25
Management costs	0	19	0	20	0	23
R&D costs	0	105	0	101	0	96
Social contribution activity costs	0	121	0	73	0	118
Environmental remediation costs	0	0	0	0	0	0
Total	571	676	271	454	314	508

② Environmental Performance Indicators Related to Environmental Benefits (Tokio Marine Holdings)

Environmental performance indicator	FY2019	FY2020	FY2021
Total energy input (GJ)	776,709	653,337	719,420
Water resource input (m ³)	632,203	628,513	1,724,096
Greenhouse gas emissions (t-CO ₂)	79,578	67,140	60,457
Waste emissions (t)	2,285	1,975	1,837

Note: Figures for all environmental performance indicators are provided on a global basis.

③ Economic Benefits of Environmental Conservation Initiatives (Tokio Marine & Nichido)

Environmental performance indicator	FY2019 (million yen)	FY2020 (million yen)	FY2021 (million yen)
Cost reduction	244	383	308
Revenue	0	0	0
Total	244	383	308

2.1.2 Responding to Climate Change

2.1.2.1 Tokio Marine Group's Climate Action

Tackling Climate Change Head On to Pass Down a Sustainable Global Environment to Future Generations

The Paris Agreement, adopted at the 21st session of the Conference of the Parties to the UNFCCC (COP21) in 2015, aims to keep a global temperature rise at the end of the 21st century well below 2°C above pre-industrial levels. It announced the policy of reducing greenhouse gas (GHG) emissions globally as early as possible and achieving net zero by the turn of this century. Additionally, the COP26 held in 2021 resolved to achieve challenging goal set out in the Paris Agreement, requiring stronger commitments of each country to pursue efforts to keep the temperature rise to 1.5°C.

Amid this global momentum, Japan has announced to strive for a 46% reduction of its GHG emissions by fiscal 2030 compared with fiscal 2013 levels toward achieving carbon neutrality in 2050.

Tokio Marine Group regards climate change actions for achieving these goals as one of the most important issues that we should tackle head on both in our core insurance business and as an institutional investor. Indeed, Tokio Marine Holdings has selected "Take climate action" as one of the four priority issues in its medium- to long-term sustainability strategies after assessing various issues along the two axes of "expectations and the interest of stakeholders," including future generations, and the "importance for Tokio Marine Group's business."

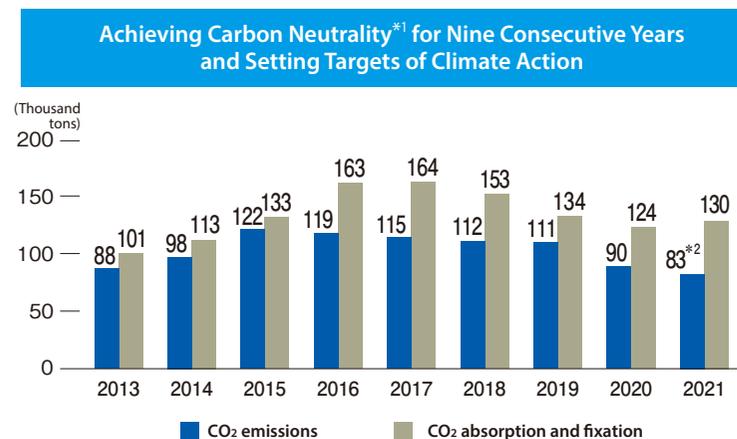
To pass on a sustainable global environment to future generations, we will combine the forces of Tokio Marine Group to take climate action for transition to a decarbonized society.



Achieving Carbon Neutrality in the Group's Operational Activities for Nine Consecutive Years

The environmental footprint caused by operational activities of Tokio Marine Group is relatively small compared with companies in the manufacturing and other industries; however, the size of the Group makes it a substantial consumer of energy. In order to reduce the environmental footprint from our operational activities, the Group has been striving to cut back on its energy usage and planting mangrove trees that absorb and fix CO₂ for more than 20 years.

In fiscal 2021, CO₂ emissions from our operational activities decreased by 7,000 tons year on year to 83,000 tons through such efforts as energy saving at Group companies and the purchase of green power. As the amount of CO₂ absorbed and fixed by the planting of mangrove trees was 130,000 tons and exceeded our emissions volume, we achieved carbon neutrality for nine consecutive years since fiscal 2013.



*1 Scope 1 (direct emissions) + Scope 2 (indirect emissions) + Scope 3 (other indirect emissions; categories 1, 3, 5 and 6) based on the GHG Protocol standards

*2 CO₂ emissions in fiscal 2021 reflect a reduction of 9,000 tons of CO₂ emissions through the purchase of green power. Reduction of CO₂ emissions in and before fiscal 2020 is included in CO₂ absorption and fixation is represented by the gray bars in the above graph.

Toward achieving carbon neutrality in 2050, Tokio Marine Group has set the following medium- to long-term targets in relation to its operational activities and will continue to strive for reduced environmental footprint.

- (1) Reduce CO₂ emissions from operational activities by 60% from the fiscal 2015 level.
- (2) Use 100% renewable energy for electricity consumed at major business facilities.
- (3) Replace all company-owned vehicles with electrified vehicles (Tokio Marine & Nichido and Tokio Marine & Nichido Life).

Supporting Decarbonization Efforts of Customers and Investee Companies

Financial institutions, including insurance companies, are expected to play a substantial role in transition to a decarbonized society on a global scale.

In our core insurance business, undertaking risks concerning climate change and associated response means to protect customers in times of need, and at the same time, represents business opportunities for Tokio Marine Group. We acquired GCube, a leading company offering insurance to renewable energy operators, in 2020. Based on its advanced underwriting and claims services capabilities, we are working together with Group companies to drive the more widespread use of renewable energy around the world.

We are also engaging in the development of services and solutions that help promote Japan's green transformation (GX) while providing disaster prevention and mitigation consulting services that will contribute to improved resilience against natural disasters.



Tokio Marine Group's CO₂ emissions from its operational activities are relatively small compared with other industries. However, the emissions volume will be substantial when taking into account emissions related to investment and financing.

Emissions related to investment and financing are a portion of emissions from investee companies and financing recipients, which corresponds to the amount invested or financed by a financial institution and is deemed indirect emissions of that institution. Under this approach, financial institutions are expected to pursue net zero for these emissions as their own emissions and encourage investee companies and financing recipients to make decarbonization efforts through dialogue.

Based on Japan's Stewardship Code, Tokio Marine & Nichido has been promoting constructive dialogue (engagement) with investee companies to contribute to their sustainable growth. Over the period from July 2021 to June 2022, the company held dialogue with 95 listed companies.

Tokio Marine & Nichido selects dialogue partners based on the size of their GHG emissions and ESG-related metrics. The following examples are dialogues held under the theme of climate change countermeasures.

Company A

◆ **Summary of dialogue**
Tokio Marine & Nichido asked an advanced company pursuing carbon neutrality in 2030 to share information on specific efforts and the progress so far.

◆ **Company A's response**
Company A is making steady progress in increasing the use of renewable energy and shifting its power generation equipment to LNG as specific short-term efforts and is considering carbon offset over a longer term. Subsequently, Company A announced that its major production bases in Japan have shifted to 100% renewable energy.

Company B

◆ **Summary of dialogue**
Tokio Marine & Nichido asked a company working to reduce GHG emissions to achieve carbon neutrality in 2050 to share information on specific efforts and the progress thus far.

◆ **Company B's response**
Company B is making efforts to define specific targets while proceeding with the purchase of green power as its main source of CO2 emissions is the use of electricity. Subsequently, Company B announced reduction targets for fiscal 2030 at its annual business results briefing.

In holding dialogue with investee companies, joint efforts are made with sales departments engaging in dialogue with customers, for whom the company has underwritten insurance, to examine appropriate agendas for dialogue and other related matters.

As is the case in investment and financing, there is an emerging approach to deem a portion of emissions from companies, for which an insurance company has underwritten insurance, as indirect emissions from that insurance company.

Toward transition to a decarbonized society through provision of insurance products, Tokio Marine & Nichido also holds dialogues (engages) with corporate customers. Under the themes of corporate customers' GX initiatives, climate change disclosures, introduction of renewable energy and risk management in specific fields (hydrogen, ammonia and other green fuels), the company held dialogues with about 150 corporate customers in fiscal 2021. These dialogues are divided into three levels depending on their depth: Level 1 to propose GX initiatives to corporate customers and identify associated issues; Level 2 to hold in-depth dialogue based on the recognized issues; and Level 3 to introduce insurance and solutions to support their transition to decarbonization.

By raising the level of dialogue, the company strives to improve the quality of dialogue as well, and simultaneously, to increase the number of corporate companies in which to hold discussions, realize an advanced level of engagement and support their decarbonization.

For achieving the long-term global goals of the Paris Agreement, Tokio Marine & Nichido is placing restrictions on the underwriting of insurance and provision of financing for projects that emit a considerable amount of CO2.





Contributing to the Achievement of Decarbonization Worldwide

Tokio Marine Group announced “Tokio Marine: Our Climate Strategy” at the end of September 2020 and has since updated it in a phased manner. In addition to the previous revision that clarified the Group’s policy of not underwriting new insurance policies or providing financing for coal-fired power plants and coal mine development projects for fuel coal, whether they are new or already existing, the revision made at the end of September 2022 likewise states that the Group will not underwrite new insurance policies or provide financing for oil and gas extraction projects as well as oil sands extraction projects in the Arctic.

[Tokio Marine: Our Climate Strategy](#) >>

As a “Global Company,” Tokio Marine Holdings has been involved in the establishment of the Task Force on Climate-related Financial Disclosures (TCFD) and has led discussion on climate change both in and outside Japan. In January 2022, the company became the first Japanese insurance company to join the Net-Zero Insurance Alliance (NZIA), an international initiative to promote the insurance industry’s transition to decarbonization. Ever since, the company has been engaging in the formation of an international framework to achieve net zero GHG emissions for insurance underwriting and providing recommendations that encompass the views of Japanese companies to realize a socially just (fair) transition globally.

Tokio Marine Group will continue to make an appropriate response to the changing situations. We will contribute to the resolution of various social issues related to climate change by holding dialogues in and outside Japan and supporting the transition efforts of corporate customers, investee companies and financing recipients to a decarbonized society.

2.1.2.2 Basic Approach to Climate Change

Climate change is a global issue and has a direct impact on the insurance industry. As such, we regard it as one of the most important issues that we should tackle head on in our core insurance business and as an institutional investor and global company. Based on constructive dialogue and cooperation with various organizations and industrial groups, including international organizations, governments, industries, academic institutions and civil society, we will voluntarily implement climate action and help promote the transition to a decarbonized society.

2.1.2.3 Climate-Related Financial Disclosure Based on the TCFD Recommendations

The Task Force on Climate-related Financial Disclosures (TCFD) had been entrusted by the Financial Stability Board (FSB) to formulate voluntary recommendations for consistent, comparable, reliable, clear and efficient climate-related disclosures by companies in the financial sector and released its final recommendations (TCFD recommendations) in June 2017.

Climate change and natural disasters represent a global issue and have a significant impact on Tokio Marine Group as we engage in insurance and financial services. As a founding member of the TCFD, Tokio Marine Holdings has contributed to the formulation and publication of the TCFD recommendations and consistently supported the organization’s activities. Tokio Marine Holdings has once again become a member of the TCFD in January 2021 and has since been working toward the formulation of policy recommendations to encourage disclosure that will help investment decisions by engaging in discussions and exchanging opinions with relevant government and private-sector parties in Japan and overseas.

In July 2018, Tokio Marine & Nichido became a founding member of the insurer pilot group, launched by the United Nations Environment Programme Finance Initiative (UNEP FI) under the Principles for Sustainable Insurance (PSI) framework to examine and develop methodologies and analytical tools for the insurance industry to make climate-related disclosures based on the TCFD recommendations. The company has contributed to the publication of the final report of the UNEP FI pilot project, entitled “Insuring the climate transition,” in January 2021.

In Japan, our Chairman of the Board of Tokio Marine Holdings worked as one of the founders and contributed to the establishment of the TCFD Consortium in May 2019. After the establishment, Tokio Marine Holdings has been a member of the Planning Committee to deliberate on the consortium's course of action and has contributed to the release of the Guidance on Climate-related Financial Disclosures 2.0 (TCFD Guidance 2.0) in July 2020. The company also participates in discussion on effective ways for companies to disclose climate-related information and how to link the disclosed information to appropriate investment decision-making of financial and other organizations.

Tokio Marine Holdings has been making disclosures based on the TCFD recommendations starting from its Integrated Annual Report 2017 and has been striving to enhance its content every year.

The table below is an overview of the four fields of disclosure based on the TCFD recommendations. In this report, we provide detailed information in each field.

Disclosure Based on the TCFD Recommendations

Governance	Strategies	Risk management	Metrics and targets
<ul style="list-style-type: none"> a) Oversight by the Board of Directors b) Management role 	<ul style="list-style-type: none"> a) Climate-related risks and opportunities b) Impact of climate-related risks and opportunities c) Possible impact of different climate-related scenarios 	<ul style="list-style-type: none"> a) Processes for identifying and assessing climate-related risks b) Processes for managing climate-related risks c) Integration of these processes into overall risk management 	<ul style="list-style-type: none"> a) Metrics used to assess climate-related risks and opportunities b) Scopes 1, 2 and 3 greenhouse gas (GHG) emissions c) Targets used to manage climate-related risks and opportunities

Source: Created by Tokio Marine Holdings based on the Recommendations of the Task Force on Climate-related Financial Disclosures, Figure 4 (p. 14), TCFD, June 2017

[Information Disclosure Following TCFD Recommendations, Integrated Annual Report 2022](#)
[External Evaluations and Participation in Initiatives \(Climate Change Disclosure\) >>](#)

Governance

[Division Dedicated to Promoting Sustainability]

Tokio Marine Holdings has a division dedicated to the promotion of the Group's sustainability including climate action (Sustainability Division, Corporate Planning Department), which identifies major challenges related to sustainability as well as formulates and implements related Group-wide strategies and conducts monitoring.

[Group Chief Sustainability Officer (CSUO)]

We established the new position of CSUO in April 2021 to accelerate the promotion of sustainability strategy across the entire Group including climate action. CSUO is responsible for promoting sustainability strategy across the group including addressing sustainability issues facing the entire Group and reporting to the Group CEO.

[Sustainability Committee]

We established the Sustainability Committee, chaired by the CSUO and comprising members, including the CEO and others in the C-suite, in April 2021 to accelerate our sustainability strategy across the entire Group including climate action. The Sustainability Committee establishes the sustainability strategy and targets for the entire Group and deliberates on the coordination and promotion of global sustainability initiatives. The committee met five times in fiscal 2021 to promote and execute the sustainability strategy, formulate medium- to long-term targets (KPIs) related to sustainability, formulate and review annual plans and deliberate on other items.

[Organizational Structure for Promoting Sustainability >>](#)

[Board of Directors]

The Board of Directors discusses the Group's sustainability policies including climate action, as well as evaluates and determines mid-term plans and single-year plans. In addition, the Board of Directors holds "discussions on corporate strategy" on the themes of the management environment and management issues, including climate action, to fully utilize the knowledge of outside directors and outside Audit & Supervisory Board members.

[Corporate Governance, Integrated Annual Report 2022](#)

🌱 Strategies

[Recognition of Risks and Opportunities]

Tokio Marine Group specifies risk events by predicting changes in the external and business environment caused by climate change, and identifies and assesses the impact on the Group. Climate-related risks include risks related to the physical impacts of climate change (physical risks) and risks related to the transition to a decarbonized society (transition risks). Below are examples of physical and transition risks for each risk category in the TCFD recommendations, as well as examples of risks from the Group's business activities.

		Examples of events	Examples of risks to the Group's business activities
Physical risks	Acute	Potential for growing frequency and scale of typhoons, floods and other weather events	<ul style="list-style-type: none"> • Impact on the calculation of premium rates and claims payments • Impact on business continuity caused by damage to buildings and other facilities at bases
	Chronic	Rise in temperature Other weather changes, such as droughts and heat waves Rising sea levels Impact on arthropod-borne infectious diseases	
Transition risks	Policies and regulations	Increase in carbon prices Strengthening of environment-related regulations and standards Increase in climate-related legislation	<ul style="list-style-type: none"> • Decrease in the corporate value of investee companies and the value of Company assets due to higher carbon prices • Increase in liability insurance payments
	Technology	Technological innovation toward the transition to a decarbonized society	<ul style="list-style-type: none"> • Decreases in the corporate value of investee companies that have missed the transition to a decarbonized society and in the value of the assets held by the Company
	Markets	Changes in the demand for and supply of products and services	<ul style="list-style-type: none"> • Decline in revenue due to technological innovation and inability to ascertain changes in customer needs
	Reputation	Changing customer and societal awareness of initiatives surrounding the transition to a decarbonized society	<ul style="list-style-type: none"> • Reputational damage due to the Company's efforts being deemed inappropriate

As is described in the "risk management" items below, we identify the "risk of major wind and flood disasters" as a "material risk" that will have an extremely large impact on our financial soundness and business continuity. We believe such risks could increase in frequency and severity due to climate change.

Initiatives to mitigate and adapt to climate change also provide business opportunities for the Group. The Group has comprehensively considered the five categories of opportunities identified by the TCFD recommendations (resource efficiency, energy sources, products and services, markets and resilience) and has identified the following as business opportunities.

- A dramatic increase in insurance needs related to the renewable energy business
- A growing public awareness of natural disaster risk and improved profitability of fire insurance
- Growing disaster prevention and mitigation needs to increase resilience in the face of disasters

[Scenario Analysis]

Scenario analysis is a process of identifying and evaluating the potential impact of climate change based on certain scenarios. The Group believes it can be flexible and resilient to these impacts, as most non-life insurance policies are relatively short term and the Group's assets under management are mainly highly liquid financial assets.

① Physical Risks

Physical risks are those related to physical impacts of climate change. Climate change increases the frequency and intensity of natural disasters, which could impact insurance premium rate calculations, claims payments and business continuity. We conduct a scenario analysis of physical risks as part of our efforts to identify and assess their impact.

(1) Impact on Claims Payments

The Group takes part in the United Nations Environment Programme Finance Initiative (UNEP FI). Using analysis and assessment tools developed by UNEP FI's climate change impact assessment project, we have created the following assessment of the impact of changes in the intensity (wind speed) and number of tropical cyclones on our claims payments under the IPCC's Representative Concentration Pathway (RCP) 8.5 scenario forecast as of 2050.

Changes in claims payments in 2050

	Intensity (wind speed)	Number of formations
Japan (typhoons)	+5% to +53%	-30% to +28%
United States (hurricanes)	0% to +37%	-36% to +30%

Note: The figures above reflect economic losses, assuming the same impact on claims payments.

The Tokio Marine Research Institute, a Group company, began conducting research in 2007 to evaluate and calculate the impact on insurance loss of changes in wind disaster risk associated with typhoons under future climate conditions (impact under the IPCC's RCP4.5 and RCP8.5 scenarios) and changes in flood risk due to increased rainfall (impact resulting from temperature increases of 2°C and 4°C). Referring to the results of this scenario analysis, we assess the impact on underwriting of natural disasters resulting from increasingly severe climate change.

Future projections of climate change scenarios (+2°C, +4°C, etc.) are subject to uncertainties, as described below (see Figure 5 on page 59). In assessing the impact of climate change, it is also important to evaluate not only weather phenomena but also the vulnerability of society to disasters as well as the extent to which real estate and personal properties will be concentrated in areas exposed to natural disaster risk in the future and the extent to which their asset values will increase (in other words, the extent to which asset concentration will change) (see page 59). The basis for these projections and assessments are indicated below.

a. Changes in Weather Events

How a weather event will change due to the impact of climate change and the degree of confidence of such an impact forecast will vary depending on the type of weather event. Figure 1 shows the confidence of climate change impact projections by weather event type. As seen in the figure, the confidence of impact projections for extreme rainfall (heavy rains) is higher than that for tropical cyclones, such as typhoons and hurricanes, but the impact on extreme rainfall (heavy rains) involves greater uncertainty compared to such temperature variations as extreme heat (heat wave) or extreme cold (cold wave).

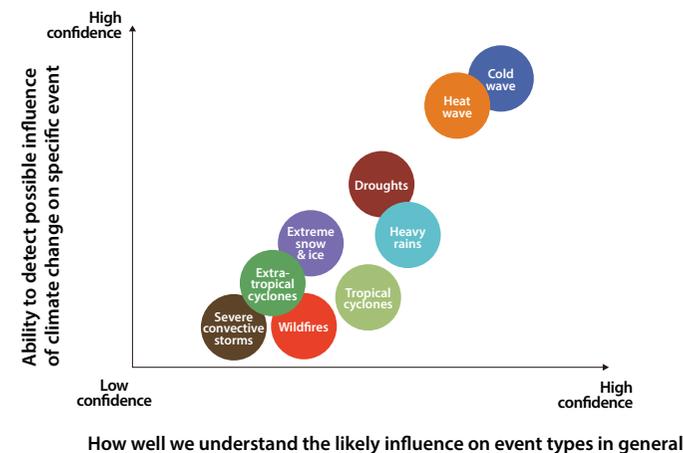


Figure 1: Confidence of impact forecasts of climate change

Source: Tokio Marine Holdings based on material prepared by the U.S. National Oceanic and Atmospheric Administration

For heavy rains and tropical cyclones, which are two weather events that considerably affect Tokio Marine Group, we consider the impact of climate change as follows.

Impact of Climate Change on Heavy Rains

The frequency of heavy rains has been on the rise since 1900 (Figure 2). The IPCC Sixth Assessment Report released in August 2021 states that heavy rains will become more severe in the future in line with temperature rise and that for every 1°C temperature rise, the intensity (precipitation) of heavy rains will increase by approximately 7%.

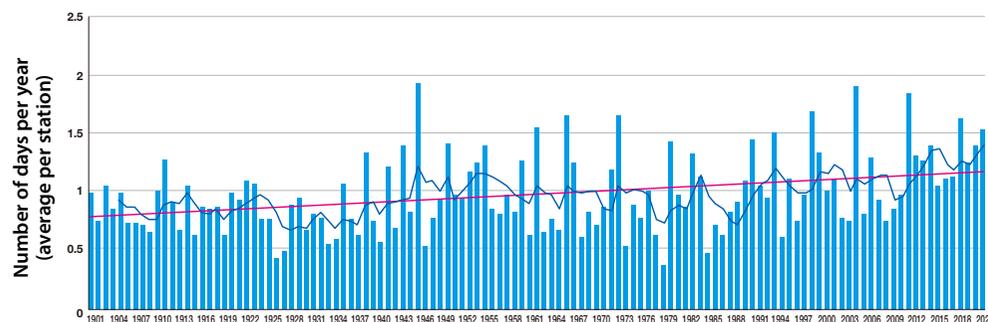


Figure 2: Days per year with daily precipitation of 100 mm or more
Source: Tokio Marine Holdings based on materials from the Japan Meteorological Agency (website)

Impact of Climate Change on Tropical Cyclones

Atmospheric and oceanic large-scale circulations (e.g., El Niño and monsoons) are closely related to the formation, development and movement of tropical cyclones. As climate change affects each of these factors, the impact of climate change on tropical cyclones consequently becomes more uncertain.

First, looking at past trends, the IPCC Sixth Assessment Report reported an increase in the number of intense typhoons in Japan. However, the certainty level is not yet high, and longer-term, higher-quality observations will be needed to monitor changes in long-term trends (Japan Meteorological Agency).

As for hurricanes making landfall in the United States, even though the ratio of intense hurricanes has risen over the past 40 years, a longer-term survey covering the period from 1900 revealed that there is no discernible trend both in the number of total hurricanes and that of intense hurricanes (IPCC Sixth Assessment Report).

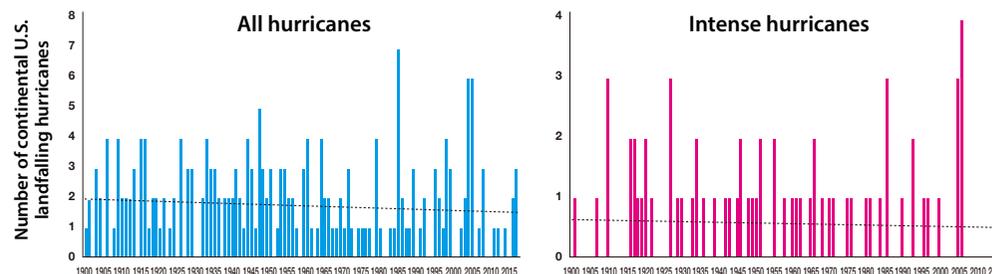


Figure 3: Number of hurricanes making landfall in the United States
Source: Tokio Marine Holdings based on Klotzbach et al., 2018*

* Philip J. Klotzbach, Steven G. Bowen, Roger Pielke Jr., and Michael Bell, 2018: Continental U.S. hurricane landfall frequency and associated damage. Bull. Amer. Meteor. Soc., 99, 1359–1376, <https://doi.org/10.1175/BAMS-D-17-0184.1> © American Meteorological Society. Used with permission.

In the future, while the number of tropical cyclones is expected to level off or decrease overall, the ratio of intense tropical cyclones is forecast to increase. As such, there are both decrease and increase projections for the number of intense tropical cyclones (IPCC Sixth Assessment Report).

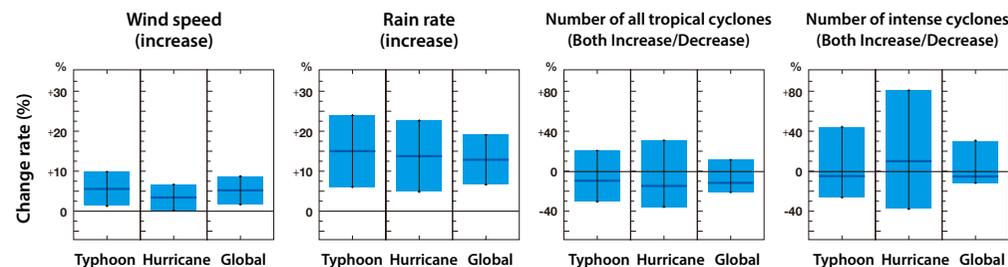


Figure 4: Changes in tropical cyclones due to a temperature change of +2°C
Source: Tokio Marine Holdings based on Knutson et al., 2020*

* Thomas Knutson, Suzana J. Camargo, Johnny C. L. Chan, Kerry Emanuel, Chang-Hoi Ho, James Kossin, Mrutyunjay Mohapatra, Masaki Satoh, Masato Sugi, Kevin Walsh, and Liguang Wu, 2020: Tropical cyclones and climate change assessment part II: Projected response to anthropogenic warming. Bull. Amer. Meteor. Soc., 101, E303–E322, <https://doi.org/10.1175/BAMS-D-18-0194.1> © American Meteorological Society. Used with permission.

b. Changes Other Than Weather Events

As shown in Figure 2 on page 58, the frequency of heavy rains in Japan has been increasing since 1900. Figure 5 below, on the other hand, shows a declining trend for flooded areas. This is because Japan's disaster prevention infrastructure, including embankments, has improved since the mid-19th century and is effectively reducing the occurrence of floods during heavy rains.

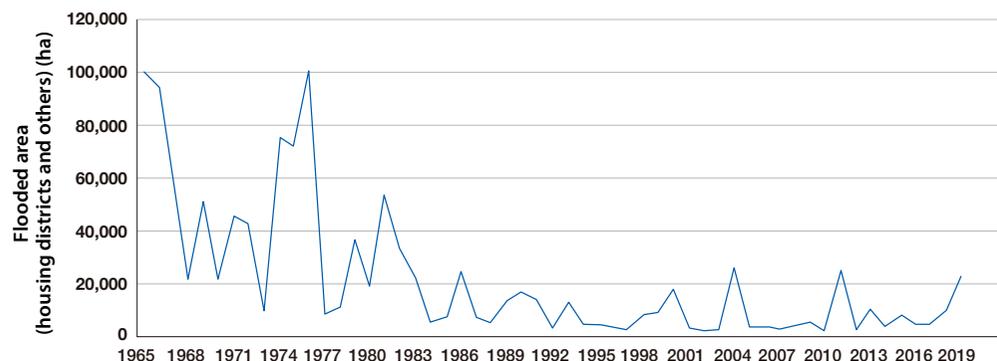


Figure 5: Areas inundated by floods (ha)
 Source: Tokio Marine Holdings based on materials from the Ministry of Land, Infrastructure, Transport and Tourism (flood statistics)

The amount of damage will vary significantly if there is a change in asset exposure, that is, a change in the degree of concentration of assets or in the value of assets in areas exposed to natural disaster risk. In this way, we recognize that identifying changes in weather events themselves, such as heavy rains and typhoons, as well as society's vulnerabilities to disasters and changes in asset exposure, are essential in predicting damage due to natural disasters.

Changes in Vulnerabilities in Society

In Japan, revisions to the Building Standards Act have proved to directly translate into the better resilience of society as a whole. In fact, revisions made in 1981 to the seismic building codes and in 2000 to the wind pressure resistance building codes have greatly contributed to the improved resistance of buildings against natural disasters. More recently, Typhoon Faxai, which made landfall in 2019 and caused damage to the roofs of many houses, has prompted revisions to the standards for roofing on countermeasures against intense winds, which were enacted in January 2022. In addition, the Ministry of Land,

Infrastructure, Transport and Tourism has already announced its policy that the anticipated intensification of natural disasters should be considered in improving disaster prevention infrastructure in the future, making its recommendations for rivers in 2019 and for high tides in 2020.

Overseas, efforts to increase resilience throughout society have also been under way. The United States, for example, has improved its disaster prevention infrastructure and revised building codes following huge natural disasters, including Hurricanes Katrina in 2005, Sandy in 2012 and Irma in 2017.

In keeping with the move toward strengthening resilience in and outside Japan, Tokio Marine Group has been contributing to greater resilience of the entire society by supporting customers to cope with disasters through the dissemination of disaster information.

Recognition of Changes in Asset Exposure

In Japan, an influx of people into urban areas is expected to continue in the future. Over the period from 2015 to 2040, even though the number of households in the country is projected to decline 4.8% on national average, an increase is expected in some prefectures, including Tokyo. As such, the trend of changes in asset exposure varies from region to region.

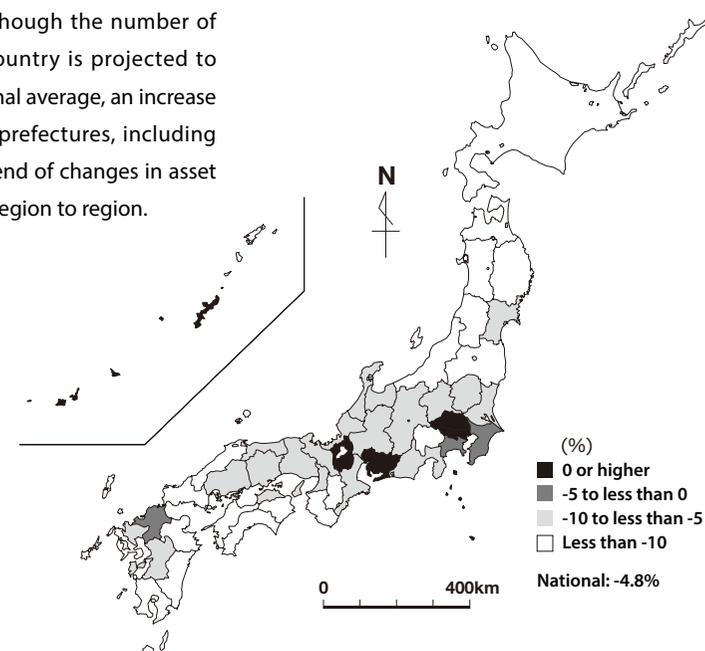


Figure 6: Changes in the number of households from 2015 to 2040
 Source: National Institute of Population and Social Security Research, "Number of Household Projections for Japan (2017 Estimates)"

From the viewpoint of damage due to natural disasters, an important factor is the exact location of assets (whether within a hazardous area). In response to frequent occurrence of natural disasters in recent years, Japan's Ministry of Land, Infrastructure, Transport and Tourism has stated that it is important to consider flood risk reduction when determining the locations of housing districts and city functions. Accordingly, Tokio Marine Group is monitoring the policy trends of the national and local governments.

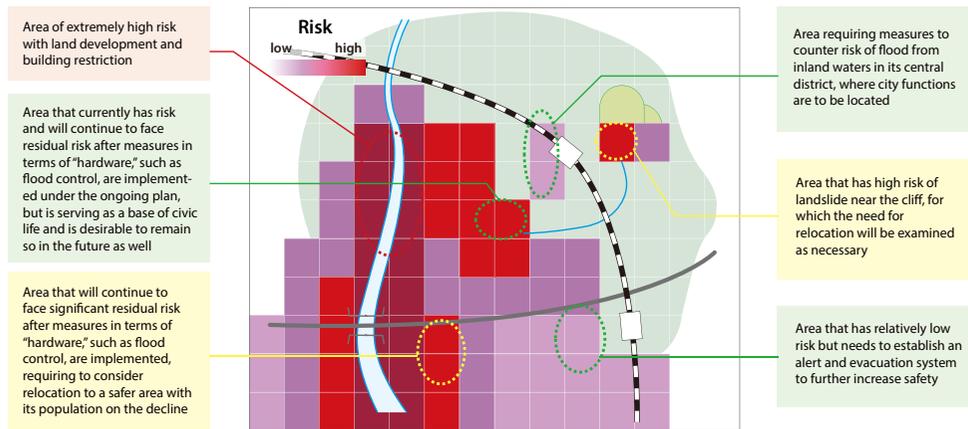


Figure 7: Direction of urban development based on the risk of water-related disasters

Source: Tokio Marine Holdings based on materials from the Ministry of Land, Infrastructure, Transport and Tourism (website)

Changes in the exposure geographic distribution are important in considering natural disaster damage both in Japan and overseas. In the United States, economic loss caused by hurricanes in the past is known to be on an upward trend, but when the impact of a change in inflation, wealth properties and population is normalized, there is no longer a significant trend. Thus, a rise in economic loss is mostly a result of these factors.

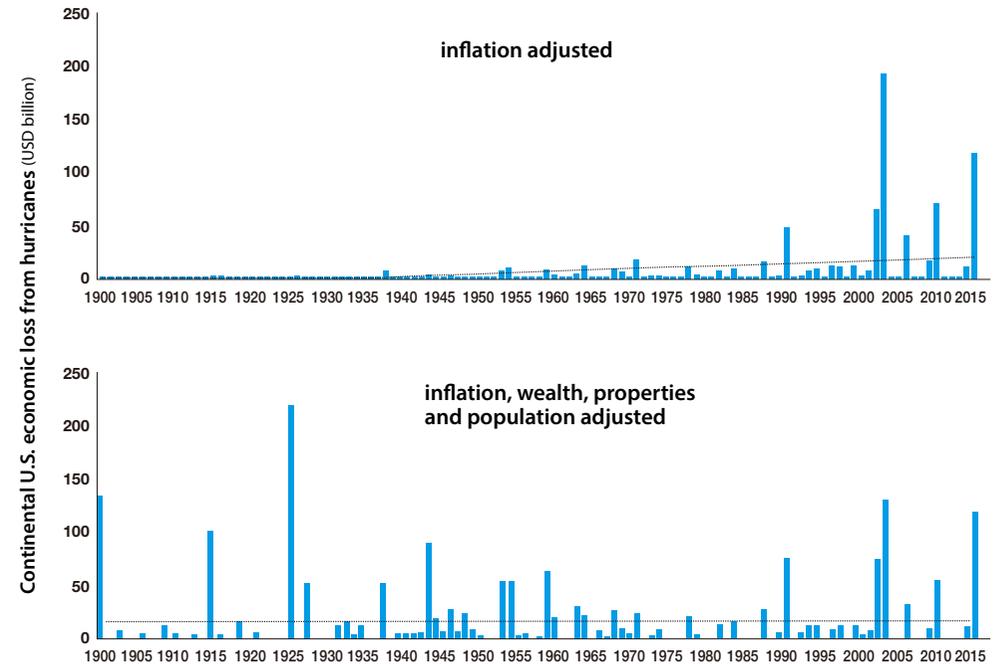


Figure 8: Economic loss due to hurricanes on the U.S. mainland

Source: Tokio Marine Holdings based on Klotzbach et al., 2018*

* Philip J. Klotzbach, Steven G. Bowen, Roger Pielke Jr., and Michael Bell, 2018: Continental U.S. hurricane landfall frequency and associated damage. Bull. Amer. Meteor. Soc., 99, 1359–1376, <https://doi.org/10.1175/BAMS-D-17-0184.1> (© American Meteorological Society. Used with permission.)

(2) Impact on Business Continuity: Promoting Climate Change Adaptation Measures

Tokio Marine Group uses multiple scenarios*¹ to perform analysis and evaluation*² on the impact of climate change risk on our operations using holistic and context-specific approaches. By doing so, we are promoting climate action and initiatives to increase resilience against disasters.

Holistic Approach

Based on a holistic approach, we use multiple scenarios to analyze and evaluate, both quantitatively and qualitatively, the impact of an increase in weather disasters (such as heavy rains and floods) on our operations and have been implementing measures from medium- to long-term (about two to five years) and short-term (within one year) viewpoints. On the whole, we have specifically concluded that

an increase in weather disasters will not have a profound impact on our operations as compared to the manufacturing and other industries for a number of reasons. For example, insurance products represent an intangible service and do not necessarily require physical sales bases, and their development and production involve minor supply chain risks such as the procurement of raw materials.

*1 Including IPCC's Shared Socioeconomic Pathway (SSP) 5-8.5, SSP3-7.0, SSP2-3.5, SSP1-2.6, SSP1-9, RCP8.5, RCP6.0, RCP4.5 and RCP2.6 scenarios

*2 Climate change risk analysis and evaluation conducted in collaboration with Resilience of the United Kingdom

Context-Specific Approach

Based on a context-specific approach, we use multiple scenarios to analyze and evaluate, both qualitatively and quantitatively, the impact of increase in weather disasters (such as heavy rains and floods) on our operations and have been promoting initiatives to protect our own assets from weather disasters, which are expected to become more severe due to climate change. Specifically, we are examining measures from medium- to long-term (about two to five years) and short-term (within one year) viewpoints and implementing measures against flood disasters, such as installing emergency power generators and more water bars at our major bases.

2 Transition Risks

Transition risks are risks associated with the transition to a decarbonized society. As the global momentum toward decarbonization accelerates and the transition to a decarbonized society progresses, we anticipate more stringent regulations, technological innovation, asset value fluctuations and changes in the investment environment as well as in customer needs, which could affect the Group's businesses.

Transition risks include impact on the corporate value of investee companies and the value of assets held by the Company due to increased costs associated with GHG emissions resulting from climate change. To reduce the impact of these factors, we are decreasing total holdings of business-related equities and promoting engagement with investee companies.

We have estimated the impact of transition risks on assets under management by Tokio Marine Group (equities, corporate bonds and commercial mortgage-backed securities – CMBS) using "Aladdin Climate," a model provided by BlackRock Solutions. With the model, we have quantified the impact on corporate value due to changes in scenario variables (carbon prices, energy demand, fuel prices, emissions, etc.) based on scenarios provided by The Network of Central Banks and Supervisors for Greening the Financial System (NGFS). More specifically, the quantification of the impact on corporate value has been conducted by comparing the current policies scenario (NGFS's Hot House World – Current Policies scenario, assuming

limited policy changes and a 3.3°C temperature rise at the end of this century) with the following two scenarios also of NGFS.

- (1) Orderly: Net Zero 2050 (Assuming a temperature rise suppressed to 1.5°C and net zero CO₂ emission both by 2050)
- (2) Disorderly: Delayed Transition (Assuming a 1.8°C temperature rise by 2050 due to delayed policy changes)

The following shows the results of the model-based estimates of transition risks of assets (equities, corporate bonds and CMBS) held by Tokio Marine Group as of March 31, 2022.

	Transition risks	
	Orderly	Disorderly
Total	-4.9%	-4.3%
Equities	-6.8%	-6.1%
Corporate bonds	-2.6%	-2.2%
CMBS	-0.0%	-0.0%

* The Aladdin Climate analytics of BlackRock Solutions contained in this report should not be construed as a characterization of the materiality or financial impact of the corresponding information. The Aladdin Climate analytics includes non-financial metrics and involves measurement uncertainties resulting from limitations inherent to the nature of the corresponding data and the methods used for determining such data.

The Aladdin Climate analytics is not fixed and is likely to change and evolve over time. The Aladdin Climate analytics relies on relatively new analysis methods, and there are limited peer reviews or comparable data available. BlackRock Solutions does not guarantee and shall not be responsible for the content, accuracy, timeliness, non-infringement or completeness of the Aladdin Climate analytics contained herein or have any liability resulting from the use of the Aladdin Climate analytics in this report or any actions taken in reliance on any information herein.

It should be noted that the model does not calculate the positive effects (market superiority or business opportunities) generated by technically implementing climate change mitigation and adaptation measures as we transition to a low-carbon society. Moreover, we believe that this and other quantification models of climate change are still in the development stage, undergoing upgrades based on the latest research findings. We thus have no plan, at this point, to use the data shown above in our management decision-making process, but will continue to carry out research and investigations to explore more appropriate ways to utilize such quantification modeling methods.

[Implementation of Climate Change Strategy]**① Tokio Marine: Our Climate Strategy**

At the end of September 2020, we published our thoughts on climate change in “Tokio Marine: Our Climate Strategy,” which we revised at the end of September 2021 and the end of September 2022. In this statement, we commit ourselves to supporting our clients, investee companies and financing recipients in the transition to a decarbonized society. We have also determined the following policies to conduct insurance underwriting, investment and financing in a manner conducive to the transition to a decarbonized society for achieving the targets of the Paris Agreement.

Insurance Underwriting

As part of that commitment, Tokio Marine will not provide new insurance underwriting capacities to coal-fired power generation projects or thermal coal mining projects, regardless of whether they are newly constructed or not. However, we may grant exceptions for projects with innovative technologies and approaches, such as CCS/CCUS*¹ and mixed combustion, aiming to achieve the goals of the Paris Agreement, after careful consideration.

Tokio Marine also strengthens its commitment by protecting the environment and supporting the transition to a decarbonized society by no longer providing new insurance underwriting capacities to oil and gas company extraction projects*² in the Arctic Circle (all areas north of latitude 66°33', including the Arctic National Wildlife Refuge, ANWR) and oil sands mining.

Investment and Financing

With respect to investment and financing, Tokio Marine will not provide new financing for coal-fired power generation projects or thermal coal mining projects. However, as with our insurance underwriting policy, we may grant exceptions for projects with innovative technologies and approaches, such as CCS/CCUS and mixed combustion, aiming to achieve the goals of the Paris Agreement, after careful consideration.

In aligning with our insurance underwriting policy, we will also no longer provide new financing for oil and gas extraction projects in the Arctic Circle (all areas north of latitude 66°33', including the ANWR) and oil sands mining.

*1 Carbon dioxide capture and storage/Carbon dioxide capture, utilization and storage

*2 Exemptions for projects with decarbonization plans that are aligned with the Paris Agreement

As of July 31, 2022, we had not underwritten any new insurance policies or provided financing to coal-fired power generation projects or thermal coal mining projects since announcing “Tokio Marine: Our Climate Strategy” at the end of September 2020. In addition, we are supporting the transition to a decarbonized society by engaging with power plants for which we have already underwritten insurance to consider the environment through the adoption of innovative high-efficiency power generation technologies and CCUS (carbon recycling) technologies that reduce GHG emissions. In a dedicated effort, we are engaging with customers involved in the corresponding power plants to support their transition through product provision and/or consulting. Furthermore, after announcing “Tokio Marine: Our Climate Strategy,” we have created and begun using an engagement sheet to confirm and record plans aimed at the realization of a decarbonized society. If it is determined that a customer is not considering its response to decarbonization, we may decline the renewal of the customer’s insurance policy.

② Investment and Financing (Initiatives as an Institutional Investor)

As a signatory to the United Nations Principles for Responsible Investment (PRI) through Group companies Tokio Marine & Nichido and Tokio Marine Asset Management, we have established a policy concerning ESG investment and financing, considering not only financial information but also ESG elements. By incorporating climate-related elements into the investment decision-making process, we are supporting the transition to a decarbonized society.

Specifically, we are undertaking ESG engagement to support increased corporate value and the sustainable growth of investee companies through constructive and purposeful dialogue that considers non-financial factors including ESG elements in addition to their financial data as well as ESG integration where both financial data and non-financial data are used in the investment decision-making process.

Through these efforts, we are promoting investments in ESG-themed green bonds and sustainability bonds. The total balance of such themed investments was about 65 billion yen as of March 31, 2022, for Tokio Marine & Nichido, Tokio Marine & Nichido Life and Nisshin Fire. We have also begun using data providers to conduct quantitative analyses of the GHG emissions of our investee companies.

3 Fund Formation (Initiatives as an Asset Manager)

Tokio Marine Asset Management has been operating renewable energy funds targeting investments in solar power plants since 2012, effectively supporting initiatives aimed at the transition to a decarbonized society.

Performance of renewable energy funds* (Total as of March 31, 2022)

Amount committed Approx. 62 billion yen
Units installed 45

* TM Nippon Solar Energy Fund 2012, 2013 and 2014
TM Nippon Renewable Energy Fund 2017
TM Nippon Long-Term Natural Energy Fund 2020

4 Leading Discussions at International Climate Change Conferences (Initiatives as a Global Company)

As climate change is an important social issue that needs to be addressed by the entire world, Tokio Marine Group actively engages in dialogue with international organizations, governments, industries, academic communities, NPOs and NGOs.

We have also led discussions at international conferences, which includes co-chairing a climate change-related working group for the Geneva Association since 2008. We have also joined the Association's climate change task force and have been engaging in the formulation of scenario analysis and stress test guidelines to perform forward-looking impact assessment of climate change. We are the only Asian company to be a member of the Sustainable Markets Initiative, an insurance industry task force envisioned by King Charles of England and established in June 2021.

In January 2022, we became the first Japanese insurance company to join the Net-Zero Insurance Alliance (NZIA), which promotes the decarbonization of insurance underwriting portfolios toward the realization of a net zero GHG emissions society by 2050. The NZIA measures the GHG of underwriting portfolios, is developing a target-setting methodology consistent with the Paris Agreement and is examining methods to support corporate decarbonization. We are actively participating in these discussions and contributing to international rulemaking.

3 Risk Management

[Managing Climate-Related Risk Based on Enterprise Risk Management (ERM)]

Tokio Marine Group conducts enterprise risk management (ERM), which includes the management of climate risks. Through the ERM cycle, we comprehensively identify and assess climate-related risks, using both qualitative and quantitative approaches.

In the insurance business, which pursues profit through risk-taking, risk assessment is the foundation of our business. The Group has been working for many years to increase the level of sophistication of its risk assessment for material risks (including those due to natural disasters) both quantitatively and qualitatively. Specific initiatives are as follows.

[Enterprise Risk Management \(ERM\)](#) >>

1 Qualitative Risk Management

We identify all forms of risks exhaustively, including those for natural disasters such as major storms and emerging risks due to environmental changes. We define risks that will have an extremely large impact on our financial soundness and business continuity as "material risks." We include the risk of major windstorms and floods in the "material risks" category, which we believe could become more frequent and severe due to the effects of climate change. For these material risks, we also formulate control measures prior to risk emergence and response measures for after risks occur.

2 Quantitative Risk Management

For material risks, through measuring risk amounts and implementing stress tests as part of our quantitative risk management, we perform a multifaceted review of the adequacy of capital relative to the risks held for the purpose of maintaining ratings and preventing bankruptcy.

We calculate risk amounts posed by natural disasters using a risk model (for Japan, a risk model we developed in-house based on engineering theory and the latest knowledge of natural disasters, and for overseas, models provided by outside vendors for insurance companies). We independently analyze past tropical cyclones (typhoons in Japan and hurricanes in the United States), torrential rains and other changing trends and incorporate this data as necessary in order to properly assess current weather phenomena.

Furthermore, within material risks, we conduct stress tests based on scenarios in which extreme economic losses are expected and scenarios where multiple material risks occur at the same time. As for risks involving major wind and flood disasters, for example, these scenarios assume typhoons and flooding on a much larger scale than the major typhoons that hit the Greater Tokyo Area in 2018 and 2019 causing extensive damages. We update scenarios continuously while taking into account stress tests released by the regulatory authorities of every country, the latest knowledge (including that of climate change) and the most recent case studies.

[Appropriately Control Risk through Risk Diversification and Reinsurance, etc.]

Natural disasters are inevitable in Japan, our home market. For that reason, we have sought to control risk capital by geographic, business and product risk diversification through M&A overseas. In addition, reinsurance, as a hedge against risk, is also an effective way to protect our capital and stabilize profits. The Group utilizes reinsurance to prepare for major natural disasters (capital events) that occur once every few centuries, and we determine earnings coverage from the standpoint of economic rationality and take necessary measures.

[Acquisition of Knowledge (Industry-Academia Collaboration, etc.)]

Tokio Marine Group is deepening collaboration with both inside and outside experts to acquire knowledge about risks. The Tokio Marine Research Institute collaborates with The University of Tokyo, Nagoya University and Kyoto University, among others, to carry out impact analysis based on the possibility for increased insurance losses associated with natural disasters that are becoming more severe in nature.

Moreover, Tokio Marine dR and a team of experts in natural disasters working in Atlanta in the United States are leading efforts to upgrade natural disaster risk management across the entire Group, including various evaluations of natural disaster risk models.

🎯 Metrics and Targets

[Metrics]

■ Achieve Carbon Neutrality in Business Activities (Fiscal 2021)

- Emissions from our own business activities*¹: 83,483 tons (-32% from fiscal 2015 levels)
(Scope 1: 13,022 tons, Scope 2: 47,435 tons, Scope 3*²: 23,026 tons)
- GHG (CO₂) absorption/fixation: 130,003 tons

Tokio Marine Group is working to reduce the environmental impact of the overall Group (domestic and overseas) and become carbon neutral by 1) conserving energy and using energy more efficiently, 2) planting mangroves to absorb and fix CO₂, 3) using natural energy (such as by procuring green electricity) and 4) amortizing carbon credits. As a result of these efforts, in fiscal 2021 we achieved carbon neutrality for the ninth consecutive year (since fiscal 2013) thanks to absorption and fixation effects of mangrove planting and the use of carbon credits outperforming the CO₂ emissions generated by the Group's overall business activities. The value of ecosystem services generated through the Mangrove Planting Project over the past 20 years (from April 1999 to the end of March 2019) has reached approximately 118.5 billion yen. We expect the value to climb to 391.2 billion yen by the end of fiscal 2038*³.

■ GHG Emissions for Investment Portfolio

To assess the climate change-related risks and opportunities of its investee companies and financing recipients, Tokio Marine & Nichido has performed analysis of total GHG emissions and weighted average carbon intensity (WACI) on its domestic listed equity and bond portfolios as of March 31, 2021, the disclosure of which is recommended by the TCFD. In performing the analysis, the company conducted measurements using data provided by MSCI ESG Research LLC*^{4, 5, 6}.

We will continue to urge our investee companies to fully disclose climate change-related information and work toward a decarbonized society through engagement, while also making use of this analysis.

	Total GHG emissions (Scope 1 and 2: million tCO ₂ e)	WACI (tCO ₂ e/million USD)
Domestic equities	1.78	111
Domestic bonds	1.13	545

- Total GHG emissions: GHG emissions associated with the portfolio, calculated based on the company's percentage of equity ownership to adjusted corporate value (market capitalization + interest-bearing debt)
- Weighted average carbon intensity (WACI): Calculated by multiplying each investee company's GHG emissions to revenue by the weight of the company in the portfolio and getting the sum of these figures

[Targets]

■ Targets for Fiscal 2050

● Reduction of GHG emissions

Aiming to reduce GHG (CO₂) emissions from Tokio Marine Group to net zero by fiscal 2050 for our own operations and investees*7,*8.

■ Targets*9 for Fiscal 2030

● Reduction of GHG emissions

Reducing GHG emissions (CO₂) for operations from Tokio Marine Group by 60% (vs 2015)*1, 8

● Renewable electricity use

Use 100% of renewable electricity at Tokio Marine Group's major business facilities by fiscal 2030

● Electrification of company-owned vehicles (Tokio Marine & Nichido and Tokio Marine & Nichido Life)

Switching all vehicles owned by Tokio Marine & Nichido and Tokio Marine & Nichido Life electrified vehicles (EV, PHV, HV, etc.)

■ Targets for Fiscal 2023

● Increasing net premiums written for the insurance of offshore wind power generation projects by around 5 billion yen (Tokio Marine & Nichido)

● Improving profitability of fire insurance more than 45 billion yen*10 (Tokio Marine & Nichido, business unit profit)

*1 Associated with our own business activities (Scope 1 [direct emissions] + Scope 2 [indirect emissions] + Scope 3 [other indirect emissions; Categories 1, 3, 5 and 6] based on the GHG Protocol standards)

*2 Amount of paper used, etc. (Categories 1, 3, 5 and 6)

*3 Survey contracted out to Mitsubishi Research Institute, Inc. and evaluated following internationally recognized methodologies

*4 The figures in the table cover 95.0% of the domestic listed equities in the portfolio (based on the market value). Likewise, the figures in the table cover 62.3% of the domestic bonds in the portfolio.

*5 Data provided by Institutional Shareholder Services (ISS) may be subject to change retrospectively.

*6 We conducted measurement of our GHG emissions using information (the "Information") from MSCI ESG Research LLC and its affiliates (the "ESG Parties") as well as from other information providers. The Information may only be used for readers' internal use, may not be reproduced or resold in any form and may not be used as a basis for, or a component of, any financial instruments or products or indices. The ESG Parties do not allow the use of the Information to determine which securities to buy or sell or when to buy or sell them and do not warrant or guarantee the originality, accuracy and/or completeness of the Information. The ESG Parties expressly disclaim all explicit or implicit warranties, including those of merchantability and fitness for a particular purpose. None of the ESG Parties shall have any liability for any errors or omissions in connection with the Information or any liability for any direct, indirect, special, punitive, consequential or any other damages (including lost profits) even if they have been notified of the possibility of such damages.

*7 Scope 3, Category 15, based on the GHG Protocol standards

*8 Scope 3 includes categories of importance to the Group for which numerical values can be obtained.

*9 Interim targets for our investment and financing portfolio (Scope 3, Category 15) are currently under consideration.

*10 Supposing natural catastrophe claims in an average year

2.1.2.4 Initiatives for Responding to Climate Change

🌱 Reducing CO₂ Emissions and Becoming Carbon Neutral

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

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

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

■ Promoting Measures against Climate Change toward Becoming Carbon Neutral in 2050

Toward achieving carbon neutrality in 2050, Tokio Marine Holdings has defined new targets for promoting measures against climate change, which is one of its sustainability priority areas and is one of the key issues over the medium to long term.

New targets

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

■ Raising Employees' Energy Conservation Awareness

Responding to the calls for energy conservation (in particular, the restraint of electricity consumption during peak periods) following the Great East Japan Earthquake of March 2011, Group companies in Japan have been implementing Summer & Winter Electricity-Saving Measures as an initiative to firmly establish 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 OA equipment, copiers and others, which take power from outlets, and thoroughly managing air conditioning (such as setting temperatures in offices to 28°C in summer and 19°C in winter); and (2) review employees' work styles (such as encouraging early morning working hours and promoting casual dress code). In addition, Tokio Marine & Nichido endorses COOL CHOICE, a national campaign that encourages all "smart choices" that contribute to countermeasures for global warming, including for Japan's energy-saving and low-carbon products, services and behavior in order to attain the Japanese government's target of a 46% reduction in greenhouse gas emissions by 2030 compared with fiscal 2013. We are promoting activities to realize a low-carbon society.

■ Purchase of Green Power (Retirement of Emissions Credits)

Tokio Marine Group is promoting the use of natural energy in Japan and overseas. Tokio Marine & Nichido has been continuously purchasing green power of approximately 1 million kWh annually since 2002 through wind power and biomass power generation. In fiscal 2021, we also used green power generated by hydropower and purchased non-fossil certificates. In addition, the Tradable Green Power Certificates purchased by the company are being allotted to the reduction of emissions at target sites based on the system regarding emissions trading and the obligation to reduce total emissions of 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 CO₂ emissions and energy consumed equals zero.

CO2 Emission Reduction Data (Energy Conservation and Reduction in Buildings, Facilities, etc.)

[Tokio Marine Holdings and Major Subsidiaries]

<CO2 Emission Reduction Targets>

- Long-term target (fiscal 2030): -60% (compared with fiscal 2015 level)
- Reduction target in fiscal 2022: -1% compared with previous year

<CO2 Emissions (Fiscal 2021 Results)>

Fiscal 2021 CO2 emissions by Tokio Marine Holdings and its major subsidiaries (Scope 1 (direct emissions) + Scope 2 (indirect emissions) + Scope 3 (other indirect emissions)) were 83,483 tons (Japan: 55,633 tons, overseas: 27,850 tons) versus a start-of-year target of 88,995 tons (a 1% reduction year on year), or a 7.13% increase in emissions compared with the previous fiscal year.

As a result of efforts to steadily reduce CO2 emissions at Group companies in Japan and overseas, we succeeded in cutting these emissions beyond targets at the Group level. In addition, we have been expanding the coverage of the calculations for Scope 3 since fiscal 2015 in order to meet expectations from society in terms of initiatives to create environmental value by companies.

[Sustainability Performance Data \(CO2 emissions from energy sources and CO2 reduction and fixation \(Tokio Marine Holdings and major subsidiaries\)\)](#) >>

[Tokio Marine & Nichido]

<CO2 Emission Reduction Targets>

- Long-term target (fiscal 2050): -60% (compared with fiscal 2006 level)
- Reduction target in fiscal 2022: -1% compared with previous year

Tokio Marine & Nichido, a core operating company of Tokio Marine Group, worked to: (1) use 100% renewable energy for electricity consumed at major bases; (2) monitor the increase and decrease in energy on a total site basis in line with site reconstruction and transfer plans; (3) implement energy conservation campaigns in all branches; and (4) increase energy conservation performance in company-owned cars.

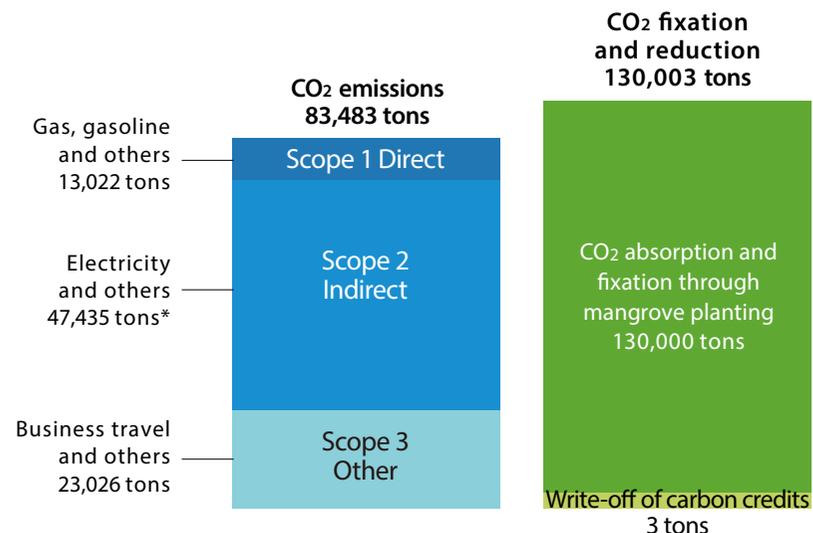
<CO2 Emissions (Fiscal 2021 Results)>

Fiscal 2021 CO2 emissions by Tokio Marine & Nichido (Scope 1 (direct emissions) + Scope 2 (indirect emissions) + Scope 3 (other indirect emissions)) were 41,779 tons versus a start-of-year target of 49,345 tons (a 1% reduction year on year). The percentage of reduction was 16.2% compared with the previous fiscal year, thereby achieving the target. The main cause of this decrease was a reduction in power consumption owing to energy-saving initiatives.

[Sustainability Performance Data \(CO2 emissions from energy sources \(Tokio Marine & Nichido\)\)](#) >>

Initiatives toward Achieving Carbon Neutral Status through Mangrove Planting (CO2 Absorption and Fixation through Mangroves)

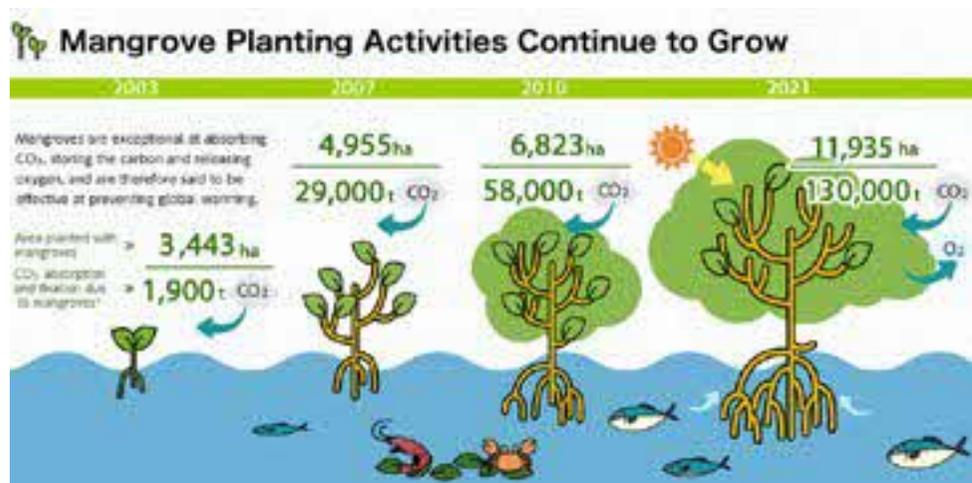
Mangrove forests have an effect on the prevention and mitigation of global warming by absorbing and fixing a significant volume of CO2. Under the concept of "Insurance for the Future of the Earth," Tokio Marine Group has engaged in the Mangrove Planting Project since 1999. As of March 31, 2022, approximately 11,935 hectares of mangrove forest have been planted through this project in nine countries, primarily in Asia. Each Group company strives to reduce the environmental footprint through energy conservation and resource conservation. At the same time, Tokio Marine Group



* CO2 emissions include the effect of purchasing green power, etc., of 8,597 tons.

aims to achieve carbon neutral status on a global basis, offsetting the CO₂ emissions generated by its business activities with CO₂ fixation and reduction through means such as mangrove planting and natural energy (green power). Fiscal 2021 CO₂ emissions by Tokio Marine Holdings and its major subsidiaries were 83,483 tons, which was a 7.13% decrease in emissions compared with the previous fiscal year.

The effect of CO₂ fixation and reduction due to mangrove planting, etc., was 130,003 tons and carbon neutral status was achieved for the ninth year in succession for the Group overall (Japan and overseas).



* Information on CO₂ emissions from energy usage and other relevant information are subject to a third-party guarantee by Ernst & Young ShinNihon LLC. Tokio Marine Holdings requested the Central Research Institute of Electric Power Industry (CRIEPI) to evaluate and calculate the amount of CO₂ absorption and fixation through mangrove trees and received the evaluation report. Further, a third-party organization (Ernst & Young ShinNihon LLC) has been requested to implement the agreed-upon procedures in compliance with Practical Guidelines in Specialized Fields 4400, Engagements to Perform Agreed-Upon Procedures (The Japanese Institute of Certified Public Accountants) for part of the data used in the report. As a result, Tokio Marine Group has deemed that the effects of CO₂ absorption and fixation through mangrove planting have been calculated properly.

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

Reduction of Environmental Footprint in Business Activities

Environment-Friendly Buildings and Facilities

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

- Facilities investment amount related to energy conservation measures: 767 million yen (fiscal 2021, Tokio Marine & Nichido)

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

[Efforts by Tokio Marine & Nichido]

Tokio Marine & Nichido has a plan to convert its head office building into a new head office building (to be completed in 2028). The new building is designed to achieve the highest level of environmental performance by seeking to:

- Reduce CO₂ emissions during construction through use of wood building materials and promote energy saving and reduce CO₂ emissions from building use by introducing highly efficient equipment and district cooling/heating;
- Use 100% renewable energy for its electricity consumption;
- Preserve biodiversity and mitigate the heat-island effect through large-scale rooftop greening as well as improve an urban space environment by creating a public relaxation space for local community members on the first floor; and
- Conserve water resources through the use of rainwater in place of non-potable general service water and the introduction of a water circulation system.
- On February 27, 2022, the new head office building obtained preliminary certification for the highest Platinum ranking in the "LEED® for Building Design and Construction: New Construction" category of LEED® v4, an international green building rating system. (LEED stands for Leadership in Energy and Environmental Design.)

[Efforts Overseas]

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

- Tokio Marine Centre (Singapore) has been actively introducing environmentally conscious measures that include the installation of energy-saving air-conditioning equipment and lighting fixtures, installation of water-saving equipment that reuses rainwater and effective placement of greenery.

• In 2017, Philadelphia Insurance Companies (PHLY) in the United States decided to renovate its long-used headquarters building to update its aged technology, infrastructure and exterior. The aim was to provide an excellent work space to employees and facilitate environmental, social and governance (ESG) efforts. The renovation gave consideration to the environment by replacing windows, switching to a more comfortable, energy-efficient air-conditioning system, adding a charging station for electric vehicles, installing adjustable lighting fixtures that sense movement and natural light and creating a self-sustaining outdoor greenery zone that has won an award. The building also took into account social aspects, such as safety and accessibility. For safety, it incorporated a speaker system for emergency and evacuation announcements and a video monitoring system. Accessibility was ensured by introducing button-controlled height adjustable desks for all employees, replacing swinging doors with sliding doors and removing curbstones from the parking lot to make it level with the sidewalk. These features have also resulted in a traceable reduction in waste and consumption of water, gas, electricity and paper.



• Each year, Safety National in the United States participates in the St. Louis Green Business Challenge, which is a program initiated by Missouri Botanical Gardens that assists companies with integrating sustainable measures into their daily operations. Companies participating in the Challenge compete with themselves to improve performance year over year. In 2021, Safety National achieved the Champion Level Award, with their submission detailing how they have created a culture of conservation. This year-long project included measurable elements like energy savings from the solar arrays installed on the home office buildings, CO₂ emissions reduced by a hybrid work environment, water conservation achieved with low-flow fixtures installed in the home office, robotic process automation (RPA) initiatives that reduced physical mailings and regular recycling events on campus. The company's conservation efforts also included the addition of a porous parking lot, installation of mason bee houses to help pollinate local plants, additional greenery on campus and



a transition to environmentally friendly cleaning supplies to reduce pollution in waterways and minimize ozone depletion. Throughout the year, Safety National's employee-led Sustainability Committee organizes and produces educational content to increase awareness and engagement with these issues among employees.

■ Initiatives to Reduce Paper Use

Tokio Marine Group's volume of paper consumed in fiscal 2021 was 5,655 tons (Japan: 5,117 tons, overseas: 538 tons), which marked a decrease of 7.4% on a year-on-year basis thanks to reduction efforts in and outside Japan. In fiscal 2022, 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 distributing mobile terminals (tablets and notebook PCs) to employees to reform working styles while reducing paper consumption, along with promoting the paperless *Raku Raku Tetsuzuki* (Quick and Easy Online Procedures) for applying for insurance on tablet or other devices, expanding the use of paperless conferencing, using green procurement of stationery and office supplies, shifting forms and pamphlets to Web formats (i.e., promoting paperless operations) and firmly establishing the practice of double-sided copying and printing multiple pages on one sheet.

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

[Examples of Initiatives toward High-Quality Solicitation](#) >>

■ Promoting Waste Recycling

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

■ Effective Use of Water

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

2.1.3 Promoting Green Transformation

Through the development and provision of insurance products and solutions as well as risk consulting, Tokio Marine Group seeks to assist customers in becoming carbon neutral and shifting toward a decarbonized society, as well as to contribute to the growth and development of industry. For this purpose, Tokio Marine & Nichido established a cross-departmental organization called the Green Transformation (GX) Task Force in February 2021. With the aim of promoting these efforts even more proactively, the company also established the GX Office within the Commercial Lines Marketing Department in June 2021. In addition, we established Tokio Marine dR (TdR) in July 2021, which aggregates the Group's advanced digital capabilities and provides risk consulting services to corporate customers.

Toward becoming carbon neutral in 2050, Tokio Marine & Nichido is steadily promoting the following initiatives, including developing solutions and considering business co-creation, based on dialogue with a broad range of companies, local governments and other customers.

- Develop insurance products and solutions that will contribute to the more widespread use of renewable energy, including offshore wind power and solar power.
- Carry out research on and develop insurance products that will contribute to the spread of storage batteries, promotion of the use of hydrogen and establishment of new technologies, such as carbon dioxide capture and storage (CCS)* and carbon dioxide capture, utilization and storage (CCUS)* technologies.
- Provide support for local governments and companies for building distributed energy systems.
- Provide support for efforts of local small- to medium-sized companies toward becoming carbon neutral.



[Special GX website](#)
(in Japanese)

* CCS is a technology to capture and store emitted CO₂, while CCUS is a technology to utilize separated and stored CO₂.

2.1.3.1 Basic Approach to Promoting the Widespread Use of Clean Energy

In mitigating climate change, we will promote widespread use of clean energy through the provision of products and services in the renewable energy field and contribute to the transition to a decarbonized society.

2.1.3.2 Providing Solutions for Promoting the Widespread Use of Clean Energy

Offshore Wind Power Generation

Globally Providing Insurance Products Related to Renewable Energy

Renewable energy such as offshore wind power and solar power is expected to be a new power source for the transition to a decarbonized society. As such, installation and widespread construction of facilities are promoted in various countries. Such renewable energy-related projects, however, require various types of insurance products. In response, we acquired GCube, a leading player in providing insurance underwriting services for renewable energy projects around the world, in 2020. The company possesses strengths in excellent underwriting capabilities, superior claims service capabilities and a prominent presence in the renewable energy industry. Tokio Marine Group companies in Japan, the United States and Mexico are joining forces with GCube to support the spread of renewable energy around the world.

Offshore Wind Power Generation in Japan

Japan has set the ambitious goal of reducing greenhouse gases (GHG) by 80% by 2050, thereby proceeding with the challenges of energy conversion and decarbonization to meet this goal.

The 5th Strategic Energy Plan approved by the Cabinet on July 3, 2018 states the lofty "3E + S" (Energy security, Economical efficiency, Environment + Safety) objective and expresses the energy mix the country would like to achieve by 2030. This was the first time for Japan to specify the shift to renewable energy as its main source of power, with the aim of 22% to 24% of power generation to come from renewable energy by 2030, up from 16% in 2017. Offshore wind power generation is expected to be one of the pillars of renewable energy. With the revised Port and Harbor Act of July 2016 and the enforcement of the Act of Promoting Utilization of Sea Areas in Development of Power Generation Facilities Using Maritime Renewable Energy Resources in April 2019, a full-scale offshore wind power generation project is already underway in Japan.

More specifically, after the revision and enforcement of these acts, Japan's first commercial offshore wind power generation project was launched in February 2020. In December 2020, the Ministry of Economy, Trade and Industry announced its first Vision for Offshore Wind Power Industry and presented ambitious introduction targets of awarding a capacity of 10 GW to projects by 2030 and 30 to 45 GW by 2040. A review for the first public tenders for four general sea zones has been underway, and specific efforts to introduce offshore wind power generation have begun.

Total Support for Offshore Wind Power Generation from Construction Phase to Operation Phase

Beginning with underwriting insurance for a project in the Netherlands in 2013, Tokio Marine & Nichido has supported a total of 57 offshore wind power generation projects in 10 countries and regions including Japan. In fiscal 2021, while taking on eight new projects, the company has provided support to the wind power generation industry in Japan by holding seminars to present and share the know-how it has gained through underwriting these projects as well as knowledge on loss prevention.

In many offshore wind power generation projects, facilities go into operation individually as they are completed and become operational. Tokio Marine & Nichido's package exclusively designed for such projects offers seamless total support in order to cover the interface risk associated with the shift to

operation. Although this type of insurance package is generally employed in Europe and the United States, the content and clauses of the company's insurance have been adjusted to fit the legal system and environment of Japan.

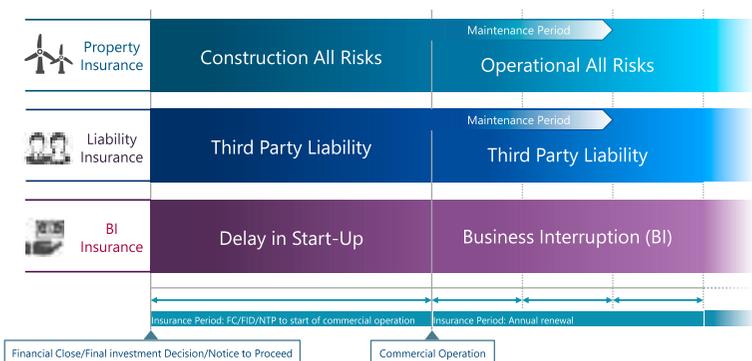
A dedicated team was set up to deal with wind power-related projects in 2013, and a task force was established in 2019 to provide company-wide support for the industry. Tokio Marine & Nichido aims to be the industry leader from an insurance perspective for offshore wind power generation projects, an area expected to grow and develop not only in Japan and Asia but across the entire world, and to accelerate initiatives in this core business area to protect the global environment.

Stochastic Assessment of Natural Disasters

The risk of a natural disaster occurring such as a typhoon, earthquake or tsunami is significantly different between Japan and Europe. In arranging insurance for offshore wind power generation projects, Tokio Marine dR calculates the critical indicator of Probable Maximum Loss (PML) using stochastic methods and conducts risk assessment.

In many cases, financing has become an integral part of offshore wind power generation projects as they grow in scale. Lenders also want to understand the risk involved using stochastic assessments that use a fixed recurrence interval such as 475 years for an earthquake and 100 years for a typhoon. This PML calculation has also been adopted in Japan's first commercial offshore wind power generation project mentioned previously.

Determine various risks involved in each phase and create insurance package providing necessary coverage at a price reflecting the risks



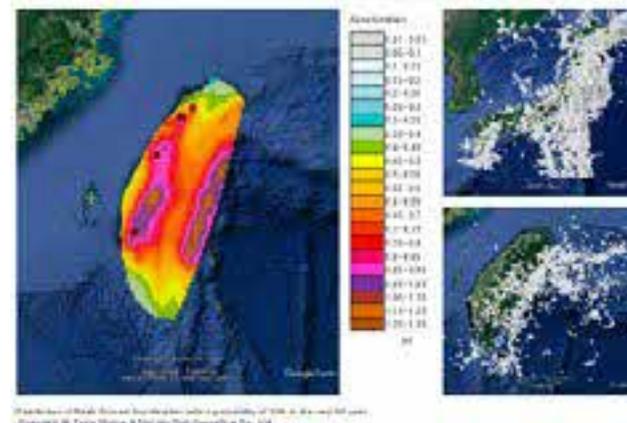
Build unique risk model for Japan

Build unique risk model for Japan in industry-academia collaboration with Nippon Kaiji Kyokai and Kyoto University

Apply European wind power project experience to Japan

Prepare Japanese version of the Marine Warranty Survey Guideline based on the marine warranty survey required for underwriting offshore wind insurance in Europe, adjusted to the Japanese weather and marine conditions and construction contractors and operators' practices

Earthquake: Distribution of Peak Ground Acceleration & Seismicity



☉ Solar Power Generation

■ Solar Power Generation in Japan

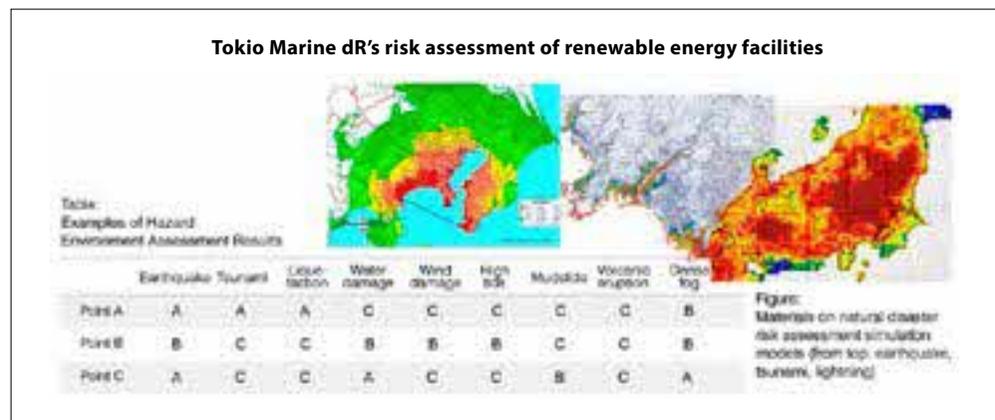
With the launch of Japan's Feed-in Tariff Scheme for Renewable Energy in July 2012, the planning and construction of solar power generation facilities have been surging across the country. In order for businesses to stably operate the facilities, it is necessary to evaluate business risks over a medium to long term of 10 to 20 years from a variety of angles, starting from the installation stage, and implement required measures. Moreover, safety concerns about damage to the facilities caused by natural disasters, which have been increasing in recent years, and uneasiness in local communities about environmental and other impacts has become apparent. Thus, a harmonious coexistence between operators and local communities is one of the major issues in increasing the use of renewable energy, which requires solutions.

■ Mega-Solar Package Program

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 (large-scale solar power generation) 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.



[Tokio Marine dR's "Risk Assessment of Renewable Energy Facilities"](#) (in Japanese)

In the event of damage from earthquake, tsunami, water, wind, landslide or other natural disasters, mega-solar projects may be forced to review installation expenses or construction period, and business operation following launch may be severely affected. Based on natural disaster information and knowledge accumulated over the years in the property and casualty insurance business, the product offers risk consulting services that include a three-stage evaluation of natural disaster hazards at planned mega-solar installation sites and soil contamination status assessment consulting services through means such as site usage history surveys and field investigations. By incorporating such consulting services, 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.

Conducting risk assessments of mega-solar projects has helped us build up extensive know-how, which we are using to provide consulting services for renewable energy facilities for biomass and wind-power generation businesses.

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

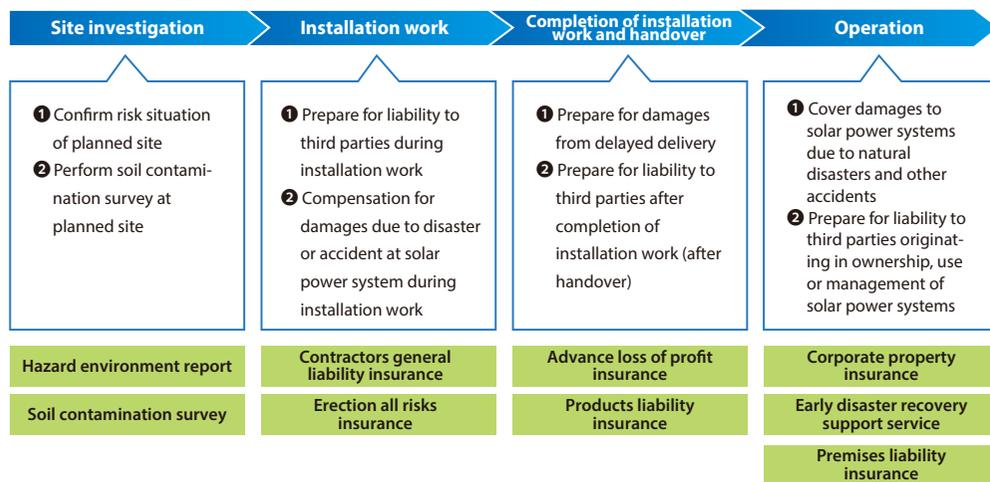
As various risks are expected at every stage – from installation to operation – in mega-solar projects, appropriate risk management is achieved by analyzing risk factors that can impact project management and by arranging for insurance against each risk. As a specific example, risks associated with installation work may include damage to a solar power system or temporary installation caused by an accident or disaster, such as fire or lightning strike; lost profits due to a delay in the launch of operation resulting from the damage; and compensation for damage in case a solar power system has caused an accident during installation or after completion.

Hedging these risks is possible by using erection all risks insurance, delayed start of operations insurance and various forms of liability insurance. Additionally, risks related to facility operation may include damage to a solar power system caused by fire or other accident or disaster, lost profits due to suspension of operation resulting from the damage and compensation for damage as an owner or manager of the facilities. These risks can be hedged by corporate fire insurance and various forms of liability insurance.

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.

Mega-solar project flow from installation work to operation



Insurance for Output Suppression Control for Mega-Solar Power Generation Operators

Output suppression control is a measure in which power companies request power generation operators to suppress power generation output. Ensuring stable power supply requires a consistently steady balance between the power generation volume and consumption volume, and output suppression control is needed when the generation volume exceeds consumption. Tokio Marine & Nichido provides insurance for mega-solar power generation operators to cover a drop in revenue caused by such suppression. Through the product, the company will contribute to the widespread use of mega-solar power generation.

Launch of a New Product Covering the Decommissioning Cost of Solar Power Facilities and Damage Compensation Risk

The Act of Partial Revision of the Electricity Business Act and Other Acts for Establishing Resilient and Sustainable Electricity Supply Systems enacted in 2020 will start mandating solar power operators of 10 kW or more to make an external reserve for the decommissioning of solar power facilities in July 2022. Meanwhile, in April 2020 the Act made it an obligation for the operators “to make efforts” to enroll in fire, earthquake or other insurance in order to ready themselves for natural and other disasters before making such an external reserve or when still accumulating one. It also requires them to secure financial resources to pay compensation in case of an accident or disaster and implement cyber security measures. The environment and risks surrounding these operators are thus undergoing a drastic change.

In response, Tokio Marine & Nichido is working with the Japan Photovoltaic Energy Association, which promotes the introduction and widespread use of solar power generation facilities, to resolve issues facing solar power operators and launched the industry’s first insurance scheme matched to the Act’s obligatory efforts, Insurance for Solar Power Facilities Decommissioning Costs and Compensation Liability Risk, in December 2021. The scheme covers the decommissioning cost before operators make the required external reserve or when they are still accumulating it, and compensation liability risk to prepare for accidents resulting from the ownership, use or management of solar power facilities or for rapidly growing cyber risk.

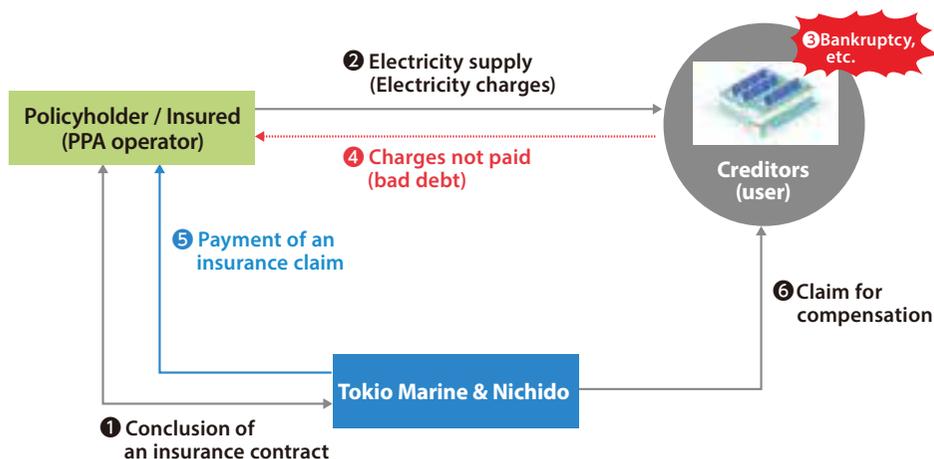
Tokio Marine & Nichido intends to offer this scheme broadly. By enabling solar power operators to secure the facility decommissioning cost and financial resources for damage compensation through the scheme, the company will support the sound growth of the solar power generation business and more widespread use of renewable energy.



■ Providing Insurance Package for Solar PPA Operators

Tokio Marine & Nichido offers Insurance Package for Solar PPA Operators, an insurance product providing power purchase agreement (PPA) operators with comprehensive coverage for various risks, including risk of damage to power generation facilities, compensation liability risk arising from the management of facilities and risk of the user (company using the facilities) going bankrupt. In recent years, a PPA model has drawn much attention on the back of the growing need to use renewable energy. It is a business model in which a third party installs its own renewable energy facilities on the roof of the user's building or within its premises by incurring the installation costs, and supplies generated power to the user while recovering these and other costs through a long-term PPA with the user. An increase in the introduction of renewable energy is expected to continue via this model, as it has an advantage of eliminating the associated initial cost for the user. There is, however, a risk that the originally planned cost recovery would be difficult for reasons such as an unexpected and sudden accident during the term of the contract. By offering this insurance package, the company will promote the introduction of renewable energy based on the solar PPA model.

Notional concept of coverage for a risk of non-payment of electricity charges due to bankruptcy of the user



● Geothermal Power Generation

■ Providing Impairment Liability Coverage for Geothermal Power Generation Operators

Geothermal power generation uses steam from deep under the ground to generate power. It does not emit any CO₂, a primary cause of global warming, which has put it in the spotlight as a low-cost renewable energy with the potential for stable power supply. There are high expectations for the application of this form of energy, and the Japanese government has already formulated a plan to expand capacity of geothermal power generation facilities three-fold by fiscal 2030 compared with current levels.

Against this backdrop, Tokio Marine & Nichido offers impairment liability coverage specifically for geothermal generation operators. It 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 profits 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 30,000 kW power output)

Blocked

[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](#) (in Japanese)

Other Initiatives

New Service for Resource Aggregators in the Power Supply-Demand Adjustment Market

Tokio Marine & Nichido collaborates with NEC Corporation in the resource aggregation business, which aggregates and controls distributed energy resources, including storage batteries and solar power facilities, by using information and communications technology (ICT). More specifically, the companies developed the industry's first service for resource aggregators operating in the power supply-demand adjustment market. The service is combined with a system to provide partial coverage for additional costs arising from causes beyond their control, such as facility damage due to a natural disaster. Through the system, the companies provide support and a sense of security for resource aggregators in promoting their business.

Collaboration Aimed at the Commercialization of Rechargeable Batteries Management Technology

Tokio Marine & Nichido and Tokio Marine dR collaborate with EC SENSING, Inc., a joint venture affiliated with Waseda University, for the commercialization of storage batteries management technology. In fostering the more widespread use of renewable energy, the companies aim to develop service solutions, which facilitate safe and secure energy management, and contribute to the realization of a decarbonized society. In promoting the widespread use of renewable energy, storage batteries are essential for the effective utilization of electricity. In the future, a rise in demand is expected for risk assessment and performance assurance to ensure the safe use of storage batteries as well as for the reuse of these batteries. Conversely, there are currently no regulations or systems related to the reuse of storage batteries, and their secondary use still remains limited.

Under these circumstances, Tokio Marine & Nichido and Tokio Marine dR will jointly develop new service solutions that will help further increase the use of storage batteries in collaboration with EC SENSING, which engages in research and development utilizing non-destructive measurement technology (impedance technique) for storage batteries, and with Waseda University's Research Organization for Nano & Life Innovation, which carries out the research and development of the technology. In addition to leveraging risk data associated with corporate business activities and knowledge on data analysis held by Tokio Marine Group, we will also utilize Waseda University and EC SENSING's core technologies and intellectual property rights related to storage batteries and energy management in our efforts to develop and provide advanced risk management and performance evaluation for storage batteries.

Creating New Insurance Plans for Environmental Value That Supports Decarbonization Initiatives

Tokio Marine & Nichido has developed the *Decarbonization Supply Chain Disruption Response Insurance* as a new insurance product to compensate companies for potential losses caused by accidents in the supply chain that would reduce their environmental value* generated through decarbonization initiatives.

This product helps support decarbonization initiatives by targeting a company's efforts aimed at reducing CO₂ emissions via compensation for reductions to environmental value incurred because of accidents in their supply chain. When an accident occurs in the supply chain, decarbonization initiatives are either suspended or reduced in scale, resulting in that company not being able to achieve its anticipated CO₂ emission reductions. Developed to address such events, this product not only provides compensation for the cost of alternative fuel replacements in order to restart and recover decarbonization initiatives, but it also covers lost profits resulting from reduced compensation for credits not covered by traditional insurance products.

With this product, we are offering new value to customers and also supporting the continuation and acceleration of investment cycles that utilize credits for decarbonization initiatives, thereby contributing to the advancement of decarbonization initiatives for society as a whole.

* Value generated as a result of decarbonization initiatives to reduce emissions of CO₂, which is believed to contribute to global warming



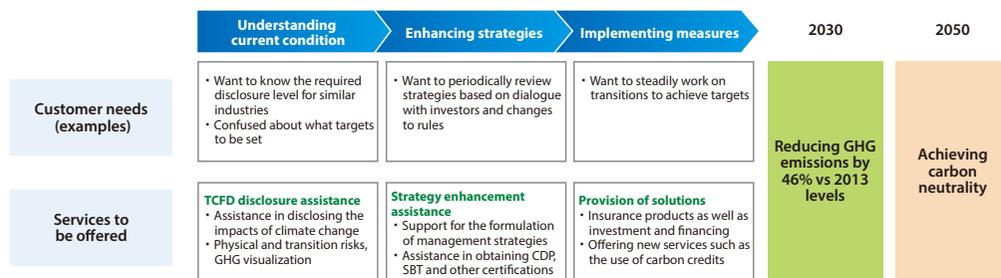
Offering Services and Solutions That Support GX Promotion

Promoting GX requires a series of long-term and phased efforts such as calculating GHG emissions, identifying the physical and transition risks and opportunities of climate change that impact the business as a whole, devising and implementing carbon neutral strategies and taking advantage of carbon credits. Tokio Marine & Nichido has reached a basic agreement to work with MUFG Bank to create a system that can consistently provide the services required for customers' GX promotion and to accelerate GX in Japan. Through this partnership, the company will provide services that leverage each company's strengths at every stage of a customer's effort toward achieving carbon neutrality as well as devising and advancing strategies for GX.

As a first step, in fiscal 2022 the company plans to introduce consulting services focused on visualizing GHG emission levels required for TCFD disclosures and analyzing and assessing physical risks and transition risks. Step two involves devising management strategies based on those consultations, formulating GHG reduction plans and obtaining certifications such as CDP and Science Based Targets (SBT). The third step introduces new services based on customer needs, such as financial and insurance products required to implement those plans and the use of carbon credits. Tokio Marine & Nichido will help customers formulate and undertake consistent, viable and pragmatic plans by offering a series of services while giving consideration to finances, insurance and other specific solutions required to carry out customers' strategies.

Commencing Sales of Wholesale Electric Power Price Fluctuation Insurance

Tokio Marine & Nichido has begun sales of *Wholesale Electric Power Price Fluctuation Insurance*, which provides compensation for losses incurred by electricity retailers when the price of electricity purchased from wholesale electricity markets rises sharply due to severe weather like extreme heat or cold. Although electricity retailers are increasing their procurement ratio of electricity derived from renewable energy, when the amount of procured renewable energy-derived electricity falls due to weather or other events, retailers must procure replacement power from the Japan Electric Power Exchange (JEPX) and bear all risk involving market-based price fluctuations. Price fluctuations in the electric power market have a significant impact on electricity retailers and the bankruptcies and closures of electricity retailers caused by unforeseen price spikes from severe weather events has become a social issue. Bearing this issue in mind, Tokio Marine & Nichido launched this product to offer electricity retailers stability in their business operations and promote the widespread use of renewable energy with the goal of helping in the transition to a decarbonized society. The company plans to use the knowledge obtained through offering this product to develop other insurance products and contribute to the stable growth of the electricity market by compensating for the risk surrounding both electricity retailers and various stakeholders alike.



2.1.4 Responding to Natural Disasters

2.1.4.1 Basic Stance on Natural Disasters

From the aspect of adaptation to climate change, we will apply our knowledge on natural disasters and disaster prevention and mitigation accumulated throughout Tokio Marine's long history to the development and provision of products and services while contributing to the creation of a society resilient to natural disasters by providing safety and security both before and after such disasters occur.

Blocked

Tokio Marine & Nichido received certification as an organization contributing to the building of national resilience ("Resilience Certification") in the business continuity category in the first evaluation conducted in fiscal 2016 and the social contribution category in the first evaluation conducted in fiscal 2020.

2.1.4.2 Promoting Disaster Prevention and Mitigation through Products and Services

■ Launch of the Industry's First Magnitude Index-Based Earthquake Insurance (*EQuick Insurance for Earthquake Preparation*)

When a large natural disaster occurs, it may take a certain amount of time to assess damage and pay insurance claims. Through questionnaires to earthquake survivors, we have learned that various expenses are incurred in the immediate aftermath of an earthquake and there is a need for funds to pay for them. Based on this finding, Tokio Marine & Nichido released a magnitude index-based earthquake insurance (*EQuick Insurance for Earthquake Preparation*) in March 2021, which promptly pays insurance claims after an earthquake so that customers can pay for post-earthquake living expenses. A fixed amount of insurance set according to the earthquake magnitude observed in the area where customers reside will be paid in as fast as three days. The process from enrollment application to the receipt of insurance claims can be completed on a smartphone, providing more convenience to customers.

Flow of receiving insurance claims

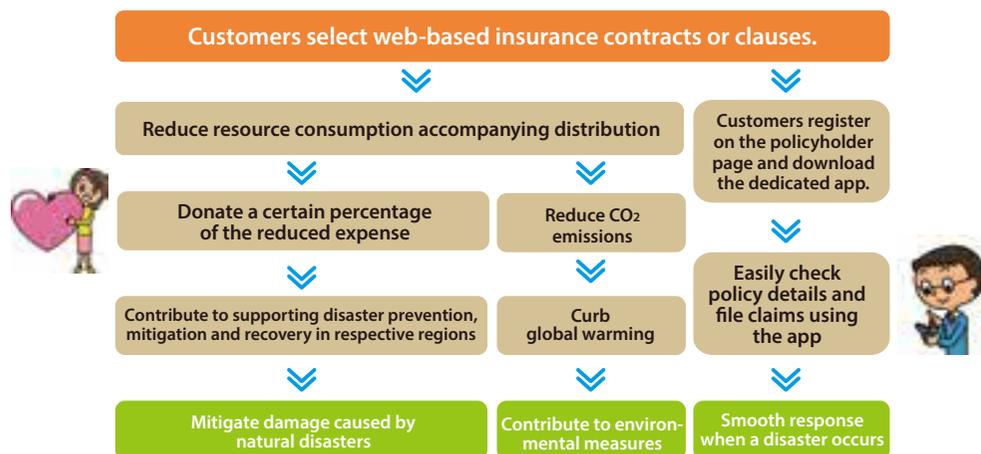


* Insurance claims will be paid based on the initial contract if the earthquake information cannot be confirmed within 72 hours of the earthquake.

■ Fire Insurance with a System for Donation That Contributes to Disaster Prevention and Mitigation: Tokio Marine & Nichido's Total Assist Fire Insurance x Red Feather Disaster Prevention/Reduction Program

Tokio Marine & Nichido launched the "Total assist fire insurance x Red Feather Disaster prevention/reduction program" in cooperation with the Central Community Chest of Japan, which promotes the Red Feather Community Chest. The program is aimed at supporting efforts to prevent and mitigate damage from natural disasters whose frequency and intensity are increasing and to quickly recover from a disaster.

If a customer who has enrolled in a fire insurance policy (Total assist fire insurance) selects a web-based insurance contracts or clauses, Tokio Marine & Nichido donates a certain percentage of the reduced expenses to the Red Feather Community Chest to support disaster prevention, mitigation and recovery activities. Another purpose is to contribute to environmental efforts through the reduction of resource consumption. In July 2022, a certificate of appreciation was granted by the Central Community Chest of Japan in recognition of the donation for the Red Feather Community Chest, which was made through this program.



■ Development of Disaster Experience AR App for Simulating a Disaster on a Smartphone or Tablet

To minimize damage from floods, which are becoming more intense and frequent, it is important for everyone to regard disasters as their own personal matters and raise their disaster prevention awareness.

Tokio Marine & Nichido and Tokio Marine dR have developed the *Disaster Experience AR* app that enables customers to "experience" a water disaster on their smartphones as if it has actually happened to them. The app simulates the risk of water immersion caused by a flooding river and landslides and prepares customers to take appropriate action when a disaster actually occurs.

The *Disaster Experience AR* app uses augmented reality (AR) technology* to enable the visualization of flooding and landslides caused by a water disaster through the scanning of a QR code with a smartphone camera. The app has the following characteristics.

- Predicted flood heights of rivers all over Japan are collected in the geographical information system (GIS) and linked to an original hazard map prepared by Tokio Marine dR.
- The map covers all of Japan and the danger can be visualized at any point on the map, which can be used to confirm the risks that family members living separately may be exposed to.

* Technology to superimpose virtual visual information onto the user's actual environment

Images of Disaster Experience AR app



Development of the 3D Virtual City Flooding Simulation Model, a Leading-Edge Disaster Prevention and Mitigation Service for Municipal Governments

Tokio Marine & Nichido has developed the 3D Virtual City Flooding Simulation Model, which enables the visualization and immediate determination of flood damage caused by a typhoon, torrential rain or similar event, by collaborating with OYO Corporation and Tengen-label Co., Ltd. This model not only creates a 3D virtual reproduction of a city but also permits the installation of disaster prevention IoT sensors, water stopping equipment and other devices in the virtual space, enabling the efficient determination of damage and the verification of the effects of flood countermeasures. We will continue to develop this model with the aim of providing municipal governments throughout Japan with a disaster prevention and mitigation service that leads to a disaster prevention plan, flooding countermeasures and support for activities in the aftermath of a disaster.

Images produced using the 3D Virtual City Flooding Simulation Model



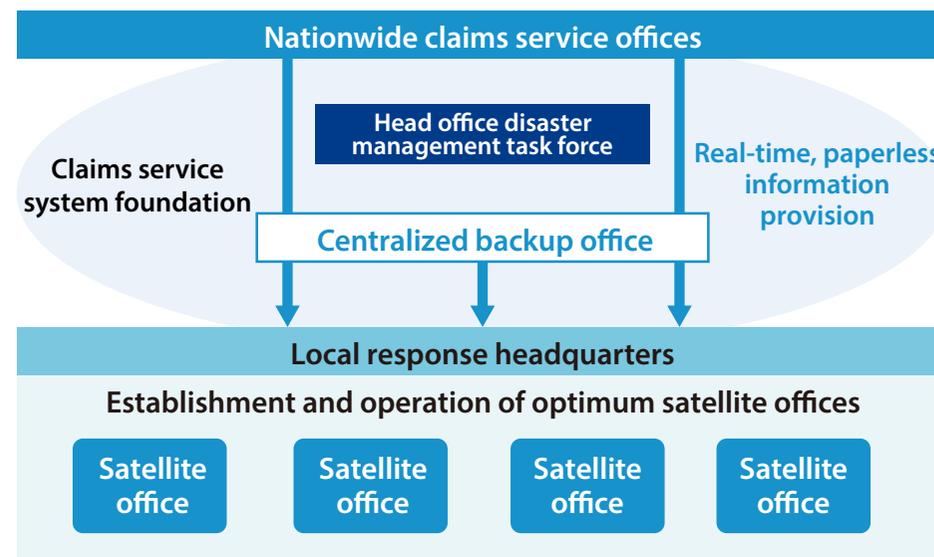
System for Responding Quickly to Natural Disasters

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

Japan has been struck by a number of natural disasters such as typhoons and floods in recent years, causing serious damage across the country. If a large-scale disaster occurs, Tokio Marine & Nichido promptly establishes backup offices (insurance claims centers), local disaster response offices and satellite offices (temporary offices to conduct damage assessment and other operations in disaster-stricken areas) to facilitate initial response. The company's system network enables damage service

offices across Japan to exchange and share information in real time, which in turn allows for providing support smoothly in remote regions. Tokio Marine & Nichido makes company-wide efforts, with employees, appraisers and adjusters (damage investigators) dispatched to the disaster areas visiting customers affected by the disaster to check the status of damaged houses and other properties in order to quickly pay insurance claims using digital, AI and other technologies.

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



Providing caring claims services for individual customers



Development of Claims Payments Using Satellite Imaging and AI

Tokio Marine & Nichido began working with ABeam Consulting Ltd. to pay insurance claims using satellite imagery in 2018. To increase the sophistication of these activities, the company has been cooperating with ICEYE and Mitsubishi Electric Corporation, which possess advanced satellite image analysis technologies.

Mainly in the event of a water disaster, this initiative will enable a more detailed calculation of damage and the height of flooding using AI to analyze data, including images on social media and data from immersion sensors in addition to acquired satellite images. The data will be combined with Tokio Marine & Nichido's customer data, such as locations and property information, to determine the damage on a customer-by-customer basis and significantly reduce the time before customers receive their insurance claims.

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

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



AI analysis of satellite imagery to quickly assess damage in detail

Introducing Technology to Check Damage Status in Real Time

Tokio Marine & Nichido has formed a business tie-up with SightCall, Inc. and introduced in July 2019 a WebRTC system to check building and other damage following an accident or disaster. WebRTC is a real-time communication (RTC) system to share imagery and communicate over a web browser, which enables interactive communications between an affected site and a remote office while sharing photos and videos. After a typhoon or torrential rains, for example, the system connects a customer or agent in an affected area with a Tokio Marine & Nichido employee or appraiser in an office in real time. This will eliminate the need to keep customers waiting for a site visit or the trouble of resubmitting required documents, which in turn would lead to quick and accurate identification of damage and swift claims payments to customers.

Support for the Quick Recovery of Disaster-Affected Areas beyond the Framework of Insurance

Damage from water disasters due to typhoons or torrential rains has been increasing in the last several years. While it is important to support the people affected by these disasters, the difficulty of determining support needs has emerged as an issue. To solve this issue, Tokio Marine & Nichido has begun to collaborate with the Japan Voluntary Organizations Active in Disaster (JVOAD), which has an extensive network of municipal governments and volunteer groups across Japan. In the event of a disaster, the company will provide JVOAD with information including data on estimated damage, damage investigation data and the needs of the people affected by the disaster. This will help build a team of municipal government and volunteer groups that is proportionate to the damage and provide support closely matched to the needs of the affected people.

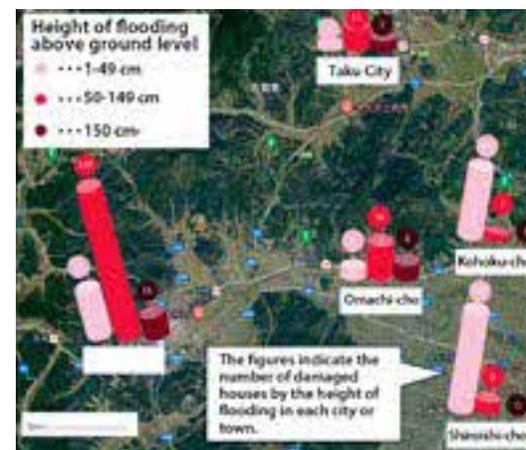


Image showing the number of affected policyholders in each area based on satellite image analysis (Torrential rain in August 2021)

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

Tokio Marine & Nichido has established an exclusive partnership for providing services in Japan with BELFOR (Japan) Co., Ltd., one of the world's largest disaster recovery support companies, for the provision of its corporate customers in particular with the Early Disaster Recovery Support Service for machinery, facilities, buildings and other property damaged in an accident or disaster. In addition to fires that occur across Japan on a daily basis, BELFOR has a track record of providing early recovery services for its customers' factories, stores and other facilities damaged by numerous disasters, including those affecting wide areas such as the Great East Japan Earthquake and the floods in Thailand.

The range of BELFOR's activities has been expanding significantly amid natural disasters, which have become more frequent in Japan in recent years. Regarding water disasters, for example, BELFOR conducts property loss assessment at hundreds of sites every year with a focus on factory machinery and facilities utilizing specialized technologies, an area in which BELFOR has a competitive advantage.*

*Specialized technologies include emergency stabilization (treatment to inhibit the progression of corrosion and rust in facilities to prevent further damage) and precision cleaning (technology to dismantle equipment, clean electronic circuit boards by using BELFOR's originally developed alkali cleaner and deionized water, dry them completely in a vacuum chamber and reassemble the equipment).

<BELFOR's Precision Cleaning Technology Attracting Attention amid Difficulties in Machine Replacement due to the Semiconductor Crisis>

✓ Quick recovery enabled by the property loss assessment conducted immediately after a disaster

BELFOR is a professional property loss assessor that has assessed more than 5,500 properties affected by disasters. Based on its wealth of experience in property loss assessment, the company visualizes the damage and prioritizes the machines and equipment to be restored.

✓ Property loss mitigation to preventing the damage from spreading

Machines and equipment contaminated by muddy water and the like are at an extremely high risk of corrosion; therefore, they must be decontaminated as quickly as possible. Loss mitigation measures taken before full-scale recovery work prevent and slow down corrosion, rust and similar damage, thus preventing the damage from spreading.

✓ Quick recovery through collaboration with machinery manufacturers

BELFOR can handle damaged machines and equipment regardless of their manufacturer. The company determines whether to replace or repair each machine or piece of equipment through consultation with the manufacturer. Because of the current semiconductor shortage, the replacement of machines and equipment takes a long time in some cases. In response, BELFOR makes full use of its proprietary precision cleaning technology to decontaminate machines and equipment to enable the quick resumption of operations.

[Precision cleaning of an electronic substrate]



Brushing the substrate with a cleaning agent



Rinsing off the agent with deionized water

As natural disasters become increasingly severe, Tokio Marine & Nichido will continue to provide support to its customers in times of need by working closely with BELFOR to help them overcome damage from a disaster and facilitate the early resumption of business.

<BELFOR Assisting Flood Recovery Following Typhoon Hagibis in 2019>

Overview of damage

- ✓ Embankments of nearby rivers collapsed and a large amount of sludge flowed into a customer's factory.
- ✓ The entire factory premises were damaged, with machinery and electrical equipment on the production lines submerged (depth of approximately 1.2 meters).
- ✓ Sludge flowed into and accumulated in the factory.

BELFOR's Response

- ✓ BELFOR started working quickly and contributed significantly to the customer's quick recovery from the typhoon damage by utilizing specialized technologies such as precision cleaning.

▼ The factory's machinery was severely damaged by sludge. BELFOR's specialized technologies aided the recovery of the factory to its pre-typhoon operability and condition.



Before



After



Before



After

■ Efforts to Develop an ISO Standard Certifying Disaster Preparedness

In recent years, intensifying natural disasters have caused enormous human and economic damage to various parts of the world. Against this backdrop, the concept of disaster prevention (Bosai) has taken root worldwide, as evidenced by the Sendai Framework for Disaster Risk Reduction 2015-2030 adopted at the Third United Nations World Conference on Disaster Risk Reduction in 2015 as well as by the declaration in 2019 by the G20 of institutionalizing the Sendai Framework. Accordingly, Japan has been leading an effort to develop an ISO standard certifying disaster preparedness. By defining disaster prevention and mitigation efforts as a sustainable value standard (criteria), it is aimed at creating value as a new industry; applying disaster prevention products, services and infrastructure in society; and improving disaster preparedness in Japan and throughout the international community.

This initiative is being advanced as an international standardization project related to disaster preparedness within an ISO project (TC268: Sustainable cities and communities / SC1: Smart community infrastructure / WG6: Disaster risk reduction). In Japan, the Ministry of Economy, Trade and Industry commissioned the project to the Japanese Standards Association, which has been subsequently recommissioned to Professor Fumihiko Imamura of the International Research Institute of Disaster Science (IRIDeS) at Tohoku University, with Tokio Marine & Nichido's endowed research division established within IRIDeS serving as the administrative organization.

[United Nations Office for Disaster Risk Reduction](https://www.unisdr.org/)

[Illustration of targets of the disaster preparedness ISO]



In fiscal 2022, a technical report (TR6030: Smart community infrastructure – Disaster risk reduction – Survey results and gap analysis), in which the working group summarized the necessity of standardizing disaster preparedness, was published by the ISO's administrative organization prior to the development of the main standard. In addition, drafts of standards in the two areas of “concept” and “seismograph” were considered at international meetings, and activities for developing an international standard are in progress for a formal proposal in the areas of “risk financing” and “emergency foodstuffs” as well. The administrative organization is working with BOSAI-TECH, a project that is planned and operated by Sendai City to create and provide support for disaster prevention-related ventures, to produce next-generation venture businesses that tackle social issues. Tokio Marine Group provides support from a broad range of perspectives, such as dispatching personnel to various exploratory committees, facilitating cooperation with various international organizations and participating in BOSAI-TECH.

Establishment of Disaster Prevention Consortium (CORE) Aimed at Building a Disaster-Resilient Society

CORE was established by 14 companies in November 2021, with Tokio Marine & Nichido being the initiator. (As of July 31, 2022, it has been joined by 69 companies.) It is aimed at establishing specific measures such as the creation and market deployment of new services for accelerating and promoting new initiatives related to the prevention and mitigation of disasters in line with the Fundamental Plan for National Resilience. We will contribute to building a disaster-resilient society by forming partnerships with companies and organizations from various industries via CORE for the co-creation of disaster prevention and mitigation projects that leverage the technologies and data possessed by each company and by collaborating with national and municipal governments.



Overseas Initiatives

PURE Group's Situation Room

When Hurricane Irene approached the United States in 2011, the U.S.-based PURE Group of insurance companies set up the Situation Room (Crisis Management Center) to provide customers with damage mitigation advice and inform them of accident-reporting contact points. The Situation Room constantly monitors highly precise weather information and online information such as news and social media posts to accurately identify natural phenomena with the potential of causing damage to customers. When the Situation Room recognizes any danger of disaster, it overlays the anticipated disaster region and customers' addresses on a map and immediately begins contacting customers to protect their safety if they are exposed to the risk. In 2020, which witnessed a record number of wildfires, the Situation Room meticulously scrutinized 650 wildfire warnings issued by local governments and dispatched partner private fire brigades to more than 45 wildfire locations in nine states.

The PURE Group is proactively developing and introducing new solutions to provide even higher quality services to its customers. Backed by support from Tokio Marine Innovation Lab Silicon Valley, which implements surveys on cutting-edge technologies, the Situation Room has commenced the trial use of tools that automatically gather online news and other information and put them through AI-enabled analysis. This process makes it possible to instantaneously analyze an even larger volume of information and data and allows quick responses to customers in their times of need. In the future, the PURE Group will promote efforts aimed at providing an optimized and proactive Situation Room experience for each and every customer.



Providing weather information and other information related to various risks through the website and an app



Analysts specializing in risk mitigation and loss prevention operating the Situation Room

2.1.5 Protecting the Global Environment

2.1.5.1 Basic Stance on Protecting the Global Environment

In adapting to climate change, we will apply our knowledge on natural disasters and disaster prevention and mitigation, which we have accumulated over the course of our long history, to the preservation of biodiversity and wetlands by practicing business activities that give consideration to harmonization with and the improvement of the global environment and by carrying out mangrove planting and other environmental protection activities around the world.

2.1.5.2 Protecting the Global Environment through Products and Services

Through the Green Gift Project, which involves mangrove planting and environmental protection activities worldwide, we contribute to not only the alleviation of and adaptation to climate change and protection of biodiversity and wetlands but also the reduction in disaster damage and stability in the lives of people in or near forested areas. In the future as well, Tokio Marine Group will continue to undertake the project, and by doing so, promote the creation of mangrove forests toward the realization of a sustainable society.

● 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.

■ “Green Gift” Project System and Benefits of Reducing Paper

With the support of its customers, in 2009 Tokio Marine & Nichido initiated the Green Gift Project based on the concept of undertaking eco activities. Under this project, when a customer chooses web-based insurance contracts (clauses) on its website rather than a paper-based contract in brochure form, the company donates funds corresponding to a portion of the value of the reduction in paper used to NPOs and NGOs involved in environmental protection activities. Such funds are then used to support costs of mangrove planting and educational support programs in developing

countries, while in Japan they are mainly used to provide support to 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 environmental footprint created by manufacturing paper and transportation to the company, mailing of policies to customers and disposal of policies after expiry.



The Green Gift Project also provides a number of other beneficial effects. These include contributing to the prevention of global warming and the preservation of biodiversity via mangrove planting activities and communicating to children, who will lead future generations, the importance of the earth's environment through their actual participation in environmental protection activities in Japan. In fiscal 2021, the number of contracts taking advantage of the web policy option was approximately 12.2 million, representing a reduction in paper usage of approximately 2,740 tons.

■ Disclosing Information on the “Green Gift” Project

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 CO₂ absorbed through planting.

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.

● Promoting Non-Printing of Insurance Policies

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

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

Although nurturing the seedlings 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.



● Green Gift Project: Mangrove Planting

■ Status of Mangrove Planting

Since 1999, Tokio Marine & Nichido has been conducting its Mangrove Planting Project primarily in Southeast Asia. During the 23-year period to fiscal 2021, we planted a total of 11,935 hectares of new forest in nine countries: Indonesia, Thailand, the Philippines, Vietnam, Myanmar, Fiji, India, Bangladesh and Malaysia. (We have consigned the work to evaluate the status of mangrove growth and CO₂ absorption and fixation in planted areas to the Central Research Institute of Electric Power Industry (CRIEPI) and have been receiving reports from the institute.)

The activity was rolled out in 1999 as a commemorative project to celebrate the 120th anniversary of 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. Under this initiative, Tokio Marine & Nichido formulated a five-year plan (fiscal 2019 to fiscal 2023) using the afforested area as a key performance indicator and monitors progress on a semi-annual basis. In the current five-year plan (Phase V), the company has set the target of planting a total of 1,150 hectares of new forest during the five years from fiscal 2019 to fiscal 2023 and has so far planted a total of 997 hectares over the three years from fiscal 2019 to fiscal 2021 (progress rate of 86%). Despite the considerable impact of COVID-19, Tokio Marine & Nichido remains committed to systematically promoting mangrove tree planting to protect the abundance of nature.

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

Benefits of Mangrove Planting for the Environment and Local Life

“Mangrove” is a generic term for flora that thrives in brackish waters (where seawater and fresh water meet) along tropical and subtropical coastlines and river mouths in Asia, Africa and South America. Mangroves are sometimes referred to as “forests in the sea” and are effective in mitigating global warming as they absorb and fix large volumes of CO₂, a major cause of global warming. They also serve as natural levees to protect people’s lives and local ecosystems from tidal waves, tsunamis and other natural disasters.

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. They also 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 & Nichido considers mangroves as “insurance for the future of the Earth” because they protect the planet and people’s lives and bring benefits. The company is committed to being involved in the Mangrove Planting Project for 100 years jointly with NGOs and local government agencies and residents. The project has been up and running for 23 years to date and the mangrove forests continue to grow, and the company has been putting more effort into activities that protect and nurture mangrove forests.

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 1999 when the company started the planting to 2019 totaled 118.5 billion yen.

This project also impacts some 1.41 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

Indian Ocean tsunami following 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)

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.



Mangrove Planting Tours

Since 1999, Tokio Marine & Nichido has promoted 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 visit villages and elementary schools in respective regions to promote international exchange. Even though we were unable to hold the tours in fiscal 2020 and fiscal 2021, we have conducted 20 mangrove planting volunteer tours to date, in which a total of approximately 590 members have participated.



Green Gift Project: Educational Support Programs in Developing Countries

We participate in educational support programs targeting developing countries led by the international NGO Room to Read in Indonesia, Bangladesh and Vietnam.

[Participating in Room to Read's educational support programs in developing countries >>](#)

Green Gift Project: Planet GENKI Program

Tokio Marine & Nichido is implementing the Green Gift Planet GENKI Program, which tackles environmental protection initiatives together with local citizens and includes donations to environmental NPOs and other groups as well as participation in environmental activities throughout Japan.



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 offer the chance for local environmental NPOs and other groups to collaborate with new stakeholders such as Tokio Marine & Nichido and its agents. It is also a great opportunity for the company's customer contact branches to meet with local governments, environmental NPOs and other members of the local community. As of March 2022, around 17,500 participants (including around 7,500 children) had taken part in 325 different events to protect local forests, woodlands, river valleys and the sea. In fiscal 2020 and fiscal 2021, the COVID-19 pandemic made it difficult to conduct group activities across prefectural borders. As such, we conducted fewer events with less participants while limiting our activities to areas where new infections were not increasing and implementing such preventive measures as disinfecting and washing hands and checking body temperature. In areas where infection was on the rise, we conducted online programs and created and delivered to children videos, booklets and handcraft kits.

[Green Gift Planet GENKI Program](#) (in Japanese)

● Green Gift Project: Restoration Projects of the Coastal Forests of Tohoku Region

Tokio Marine & Nichido supports activities of the NPOs OISCA and Watari Greenbelt Project to restore coastal forests damaged in the Great East Japan Earthquake in Natori City and Watari-cho, respectively, in Miyagi Prefecture. Even though we were unable to hold the volunteer tours in fiscal 2020 and fiscal 2021, we have conducted 27 such tours to date, in which a total of approximately 400 Group employees, agents and their families have participated.

● PHLY 80K Trees Initiative – Urban Planting in 2021

Philadelphia Insurance Companies (PHLY) continues to partner with the Arbor Day Foundation through the “80K Trees” tree planting program which was established in 2015. Over the last six years, this initiative has provided funding for over 568,000 trees to be planted in forests and cities across the United States, including areas devastated by wildfires and other natural disasters.

Throughout the United States, record wildfires, storms and other natural disasters have destroyed millions of trees in forests in recent years. PHLY is on a mission to build healthy forests and ecosystems to provide greater security to communities. In 2021, the Arbor Day Foundation ensured that 80,000 trees were planted in California, Florida and Montana.

This partnership provides PHLY with the unique opportunity for employees to visit national forests across the country, reforesting these regions as a unified team. In response to safety precautions related to the pandemic, PHLY participated in smaller scale urban planting events. These events were held in Pennsylvania, Colorado and Kansas. Nearly 90 PHLY employees participated in three urban tree planting events, impacting areas in need of tree canopy, clean air and improved walkability. Since the program's inception, more than 230 employees have volunteered their time to plant trees in forests and cities.

Over the next 40 years, the 226 trees planted during PHLY's 2021 urban tree planting events are estimated to reduce 1.77 tons of air pollution, avoid 331,994.80 gallons of rainwater runoff and sequester 386.60 metric tons of CO2 emissions in their communities.

[PHLY 80K TREES](#)



2.1.5.3 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 CO2 emissions from the manufacture of parts), Tokio Marine Group is calling on employees to engage in the Eco-Safe Driving program of The General Insurance Association of Japan and is actively using recycled auto parts* when repairing vehicles used by Group companies.

Furthermore, Tokio Marine & Nichido, Nisshin Fire 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 who have met with accidents.

•Number of instances of use of recycled auto parts (fiscal 2021, Tokio Marine & Nichido): about 18,246 (102.5% 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 CO2 emissions compared with new parts (23.1 kg for a bumper, 97.3 kg for a door, etc. (Source: Survey by The General Insurance Association of Japan))

🕒 Certification and Registration of Eco-Action 21 (Environmental Management System for Small and Medium-Sized Enterprises*1)

Through acquisition of certification and registration of Eco-Action 21*2, all employees in all fields of business activity at Tokio Marine & Nichido Auto Support Center*3 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 as an environmental action report.

*3 Business lines: 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](#) (in Japanese)

2.1.5.4 Preservation of Biodiversity and Wetlands

Tokio Marine Group has positioned the preservation of biodiversity and wetlands as a challenge that needs to be tackled, and we are striving to find a solution throughout business activities.

🕒 Tokio Marine Group's Vision for Preserving Biodiversity and Wetlands

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, Tokio Marine Group contributes to the preservation of biodiversity and wetlands, prevention of deforestation and the preservation and restoration of forests by reducing paper usage through insurance products subject to our customer-participating, environment-conscious Green Gift Project as well as by conducting mangrove planting overseas and environmental enlightenment programs in Japan. We undertake such efforts as a member of the United Nations Environment Programme Finance Initiative (UNEP FI), the Principles for Financial Action for the 21st Century initiative of the Ministry of the Environment (MOE), the Promotion Partners program under The Declaration of Biodiversity by Nippon Keidanren and the 30 by 30 Alliance for Biodiversity also of the MOE, and based on the vision outlined below. This vision draws on the Guidelines for Private Sector Engagement in Biodiversity issued by the MOE, Millennium Ecosystem Assessment and The Economics of Ecosystems and Biodiversity (TEEB).

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

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.

Tokio Marine & Nichido's Stance on Biodiversity

Tokio Marine & Nichido states in its environmental policy that it will strive to contribute to protection of the environment and preservation of biodiversity in its business activities, including insurance products, non-life insurance services and financial services. Efforts are being made to preserve biodiversity by making this a priority in business activities.

[Protecting the Global Environment through Products and Services](#) >>

[Participation in Social Contribution and Awareness-Raising Activities for the Protection of the Global Environment](#) >>

● 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)

● Participation in the 30 by 30 Alliance for Biodiversity by the MOE

Tokio Marine & Nichido joined the 30 by 30 Alliance for Biodiversity to be launched by the MOE in April 2023 to end and reverse biodiversity loss (i.e., become nature-positive) by 2030 and for achieving the 30 by 30 target of protecting at least 30% of Japan's land and sea areas by 2030. The company will work together with its stakeholders to preserve biodiversity and wetlands and protect and restore forests.

2.1.5.5 Participation in Social Contribution and Awareness-Raising Activities for Protection of Global Environment

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

◎ Social Contribution and Awareness-Raising Activities for Environmental Protection in Collaboration with Local Governments in Japan

At Tokio Marine Group, employees and agents volunteer to hold classes of Green Lessons: The Mangrove Story. Tokio Marine & Nichido has been co-sponsoring the Collaborative Afforestation Project with Environmentally Advanced Corporations in Aki City, Kochi Prefecture. The company also holds the Marunouchi Citizens Environmental Forum, a social and environmental awareness seminar, jointly with Mitsubishi Corporation and is working to build environmental communities.

■ 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 in which they tell stories about mangrove planting. Through these lectures, children learn about prevention of global warming, preservation of biodiversity, how mangrove trees serve to reduce tsunami damage and soil loss, and activities they can carry out themselves to protect the global environment.

As of March 31, 2022, the Group visited around 880 elementary and special needs schools throughout Japan and provided Green Lessons to 58,280 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 \(Lessons for Everyone\)](#) (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 2019).

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. By March 2022, we have held 13 such tours, in which a total of some 550 members participated.

Participants felt that it was a project that taught them the importance of maintaining and protecting forests and the effort that goes into doing so, and that they wanted to expand the initiative with every opportunity as their own responsibility.



■ 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 63rd forum held online in fiscal 2021, we invited architect Kengo Kuma to give a lecture under the theme of “Going Back to Forests — Post-COVID-19 Cities and Villages” and talk about the beauty of Japanese wooden building techniques and their potential in the future, along with the need for going back to wooden architecture.

Some 290 people from inside and outside the company attended, and we received a lot of feedback, with some commenting that they were impressed by the fact that he has designed individual buildings from various viewpoints encompassing urban development, the fostering of industries and passing on the tradition.

● Social Contribution and Awareness-Raising Activities for Environmental Protection by Overseas Group Companies

In Tokio Marine Group, U.S.-based Philadelphia Insurance Companies (PHLY) is promoting environmental activities in different locations that include participation in Earth Day. In addition, Thai-based Tokio Marine Insurance (Thailand) conducts initiatives to protect forests and water and invites underprivileged children on environmental awareness-raising tours. These and other efforts seek to build environmental communities around the world.

■ TEAMPHLY Initiatives

U.S.-based 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. PHLY has explored how to make a positive impact on the environment through products and services, environmental footprint reduction in the office and through community involvement.

PHLY offers a number of environmental underwriting products that protect businesses who seek to improve sustainability practices. Additionally, PHLY's Commercial and Surety bonds support wind and solar energy. These products paired with risk management services demonstrate a business commitment to climate protection.

The company also continues its purchase of renewable energy certificates to offset CO₂ emitted through the use of power in offices throughout the United States. In 2021, PHLY's renewable energy certificate purchase supported the development of wind energy products equivalent to the electricity used to power 767 average homes in the U.S. for one year.

In addition to these business practices, many PHLY employees across the country choose to support organizations whose missions are geared toward environmental preservation through volunteer efforts. PHLY's home office supports Riverfront North and Tookany/Tacony-Frankford Watershed through volunteerism, two organizations whose missions aim to sustain local waterways.

[▶ TEAMPHLY](#)

■ Participation in Earth Day Events

U.S.-based PHLY conducted various activities to promote Earth Day as part of its employee-driven environmental awareness program. In 2021, employees were encouraged to celebrate Earth Day through participation in virtual/in-person activities as we continued to observe caution as a result of the pandemic.

During the Earth Day online volunteer events, more than 30 employees created balls of plastic yarn (“plarn”) from plastic bags to be crocheted into sleeping mats for the homeless. Additionally, over 20 employees recycled old T-shirts to make bags which were collected by the home office and donated to a local shelter. During the in-person event, more than 40 employees participated in “plalking” (picking up litter while walking), a combination of community service and fitness.

Earth Day celebration activities included:

- Environmental volunteer activities
- Donations to environmental NPOs
- Hosting an Earth Day Webinar

2.1.6 Research on Climate Change and Natural Disaster Risks

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

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

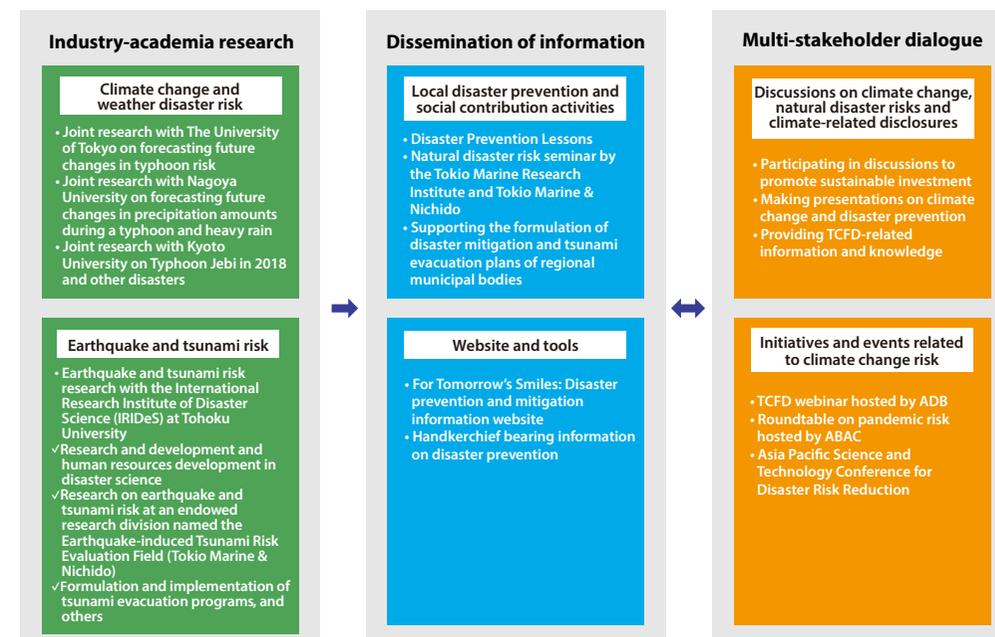
To this end, we are working to resolve disaster issues and mitigate disaster damage globally by using the outcomes of our industry-academia research to the benefit of society and by taking part in international initiatives, such as the United Nations Office for Disaster Risk Reduction (UNDRR) Private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

Initiatives to Counter Climate Change and Natural Disaster Risks

The 21st session of the Conference of the Parties to the UNFCCC (COP21) held in December 2015 adopted the Paris Agreement as a new international framework of measures against climate change for 2020 and beyond. As the world's common long-term goal, the Paris Agreement aims to keep a global temperature rise below 2°C compared with pre-industrial levels. The agreement also makes a clear link between itself and the Sendai Framework for Disaster Risk Reduction 2015-2030, which was adopted at the Third United Nations World Conference on Disaster Risk Reduction held in Sendai

in March 2015. There is a concern for the growing natural disaster risk due to climate change, and Tokio Marine Group, working to resolve disaster issues and mitigate disaster damage, also gives due attention to the goal of the Paris Agreement and intends to contribute to its achievement.

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. Therefore, analyses only from historical data cannot assess risk appropriately and may significantly impact the calculation of insurance premiums and the ability to pay insurance claims in the event of a serious disaster. In response, Tokio Marine Group conducts research on climate change and natural disaster risks and on earthquake and tsunami risk through industry-academia collaboration and presents the outcomes at conferences and forums on disaster risk reduction. We also utilize these outcomes in our social contribution activities and disseminate relevant information to the public. Additionally, we proactively participate in initiatives and events related to climate change to disseminate the outcomes and details of our industry-academia research activities to the world and engage in multi-stakeholder dialogue to share information about the latest research projects and discuss how to promote disaster prevention.



Research on Climate Change and Natural Disaster Risks

● Building a Society Capable of Adapting to Climate Change and Weather Disaster Risks

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

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

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

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

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

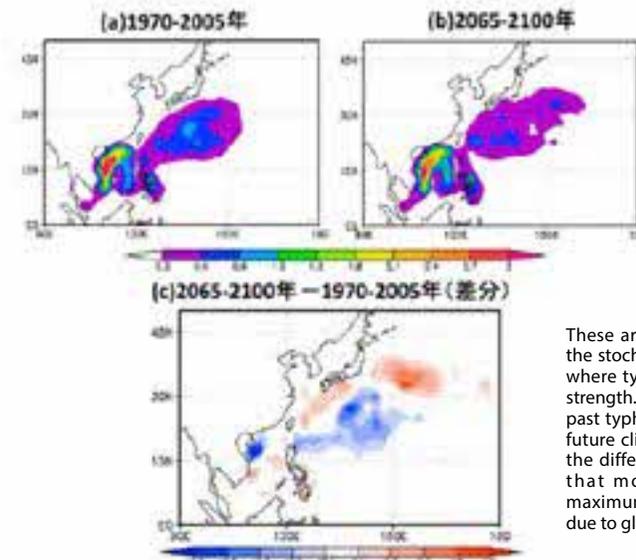
● Joint Research with The University of Tokyo: Forecasting Future Changes in Typhoon Risk Using Climate Model Data

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

The Atmosphere and Ocean Research Institute at The University of Tokyo, our partner in this joint

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

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



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

- **Dispatching a Researcher to Yokohama National University's Typhoon Science and Technology Research Center and Participating in the Moonshot Research and Development Program**

The Tokio Marine Research Institute has been dispatching its researcher to the Typhoon Science and Technology Research Center as a visiting researcher. The Center, which is Japan's first research institute specialized in typhoons, was established within the Yokohama National University's Institute of Advanced Sciences in October 2021. It seeks to contribute to the establishment of a safe, vibrant and sustainable society by controlling typhoons and to the realization of a decarbonized society by harnessing typhoon energy. Leveraging its standing as a private sector research institute that is both a member of academia and a business enterprise, the Tokio Marine Research Institute will aim to make a contribution in terms of research activities and the social implementation of research outcomes together with the Center's researchers and other companies.

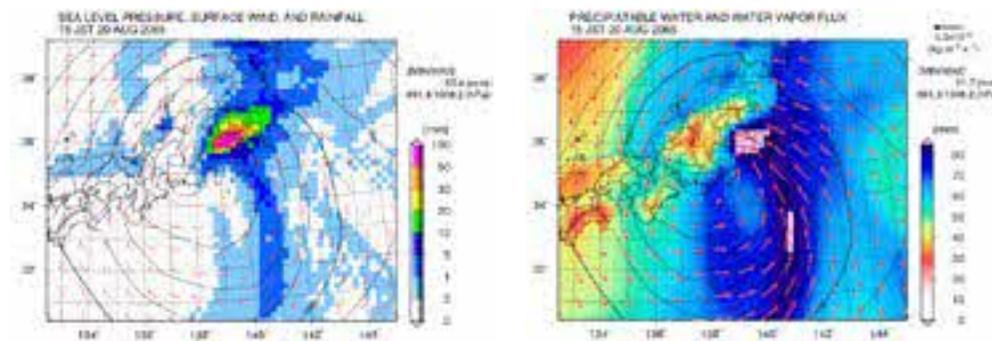
The Tokio Marine Research Institute is also participating in a research project conducted under the Japanese government's Moonshot Research and Development Program, in which Yokohama National University Professor and the Center's Director Hironori Fudeyasu serves as the project manager.

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

With the aim of forecasting how the strength and frequency of torrential downpours, which cause water disasters, are changing along with global warming, the Tokio Marine Research Institute is performing joint research with the Institute for Space-Earth Environmental Research at Nagoya University. Our co-researcher, Professor Kazuhisa Tsuboki from the university, is a leading expert in this area. He has developed a high spatial resolution model capable of performing detailed simulation of such aspects as clouds and precipitation, and is advancing research into the mechanisms of torrential rain, typhoons and other phenomena.

Since its launch in 2011, joint research has been conducted to pursue a more accurate forecasting method. We have first simulated how past typhoons will change under future climate conditions to forecast changes in typhoon-induced rainfall. We have then utilized the results of simulations conducted by the Japan Meteorological Agency's Meteorological Research Institute (MRI) to forecast future changes in rainfall, including non-typhoon precipitation. More recently, we have made stochastic future forecasts based on the enormous number of simulation results through the early adoption of the Database for Policy Decision-Making for Future Climate Change ("d4PDF") developed

by MRI and other organizations. We are currently carrying out research on methods that can forecast more localized future changes and continual changes over time in torrential rain patterns.



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

- **Joint Research with Kyoto University: Assessment of Water Disaster Risk under Future Climate Conditions**

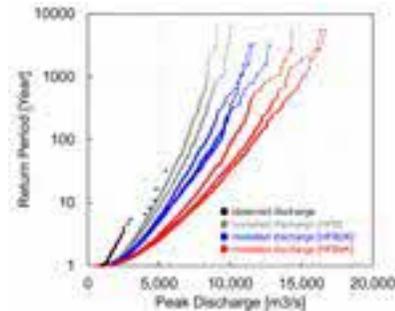
With the aim of quantitatively assessing changes in water disaster risk under future climate conditions, the Tokio Marine Research Institute is engaging in joint research with the Disaster Prevention Research Institute and the Graduate School of Engineering at Kyoto University on methods to assess water disaster risk under future climate conditions. Professor Eiichi Nakakita and Professor Yasuto Tachikawa, who are our co-researchers, are top-class researchers in this area, and we are proceeding with research by also leveraging know-how for forecasting the strength and frequency of torrential rain under future climate conditions, which we have gained through joint research with Nagoya University.

Since its launch in 2012, joint research has forecast future changes in river flow volume by using a rainfall runoff model to simulate river flow volume based on precipitation data. First, we have built a rainfall runoff model for river valleys in Japan, including the Arakawa, Shonai and Yodo rivers, to forecast future changes in river flow volume. Then, we have expanded the scope to overseas and adapted the model for river valleys that are considerably different from those in Japan, customizing it for the Red River in Vietnam and Chao Phraya River in Thailand. In recent years, we have been using

the d4PDF for precipitation data used in our model simulation and performing stochastic water disaster risk assessment based on thousands of precipitation data patterns. Currently, our ongoing research aims to develop methods targeting river valleys in Japan to forecast wide-area water disasters more efficiently with greater spatial details.



The photo on the left is the Chao Phraya River in Thailand, one of the target river valleys of our research. The chart on the right shows peak discharge of each year under 2°C and 4°C rise scenarios, which were forecast using the d4PDF. The chart reveals that peak discharge will increase in line with higher temperatures.



• Research Presentations at Academic Societies and Other Gatherings

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

- Forecasts of future changes in extreme flow volume of the Red River in Vietnam using the d4PDF (included in September 2020)
- Forecasts of future changes in extreme flow volume of the Chao Phraya River in Thailand based on the d4PDF to which multiple bias corrections have been applied (included in September 2022)

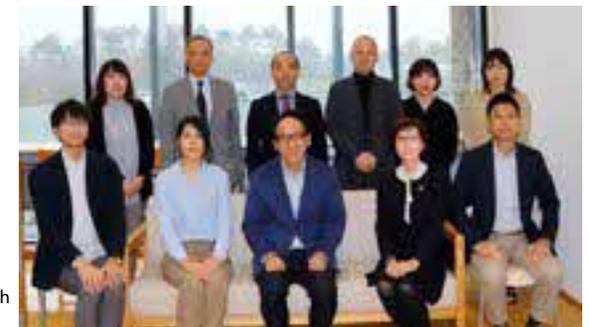
■ Building a Resilient Society Capable of Assessing, Reducing and Adapting to Earthquake and Tsunami Risk

In recent years, diverse disasters have inflicted serious damage around the world, as seen in the earthquake off the coast of central Chile, earthquake off the coast of Northern Sumatra and Indian Ocean tsunami, the Great Sichuan Earthquake, the Great East Japan Earthquake and its aftershocks, Kumamoto earthquakes, Hokkaido Iburi earthquake, volcano eruption and tsunami in Tonga and other wind and water disasters resulting from climate change. Against this background, Tokio Marine Group brings together the expertise and data gained through its non-life insurance and risk consulting businesses to advance initiatives leading to the safety and security of society.

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

In July 2011, a few months after the Great East Japan Earthquake, Tokio Marine Group concluded an industry-academia collaborative agreement with Tohoku University and began research and development and human resource development initiatives in disaster science. The initiatives drew upon Tohoku University's knowledge and data concerning tsunami risk assessment and other areas of disaster science, and Tokio Marine & Nichido's knowledge and data concerning earthquake and tsunami risk accumulated through its insurance business.

At Tohoku University, our partner in this collaborative research, the International Research Institute of Disaster Science (IRIDeS) and an endowed research division named the Earthquake-induced Tsunami Risk Evaluation Field (Tokio Marine & Nichido) established within IRIDeS have researchers, including Professor and IRIDeS Director Fumihiko Imamura, Specially Appointed Professor Hidetoshi Nishiyori, Academic Fellow and Professor Shinichi Takeda, Associate Professor Anawat Suppasri, Project Instructor Mari Yasuda, Assistant Professor Noriko Uchida and Assistant Professor Shuji Seto, who are engaging in research on the assessment of earthquake and tsunami risk and activities to promote disaster prevention and mitigation in local communities.



Phase 4 members of the Endowed Research Division, IRIDeS, Tohoku University

To date, we have identified actual damage caused by the Great East Japan Earthquake, assessed tsunamis (a hazard) following major past earthquakes, conducted research on tsunami risk assessment methods that take into consideration vulnerabilities and disaster preparedness in society and published the findings both in Japan and overseas. We have also provided disaster prevention education, held awareness-raising seminars and developed disaster prevention educational tools to disseminate the knowledge thus obtained widely throughout society. Among the members of the team, in particular, Associate Professor Anawat Suppasri received a Young Scientists' Award 2022 in the Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology in recognition of his research that has led to the establishment of a practical method to estimate tsunami damage and contribute to the mitigation of damage globally.

Chart 1 shows the simulation results of the tsunami caused by the 2011 Great East Japan Earthquake, which hit areas near Kesenuma City, Miyagi Prefecture. This simulation enables us to estimate the distribution of debris and other objects washed ashore and the volume of tsunami deposit, and provides data that is valuable in formulating measures for preventing combined damage as well as post-disaster response plans.

Chart 2 is a guide for school administrators showing how to perform tsunami evacuation during the COVID-19 pandemic, developed jointly with UNDRR and the United Nations Development Programme (UNDP). It was released in 2020 on the day designated as World Tsunami Awareness Day and has been contributing to disaster prevention and mitigation both in and outside Japan.

In March 2017, our research on effects of coastal forests to mitigate tsunami damage, which is being



Chart 1: Simulation of the combined damage in Kesenuma City caused by the earthquake-induced tsunami in the Tohoku region in 2011 (Created by IRIDeS, Tohoku University)



Chart 2: Tsunami Evacuation during COVID-19: A Guide for School Administrators

conducted since April 2015, won an outstanding achievement award in the Green Resilience Award category of the Japan Resilience Awards 2017 hosted by the Association for Resilience Japan. Under the same award program, Tokio Marine Group's industry-academia collaborative initiative with Tohoku University for building a disaster-resilient community won an excellence award in March 2018. Through industry-academia collaboration with Tohoku University as well as collaboration with various industry, government, academia and private-sector stakeholders, Tokio Marine Group will continue to promote efforts to support recovery of disaster-affected areas, increase resilience in local communities and countries across the world and deliver solutions for a safe and secure future.

•Assessment of Resilience Using Biodiversity as an Index

Natural ecosystems greatly affect the resilience of human society as they can mitigate and act as a buffer against the impacts of natural disasters; provide food, clothing and shelter for people; and serve as a foundation for forming a distinctive local landscape and culture. Assistant Professor Noriko Uchida, who joined the team at IRIDeS, Tohoku University, in 2020, has been engaging in research on "environmental DNA" to quantify biodiversity, measurement of which has been difficult. The data obtained from the research is expected to contribute to the co-existence of human society and ecosystems, for example, through the framework developed by the Taskforce on Nature-related Financial Disclosures (TNFD) to disclose information on how systems in human society centered on economic activities impact ecosystems.

•Research Presentations at Academic and Other Conferences

We present and disseminate the results of the above research at academic conferences and symposiums both in and outside Japan. In fiscal 2021, we conducted 14 presentations at academic and other conferences in Japan and overseas and disseminated information at the Sixth National Conference on Disaster Risk Reduction held in Kamaishi, Iwate Prefecture, in October 2021 and the Sendai Symposium for Disaster Risk Reduction and the Future held in Sendai, Miyagi Prefecture, in March 2022.

Based on the experience and lessons learned during the 10 years following the Great East Japan Earthquake, we will work to disseminate information on disaster prevention and mitigation in Japan and overseas at various opportunities, including the World BOSAI Forum that took off in March 2022 in Sendai.

[Major presentation (example)]

[Sendai Symposium for Disaster Risk Reduction and the Future 2022 \(PDF/5,042KB\)](#) (in Japanese)

• **Disaster Surveys**

We also conduct damage and other surveys and risk assessment when a major disaster strikes in or outside Japan. In June 2016, we conducted a field survey of the damage caused by the Kumamoto earthquakes. Also, in response to the tsunami induced by an earthquake that occurred off the coast of Fukushima Prefecture in November 2016, we conducted a survey on the response of society along with a damage survey. The survey results have been presented in the “The Frontline of Risk Management,” a series of reports published by Tokio Marine dR, a Tokio Marine Group company. Additionally, we provided assistance to the Indonesian government in surveying the damage caused by an earthquake-induced tsunami that hit Palu, a city on Sulawesi Island, and by a tsunami at Sunda Strait said to be triggered by the eruption of Anak Krakatau volcano, both of which occurred in 2018. Following Typhoon Hagibis that made landfall in Japan in October 2019, we conducted a local damage survey in disaster-stricken areas in Miyagi Prefecture along the Yoshida and Abukuma rivers. Under a science research grant program of Japan’s Ministry of Education, Culture, Sports, Science and Technology, we have conducted research for the 2022 Tonga tsunami on its mechanism and social impacts and a survey on damage on the fishery industry and released an academic paper in a timely manner, which was also presented at an international academic conference. As a member of a new five-year program under the Science and Technology Research Partnership for Sustainable Development (SATREPS) of the Japan Science and Technology Agency (JST), in fiscal 2022 we also initiated research on a new sustainable system for establishing a resilient society in the coastal areas of Indonesia as well as related social contribution activities.

• **Summary of Activities to Date**

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

Period	Research topic
[Phase 1] April 2012 –	<p>Research into earthquake and tsunami risk assessment</p> <ul style="list-style-type: none"> • Analysis of the wave height distribution and arrival time of tsunamis caused by major past earthquakes, including the Great East Japan Earthquake • Research and development of more reliable damage simulations that take into consideration vulnerabilities and disaster readiness capabilities in society both in Japan and overseas and tsunami risk assessment methods that factor in the probability of occurrence • Research into tsunami evacuation (e.g., providing basic information for disaster mitigation planning of coastal areas and cooperating in formulation of tsunami evacuation plans of regional municipal bodies)
[Phase 2] April 2015 –	<ul style="list-style-type: none"> • 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) • Development of a mobile application (to assess the depth of immersion and immersed surface areas of the 2011 tsunami and subsequent damage to fishing boats)
[Phase 3] April 2018 –	<ul style="list-style-type: none"> • Research on damage to farming rafts and eelgrass beds caused by the 2011 earthquake and tsunami • Research on assessment of global tsunami hazards and risk • Research on human damage in past tsunamis
[Phase 4] April 2021 –	<ul style="list-style-type: none"> • Research on comprehensive disaster prevention of local communities through ecosystems in coastal areas • Research on quantification of cascading disasters • Analysis of fatalities of the Great East Japan Earthquake in Miyagi Prefecture with a focus on where the victims were found • Research on examination of the sustainability of diverse disaster prevention education techniques, including on-demand educational materials • International standardization of Japan’s disaster prevention and mitigation knowledge and technologies (ISO standard certifying disaster preparedness)

Disseminating Relevant Information

Using the lessons learned from earthquakes and other disasters in the past to help people prepare for disasters, and through employee volunteer activities, Tokio Marine Group disseminates disaster prevention information via the media and holds disaster prevention seminars for children and adults with support from research institutes who are our joint research partners.

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

■ Providing School Disaster Mitigation Awareness Lessons through Tohoku University

Utilizing the lessons learned from the Great East Japan Earthquake, Tokio Marine & Nichido's endowed research division (Earthquake-induced Tsunami Risk Evaluation Field) established within IRIDeS, Tohoku University, has been providing school disaster mitigation awareness lessons for children on a continuing basis since fiscal 2014 to build a society resilient to disasters. The lessons have been provided not just in the Tohoku region but also at other locations in and outside Japan to more than 18,000 children at 310 schools as of April 2022 (Photo 1). The initiative also represents one of the major social collaboration activities undertaken by Tohoku University.

The lessons translate the knowledge cultivated through disaster science research of IRIDeS into educational materials that describe disaster risk from a scientific viewpoint, yet in a manner easily comprehensible by children. An original group work tool incorporating elements of brain science and cognitive psychology, "Disaster Prevention and Mitigation Stamp Rally (stamp collecting game)," has also been developed and is used as a teaching aid. COVID-19, in particular, has restricted these activities since fiscal 2020. In response, we newly created on-demand educational materials



Photo 1: Disaster prevention and mitigation workshop



Photo 2: Snapshot of an online lesson

and introduced an online means to update our conventional style of providing in-person lessons at schools (Photo 2). Online lessons require voluntary involvement of homeroom teachers, thus providing opportunities for teachers themselves to learn about disaster prevention. In addition to a disaster prevention comprehension quiz, the online lessons also provide counseling to teachers about disaster prevention, thereby helping to promote education on this topic at schools.

We have also surveyed and analyzed changes in children's disaster risk and disaster prevention awareness before and after the lessons (Chart 1). The results have revealed that there is a regional distinction in basic levels of disaster prevention awareness. All children show similarly higher disaster prevention awareness immediately after the lessons, but a decline in awareness over time is greater among children living in disaster-free regions. Given the findings, we have conducted a similar survey for children and their parents who have participated in our disaster prevention and mitigation workshop during the summer break and found that, unlike the lessons provided at school, they maintained a certain level of awareness for a longer period. Based on these results, we expect that we can implement disaster prevention education more effectively by devising ways to provide it, such as offering an opportunity for children and parents to learn together in addition to making the content more interesting.

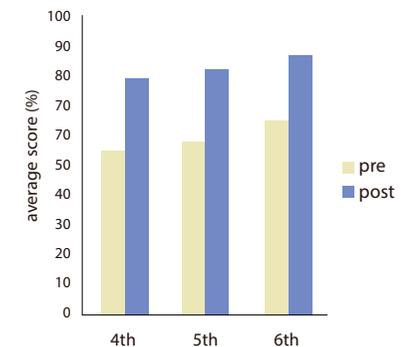


Chart 1: Results of a comprehension quiz conducted during online lessons (comparison of comprehension levels before and after the lessons)

• Disaster Prevention Lessons

Based on the lessons learned from the Great East Japan Earthquake, employee volunteers, including agents, have been conducting Disaster Prevention Lessons since 2012 to convey knowledge on disaster prevention to children and help them prepare for a next disaster. Disaster Prevention Lessons ("Earthquake and Tsunami" edition) are a program to raise readiness for disaster prevention among elementary school children. Employee volunteers from Tokio Marine dR developed educational materials, which were then supervised by IRIDeS at Tohoku University. In the lessons, children learn about the mechanisms that cause earthquakes and tsunamis, what to do when an earthquake occurs and what preparations should be made in advance.

In fiscal 2020, we rolled out Disaster Prevention Lessons ("Water and Landslide Disasters" edition), a

new program that has been supervised by IRIDeS at Tohoku University and the Disaster Prevention Research Institute at Kyoto University. This is a program for children to learn about the mechanism behind heavy rains, how to cultivate a mental attitude to take action and start evacuating and points to be noted when staying at an evacuation shelter. The aim of our Disaster Prevention Lessons is to cultivate a correct understanding of earthquakes and water disasters among children and the ability to prepare themselves for an impending disaster.

As of March 31, 2022, Disaster Prevention Lessons have been held 975 times at elementary schools and special needs schools across Japan, with some 64,300 children attending. We will continue to promote the creation of a safe, secure and resilient society and future by engaging in awareness and educational activities for disaster readiness through our Disaster Prevention Lessons.



■ Supporting the Formulation of Business Continuity Plans (BCP) for Regional Municipal Bodies

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

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

*System to certify plans for strengthening business continuity capability

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

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

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

• Online Seminar by the Tokio Marine Research Institute

Every year, the Tokio Marine Research Institute has held jointly with Tokio Marine & Nichido a seminar to provide the latest findings about natural disaster risk to company employees and citizens. In fiscal 2021, in response to the release of the IPCC Sixth Assessment Report on global warming and the growing social interest in decarbonization and carbon neutrality in recent years, the two companies held an online seminar on October 21, 2021, entitled "Latest Findings about Global Warming and Efforts of Companies toward a Decarbonized Society." Through lectures by experts, the seminar served to deepen an understanding of the prospects of global warming and the achievement of carbon neutrality while providing information on companies' various efforts, including those based on the TCFD recommendations.

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

Website and Handkerchief Bearing Disaster Prevention Information

Creating a Society with High Disaster Consciousness – For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website, and Handkerchief Bearing Disaster Prevention Information

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

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

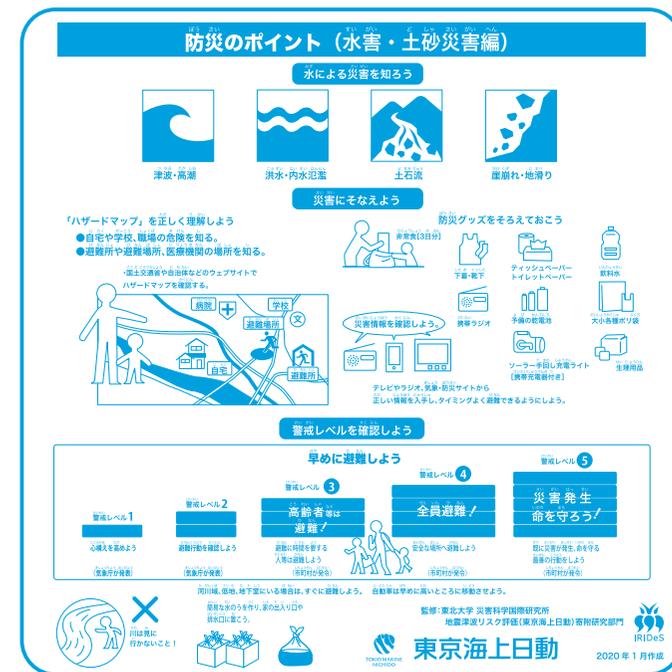
[For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website](#) (in Japanese)



As a result of its joint research with IRIDeS at Tohoku University, Tokio Marine & Nichido has also created a handkerchief bearing disaster prevention information, showing types of water disasters, lists of emergency goods households should have on hand at all times and evacuation activity based on alert levels.

The handkerchief is distributed during Disaster Prevention Lessons, a program to raise readiness for disaster prevention hosted by the company and conducted by employee and agent volunteers, and used in marketing operations as novelty goods, 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.

Handkerchief bearing disaster prevention information



Multi-Stakeholder Dialogue

Tokio Marine Group participates in discussions on climate change, natural disaster risks and climate-related disclosures and proactively engages in multi-stakeholder dialogue aimed at reducing and mitigating the risks placed on economic and social life or encouraging measures against climate change.

• Webinar Hosted by the Asian Development Bank Institute (ADBI)

Tokio Marine & Nichido also engages in discussions to promote sustainable investment in the Asia-Pacific region. In line with this activity, the company participated in a webinar, "Strengthening Sustainable Investment under the COVID-19 Crisis," held by the ADBI on February 8–10, 2021 and presented some points of the discussion that had just begun at the TCFD on revisions to its recommended metrics and targets. The company also shared its knowledge on such topics as challenges associated with promoting disclosure of climate-related financial impacts now required by the international investment community.

• "Climate Change and Disaster Prevention" Session at the Asia-Pacific Adaptation Network (APAN) Forum

As part of its efforts to cultivate greater recognition for climate change adaptation measures in the Asia-Pacific region, Tokio Marine & Nichido participated in the APAN Forum held online jointly by the United Nations Environment Programme (UNEP), APAN and Japan's Ministry of the Environment on March 8–12, 2021. During the forum, the company provided a session entitled "Status and Challenges for Linking Scientific Knowledge to Strengthening Socio-economic Resilience to Climate-related Disasters" and used specific examples to explain the importance of companies' adaptation measures from the standpoint of an insurance company. It also presented an alert system for mega natural disasters, which it can provide in real time as an insurance company, and drew the attention of the audience.

• Discussion to Promote ESG Reporting in the Asia-Pacific Region

As one of the activities to promote ESG reporting, including climate-related disclosures, in the Asia-Pacific region, Tokio Marine Holdings participated in an online event, "The present and future of ESG reporting," hosted by Taiwan-based CSRone on March 29, 2021. As a member of the TCFD, the company shared knowledge with experts from the Climate Disclosure Standards Board (CDSB), Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI) and

other organizations on issues related to ESG reporting, which companies based in the Asia-Pacific region, including Taiwan, must tackle. CSRone is a sustainability promoting organization with many Taiwanese companies as its members. The virtual conference was held amid the sharply growing interest in ESG reporting, such as TCFD-recommended disclosures, and became a timely opportunity to provide relevant information.

• Discussion at the Climate Change Commission of the Government of the Philippines for Promoting Climate-Related Disclosures

Tokio Marine & Nichido is engaging in capacity building activities to promote disaster risk financing in the APEC region. Through the APEC network, the company was invited by the Climate Change Commission of the government of the Philippines to attend its virtual roundtable conference on August 18, 2021, and provided information conducive to promoting TCFD-recommended disclosures in the country. To many government and corporate participants, the company presented the then ongoing discussion related to revisions of the TCFD's metrics and targets and promoted an understanding of ideal climate-related disclosures that will help investors make investment decisions.

• Supporting the Formation of a Mexican TCFD Consortium Led by the Bank of Mexico

In October 2019, the APEC Finance Ministers' Meeting was held in Santiago, Chile. At its official side event, Tokio Marine & Nichido presented how TCFD-recommended disclosures have been promoted in Japan through companies' voluntary efforts, with a focus on the activities of the TCFD Consortium. The information was relayed to the Bank of Mexico, the country's central bank, via an organization promoting sustainable financing in the private sector of APEC member nations in Latin America, and Mexico thereafter started developing a concept of its own consortium based on the Japanese model. The movement gained momentum in around March 2021, and with the related know-how provided by the company through virtual lectures to the central bank and monetary authorities of Mexico, the country established the Consorcio TCFD Mexico on December 7, 2021. The new consortium is expected to be an important first step in spreading TCFD-based disclosures in the APEC region.

• TCFD Summit

On October 5, 2021, the third TCFD Summit hosted by Japan's Ministry of Economy, Trade and Industry was held online (hybrid of live streaming and video distribution). Tokio Marine Holdings served as a moderator in a panel discussion entitled "Efforts to improve the quality of TCFD disclosure." The session first reviewed the background of the needed revisions to the TCFD's recommended metrics and targets and an overview of these revisions and then went over the movement in Japan toward

making such a disclosure virtually obligatory. Discussions ranged from confirming the importance of managing and disclosing Scope 3 GHG emissions in becoming carbon neutral by 2050 to raising questions as to what measures should be considered to increase investors' rating for a company's contribution to CO₂ reductions.

• **Providing Recommendations to Society via the World Disaster Risk Reduction (Bosai) Forum and the National Conference on Disaster Risk Reduction**

At the Third National Conference on Disaster Risk Reduction held in Tokyo on October 13 and 14, 2018, the Fourth National Conference on Disaster Risk Reduction held in Nagoya on October 19 and 20, 2019 and the Second World Disaster Risk Reduction (Bosai) Forum held in Sendai in November 2019, Tokio Marine & Nichido's endowed research division (Earthquake-induced Tsunami Risk Evaluation Field) established within IRIDeS, Tohoku University, ran a booth to hold an exhibition on "Research Activities and Social Contribution Related to Disaster Prevention and Mitigation through an Industry-Academia Partnership." The Fifth National Conference on Disaster Risk Reduction in Hiroshima was held online in November 2020 due to the COVID-19 pandemic, and Tokio Marine Group gave a presentation on "Research Findings on Earthquake and Tsunami Risk Assessment, and Education and Awareness Raising Related to Disaster Prevention and Mitigation." Jointly with Tohoku University, Tokio Marine Group participated in the Sixth National Conference on Disaster Risk Reduction held in Kamaishi, Iwate Prefecture, in November 2021.

• **TCFD Webinar Hosted by the Asian Development Bank (ADB)**

ADB announced its support for the TCFD on November 26, 2021. Upon this occasion, the bank hosted a webinar entitled "Importance of Disclosing Climate-related Risks for Listed Companies in Asia." At the webinar, Tokio Marine Holdings gave a lecture as a member of the TCFD. Among various regions, the recognition for the TCFD still lags in Asia, while Japan has adopted original promotion measures under a public-private partnership (PPP), such as the establishment of the TCFD Consortium, and now boasts the largest number of TCFD-supporting organizations in the world. Using the example, the lecture emphasized the importance of making country-wide promotion efforts matched to respective local situations.

• **Roundtable on Pandemic Risk Hosted by the APEC Business Advisory Council (ABAC)**

Tokio Marine Holdings participated in a virtual roundtable hosted by ABAC, "Enhancing the Region's Resilience through PPPs in Pandemic Risk Transfer," as a member of the Asia-Pacific Financial Forum (APFF) and a private-sector non-life insurance company. The company advocated the establishment of a public-private risk transfer scheme in the APEC region to financially prepare for a next pandemic following COVID-19. After identifying issues toward its realization, the roundtable discussed initiatives that can be adopted for the future.

• **Asia Pacific Science and Technology Conference for Disaster Risk Reduction**

On April 7, 2022, the United Nations Office for Disaster Risk Reduction (UNDRR), the government of the Philippines and the Asia-Pacific Scientific and Technical Advisory Group (APSTAG) hosted a hybrid meeting, the 2022 Asia Pacific Science and Technology Conference for Disaster Risk Reduction: Sendai Framework and Science and Technology Aspirations in the Asia Pacific Region. Tokio Marine Holdings delivered a report and made a proposal for a society with great uncertainty under the theme of "New Trends in Risk Control and Financing."

2-2 Tokio Marine Group's Social Initiatives

2.2.1 Creating Social Value

2.2.1.1 What We Aim for toward Improving Social Value

We believe that society, in which people live and act, needs to ensure a social environment that gives consideration to the safety and health of all people and encourages people to respect each other and take up a new challenge with a sense of security. Tokio Marine Group will work to implement its Corporate Philosophy of building an open and dynamic corporate culture that enables each and every employee to demonstrate his or her creative potential. At the same time, we will make proactive efforts for the entire society, in which we do business, to realize a symbiotic society where everyone respects the other's personality and individuality and supports each other.

1 Respect for Human Rights

Tokio Marine Group supports and respects the International Bill of Human Rights, the United Nations Guiding Principles on Business and Human Rights and other relevant rules, and as an employer, promotes respect for human rights in the value chain through our business in accordance with the Tokio Marine Group Human Rights Policy.

2 Promoting Diversity and Inclusion

Tokio Marine Group promotes diversity and inclusion group-wide, believing that for us to further improve the quality of our products and services worldwide, we must enable all of our motivated and talented employees to demonstrate the maximum of their potential regardless of gender, age, nationality, race, disability, sexual orientation, gender identity or any other attributes.

3 Promoting the Development and Empowerment of Human Resources

Based on Tokio Marine Group's philosophy on human resources, "Tokio Marine Group – Our People," we are working on the strategic development of diverse human resources, both in Japan and overseas, toward the realization of a global insurance group.

4 Promoting Health and Productivity Management

Tokio Marine Group regards employees as one of our most valuable assets and their health as a critical management issue. We seek to ensure the physical and mental health of employees so that they can work enthusiastically with higher levels of satisfaction and motivation, support health promotion of customers, local communities and society as a whole and help to resolve related social issues. By doing so, we ultimately aim to achieve the Group's sustainable growth. In addition, from the perspective of revitalizing regional economies and local communities, we provide support to companies working to improve health and productivity management.

5 Contributing to the Creation of a Safe and Secure Society

Tokio Marine Group provides products and services that anticipate changes in the social environment or customer needs by utilizing the solutions offered by respective Group companies, including insurance. The Group will contribute to the realization of a society based on good health and longevity through activities to raise awareness about cancer in Japan and around the world, activities to spread knowledge about nursing care and offering advice through medical professionals. We also aim to include everyone both socially and economically, irrespective of age, gender or disability. To this end, employees around the world are proactively working on activities that nurture future generations and support the elderly, the deaf and blind, persons with disabilities, athletes and expectant mothers in conjunction with NGOs.

6 Improving Quality from the Customer's Perspective

Aiming to become "a company that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice," Tokio Marine Group takes feedback from customers seriously and works to improve the operational quality on a constant basis. We strive to build trust-based partnerships with agents and improve our operational quality together in order to truly provide safety and security for customers.

7 Measures and Response to COVID-19

In order to sustain its function integral to social infrastructure, Tokio Marine Group will continue to undertake critical operations, including receiving loss reports, paying insurance claims and protecting insurance policies, while working to prevent the spread of COVID-19 and ensure the safety of employees.

2.2.1.2 Overall Picture of Initiatives for Creating Social Value

Domains of Initiatives

Tokio Marine Group will promote its social initiatives in seven domains, namely respect for human rights, promoting diversity and inclusion, promoting the development and empowerment of human resources, promoting health and productivity management, contributing to the creation of a safe and secure society, improving quality from the customer's perspective, and measures and response to COVID-19.



Overview of Key Initiatives in Each Domain

Respect for human rights

Tokio Marine Group fully 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.

- Promote initiatives in accordance with the Tokio Marine Group Human Rights Policy
- Comply with the Tokio Marine Group Code of Conduct
- Conduct human rights risk assessment
- Respond to the Modern Slavery Act of the United Kingdom and Australia

Promoting diversity and inclusion

The group-wide promotion of diversity and inclusion (D&I) includes eliminating the gender gap, creating a workplace in which older employees and persons with disabilities can take active roles as well as promoting employment regardless of nationality or race, facilitating mid-career recruitment and training of employees with diverse experience and promoting employment of persons with disabilities.

- Set up a structure to promote D&I, including establishment of the Diversity Council, and cultivate an appropriate corporate culture
- Accelerate efforts to create an environment that enables female employees to take up a new challenge based on their willingness and capabilities
- Promote active roles and employment of diverse human resources, including older people and persons with disabilities

Promoting the development and empowerment of human resources

We are working on the strategic development of diverse human resources, both in Japan and overseas, by proactively accelerating investment in people. The Group's overall human resources development and utilization are managed by the Group Chief Human Resources Officer (CHRO), while the Board of Directors and Management Meeting of each Group company monitor the individual implementation status.

- Enhance employee satisfaction and motivation through human resources development with a focus on dialogue
- Provide continuous support for the growth of each employee based on the human resources development cycle
- Promote the global human resources strategy
- Promote work style reform to enable diverse employees to work with high productivity and achieve growth

Promoting health and productivity management

Tokio Marine Group has been making efforts to create an environment in which employees can work with enthusiasm by providing both physical and mental healthcare for its employees. In addition, from the perspective of revitalizing regional economies and local communities, we support companies working to improve health and productivity management.

- Promote health measures, such as the "Get Healthier" initiative and health support for women, and create a comfortable workplace environment
- Rotate the PDCA cycle for evaluation and improvement of initiatives related to health and productivity management
- Provide support for customers' health and productivity management

Contributing to the creation of a safe and secure society

Tokio Marine Group provides products and services that anticipate changes in the social environment or customer needs in relation to medical treatment, household budget, longevity and health by utilizing the solutions offered by respective Group companies, including insurance. We also undertake a range of social contribution and awareness-raising activities.

- Conduct activities to raise awareness of cancer and other diseases across the world, including Japan
- Respond to poverty issues by such efforts as selling microinsurance in farming communities in India
- Continue support activities for the recovery of areas affected by the Great East Japan Earthquake
- Engage in social contribution activities for the elderly and awareness-raising and educational activities for dementia on a volunteer basis

Improving quality from the customer's perspective

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. In addition, in accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine Group works to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

- Formulate and announce the customer-oriented business conduct policies and promote efforts under these policies
- Develop a structure to utilize customer feedback for improving products and services

Measures and response to COVID-19

To sustain its function integral to social infrastructure, Tokio Marine Group continues to undertake critical operations while working to prevent the spread of COVID-19 and ensure the safety of employees. We also add necessary revisions to our products and conduct support activities to deliver safety and security to local community members.

- Continue to undertake critical operations, including receiving loss reports, paying insurance claims and protecting insurance policies
- Provide new insurance products and services
- Make donations by Tokio Marine Group companies and employees
- Offer COVID-19 vaccination sites free of charge

2.2.1.3 Targets for Creating Social Value

Respect for human rights

Formulate Group policy concerning human rights	Rotate PDCA cycle with regard to respect for human rights	Promote human rights due diligence
---	--	---

Measures and response to COVID-19

Thoroughly implement infection preventive measures and continue critical operations	Add revisions to products in response to COVID-19	Make donations, etc., in response to COVID-19
--	--	--

Improving quality from the customer's perspective

Thoroughly promote customer-oriented operations	Rotate PDCA cycle for improvement responding to customer feedback	Utilize customer feedback for improving products and services
--	--	--

Contributing to the creation of a safe and secure society

Provide products and services matching customer needs	Provide microinsurance	Attain 100%+ employee participation rate in social contribution activities
--	-------------------------------	---



Promoting diversity and inclusion

Increase ratio of women in management and higher-level positions to 30% by fiscal 2030 (Tokio Marine & Nichido)	Be selected as "Nadeshiko Brand" or "Semi-Nadeshiko Brand"	Promote employment of persons with disabilities: Attain legally mandated employment rate, etc.
---	--	---

Promoting development of human resources

Raise employee satisfaction levels: Continue to conduct our culture and value survey	Achieve 100% execution of working practices¹ related to working hours (Tokio Marine & Nichido)	Support work / childcare balance: Maintain Kurumin certification
---	---	---

Promoting health and productivity management

Achieve health-related targets²	Continue to be selected as "Health & Productivity Stock" (Being selected for seven consecutive years)	Provide and enhance health and productivity management solutions
---	---	---

*1 Go Go Challenge Day (employees finish work at 5:30 p.m. or within 7.5 hours of actual working 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)

*2 Individuals' health (improving presenteeism and work engagement) and organizational health (improving organization's vibrancy level)

2.2.2 Respect for Human Rights

In implementing our Corporate Philosophy, we have formulated Tokio Marine Group Sustainability 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.

2.2.2.1 Basic Approach to Human Rights

In implementing our Corporate Philosophy, we have formulated Tokio Marine Group Sustainability Charter as principles of conduct required from the perspective of social responsibility, and strive to respect human rights for all people, including customers, shareholders/investors, insurance agents, business partners, employees, local communities/society and future generations. The insurance business has been called a “people’s business,” and respect for human rights form the basis for Tokio Marine Group’s sustainable growth.

Tokio Marine Holdings endorses and respects Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO Core Labour Standards, UN Guiding Principles on Business and Human Rights and ISO 26000, and has signed the United Nations Global Compact. Tokio Marine Group fully 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 Sustainability Charter (excerpt)

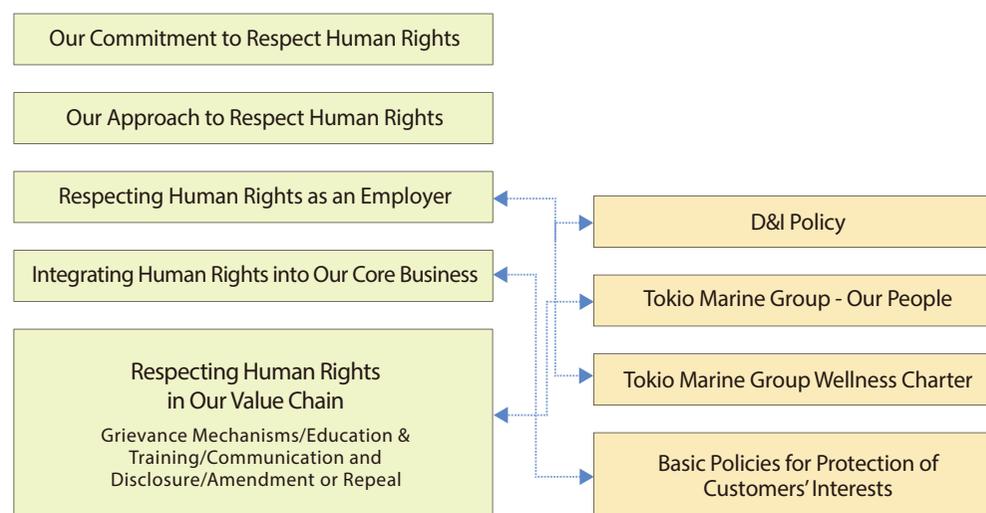
Tokio Marine Group is committed to fulfilling its corporate social responsibility (CSR) by implementing its Corporate Philosophy to achieve sustainable growth together with the development of society in accordance with the following principles:

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.

In December 2021, Tokio Marine Group formulated Tokio Marine Group Basic Policy on Human Rights in accordance with international guidelines such as UN Guiding Principles on Business and Human Rights. In doing so, the Group clarified its efforts toward respect for human rights as an employer, respect for human rights through its main business and respect for human rights in the value chain.

Corresponding Relationship between the Content of the Tokio Marine Group Human Rights Policy and Various Policies



Tokio Marine Group Basic Policy on Human Rights

As our Corporate Philosophy states, with customer trust as the foundation for all its activities, Tokio Marine Group (the "Group") continually strives to raise corporate value. The foundation for implementing this Corporate Philosophy is respect for the human rights of all people, such as customers, society (including business partners and civil society organizations), employees, shareholders and investors, and future generations, and we are committed to respecting human rights across all of our business activities. The "Tokio Marine Group Basic Policy on Human Rights" (the "Policy") is based on the Corporate Philosophy and Code of Conduct and outlines our approach to respect human rights throughout our business activities, including our entire value chain.

Each officer and employee (including temporary staff) of Tokio Marine Group companies is expected to act in line with this Policy to ensure that our business activities comply with the Group human rights commitment.

We also expect our business partners to support and practice the principles expressed in this Policy and aim to work together towards the promotion of respect for human rights.

■ Our Commitment to Respect Human Rights

Tokio Marine Group is committed to respect human rights as stipulated in the International Bill of Human Rights^{*1} and the ILO's Declaration on Fundamental Principles and the Rights at Work^{*2}. We also support international standards such as the Guiding Principles on Business and Human Rights, and will base our efforts on these principles. We are also a signatory to the United Nations Global Compact and support its ten principles.

Tokio Marine Group does not tolerate any form of forced or compulsory labor, human trafficking, child labor, discrimination or harassment, or any other conduct that undermines human dignity. We also respect fundamental rights concerning freedom of association and the right to collective bargaining in accordance with applicable local laws and regulations.

Tokio Marine Group respects human rights in its business activities including insurance underwriting and investment and financing through the signing and supporting of, among others, the United Nations Environment Programme Finance Initiative (UNEPFI), the Principles for Sustainable Insurance (PSI) and the United Nations-supported Principles for Responsible Investment (PRI). We also endeavor to address human rights issues, where possible, through the provision of insurance products as well as investment and financing.

*1 The International Bill of Human Rights is the name given for the set of three documents: the Universal Declaration of Human Rights, and its corresponding two international treaties, namely the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights..

*2 The ILO Declaration on Fundamental Principles and Rights at Work sets forth four categories as a minimum standard to be observed in relation to labor: "freedom of association and the effective recognition of the right to collective bargaining," "the elimination of forced or compulsory labour," "the abolition of child labour," and "the elimination of discrimination in respect of employment and occupation".

Tokio Marine Group shall comply with applicable laws and regulations in the countries and regions in which it operates. If requirements of the local laws and regulations are in conflict with internationally recognized human rights, we will seek ways to honor the principles of internationally recognized human rights while complying with local laws and regulations.

The Board of Directors of Tokio Marine Holdings is informed of the compliance status of this Policy and has overseeing responsibility of the Group's human-rights-related efforts. Each department of each Group company promotes activities related to respect for human rights in a proactive manner and in cooperation with one another.

■ Our Approach to Respect Human Rights

Tokio Marine Group strives to conduct appropriate human rights due diligence to identify, assess, prevent and mitigate, and account for negative human rights impacts related to its business activities. We shall also comply with country-specific laws and regulations related to human rights due diligence, wherever applicable to our operations. Where we identify that our business activities have caused or contributed to negative impacts on human rights, we endeavor to remediate such impacts through appropriate processes and by holding dialogue with relevant stakeholders.

■ Respecting Human Rights as an Employer

In order for Tokio Marine Group to protect customers and society from all forms of emergencies, it is important that employees respect the diverse values and work styles of others, find their work rewarding and work with enthusiasm with colleagues. It is also essential to gain trust from all people and society by always acting in a way to respect human rights. Tokio Marine Group shall comply with laws and regulations concerning working conditions, including working hours and wages. We provide a dynamic working environment that is both safe and healthy and we

promote training and education for our employees. Therefore, the officers and employees of Tokio Marine Group are expected to respect human rights as set out in this Policy while their human rights are also subject to protection under this Policy.

- Prohibition of forced labor and human trafficking: Forced labor is not permitted, nor is any form of slave labor, including bonded labor and human trafficking.
- Prohibition of child labor: We do not tolerate child labor and shall observe the minimum working age as stipulated by law. We do not allow young workers to engage in hazardous work.
- Freedom of association and the right to collective bargaining: We respect fundamental rights concerning the freedom of association and the right to collective bargaining of Group employees in accordance with applicable local laws and regulations. We shall not engage in any intimidation or retaliation against union representatives or members who exercise these rights.
- Prohibition of discrimination and harassment: We do not discriminate in any way based on sex, gender, sexual orientation or gender identity, age, profession, nationality, race, thought, creed, religion, social status or birth, or physical or mental disability. We do not tolerate any form of harassment, whether it be physical or mental, including sexual harassment and power harassment.
- Respect for diversity and promotion of inclusion: We respect the individuality and diversity of each Group employee and create an environment in which all employees can fully exert their capabilities regardless of gender, age, nationality, disability, or other attributes. Our employees are passionate and bring a challenging spirit to their endeavors and we will be purposeful in our efforts to provide them with equal opportunities for career development and ongoing personal growth. Tokio Marine Group's approach to human resources is also outlined in "Tokio Marine Group - Our People."

■ Integrating Human Rights into Our Core Business

Tokio Marine Group treats all customers fairly in the provision of its products and services and does not discriminate against any customer based on unreasonable grounds.

We strive to be a "Good Company" which is trusted by all people and society by supporting customer and society in times of need. We strive not only to prevent and mitigate negative human rights impacts associated with our products and services, but also promote the human rights of all of our customers and contribute to an inclusive society by providing products and

services to meet its needs for safety and security.

Across our insurance business and others, in compliance with applicable laws, rules and regulations as well as the Tokio Marine Group Privacy Policy, we shall safeguard private information and specific personal information, etc., including customers' information, and we shall not use such information except on a need basis to carry out our business operations, in order to avoid any breach of privacy.

Tokio Marine Group endeavors to consider environmental, social and governance ("ESG") issues, including human rights, in its decision-making and other processes related to insurance underwriting and investment and financing operations.

■ Respecting Human Rights in Our Value Chain

Tokio Marine Group aims to fulfill its social responsibility and achieve sustainable development together with its business partners.

Tokio Marine Group expects its business partners to support and implement the principles expressed in this Policy and aims to work together towards the promotion of respect for human rights.

Tokio Marine Group also strives to prevent the occurrence of slave labor and human trafficking in its own business and value chain (supply chain) and encourages various stakeholders to work towards addressing such issues.

■ Grievance Mechanisms

Tokio Marine Group has established internal and external hotlines (whistle-blowing hotlines) where officers and employees of Group companies can report and consult on matters that may involve human rights concerns. The Group provides its officers and employees with multiple contact points and reporting channel options including internal and external hotlines, as well as a company audit hotline. We prohibit any disadvantageous treatment or retaliation against relevant officers, employees and those who cooperate in investigations because of such reports or consultations. In addition, we strictly manage the confidentiality of reports and consultations by ensuring anonymity and sharing information only to the extent necessary for effective investigations and corrective measures. Tokio Marine Holdings monitors the handling of the reports and provides support for the appropriate installation and operation of the whistle-

blowing system, thereby establishing a mechanism that allows officers and employees of each Group company to report concerns without fear of retaliation.

■ Education & Training

Tokio Marine Group will provide the necessary training and capacity building for the implementation of this Policy to the officers and employees of each Group company. We further endeavor to provide the latest information and tools related to human rights and foster a culture of respect for human rights.

■ Communication and Disclosure

Tokio Marine Group will continuously monitor the implementation of its Policy and make improvements as necessary to ensure its effectiveness. In addition, we regularly disclose our efforts to respect human rights both internally and externally to ensure transparency and accountability.

■ Amendment or Repeal

This Policy may be amended or repealed by the Board of Directors of the Company. Notwithstanding the foregoing, the General Manager of the Corporate Planning Department may approve minor amendments to the Policy.

This Policy was approved by the Board of Directors of Tokio Marine Holdings, Inc.

Adopted December 21, 2021

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 act in an honest and fair manner in conformity with laws and social norms and undertake fair business activities.

Tokio Marine Group Code of Conduct

<Scope of application: Tokio Marine Group directors, officers and employees of Tokio Marine Group companies (includes dispatched employees)> (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 and the Environment

We shall respect the human rights of our customers, directors, officers, employees and all other people. We shall also act in consideration of the global environment.

• Anti-discrimination

Human rights are values widely recognized around the world, and any discrimination on the grounds of gender, sexual orientation, gender identification, 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 harassment, abuse of authority or any other kind of harassment or intimidation should never be tolerated.

• Private information and specific personal information, etc.

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

• Protection of the global environment

Acknowledging that the protection of the global environment is an important responsibility, we shall comply with applicable laws, rules and regulations, and respect the harmonization with and the improvement of the global environment in all of our activities.

2.2.2.2 Management Stance concerning Respect for Human Rights and Various Initiatives

Tokio Marine Holdings has established an Operations Task Force and Human Rights Subcommittee under the Group Sustainability Committee for formulating the Group's policy for respecting human rights and discussing how to promote initiatives. In addition, the Company formulates action policies concerning human rights, compliance and risk management, and accordingly, monitors business operations of Group companies on a regular basis to identify any issues related to respect for human rights and implement measures to counter any risk thereof.

■ Human Rights Due Diligence

Tokio Marine Group has established a system to ensure human rights due diligence based on the UN Guiding Principles on Business and Human Rights.

For Tokio Marine Group, human rights due diligence means an ongoing, preventive and voluntary process to avoid or reduce any negative impact of corporate activities on human rights and to become a "Good Company." According to the process, Tokio Marine Group conducted a human rights risk assessment in fiscal 2017 with the assistance of the specified NPO Caux Round Table Japan, and again in 2022, with the assistance of external experts. Going forward, we plan to update the assessment on a periodic basis while considering the impacts of significant changes to our business operations.

The assessments were conducted on Group companies in and outside Japan, and we identified potential human rights risks against our major stakeholders, which we need to tackle in order to prevent risks from occurring. For details, please refer to the results of the human rights risk mapping conducted in 2022.

Tokio Marine Group also ensures that ESG is taken into consideration in the context of mergers and acquisitions (M&As). In reviewing opportunities for acquisition, for example, our M&A transaction manual lists target company's ESG policies, such as those relating to "Environment", "Social" (including human rights) and "Governance", as one of the key factors to evaluate. How they are implemented and how much attention is paid within such company will be important evaluation points as well.

Human Rights Risk Mapping: Objective and Process

<Objective>

- In putting our Corporate Philosophy into practice, Tokio Marine Holdings has established the "Tokio Marine Group Sustainability Charter" as our code of conduct to fulfill our social responsibility. This outlines our commitment to respecting the human rights of all people including customers, shareholders & investors, agents & business partners, employees, local communities & society and future generations. We have also established the "Tokio Marine Group Basic Policy on Human Rights," and are committed to respecting human rights as an employer, through our main business operations, and in our value chain.
- Tokio Marine Holdings supports and respects the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO's International Labour Standards, UN Guiding Principles on Business and Human Rights and ISO 26000, and is a signatory to the UN Global Compact. We understand internationally recognized principles and guidelines related to human rights properly and have identified in particular the human rights issues of our business-related key stakeholders for fulfilling our role in realizing a sustainable society through participating in and contributing to social responsibility-related initiatives and respecting human rights/promoting human rights due diligence.

<Process*1>

Step 1: Identification of relevant human rights issues	Identification of potential human rights issues relevant to our business operations according to the UN Guiding Principles on Business and Human Rights, while also referring to the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO's International Labour Standards and SA8000.		
Step 2: Evaluation and identification of salient human rights issues	Evaluation and identification of human rights issues that are most relevant to our key stakeholders (employees, business partners including insurance agents, insurance customers and investees). In the evaluation and identification process, the following data and methods were used to evaluate the likelihood and severity of human rights risks and to identify the salient human rights issues.		
		Likelihood*2	Severity*2
	Utilization status of whistleblower system	✓	
	Control Self-Assessment (CSA*3) data of overseas Group companies	✓	
	Internal interviews and discussions	✓	
	Requests from civil society organizations	✓	✓
	Guidelines published by internationally recognized organizations (UNEP FI, British International Investment)	✓	✓
	Risk evaluation results of insurance industry (including industry peer evaluations)	✓	✓
Step 3: External review	Discussions with human rights experts and advisers		
Step 4: Reporting	Formulation and disclosure of the human rights risk mapping materials		

*1 Tokio Marine Group conducted a human rights risk assessment with the assistance of Caux Round Table Japan/external experts in 2017 and 2022, respectively, and plans to update it periodically considering impacts of significant changes to its business operations, etc.

*2 The check mark indicates which data and methods were used to assess the likelihood and severity of human rights risks.

*3 CSA refers to Control Self-Assessment which is conducted annually to overseas Group companies to confirm that business operations are being conducted appropriately based on the prescribed internal control standards.

Human Rights Risk Mapping: Evaluation and Identification Results

Human rights issues	Business operations (Stakeholders)			
	Employer (Employees and officers)	Value chain (Partners including insurance agents)	Core business (Insurance customers)	Core business (Investees)
Right to be free from forced labor and human trafficking		●	●	●
Right to be free from child labor		●	●	●
Right to be free from discrimination and inhumane treatment	●	●	●	●
Freedom of association and right to collective bargaining	●	●	●	●
Right to fair and just working conditions: working hours and wage	●	●	●	●
Right to fair and just working conditions: occupational health and safety	●	●	●	●
Rights of migrants and migrant workers*1		●	●	●
Right to privacy	●	●	●	●
Negative impacts on the community*2	Right to health of local residents		●	●
	Right to property and freedom of movement		●	●
	Right to an adequate standard of living		●	●
	Right to water and sanitation		●	●
Rights of indigenous peoples			●	●
Rights of people in high-risk situations*3	●	●	●	●
Right to effective remedy (reporting system and grievance mechanisms)	●	●	●	●

● Dots represent the human rights issues identified in each business operation (stakeholder).

*1 This refers to foreign-national workers in non-desk work and those employed for the purpose of engaging in routine work (simple or repetitive work) that does not require licenses or qualifications related to specialized skills. (e.g., foreign-national workers engaged in administrative work are not included).

*2 This refers to the negative impact on human rights of local residents caused by negative impacts of business operations on the environment, biodiversity, occurrence of disasters, etc.

*3 This refers to the risk of involvement in human rights violations caused by operating in specific situations with high risks of human rights violations (e.g., areas where conflict, political instability and/or corruption are widespread).

Human Rights Risk Mapping: Risk Mitigation and Remedy

	Business operations (Stakeholders)			
	Employer (Employees and officers)	Value chain (Business partners including insurance agents)	Core business (Insurance customers)	Core business (Investees)
Approach to respect human rights	<ul style="list-style-type: none"> • Tokio Marine Group strives to conduct appropriate human rights due diligence to identify, assess, prevent and mitigate, and account for negative impacts on human rights related to its business operations. • In the case that we identify that our business operations have caused or contributed to negative impacts on human rights, we endeavor to mitigate and remediate such impacts through appropriate processes and by holding dialogue with relevant stakeholders. 			
Policies for each business operation	<ul style="list-style-type: none"> • We strive to respect human rights through ensuring a rewarding working environment where each employee upholds diverse values and working styles. • Prohibition of forced labor, human trafficking and child labor, respecting freedom of association and the right to collective bargaining, prohibition of discrimination and harassment, promotion of diversity and inclusion 	<ul style="list-style-type: none"> • We aim to fulfill our social responsibilities together with our business partners to achieve sustainable development together and to promote respect for human rights together. 	<ul style="list-style-type: none"> • We prohibit discrimination based on unreasonable grounds in the provision of products and services. We will not only prevent and mitigate negative impacts on human rights, but also promote the human rights of all customers and contribute to the realization of an inclusive society. We strive to consider environmental, social and governance issues, including human rights, in our insurance underwriting and investment decision-making processes. 	
Sites with mitigation remediation plans implemented	<ul style="list-style-type: none"> • 68 domestic and international Group companies *For TMNF, 189 branches and divisions (as of Mar. 31, 2022) 	<ul style="list-style-type: none"> • Domestic Group companies (TMNF's domestic subsidiaries) *For TMNF, 189 branches and divisions (as of Mar. 31, 2022) 	<ul style="list-style-type: none"> • 68 domestic and international Group companies. *For TMNF, 189 branches and divisions (as of Mar. 31, 2022) 	
Risk mitigation & prevention/ remediation (Examples of Specific initiatives)	<ul style="list-style-type: none"> • Conducting human rights training & sustainability training • Providing reporting channels through establishing internal and external hotlines • Implementing document inspection system to prevent discriminatory practices 	<ul style="list-style-type: none"> • Distribution of "Principle of Transactions" (established in Mar. 2009) to suppliers. (TMNF) • As a result of dialogue with suppliers and NGOs, TMNF has refrained from procuring controversial paper products, which may have negative impacts on the environment and local community and is recommending the purchase of FSC*1-certified paper and environmentally conscious paper products. (TMNF) • Distribution of human rights training tools to insurance agents (TMNF) 	<ul style="list-style-type: none"> • Conducting dialogues with experts, civil society organizations and other stakeholders to accurately grasp their expectations and requests to our company and reflecting them in our insurance underwriting and investment policy and practices to address environmental and social risks • As a result, for example, based on dialogues with NGOs in the Arctic region, we established our "Policy to Address Environmental and Social Risks" (established in Dec. 2021), which includes the screening of potential negative impact to indigenous peoples' rights and the local community in the Arctic region. This policy also prohibits the underwriting and investment on inhumane weapons such as cluster munitions and anti-personnel land mines. • Supporting global companies in their efforts to reduce human rights risks that may occur in their supply chains through the provision of insurance products and services 	

*1 FSC (Forest Stewardship Council®) certification is a tool that guarantees respect for human rights in addition to environmental considerations in the forestry and forest product industry. Procurement of FSC-certified products means procurement of products that consider their impact on human rights.

Respect for Human Rights within the Group

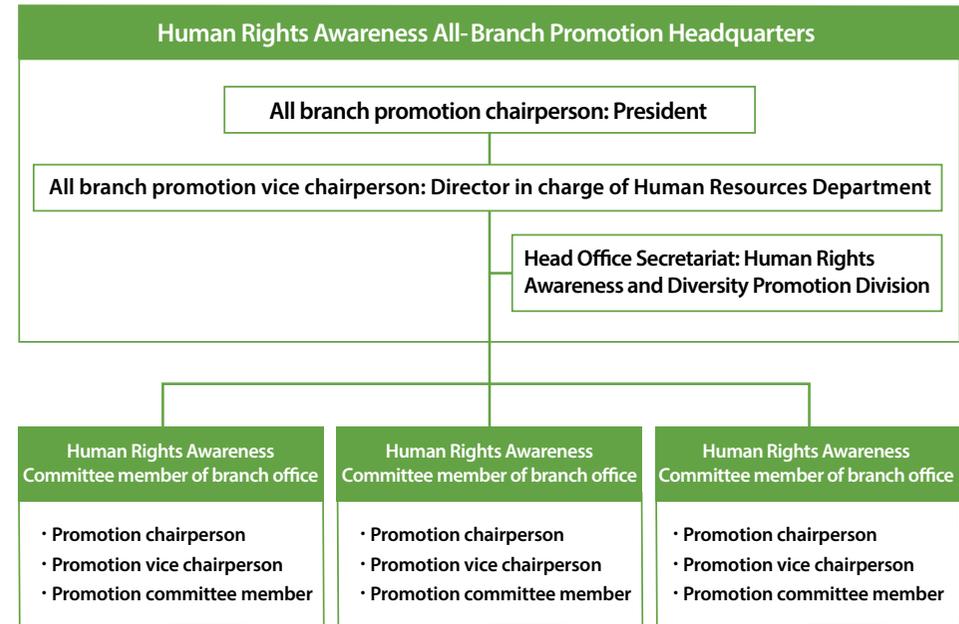
At each Group company, all employees and other co-workers are working to build a vibrant corporate culture without discrimination or harassment.

At Tokio Marine & Nichido, we formulate the Basic Policies and Measures Related to Human Rights at the beginning of each fiscal year, and under the human rights awareness promotion structure, provide support to all branches for their relevant efforts made in relation with operations that involve human rights and inspect the status of their efforts at the end of the fiscal year. We go through the plan-do-check-act (PDCA) cycle on a constant basis to survey the status, identify issues and take improvement measures.

Principal Initiatives

- Conducting human rights awareness training (to be attended by all employees) and execution of daily business operations with an awareness of human rights
- Achievement of diversity and inclusion (achievement of normalization within the Group and promotion of employment and retention of persons with disabilities)
- Prevention of, education on and appropriate response to various types of harassment and fair hiring selection practices
- Initiatives to raise human rights awareness of agents

Human Rights Awareness Promotion Structure (Tokio Marine & Nichido)



Process to Monitor the Promotion of Human Rights Awareness (Tokio Marine & Nichido)

- 1 Establish and thoroughly implement policies for promoting human rights awareness.
- 2 Develop an organizational structure to promote human rights awareness with the president as the responsible person.
- 3 Implement human rights awareness training for all directors, officers and employees at least once a year.
- 4 Formulate and thoroughly implement policies aimed at implementing fair recruitment selection practices and establish the Human Rights Awareness Committee for Fair Selection and Recruitment.
- 5 Promote normalization (increasing employment of persons with disabilities and improving their workplace environment in terms of both "software" and "hardware").
- 6 Establish rules for the prevention of harassment in the workplace and set up an in-house consultation desk.
- 7 Request and support agents' voluntary efforts to raise human rights awareness.

• Human Rights Awareness Training

Every year, each member company of Tokio Marine Group holds human rights training in the workplace and e-learning training, in which all employees and other co-workers take part to build a vibrant corporate culture without discrimination or harassment. Training is based on themes that reflect social issues and employees learn about a wide range of areas, which include acquiring knowledge concerning a number of human rights issues in Japan of discrimination against people belonging to outcast communities, normalization, LGBTQ+ and harassment issues as well as issues regarding foreign residents and the Sustainable Development Goals (SDGs).

At Tokio Marine & Nichido, we have established a promotion structure mainly comprising the Human Rights Awareness All-Branch Promotion Headquarters and the Human Rights Awareness Promotion Committee members of each branch office. We work to foster a culture of respecting human rights by continuing to achieve 100% participation every year for the human rights awareness training held in the workplace. Other efforts include holding rank-based training, such as executive seminars, publishing the latest information on human rights and related tools on our in-house intranet and making them always available for all employees. In addition to employees, we provide various training tools to agents to support their human rights awareness training.

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

• Fostering a Culture to Respect Human Rights by Soliciting and Awarding Human Rights-Related Slogans

During Human Rights Week that takes place from December 4 to 10 every year, we solicit human rights-related slogans from all employees and their families within Tokio Marine Group. The aim is to facilitate an understanding of the importance of respecting human rights and raise human rights awareness in the workplace, at home and within local communities. We select excellent slogans and disseminate them through our in-house intranet, Group newsletters and posters to be put up in each workplace as an effort to instill and spread the awareness of respecting human rights.

• Keeping the Human Rights Perspective in Daily Business Operations and Thoroughly Ensuring Prevention of Discriminatory Practices

Tokio Marine & Nichido has in place a document inspection system to check for any expression (including illustrations, photos and videos) or wording undesirable from the perspective of human rights in its advertisements and insurance soliciting documents for customers as well as in its daily business operations. The system also performs a check to make sure the company does not obtain unnecessary personal information. Moreover, we have established a system to appropriately report and respond by

prescribing rules for handling cases of discrimination events that are discovered or encountered and making these known internally.

■ Whistle Blower System (Hotline) [See pages 166-172 for customer feedback]

In addition to an internal hotline system, we have set up another whistle blower system through which employees seek the advice of external experts. The consultation service accepts consultations by phone or e-mail, and confirms the content of the consultation, the victim's intention, and the facts, while protecting the privacy of the victim and other concerned parties. We have been disseminating information on how to use these systems and about our initiatives to improve their reliability via various media. Once a year, we conduct a questionnaire survey on Group directors, officers and employees as an effort to capture employees' opinions from the perspectives of awareness and reliability of each company's hotline system, which is aimed at realizing a better workplace environment for employees.

■ 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."

[Sustainability 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.

[Efforts for Sustainable Investments](#) >>

Supporting Initiatives for Reducing Human Rights Risk in Building Supply Chains

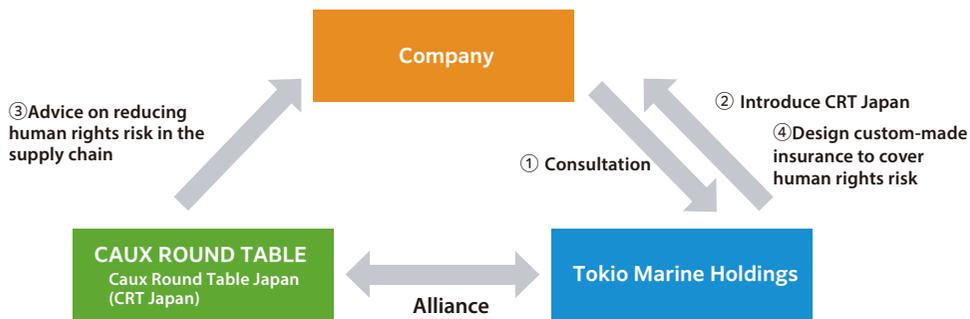
In solving human rights problems such as forced labor and child labor globally, rather than relying solely on initiatives by government institutions, there are increasing demands that global companies take responsibility and respond to these problems throughout their entire supply chains. There are also various instances in which inadequate handling of these issues causes a major decline in the brand value of global companies, sometimes leading to product boycotts.

Accordingly, in fiscal 2017 Tokio Marine & Nichido formed a business alliance with NPO Caux Round Table Japan (CRT Japan), a specified NPO, and has been providing support for initiatives for reducing human rights risk, such as forced labor and child labor, which could occur within global companies' supply chains that span the world.

Tokio Marine & Nichido introduces CRT Japan to companies working to promote "responsible supply chains." These companies receive advice from CRT Japan and establish systems that aim to reduce human rights risk throughout their entire value chain.

Tokio Marine & Nichido then designs and provides custom-made insurance for companies that receive advice from CRT Japan. This insurance covers the additional costs of establishing crisis measures when hidden human rights risks are discovered at second- and third-tier manufacturing subcontractors overseas despite having already taken adequate measures for human rights risk when building supply chains.

Tokio Marine Group will continue to support the building of supply chains of global companies.



Response to the Modern Slavery Act 2015 of the United Kingdom and Modern Slavery Act 2018 of Australia

Modern Slavery Statement

Tokio Marine & Nichido has been publishing its statement every year since 2016 under the Modern Slavery Act 2015 of the United Kingdom. Starting from 2020, the company also annually reports (registers) its modern slavery statement to and with the Australian government under the country's Modern Slavery Act 2018. Tokio Marine & Nichido will continue to report its modern slavery statement without fail, and together with its employees and business partners, will implement initiatives to prevent slave labor and human trafficking.

[Tokio Marine & Nichido's statement under the UK Modern Slavery Act 2015](#)

[Tokio Marine & Nichido's statement under Australia's Modern Slavery Act 2018](#) (Australian government's online register site)

Modern Slavery

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

Modern Slavery Act 2015 of the United Kingdom

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

Modern Slavery Act 2018 of Australia

Following the United Kingdom, the Australian government enforced the Modern Slavery Act 2018 in January 2018. The act requires entities based or operating in Australia, which have an annual consolidated revenue of more than ASD 100 million, to report (register) every fiscal year on how they assess risks of modern slavery in their operations and supply chains as well as actions to address these risks.

2.2.3 Promoting Diversity and Inclusion

Tokio Marine Group believes that for us to further improve the quality of our products and services worldwide, we must develop all of our motivated and talented employees to the maximum of their potential regardless of gender, age, nationality, disability or any other attributes. Specific initiatives pertaining to the group-wide promotion of diversity and inclusion (D&I) include eliminating gender gap, creating a workplace in which older employees and persons with disabilities can take active roles as well as promoting employment regardless of nationality or race and facilitating mid-career recruitment and development of employees with diverse experience.

2.2.3.1 Tokio Marine Group's D&I

Definition of D&I

Tokio Marine Group defines diversity and inclusion (D&I) as below. This definition serves as the basis of various initiatives toward D&I.

What is diversity?	What is inclusion?
<p>Attributes, qualities and experiences that shape the individuality of each employee</p> 	<p>Creation of workplaces where all aspects of diversity are accepted, cultivated and respected so that all employees can maximize contributions to our customers, business partners and society</p> 

D&I Vision

Tokio Marine Group has formulated the D&I Vision based on four important elements consisting of Attract, Empower, Develop/Promote and Retain, which we will strive to realize through our D&I initiatives. In conjunction with "Our People," which expresses Tokio Marine Group's philosophy on human resources, we will make a group-wide commitment to D&I and evolve our initiatives toward the attainment of D&I. Through the realization of Attract, Empower, Develop/Promote and Retain, we aim to become a truly inclusive global insurance group.

A Truly Inclusive Global Insurance Group

Attract

We aim to be a company that everyone can fully demonstrate their inherent capabilities and that is chosen by a diversity of human resources regardless of individual attributes.

Empower

We will create a truly inclusive working environment where all employees can fully thrive, establish an environment necessary for contributing to customers and society and delegate employees an appropriate degree of discretion.

Develop/Promote

We will offer support that enables each and every employee to achieve growth through their work by providing all employees with a variety of experiences and learning opportunities as well as venues to play active roles.

Retain

We will build strong bonds of trust between the company and employees, and employees will be evaluated fairly and compensated appropriately based on their contributions.

"Our People"

- Our people are the most valuable asset of our Group and a key driver of our Good Company vision.
- We aim to attract and retain the best talent in every aspect of our business to ensure we deliver safety and security to our customers and their communities.
- Our people bring passion and a challenging spirit to their endeavors and we provide them opportunities for career development and ongoing personal growth.
- Our people embody diversity and we value inclusion as a truly global company. We work hard to create a business environment where we can achieve our full potential as we continue our endless journey to be a Good Company.

2.2.3.2 D&I Promotion Structure

■ D&I Promotion Structure

Tokio Marine Group established the position of Group Chief Diversity and Inclusion Officer (CDIO) and Diversity Council in April 2021 to accelerate D&I-related initiatives and create an environment that enables all Group employees to leverage their diverse backgrounds and fully exercise their capabilities. The Diversity Council is an advisory body chaired by the Group CEO and placed under his direct control. Under the leadership of the CDIO, the council discusses important D&I themes with members representing Group companies in and outside Japan and promoting D&I while forming a consensus across the Group.

At the first session convened in August 2021, we confirmed the role of the Diversity Council and discussed the formulation of the D&I Vision and future action plans. The D&I Vision was devised based on these discussions.

Furthermore, we distributed the D&I Booklet to all Group employees in Japan and overseas to promote a deeper understanding of the significance and purpose of D&I and to encourage changes in the awareness and behavior of each employee. Tokio Marine Group aims to achieve sustainable growth by promoting D&I across the entire Group. Additionally, we held D&I sessions for management members from across Japan, Asia, Europe and the United States. The goal is to vigorously promote



First session of Diversity Council convened in August 2021

D&I; facilitate a deeper understanding of the role of Group management members, who are expected to lead our transformation; and connect such understanding to specific initiatives at each Group company.

Tokio Marine Group aims to achieve sustainable growth by promoting D&I across the entire Group.

2.2.3.3 D&I Initiatives

■ Fostering a D&I Culture

Changing the awareness and behavior of each employee is essential in fostering a culture of D&I, and the entire Group has been undertaking various initiatives in this regard. As part of these initiatives, we have introduced a group-wide initiative to understand, recognize and change the unconscious biases that would impede the spread of D&I. Commenced in fiscal 2017, the initiatives originally targeted management members and have subsequently been expanded to include all employees in fiscal 2021.

Since fiscal 2020, Tokio Marine & Nichido has been implementing a series of measures called "Boost Diversity" under the slogan "Let's change ourselves and let's create change." As a part of such efforts, the company has been holding not only lectures on the theme of working together with diverse people to learn about the promotion of the employment of persons with disabilities and LGBTQ+ issues but also seminars for male employees to encourage their participation in domestic and child-rearing duties. These measures have become an opportunity for individual employees to think about their own awareness and behavior.

Tokio Marine Group will continue to promote group-wide initiatives for fostering an inclusive environment.

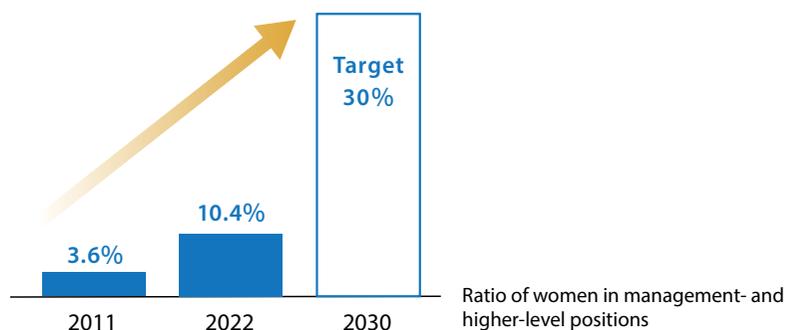
■ Eliminating Gender Gap

Tokio Marine Group regards the promotion of D&I as synonymous with its growth strategy. As such, the Group CEO has been stressing the importance of such efforts at various meetings and seminars in the form of a top management message. Among matters related to D&I, we place particular emphasis on elimination of gender gap and have been tackling this as a universal issue for the entire Group. We have been making proactive efforts over time to create an appropriate environment and promote human resources development so that every female employee at each Group company can autonomously build their careers and thrive in an even wider range of fields.

① Tokio Marine & Nichido's Initiatives

Rooted in its belief that employees with diverse value sets participating in the decision-making process increases the quality of its decisions, Tokio Marine & Nichido continues its work toward eliminating gender gap to achieve a state in which women commonly participate in every decision-making process. Based on a policy for initiatives toward eliminating the gender gap via a dual approach of having women participate in every decision-making process and increasing the engagement of each and every female employee, the company aims to realize this state by introducing initiatives that create an environment where each female employee can continue to grow while feeling motivated to work.

Tokio Marine & Nichido has set a quantitative target of increasing the ratio of women in management- and higher-level positions to 30% by fiscal 2030. Accordingly, the company has been stepping up its efforts to create an environment where they can take up a new challenge based on their willingness and capabilities. These include role assignment and year-long on-the-job training (OJT) based on individual career visions, job transfers across departments and various training.



② Group Initiatives and Results

Aside from initiatives undertaken individually by Group companies, Tokio Marine Group as a whole is providing a variety of opportunities for female employees. In fiscal 2019, we launched Tokio Marine Group Women's Career College (TWCC), an internal program for female employees of Tokio Marine Group companies in Japan. It provides the opportunity for willing participants to think about and increase awareness of their own careers as they motivate each other and gain an insight into diverse values and philosophies.

As a result of these initiatives, more than 500 women are currently holding management-level positions and playing active roles at Group companies in Japan. Tokio Marine Holdings has two female directors, one Audit & Supervisory Board Member and two executive officers, while Tokio Marine & Nichido has one female director, two Audit & Supervisory Board Members and five executive officers. Both companies are integrating diverse views into their corporate management.

In recognition of such group-wide efforts and performance in terms of results, Tokio Marine Holdings was selected four times as a "Nadeshiko Brand" in fiscal 2013, fiscal 2015, fiscal 2017 and fiscal 2018. Further, the Group CEO 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 as well as the vision of the 30% Club Japan established in May 2019.

Tokio Marine & Nichido has 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 was recognized 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, six other Group companies, including Tokio Marine & Nichido Career Service and Tokio Marine dR, were granted "Eruboshi" certification by the Minister of Health, Labour and Welfare as outstanding companies 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 five companies received the top certification.

[Sustainability Performance Data \(Number of directors and managers\)](#) >>



Overseas Initiatives

U.S.-based PURE wants their employees to be passionate about their jobs, devoted to the company and proactively committed to their work, and it believes that employees perform best in an environment where they are respected and treated fairly and equally.

Employee Resource Groups (ERG) are independent, employee-operated entities founded in each region since 2021. They operate as resources for the company to make decisions on policy and community issues while simultaneously advancing the following initiatives to build a diverse and inclusive organization.

PURE United (Ally)	Raises employee awareness and fosters a sense of unity by listening to feedback from the local community on company activities and promoting solidarity with marginalized groups.
Asian & Pacific Islander ERG	Creates a community for employees of Asian and Pacific Islander descent and provides a venue where members can mutually recognize common traits and different viewpoints in a psychologically safe environment and grow together.
PURE + (LGBTQIA +)	Raises awareness for the respect of LGBTQIA+ people, promotes growth and ensures equality.
PURO Orgullo (Hispanic & Latinx)	Promotes individual and professional growth for members by creating an environment that supports PURE's Hispanic and Latinx community.
The BERG (Black ERG)	Provides a venue for members who share a common purpose to achieve their ideas and foster individuality through communal participation, cultural literacy and skill development.
Women's Leadership Council	Creates a network and support system where competent female members collectively enhance their skills while strengthening collaboration and multiculturalism and the community.

2.2.3.4 Utilizing Diverse Human Resources

■ Empowering an Age-Inclusive Workforce

Tokio Marine Group considers actively promoting continued employment of elder members to be an important management issue in maintaining sustainable growth of the Group as a whole. In addition to encouraging continuous self-advancement, awareness and behavioral change 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.

■ Promoting Employment of Persons with Disabilities

Aiming to “resolve social issues by promoting employment of persons with disabilities and creating supportive working environments to contribute to the realization of an inclusive society where everyone can live with a sense of security,” Tokio Marine Group is promoting the employment of persons with disabilities at Group companies and working to raise consciousness of normalization. Of particular note, Tokio Marine Business Support Co., Ltd., a special subsidiary based on the Disabled Persons Employment Promotion Law, is contributing to the Group by providing services that include administrative support, printing, logistics and commodity sales.

• Promoting Employment of Persons with Disabilities through a Special Subsidiary

In January 2010, we established Tokio Marine Business Support with the aim of promoting 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 under the Disabled Persons Employment Promotion Law (employs 357 people as of June 1, 2022).

A total of 216 employees with disabilities (as of June 1, 2022), 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 operations such as data input and processing, document enclosure and shipping and printing. Further, employees with disabilities started selling coffee as part of a welfare program to Tokio Marine & Nichido employees in 2017. In this way, the company has broadened the field of activities for persons with intellectual and developmental disabilities. 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. It also intends to become a company in which everyone can grow through work while keeping a sense of gratitude and remaining considerate to others.

[Sustainability Performance Data \(Rate of employment of persons with disabilities\) >>](#)

[Tokio Marine Business Support](#) (in Japanese)

• Promoting Normalization

Tokio Marine & Nichido Systems has actively been seeking to promote normalization for persons with disabilities by making offices barrier free, hiring physically challenged persons as IT engineers and having visually impaired persons provide in-house massage services.

From September 2009, the company has been running an internal café, Smile Café, and Smile Office Service, which provides general administrative services such as producing name cards, making printouts and digitalizing paper documents by members with disabilities. Smile Café is a food store and providing a place where employees can relax. It also sells bread and sweets made at a nearby welfare facility. Smile Office Service is expanding the types of work it handles every year and has gained the trust of employees.

By having general employees and members with disabilities work together, synergetic effects are being created in terms of cheering up each other and enhancing work satisfaction.

[Tokio Marine & Nichido Systems](#) (in Japanese)



2.2.4 Promoting Development and Empowerment of Human Resources

2.2.4.1 Our Stance on Human Resources

Tokio Marine Group's philosophy on human resources has been positioned as "Tokio Marine Group – Our People." Based on this philosophy, we are working on the strategic development of diverse human resources, both in Japan and overseas, toward the realization of a global insurance group. The Group's overall human resources development and utilization are managed by the Group Chief Human Resources Officer (CHRO), while the Board of Directors and Management Meeting of each Group company monitor the individual implementation status.

[Our People](#) >>

Proactively Accelerating Investment in People

The power of our people is the driving force for protecting customers and local communities in times of need as a "Good Company." The Tokio Marine Group Spirit has been built up by overcoming numerous adversities and constantly taking on challenges since our earliest days that focus on the five areas of taking on challenges, openness and dynamism, customer orientation, social contribution (contribute to society and people) and a global perspective. This spirit has been passed down over the generations and even now is the starting point for individual ideas and the source of human resources with a high sense of purpose who boldly take on challenges.

In addition, based on the Tokio Marine Group Spirit, we have fostered over many years a nurturing culture in which both "individual employees" and "companies and organizations" grow and develop. We are working to spread and pass down this nurturing culture to the entire Group with the aim of having our Group companies around the world work together on the development of human resources. At the same time, to enable more than 40,000 Group employees worldwide to constantly hone and fully demonstrate their individual capabilities, we are making efforts to recruit and systematically develop diverse human resources both in and outside Japan and create systems to support these efforts. With the business environment undergoing drastic changes, we are taking a more proactive approach in accelerating our investment in people.

2.2.4.2 Various Initiatives to Promote Human Resources Development

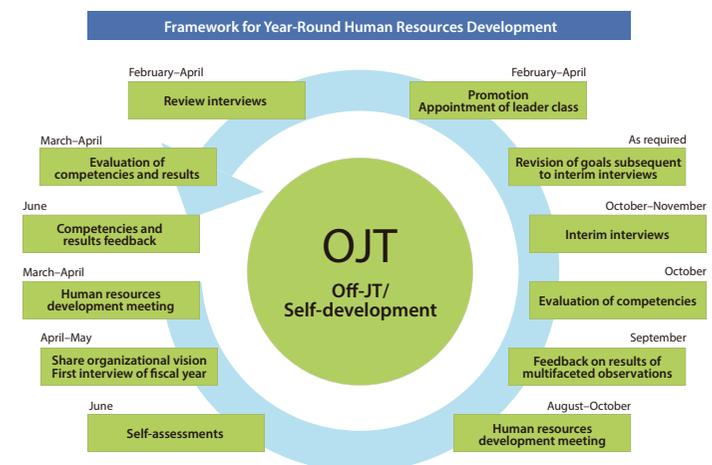
Efforts toward Human Resources Development with a Focus on Dialogue

For Tokio Marine Group, our people and the trust built up by our people are the source of our competitiveness, and thus human resources development is an extremely important theme. Each Group company is building skill development programs and personnel systems appropriate for the characteristics of their respective businesses based on the Tokio Marine Group Spirit.

As an example, Tokio Marine & Nichido aims to be a company where all employees continue to grow and has accordingly been making efforts to develop human resources. The goal is to become a company which provides customers with a sense of security, is selected by customers and constantly grows, as stated in its mid-term business plan.

Specifically, Tokio Marine & Nichido thoroughly aligns the career visions of individual employees, what they want to become and their strengths and weaknesses. This is done based on the human resources development cycle that uses regular interviews throughout the year between supervisors and their subordinates as milestones. While assigning challenging roles that lead to the growth of

Human Resources Development Cycle (Tokio Marine & Nichido): Aiming for a Positive Cycle of Human Resources Development



respective subordinates, the company provides continuous support for their growth and follows up on their progress.

When assigning roles, we indicate the importance of solving social issues through our business, and when setting goals, we set goals based on the role and conviction of each employee after considering specific actions to provide value that will help solve issues faced by our customers and local communities, while returning to the Group's purpose. As a result, performance bonuses are determined by employees' performance, including the resolution of social issues.

Tokio Marine & Nichido also creates and provides an extensive range of programs related to human resources development, including broad training opportunities and e-learning and other learning tools, both of which respond to employees' diverse needs and career visions. The company has also established a variety of systems, such as the Project Request System and Job Request System, to support employees' aspirations. From the viewpoint of offering diverse growth opportunities, the company mainly sends young employees to short-term overseas training programs and to business schools in Japan and abroad, universities in non-English-speaking countries and other institutions on an ongoing basis.

In addition, Tokio Marine & Nichido operates a multifaceted observation system as a 360-degree evaluation tool for Directors, Audit & Supervisory Board Members and Executive Officers as well as leader class and semi-leader class employees. The system lets them reflect back on their actions by understanding how they are evaluated by others and provides an opportunity to raise awareness and transform themselves.

[Sustainability Performance Data \(Employee training\)](#) >>

Example Case of Human Resources Development Program: "Cafeteria for Learning"

Tokio Marine & Nichido provides various rank-based training programs, including introductory training for new employees, introductory training for mid-career employees, global training and management-level training. Additionally, given changes in the working environment and working styles and the diversification of knowledge and skills that employees should attain, the company has adjusted its approach toward human resources development. With the aim of realizing further personal growth of employees under their individual initiative, the company revamped its human resources development system to allow employees themselves to choose what they need to learn from among various themes.

More specifically, since April 2021 Tokio Marine & Nichido operates "Cafeteria for Learning," a new training system for all its employees, comprising of about 50 programs. Through the system, the company has enhanced a lineup of voluntary participation training programs for employees to choose from based on their career visions and strengths. In this way, the system is designed as a scheme to encourage autonomous career development and self-motivated growth.

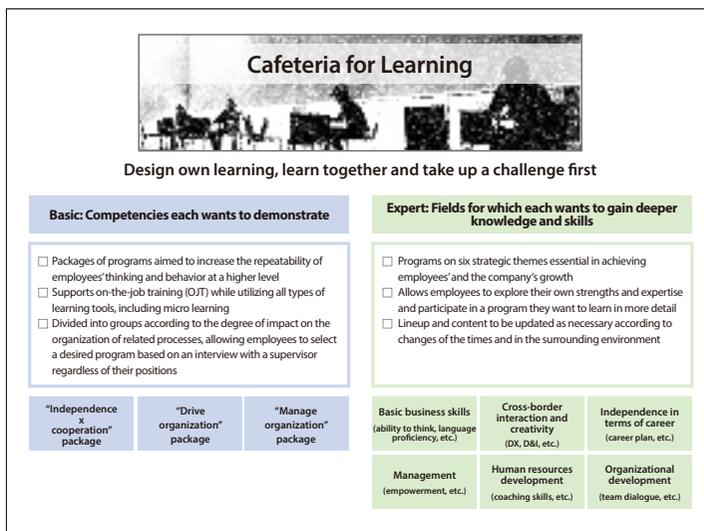
In response to the promotion of working from home and telecommuting practices, the system offers more online programs to eliminate location and time constraints and ensure greater ease of learning for employees. Based on changes in the business environment, the company has also planned and organized the system mainly with training programs on digital transformation (DX), diversity & inclusion (D&I), management and other themes that will be of particular importance in coming years, and seeks the growth of employees together with the company. With the system serving as a venue for diverse employees across Japan to connect to and learn from each other, Tokio Marine & Nichido also intends to further foster an open and free-spirited culture where they mutually support the pursuit of a challenge and growth.

Specific Examples of the "Cafeteria for Learning" Programs

Name	Target	Overview
The New Ship	All employees	A seminar-style program by an external expert serving as a lecturer for the development of DX personnel. Designed to operate in conjunction with a separate platform (economic news app) implemented internally to promote learning and communication, it nurtures human resources who can drive DX within Tokio Marine & Nichido.
Co-Creation Program	All employees	A program to work jointly with external members to solve issues facing NPOs. It cultivates employees' leadership through contribution to local communities and society while also encouraging them to practice our Corporate Philosophy in an environment that differs from their day-to-day operations.
Tokio Marine 2100	Young employees of overseas Group companies across the world	A program in which young employees working for Group companies across the world get connected online, beyond national borders, to talk about the Group's vision and other topics. It aims to further advance D&I throughout the Group on a global scale.
Leader-Style Management Training Session	Leader class and semi-leader class	A program for supervisors to reflect on their own management and improve their leader-style management capability that inspires subordinates. It aims to enable supervisors to guide subordinates to think, express opinions and act on their own for maximizing organizational strengths and seeks to strengthen management and leadership.
dX CAMP for Leaders	Leader class	A seminar-style DX learning program for leader-class employees, operated in collaboration with GLOBIS Corporation. The aim is to develop leaders who guide an organization, which needs to be changed, with a sense of ownership by cultivating knowledge on corporate strategies and business models matched to the era of digitalization.

In developing the program, we collaborate with external organizations, such as NewsPicks, which provides a place for communication based on the latest news content, and the Data Science Hill Climb in collaboration with Professor Matsuo of the University of Tokyo, and the partnership with Life Shift University.

Tokio Marine & Nichido HRA, the Group's human resources development company, has developed programs in 12 categories and 40 different themes and objectives, as well as by rank and industry, to provide highly convenient training tools and training programs for the Tokio Marine Group.



Overall Picture of "Cafeteria for Learning"

Project Request System

Tokio Marine & Nichido has introduced Project Request System, which provides motivated employees across Japan opportunities to take part in various projects of corporate departments at the head office and other departments, while maintaining their original jobs. There are 78 such projects in the first half of fiscal 2022, in which about 500 employees are participating. By introducing and expanding the use of this system, the company aims to achieve human resources development and other objectives shown below.

- Realize the challenging aspirations of employees on their own initiatives
- Accelerate the speed of growth of employees and provide broader options for their future career visions
- Help employees expand their network of people and improve their expertise and skills through the promotion of projects
- Spur innovation and improve the quality of output by encouraging employees with diverse capabilities to take part in projects

External Side Jobs

External side jobs have certain benefits, such as allowing employees to engage in different work, build new personal connections and gain diverse experiences, which may drive their individual growth. As such, Tokio Marine & Nichido has created an environment that enables employees to take up a side job more easily by revising its operational rules and simplifying the approval process in January 2021.

As a general rule, the company places a limit on the total number of hours allowed for side jobs to 30 hours or less per month from the viewpoint of ensuring the health of employees and only approves a side job if: 1) it does not interfere with employees' work at Tokio Marine & Nichido; and 2) it is not discreditable to the company.

Tokio Marine & Nichido will support employees who aspire to take up a side job outside the company so that they can utilize such side jobs as an option to achieve their own personal growth.

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 forming and building their careers and to help strengthen the independence of employees based on choice and self-responsibility. It is a key HR development program 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*).

***U-turn and I-turn**

U-turn transfers	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
I-turn transfers	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.

*Not all employee relocation requests are approved.

Additionally, when soliciting applicants for fiscal 2021 (for a transfer in April 2022) under the system, the company added the Remote Job Request option for employees who had not been able to apply to the Job Request System because relocation was not possible for family reasons. The option provides those employees an opportunity to take on the challenge of a new job by fully utilizing the system of remote working without relocation.

In addition to the Job Request System, the company offers employees the opportunity to declare their wishes regarding job transfers and future career visions from the perspective of putting the right people in the right jobs based on their career visions and transfer wishes.

[Sustainability Performance Data \(Job Request System\)](#) >>

2.2.4.3 Dialogue with Employees

Tokio Marine Group values dialogue with employees about overall management, personnel measures and workplace environments and leverages the feedback to improve its management.

■ Raising Employee Satisfaction Levels

Tokio Marine Group conducts a culture and value survey of employees around the world every year. In fiscal 2021, approximately 34,000 employees from 42 Group companies participated in the survey. Conducting an across-the-board survey makes it possible to understand the entire Group's inclination toward Group culture as well as each Group company's culture and values and enables us to promote various initiatives to realize the "Good Company" vision.

Group companies in Japan have created a group-wide platform for the implementation of a Group employee awareness survey once each year. In fiscal 2021, the survey was given to 6,610 employees in 16 individual companies such as Tokio Marine & Nichido and Tokio Marine & Nichido Life conducting a similar initiative independently.

In place of its previous employee awareness survey, in fiscal 2020 Tokio Marine & Nichido started using the Motivation Cloud service provided by Link and Motivation Inc. The service is designed to accurately capture employees' job satisfaction and motivation, in other words the status of employee engagement, and support timely implementation of effective measures. It also has a feature to identify the status through a comparison with other companies. In the Best Motivation Company

Award 2022 hosted by Link and Motivation, in consecutive years Tokio Marine & Nichido was ranked second in the Large Companies category.

Although employee satisfaction levels are high on the whole throughout the Group, we are aiming to further boost employee satisfaction by reflecting opinions of employees regularly gathered by each company in overall management and personnel measures and by providing feedback related to organizational management.

[Sustainability Performance Data \(Employee attitude survey results\)](#) >>

■ Sound Labor-Management Relations

In Tokio Marine Group, Tokio Marine & Nichido and other Group companies conduct good-faith negotiations and discussions with labor unions on a wide range of topics, from payroll, personnel systems and occupational health and safety to management policies, to achieve sound corporate growth and maintain and improve various working conditions of union members.

[Sustainability Performance Data \(Labor union participation rate\)](#) >>

2.2.4.4 Developing and Securing Human Resources Capable of Engaging in Global Business

■ 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.

Pillars of Tokio Marine Group Global Human Resources Strategy

- ① Develop Global Leaders
- ② Develop highly professional human resources for each 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

To develop global leaders, we are implementing a number of measures that include training for Global Leader candidates selected from Group companies worldwide (Global Executive Program, Middle Global Leadership Development Program (MGL) and others). 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 highly professional human resources for each function in line with expertise.

The Management School is a program for mid- to young-level leaders in Japan to experience the process of considering new businesses and to foster the innovation mindset skills required of management personnel, and for young leaders in Japan to foster the broad perspective and ability to change required of management personnel through a number of hands-on programs. For young leaders in Japan, we offer the Management School, which fosters the broad perspective and ability to change required of management personnel through a number of hands-on programs.

In addition, we are building a talent pipeline at the management level by developing future management personnel at different levels, such as by establishing the Tokio Marine Group Leadership Institute in FY2023 to permanently develop and produce future management leaders who will be responsible for group management.

Furthermore, we provide various training opportunities such as global training (short-term overseas dispatch) for Tokio Marine & Nichido Global Course employees (third-year employees), which started in fiscal 2012, and overseas trainee dispatches.

A specialized department in charge of global human resources was established at Tokio Marine Holdings to steadily promote these measures. At the same time, the company regularly holds the Global Human Resources Conference by gathering 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. Going forward, the company will continue to promote the global human resources strategy while actively incorporating the opinions and requests of Group companies around the world.

■ Stably Securing Global Management Personnel and Personnel with Specialized Knowledge

The environment surrounding Tokio Marine Group has been undergoing rapid changes, including technological advancements, globalization and demographic shifts. Consequently, it has become increasingly important to accurately capture these highly uncertain changes in the external

environment and reflect them in corporate management. As a system to stably develop management personnel with high levels of expertise and management capability to respond to such significant changes on a global scale and drive the Group's management, Tokio Marine Holdings introduced a new personnel system in April 2019. Under the system, we have been promoting group-wide talent management of such personnel and continually providing a variety of transnational training programs.

[Sustainability Performance Data \(Number of employees, basic employee data\)](#) >>

• Data Science Hill Climb

This is Tokio Marine Holdings's original program for developing data scientists truly talented to lead the digital transformation of Tokio Marine Group. Under the supervision of Professor Yutaka Matsuo at the graduate school of The University of Tokyo, this long-term development curriculum of more than 200 hours is designed to cultivate skills to utilize data in business in a systematic manner.

• Domestic and Overseas Trainee System (MBA/LLM Course)

Tokio Marine & Nichido operates a trainee system that solicits participants from employees and provides them opportunities to apply for Master of Business (MBA) or Master of Laws (LLM) program offered by Japanese and overseas graduate schools on corporate sponsorship, with an aim to gain specialized knowledge in management, financial affairs and legal fields and form a network with people outside the company.

• Support for Acquisition of Actuary Qualification

Tokio Marine & Nichido encourages its employees to acquire actuary qualification of The Institute of Actuaries of Japan and provides relevant support in order to develop mathematical professionals, who engage in product development and risk assessment (calculation of insurance premium rate, policy reserve, etc.) necessary for operating insurance business.

■ Securing Human Resources Who Will Lead the Future

Tokio Marine & Nichido endeavors to secure diverse and capable human resources that can play active roles globally regardless of gender, nationality or whether being new graduates or mid-career employees.

As a new initiative in fiscal 2021, the company conducted fall recruitment of new graduates for the first time in almost 10 years and successfully recruited students who were not accessible in spring recruitment as well as young persons with a few years of business experience. In addition, the

company has further strengthened the hiring of human resources who can plan new services and spur innovation from the customer's perspective through its SPEC Innovation Course and the hiring of those who are potential candidates for global management personnel through its SPEC Global Business Course. This has helped the company to secure diverse human resources.

Tokio Marine & Nichido also provides internships for participants to experience its various businesses in the actual workplace. The company creates an internship program for each workplace accepting students. Each program offers a menu of activities, such as participating in a meeting with outside parties, an office tour, roundtable discussions with diverse employees of different backgrounds, web conferences with employees working overseas and case studies through group work. In fiscal 2021, the company offered, mainly online, a three-day premium internship in seven cities across Japan and a two-day internship at branch offices nationwide, and accepted a total of more than 1,000 students. Tokio Marine & Nichido's internship programs are highly appraised by students, job placement media and other parties as an "internship that encourages the growth of participants," as it requires high levels of input and output.

Moreover, as part of its career education, Tokio Marine & Nichido has launched "Tokio Marine Career Academy," an online seminar in which any employee can participate easily at any time, to provide programs that facilitate a deeper understanding of non-life insurance industry and support for career paths. Covering a wide range of topics, including tips for job-seeking activities and lectures by former employees of Tokio Marine & Nichido, the seminar was held 12 times during fiscal 2021.

In addition, we have established a system to recruit a wide range of personnel by holding the "Tokio Marine Job Seminar" for women, "Career Seminars" by male area career-track employees, and the "Tokio Marine U-turn Local Employment Forum" for job seekers who wish to make a U-turn.

Tokio Marine & Nichido will continue to engage in a broad range of recruitment activities as an effort to secure excellent and competent human resources, and at the same time provide opportunities for participants to explore social issues and new solutions through workplace experiences and exchange with employees, and contribute to the development of future generations.

■ Utilizing People Analytics for Strategic Work Force Planning

Tokio Marine Group needs to implement its strategic workforce planning more effectively and efficiently, and accordingly, the opportunities of utilizing People Analytics are expanding. Tokio Marine Group utilizes People Analytics for evaluating organizational business and analyzing

appropriate workforce allocations best suited for organizational sizes. It is difficult to fully rely on People Analytics to implement strategic workforce planning at Tokio Marine Group. However, the effectiveness and efficiency of its strategic workforce planning are improved by utilizing People Analytics.

■ Utilizing AI Technology for Recruiting and Hiring

Tokio Marine Group utilizes artificial intelligence technology for selecting interview candidates from new graduate applicants.

■ Utilizing People Analytics for Identifying Current Workforce Skills Gaps

Tokio Marine has been conventionally and closely exchanging information with each department/branch and/or regional headquarters, and filling vacant positions by transferring employees from other departments and/or replenishing by hiring after identifying shortage of human resources including skills and analyzing from multiple viewpoints including comparative analysis among organizations and markets analysis, etc.

■ Utilizing People Analytics for Competitive Intelligence

Tokio Marine has formed the HR Intelligence Team within its Human Resources Department to collect information on human resources inside and outside of the company, share such information with general managers and Group Chief Human Resources Officer as needed, and develop, analyze and implement HR-related policy/strategy if necessary.

2.2.4.5 Transforming Working Styles

Tokio Marine Group has been striving to transform working styles with the aim of driving sustainable growth of the Group and employees by having diverse human resources work with high productivity.

■ Initiatives in Pursuit of Highly Productive Working Styles

Tokio Marine Group 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, Tokio Marine & Nichido initiated Go Go Challenge Day (employees finish work at 5:30 p.m. or within seven and a half hours of actual working 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 to achieve 100% execution of these working practices.

In addition, we allow the use of a dedicated app that enables the confirmation, sending and receiving of company email from the individual's mobile device when on the move or with a client. From an infrastructure perspective, we provide company mobile devices, and from a system perspective, home and mobile working are given as options to all employees without imposing a limit on the allowed number of times. We aim to ensure that diverse personnel can work at high productivity levels by establishing an environment in which people are free to choose work location and work times.

By encouraging each employee to effectively utilize the extra time created through these initiatives for personal growth (higher motivation to work, better health and enriched life) and linking their personal growth to higher added value we provide to customers, we aim to achieve sustainable growth of both the Group and employees.

[Sustainability Performance Data \(Annual average actual working hours\)](#) >>

■ Personnel Systems Enabling Diverse Employees to Work with Independence

To support the realization of diverse working styles for each employee, Tokio Marine Group companies have established a range of systems including the introduction of a system enabling employees to flexibly change daily working hours (working hours free choice system) as well as childcare and nursing care leave, volunteer work leave and special consecutive paid holidays. In particular, Tokio Marine & Nichido has expanded the special paid leave system, which allows employees to take five consecutive days off for any reason, to all employees, including those with fixed-term contracts.

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 childcare and nursing care, can continue to make a meaningful contribution. I-turn transfers* of Tokio Marine & Nichido's Job Request System are also available to realize flexible working styles.

[Sustainability Performance Data \(Nursing care leave system\)](#) >>

* I-turn transfers: 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.

■ Support for Balancing Work and Childcare

Tokio Marine Group supports the balance between work and childcare at each Group company. In recognition of proactive initiatives for employees' childcare support, Tokio Marine & Nichido, Tokio Marine & Nichido Life, Tokio Marine Millea SAST, Tokio Marine dR, Tokio Marine & Nichido Systems, Tokio Marine & Nichido Medical Service, Tokio Marine & Nichido ANSHIN 110 and Tokio Marine Asset Management were granted the Next Generation Certification (Kurumin) subsequent to accomplishing the General Business Owner Action Plan based on the Next Generation Nurturing Support Measures Promotion Law by the Minister of Health, Labour and Welfare. Of these companies, Tokio Marine & Nichido, Tokio Marine & Nichido Life, Tokio Marine & Nichido Systems and Tokio Marine & Nichido Medical Service have been accredited with the Platinum Kurumin for introducing and utilizing systems that support both work and childcare and maintaining these efforts at a high standard.



Tokio Marine & Nichido has established the "mama & papa career advancement support system" as a system supporting the growth of employees wanting to work and advance their careers while raising children. Specifically, the company has set up systems that go above and beyond what is mandated by law and support measures realizing a smooth return to work as well as a good balance between work and childcare. The number of people using these systems is increasing every year.

- A special paid leave system up to 2 weeks before maternity leave in excess of legally required minimum
- A childcare leave system up until the child turns one year and two months, as a general rule, that may be extended up to two years depending on circumstances
- A shortened work hours system that can be used from pregnancy to the end of the fiscal year when the child is in the third year of elementary school
- A paid parental leave 5 days from the start of paternal leave in excess of legally required minimum
- A paid parental leave up to 7 days before the spouse gives birth in excess of legally required minimum
- Introducing a system allowing the viewing of company information from home during childcare leave
- Implementing a telecommuting system for all employees
- Holding seminars and opinion exchange meetings for system users and their superiors and partners

[Sustainability Performance Data \(Retiree rehiring system, maternity leave system, etc.\)](#) >>

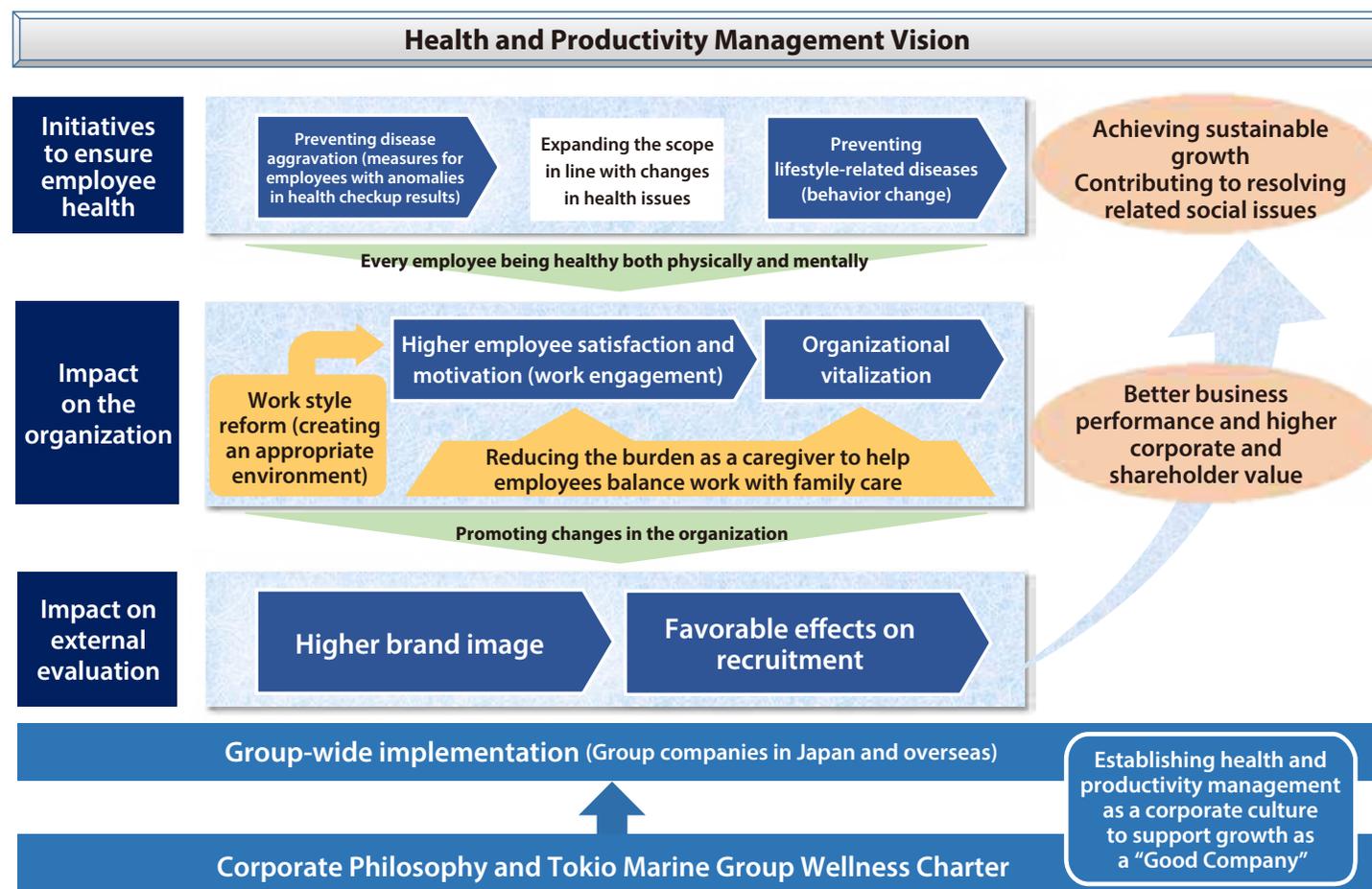
2.2.5 Promoting Health and Productivity Management

2.2.5.1 Our Approach to Promote Health and Productivity Management

Maintaining and enhancing the physical and mental health of our employees, the driving force enabling us to continue as a company that provides safety and security to customers and is trusted and chosen by customers, is a critical theme of utmost priority. Each Tokio Marine Group company has been making efforts to create an environment in which employees can work with enthusiasm by establishing the management system of enhancing occupational safety and health standards, striving to continuously improve the performance of the management system, and promoting the maintenance and enhancement of both physical and mental healthcare for its employees.

Health and Productivity Management Vision

For the entire business activities, Tokio Marine Group regards employees who are responsible for such activities as one of our most valuable assets and their health as a critical management issue. We seek to ensure the physical and mental health of employees so that they can work enthusiastically with higher levels of satisfaction and motivation, support health promotion efforts of customers, local communities and society as a whole and help to resolve related social issues. By doing so, we ultimately aim to achieve the Group's sustainable growth. In addition, Tokio Marine Group ensures compliance with occupational health and safety(OHS)-related laws and regulations and respects for OHS-related international standards and norms as a signatory to the United Nations Global Compact.



◎ Tokio Marine Group Wellness Charter

In order to instill Tokio Marine Group's vision of and thinking behind health and productivity management throughout Group companies in and outside Japan, we have formulated the Tokio Marine Group Wellness Charter as health-related guidelines for employees. To disseminate the charter to Group companies overseas, we created both Japanese and English versions.

Tokio Marine Group regularly holds training sessions for employees responsible for health and productivity management at each Group company in Japan. In addition to applying health and productivity management measures throughout the Group and improving content, we have distributed a video message from the Group Chief Wellness Officer (CWO) in English for employees at overseas Group companies and put together a feature story on health and productivity management in the Group newsletter, among various efforts, to help employees internalize the philosophy behind the Tokio Marine Group Wellness Charter throughout Group companies in and outside Japan.

In addition, the Group established "Responsible Procurement Guidelines" and is striving to care for safety, health and living conditions of employees and others of business partners, and ensure the environment in which employees and others can work with enthusiasm and enhance the health and productivity of employees and others.



[Tokio Marine Group Wellness Charter](#)

Declaration of Health and Productivity Management

Tokio Marine & Nichido, a major Tokio Marine Group company, is promoting an array of initiatives under its Declaration of Health and Productivity Management, which states that employees represent the most important driving force in becoming and continuing to grow as a "Good Company" chosen by customers, and that Tokio Marine & Nichido proactively seeks to maintain and promote the physical and mental health of employees and their families. In addition, we promote health and productivity management initiatives on a societal level by providing know-how accumulated through these initiatives with customers which promote health and productivity management, and so on.

◎ Relationship between Tokio Marine Group's Health and Productivity Management Vision and Health-Related Measures

Tokio Marine & Nichido considers there are two types of health it pursues through its health and productivity management efforts, namely the health of individual employees and the health of the organization. Accordingly, the company has established the following four items as its ultimate health-related target indexes and defined numerical targets for three of them, and rotated the PDCA cycle, aiming to continuously enhance the level of industrial safety and health. It is necessary to implement measures to reduce absenteeism related to non-occupational illness or injury. Equally important is creating systems and a corporate environment that enables employees to take time off when necessary. These elements are vital in developing workplaces that enable employees to thrive and have long careers. For this reason, Tokio Marine & Nichido will focus on the analysis of factors without setting specific targets for the time being.

Ultimate health-related target indexes		Targets for 2023
Health of individual employees	Improvement in presenteeism*1	63.0
	Improvement in absenteeism	—
	Enhancement of work engagement*2	2.75
Health of the organization	Enhancement of the organization's vibrancy level*3	3.00

*1 Absolute presenteeism identified by the WHO Health and Work Performance Questionnaire (WHO-HPQ) (maximum: 100)

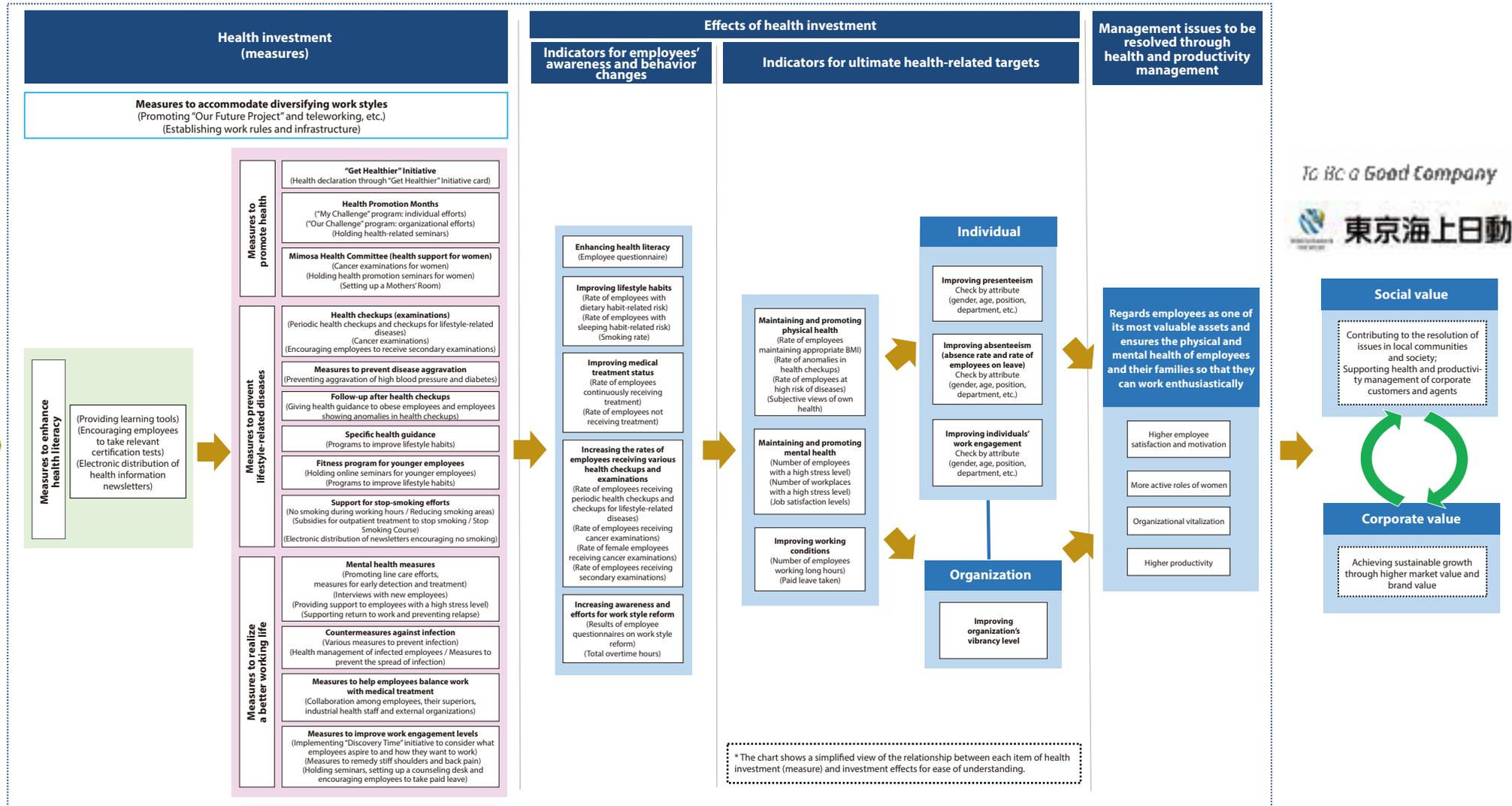
*2 Measured by work engagement indicators in a simple survey of new work stress (maximum: 4.0)

*3 Measured by organization unity indicators in a simple survey of new work stress (maximum: 4.0)

For the four indexes, Tokio Marine & Nichido collaborated with the Health Insurance Association and analyzed health-related data, including the results of health checkups. It has been shown that presenteeism, absenteeism, work engagement and the organization's vibrancy level are all statistically related to lifestyle-related disease risk, mental health risks and the work environment.

Tokio Marine & Nichido has always worked to promote health through four priority measures. They are "measures to promote health" based on a population approach to improving lifestyle habits; "measures to prevent lifestyle-related diseases" that prevent the aggravation of lifestyle-related diseases and encourage various types of health checkups; "measures to realize a better working life," which include mental health measures; and "measures to enhance health literacy" that constitute the basis for all health-related behavior. As the analysis of data has confirmed that these efforts contribute to the enhancement of individual and organizational performance, we will continuously focus on promoting these health-related measures.

Relationship between Tokio Marine Group's Health and Productivity Management Vision and Health-Related Measures



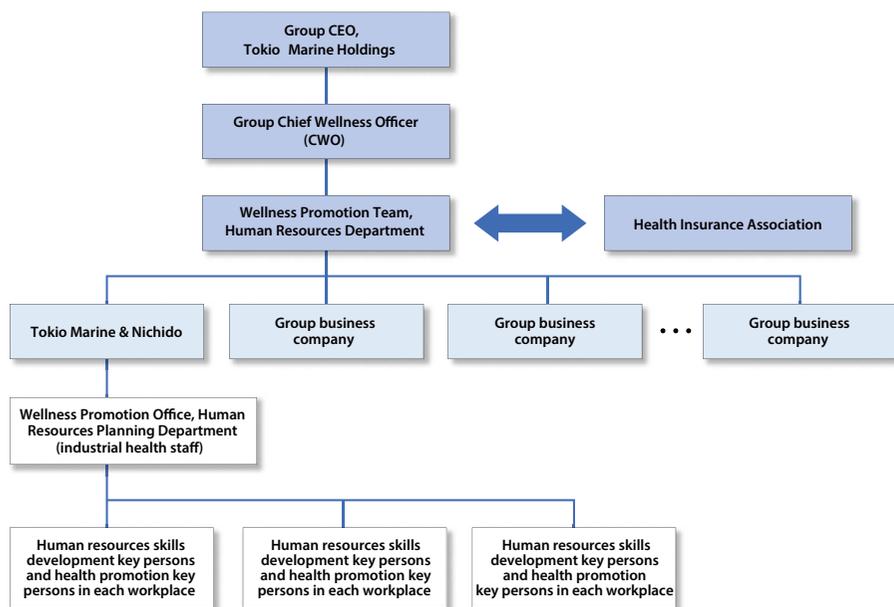
Tokio Marine Group Wellness Charter and Declaration of Health and Productivity Management

Group-wide implementation (Group companies in Japan and overseas)

● Promotion Structure

Overseen by the Group CEO, our efforts to promote health and productivity management and industrial safety and health management are led by the Group Chief Wellness Officer (CWO), who is also the Group Chief Human Resources Officer (CHRO), and the Wellness Promotion Team set up within Tokio Marine Holdings. We are also making collaborative health promotion efforts jointly with the Health Insurance Association.

Additionally, with the aim of extending efforts to ensure employee health to all employees working across Japan, Tokio Marine & Nichido has established a system of collaboration between industrial health staff (including industrial physicians and public health nurses) stationed at 46 locations nationwide and key persons appointed in each workplace respectively for human resources skills development and health promotion. Using this Tokio Marine & Nichido's effort as a benchmark, we are implementing a similar system in other Group companies in a phased manner. In addition, we strive to reflect ideas of employees and/or employee representatives to our initiatives by making efforts to engage with them at the time of promoting health and productivity management and industrial safety and health management.



2.2.5.2 Health and Productivity Management / Occupational Health and Safety Initiatives and External Evaluation

● Efforts to Ensure Employee Health

In order to ensure employee health, as described in Tokio Marine Group's Health and Productivity Management Vision, Tokio Marine & Nichido has defined the following priority measures based on "Data Health" plans created in collaboration with the Health Insurance Association as well as the results of analysis of health checkup and various other health-related data.

• Measures to Enhance Health Literacy

We regard health literacy as a basis of health actions and work to raise the level of health literacy among employees so that they become mindful of their own health and that of people around them, willingly learn about health measures and voluntarily make health promotion efforts.

• Measures to Promote Health

We believe ongoing efforts by employees themselves are essential in maintaining and promoting their health. We strive to enhance the health of all employees by implementing measures to support their efforts, providing necessary tools and encouraging individual and organizational efforts.

• Measures to Prevent Lifestyle-Related Diseases

A lifestyle-related disease is a health issue that greatly affects both the current life of an employee and his or her life after retirement. As an effort to prevent the onset and aggravation of lifestyle-related diseases, we proactively provide support by industrial health staff as necessary based on the results of health checkups.

• Measures to Realize a Better Working Life

In order to ensure the physical and mental health of employees, attention needs to be paid not only to the health status of individuals but also to factors affecting it, such as the workplace environment and their attitude toward work. We implement mental health measures led by supervisors in each workplace and industrial health staff and help employees balance work with medical treatment so as to enable them to work with vitality and with a higher level of work engagement and lead a fulfilling life.

• Measures to Control Infectious Diseases

We take thorough measures to prevent infection, implement countermeasures against infection and encourage vaccination to protect employees from influenza, COVID-19 and other infectious diseases in order to minimize their impact on the continuity of our business operations.

• **Legal Compliance and consultation with employee representatives**

The Industrial Safety and Health Act, Health Promotion Act and other relevant laws and regulations form the basis of all our initiatives in this area. We comply with these laws and regulations in every aspect, from conducting periodic health checkups and stress checks to protecting personal information.

In addition, the labor agreement stipulates that the company will take necessary safety and health-related measures to maintain and enhance the health of employees and others and prevent endangerment of them, and that the union will cooperate in this.

Each Group company has established an industrial safety and health management framework in accordance with the Industrial Safety and Health Act to fulfill its obligation to ensure the appropriate consideration of safety. Specifically, Group companies appoint an industrial physician and health officer and set up a health committee at each domestic business site with more than 50 employees.

The committee, composed of an industrial physician, health officer, persons in charge of health management and persons selected from the employee labor union, meets once per month to deliberate on measures for physical and mental health maintenance and promotion and improving the workplace environment as well as measures for preventing health disorders, including those resulting from overwork.

🕒 **Examples of Major Health Measures**

■ **“Get Healthier” Initiative**

[Goals]

Reduce the number of employees facing imminent lifestyle-related risks. ⇒ Increase the number of employees with healthy BMI value. ⇒ Reduce the number of employees with lifestyle-related diseases. ⇒ Improve presenteeism and absenteeism.

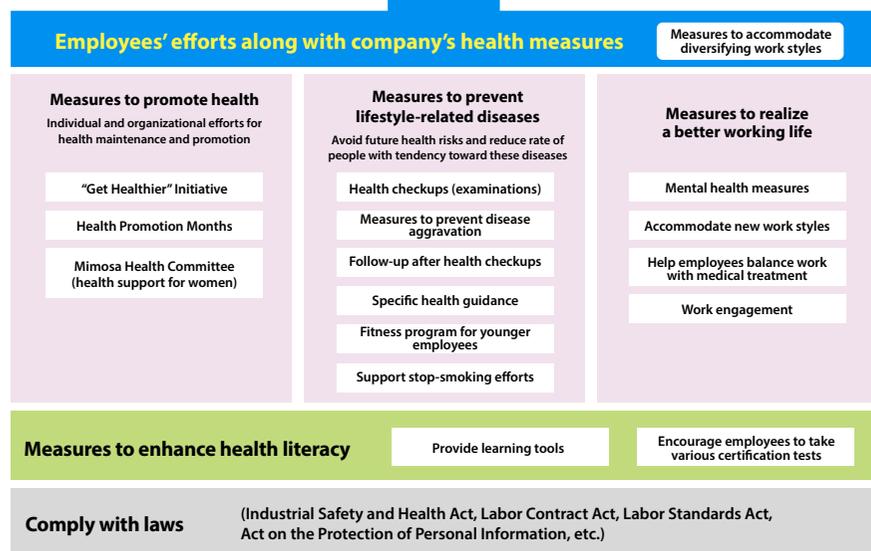
[Initiatives]

This is an all-participation health promotion initiative designed to enable employees to maintain and promote their health. As part of this initiative, we have carried out Health Promotion Months campaign every October and November since 1990. We have also been working to increase the rate of participation and achieve better effects in improving lifestyle habits by making adjustments to how we conduct the initiative. Adjustments to date include providing menus of activities (“My Challenge” and “Our Challenge” programs) to support individual and workplace efforts, respectively. We have also appointed health promotion key persons in each workplace and introduced a web-based challenge program. We also organize a President’s Award program and have introduced an AI-based health app course. In fiscal 2020, we started providing a course to learn lifestyle habits suited for the times of COVID-19 and made it possible for participants to choose course settings in fiscal 2021.

[Verification of Impact]

Statistical analysis has confirmed that participants of each “My Challenge” course tended to benefit from the respective improvements in lifestyle habits related to the corresponding course they participated in. For example, many employees who participated in the Walking Course and the “My Exercise” Course aiming to improve physical health with a favorite sport in fiscal 2019 saw improvements in their exercise habits at the time of health checkups conducted in the following year (Figure 1). Moreover, participants in the Sleep Improvement Course and the Eat Breakfast Every Morning Course showed an improvement in their sleeping habits the following year and participants in the Give Your Liver a Break (Reducing Alcohol Consumption) Course showed improvements in everyday lifestyle habits.

To Be a Good Company



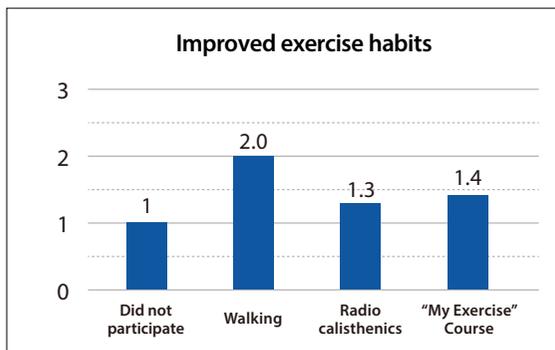


Figure 1: Potential for improvements in participants' exercise habits in the following fiscal year's health checkup

Compared with employees who did not participate in any of the "My Challenge" courses, participants of the Walking Course, Radio Calisthenics Course and the My Exercise Course were 2.0 times, 1.3 times and 1.4 times, respectively, more likely to show an improvement in their exercise habits.

Participants in Our Challenge program, which encourages participation per organization, showed improved results in lifestyle habits and performance indicators. Additionally, those who combined this challenge with a "My Challenge" course showed improved liver functionality and better sleeping habits (Figure 2).

Also, compared to employees who did not participate in the "Get Healthier" Initiative, participants showed a tendency toward a higher level of the organization's vibrancy the following year. These programs are expected to serve as measures to increase the organization's vitality and also provide positive effects on presenteeism and work engagement.

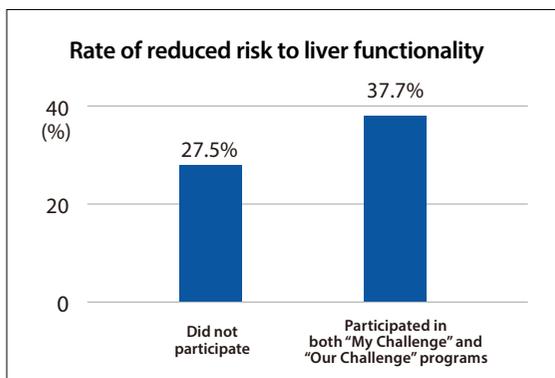


Figure 2: Rate of reduced risk to liver functionality from the following year's health checkups among participants in the Radio Calisthenics Course

Employees who participated in both the "My Challenge" and "Our Challenge" Radio Calisthenics Courses reduced risk to liver functionality in the following year's health checkups compared to employees who did not participate in the Get Healthier Initiative.

Verification of the Cost Effectiveness of the "Get Healthier" Initiative

A Tokio Marine & Nichido data analysis of 396 participants in both the "Get Healthier" Initiative's "My Challenge" Sleep Improvement Course and "Our Challenge" during fiscal 2019 showed improved presenteeism from fiscal 2018 to fiscal 2020 compared to employees who participated only in the Sleep Improvement Course.

Calculating the financial cost of the improved presenteeism (compared to employees who participated only in the Sleep Improvement Course) showed roughly 85 million yen in cost effectiveness after factoring in the cost of implementing the "Get Healthier" Initiative for these participants. As the results suggest that participating in both the "My Challenge" and "Our Challenge" courses contributes to improvements in cost effectiveness in the following year, we will have the "Get Healthier" Initiative focus on both "My Challenge" and "Our Challenge" in the future and examine the impact on cost effectiveness.

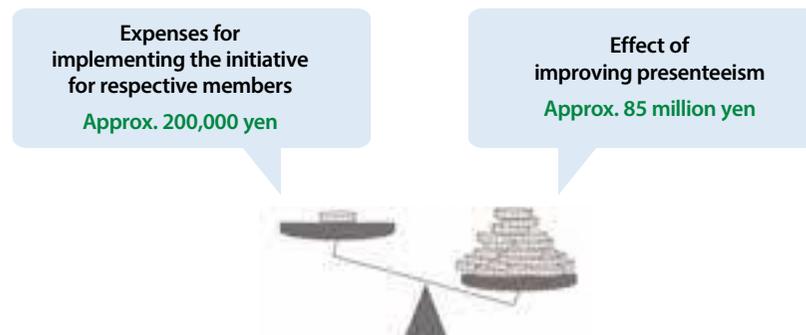


Figure 3: Cost effectiveness of the "Get Healthier" Initiative

Presenteeism improved for 396 employees who participated in both the Sleep Improvement Course of the "Get Healthier" Initiative and "Our Challenge" program. The benefits (approx. 85 million yen) greatly outweighed the expense of implementing the initiative for these employees (approx. 200,000 yen).

[Future initiatives]

According to an employee questionnaire, approximately 96.5% of participants in fiscal 2020 were "satisfied" or "somewhat satisfied" with the "Get Healthier" Initiative. Going forward, we will also consider ways to present data demonstrating the benefits of participating in the initiative as an effective means of preventing lifestyle-related diseases. In this way, we will exercise ingenuity to ensure that employees are able to voluntarily, as opposed to passively, participate in the initiative and have fun, which in turn is expected to improve the satisfaction level of participants.

Measures for Employees at High Risk of Lifestyle-Related Diseases

[Goals]

Increase the percentage of employees receiving medical treatment. ⇒ Reduce the percentage of high-risk employees. ⇒ Improve presenteeism and absenteeism.

[Initiatives]

We conduct an interview by an industrial physician with all applicable high-risk employees and encourage appropriate medical treatment and behavior change by recommending medical consultation, collaborating with their primary doctors and providing health guidance through public health nurses. We follow through until there is an improvement in their data. We set a predetermined threshold for blood pressure and blood sugar levels and categorize high-risk employees according to age, whether they have undergone treatment and other criteria. After that, we decide the intervention methods that are most necessary for the employees in each category.

Moreover, the results of multi-year analysis on health checkup data revealed that 50% of employees showing high blood pressure (levels II and III in some guidelines) did not apply to these levels in the previous year. To prevent aggravation and suppress an increase in the number of employees developing higher blood pressures, our public health nurses are providing health guidance and disseminating related information via e-mail to such employees.

These initiatives reduced the rate of high-risk employees from 1.9% in fiscal 2020 to 1.7% in fiscal 2021.

[Benefits]

In fiscal 2020, 71.5% of employees with high blood pressure and 65.5% of employees with high blood sugar levels were diagnosed as not having symptoms in the following fiscal year (Figure 4).

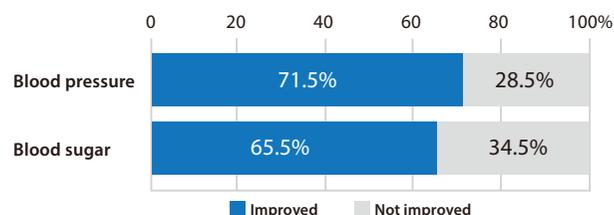


Figure 4: Percentage of employees who participated in measures to address high-risk conditions in fiscal 2018 who showed improvements in the following fiscal year

[Future initiatives]

With the average age of our workforce rising, measures to aid high-risk employees are becoming increasingly important. Looking ahead, we will continue to implement two-pronged measures to provide support for the health of our workforce. One is to arrange an intervention to aid high-risk employees and another is to prevent an inflow of more employees into the high-risk group so that employees can promote their health to thrive over long careers.

Fitness Program for Younger Employees

[Goals]

Reduce the percentage of employees at risk of obesity due to exercise and eating habits. ⇒ Increase the percentage of employees maintaining a desirable BMI. ⇒ Reduce the percentage of high-risk employees. ⇒ Improve presenteeism and absenteeism.

[Details]

The program is designed to help younger employees below the age of 40 maintain a healthy body weight. We had to suspend the program in fiscal 2020 due to the spread of COVID-19, but reinstated it in fiscal 2021 to prevent and improve issues that emerged during the pandemic such as weight gain. In addition to conventional programs aimed at addressing obesity and metabolic syndrome, our fiscal 2022 health literacy initiatives include online seminars for younger employees.

[Results]

In fiscal 2021, 79% of the 263 participants completed the program. Among those who completed the course, 59% lost weight (2.18 kg on average) and 87% responded that they pay more attention to their health.

[Future initiatives]

An analysis of presenteeism factors indicates that risks related to obesity and eating habits can aggravate presenteeism. The fitness program for younger employees is thus expected to indirectly improve the presenteeism.

Other Health-Related Measures

Health Support for Women

[Applicable priority measures]

Measures to promote health; Measures to enhance health literacy; Measures to realize a better working life

[Initiatives]

Systematic and continuous initiatives throughout the year are extremely important for active and personalized lifestyles. We founded the Mimosa Health Committee to provide stronger support for women's health in fiscal 2021 and continue to promote a variety of policies. The primary measures include holding seminars and providing a variety of related information.

Our women's health support seminars include supporting working women's health from the perspective of health and productivity management in fiscal 2019, mindfulness in fiscal 2020, balancing hormones as a way to manage emotions in fiscal 2021 and preconception care in fiscal 2022. These seminars featured outside speakers and were available online for all employees.

We also strived to increase literacy on women's health by providing information through such channels as e-learning programs and mailing lists from the Mimosa Health Committee. Regarding the examples of providing a variety of information, we send internal notifications, individual notices of an upcoming health checkup and e-mail messages as a means to encourage female employees to receive examinations for breast and uterine cancers. In an effort to increase their motivation to receive the screening, we include in these notices various data, such as the prevalence and mortality of these cancers; the cure rate following early detection; screening rate by age group; and Q&As about cancer examinations. By sending related information to all employees, we intend to communicate and facilitate an understanding of our health support measures for female employees in the hope that they provide an opportunity for employees to think about the health of women around them, including families and colleagues. Besides providing information, we set up a hotline dedicated to receiving health-related consultations from female employees so that they can feel at ease in seeking advice.

The "Get Healthier" Initiative, a part of the Health Promotion Months project, includes the Women's Health Course that focuses on health issues unique to women, promotes efforts to maintain the

balance of physical and mental health and provides opportunities to improve the everyday habits of female employees.

As we develop these measures, we also examine women's presenteeism and work engagement over the years.

In addition, Tokio Marine & Nichido set up a Mothers' Room within its head office where many female employees are working. It is a space used by female employees for lactation or resting when they are not feeling well because of a hormonal imbalance. It has been well received as a comfortable space, and it also fulfills the need to return to work early after giving childbirth.

Mental Healthcare

[Applicable priority measures]

Measures to realize a better working life

[Initiatives]

Each Tokio Marine Group company actively promotes mental health measures as we recognize the importance of pursuing the maintenance and improvement of employees' mental health in terms of corporate management. Tokio Marine & Nichido has established the Basic Policy on Mental Health Measures. Under this policy, supervisors at respective workplaces and industrial health staff collaborate to proactively implement various measures. These include efforts to maintain sound mental health (primary prevention), measures to encourage early detection and treatment (secondary prevention) as well as measures to care for employees with mental health issues (tertiary prevention). Since 2012, the company has also been making efforts to improve work engagement, which is considered a primordial prevention measure for mental illnesses.

Specific efforts for primary prevention include using stress checks to promote self-care and analyze issues at an organizational level in order to maintain a good workplace environment. We have also been proactively promoting mindfulness. In addition, for employees working in the claims service departments, we have also launched a mind care program to enable them to always maintain good mental health conditions as professionals when facing customers who have encountered an accident or disaster. For secondary prevention, in addition to setting up a mental health counseling desk, for new employees, in particular, we promote care efforts not only in the workplace but have also established a system to check their health condition periodically and provide early support using a

multifaceted approach involving public health nurses, human resources personnel and other relevant parties.

Our tertiary prevention efforts include initiatives that encourage adapting to the workplace and the work duties in order to seamlessly support employees returning to work. Analyses have revealed that deteriorations in mental health are connected to absenteeism and we will continue to implement the plan-do-check-act (PDCA) cycle and help employees work with enthusiasm, particularly with the prolonged COVID-19 pandemic and changes in workstyles.

■ Creating a Comfortable Workplace Environment

[Applicable priority measures]

Measures to realize a better working life

[Initiatives]

Tokio Marine Group is not only satisfying various standards stipulated under laws and regulations related to the workplace environment but also promoting the creation of a comfortable workplace environment that takes into consideration lighting, noise, ventilation, temperature, humidity and other ergonomic aspects. At the same time, we are working to prevent health problems caused by sedentary work by installing stand-up meeting spaces and other office facilities to increase the amount of physical activity and encouraging employees to have a break standing up.

Further, we are committed to increasing job satisfaction as part of efforts to improve our workplaces. As an example, Tokio Marine & Nichido established the "Our Future Project" to encourage the use of digital technology to streamline work and realize new work styles. The company is taking concerted efforts to eliminate the use of paper in all of its tasks to facilitate more efficient work operations.

What's more, we have worked to enable them to flexibly choose where and when to work by enhancing the "hardware" aspects of work, which include providing laptops and smartphones and increasing the availability of web communication tools. To support the "software" aspects of work, we have enhanced the "My Select" system to enable employees to choose their own working hours. In this way, we are actively encouraging flexible work styles that best suit our employees' lifestyles.

We have also been taking a holistic approach to ensure smooth communication, which becomes an issue when encouraging flexible work styles, including the "Discovery Time" initiative involving all branch offices. The initiative is aimed at achieving various beneficial effects, such as facilitating active communication in workplaces, improving the quality of work relationships and enhancing employees' work engagement.

We are striving to find out how the prolonged remote working due to COVID-19 has been mentally and physically impacting employees at Group companies both in and outside Japan as well as how they are trying to alleviate the effects while considering the appropriate application of best practices at each Group company. We will appropriately respond to identified issues and consider applying good practices to other Group companies.

[Sustainability Performance Data \(Percentage of employees who received health checks, industrial accidents, etc.\)](#) >>

● Evaluation and Improvement of Health and Productivity Management Initiatives (PDCA)

While discussing with management the analysis results of various health-related data, including the results of health checkups, stress checks and employee questionnaires, Tokio Marine & Nichido defines key performance indicators (KPIs) for its entire health and productivity management efforts (e.g., improvement of presenteeism), intermediary KPIs (e.g., rate of anomalies in health checkups) and indicators for awareness and behavior changes (e.g., improvement in lifestyle habits and rates of employees receiving health checkups and other examinations) linked to these intermediary KPIs and respective targets.

The company monitors the trends of KPIs for individual measures, verifies the effectiveness of each measure and works for improvement while rotating the PDCA cycle. As for its entire health and productivity management efforts, the company also implements industrial safety and health management by rotating the PDCA cycle by continuously evaluating and analyzing the corresponding KPIs, reviewing the conditions by attribute (gender, age, department, position, geographical area, etc.) and checking if there are health issues for which new measures should be considered. Toward realizing Tokio Marine Group's Health and Productivity Management Vision, which serves as a framework to evaluate its initiatives to enhance its corporate value in a sustainable manner, the company also verifies the impact on external evaluation on a continuous basis.

<Example Verification Results for KPIs for Entire Health and Productivity Management Efforts>

[Presenteeism]

Presenteeism improved company-wide over the two-year period from fiscal 2019 to fiscal 2021 (Figure 5). The analysis of factors into presenteeism showed a relationship between feelings of depression and aptitude for the work on hand, while the analysis of the results of a health survey conducted during the COVID-19 pandemic suggests that employees who spent more of their working hours at home tended to fare better in terms of presenteeism. The telecommuting system, which has been strongly encouraged as a new work style, may have contributed to the improvement.

A data analysis also indicates that the "Get Healthier" Initiative, a concerted company-wide health effort, continuously demonstrated improvements to presenteeism. We will keep working to get more employees involved in the "Get Healthier" Initiative while verifying other measures that are expected to generate benefits in terms of improved presenteeism with the aim of further increasing the effectiveness of our health measures.

[Cost Effectiveness of the "Get Healthier" Initiative >>](#)

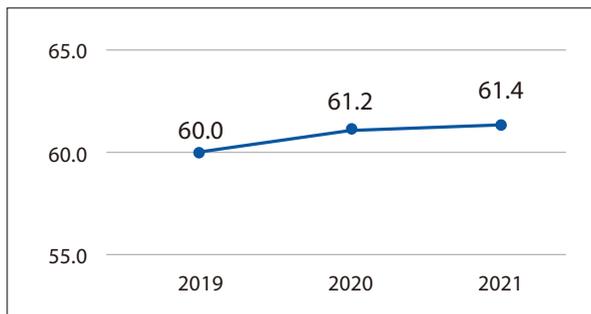


Figure 5: Change in presenteeism * As of September 2022

[Absenteeism]

Figures for absenteeism (the percentage of employees who miss one or more days of work in a year) from fiscal 2019 to fiscal 2020 are falling for both men and women (Figure 6). Women's absenteeism is largely attributed to illnesses related to pregnancy and childbirth. We believe this is a result of our institutional efforts to make it easier for employees to take leaves of absence and improve our workplace climate in pursuit of workplaces that enable women to have long careers.

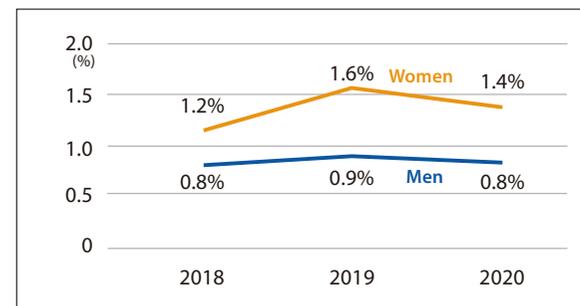


Figure 6: Change in absenteeism * As of September 2022

[Work engagement]

Work engagement at Tokio Marine & Nichido fares better than national and industry averages (Figure 7). An analysis has identified that work engagement is closely related to job satisfaction and work aptitude. Therefore, these improvements are expected to improve work engagement in the future.

Results indicate that the "Get Healthier" Initiative improves work engagement. We will conduct a deeper analysis of how the continuation of various measures, such as work engagement seminars and reform of work styles, influences the index. In this way, we will work to develop effective measures to improve work engagement.

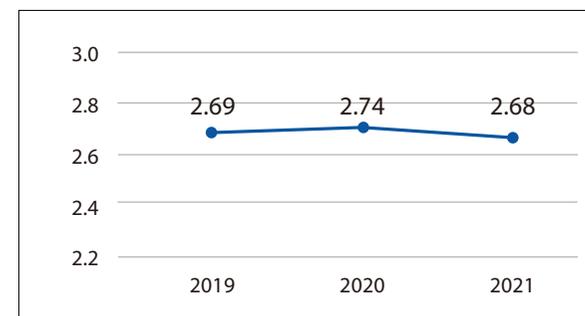


Figure 7: Change in work engagement * As of September 2022

[The Organization's Vibrancy Level]

The organization's vibrancy level is the index that Tokio Marine & Nichido began monitoring in fiscal 2016 as a KPI for health and productivity management. The rate for both men and women from fiscal 2020 to fiscal 2021 has remained stable (Figure 8).

According to an analysis of factors involving an organization's vibrancy levels, an organization's vibrancy is related to its work environment, including relationships in the workplace and support from superiors and colleagues. At the same time, it is also related to the health condition of individual employees that make up the organization, such as the maintenance of a desirable weight as well as the minimization of depression, irritation and other physical and mental health issues. Since the organization's vibrancy level is also strongly correlated with work engagement, another KPI, improving these two indexes has the potential to generate synergistic effects.

Based on the "Get Healthier" Initiative's demonstrated improvements to an organization's vibrancy levels, we will remain committed to providing support for female employees' health, mental healthcare, the "Get Healthier" Initiative and other health initiatives as we continue to monitor how these efforts will enhance our performance in the index in order to promote individual employees' health and develop better relationships in the workplace.

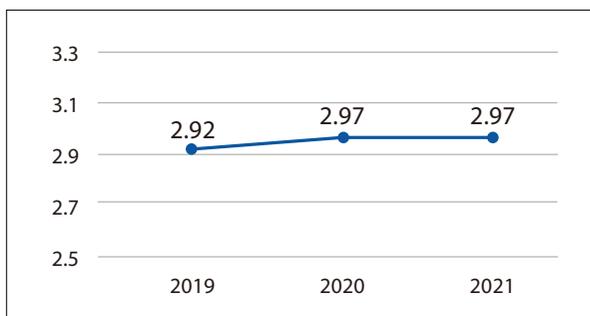


Figure 8: Change in the organization's vibrancy level * As of September 2022

Other Related Indexes

[Sustainability Performance Data \(Employee attitude survey\)](#) >>

Example Verification Results for External Evaluation

- Evaluating the impact of career choice popularity rankings on recruitment (Results of verification: High rankings have been maintained in company popularity surveys among job-seeking undergraduates conducted by Mynavi Corporation and Nikkei Inc. since being selected for the first time as a Health & Productivity Stock.)
- Identifying changes in the number of corporate customers to which Tokio Marine Group has provided support in health and productivity management (Results of verification: There has been an increase in the number of corporate customers being recognized under the Certified Health & Productivity Management Outstanding Organizations Recognition Program sponsored by the Ministry of Economy, Trade and Industry (METI).)

[Supporting Customers' Health and Productivity Management](#) >>

Health issues change constantly in line with changes in society, companies and the workplace environment. As more attention is being paid to human asset management, we will recommit ourselves to actively invest in health as a company that prioritizes the health of our employees and their families. In recent years, in response to the promotion of diversity and inclusion, we have been providing finely tuned support to health-related issues specific to women by leveraging our workplace-based industrial health system.

As another measure to support the health promotion efforts of employees, we operate sports facilities, including a sports field and gymnasium, in which we have invested some 270 million yen. We also offer a variety of welfare systems, including welfare programs that provide a menu of activities to encourage the use of fitness clubs. These are believed to have had a positive impact on the effectiveness of individual health and productivity management measures.

In the future as well, we will anticipate an impact of these changes on employee health and support work styles with higher productivity from the health aspect by preventing health issues from becoming prevalent.

Selected as Health & Productivity Stock and Recognized under METI's Certified Health & Productivity Management Outstanding Organizations Recognition Program

As a result of these initiatives, Tokio Marine Holdings was selected as a "2022 Health & Productivity Stock" co-sponsored by METI and the Tokyo Stock Exchange for the seventh consecutive year since 2016 for its outstanding health and productivity management.

At the same time, many Tokio Marine Group companies were recognized under METI's 2021 Certified Health & Productivity Management Outstanding Organizations Recognition Program. Tokio Marine Holdings, Tokio Marine & Nichido and Tokio Marine & Nichido Life were selected for the sixth consecutive year; Tokio Marine & Nichido Systems for the fifth consecutive year; Tokio Marine dR for the fourth consecutive year; Nisshin Fire & Marine Insurance, Tokio Marine Assistance and Tokio Marine & Nichido Outsourcing Management for the third consecutive year; Tokio Marine Asset Management, Tokio Marine Nichido Better Life Service and Tokio Marine & Nichido ANSHIN 110 for the second time; and Tokio Marine & Nichido Communications for the first time. Of these, Tokio Marine Holdings, Tokio Marine & Nichido, Tokio Marine & Nichido Life, Tokio Marine & Nichido Medical Service, Tokio Marine & Nichido Systems and Tokio Marine dR were in the top 500 group and certified as "White 500" companies.

In the small to medium-sized enterprise category, the program recognized E. design Insurance, Tokio Marine Millea SAST Insurance, Tokio Marine International Assistance, Tokio Marine & Nichido Partners Hokkaido, Tokio Marine & Nichido Partners Tohoku, Tokio Marine & Nichido Partners East, Tokio Marine & Nichido Partners TOKIO, Tokio Marine & Nichido Partners Tokai Hokuriku, Tokio Marine &



Nichido Partners Kansai, Tokio Marine & Nichido Partners Chugoku Shikoku, Tokio Marine & Nichido Partners Kyushu, Tokio Marine & Nichido Anshin Consulting, Tokio Marine & Nichido Auto Support Center, Tokio Marine & Nichido Finance, MMC Insurance Services and Nisshin Fire Insurance Service. Of these companies, Tokio Marine & Nichido Partners TOKIO and Nisshin Fire Insurance Service were certified as "Bright 500" companies.

Efforts to ensure the physical and mental health of employees and their families, enhance health literacy and voluntarily and continuously maintain health are becoming increasingly important as they form the foundation of employee productivity and make Tokio Marine Group's products and services an attractive option for customers. We will use this selection as motivation to work to enhance the health of employees and the level of industrial safety and health as well as further expand and develop health and productivity management.

2.2.5.3 Efforts to Spread Health and Productivity Management throughout Society

Tokio Marine Group is committed to its own health and productivity management. At the same time, from the perspective of revitalizing regional economies and local communities, we provide support to companies working to improve health and productivity management. For example, we have organized health and productivity management seminars in various locations, engaged in awareness-raising activities in cooperation with local governments, chambers of commerce and other organizations and provided information through our sales representatives. In the Partnership Declaration we created together with business partners, we have announced our commitment to health and productivity management and our support for local companies, which are a part of our initiatives spanning the entire value chain.

Supporting Customers' Health and Productivity Management

As Japan's labor force shrinks, managing employee health and creating a good working environment have become important management issues in order to ensure sustainable corporate growth. Tokio Marine Group has formulated a philosophy and policy with employee health positioned as a core theme for management, and related issues are being addressed.

We were selected as a "Health & Productivity Stock" for the seventh consecutive year in recognition of these efforts. We support the promotion of corporate health and productivity through a range of services in order to deliver the know-how we have gained from these initiatives to customers.

In the Tokio Marine Group Wellness Charter, we declare that we will contribute to the resolution of social issues and realization of a healthier and more prosperous future by supporting health promotion efforts of our customers, communities and society as a whole.

<Initiatives of Tokio Marine & Nichido>

Tokio Marine & Nichido works to raise awareness for health and productivity management and supports relevant efforts of local companies by issuing booklets compiling example initiatives of companies engaging in health and productivity management, hosting related seminars across Japan and cooperating with local governments, chambers of commerce and other organizations. The company also provides support to companies seeking to obtain certification as a Health & Productivity Management Organization. The number of companies we support has increased year after year. In fiscal 2021, we provided support to approximately 2,300 corporate customers and, consequently, many of our corporate customers and agents have successfully received the certification.

We also support employee health management at our corporate customers through various initiatives, including using internal health improvement events like the Get Healthier Initiative Campaign Tools, offering informational materials such as our Health Improvement Bulletins and incorporating incidental services into insurance products.

<Initiatives of Tokio Marine & Nichido Medical Service (TMS)>

TMS has doctors, nurses and licensed psychologists in-house and carries out business in the medical and health fields. As a total healthcare consulting company, TMS offers health promotion measures to increase health knowledge of corporate customers' employees and encourage their behavior change in addition to a 24/7 telephone health consultation service and a mental health support service. TMS recently enhanced its lineup of industrial health-related services and expanded the coverage area in order to provide services across Japan that help corporate customers promote health and productivity management.

<Initiatives of Tokio Marine dR (TdR)>

In enforcing health and productivity management more effectively within a company, it is crucial that the company and its health insurance association make collaborative efforts to promote health measures while appropriately capturing employees' health issues.

TdR analyzes various data held by companies and health insurance associations, including health checkup results, prescriptions data and health measure outcomes. The company then performs quantitative evaluation* of the relationship between the data and medical expenses or health inhibiting factors to develop highly effective health promotion measures. By doing so, TdR supports the reduction of health-related risks and improvement of productivity (such as lower presenteeism). TdR also provides support for the establishment of various corporate systems essential for promoting health and productivity management and for implementation of health promotion measures as well as support for the introduction and promotion of human asset management systems to develop human resources, foster organization, increase employee motivation and raise engagement.

* Using insight and knowledge gained through an ongoing joint research project since 2014 with the Healthcare Data Science Research Unit of the Institute for Future Initiatives (formerly the Policy Alternatives Research Institute), The University of Tokyo

◎ Support for Mental Health Management

Tokio Marine & Nichido Medical Service offers the Employee Assistance Program (EAP) to support the mental health management of companies. Besides conducting stress tests as required under the Industrial Safety and Health Law, EAP provides a comprehensive menu of services by a team of experts including psychiatrists, clinical psychotherapists and personnel and labor consultants. These services range from follow-up for employees based on the results of employee stress checks and supporting improvement activities for individual workplace environments to providing supportive care during a leave of absence or when returning to work, preventing recurrence, analyzing stress level tendencies in organizations and consulting on how to create a mental health framework.

As mental health measures for employees, many companies have adopted the support services of Tokio Marine & Nichido Medical Service's expert team. The purpose is to improve their working environment both for prevention and early detection of mental illness caused by workplace harassment and other factors as well as for increasing employee engagement. EAP is currently being used by more than 700,000 employees. The company will continue to offer this program to everyone needing this type of support to assist them in maintaining better mental health.

[Tokio Marine & Nichido Medical Service TMS NAVIGATOR](#) (in Japanese)

2.2.6 Contributing to the Creation of a Safe and Secure Society

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

Tokio Marine Group provides products and services that anticipate changes in the social environment or customer needs by utilizing solutions offered by respective Group companies, including insurance, thereby contributing to the creation of a safe and secure society.

Tokio Marine & Nichido Life supports customers' healthy and enriching lives by working to resolve social issues in an era of the 100-year life.

In addition, the entire Tokio Marine Group engages in a variety of activities as a member of society and respective local communities in order to promote social and economic inclusion of all people. These include activities to raise awareness of cancer and other diseases, spread knowledge about nursing care and support recovery of disaster-affected areas.

2.2.6.2 Building a Society Based on Health and Longevity

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

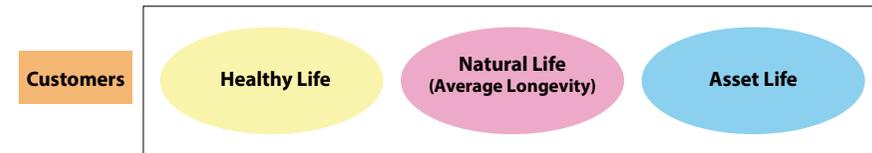
• Initiative of *Hokenbito* (True Insurance Professionals) Activities: Resolving Social Issues in an Era of the 100-Year Life

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

Hokenbito Activities

***Hokenbito* Activities = Learning, Conveying and Assisting Resolving Social Issues in an Era of the 100-Year Life**

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



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

• Initiatives for Living Benefits: For Customers to Live with a Sense of Security after Falling Ill

Cancer and other serious diseases may require outpatient treatment and rehabilitation for a long time after being discharged from the hospital.

Tokio Marine & Nichido Life has been thinking hard about what an insurance company can do to help customers live with a sense of security with their families after falling ill. In October 2012, the company rolled out an initiative called the Life Insurance Revolution to Protect One's Living and has since been conveying the importance of living benefits broadly to customers through a message: "We have a life after being released from the hospital."

The initiative evolved into the Life Insurance Revolution Nextage in November 2017, and the company has been carrying out activities to provide optimum safeguards by protecting customers in all domains. These safeguards encompass "new protection" in preparation for advancements in medical technology, "asset building" in preparation for old age with expectations of longer lifespans and "prevention and pre-symptomatic health" with the aim of maintaining health and preventing illness.

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

• Launch of *Anshin Nenkin Kaigo* and *Anshin Nenkin Kaigo R*

On August 23, 2021, Tokio Marine & Nichido Life launched new products including *Anshin Nenkin Kaigo*. It pays a pension for a specific period during which customers have been deemed to be in need of nursing care, so as to respond to the diverse coverage needs of customers related to nursing care and dementia.

This is a lineup of savings-based products, including *Anshin Nenkin Kaigo R*, which will refund an unused portion of insurance premiums, and an option that gives customers a cash contribution if they remain healthy without being deemed to be in need of nursing care. Moreover, an option to receive an extra lump-sum payment when customers are deemed to be in need of nursing care or diagnosed with dementia is also available. All these products come with a service to check brain performance and to maintain and enhance brain functionality. In addition, any of these products can be enrolled in a simple three-step health conditions notification process to insure a wider range of customers.

• Launch of a New Product, *Anshin Cancer Treatment Insurance* and Revision of *Cancer Diagnosis Insurance R*

On February 2, 2022, Tokio Marine & Nichido Life launched *Anshin Cancer Treatment Insurance* to respond to the latest environment surrounding cancer treatment. To customers receiving the three major cancer treatments (surgery, radiotherapy and anticancer drug treatment) and cancer pain relief treatment, this product pays a benefit based on the duration of treatment, thus enabling them to make rational preparation for treatment expenses.

A rider for specific cancer treatments is also available to provide coverage of up to 100 million yen for receiving expensive medical treatment at their own expense so that customers can concentrate on treatment with peace of mind. Further, Tokio Marine & Nichido Life has relaxed the underwriting criteria for customers who have suffered from cancer before. At the same time, the company has added to *Cancer Diagnosis Insurance R* an option that exempts customers from paying insurance premiums in the future if they are diagnosed with a malignant neoplasm. The company has also introduced a new service that supports the early detection of cancer to help protect customers from the disease.

• Launch of New Riders for *Medical Kit Yell*

As we enter an era of the 100-year life, the extension of the healthy life spans of senior citizens has become a social issue. In response, in August 2020 Tokio Marine & Nichido Life launched *Medical Kit Yell*, a medical insurance product with relaxed underwriting criteria, for customers with health concerns or chronic illnesses. *Medical Kit Yell* addresses diverse customer needs by offering various types of riders. The company has added three new riders to respond to an even broader range of customer needs.

(1) Rider for Specific Cancer Treatments (with relaxed underwriting criteria)

In response to the ongoing development of advanced cancer treatment technologies, this rider provides coverage of up to 100 million yen in total, the largest in the life insurance industry, for customers receiving specific treatments, including those they receive at their own expense.

(2) Female Disease Benefit (with relaxed underwriting criteria)

This rider provides coverage for hospitalization for diseases specific to women and breast reconstruction surgery received after breast cancer treatment.

(3) Lump-Sum Payment Endorsement for Hospitalization (with relaxed underwriting criteria)

A generous lump-sum payment is made for short-term hospitalization, including day cases, as hospitalization periods have been getting shorter.

• Launch of *Market Link Protect*, a New Variable Insurance Product (Fixed-Term) with a Rider That Exempts Customers with Specific Diseases from Paying Insurance Premiums

With the advent of a society with greater longevity, well-planned asset building for spending a comfortable life in retirement has become a social issue. To address this issue, in August 2017 Tokio Marine & Nichido Life launched *Market Link*, a variable insurance product with premiums paid in installments (monthly or annual payments). On August 1, 2022, the company launched *Market Link Protect*, a new plan featuring a rider added to *Market Link* that exempts customers with specific diseases from paying premiums. It allows customers to continue building assets as initially planned even if they suffer from cancer or other serious diseases and face an increase in treatment expenses, a decline in income or other problems.

■ Enhancement of Accompanying Services

Tokio Marine Group provides a broad range of services that come with products, such as those for the promotion of customers' health and for providing support in case of emergency.

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

Medical Assist is a free health and healthcare consultation service that supports the health of policyholders and insurees 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 troubles, 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. 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)

• **"Medical Note for Tokio Marine Group" Online Service**

"Medical Note for Tokio Marine Group" is an online service that allows customers to easily, directly and individually consult and ask questions of healthcare professionals, mainly medical specialists, from their personal computers and smartphones. It offers a menu that includes an online medical consultation service, a service to make a reservation for customers to obtain a second opinion at a hospital they choose from the list and a service to make an appointment with a listed doctor or hospital of their choice. In addition, in February 2022, we began to provide a service that allows customers to make a reservation for more detailed cancer tests when their result of preliminary cancer screening by the local government or other medical institutions come back as "Suspected" or

"Needing detailed test" and to select a hospital from among those that provide specialized medical services. It is available free of charge for insurees of Tokio Marine & Nichido Life (excluding those of group insurance).

• **"Calomama Plus" to Support Customers' Health Promotion**

To support customers' health management and the prevention of disease aggravation, we have introduced "Calomama Plus," a health guidance app developed by Link & Communication Inc., in which an AI managerial dietician supports users' everyday life in terms of food, exercise and sleep. The app utilizes an original algorithm based on nutrition management data of over 100,000 people and provides the most appropriate advice in real time from among more than 200 million patterns. A fee-based service used for employee health management by more than 6,000 companies, the app is available free of charge to insurees of Tokio Marine & Nichido Life's medical insurance with relaxed underwriting criteria, pension-type nursing care insurance and whole life insurance for longevity. The app enables customers to choose a program according to their individual objectives and work to promote their health or prevent disease aggravation readily and comfortably.

• **Checking Brain Performance**

NouKNOW™ is a digital tool provided by Eisai Co., Ltd. to check brain performance (brain health) through four simple card tests. These tests evaluate psychomotor function, attentiveness, visual learning and working memory by using personal computers, tablet devices and smartphones in a relatively short time (about 15 minutes). The tool also provides lifestyle advice for maintaining brain performance in daily life. It is available free of charge for insurees of a pension-type nursing care coverage plan with additional coverage for dementia of Tokio Marine & Nichido as well as pension-type nursing care insurance and whole life insurance for longevity of Tokio Marine & Nichido Life.

• **Training for Enhancing Brain Functionality**

"Train Your Brain" developed by NeU Corporation is designed to maintain and enhance working memory, attentiveness and other brain functions. The training program content has been supervised by Dr. Ryuta Kawashima, the company's director and CTO who is well known for a series of brain training video games, and is based on the findings of brain science research over the years.

By continuing this training, users can achieve noticeable positive effects in terms of maintaining and enhancing working memory, attentiveness and other brain functions. The program is available free

of charge for insureds of a pension-type nursing care coverage plan with additional coverage for dementia of Tokio Marine & Nichido as well as pension-type nursing care insurance and whole life insurance for longevity of Tokio Marine & Nichido Life.

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

Available since February 2022 to detect ovarian cancer, these tests provided by Craif Inc. use urine to detect cancer risk, with a phased plan for other cancers. These services are available for policyholders of cancer insurance of Tokio Marine & Nichido Life, as well as insureds and their families. They can receive the tests at preferential prices at partner medical institutions.

• Service of Supporting the Creation of Family Trusts

This service, provided by famitra Inc., is aimed at supporting the creation of family trusts for preventing assets from being frozen due to the onset of dementia. The company provides comprehensive support, ranging from explanations and suggestions around family trusts to the creation of a trust contract. After the trust has been created, the company continues to support the families in operating the trust as a trust supervisor. This service is available at a preferential price for policyholders of pension-type nursing care insurance and whole life insurance for longevity of Tokio Marine & Nichido Life, as well as insureds and their families.

■ Supporting the Provision of Japanese-Language Medical Services in the United States

The Japanese Medical Practice outpatient clinic operated by Mount Sinai Health System in New York City with donations from Tokio Marine & Nichido has been providing medical services in Japanese since 1990. This clinic, which just celebrated its 30th anniversary, plays a major role in providing medical and health checkup services to the local Japanese community. Even under the COVID-19 pandemic, it has continued to provide medical services by also utilizing online means and played an additional role of giving vaccinations. The clinic is highly regarded by the Japanese Consulate General in New York as a medical institution providing services to Japanese people.

2.2.6.3 Responding to Technology Innovation

In the face of growing corporate social responsibility and cyber risks to companies, Tokio Marine Group sells insurance products that offer comprehensive coverage for each risk and has launched a portal site, "Tokio Cyber Port," to disseminate information on cyber security.

As for responding to traffic technology innovation, Tokio Marine Group offers accident support services and services to assist safe driving utilizing telematics and the Internet of Things (IoT). For individual customers, the Group also promotes insurance product and service offerings that facilitate traffic safety and respond to traffic technology innovation, including *One Day Auto Insurance*.

■ Launching an Online Cyber Security Information Portal Site, "Tokio Cyber Port"

In recent years, it is becoming increasingly difficult to completely block cyberattacks, as work style reforms and the widespread use of telecommuting have increased online business operations. Cyberattacks targeting companies have also become highly advanced and sophisticated. In the meantime, increasing companies' cyber security awareness and reinforcing their related structures have become an urgent task.

Against this backdrop, Tokio Marine & Nichido launched "Tokio Cyber Port," an online information lounge that compiles the latest information on cyber security measures, in January 2020. It provides a broad range of the latest information and services related to cyber security, including the latest news on cyberattacks and cyber security, columns by experts, free security services and a telephone consultation service for security incidents. The aim is to familiarize companies with cyber security and



[Tokio Cyber Port](#) (in Japanese)

encourage them to utilize "Tokio Cyber Port" for their cyber security measures.

Tokio Marine & Nichido was the first among leading non-life insurance companies in Japan to develop *Cyber Risk Insurance* in 2015 to support many companies in the country's cyber security domain as an insurer forming a part of social infrastructure. The company will continue to contribute to the creation of a safe and secure society by playing the role of backing up innovation of related technologies in Japan.

■ Introduction of Drive Agent Personal

For the first time as a major insurance company in Japan, Tokio Marine & Nichido started providing *Drive Agent Personal*, an advanced service for individual customers utilizing its original driving recorder, as a rider for auto insurance in April 2017. The company lends its driving recorder to each policyholder and provides a set of leading-edge services as shown below.

In recognition of these services as making great contribution to the safety and security of consumers, Tokio Marine & Nichido received the ACAP Consumer-Oriented Activities Award from the Association of Consumer Affairs Professionals (ACAP) in February 2021.

Additionally, as a new offering from April 2021, the company provides a driving recorder equipped with two built-in cameras, which can film not just front views but also side and rear views.

For mitigating damage caused by traffic accidents, Tokio Marine & Nichido is also working to build a system to request a dispatch of an emergency medical helicopter when an accident occurs, using the data from a driving recorder. The company plans to initiate a test operation of the system in fiscal 2022, aiming for its full-scale operation in fiscal 2023.

① Advanced accident response service

Upon detecting a serious collision, the recorder reports the incident automatically to a partner company, allowing the customer to have a voice call with an operator and eliminating his or her anxieties immediately following the accident. The operator also calls an ambulance depending on the situation. Moreover, the recorder automatically sends a video of an accident covering before and after the detection of the collision to Tokio Marine & Nichido and releases, when appropriate, the customer from the burden of explaining how the accident has occurred. This video can also be used for resolution of the accident case.



② Accident prevention support service

The recorder detects sudden braking, acceleration and steering, getting too close to the car in front, not staying centered in a lane and not looking at the road (only for models with two built-in cameras) in customers' day-to-day driving and issues warning in real time. Tokio Marine & Nichido delivers an even greater sense of security with the addition of a feature to send an SOS signal when the driver suddenly falls ill or is harassed by a reckless driver. When such a trouble occurs, the driver will receive appropriate advice from a partner security company by pressing the corresponding button four or more times in three seconds.

③ Safe driving diagnosis service

The recorder provides safe driving diagnosis reports, which are created by using Tokio Marine & Nichido's original algorithm, based on each customer's tendency toward reckless driving.

■ Drive Agent for Corporate Policyholders

We sell *Drive Agent* for corporate policyholders. The product not only includes the same features offered by *Drive Agent Personal* but also provides a system to check safe driving and operational management data on a cloud service. It allows both drivers and responsible managers to review daily driving conditions from the same perspective and enables corporate customers to make company-wide efforts for safe driving.

Winning a Good Design Award: Best Mix of People's Ability and Digitalization

We intend to resolve social issues by redesigning our customer contact points and business processes based on the concept of "a best mix of people's ability and digitalization." For example, Tokio Marine & Nichido's departments tasked with insurance claims payments (claims services departments) have been leading a project to advance digital transformation (DX) of claims services. The project, "Secure and comfortable incident settlement process utilizing a best mix of people's ability and digitalization," uses various digital tools in incident response processes of auto and fire insurance, while placing their value on eliminating anxieties and stress of customers from their perspective instead of on increasing the efficiency of internal business operations. In recognition of this approach and its seamless service designed to cover the entire incident settlement process from the beginning through to the end, the project won a 2021 Good Design Award.

For customers wishing to apply for insurance claims fully online, the use of various digital tools in the incident settlement process allows them to complete the procedures by themselves using their smartphone and other devices. For those who feel uneasy about such online procedures, our personnel in charge of claims services and agencies are available to help them and provide a secure and comfortable experience until the settlement of an incident. With our personnel providing services with a human touch, we seek to realize a "strikingly impressive" claims settlement service through the best mix of people's ability and digitalization.

[DX special website](#) (in Japanese)



Efforts to Ensure Swift and Appropriate Claims Payments by Utilizing AI

Tokio Marine Group is working to resolve a social issue of false insurance claims by utilizing AI and digital technology. Combating false claims has become an important issue in the entire non-life insurance industry from the perspectives of operating a sound and stable non-life insurance system, maintaining trust in the insurance business and ensuring fairness. Methods of making false claims are becoming increasingly complex and sophisticated in recent years, and a broad understanding of these methods and a high level of expertise are required to implement countermeasures. P.T. Asuransi Tokio Marine Indonesia (TMI) and Tokio Marine & Nichido are striving to increase the level of sophistication of their countermeasures by incorporating AI and digital technology, along with enhancing the expertise of responsible personnel working in the departments tasked with insurance claims payments.

Solution Adopted by TMI

In emerging countries in Asia and elsewhere, a rise in false insurance claims has become a social issue, posing a challenge for insurance companies. In response, in March 2020 TMI adopted an AI-driven fraud detection system of Shift Technology of France in its claims handling process for auto insurance.

The system gives a score (possibility of fraud) along with its rationale for each claim, allowing TMI's fraud response team to concentrate on more suspicious cases. Through the solution, TMI has detected and handled many more false claims that had been difficult to find in the conventional manual process (about 50 times more compared to before it was adopted). This significant result



Example of fraud detection in accident images: An analysis by AI indicated that images 1 and 2 were derived from the same image and that the front part in each image has been deliberately doctored to disguise as being repaired.

has consequently led to more swift insurance claims payments to customers and appropriate levels of premiums (for maintaining social trust and ensuring fairness). The solution has also generated many side benefits, such as deterring fraud by externally announcing the use of the system and incorporating lessons learned from the identified false claims into insurance underwriting rules. TMI collaborates with Shift's data scientists on a daily basis to improve the fraud detection accuracy, utilize external data and deal with the emerging trends of fraud in the market. These constant efforts are geared toward realizing the Group's core mission of "To Be a Good Company," providing better insurance services to customers in Indonesia and resolving social issues in the country.

• **Solution Adopted by Tokio Marine & Nichido**

Tokio Marine & Nichido adopted an AI-driven fraud detection system in its claims handling process for auto insurance (developed by U.S.-based Metromile Inc.) and accident insurance (developed in-house) in October 2021 and for fire insurance (developed by France-based Shift Technology) in August 2022.

More specifically, these systems extract certain elements from policy details, loss and injury reports and other relevant information, which could lead to fraud, and give a score for each case to quickly identify cases that require closer scrutiny. Previously, responsible personnel in the relevant departments had checked every case for its connection with false claims. The adopted solution, on the other hand, allows different and effective response to each case. It will lead to a further improvement in the quality of claims services as suspicious cases are handled more carefully while even more considerate response is made to legitimate ones. The company is also proceeding with the introduction of a system to allow customers to complete everything from incident reporting to receipt of insurance claims at any time over the Internet, not just during business hours on weekdays, by increasing AI's accuracy of identifying legitimate cases eligible for early claims payments and by combining it with other advanced technologies.

Tokio Marine & Nichido will continue to fuse AI and digital technology with people's ability and endeavor to provide swift and comfortable claims services to customers.

■ **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 via smartphone and at convenience stores. This auto insurance product allows infrequent drivers using cars owned by their parents or friends to purchase insurance at the reasonable cost of 800 yen a day (24 hours) for just the number of days needed. The product was launched in January 2012 by Tokio Marine & Nichido as the first of its kind in the non-life insurance industry in Japan, and the cumulative number of subscriptions exceeded 10 million (as of January 2022).

Our *One Day Auto Insurance* received the Nikkei Veritas Award for Superiority at the Nikkei Superior 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 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.

In March 2020, we started providing Alexa skills to subscribe to *One Day Auto Insurance* using voice through Amazon Echo-series and other Alexa-equipped devices, including speakers, home electric appliances and tablet devices. *One Day Auto Insurance* has become the first insurance product in Japan that can be purchased by using voice commands.

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)



2.2.6.4 Responding to Poverty Issues

As problems caused by widening poverty and inequality and discrimination become more serious, it is an urgent issue to resolve these issues through financial inclusion efforts.

Based on the SDG philosophy of leaving no one behind, Tokio Marine Group, in cooperation with its stakeholders, will strive to understand the characteristics of countries and regions, their circumstances, and needs of people in difficult circumstances. Through the development and provision of financial inclusion-related products and services (including distribution channels and methods), we will strive to improve access to basic insurance products and financial services for people in difficult circumstances, so that they can enjoy the benefits of these products and services. We also support people in difficult circumstances and their families by providing financial and insurance education, and contribute to improving their standard of living.

We will strive to promote understanding of sustainability issues, including financial inclusion, among management (through the Sustainability Committee, etc.), educate employees (through sustainability training, etc.), and develop mechanisms for handling complaints (through human rights due diligence initiatives, etc.).

■ Development of Weather Insurance and Microinsurance Jointly with IFFCO-TOKIO

In 2001, Tokio Marine Group established IFFCO-TOKIO General Insurance Co., Ltd. (IFFCO-TOKIO), a non-life insurance company, as a joint venture with Indian Farmers Fertiliser Cooperative Limited (IFFCO), which has a nationwide network of 38,000 member cooperatives, and began offering auto, fire and other insurance in India.

From the start, the business tackled the issue of resolving uncertainty faced by farmers in India through the mechanism of insurance and looked into the development of weather insurance and microinsurance (i.e., insurance available at low cost).

These products have become essential in stabilizing the lives of people in farming communities, with annual premiums written amounting to 10.0 billion to 20.0 billion rupees (approximately 18.0 billion to 36.0 billion yen).

In 2001, the company, in collaboration with IFFCO, started sales in India's rural communities of

Sankat Haran 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 Suraksha Bima Yojna*, property insurance available for 100 rupees (about 160 yen) per year; and *Mahila Suraksha Bima Yojna*, accident insurance aimed at women in farming communities.



IFFCO-TOKIO headquarters



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

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 and spread its use, the company has been conducting briefings for farmers in every state in India on an ongoing basis together with banks, NGOs and other partners.

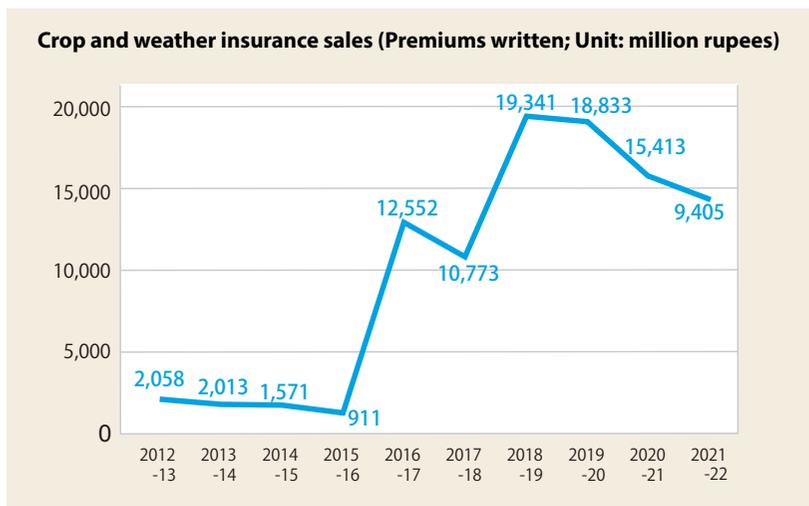
Currently, the company sells weather insurance, mainly its own as well as other government-sponsored products such as *Pradhan Manti Fasal Bima Yojana* (RMFBY) and Weather Based Crop Insurance Scheme (WBCIS), to more than 4 million farming households per year.



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

Crop and weather insurance details

FY2021: GWP INR 9,405 million, Claims Paid INR 10,361 million



Efforts to Increase Prevalence of Medical Insurance for Low-Income Earners

Rashtriya Swasthya Bima Yojna (RSBY) is a medical insurance scheme for low-income earners sponsored by the government of India. It was 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 (about 48 yen) per household as a registration fee with coverage up to 30,000 rupees annually (about 48,000 yen) for a maximum of five persons per household in case medical services are required for injury or illness.

IFFCO-TOKIO began selling RSBY in 2011 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 to people with low incomes.



Insurance soliciting

Under the Ayushman Bharat (National Health Protection Scheme) announced in 2018, the insurance schemes for low-income families mentioned above have become available to more people with greatly expanded benefits. In addition, IFFCO-TOKIO started offering *Ayushman Bharat - Sarbat Sehat Bima Yojana* (AB-SSBY), a medical insurance scheme for low-income families, in the state of Punjab in fiscal 2019 and fiscal 2020. From fiscal 2021, the company offers *Ayushman Bharat Pradhan Mantri Jan Arogya Yojana* (AB-PMJAY) SEHAT, an insurance scheme for low-income households in the state of Jammu and Kashmir. The state governments subsidize all insurance premiums, enabling them to receive medical treatments of up to roughly 800,000 yen per year per family free of charge.

These have become essential medical insurance schemes for people who previously could not receive sufficient medical services because of their economic situation.

Initiative to Support Low Incomes in the United States

The Tokio Marine North America Services (TMNAS) Finance Team has implemented an initiative to support low income households via the reduced tax burden with Philadelphia Insurance Companies (PHLY) and their long-time business partner Affordable Equity Partners (AEP).

The housing complexes developed by AEP and 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 US\$2.65 million, which has gone toward the 2,500 units across six states in the United States. The relationship is a “win-win-win” for PHLY, TMNAS and AEP and the 2,500 families living in the beautiful new facilities.



2.2.6.5 Support for Small and Medium-Sized Enterprises

Regional small and medium-sized enterprises (SMEs), which form the foundation of the Japanese economy, are facing numerous business challenges. Tokio Marine Group supports the development of SMEs by capturing changes in the risks surrounding them and developing and providing insurance products and services that help SMEs continue their businesses, take on new challenges and achieve growth.

■ Opening BUDDY+ Website to Provide Solutions Exclusively to SMEs

Tokio Marine & Nichido has opened BUDDY+, a website that provides SMEs with online services, including the provision of information about and solutions to the diverse business challenges SMEs face. Highly specialized contents, including support for M&As for business succession and a subsidy and grant-in-aid diagnosis system, are available regardless of whether users are policyholders or not.

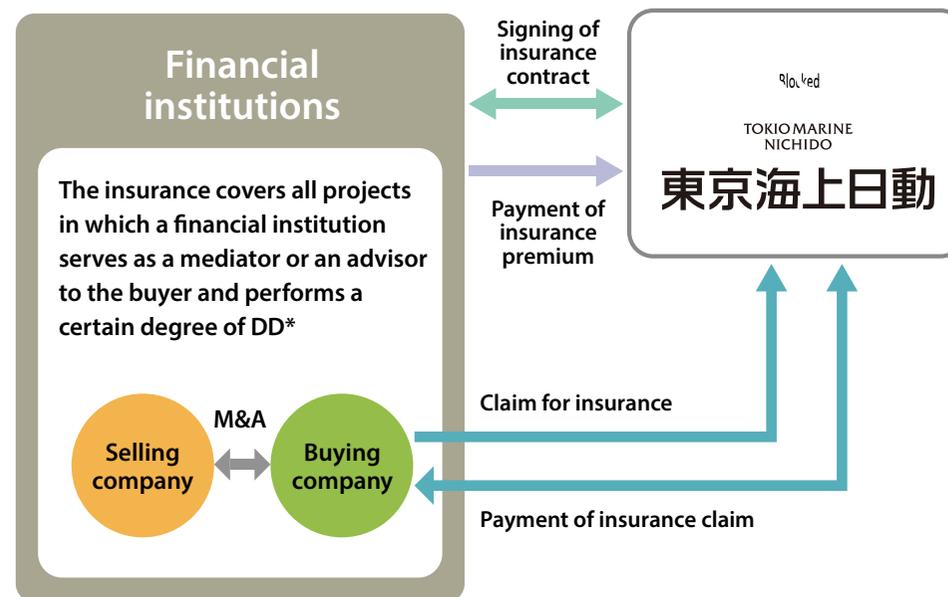


■ Test Run of a New Sales Model Using Digital Technologies

Tokio Marine & Nichido is testing a website for online enrollment for *Super Business Insurance* for SMEs. It features an easy-to-understand description of the risks that SMEs should prepare for and enables easy estimations of insurance premiums, which can be done simply by answering a few questions. Available 24/7 via PC or smartphone, the website is a value provision model that is highly convenient for busy SME owners.

■ Launch of an Insurance Product for Financial Institutions with Comprehensive M&A Coverage (Representations and Warranties Insurance)

Tokio Marine & Nichido has launched *Financial Institution Advisory M&A Insurance* to contribute to the development of regional economies by supporting smooth business succession by SMEs. The increasing number of SMEs that are closing down due to the absence of successors has emerged as a social issue. According to the Small and Medium Enterprise Agency, 34.5% of SMEs seek advice on business succession from their correspondent financial institutions. This product comprehensively covers M&A projects in which a financial institution serves as the advisor to the buyer or the mediator. Simplification of underwriting examination and low insurance premiums were achieved by setting certain due diligence requirements and standardizing coverage (covering the indemnification of breaches of representations and warranties concerning tax affairs and financial affairs).



* Due diligence

2.2.6.6 Social Contribution and Awareness-Raising Activities

Tokio Marine Group Social Contribution Strategy

In order to accomplish our goal of protecting customers and society in times of need, Tokio Marine Group will cooperate and work with our stakeholders and promote social contributions with the participation of all employees around the world.

Motivated employees work with sincerity and empathy, continue to find new ways to address social issues and spread those mindsets and actions to the entire organization and Group. This in turn fosters a corporate culture of resolving social issues as a natural course of action and creates a positive cycle between solving social issues and facilitating corporate growth (enhancing corporate value) that will contribute to achieving the SDGs.

Tokio Marine Group promotes social contribution activities to work alongside our stakeholders, including future generations, on our four key sustainability issues of taking climate action, improving disaster resilience, supporting people's healthy and enriching lives, and promoting and supporting D&I. We established the Group Sustainability Committee and the Social Contribution Subcommittee to deliberate and review policies and targets for the Group's social contribution activities, while the Board of Directors of Tokio Marine Holdings considers and determines the policies and targets for the social contribution strategies.

Tokio Marine Group's Code of Conduct will apply to all social contribution activities, donations and collaborations.

Medical and Nursing Care

Providing Companies with Various Solutions to Help Their Employees Balance Work with Caregiving

Amid the rapidly aging society, leaving full-time employment for elder care has become a social issue of increasing prevalence. According to the government's statistics, about 100,000 workers leave their job every year for the reason of elder care, while about 3.5 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, physically and mentally because they have no idea how long such caregiving will continue.

Tokio Marine Nichido Better Life Service provides the following solutions for helping employees of corporate customers balance work with caregiving by leveraging know-how accumulated in the operation of caregiving services for the elderly.

- Service to understand the actual caregiving situation
- Seminars on balancing work with caregiving: For employees and managers
- Creating a handbook for balancing work with caregiving
- Consultation service for caregiving: Online consultation and individual consultation by industrial care managers

[Support for balancing work with caregiving](#) (in Japanese)



Of these services, seminars on balancing work with caregiving, which are created at Tokio Marine Nichido Better Life Service's own dedicated studio and distributed online, have garnered high praise for their applicability, interactive features like voting functions, as well as easy-to-understand, specific explanations by a caregiving specialist with a wealth of practical experience.



■ AED & Basic Life-Saving Workshop to Build a Society That Can Practice Life-Saving Skills

Tokio Marine & Nichido provides a workshop to practice using automated external defibrillators (AEDs) and to perform cardiopulmonary resuscitation (CPR). Approximately 750 employees from Tokio Marine Group have attended the workshop in fiscal 2021.



■ 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 has been supporting the Pink Ribbon Movement since March 2005. Extending these activities, we have decided to steadily offer comprehensive solutions for customers' concerns. As a first step, upon the release of an insurance product to support cancer treatment in September 2007, we rolled out a company-wide, ongoing and perpetual initiative called the Movement to Protect Customers from Cancer.

• Basic Policy

In Japan, cancer is considered a national disease and is a source of much grief. 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 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. The movement consists of the following three steps: (1) Getting to know cancer; (2) Talking about cancer; and (3) Helping with cancer countermeasures.

• Collaboration with 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 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 18 cities (as of March 31, 2022) 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 have also introduced the Movement to Protect Customers from Cancer and hold an annual national insurers conference of employees and agent/consignee representatives who are committed to engaging in *Hokenbito* (True Insurance Professionals) Activities. The entire conference is streamed online to promote the unwavering conviction that everything *Hokenbito* does is to protect customers and act as a venue to brainstorm actionable items. The 15th conference was held in fiscal 2021 and featured lectures from experienced nurses and health care professionals to increase participants' understanding of nursing, cancer and incapacity, as well as bolster their sense of purpose in providing customers with information and security.

• Agreement with Shizuoka Cancer Center

In 2007, Tokio Marine & Nichido Life and Tokio Marine & Nichido Medical Service (TMS) concluded a comprehensive agreement on joint research into the best ways to provide consultation, support and information regarding the treatment of cancer with the Shizuoka Cancer Center. This joint research program has focused on such areas as jointly developing tools to communicate in plain language the importance of preventive medicine and medical checkups as well as knowledge on cancer.



Shizuoka Cancer Center

• Promoting the Pink Ribbon Movement

Tokio Marine & Nichido Life has been promoting the Pink Ribbon Campaign in support of J.POSH, an NPO engaged in pink ribbon movements for breast cancer awareness in Japan, to convey the importance of medical exams and early detection of breast cancer. Tokio Marine Group employees, led by Tokio Marine & Nichido Life employees, have held street campaigns nationwide and handed out awareness leaflets* since 2005.

*The certified NPO J.POSH collaborates with medical institutions nationwide on the Japan Mammography Sunday (J.M.S) initiative to create an environment enabling women who are busy on weekdays to have mammograms on the third Sunday in October. Tokio Marine & Nichido Life also supports this initiative and hands out a list of available medical institutions.



• Providing Encouragement to Cancer Patients by Making Terry Cloth Caps

Since 2009, Tokio Marine & Nichido Life has joined initiatives undertaken by Iwate Hospice Association, a citizens' group in Morioka City, Iwate Prefecture, to support cancer patients and their families and help them gain 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.

Blocked

• Education Support for Orphans

Tokio Marine & Nichido Life established a fund in 2016 to financially support children who have lost one or both parents due to illness, including cancer, and offers benefit-type scholarships to university students and others with the cooperation of the Japan Philanthropic Association. Benefit-type scholarships of 300,000 yen per year are provided to students.

• Donation to Organizations Helping Children and Elderly People under Treatment for an Illness

Donations from Tokio Marine & Nichido Life's employees and agents are used to support activities of organizations helping children undergoing medical treatment and elderly people. Employees of the company also provide support to the activities of these organizations through participation and other means. Donations have been made to the following organizations since fiscal 2016.

- NPO CliniClowns Association
- NPO The Support Network for NANBYO Children of Japan
- NPO Dementia Friendship Club

Supporting and Collaborating with the Center for iPS Cell Research and Application (CiRA), Kyoto University

In January 2015, Tokio Marine & Nichido donated a total of 100 million yen to Kyoto University's iPS Cell Research Fund, covering a five-year period. In addition, the company called for donations to the fund from employees of Tokio Marine Group companies and other individuals and made an additional donation exceeding 2 million yen in 2021.



Presenting a certificate for the donation for fiscal 2021
 * Presenting the award to Professor Shinya Yamanaka (Director at the time, retired in March 2022). The current Director is Jun Takahashi.
 * Held online to prevent the spread of COVID-19

Tokio Marine & Nichido is also collaborating with a project called the iPS Cell Stock for Regenerative Medicine (transferred from CiRA to the CiRA Foundation (CiRA F), also at Kyoto University, in April 2020) to stockpile induced pluripotent stem (iPS) cells for medical use. The project involves collecting blood from donors having a special type of human leukocyte antigens (HLAs), which is thought to cause less immune rejection. In August 2016, in addition to Kyoto University Hospital, blood collection also started at the medical corporate foundation Kaijo Building Clinic, a tie-up medical institution of Tokio Marine Group. The provision of iPS cells for regenerative medicine started in August 2015, and the stock has grown to cover about 40% of people in Japan. CiRA F is currently working with CiRA to promote a plan to provide iPS cells with reduced risk of immune rejection by using genome editing technology and conducting technology development with the goal of enabling the provision of iPS cells of patients themselves at the cost of around 1 million yen by 2025.

CiRA is working on research every day to enable the development and clinical application of next-generation iPS cell technology. Through our donations to the research fund, 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.

N Program to Support Young Physicians in Clinical Study Programs in the United States

In collaboration with the Mount Sinai Health System, Tokio Marine & Nichido continues to offer the N Program. Since 1991, this medical residency program promotes exchange between the two countries in the medical field by annually supporting the education of young Japanese doctors with the desire to gain clinical experience in the United States. In general, people wishing to experience clinical training in the United States are selected by way of a nationwide recruitment system. The N Program is handled differently, however, and has become an invaluable program for young Japanese doctors who want to undergo clinical training at an educational hospital in the United States. The N Program has made remarkable progress thanks to the cooperation of doctors 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 to over 200.

[N Program](#) (in Japanese)

Disaster Relief

Tokio Marine Group engages in recovery support for disaster-affected areas, including employee volunteer activities.

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

Tokio Marine Group engaged in approximately 30 activities to support areas affected by the Great East Japan Earthquake. Starting in May 2011 immediately following the disaster, Group company employees, agents and their families across the country provided support to disaster areas in Iwate Prefecture and Miyagi Prefecture. Their activities included removing disaster debris, cleaning up houses damaged by the tsunami, removing mud from houses and street drainage gutters, assisting agricultural and fishery-related work, sorting books for donation to libraries in disaster areas and cleaning damaged and mud-covered photographs and documents.

Tokio Marine & Nichido is also supporting two NPOs engaging in activities to restore tsunami-devastated coastal forests in Natori City and Watari-cho, respectively, along the coast of Miyagi Prefecture.

In Natori City, the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA) has been leading the Ten-Year Restoration Project of the Coastal Forests of Tohoku Region. In the project, the company has been participating in activities to restore coastal pine tree forests in the city and to

facilitate regional revitalization through the recovery of agricultural land and the creation of job opportunities in disaster areas. Under its policy of never forgetting the event and continuing to do whatever it can, even in small ways, the company launched an employee volunteer program in fiscal 2016. Although it was not possible to conduct tree-planting tours in fiscal 2020 and fiscal 2021, the company has organized four tours to date, and a total of approximately 40 people have participated, including Group employees, agents and their families.



The NPO Watari Greenbelt Project has been engaging in an initiative to restore tide-control forests along the coastal areas and promote the recovery and new community development of Watari-cho, Watari-gun, Miyagi Prefecture. Since fiscal 2013, Tokio Marine & Nichido has been soliciting and sending employee volunteers on tours to assist the initiative. During each tour, they visit the coastal areas devastated by the tsunami, remove weeds in tree-planting areas and assist the cultivation of saplings that will be planted along the coast. Although it was not possible to conduct tree-planting tours in fiscal 2020 and fiscal 2021, the company has to date conducted 23 such tours, with the participation of approximately 360 employees, including Group employees, agents and their families.

[Watari Greenbelt Project](#) (in Japanese)

Also, employees of Tokio Marine & Nichido and Group companies made paper lanterns from milk cartons for the Prayer Lanterns Lighting, a memorial event for the Great East Japan Earthquake held in Morioka City, Iwate Prefecture. More than 2,550 lanterns were sent to the Morioka Recovery Support Network, the secretariat of the event. On the day of the event, 36 employees and their families from branches as well as agents in Morioka and other locations volunteered to set up and light lantern candles.



Developing Youth and Promoting Sports

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.

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

Nurturing Future Generations, Encouraging International Exchange and Promoting Sports in Local Communities through Foundations

Tokio Marine Kagami Memorial Foundation was established in 1939 and initiated an academic research grant program in 1940 and a scholarship program in 1941. The foundation provides scholarships to students at Japanese universities and graduate school exchange students from ASEAN nations and assists academic studies by researchers.

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

The Tokio Marine Sports Foundation was established in 1937 with the aim of promoting sports and educational activities among the public to help bring bright and enriched lives to the people of Japan. The two facilities owned by the foundation, Nasu Sports Park and Toda Boathouse (a water sports facility), are used by a wide range of groups from young children to senior citizens. The foundation is also involved in local support exchange events planned by members of Tokio Marine & Nichido's sports teams and charity concerts given by the company's orchestra.

Overview and Activities of Each Foundation

Foundation Name	Summary	Activities in Fiscal 2021
Tokio Marine Kagami Memorial Foundation	<ul style="list-style-type: none"> Provides scholarships to students at Japanese universities and graduate school exchange students from ASEAN nations Provides academic research aid and earthquake research aid to young social science researchers 	Scholarships awarded: 159 (146 students at Japanese universities and 13 students from ASEAN nations) Research assistance: 9 projects (Academic research aid: 3 projects; Earthquake research aid: 6 projects)
Tokio Marine & Nichido Educational Development Fund	Provides assistance for educators and to children orphaned through traffic accidents	Financial assistance for education and research: 102 Scholarships for children orphaned through traffic accidents: 85
The Tokio Marine Sports Foundation	Promotes sports activities in local communities	Number of persons using Nasu Sports Park: 24,938 Number of persons using Toda Boathouse: 3,603

- [Tokio Marine Kagami Memorial Foundation / scholarship program to exchange students from ASEAN nations](#) (in Japanese)
- [Tokio Marine & Nichido Educational Development Fund](#) (in Japanese)
- [The Tokio Marine Sports Foundation youth exchange project through sports activities](#) (in Japanese)

■ Holding Aerospace Classes with the Local Community to Nurture People Interested in Aerospace

Tokio Marine & Nichido aims to contribute to the advancement of local economies and society by actively participating in regional revitalization efforts.

Going forward, further growth is expected in the Tokai region, where the aerospace industry is concentrated. Tokio Marine & Nichido has been running aerospace classes for elementary and junior high school students that provide education and include experiments related to aerospace. The idea behind the initiative is a desire to increase the opportunity for children to become interested in aerospace since it is the younger generation who will bear responsibility for the future of the aerospace industry.

The project makes use of know-how accumulated in risk management relating to the aerospace industry and of Tokio Marine & Nichido's own industry-government-academia network built on ties with Aichi

Prefecture and Nagoya University, and has been made possible owing to its community-based work that includes contributing to human resources development.

In August 2021, an aerospace class was held at the Gifu-Kakamigahara Air and Space Museum, which let a total of 40 elementary school students learn about space and satellites and have a simulated experience of the training and missions of astronauts. By providing a venue to generate more aerospace-related human resources in the Tokai region, the classes are expected to contribute to the advancement of Japan's aerospace industry.



■ Workshop to Create Local Community Safety Maps to Promote Crime and Disaster Prevention and Traffic Safety

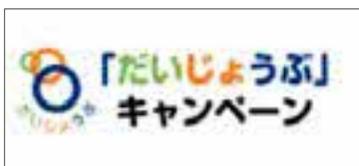
Since September 2007, Tokio Marine & Nichido has been co-sponsoring the "Daijoubu Campaign," a movement led by The Mainichi Newspapers, and supporting activities to protect children and local residents from disasters and crimes.

As part of this campaign, Tokio Marine & Nichido began holding the Workshop to Create Local Community Safety Maps across Japan in fiscal 2011 in collaboration with The Mainichi Newspapers.

At a training seminar conducted by Professor Nobuo Komiya of Risho University, an expert in criminal sociology, Tokio Marine & Nichido employees and local elementary school children identify dangerous areas on their ways to and from schools and around schools based on two keywords of "easily accessible" and "not openly visible" to create their own local community safety maps.* This initiative enables them to protect themselves from crime by learning about the concept of dangerous areas. Starting in fiscal 2021, this event has been held online to prevent the spread of COVID-19 infections.

Tokio Marine & Nichido will continue to contribute to the safety and security of local communities through this and similar initiatives.

* A local community safety map, developed by Professor Nobuo Komiya of Risho University, is a map to show "dangerous," crime-prone areas, which have been picked based on the two keywords of "easily accessible" and "not openly visible."



[Daijoubu Campaign](#) (in Japanese)

■ "Group Work on Managing Risks and Opportunities": Career Development Program for Junior High and High School Students

Tokio Marine Group has promoted career education mainly for junior high and high school students by providing its own career education program, "Group Work on Managing Risks and Opportunities," which was developed jointly with universities, NPOs and educators.



In the program consisting of card games and teamwork activities, students become owners of a bakery and think about ways to operate the bakery successfully over a long period, including how to use insurance. The lesson simulates responses to various risks associated with owning a business, enabling the students to discover issues for themselves and solve them collaboratively. From fiscal 2017, the program has been expanded throughout Japan, with a cumulative total of 1,600 students receiving career education to date.

■ Ashinaga Charity & Walk

Tokio Marine & Nichido participated in a charity walk event, Ashinaga Charity & Walk, hosted by Meiji Yasuda Life Insurance Company. From Tokio Marine Group, a total of 1,525 employees took part. A monetary donation of 937,399 yen was collected and 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 institutions
- ② Allocated as financial assistance to orphans living in prefectures affected by the Great East Japan Earthquake through donations to orphan support funds

Supporting Child Line Support Center Japan

Tokio Marine & Nichido has invited the specified NPO Child Line Support Center Japan to give a lecture about the organization's activities every year since 2012. They discuss 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. (This event was not held in fiscal 2021.)

[Child Line](#) (in Japanese)



Disaster Education Support for Children in China

Disaster Prevention Lessons in China

In 2016, Disaster Prevention Lessons for elementary and junior high school students were officially launched in China by Tokio Marine & Nichido Fire Insurance Company (China) Limited (TMNCH). It is the first case that Tokio Marine & Nichido's disaster awareness-raising program is implemented overseas and represents the synergy generated by a sustainability project within Tokio Marine Group. Disaster Prevention Lessons in China are an initiative that involves direct participation of TMNCH employees and fully leverages the experience accumulated over the 10 years since the company's founding to complement insufficient disaster prevention education at schools, raise local community awareness for disaster prevention and to fulfill its social responsibility. TMNCH has developed its own education materials that take into account the characteristics of disasters in China, and by incorporating such original content, made these lessons appealing to children to encourage their learning.

The initiative started six years ago, and all five branches of TMNCH are participating in the activity, with 43 employees,



representing one-ninth of all employees, having received training as volunteer lecturers. As of the end of fiscal 2021, more than 1,700 children have received the lessons at 22 schools in nine provinces and cities (32 administrative divisions and municipalities) in China.

Educational Assistance for Children of Migrant Workers 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 300 locations throughout China, and Group employees engage in various volunteer activities every year. In June 2021, 11 employees, including Keiko Fujita, the Tokio Marine & Nichido Fire Insurance Company (China) representative, undertook volunteer efforts at an elementary school in Sichuan Province in China. It was a meaningful classroom interchange that included Disaster Prevention Lessons on the themes of firefighting and safety during school summer holidays with 52 children and was highly praised by a local Communist Youth League.



■ Serving as a Special Sponsor of the JOC Junior Olympic Cup Swimming Tournament

Tokio Marine & Nichido started providing support to the Japan Swimming Federation as one of the initiatives undertaken to commemorate its 110th anniversary in 1989, and has been doing so as one pillar of social contribution activities based on its desire to contribute to the sound development of Japan's youth by promoting swimming. Specific efforts include serving as a special sponsor of the National JOC Junior Olympic Cup Swimming Tournament held twice a year (spring and summer) and providing support for the costs of attending competitions and training camps for Junior Olympic athletes.



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

[Swimming Support Site "Forever, with Swimming"](#) (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. During the 12 years to fiscal 2021, the company has made donations every year totaling 106,573,108 yen, thereby providing educational support for a total of about 2,929 girls to help them attain independence in the future, offering a study environment for children by opening 17 reading rooms and supporting the introduction of 355 literacy education programs in India, Bangladesh and Vietnam.

For girls not attending school for economic reasons or because they are tied to household duties as a result of their parents' lack of understanding, the program offers financial aid for tuition fees and endeavors to convey the importance of education to their families through home visits. These efforts have allowed girls to continue their education, with many achieving excellent performance in their schoolwork to make their dreams a reality.

[International NGO Room to Read](#)



Social and Economic Inclusion of All People

◎ Social Contribution Activities and Awareness-Raising Activities for the Elderly and Dementia

Tokio Marine Group undertakes social contribution activities for the elderly and awareness-raising activities for persons suffering from dementia as part of volunteer activities supporting the safety and security of the local community and families.

■ Contributing to the Creation of Communities That Understand Dementia: Courses to Foster Support for Dementia Care

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

During the one-and-a-half-hour program conducted in each work department, mainly in Tokyo, attendees watch a DVD, listen to a lecture given by an employee (called a "caravan mate") who has received special training on this subject and participate in a role-playing session. As of March 2022, a total of around 5,900 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)

🎯 Supporting the Deaf and Blind and Sports for People with Disabilities

Tokio Marine Group supports the deaf and blind and sports for people with disabilities through its products, services and social contribution activities, thus contributing to the realization of a symbiotic society.

■ Collaboration with the Japan Deafblind Association

The Japan Deafblind Association is engaged in activities to support people with hearing and vision impairments across the country. Their activities include dispatching sign language interpreters and helpers, training interpreters and publishing a biannual magazine for the hearing and visually impaired.

Tokio Marine & Nichido has been a supporting member of the association since 2008. At the association's annual national conference, which is held to promote the interaction of people with these impairments and improve the skills of sign language interpreters and helpers, employees working in offices and branches in different areas serve as volunteer staff to cooperate in the running of the event.

[Japan Deafblind Association](#) (in Japanese)

* As in fiscal 2020, this conference was cancelled in fiscal 2021 due to the COVID-19 pandemic.



■ Development of the Universal Consulting Service for Companies Employing People with Disabilities

Tokio Marine & Nichido and Tokio Marine dR developed the Universal Consulting Service jointly with Mirairo Inc., which provides consulting services from the perspective of people with disabilities. This consulting service is provided based on the results of analyses of eye tracking data collected from eye trackers worn by people with disabilities. It is intended to help their companies improve their workplace environment, the safety of their facilities, their business processes, productivity and other aspects of their business.

Recent years have seen an increase in society's concerns regarding diversity and inclusion (D&I) that advocates for diverse human resources and their values. Companies are developing organizations for creating value by promoting the employment of diverse human resources, including people with disabilities. On the other hand, various issues have come to the surface regarding the employment of people with disabilities. They include delays in companies' establishment of frameworks, a lack of experience, employees leaving their jobs after a short period due to a mismatch in the employment relationship and changes in the work environment that have been accelerated due to the COVID-19 pandemic, such as teleworking.

By providing this service, which helps promote D&I, Tokio Marine Group will contribute to the creation of opportunities for people with disabilities to express themselves and to the establishment of a symbiotic society.

Blocked

■ Contributing to the Realization of a Symbiotic Society Where Anyone Can Flourish: Learn About, Watch and Experience Sports with People with Disabilities

Tokio Marine & Nichido started sponsoring the Japanese Para-Sports Association (JPSA) in May 2016 and the Japan Inclusive Football Federation (JIFF) in October 2016 based on its belief that understanding and accepting each disability and characteristic and participating in and supporting para-sports lead to an understanding of D&I (the idea of accepting the diversity of humans and leveraging their diversity in society).

In addition, employees from around Japan conduct volunteer activities and cheer on athletes at the Japan Para Championships, which is a series of sports events for people with disabilities held regionally.



■ Building a Society in Which Anyone Can Take on Active Roles with the Special Olympics

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.

● Re-Evaluating Products Corresponding to LGBT*

In view of rising social interest in sexual minorities, Tokio Marine & Nichido is working to include same-sex partners in the definition of "spouse" for products that provide coverage for families and married couples. We respect the diverse family structures of our customers and will provide products that can be helpful in times of need.

* LGBT is a general term that refers to sexual minorities and is derived from the first letters of the words lesbian, gay, bi-sexual and transgender.

● Support for Foundations and Donations

In seeking a sustainable society, Tokio Marine Group provides support to NPOs and operates financial assistance programs.

■ Tie-Up with the Sawayaka Welfare Foundation

The Sawayaka Welfare Foundation forms a network with a number of volunteer organizations across the country and works to build a system of mutual assistance in each local community with the ultimate goal of "building a new society in which all people can develop a close rapport with each other" in order to fulfill their desire to lead an enriching life. Tokio Marine & Nichido empathizes with this organizational philosophy and partners with the foundation.

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

■ Providing Work Opportunities Broadly to People Seeking Work

Tokio Marine & Nichido Career Service strives to provide work opportunities broadly to people seeking work with an aim to build an inclusive society.

• Aiding and Collaborating with NPOs Supporting People Having Difficulty Finding a Job

In collaboration with the NPO Public Resources Foundation, Tokio Marine & Nichido Career Service has established the Tokio Marine & Nichido Career Service Fund to Support People's Willingness to Work to provide support to NPOs and other organizations that help people having difficulty finding a job for various reasons, such as disabilities, financial challenges, being withdrawn from society, single motherhood or having been raised in an orphanage. In 2021, assistance was provided to eight organizations. In March 2022, aid was given to the eight organizations matching the purpose of the fund for a second year. A notable characteristic of the fund is that it is intended to improve the employment

situation for people seeking work and help resolve related social issues by supporting innovative and challenging initiatives that could address the fundamental causes of problems.

In addition, in collaboration with Collable, an NPO that helps university students with disabilities to find a job, Tokio Marine & Nichido Career Service implements an internship program at the company for such students and has begun to support their job-hunting efforts through internship programs in collaboration with other companies. Through these activities, the company intends to solve issues facing students with disabilities, who have difficulty starting job-hunting activities because they have limited opportunities to have work experience through part-time jobs during school years and because the number of companies which accept internships is insufficient.

• Continuation of Job Assistance for Single Mothers

Single mothers face difficult financial conditions, with their average income being less than 50% of the income of the average household. To solve this social issue through employment, Tokio Marine & Nichido Career Service implemented the Manabi Assist program in cooperation with the NPO Single Mothers Forum in 2020 and 2021. This program packages e-learning training which can be done at home, monetary benefits during the training period, counselling services for people seeking advice on future workstyles and careers and job referrals. Nearly 130 single mothers participated in this program, which led them to find new jobs.



A Manabi Assist program session explaining PC settings

■ Safety First Grant Program for Workers' Compensation Policyholders

U.S.-based Safety National is offering the Safety First Grant Program. Under this program, current Safety National workers' compensation policyholders that are registered for at least one Safety National MAP Client Services online resource are encouraged to submit a nomination. Applicants have a chance to win one of three dollar-for-dollar matching reimbursement grants for the most creative risk-reducing solution that will help create a safer, more productive work environment for their employees. It is designed to facilitate creative ideas in risk management and promote innovative risk control solutions, while inspiring other employers who face similar risks.

Since 2014, Safety National has provided funding for 23 risk control projects, totaling US\$122,500 in matching grants that reduce risks for first responders, manufacturers, school operators and retailers. For example, one of the grant-winning solutions in 2021 involved implementing a web-based software to review law enforcement incidents and prevent injuries. It captures officer performance, codifies officers' actions and translates them into performance metrics, providing transparency in their performance improvement efforts. A 25% reduction in claim frequency and severity is anticipated through the solution. Safety National is in its ninth year of offering this grant program in an effort to assist policyholders and society as a whole in building a safer workplace environment for employees.



2.2.7 Improving Quality from the Customer's Perspective

Aiming to become “a company that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice,” Tokio Marine Group takes feedback from customers seriously and works to improve the operational quality on a constant basis. We strive to build trust-based partnerships with agents and improve our operational quality together in order to truly provide safety and security from a customer standpoint.

2.2.7.1 Basic Approach to Quality Improvement

Tokio Marine Group has earned high regard from its customers by providing products and services that are ahead of the times in accordance with the Group's Corporate Philosophy: “Through the provision of the highest quality products and services, Tokio Marine Group aims to deliver safety and security to all its customers.”

In the medium to long term, changes in living and business environments resulting from frequent natural disasters, demographic shifts and technological innovation in the world will generate many new opportunities and risks. In response to the diversifying needs of both individual and corporate customers in connection with such new opportunities and risks, Tokio Marine Group will combine the capabilities of all Group companies and will do its best to provide new products and services that anticipate the changing times and extend beyond the framework of conventional insurance products and services in areas such as the financial, medical and consulting fields. At Tokio Marine Group, improvements necessary to enhance the quality of products and services are identified and managed by the responsible departments under the oversight of the President of each group company.

1. Response to Customer Feedback

Tokio Marine Group strives to improve the quality of its services by regarding customer feedback as an important indicator for the evaluation of service quality. We also continuously monitor the social impact and risks of products and services to improve their development and provision.

2. Initiatives toward High-Quality Insurance Solicitation

Tokio Marine Group will work to provide products and services that are based on a correct understanding of risks surrounding the customers, their needs and circumstances while providing necessary information when concluding an insurance contract. We will also strive to ensure that

customers correctly understand the important matters about the products and services we provide (including risks and details that may be detrimental to customers) and will strive to provide clear and appropriate explanations that is appropriate to the sales and marketing method. In addition to complying with various laws and regulations, we will strive to provide and conduct solicitation activities on products and services that reduce negative impacts on the environment and society and contribute to the creation of a sustainable future.

3. Initiatives toward High-Quality Non-Life Insurance Services

Tokio Marine Group continuously promotes the enhancement of the quality of its products and services from the customers' standpoint by repeating the plan-do-check-act (PDCA) cycle of implementation, verification and improvement.

4. Initiatives to Instill Customer-Oriented Business Conduct

To provide safety and security that truly is based on customers' standpoint, Tokio Marine Group will develop its internal system to provide regular training to people in sales. In addition, we will endeavor to build partnerships based on trust and improve the quality of our operations through smooth communication with 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 to pursue various aspects including customer protection. In addition, in accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine Group will work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

[The Tokio Marine Group Policy for Management of Conflicts of Interest](#)

Customer-Oriented Business Conduct Policies

To more thoroughly carry out customer-oriented insurance business while remaining close to customers and accurately identifying their diversifying needs, Tokio Marine & Nichido, Tokio Marine & Nichido Life and some other Group companies have formulated and announced their respective policies on customer-oriented business conduct and have been working with agents to promote specific initiatives under these policies. We will review our policies on a periodic basis to constantly realize better business conduct, thereby earning the lasting trust of customers.

◎ Tokio Marine & Nichido Customer-Oriented Business Conduct Policies

Business Conduct Policy 1: Business conduct utilizing customer feedback

Under its corporate philosophy of placing customer trust at the base of all its business activities, Tokio Marine & Nichido has formulated a customer feedback response policy to encourage employees and agents to take customer feedback seriously and use it proactively in corporate activities. The company will pursue customer-oriented business conduct according to the policy.

Business Conduct Policy 2: Insurance solicitation

Tokio Marine & Nichido will work to provide appropriate products and services based on a correct understanding of risks facing customers and their needs and purposes while providing necessary information when concluding an insurance contract.

Business Conduct Policy 3: Payment of insurance claims (claims service)

To be of help to customers in times of need, remain by their side while correctly understanding their situations and positions and respond to their trust, Tokio Marine & Nichido will work to ensure the quality of its claims service and make swift and appropriate claims payments.

Business Conduct Policy 4: Initiatives to instill these policies

Tokio Marine & Nichido will provide training programs and promote initiatives to instill these business conduct policies in agents and employees so that they will always act in a customer-oriented manner.

Business Conduct Policy 5: Management of transactions involving conflicts of interest

In accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine & Nichido will work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

◎ Tokio Marine & Nichido Life Customer-Oriented Business Conduct Policies

Business Conduct Policy 1: Business conduct utilizing customer feedback

Under its corporate philosophy of placing customer trust at the base of all its business activities, Tokio Marine & Nichido Life regards it as extremely important that all employees and agents seriously take feedback from customers, including complaints, requests and suggestions, and meet their expectations. The company has accordingly formulated its customer feedback response policy and will work to make its business conduct even more customer-oriented.

Business Conduct Policy 2: Insurance solicitation

- (1) Tokio Marine & Nichido Life will work to develop life insurance products and services matched to customer needs while also paying attention to social and economic trends and changes in the business environment.
- (2) Tokio Marine & Nichido Life will deliver security by providing custom-tailored solutions that meet increasingly diverse customer needs and protect customers and their families.
- (3) Tokio Marine & Nichido Life will implement initiatives to provide detailed information on products and explain them in a thorough manner to customers and have them confirm, based on a correct understanding of the products, that our solutions match their needs and purposes.

Business Conduct Policy 3: Follow-up services and payment of insurance claims and benefits

Recognizing that paying insurance claims and benefits is one of the most basic and important responsibilities of an insurance company, Tokio Marine & Nichido Life will make sure to explain policy and other details to all customers in an easily comprehensible manner and make swift and accurate payments, working always from a customer standpoint. The company will also set up a system to provide follow-up services to elderly customers to ensure that they will make claims for which they are entitled to without omissions.

Business Conduct Policy 4: Initiatives to instill these policies

In order to encourage employees, agents and direct sales employees ("Life Partners") to act in a customer-oriented manner in all business conduct, Tokio Marine & Nichido Life will establish necessary evaluation and training programs and continue to implement initiatives to instill these business conduct policies among them.

Business Conduct Policy 5: Management of transactions involving conflicts of interest

In accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine & Nichido Life will work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

Business Conduct Policy 6: Asset management

In order to ensure future payments of insurance claims and benefits, Tokio Marine & Nichido Life will conduct asset management while paying due consideration to the distinctive characteristics of insurance contracts and by applying appropriate risk control.

2.2.7.2 Response to Customer Feedback (Business Conduct Policy 1)

Each Tokio Marine Group company strives to improve the quality of its services by regarding customer feedback as an important indicator for the evaluation of service quality.

Customer Feedback Response Policy

Critical opinions and demands as well as compliments from customers are valuable assets for us to provide 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 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 quality improvements in terms of products, services and other aspects. For example, Tokio Marine & Nichido, Tokio Marine & Nichido Life and Nisshin Fire enter such feedback into a central management system that is set up on their respective intranets for later analysis. This feedback is then utilized for the said improvements.

Additionally, Tokio Marine & Nichido conducts regular meetings with external advisors and consumer monitors in order to receive advice from the perspective of the consumer. These activities have translated into various improvements, including easier-to-understand notices and documents.



<Initiatives in Compliance with ISO 10002>

As a means of standardizing the response to customer feedback 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.

Moreover, these two companies were the first in the domestic financial industry to verify compliance with the ISO 10002 standard in June 2007 and subsequently made an external announcement in July. Under these 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.

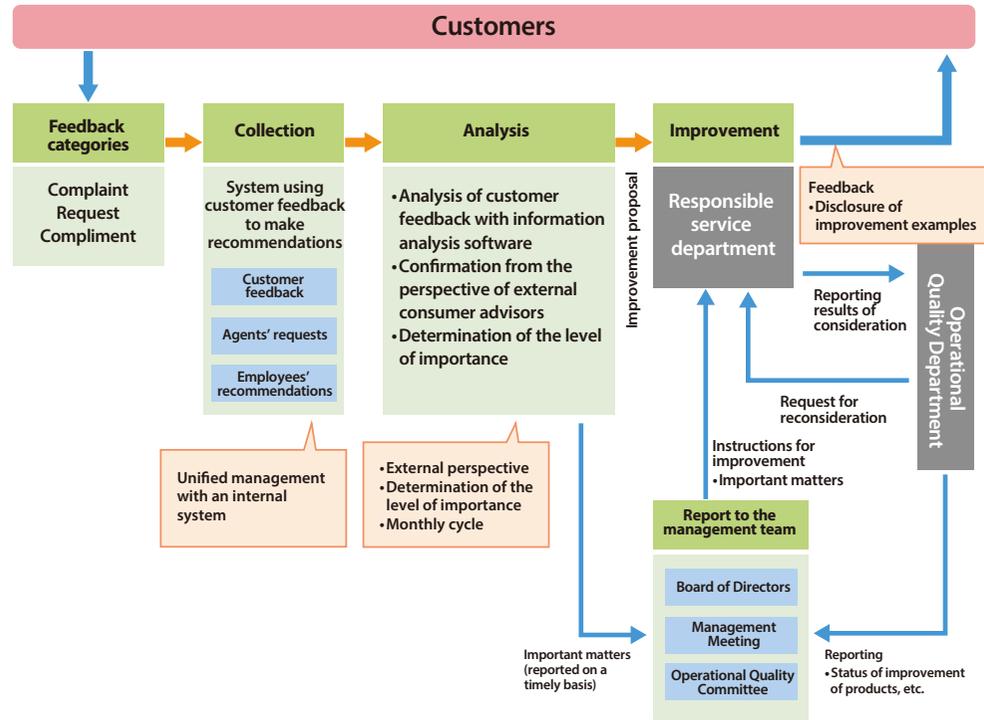
Tokio Marine & Nichido is conducting customer surveys regarding auto insurance, fire insurance and *Super Insurance* at the time of contract. The aim is to confirm whether the company is providing easy-to-understand explanations of details of coverage, premiums payments, rider services and important 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.

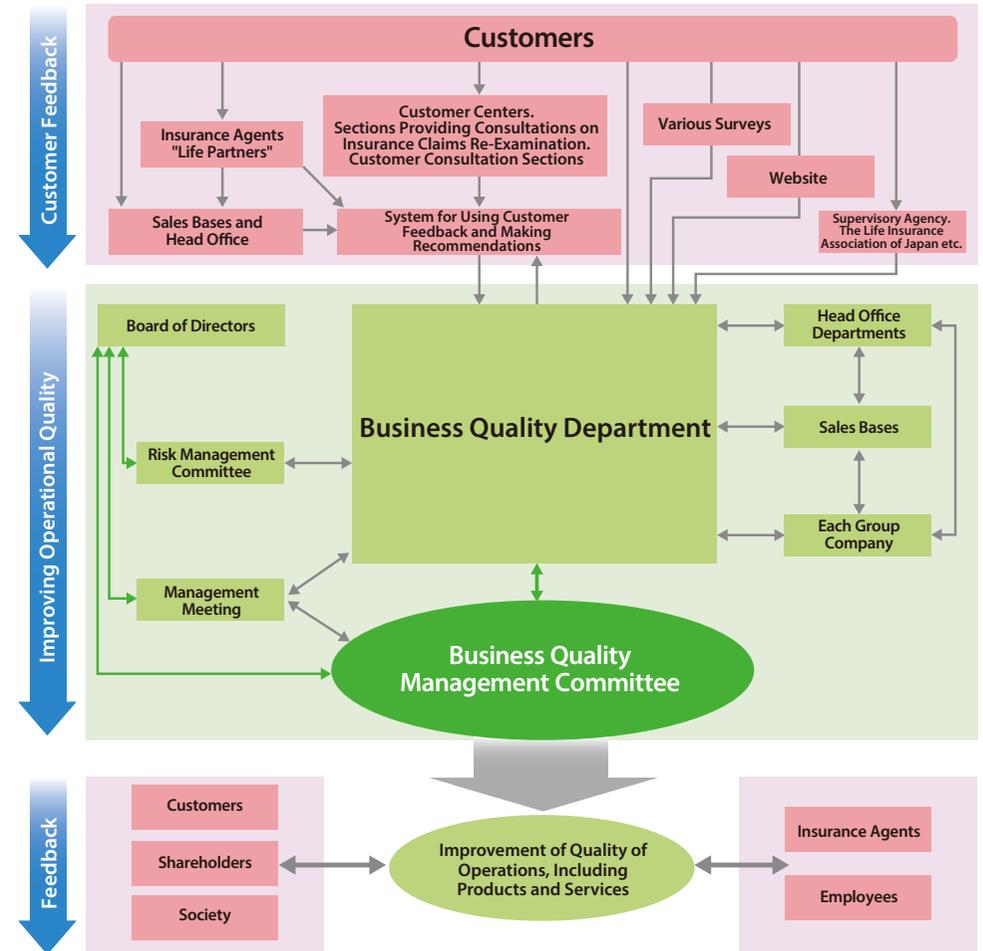
Nisshin Fire strives to identify customer needs through various surveys, for example, on staff response during the contracting process and accident response services and works together with its agents to enhance the quality of its services to bring even greater satisfaction to customers.

<Structure for Listening to Customer Feedback>

[Tokio Marine & Nichido]

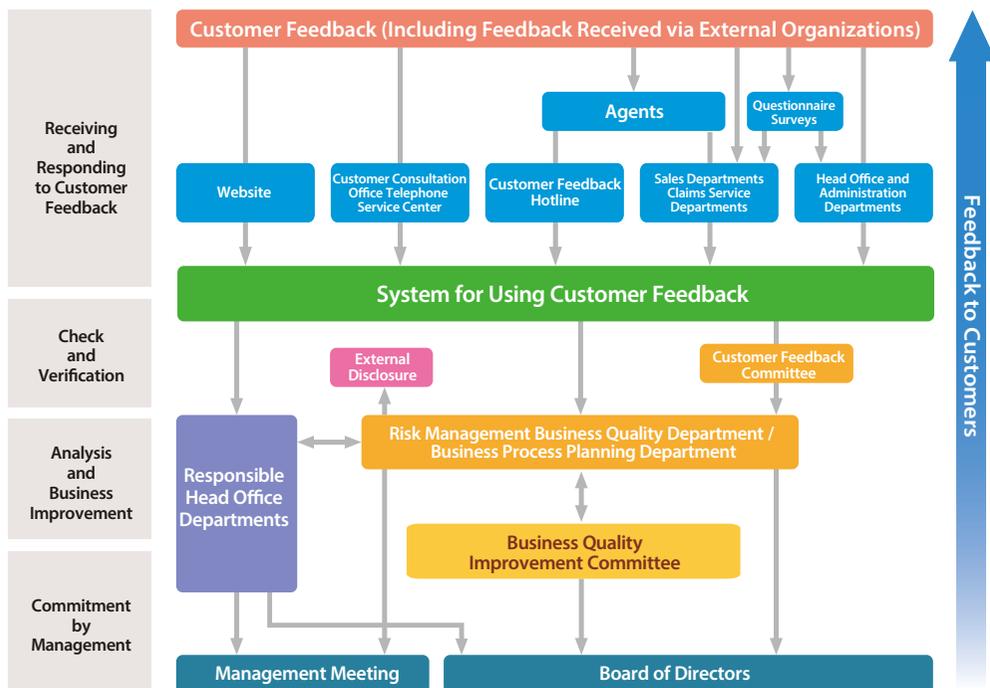


[Tokio Marine & Nichido Life]



*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

[Nisshin Fire]



<Fiscal 2021 Number of Customer Feedback Comments>

[Tokio Marine & Nichido]

Customer feedback categories	Representative examples	Apr.-Jun. 2021	Jul.-Sep. 2021	Oct.-Dec. 2021	Jan.-Mar. 2022	Fiscal 2021
		Number of comments	Number of comments	Number of comments	Number of comments	Total as of Mar. 2021
Products and services						
Policy and pamphlet related	Policy and pamphlet details difficult to understand	351	321	336	348	1,356
Products and services related	Requests for improving products and services, others	1,948	1,818	1,840	1,757	7,363
Subtotal: Products and services		2,299	2,139	2,176	2,105	8,719
Enrollment: Contract procedures						
Contract renewal procedures	Delays in sending renewal information, others	996	974	938	915	3,823
Explanation of contract details	Insufficient explanation of contract details, others	277	335	281	251	1,144
Subtotal		1,273	1,309	1,219	1,166	4,967
Enrollment: Contract management						
Policy deficiencies	Errors in listed policy details	193	183	169	145	690
Non-arrival of policy	Delay in sending of policy	15	13	25	20	73
Modification procedures	Delay in modification procedures, others	1,033	1,025	981	859	3,898
Account transfers	Unable to make account transfers, others	121	159	153	121	554
Subtotal		1,362	1,380	1,328	1,145	5,215
Enrollment: Response and etiquette						
Response and etiquette	Telephone response and visitation etiquette	598	538	496	463	2,095
Enrollment: Others						
Matters concerning enrollment not corresponding to the above		23	32	27	11	93
Subtotal : Enrollment total		3,256	3,259	3,070	2,785	12,370
Insurance claims payments: Insurance claims payment						
Contacting and responses	Delay in being contacted by staff, insufficient explanation of procedures	1,495	1,486	1,473	1,330	5,784
Payment amount	Insufficient explanation about insurance claims payments	749	726	755	645	2,875
Advisability of payment	Advisability of payment	1,567	1,505	1,485	1,450	6,007
Subtotal		3,811	3,717	3,713	3,425	14,666

Dissatisfied

Customer feedback categories	Representative examples	Apr.-Jun. 2021	Jul.-Sep. 2021	Oct.-Dec. 2021	Jan.-Mar. 2022	Fiscal 2021
		Number of comments	Number of comments	Number of comments	Number of comments	Total as of Mar. 2021
Insurance claims payment: Response and etiquette						
Response and etiquette	Telephone response and visitation etiquette	651	626	639	535	2,451
Insurance claims payments: Others						
Matters concerning payment not corresponding to the above		43	32	6	7	88
Subtotal: Total for insurance claims payments		4,505	4,375	4,358	3,967	17,205
Matters concerning personal information						
Others		61	49	67	41	218
Others		79	70	41	46	236
Dissatisfied Total		10,200	9,892	9,712	8,944	38,748
Requests		1,212	1,100	1,241	1,036	4,589
Compliments		2,093	2,137	2,396	2,040	8,666
Total		13,505	13,129	13,349	12,020	52,003

[Tokio Marine & Nichido Life] (Number of Comments of Dissatisfaction Only)

Item	Principal Details of Feedback	Apr. 1, 2021–Mar. 31, 2022	Percent of Total (%)
New contract related	Dissatisfied with explanations and with presentations on insurance policy at time of enrollment, others	2,331	14.6
Receipt related	Dissatisfied with insurance premium payment methods and modification procedures, others	3,036	19.0
Protection related	Dissatisfied with contract details modifications, policyholder loans, cancellation procedures, others	4,228	26.5
Insurance claims and benefits related	Dissatisfied with payment procedures for insurance claims, benefits, maturity proceeds, others	1,695	10.6
Others	Dissatisfied with after-service, etiquette and telephone response, others	4,685	29.3
Total		15,975	100.0

[Nisshin Fire] (Number of Comments of Dissatisfaction Only)

Item	FY2020	FY2021
1. Contracting and soliciting activities		
① Product details (coverage, others)	10	16
② Contracting procedures (incomplete, delays, others)	166	135
③ Soliciting activities (not thoroughly confirming with customers their needs and purposes, others)	85	91
④ Insufficient or erroneous explanation about policy details, conditions and others	272	188
⑤ Enrollment (conditions, restrictions, others)	26	17
⑥ Error in insurance premium calculation	38	27
⑦ Staff interaction with customers	25	21
⑧ Contents of forms and other documents (application forms, invoices, leaflets, others)	17	32
⑨ Other	171	150
Subtotal	810	677
2. Management and protection of contracts, collection of premiums		
① Insurance policies not reaching customers or errors in policies	23	16
② Availability of payment in installments or account transfer	46	51
③ Procedures for changing policies	188	181
④ Procedures for canceling policies	202	156
⑤ Processing of maturity repayment (processing delay, amount repaid, others)	3	7
⑥ Staff interaction with customers	11	10
⑦ Other	30	55
Subtotal	503	476
3. Insurance claims		
① Amount of insurance claims paid	163	125
② Delay in response and method of response	557	541
③ Advisability of payment	17	35
④ Staff interaction with customers	167	242
⑤ Other	6	6
Subtotal	910	949
4. Other (including complaints on the handling of personal information)		
	52	84
Total	2,275	2,186

Customer Satisfaction Targets

Every year, Tokio Marine & Nichido discloses customer satisfaction indicators on its Japanese website reporting the status of its initiatives based on the customer-oriented business conduct policies. We also strive to improve customer satisfaction* through various initiatives.

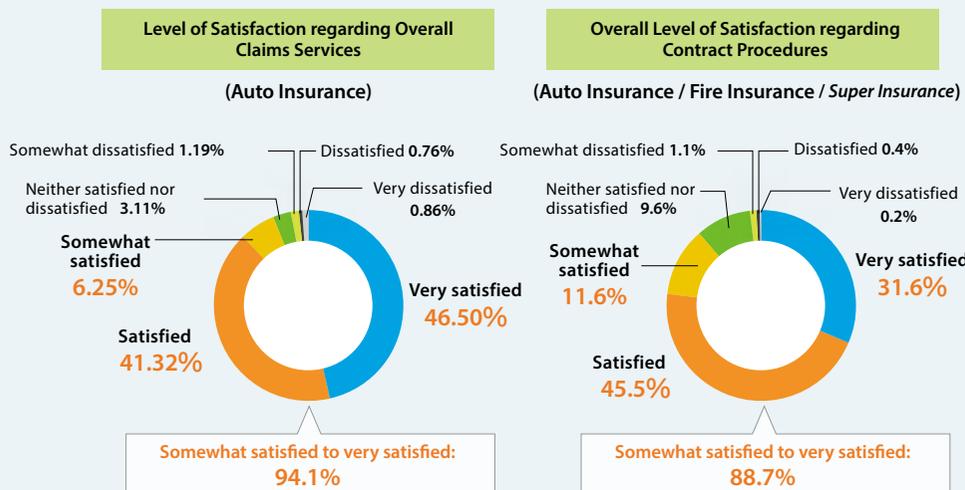
*Numerical targets: Improvements YoY

The level of customer satisfaction is confirmed by conducting customer questionnaire surveys when soliciting insurance and paying insurance claims and benefits to find the overall level of satisfaction regarding contract procedures and the overall level of satisfaction regarding payment of insurance claims and benefits.

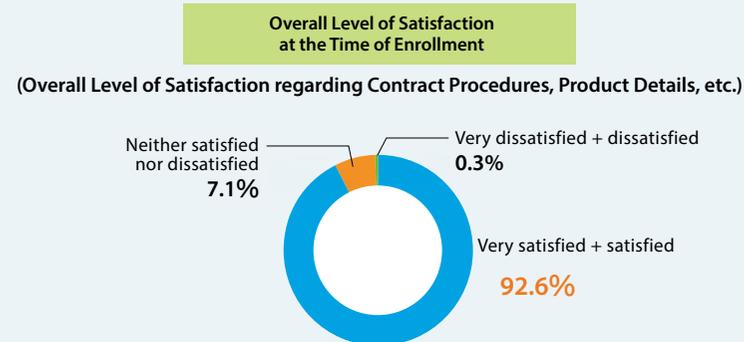
Previously, questionnaire surveys were also conducted as mail surveys. At present, however, the surveys are conducted online to ensure that data is promptly shared within the company and with agents and analyzed quickly. In addition, moving forward, we will not only find out the overall level of satisfaction but also conduct surveys on new measures of the company and from a new angle, such as by using the Net Promoter Score (NPS), to make more sophisticated analysis.

In this way, we take these valuable evaluations and opinions from customers seriously and work to improve our efforts, aiming to develop initiatives for the continued improvement of customer satisfaction.

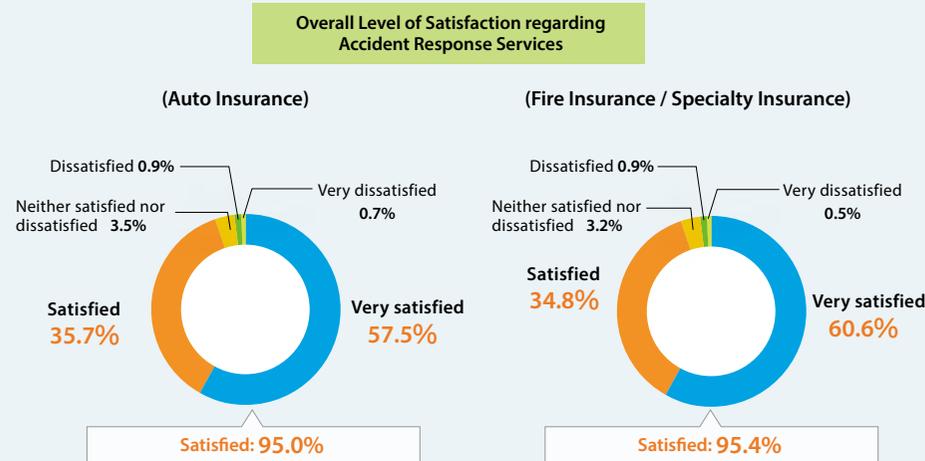
<Tokio Marine & Nichido: Level of Satisfaction (Fiscal 2021)>



<Tokio Marine & Nichido Life: Level of Customer Satisfaction (Fiscal 2021)>



<Nisshin Fire: Level of Customer Satisfaction (Fiscal 2021)>



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)

■ Main Examples of Items That Have Been Developed and Improved Based on Customer Feedback (Fiscal 2021)

Tokio Marine & Nichido

[Customer Feedback]

Please provide paperless procedures for registering an account from which insurance premiums are withdrawn.

[Response]

We introduced an online procedure for setting an account from which insurance premiums will be withdrawn.

Tokio Marine & Nichido Life

[Customer Feedback]

Please develop a system which enables contract procedures to be completed online.

[Response]

In August 2021, we introduced the *Anshin Remote Raku Raku Tetsuzuki* (Quick and Easy Online Procedures), which enables all procedures, from non-face-to-face proposals and explanation of fixed amount insurance to enrollment application on the customer's own smartphone or other devices, to be completed online. In addition, we introduced the *Anshin Remote Hengaku Tetsuzuki* for completing procedures for variable annuities in October 2021.

Nisshin Fire

[Customer Feedback]

We prefer to take time to closely examine the planned details of coverage and conduct the contract procedures at our convenience.

[Response]

We introduced the *Web Raku Tetsuzuki* (Easy Online Procedures) for our auto insurance, which allows customers to conduct the contract procedures on their smartphones, tablets and other devices in October 2021, in addition to the existing means of conducting the procedures by telephone or mail.

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)

2.2.7.3 Initiatives toward High-Quality Insurance Solicitation (Business Conduct Policy 2)

■ Supporting Safety and Security via Smartphones

In 2020, smartphones were used by more than 80% of households, and they have become very familiar devices.

Tokio Marine & Nichido provides the free smartphone app on the Tokio Marine & Nichido website (renamed from *Mobile Agent* in January 2022) to customers. Policyholders use this app to check the points of contact of specific insurance companies and responsible agents and view the details of their policies anytime, anywhere. It also has several features that support customers for the smooth handling of traffic accidents.

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 February 2022, Tokio Marine & Nichido introduced the Document Box, a new structure which permits agents and customers to exchange files, images and messages in a secure and convenient manner.

Tokio Marine & Nichido will continue to strengthen its digital points of contact with customers through the My Page of the Tokio Marine & Nichido website.

Additionally, E. design Insurance allows customers to complete overall procedures, from requesting an estimate to final application for auto insurance, via smartphone. A dedicated web page is set up for each customer to report accidents and verify accident response status in addition to making changes to contract details and renewal procedures.

In November 2021, E. design Insurance launched a new auto insurance product named *&e* (pronounced "Andy"), which uses IoT sensors linked to the customer's smartphone. Information about the customer's driving behaviors, such as sudden braking and abrupt steering, is converted into a score based on data from the sensor and delivered to the customer as a Trip Report. Should an accident occur, the IoT sensor

automatically detects the impact and enables the customer to report the accident to the company with one tap on the smartphone. It also makes it possible to check data regarding the speed of the customer's car, the impact and the damage to the car, and it shows a video reproducing the accident, thus helping to reduce the customer's anxiety and burdens.

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

[Tokio Marine & Nichido: My Page](#) (in Japanese)

[E. design Insurance: Annual Report](#) (in Japanese)

■ Examples of Initiatives toward High-Quality Solicitation

In April 2012, Tokio Marine & Nichido rolled out an initiative that utilizes tablet devices to enhance comfort and convenience for customers.

For *Super Insurance*, auto insurance, fire insurance, accident insurance and life insurance, its main products for individual customers, the company introduced the paperless *Raku Raku Tetsuzuki* (Quick and Easy Online Procedures), which allows customers to request a premium estimate, view product descriptions and apply for insurance on a tablet and other devices. These procedures enable the company to provide easy-to-understand product descriptions with videos and electronic pamphlets. The company has also introduced "Your Enrollment at a Glance," a list that enables customers to check their family's insurance enrollment status on their tablet and other devices.

In January 2020, the company launched the *Smart Raku Raku Tetsuzuki* service for customers to enroll in an insurance product on their smartphones, personal computers and tablet devices, thereby setting up

a system to allow them to apply for insurance on their own, anytime and anywhere. The company also rolled out the *Remote Raku Raku Tetsuzuki* in December 2020. It is a seamless, paperless and at-ease service that uses a web conferencing app to complete everything online on smartphones and other devices, from proposing and explaining insurance products to customers to helping them apply for a product.

The 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 a diverse range of initiatives.

■ Introducing a Function to Propose Insurance Products Using AI

For the first time in the insurance industry, we have developed a function in which AI designs recommended insurance plans that combine life and non-life insurance products based on customers' attribute information, including age, gender and family composition as well as which life and non-life insurance products they have enrolled in. For this function, we have filed an application for a business model patent.

We have adopted this function in our *Super Insurance* and have initiated the process of transforming ourselves toward the realization of a new form of insurance proposal, in which agents with excellent consulting abilities utilize this function to propose insurance products to customers.

* This function was developed jointly with PKSHA Technology Inc., which possesses a strength in AI technology.

Blocked

Screen images of *Raku Raku Tetsuzuki* contract procedures

2.2.7.4 Quality Improvement Initiatives for Non-Life Insurance Services (Business Conduct Policy 3)

Tokio Marine Group continuously promotes the enhancement of quality from a customer standpoint by repeating the plan-do-check-act (PDCA) cycle of implementation, verification and improvement.

■ Anshin (“Reassuring”) Quality

As an effort to meet customers’ expectations and gain their satisfaction, Tokio Marine & Nichido defines Anshin Quality, a level of quality that must be assured by anyone at the company, at anytime and anywhere by ensuring to achieve or execute things naturally expected of our products and services by customers.

Based on this Anshin Quality approach, the company has formulated its Anshin Quality Standards as quality standards that must be assuredly satisfied by anyone at the company, at anytime and anywhere. There are specific standards for each of the main business processes related to products and services, including solicitation, claims payment and basic customer response etiquette. Tokio Marine & Nichido is strongly committed to being customer-oriented under a firm determination to never providing to customers products or services that do not satisfy these standards.

■ 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, 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

We have made online insurance claims procedures available for a wider range of purposes, enabling customers to make insurance claims easily via their smartphones or PCs. In addition, an AI automated voice response service has been introduced to enhance after-hours call center services in pursuit of greater customer convenience in requesting insurance claims payments and insurance benefits.

■ Raising the Quality of Call Centers

Tokio Marine Group’s call center departments have formulated the Contact Center Standard for Tokio Marine (CCST) and have been evaluating and verifying the status of their operations based on the standard for the purpose of raising the quality of customer responses throughout the Group’s call centers. We also conduct a customer satisfaction survey on a periodic basis and undertake improvement activities to satisfy customer needs. At the same time, we have been implementing various common measures, such as holding a “telephone response contest” of all call centers within the Group, for mutually refining customer response skills.

In addition, we utilize digital technology and enhance our website infrastructure to support customers when making inquiries or going through various procedures, while further upgrading response skills and striving to ensure quality response tailored to individual customers and stable operation of call centers.

As a result of these initiatives, we received three stars, the highest rating, in HDI-Japan’s quality benchmark for both contact for inquiries and online support in fiscal 2021.

■ Providing Anshin Quality of Claims Services to Customers

At Tokio Marine & Nichido, we believe that our value as an insurance company is tested when an accident occurs. To prepare ourselves for such an emergency, we define Anshin Quality as specific quality standards that are indispensable for the products and services provided to customers and, together with agents, have been making full, concerted efforts toward the realization of Anshin Quality. Also in terms of claims services, we seek feedback broadly from customers and constantly endeavor to improve quality based on such feedback while repeating the cycle of implementation, verification and improvement.

As one example, we have implemented the following operational improvements based on the evaluation results and opinions we gather through a customer survey, which is conducted after insurance claims are paid to policyholders of our auto insurance, who have been involved in an accident.

- Information regarding details of coverage and a list of available coverages (insurance claims) are sent to customers upon receipt of the notification of an accident, and personnel in charge provide information

on the 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

We have introduced the Re-examination Request System for ensuring the fair payment of insurance claims.

It is a system for customers (including policyholders and insured persons) to request re-examination when they disagree with the decision not to pay insurance claims made by claims service bases in accordance with policy details.

In response to a written request for re-examination and other documents submitted by a customer, the Claims Service Re-examination Committee, which is a closed-door committee composed of external specialists (doctors, lawyers and legal experts), re-examines the decision. The committee examines the appropriateness of our decision from a legal or medical point of view and reports its results in written form to the customer who requested the re-examination.

However, this system does not apply to cases 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 the enhancement of the resolution capabilities of employees. In the following sections, we divide the process of claims services into five steps (receiving loss reports, initial response, loss adjustment, reporting progress and payment of insurance claims) and describe our 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 how the customer wishes to proceed with the accident response and provide a detailed description of the process from the beginning to the final resolution. It is only after we consult with the customer that we will contact the parties and others concerned. We try to relieve the customer's anxiety by reporting back to him/her the results of contacting these parties.

[Loss Adjustment]

This step involves checking the status of a car or building damaged by the accident. At the same time, we scrutinize details of necessary repairs and estimated repair costs to confirm an adequate loss amount and explain it to the customer in an easy-to-understand manner.

[Reporting Progress]

To eliminate the customer's anxiety and provide a greater sense of security, we ensure that we report progress in an appropriate manner based on the customer's intentions through the means of communication desired by the customer.

[Payment of Insurance Claims]

We calculate payable insurance claims and explain the details of these claims to the customer in an easy-to-understand manner. We then work to swiftly go through the payment procedures after confirming with the customer if he/she wants to file a claim.

We also utilize a system to check for other applicable policies and inform the possible payment of other insurance claims, if any, to the customer. For auto insurance, in particular, we have in place a system that

does not allow us to close the case until the payment of all payable 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, we constantly strive to improve the quality of our 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 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 team up with our nationwide network of highly specialized experts including adjusters, lawyers and consulting physicians as well as accountants and tax accountants to provide the resolution capabilities of Team Experts. This allows us to protect our customers in the event of an accident.

In addition to our reliable and extensive network of 232 service bases nationwide, we satisfy 94.1% 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 2.73 million accident settlements per year.

Claims Service System in Japan (As of March 2022)

	Tokio Marine & Nichido	Nisshin Fire
Number of service bases	232	101
Claims service staff and adjusters	Approx. 10,800*	Approx. 900
Lawyers	Approx. 550	Approx. 50
Consultant physicians	Approx. 110	Approx. 10
Tax accountants/Accountants	Approx. 70	—
Number of automobile accident settlements (Annual)	Approx. 2.73 million	Approx. 190,000

* As of July 2021

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. The English version is also available.

"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'être."

2.2.7.5 Initiatives to Instill Customer-Oriented Business Conduct Policies (Business Conduct Policy 4)

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 each insurance company in the Group. Agents are carrying out a broad range of consulting activities such as introducing optimal insurance tailored to the needs of each customer and quickly providing support to deliver security to customers in the event of disasters or accidents.

For agents to meet customers' expectations and trust and be indispensable persons truly relied upon by customers, each Tokio Marine Group company has promoted initiatives directed toward its agents such as various kinds of training, establishment of administrative procedures and IT systems and business administration management support.

■ Working Together with Agents on Initiatives to Improve the Quality of Operations

At Tokio Marine & Nichido, we define Anshin ("Reassuring") Quality Standards as specific quality standards that are indispensable for the products and services provided to customers and work together with agents to improve quality. 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 to support agents that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice.

As qualifications of excellent agents and salespersons (insurance solicitors), we use an internal system to certify "Top-Quality Agents" and an external qualification program to certify "General Insurance Total Planners." The Top-Quality Agent certification is given to Tokio Marine & Nichido's agents, which demonstrate a superior level of performance overall in terms of the abilities to propose insurance products

and services to customers and respond to an accident and other emergencies and business soundness, stability and growth potential as an insurance agent, based on the standards specified by the company. The General Insurance Total Planner qualification is the most prestigious solicitor qualification given by The General Insurance Association of Japan to insurance solicitation professionals who have acquired consultation-related knowledge and operational skills on top of basic knowledge of laws, tax affairs and other matters related to non-life insurance.

Going forward, we will promote reforms toward a new business model utilizing tablet devices and smartphones to realize an even more comfortable experience for customers. We will work hand in hand with our agents to deliver quality to all customers and gain higher recognition from customers.

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's agent commission system emphasizes the quality of contract procedures and responses to accidents, and the company evaluates the level of achievement of operations to determine agents' commissions.

Education and Training Systems for Agents

In order to meet customer expectations and earn their trust so that customers are able to consult us about insurance with peace of mind, we support the development of professional human resources through a qualifications system and training programs.

■ Original Learning Program

In order to foster salespersons capable of providing meticulous and excellent services to customers, Tokio Marine & Nichido offers a learning program that covers a broad range of operational knowledge on product details, claims services, compliance and other business-related topics. A course on 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).

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

four months agent salespersons and the company's responsible employees 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 sales activities of participants, such as the adoption of Antore Hiroba, a website where participants can exchange information with each other. Also, the company gives salespersons opportunities to continue helping each other to improve their skills after the completion of their training, including follow-up training at branch offices.



■ Agent Trainee System

With a view to responding to diversifying customer needs and nurturing corporate agents' employees who have excellent consulting capabilities to propose appropriate insurance products, Tokio Marine & Nichido has established an Insurance Planner System. It is a human resources development system that provides early-stage education, starting with the acquisition of knowledge on the policy renewal process of the corresponding agents, to facilitate the learning of solicitation skills. Under this system, agents' employees are temporarily transferred to Tokio Marine & Nichido for a maximum of two years to acquire specialized knowledge on insurance products, learn techniques of consultation-based sales in a phased and systematic manner and gain solicitation skills. The goal is to enable them to

assume the role of a professional salesperson highly specialized in his or her area of expertise at the respective corporate agents.

The program can also be utilized as a broader supportive measure to help agents grow, as it has expanded its scope from specialized agents to include part-time agents in the auto, real estate and financial fields. Since fiscal 2020, all the training programs have been provided online, and the company introduced a curriculum that combines live streaming and on-demand delivery, including online role-playing. The program enables trainees to receive training more flexibly matched to their level of growth and the roles they have taken on.

Nisshin Fire also operates the Risk Advisor Employee System, a similar trainee system to develop specialized 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.

2.2.8 Measures and Response to COVID-19

Tokio Marine Group has been taking measures to combat and respond to COVID-19.

■ Continuing Important Business Operations through Extensive Measures to Prevent the Spread of Infectious Diseases and Revising the Details and Procedures of Products

To sustain its function integral to social infrastructure, Tokio Marine Group is continuing to undertake critical operations, including receiving loss reports, paying insurance claims and protecting insurance policies, while working to prevent the spread of COVID-19 and ensure the safety of employees.

For accident insurance, *Super Business Insurance* (liability clause) and other products that conventionally cover Classes I to III infectious diseases specified in Japan's Infectious Diseases Act, Tokio Marine & Nichido expanded the scope of coverage in April 2020 to the designated infectious diseases under the act, which include COVID-19. The Infectious Diseases Act was then revised in February 2021, and COVID-19 was moved from the category of designated infectious diseases to the category of novel influenza and other infectious diseases. The company accordingly revised its products to provide continued coverage for COVID-19.

For overseas travel insurance with coverage for diseases, the requirement for the period from the end of policy duration to the start of medical treatment has been relaxed from within 72 hours to within 30 days for COVID-19. The company has also expanded the definition of hospitalization under its medical and other insurance and decided to pay hospitalization and related benefits to cases in which COVID-19 patients stay at temporary facilities (including hotels) or at home as per doctor's instructions and receive treatments comparable to those provided by hospitals. On March 1, 2021, Tokio Marine & Nichido started providing *Infectious Diseases Choice Assist* to policyholders who have added a rider to cover specified infectious diseases risk to the medical coverage (fixed-amount accident insurance) of *Super Insurance*. For mitigating concerns of customers about COVID-19, it prepares them for hospitalization and outpatient treatment while also covering various household expenses that will be necessary during the period when they are undergoing treatment.

(Explanation Applicable As of August 1, 2022)

For its customers affected by COVID-19, Tokio Marine & Nichido Life has extended the grace period for premium payments and the period allowed for policy renewal and simplified the procedures for receiving payments of insurance claims, benefits and refund upon policy cancellation. Additionally, in order to ensure the safety and convenience of customers and enable them to consider enrolling in insurance with a sense of security, the company has introduced the *Anshin Remote Raku Raku Tetsuzuki* (online application procedures). It is a seamless and comfortable procedural system to complete everything online, from exploring proposed insurance products using a web conferencing app to applying for a product via smartphone and other devices. The company has also utilized IT tools internally to promote the practice of working from home as an effort to control infections. In the future as well, the company intends to respond to any emergency flexibly and with a sense of speed.

■ Efforts Overseas

For COVID-19 vaccines, insurance underwriting had been difficult as they will spoil if not maintained within an appropriate temperature range. Tokio Marine Kiln, our subsidiary in the U.K., has developed jointly with Lloyd's cargo insurance to cover temperature fluctuation risk during transportation by installing IoT equipment to vaccine transportation vehicles. The company is contributing to the smooth transportation of vaccines to developing countries by paying insurance claims within three days after vaccines are not kept within an appropriate temperature range and spoiled.

■ Donations Made in Relation to COVID-19 by Tokio Marine Group Companies and Employees

COVID-19 has spread globally and caused unprecedented impacts in various forms. To back up efforts of Group companies across the world to provide support in relation to COVID-19, Tokio Marine Holdings donated a total of more than 1 billion yen as a matching gift added to the amount donated by employees of Group companies in and outside Japan over the period of two years from fiscal 2020 to fiscal 2021.

Specifically, each Group company has made monetary donations to support financially challenged students for expenses to advance to higher education, tuition fees and living expenses; art and cultural organizations forced to suspend or curtail activities; medical institutions; single-parent households; and children orphaned by traffic accidents. Monetary donations have also been made to provide support for research and development of curative drugs and vaccines against COVID-19; international medical assistance; learning and food assistance for children facing school closures; and support for prevention of infection for persons with disabilities. The Group also donated medical supplies stockpiled in-house to medical institutions and other entities across Japan (more than 300,000 N95 medical masks and more than 10,000 items of protective clothing).

■ Offering COVID-19 Vaccination Sites Free of Charge (August 2021)

For supporting swift and smooth implementation of vaccinations for preventing the spread of COVID-19, Tokio Marine & Nichido has offered two of its own facilities, namely Tokio Marine & Nichido Tama General Ground and Tokio Marine & Nichido Shakujii Sports Center, free of charge to Hachioji City and Nerima-ku, respectively. The two local governments in Tokyo are using these facilities as a venue for mass vaccinations.

Tokio Marine Group will strive to resolve social issues while also working with local governments in order to accomplish the purpose of protecting customers and society in times of need, which the company has upheld since its founding, as well as continue to deliver safety and security to local community members.

2-3 Tokio Marine Group's Governance Initiatives

2.3.1 Corporate Governance

2.3.1.1 Tokio Marine Holdings Fundamental Corporate Governance Policy

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

Accordingly, as initiatives serving as the basis of such a management structure, Tokio Marine Group is making efforts for compliance, fraud prevention, information security, privacy, respect for human rights, sustainability in the value chain and sustainable investment.

Through these initiatives, Tokio Marine Group will meet the expectations of stakeholders, beginning with continuously enhancing shareholder value, and contribute to realizing a sustainable society.

■ Basic Approach to Corporate Governance

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

For this purpose, the Company recognizes the importance of establishing a sound and transparent corporate governance system and exercising appropriate control over its Group companies as a holding company 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](#)

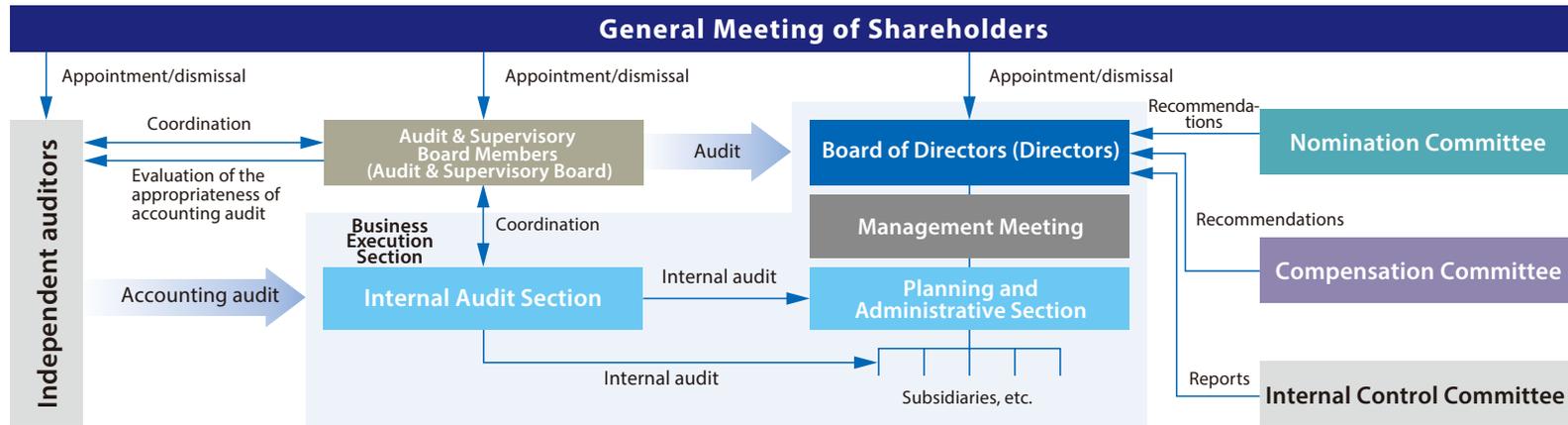
2.3.1.2 Corporate Governance System

■ Corporate Governance System

The Company's corporate governance system 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 the Board of Directors meeting conduct unbiased and objective audits; and the transparency of the decision-making process of nomination of and compensation for Directors, Audit & Supervisory Board Members and Executive Officers is ensured by those issues being deliberated at the Nomination Committee and Compensation Committee.

[Corporate Governance Report \(Last Update: June 27, 2022\) \(PDF / 1.1MB\)](#)

Corporate Governance System



Record of Measures to Strengthen Corporate Governance

	FY2002	FY2004	FY2005	FY2011	FY2013	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Structure	April Millea Holdings (currently Tokio Marine Holdings) established as a company with an Audit & Supervisory Board		July Nomination Committee and Compensation Committee discretionally established	November Evaluations of effectiveness of Board of Directors (surveys administered to all Directors and Audit & Supervisory Board Members) commenced									
Membership	Outside Directors	3					June 4			June 4 Ratio of Outside Directors raised to on-third	June 5	June 6	
	Outside Audit & Supervisory Board Members	2	3 (decreased in FY2005)										
	Non-Japanese Executive Officers				June First non-Japanese Executive Officer appointed		August 4	June 6	April 5	April 6 June 5			
Policies	April Millea Group Corporate Philosophy established		May Corporate Governance Policy formulated			May Corporate Governance Policy renamed Tokio Marine Holdings Fundamental Corporate Governance Policy			November Appointment conditions and dismissal policies for the President revised				
Compensation			July Stock options introduced			July Ratios of performance-linked bonuses increased for certain officers			July Same as previous update		July Share deliver trust introduced		

• Structure of the Board of Directors

The Board of Directors is responsible for deciding on important matters relating to the execution of the Company's business such as determining the Group's business plan and various basic business policies, supervising the performance of individual Directors and establishing an effective internal control system.

As a general rule, one-third or more of the Company's Directors shall be Outside Directors. In addition, Directors are appointed for a term of office of one year and may be reappointed. To ensure its effectiveness, the Board of Directors shall have a balanced composition based on various viewpoints of diverse fields, gender, internationality, career and age as well as specialized knowledge. As of the end of June 2022, the Company had 14 Directors, of whom six were Outside Directors. The schedule of the Board meeting is carefully planned to ensure that the attendance rate of the Board of Directors is 100%.

• Audit & Supervisory Board Members and Structure of 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.

As a general rule, a majority of the Company's Audit & Supervisory Board Members shall be Outside Audit & Supervisory Board Members. As of the end of June 2022, the Company had five Audit & Supervisory Board Members, of whom three were Outside Audit & Supervisory Board Members.

• Structure of the 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 shall deliberate on the following matters and otherwise, and report to the Board of Directors: the appointment and dismissal of the President & Chief Executive Officer, Directors, Audit & Supervisory Board Members and Executive Officers and the criteria for the

appointment and policy for the dismissal of the President & Chief Executive Officer, Directors, Audit & Supervisory Board Members and Executive Officers.

The Compensation Committee shall deliberate on the following matters and otherwise and report to the Board of Directors: Evaluation of the performance of the President & Chief Executive Officer, Directors (full-time) and Executive Officers, the compensation system and the level of compensation for the President & Chief Executive Officer, Directors and Executive Officers and policy for determination of compensation for Directors, Audit & Supervisory Board Members and Executive Officers.

As a general rule, a majority of the members of each committee is selected from outside of the Company, and the chairman of each committee is one of the outside members.

• 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.

• Outside Officers

The presence of Outside Directors ensures the 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. Moreover, 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 (Exhibit of the Tokio Marine Holdings Fundamental Corporate Governance Policy) when selecting Outside Officers.

As of the end of June 2022, the Company has six Outside Directors and three Outside Audit & Supervisory Board Members and has determined their independence from the Company with reference to the above criteria. Accordingly, the Company has registered all nine Outside Officers as independent directors/auditors as prescribed by the Tokyo Stock Exchange.

• Compensation for Directors, Audit & Supervisory Board Members and Executive Officers

The Company shall ensure transparency, fairness and objectivity when determining compensation for Directors, Audit & Supervisory Board Members and Executive Officers. The following structure shall apply to compensation for Directors, Audit & Supervisory Board Members and Executive Officers.

Applicable personnel	Fixed compensation	Performance-linked compensation	Stock compensation
Directors (Full-Time), Executive Officers	○	○	○
Outside Directors, Directors (Part-Time)	○	—	○
Audit & Supervisory Board Members	○	—	—

*With respect to the component ratios of each type of compensation within the base amount of compensation for Directors and Executive Officers, in principle, the higher their positions, the greater the ratios of performance-linked compensation and stock compensation become.

The purpose of each type of compensation is as described below.

Compensation type	Purpose
Performance-linked compensation	Performance-linked compensation reflects the performance of an organization or an individual against the predetermined corporate and individual targets and is introduced to strengthen individuals' incentives to raise the Company's corporate value.
Stock compensation	Stock compensation is linked to the Company's share price and is introduced to encourage the recipients to fulfill their accountability to shareholders by sharing returns on the Company's shares with them.

The Board of Directors shall set the level of compensation for each position held by Directors and Executive Officers according to their responsibilities, while taking into consideration factors such as the business performance of the Company and the level of compensation in other companies.

Of the different types of compensation for Directors and Executive Officers, fixed compensation and performance-linked compensation shall be paid monthly, while stock compensation shall be delivered upon resignation.

The Board of Directors shall determine the details of compensation to individual Directors and Executive Officers and other important matters concerning compensation to Directors, Audit & Supervisory Board Members and Executive Officers. Decisions on any matter requiring consultations with the Compensation Committee shall be made after obtaining opinions of the said Committee.

<Officer compensation to promote ESG initiatives>

For Tokio Marine Group, our initiatives for sustainability and ESG are part of our business aims themselves. It is our belief that we can realize sustainable growth for the Company as a result of solving social issues through our business. To further advance our ESG initiatives, for example, in officer compensation governance, the Compensation Committee has continuously discussed whether to have compensation reflect performance in ESG initiatives, based on the thinking that the degree to which initiatives are accomplished ought to serve as incentives. As a result, while we have had a system where appropriate incentives applied to officers by setting targets for their individual performance linked to their officer compensation, from fiscal 2022 we are introducing "employee engagement indicators" and "sustainability indicators" as KPIs to determine corporate performance compensation, thereby creating a system that reflects compensation linked with performance. In the future, we will aim to continuously raise the level and realize high and consistent incentive accountability based on new developments in internal discussions about sustainability strategies and trends in the maturation and establishment of ways to evaluate non-financial indicators in the market.

Strengthening Governance through Integrated Group Management

Through the function-based chief officer system and Global Committees, etc., the Company utilizes its global expertise and knowledge to solve the Group management issues. In addition, the Company is also promoting initiatives to spread our Group culture, led by the Group CCO. These efforts have resulted in Group synergies that contribute approximately 30 billion yen in annual profits in 2020.

Key Management Matters	Key Global Committees		Key person
	Domestic Non-Life	Domestic Life	
ERM	ERM Committee (around 4 times a year)		CFO (Financial)
M&A	International Executive Committee (around 6 times a year)		Head of International Business
Underwriting	Global Retention Strategy Committee (around 4 times a year)		CRSO (Retention Strategy)
Reserving	International P&C Reserving Actuary Committee (around 4 times a year)		Chief International Actuary
Investment	Investment Executive Roundtable (around 12 times a year)		CIO (Investment)
IT / Security / Digital	Global Information Technology Committee (around 2 times a year) Digital Round Table (around 2 times a year)		CITO (Information Technology) CISO (Information Security) CDO (Digital)
Sustainability	Sustainability Committee (around 4 times a year)		CSUO (Sustainability)
Diversity	Diversity Council (around 2 times a year)		CDIO (Diversity & Inclusion)
Internal Audit	International Internal Audit Committee (around 4 times a year)		International Head of Internal Audit

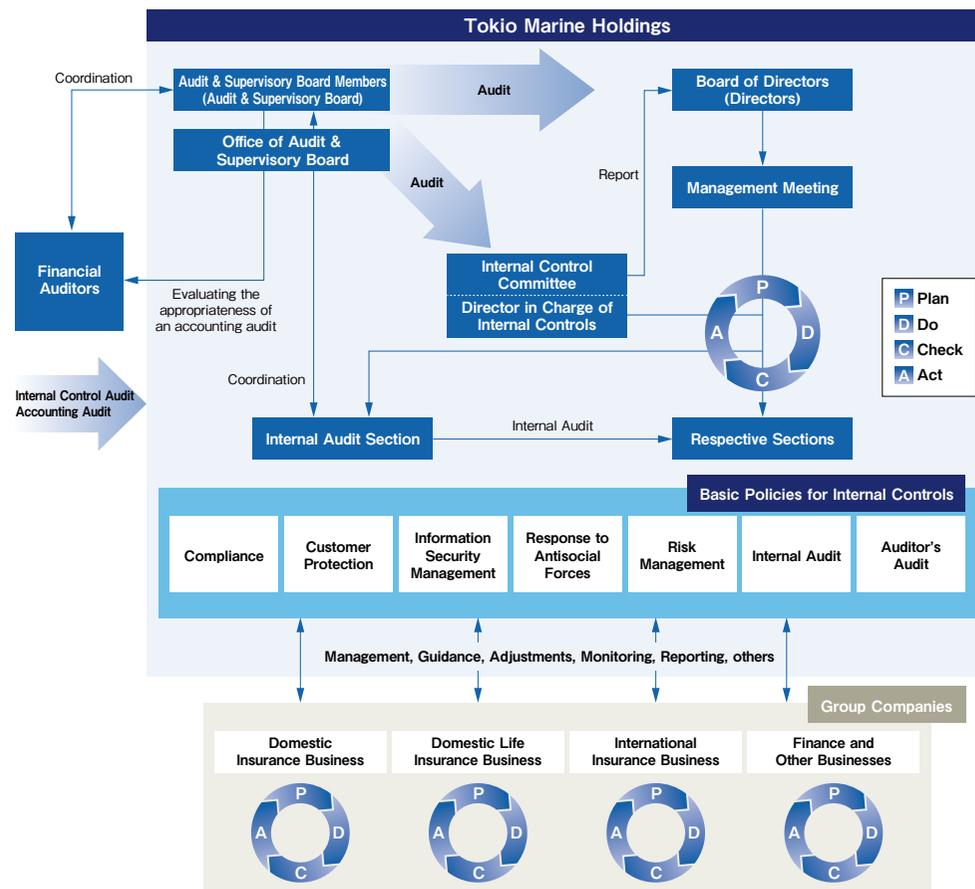
2.3.1.3 Internal Control

Internal Control System

The Company has formulated the Basic Policies for Internal Controls. In accordance with these policies, the Company has established an internal control system for the entire Tokio Marine Group that encompasses structures for management control, compliance, risk management and internal auditing of Group companies. In addition, the Company monitors the status and practical application of its internal control system. The Internal Control Committee deliberates on the results of this

monitoring, and the Board of Directors confirms the details of these deliberations. Moreover, the Company continually strengthens and improves its internal control system in light of the results of this monitoring. The Internal Audit Section maintains close coordination with Audit & Supervisory Board Members to ensure the effectiveness of their audits.

[Basic Policies for Internal Controls](#)



2.3.2 Compliance

Tokio Marine Group defines compliance as “observing applicable laws, rules and regulations and internal regulations and conducting fair and equitable business activities within social norms” and thoroughly implements compliance in this manner.

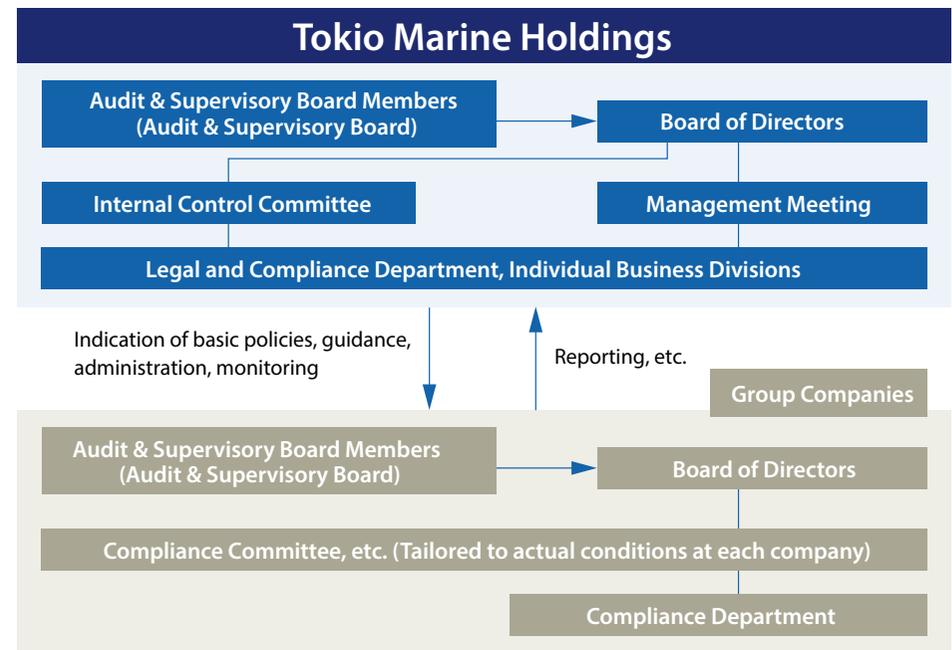
The Company has formulated the Tokio Marine Group Basic Policies for Compliance and the Tokio Marine Group Code of Conduct. The Company has maintained the Compliance System for the entire Group in accordance with the Policy and the Code. Also, the Company has built a structure to ensure group-wide compliance by periodically monitoring the status of compliance within the Group; receiving reports from Group companies on important matters; discussing these matters among the Board of Directors, Management Meeting and the Internal Control Committee; and providing guidance and support about the activities of Group companies when necessary.

Group companies proactively undertake thorough compliance in accordance with the Tokio Marine Group Basic Policies for Compliance, etc. In addition, Group companies have created compliance structures suited to the content of their respective businesses while reporting to the Company on the status of thorough compliance and important issues concerning compliance.

[Tokio Marine Holdings: Compliance](#)

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

2.3.2.1 Compliance System for Tokio Marine Group



The Group has established a system whereby the Internal Control Committee, which is under the Board of Directors, receives reports on the results of monitoring the status of compliance (including anti-bribery and anti-corruption), deliberates on them as appropriate and are supervised by the Board of Directors. In addition, "serious compliance-related incidents" discovered at each Group company are handled appropriately under the supervision of the Group Chief Legal and Compliance Officer (CLCO) and are reported to the Board of Directors.

The Legal and Compliance Department of Tokio Marine Holdings is responsible for the prevention of bribery and other forms of corruption, and has established the Group's response policy. In addition, the Group CLCO is responsible for its management and supervision.

2.3.2.2 Compliance Manual, Compliance Training and Evaluation and Improvement Activities

Based on the Tokio Marine Group Compliance Standards formulated by Tokio Marine Holdings, Tokio Marine Holdings and its Group companies have prepared their own compliance manuals and have made these manuals well known to directors, officers and employees.

The 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, such as anti-corruption including prohibition of bribery and ethical standards, with which directors, officers and employees must comply. The training is conducted regularly for all employees (including part-time and temporary employees) on a risk-based basis for each Group company. In addition, a risk assessment is conducted annually for all operations, based on the Group's ethical standards and anti-corruption policies, and internal audits are conducted on a risk-based basis.

[Tokio Marine & Nichido's employees performance appraisal system](#)

2.3.2.3 Hotline System (Internal Whistle Blower System)

There may be cases where it is not appropriate to report non-compliance or potential non-compliance incidents (including corruption issues, labor rights and labor issues) through a usual reporting channel set up within the organization. To prepare for such cases, we operate internal and external hotlines (whistle blower contact points) to receive reports and inquiries from directors, officers and employees of Group companies around the clock, 365 days a year. From Group companies outside Japan, we accept reports and inquiries in 18 major languages, and each Group company communicates the existence of these hotlines through various means.

In fiscal 2022, the Group received 316 reports and inquiries (110% compared to the previous fiscal year)*. We conducted appropriate investigation and response about these reports and inquiries and took corrective and preventative measures when we find compliance violations. The use of the hotline system has led to the prevention, early detection, and correction of violations. We also clearly specify in our regulations that we will never allow persons making reports or inquiries and those cooperating in investigations to be exposed to negative consequences because of their action and keep details of reports and inquiries strictly confidential. The system also supports anonymous reporting.

Group companies in Japan have established a system necessary to respond to whistle-blowing in accordance with the Amendment to the Whistleblower Protection Act, which came into effect on June 1, 2022.

* Of the number of reports and inquiries received in fiscal 2022, 115 were issues related to human rights such as harassment. This figure also includes reports and inquiries where no violations were found as a result of the investigation.

2.3.2.4 Anti-Corruption Initiatives

Tokio Marine Group formulated the Tokio Marine Group Sustainability Charter in 2004. It states, "While striving to maintain high ethical standards at all times, we will pursue strict compliance in all aspects of our business activities." With this in mind, we are committed to promoting fair operating practices (including anti-corruption) in accordance with international standards. Pledging agreement with the intent and purpose of the United Nations Global Compact (UNGC) in 2015, we are working on activities based on The Ten Principles of the UNGC relating to human rights, labor, the environment and anti-corruption. Our anti-corruption activities are designed to help us become a "Good Company" and are indispensable in the creation of a sustainable future.

As specific efforts to prevent bribery, we state in the Tokio Marine Group Code of Conduct that we shall not give any improper entertainment, gifts, benefits or other advantages to a public official or to a person who holds a status equivalent thereto. At the same time, under the Tokio Marine Group Policies for Prevention of Bribery, Group companies in and outside Japan have established an appropriate management system and regulations and have been working to prevent bribery (including charitable contributions and sponsorship).

It stipulates a process for the accurate preparation and retention of accounting records, pre-approval, and post-reporting to prevent company expenses from being diverted to bribery.

2.3.2.5 Response to Anti-Social Forces

Tokio Marine Group has formulated the Tokio Marine Group Basic Policies Concerning Responses to Anti-social Forces so that Group companies can resist anti-social forces and make concerted and uniform responses. Initiatives are being promoted based on the Basic Stance and the Basic Principles to Prevent Damage from Anti-Social Forces.

[Tokio Marine Group Basic Policies Concerning Responses to Anti-social Forces (Excerpt)]**<Basic Stance>**

Article 4: To ensure it consistently undertakes fair management and widely contributes to the development of society as a good corporate citizen, Tokio Marine Group shall sever all relationships with anti-social forces and forcefully repudiate any illicit demands made by them as a basic matter in the application of its Corporate Philosophy. In association with lawyers, police and other professionals, it will respond to anti-social forces in an uncompromising and organized manner.

<Basic Principles to Prevent Damage from Anti-Social Forces>**① Take action as a unified organization**

With regard to illicit demands from anti-social forces, we will take action as a unified organization without leaving it to the person or the department in charge. In addition, we will ensure the safety of officers and employees who are tasked with handling illicit demands from anti-social forces.

② Contact relevant external institutions that specialize in such matters

In preparation for illicit demands from anti-social forces, we will always endeavor to build relationships of close cooperation with external specialized institutions, including police, anti-violence promotion centers and lawyers, and coordinate with such institutions as necessary in case illicit demands are made.

③ Sever all known relationships, including transactions

We will not have any relationship with anti-social forces, including business relationships (including transactions through business partners). We will also repudiate any illicit demands from anti-social forces.

④ Take legal action at either the civil or criminal level for any contingency

We will take both civil and criminal action against illicit demands from anti-social forces.

⑤ Prohibit backroom deals and funding

We will never make backroom deals to cover up a case even if a misconduct of a Tokio Marine Group company has resulted in an illicit demand from anti-social forces. We will never provide funds to anti-social forces in any form, such as giving rebates, inflating profits or dispatching employees.

2.3.2.6 Prevention of Money Laundering

Tokio Marine Group has formulated the Tokio Marine Group Policy for Anti-Money Laundering and Counter-Terrorist Financing and has been making group-wide efforts to prevent money laundering, terrorist financing and financing of the proliferation of weapons of mass destruction (collectively, "Money Laundering, etc.").

[Tokio Marine Group Policies for Prevention of Money Laundering (Excerpt)]**<Basic Concept>**

Article 4: Tokio Marine Group, as a corporate group operating globally, shall, in order to fulfill its responsibilities in the international community, endeavor to prevent its business operations from being exploited for the purpose of Money Laundering, etc.

<Development of Internal Control Framework for the Prevention of Money Laundering, etc.>

Article 5: Based on this Policy, Tokio Marine Holdings and Tokio Marine Group Companies shall develop an internal control framework for the prevention of Money Laundering, etc. that is consistent across the entire Tokio Marine Group.

2. The organizational scheme for ensuring the proper implementation of this Policy is as follows.

(1) Tokio Marine Holdings has designated its Legal and Compliance Department as the department responsible for overall control of the activities for preventing Money Laundering, etc. across the entire Tokio Marine Group and also designated the executive officer responsible for that department as the person with overall responsibility for such activities.

(2) Each Designated Company shall set up a department controlling its own activities for preventing Money Laundering, etc. and appoint an officer with overall responsibility for such activities.

3. Based on this Policy, Tokio Marine Holdings and the Designated Companies shall each establish management systems that are necessary for them to perform their respective roles in the prevention of Money Laundering, etc., including the establishment of policies, rules, etc., and the creation, evaluation and improvement of organizational structures, etc.

2.3.2.7 Initiatives Concerning Appropriate Tax Reporting

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

With regard to tax compliance, considering that proper tax payment is a corporate social responsibility and that the strengthening of the international taxation framework is progressing rapidly, Tokio Marine Group files highly transparent and appropriate tax returns for the entire Group in accordance with the following Global Tax Policy.

[Tokio Marine Group Global Tax Policy]

1 Basic Approach

Tokio Marine Group is committed to the continuous enhancement of its corporate value, with customer trust at the base of all its activities.

Not only does the Group assiduously comply with all local tax laws and regulations in the countries where there are operations, there is also a strong commitment to respect the traditions, cultures and practices in these countries. Business is conducted in a fair and equitable way conforming with social norms. The tax policy follows this commitment and the Group seeks to maintain a robust tax management framework, whilst achieving appropriate tax payments through understanding and applying tax rules.

This approach is intended to further enhance corporate value.

2 Maintaining a Robust Tax Management Framework

In accordance with "Tokio Marine Group Basic Policies for Accounting," the Group ensures timely and appropriate tax compliance, including return submissions. The Group also adheres to the relevant tax rules, such as OECD transfer pricing guidelines.

Tokio Marine Holdings strives to maintain a robust tax management framework utilizing effective cooperation throughout the Group.

3 Achieving Appropriate Tax Payments

The Group comprehensively manages all business endeavors, including any relevant tax considerations. The Group ensures that where appropriate the Group applies tax incentives, exemptions and allowances, optimizing its tax position.

All tax planning initiatives follow the substance and purpose of our business activities. The Group does not engage in tax planning such as using tax-free or low tax jurisdictions (known as tax havens) solely to reduce tax, without a suitable commercial rationale or in a way contrary to the purpose of relevant tax laws and regulations.

4 Approach to Tax Risk

The Group is cautious to review potential significant tax risks before making business decisions. The Group carries out necessary due diligence and consults with external experts and tax authorities as required.

The Group proactively manages transfer pricing and ensures that inter-company transactions are conducted based on the arm's length principle, in accordance with OECD transfer pricing guidelines and applicable local tax rules. The Group complies with all necessary transfer pricing documentation requirements.

5 Relationship with Tax Authorities

The Group is transparent in its dealings with tax authorities and proactively manages the relationship with these authorities, based on open communication and presentation of the relevant facts as appropriate.

Income Taxes by Country and Region (Fiscal 2021)

(Unit: billions of yen, people)

Country & region	Ordinary income	Income before tax	Amount of tax incurred	Amount of tax paid	Number of employees	Major subsidiaries	Major business
United States	17,081	2,227	315	443	10,156	Tokio Marine North America, Inc.	International insurance
						Philadelphia Consolidated Holding Corp.	International insurance
						Delphi Financial Group, Inc.	International insurance
						HCC Insurance Holdings, Inc.	International insurance
						Privilege Underwriters, Inc.	International insurance
Japan	39,207	3,622	1,155	428	25,212	Tokio Marine & Nichido Fire Insurance Co., Ltd.	Domestic non-life insurance
						Nisshin Fire & Marine Insurance Co., Ltd.	Domestic non-life insurance
						E. design Insurance Co., Ltd.	Domestic non-life insurance
						Tokio Marine Millea SAST Insurance Co., Ltd.	Domestic non-life insurance
						Tokio Marine & Nichido Life Insurance Co., Ltd.	Domestic life insurance
						Tokio Marine Asset Management Co., Ltd.	Financial and general businesses
United Kingdom	3,051	341	57	62	783	Tokio Marine Kiln Group Limited	International insurance
Brazil	1,764	85	26	33	2,233	Tokio Marine Seguradora S.A	International insurance
Malaysia	751	134	21	22	1,276	Tokio Marine Insurans (Malaysia) Berhad	International insurance
Other countries and regions	3,181	243	70	55	3,388	Tokio Marine Safety Insurance (Thailand) Public Company Limited	International insurance
						Tokio Marine Asia Pte. Ltd.	International insurance
						Tokio Marine Life Insurance Singapore Ltd.	International insurance
Consolidation adjustment, etc.	(6,399)	(1,112)	—	—	—		
Total	58,637	5,542	1,647	1,046	43,048		

* The figures conform to the calculation method of Country by Country Reporting.

Efforts for Maintaining a Robust Tax Management Framework

In order to maintain a robust tax management framework throughout the Group, we periodically hold group meetings, either in person or remotely, with persons responsible for tax affairs in Group companies

to explain points to be noted regarding standards of international taxation and share information on revisions to taxation systems of major countries.

2.3.3 Enterprise Risk Management (ERM)

2.3.3.1 ERM Framework

Tokio Marine Group is committed to Enterprise Risk Management (ERM) as a pillar of management to promote the Mid-Term Business Plan. Specifically, we are constantly aware of the relationship between “risk,” “capital” and “profit,” and by achieving “sufficient capital” and “high profitability” in relation to risk, we will strive for the sustainable expansion of corporate value.

2.3.3.2 Tokio Marine Group's ERM Structure

The risks surrounding Tokio Marine Group are becoming more diversified and complex due to global business development and changes in the business environment. In addition, in today's uncertain and rapidly changing political, economic and social climate, we must constantly watch for the emergence of new risks and take appropriate action. From this point of view, we are not limited to conventional risk management for the purpose of risk mitigation and avoidance, but are comprehensively assessing risk in qualitative and quantitative ways.

2.3.3.3 Qualitative Risk Management

In qualitative risk management, all risks, including risks that emerge due to changes in the environment, are identified and reported to management, while risks to the Group are discussed at the management level as needed. Risks identified in this manner are evaluated not only in terms of the economic loss or frequency of occurrence but also in terms of business continuity and reputation. Risks that have a large impact on the financial soundness and business continuity of the Group or of individual Group companies are identified as “material risks.” For identified material risks, we assess the sufficiency of capital through the quantitative risk management process described below, draw up control measures before the risks emerge and countermeasures* to be taken if the risks do emerge, and conduct plan-do-check-act (PDCA) management.

* Pre-emergence risk control measures include monitoring and centralized risk management based on the market environment and regulatory trends, while post-emergence risk response measures include manuals (including business continuity plans) and mock drills.

Examples of emerging risks

Emerging risks	Main anticipated scenarios
Intensifying competition for human resources	Risk of intensifying competition for human resources with the latest IT and AI skills and talented new graduates; risk of losing talented human resources and difficulty in replacing them due to the diversification of work patterns or other factors caused by the COVID-19 pandemic
Risk of uncontrollability of innovative new technologies	Risk of damage or accidents involving third parties occurring or increasing at contracted companies due to inadequate controls over innovative new technologies
Innovations in medicine and biotechnology	Risk that medical costs will increase due to innovations in cancer diagnosis and genetic diagnosis technologies
Risks related to the global protection of human rights	Risk of unintentional violations of stakeholders' human rights due to increased global awareness of human rights and economic security measures, resulting in social judgment and restrictions on business development in some countries and regions

Material risks for fiscal 2022 and main anticipated scenarios

Material risks (FY2022)	Main anticipated scenarios
Domestic or overseas economic crisis, chaos in financial and capital markets	<ol style="list-style-type: none"> 1 A global economic crisis on the magnitude of the 2008 global financial crisis occurs, and the value of the Group's assets falls substantially. 2 The value of the Group's assets declines significantly due to turmoil in financial and capital markets caused by a further deterioration or prolongation of the situation in Ukraine or the emergence of other geopolitical risks, etc.
Loss of confidence in JGBs	<ol style="list-style-type: none"> 1 Japanese government bonds (JGBs) plummet in value due to a decline in the government's creditworthiness, and the value of the Group's assets falls substantially.
Major earthquakes	<ol style="list-style-type: none"> 1 An inland earthquake occurs below Tokyo, resulting in large insurance payouts. This also results in a significant impact on the Group's business continuity, as well as a substantial fall in the value of the Group's assets. 2 A mega earthquake in an ocean trough, such as the Nankai Trough, occurs, resulting in large insurance payouts. This also results in a significant impact on the Group's business continuity, as well as a substantial fall in the value of the Group's assets.

Material risks (FY2022)	Main anticipated scenarios
Major wind and flooding disasters*	<ol style="list-style-type: none"> Major wind and flooding disasters caused by huge typhoons and torrential rains occur in Japan, resulting in large insurance payouts. This also results in a significant impact on the Group's business continuity. Multiple major hurricanes hit the American East Coast in the same year, resulting in large insurance payouts.
Volcanic eruptions	<ol style="list-style-type: none"> Massive volcanic ash fallout is caused by a major eruption of Mt. Fuji, causing issues such as widespread transportation network disruptions, power outages and telecommunication failure, paralyzing Tokyo's capital city functions. This also results in a significant impact on the Group's business continuity, as well as a substantial fall in the value of the Group's assets.
Pandemics	<ol style="list-style-type: none"> The spread of a new infectious disease leads to many deaths, resulting in large insurance payouts. This also results in a significant impact on the Group's business continuity, as well as a substantial fall in the value of the Group's assets. The current situation for COVID-19 infections continues for several years, and the world economy stagnates. The value of the Group's assets falls substantially.
Innovative new technologies leading to transformation of the industrial structure	<ol style="list-style-type: none"> Earnings decline, especially in automobile insurance, due to the spread of connected cars, autonomous driving, car sharing and electric vehicles. Earnings decline as companies from other industries enter the insurance industry and erode the Group's business foundation, particularly in the individual insurance market. The Group loses its competitive advantage due to delays in addressing changes in the business environment from digital transformation and in the post-COVID-19 era, resulting in a decline in earnings.
Cyber risk	<ol style="list-style-type: none"> A cyberattack causes a failure in the Group's systems or those in its distribution channels, causing serious impact on the Group's business continuity. In addition, the emergence of reputational risk harms corporate value. Cyberattacks on corporate customers increase sharply, resulting in large insurance payouts.
Terrorism and riots	<ol style="list-style-type: none"> Major acts of terrorism and/or riots occur near main Group company locations, resulting in a serious impact on the Group's business continuity.
Conduct risk	<ol style="list-style-type: none"> The practices of the Group and the insurance industry deviate from societal norms and are regarded as inappropriate corporate behavior, and corporate value is damaged by the emergence of reputational risk.
Violation of laws and regulations	<ol style="list-style-type: none"> The Group's transactions violate domestic or overseas laws or regulations, forcing payment of significant fines or settlement fees to regulatory authorities. In addition, the emergence of reputational risk harms corporate value.

* The effects of climate change could become more frequent and severe.

2.3.4 Responding to Disasters

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

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

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

[Tokio Marine & Nichido's Business Continuity Plan for Disasters, excerpt \(PDF/115.5KB\)](#) (in Japanese) 

<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 during a disaster. Management resources (personnel, funds) shall be accordingly transferred as needed and top priority shall be given to the continuation of these important business operations.

- Receiving of loss reports
- Payment of claims, maturity refunds and other payables
- Conclusion of insurance contracts

■ Building a Structure for Paying Insurance Claims in the Event of a Disaster Striking the Tokyo Metropolitan Area

At Tokio Marine & Nichido, should the head office facilities in particular become unusable because of a natural disaster striking the metropolitan area, such as a major earthquake or large-scale flooding due to a typhoon, earthquake claims cases for residential earthquake insurance shall be handled in the Kansai region. Additionally, backup offices shall be established at multiple bases throughout Japan, including in the Kansai region, and claims payment service responses, excluding on-site assessments after receiving claims, shall be made by all branches throughout Japan.

If the metropolitan area is struck by a disaster, a Claims Service Headquarters would be set up within the Head Office Disaster Response Headquarters. At the same time, a satellite office led by the Claims Service Department in charge of Tokyo, Chiba, Saitama and Kanagawa prefectures shall be set up and will accept support personnel from throughout Japan and handle customer responses, mainly on-site claims assessments, in disaster-stricken areas.

The infrastructure needed to provide claims services swiftly to the metropolitan area in the event of a natural disaster has been built in advance in the locations where the above-mentioned backup offices and satellite offices would be established. In this way, a structure for claims payment services during times of emergency is being established. Non-earthquake regular claims cases in the disaster-stricken metropolitan area shall be allocated to and handled by claims service bases throughout Japan prescribed in advance. Preparations are under way to quickly establish a structure to respond to a situation when an infectious disease breaks out simultaneously during a natural disaster.

2.3.5 Initiatives for Information Security

Tokio Marine Holdings set an executive officer overseeing the Legal and Compliance Department (L&C Dept) (Managing Director) as Information security overall administrator, and L&C Dept as the information security controlling department for the entire Group, and established information security controlling sections at each Group company. In this manner, the Group is working to build an effective management structure for information security (including privacy). In addition, the Board of Directors oversees the execution of executive director on information security.

2.3.5.1 Policies and Regulations Related to Information Security Management

Tokio Marine Holdings recognizes the importance of personal information and confidential information (“information assets”). To ensure the appropriateness and trustworthiness of Tokio Marine Group’s operations, we have formulated the “Tokio Marine Group Policies for Information Security Management” and use appropriate methods to conduct information security management at each company in accordance with their line of business, scale, location and other factors. The Group is also taking necessary measures, including revising its Privacy Policy, in response to the Amendment to the Act on the Protection of Personal Information, which came into effect on April 1, 2022.

Based on the Tokio Marine Group Policies for Information Security Management, each company establishes departments to oversee information security management and formulate policies and regulations. To protect information assets from various information leakage risks, including leak, loss and unauthorized use, we ensure the confidentiality of information assets and manage them so that they can be used when necessary. Furthermore, the Company regularly monitors the information security management of Group companies, setting up structures and providing information when necessary.

<Tokio Marine Group Privacy Policy> (Excerpt)

Tokio Marine Group (the “Group”) is committed to the continuous enhancement of corporate value, with customer trust at the foundation of all its activities. Guided by this corporate philosophy, we, the Group, shall take all possible measures to protect customers’ personal information, individual numbers and specific personal information (individual numbers and specific personal information are hereinafter collectively referred to as “Specific Personal Information, etc.”) by causing each of our officers and employees to comply with the following group-wide privacy policy under the supervision of the manager in charge of group-wide protection of personal information based on the recognition of our social responsibility to properly manage customers’ personal information and Specific Personal Information, etc., in compliance with the Act on the Protection of Personal Information, Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure and other relevant laws, rules, regulations and guidelines.

* “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 laws, rules or regulations, we shall notify or publicize the purposes for using personal information and Specific Personal Information, etc., of our customers and shall use such information within these limits. We shall set the purposes for using and use Specific Personal Information, etc., within the limits prescribed by applicable laws, rules and regulations (for three areas of social security, taxes and disaster control measures).
2. Unless prescribed by laws, rules or regulations, we shall not provide personal information of our customers to third parties without prior consent of each such customer. We do not provide Specific Personal Information, etc., to third parties except in cases provided by law. There shall be no joint use of Specific Personal Information, etc., with Group companies and business partners. In addition, unless otherwise prescribed by law, rule or regulation, when providing personal data to a third party, we shall record matters concerning such provision, and when collecting personal data from a third party, we shall confirm and record matters concerning such collection.
3. We shall strive to prevent the divulgence, destruction, impairment and unauthorized access of personal information and Specific Personal Information, etc., of our customers, implement appropriate safety control measures, keep the information accurate and updated, and delete the information without delay if it becomes no longer necessary. We shall promptly take corrective measures if any unauthorized access or the like occurs. When we contract out the management of personal information and Specific Personal Information, etc., of our customers to an outside service provider, we shall supervise the service provider appropriately, as needed.
4. Whenever we receive requests from our customers to view, suspend the use of, delete, update or otherwise process their personal data and Specific Personal Information, etc., that we hold, we shall respond promptly in accordance with laws, rules and regulations. We also welcome comments, questions and other inquiries regarding the management of personal information and Specific Personal Information, etc., of our customers.

5. We shall provide thorough supervision, instructions and education to our employees in charge so that the personal information and Specific Personal Information, etc., of our customers are managed appropriately.
6. We shall continue to revise and aim to improve our internal systems and procedures to protect the personal information of our customers.

[Tokio Marine Group Privacy Policy](#)

2.3.5.2 Initiatives for Information Security

• Information Security Management System

Based on the "Tokio Marine Group Policies for Information Security Management", 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, using encryption and setting passwords for electronic information.

Tokio Marine & Nichido has installed thin-client* terminals for its in-house intranet. Thin-client terminals are not equipped with hard disks and information is centrally managed and deployed from a server, which thereby further strengthens information security.

* A method whereby the PC environment (client OS and applications) for each user is consolidated into and operated by the server

• Acquisition of External Certification

At Tokio Marine Group, Tokio Marine & Nichido Systems managing and operating information systems of Tokio Marine Group's primary business entities (Tokio Marine & Nichido, Tokio Marine & Nichido Anshin Life, etc.) has acquired external certification for information security including Information Security Management System (ISMS) certification. These achievements recognize the initiatives taken within the Group to protect personal information. The Group intends to make continuous improvements and to strengthen further its information security management structure.

- Company name: Tokio Marine & Nichido Systems
- Certificate: ISO/IEC 27001:2013, JIS Q 27001:2014
- Scope of registration: Operation and related IT services on information system at Tokio Marine Group provided by IT infra services Department
- Registration number: IS 508253
- Registration date: August 24, 2006
- Expiry date: September 1, 2023

• Response when incident such as information leakage occurs

At Tokio Marine Group, when an incident such as information leakage, etc. (including cyber security incident), we will promptly respond to such incident based on Information Security Management Manual, etc.

<Tokio Marine & Nichido Number of incident reported by customers on personal information>

FY2020: 209, FY2021: 218, FY2022: 207

[FY2022 Breakdown of incidents reported by customers on personal information](#) 

• Information security audit

Tokio Marine Group conducts risk assessments and a risk-based internal audit every year for all business operations including the Group's information security (including cybersecurity).

• Training Programs and Assessments on Information Security

Tokio Marine Group periodically provides training programs for its employees and agents and conducts assessments to raise awareness of information security and promote appropriate management. At Tokio Marine & Nichido which handles customers information, we provides all employees and outside on-site regular staffs with an information security education program annually and confirm the attendance situation by using e-learning system.

2.3.6 Cybersecurity

Recognizing cybersecurity as one of its important management issues, Tokio Marine Group sets a Group Chief Information Security Officer (CISO) as a supervisor for cybersecurity and is maintaining a management system for the entire Group companies in Japan and Overseas under the leadership of management. Tokio Marine Group also reports and discusses on cybersecurity at the Board of Directors meeting which member includes an outside director with IT-related expertise twice a year.

In particular, we have adopted global standard frameworks and standard architectures such as ISO 27001* and NIST SP800 and is promoting countermeasures. The basic ideas and compliance standards in our group are defined from the standpoints of people, processes and technologies, and execute constant monitoring, log analysis, periodically vulnerability diagnosis, penetration testing and risk assessment, etc. Furthermore, for issues generated by these operations, we are preventing, identifying and responding to cyberattacks that are becoming more sophisticated year by year, by implementing the PDCA cycle that formulates and implements improvement plan with consideration of Group company's risk amount, intelligence collected from inside and outside of the company, and adoption of new technologies.

In addition, under the oversight of the Tokio Marine Group Computer Security Incident Response Team (CSIRT), the entire Tokio Marine Group been organized into three regions; North America, Europe and Japan/Asia, and promotes high-level centralization of organizations and standardization of technologies and processes. Group companies in each region are conducting daily cyber security monitoring, employee training cyber security exercises (multiple times a year for employees in charge), and targeted email trainings (multiple times a year for all members) in normal times.

In times of cyber security emergencies, Tokio Marine Group is working to implement efficient and effective systems by promptly and collaboratively specifying the scope of impacts, implementing early response for reducing damage expansion, recovery operations, and preventive countermeasures for preventing recurrence among regions.

Tokio Marine Group strives to protect customers and local communities in times of need by centralizing knowledge of Japan and Overseas at the committee comprising of security experts across the Group and promoting advanced security countermeasures.

*Tokio Marine Group's core system company "Tokio Marine & Nichido Systems" acquires ISO27001 Certificate.

2.3.7 Sustainability in the Value Chain

Primarily through Tokio Marine & Nichido, the Group is executing environmental, social and governance (ESG) initiatives that are integrated into the value chain. As for sustainability in the value chain, we are engaging in three initiatives. These are supply chain management in which we fulfill our social responsibilities together with business partners; promotion of ESG initiatives among customers, projects and companies, to whom and which we provide products and services; and sustainable investments that give due consideration to ESG issues in investment activities.

2.3.7.1 Supply 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 two or three 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 Transaction

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.

2.3.7.2 Policies for Outsourcing Management

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

Based on these policies, Tokio Marine & Nichido selects its 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.

2.3.7.3 Study and Research on Promotion of ESG Initiatives through the Provision of Products and Services

Environmental, social and governance (ESG) factors facing society are increasingly affecting traditional risks. Tokio Marine Group believes that one of its crucial responsibilities is to provide high-quality and reliable products and services while working with customers and business partners to understand and respond to ESG risks that have a significant impact on society. To fulfill this responsibility, Tokio Marine Group will promote ESG initiatives through the provision of products and services across its sphere of influence based on the United Nations Environmental Programme Finance Initiative – Principles for Sustainable Insurance (UNEP FI-PSI).

[Research on Climate Change and Natural Disaster Risks >>](#)

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

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

<https://www.unepfi.org/psi/>

2.3.7.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services

Tokio Marine Group strives to gain an understanding of ESG risks that have a significant impact on society and utilize the knowledge accumulated through its participation in various studies and international initiatives to develop insurance products and services while working with customers and business partners to respond to these risks.

[Relationship between Our Eight Material Issues and 17 SDG Goals >>](#)

[Engagement with Brokers on climate-related risks and opportunities](#)

■ 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, Sustainability Department)

[Major ESG products of Tokio Marine Group \(PDF/205KB\)](#)

■ ESG Integration into Insurance Underwriting Risk Management

In fulfilling our responsibility to customers and society as an insurance company, Tokio Marine & Nichido revised its Insurance Product Development and Revision Procedure in July 2017 so as to include CSV (resolving social issues through business) as one of the goals of product development and revision, and also provides environmental and social risks as checkpoints when developing and/or revising an insurance product.

Additionally, in April 2018, Tokio Marine & Nichido revised its Insurance Underwriting Risk Management Manual so as to clearly include assessment of impact and risks on environmental and social factors as checkpoints for insurance product development and revision. Tokio Marine & Nichido conducts Sustainability Training (e-Learning) whose contents include Policy to Address Environmental and Social Risks for all employees every year, and strives to enhance employees' understanding by distributing "Handbook on Policy to Address Environmental and Social Risks".

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

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

In 2011, Tokio Marine & Nichido won the Silver Prize in the Eco Mark Award 2011^{*2} sponsored by JEA, becoming the first company in the financial industry to receive an Eco Mark award. In granting the award, JEA highly recognized the company's efforts to promote the widespread use and increase the visibility of Eco Mark-certified auto insurance products (creation of Eco Mark awareness posters and extensive use of the Eco Mark label on auto insurance leaflets and renewal notices) and to offer eco-

^{*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."



friendly auto insurance that allows policyholders to participate in activities to reduce environmental impact through the Green Gift Project. Becoming carbon neutral in its domestic business activities in fiscal 2009 and 2010 was another point that was recognized by JEA.

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

2.3.7.5 Study and Research on Sustainable Investments and Financing

Tokio Marine Group believes that one of its basic roles is to give consideration to the environment, including climate change, as well as to society and governance in its investment and financing operations and contribute to the creation of a sustainable society. The sustainable growth of society is essential in securing long-term, stable income through investments. In an effort to solve various environmental, social and governance (ESG) issues, we join study and research activities such as the UNEP FI Principles for Sustainable Insurance (UNEP FI-PSI), UN Principles for Responsible Investment (PRI), Principles for Financial Action for the 21st Century and the Japan Sustainable Investment Forum and leverage the findings of these activities to execute sustainable investments and financing.

Tokio Marine Group is making group-wide efforts to promote sustainable investments and financing, and Tokio Marine & Nichido and Tokio Marine Asset Management, two companies accounting for a significant portion of the Group's entire investment activities, have become a signatory to the UN-supported PRI.

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

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

<https://www.unepfi.org/psi/>

UN Principles for Responsible Investment (PRI)

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

Principles for Financial Action for the 21st Century

<https://www.pfa21.jp/>

Japan Sustainable Investment Forum

<http://www.jsif.jp.net/>

2.3.7.6 Policies and Operational System for Sustainable Investments

With Tokio Marine Asset Management and Tokio Marine & Nichido taking the lead, Tokio Marine Group has formulated sustainable investment policies and aims for the sustainable growth of investee companies and thus promotes such initiatives as holding constructive “purposeful dialogue” with investee companies and publicly announcing the exercise of voting rights and the results of the exercise of voting rights.

■ Investment Policies

The investment policies of Tokio Marine & Nichido and Tokio Marine Asset Management are as follows.

<Asset Management Policy from the Tokio Marine & Nichido Disclosure Report 2022 (excerpt)>

Besides focusing on safety, profitability and liquidity in preparation for the payment of insurance claims, Tokio Marine & Nichido also undertakes asset management that contributes to society and public welfare. For this reason, with a main focus on Asset Liability Management (ALM), Tokio Marine & Nichido aims at securing long-term, stable income and carrying out efficient liquidity management under appropriate risk control giving due consideration to the characteristics of insurance products.

https://www.tokiomarine-nichido.co.jp/company/pdf/TMNF_2022_d.pdf (in Japanese) 

Additionally, in order to fulfill its corporate social responsibility, Tokio Marine & Nichido posts its ESG Investment and Financing Policy, which also gives appropriate consideration to ESG and other nonfinancial elements, at the link listed below.

<ESG Investment and Financing Policy from Tokio Marine & Nichido's Corporate Website (excerpt)>

Tokio Marine & Nichido envisions to be a “Good Company” that supports customers and local communities in times of need even 100 years from now. To achieve this goal, we will integrate consideration for society and public welfare into our investment process based on our social responsibility as a non-life insurance company and contribute to the creation of a safe, secure and sustainable future.

Specifically, as a signatory to the Principles for Responsible Investment (PRI) supported by the United Nations, we will promote environmental, social and governance (ESG) investments and

financing, which take into account both financial information and ESG elements, and seek to increase investment performance over the medium to long term and to resolve social issues.

<https://www.tokiomarine-nichido.co.jp/company/about/policy/stewardship.html> (in Japanese)

<Tokio Marine Asset Management>

One of Tokio Marine Asset Management's management principles is to contribute to the development of an enriched and comfortable social life and economic growth of society. Tokio Marine Asset Management, in conformance with its fiduciary responsibility, executes responsible investments that not only focus on financial elements of investee companies but also appropriately consider nonfinancial elements such as environmental, social and governance (ESG) issues. In addition, Tokio Marine Asset Management actively engages investees to promote their growth over the medium to long term with the aim of increasing medium- to long-term returns for customers.

Tokio Marine Asset Management adopts an ESG integration approach, which integrally ascertains and systematically evaluates financial and non-financial elements, into its investment decision process. This process is commonly applied to all asset classes based on the recognition that ESG integration enables even higher-precision investee analysis and investment decisions.

Tokio Marine Asset Management regards ESG as a fundamental element to ensure medium- to long-term returns for customers and has placed its focus on governance in all asset classes while also appropriately considering environmental, social and other aspects as well.

https://www.tokiomarineam.co.jp/company/responsible_investment/ (in Japanese)

■ Organization Structure

The organization structures of Tokio Marine & Nichido and Tokio Marine Asset Management are as follows.

<Tokio Marine & Nichido>

At Tokio Marine & Nichido, ESG investment planning is carried out in the Financial Planning Department and sustainable investment and financing initiatives are implemented in collaboration with the Corporate Investment Department/Global Investment Department, which execute transactions. Moreover, by receiving the evaluation of an external organization through PRI's annual assessment, Tokio Marine & Nichido is identifying any issues in its efforts and process related to ESG investments and financing for continuous improvement.

<Tokio Marine Asset Management>

Tokio Marine Asset Management has established the Responsible Investment Committee, led by the head of the Investment Business Division and comprising asset managers of each asset class and other relevant parties, to formulate responsible investment policies and establish required processes. The committee also creates basic policies and guidelines for the exercise of voting rights. Tokio Marine Asset Management will work to further deepen its understanding of responsible investment, which is a responsibility of an institutional investor, and continue to fulfill this and other responsibilities as an institutional investor by making investments in a manner that comprehensively takes into consideration ESG and other issues.

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

The Council of Experts established within the Financial Services Agency announced in February 2014 the "Principles for Responsible Institutional Investors (Japan's Stewardship Code) – To promote sustainable growth of companies through investment and dialogue." The Code was revised in May 2017 and thereafter in March 2020.

Under the Code, "Stewardship Responsibility" means bearing responsibility for expanding medium- and long-term investment returns for "customers and beneficiaries" (including end beneficiaries) through constructive "purposeful dialogue" (engagement) by institutional investors based on a deep understanding of investee companies and their business environments as well as consideration for sustainability (medium- to long-term sustainability, including ESG factors) consistent with investment management strategies to raise the corporate value of these companies and promote their sustainable growth.

In May 2014, Tokio Marine & Nichido agreed with the intent of the Principles for Responsible Institutional Investors (Japan's Stewardship Code) and also announced it would adopt the Code. Since then, the company has been reviewing its Policy on Japan's Stewardship Code and other related policy in a timely manner based on the revisions made to the Code.

[Tokio Marine & Nichido: Policy on Japan's Stewardship Code and Other Related Policy](#) (in Japanese)

In May 2014, Tokio Marine Asset Management (TMAM) announced its adoption of the Principles for Responsible Institutional Investors (Japan's Stewardship Code). Since then, the company has been reviewing its TMAM Stewardship Statement in a timely manner based on revisions to the Code.

[Tokio Marine Asset Management: Stewardship Statement](#) (in Japanese)

2.3.7.7 Efforts for Sustainable Investments

Tokio Marine Group contributes to the creation of a safe, secure and sustainable future together with its stakeholders by developing and providing ESG investment products.

■ Sustainable Investment Initiatives as an Institutional Investor

In order to realize a sustainable society, as an institutional investor, we are promoting investments in ESG-themed green bonds and sustainability bonds. The total balance of such themed investments was about 65 billion yen as of March 31, 2022, for Tokio Marine & Nichido, Tokio Marine & Nichido Life and Nisshin Fire. Tokio Marine & Nichido executed its first green loan in August 2022. In addition, in fiscal 2022, Tokio Marine & Nichido began making impact investments in renewable energy funds and other funds with measurable social returns.

■ Providing Funds to Invest in Companies Proactively Responding to Climate Change

In October 2021, Tokio Marine Asset Management started providing the Tokio Marine Climate Change Response Fund (without currency hedging)/(with currency hedging) ("Green Future") to promote response to climate change, which is an international issue. The fund invests in companies proactively engaging in businesses to reduce greenhouse gas emissions and those to prevent or mitigate damage due to the impacts of climate change.

For institutional investors, the company launched the Tokio Marine Japanese Equity ESGR Fund 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.

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 Renewable Energy Fund

Since 2012, Tokio Marine Asset Management has been operating the TM Nippon Solar Energy Fund for institutional investors, including corporate pension funds, to invest in solar power plants as an investment product targeting Japan's national infrastructure. The company has also been operating the TM Nippon Renewable Energy Fund that invests in various types of renewable energy, including wind power, biomass, hydropower and geothermal power in addition to solar power, since 2017. These funds are investment products that diversify investments among Japan's renewable energy generation businesses and provide investment income to investors from sales of electric power.

A number of initiatives have been under way in Japan to achieve carbon neutral status, and the utilization of renewable energy is positioned as one of the most important efforts.

Tokio Marine Asset Management believes that this fund will contribute to the realization of carbon neutral status. 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 the Principles for Responsible Institutional Investors (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, jointly with Governance for Owners Japan KK*, launched an engagement-focused fund in March 2012. This 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.

*Governance for Owners Japan KK

Started operation as a subsidiary in Japan of GO Investment Partners (GO), an independent asset management partnership based in London. GO is the pioneer in the field of responsible stock ownership and 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](#)

■ Providing Japan's First Fund Specialized for Cancer Treatment

As an initiative to contribute to the achievement of the SDGs, since July 2019, we have been providing the Tokio Marine Investment Trust to Fight Cancer (without currency hedging)/(with currency hedging) for investment in companies with a high probability of making a significant contribution to the resolution of cancer treatment, a major social issue.

2.3.7.8 Exercise of Voting Rights and Disclosure of the Results of Exercise of Voting Rights

Based on the intent of the Principles for Responsible Institutional Investors (Japan's Stewardship Code), Tokio Marine & Nichido and Tokio Marine Asset Management have formulated clear policies on publicly announcing the exercise of voting rights and the results of the exercise of voting rights and are disclosing details of their stewardship activities that include the results of the exercise of voting rights.

<Tokio Marine & Nichido>

[Overview of stewardship activities \(PDF/188KB\)](#) (in Japanese) 

<Tokio Marine Asset Management>

[Stewardship activities and results of self-assessment \(August, 2022\)](#) (in Japanese) 

[Disclosure of the results of the exercise of voting rights \(Japanese equities\)](#) (in Japanese) 

2.3.8 Policy to Address Environmental and Social Risks

Tokio Marine Group's business purpose has been to protect our customers and local communities by providing safety and security in times of need. With this in mind, Tokio Marine Group has made it our core identity "To Be a Good Company" — one that can still be trusted by customers and society in their times of need 100 years from now.

From our long history in the insurance industry, we have accumulated knowledge and experience that has enabled us not just to provide safety and security but to contribute to social development as well. In continuing to contribute toward resolving social issues, we help build a safe, secure and sustainable future that generates value for all of our stakeholders and our society more broadly.

Tokio Marine Group pays attention to the risks of negatively impacting the environment and society, and undertakes transactions (insurance underwriting, investments and financing) based on the customer's consideration for the environment and society. We position the mitigation of negative environmental and social impacts resulting from our business activities as an important management issue that must be addressed and will take appropriate measures while referencing international principles of conduct and guidelines.

■ Environmental and Social Risks to be Identified and Assessed

Tokio Marine Group will strive to appropriately identify and manage risks that have a negative impact on the environment and society in accordance with the Group's Basic Policy on Environment and Basic Policy on Human Rights. For example, deforestation not only has the risk that has a negative impact on the environment but also various risks including human rights abuses. In identifying and managing such risks appropriately, we will identify environmental and social risks based on the nature and severity of the risks as well as recommendations from various stakeholders and will identify the sectors where such risks are likely to occur.

■ Sector specific policies

1. Inhumane weapons

- Biological weapons
- Chemical weapons
- Cluster munitions
- Anti-personnel landmines

We will not undertake business transactions (insurance underwriting, investment and financing) with the inhumane weapons sector, which manufactures inhumane weapons, as these pose major humanitarian concerns.

2. Coal-fired power generation

Compared to other power generation, coal-fired power generation emits more greenhouse gases and also produces toxic substances such as sulfur oxides and nitrogen oxides.

Given the high risk of contributing to environmental impacts such as climate change and air pollution, we will not undertake new business transactions (insurance underwriting, investment and financing) for coal-fired power plants*1, regardless of whether they are new projects or not.

3. Thermal coal mining

As with coal-fired power generation, the development of coal mines for power generation projects may result in increased greenhouse gas emissions through combustion at thermal power plants in the future. We also recognize the risks to the workers' occupational health and safety and the impacts of hazardous waste on local biodiversity.

In light of the negative impacts on climate change, ecosystems and human rights, we will not undertake new business transactions (insurance underwriting, investment and financing) for thermal coal mining projects*1, regardless of whether they are new projects or not.

4. Oil sands

We recognize that oil sands mining has the potential to emit large amounts of greenhouse gases compared to conventional oil and gas extraction due to that oil sands mining requires more energy and water resources in the extraction and refining process. We also recognize the risks of infringing indigenous peoples' rights and negatively impacting the surrounding wildlife and ecosystems.

In light of the negative impacts on climate change, ecosystems and human rights, we will not undertake new business transactions (insurance underwriting, investment and financing) for oil sands mining projects.

5. Arctic oil and gas

Oil and gas extraction projects in the Arctic Circle (all areas north of latitude 66°33', including the Arctic National Wildlife Refuge, ANWR) entail significant risks of altering the habitats and ecosystems of rare species and marine life. We are also aware of the negative impacts on the livelihoods and cultures of indigenous peoples.

In light of the negative impacts on ecosystems and biodiversity, as well as on the indigenous peoples' rights, we will not undertake new business transactions (insurance underwriting, investment and financing) for oil and gas extraction projects*2 in the Arctic Circle.

For details on Tokio Marine Group's transaction policy on climate change risk (insurance underwriting, investment and financing), please refer to "[Tokio Marine: Our Climate Strategy](#)".

*1 Exceptions for projects with innovative technologies and approaches, such as CCS/CCUS (carbon dioxide capture and storage / carbon dioxide capture, utilization and Storage) and mixed combustion, may be granted after careful consideration, aiming to achieve the goals of the Paris Agreement

*2 Exemptions for projects with decarbonization plans that are aligned with the Paris Agreement

[The number of high-risk ESG cases](#)

3 Sustainability Library

We introduce the editorial policy of this report and other information.

» **3.1 Overview of Group Sustainability Reporting** 203
Overview of Tokio Marine Group sustainability reporting and the Group's communication tools

» **3.2 Sustainability Performance Data** 204
Principle quantitative data for the sustainability activities of Tokio Marine Group

» **3.3 Third-Party Assurance** 213
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.

» **3.4 GRI Standards Content Index** 214
Sustainability activities of Tokio Marine Group that have a high degree of importance and are highly relevant as topics

» **3.5 Recognition about ISO 26000** 222
Tokio Marine Group is reviewing its sustainability activities based on ISO 26000 standards to further improve its sustainability initiatives.

» **3.6 Editorial Policy** 224
Our editorial policy is to report on the principal sustainability activities of Tokio Marine Group in fiscal 2021 to all of our stakeholders.

3.1 Overview of Group Sustainability Reporting

We introduce the Tokio Marine Group Overview of Group Sustainability Reporting and sustainability communication tools.

About the Group's Sustainability 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 sustainability 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 (sustainability page) as part of efforts to communicate sustainability 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 sustainability efforts and collaborating and cooperating with them is important. Therefore, we regard the Sustainability Report as absolutely essential in undertaking the Group's business operations and are disclosing information through this report.

Tokio Marine Group's Principal Sustainability Communication Tools

Tool	Content	Main readers	Date of publication (scheduled)	PDF	Booklet
Sustainability Report	Provides details of Tokio Marine Group's approach to sustainability and related strategies using relevant data	All readers	Japanese: September	●	
			English: November	●	
Integrated Annual Report	Concise describes how Group financial information relates to sustainability and non-financial information while presenting medium- to long-term corporate initiatives concerning value creation	Investors	Japanese: August	●	●
			English: September	●	●

3.2 Sustainability Performance Data

We provide principal sustainability performance data for Tokio Marine Group.

Reporting Period and Reporting Organizations

- Reporting period: Report on results for fiscal 2021 (April 1, 2021 – March 31, 2022)
- Reporting organizations: Tokio Marine Holdings and major subsidiaries

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#) 

Corporate Governance

For details, please refer to Corporate Governance Report.

[Corporate Governance \(Corporate Governance Report\)](#)
[Dialogue with Shareholders and Investors](#) >>

Internal Control

[Internal Control](#)

Improving Quality from the Customer's Perspective

[Improving Quality from the Customer's Perspective](#) >>

Results of Tokio Marine Group's Sustainability Initiatives

[Our Progress for Eight Material Issues \(Materiality\)](#) >>

Environment

CO₂ Emissions from Energy Sources and CO₂ Reduction and Fixation (Tokio Marine Holdings and major subsidiaries)

[Reduction targets for CO₂ emissions]

- Long-term target (fiscal 2030) : -60% (compared with fiscal 2015 level)
- Reduction target in fiscal 2022 : -1% compared with the previous year

[CO₂ emissions]

From fiscal 2015, we began calculating Scope 3 "Category 1: Purchased goods and services (Purchased paper)," "Category 3: Fuel- and energy-related activities not included in Scope 1, 2" and "Category 5: Waste generated in operations" as we expanded the scope of calculation for CO₂ emissions. For fiscal 2021, CO₂

emissions (Scope 1+2+3) for Tokio Marine Holdings and major subsidiaries were 83,483 tons (domestic: 55,633 tons, overseas: 27,850 tons) versus the initial-year target of 88,995 tons (-1% from the previous fiscal year) and -7.13% compared with the previous fiscal year, thereby achieving the target. The principal factor was efforts to reduce environmental loads.

[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 2019	Fiscal 2020	Fiscal 2021
CO₂ emissions		111,172	89,894	83,483 
Breakdown	Domestic* ¹	73,470	64,548	55,633 
	Overseas* ²	37,701	25,345	27,850 
Scope 1	Direct (Gas, heavy oil, gasoline, etc.)	17,478 Domestic: 8,860 Overseas: 8,618	13,163 Domestic: 7,150 Overseas: 6,013	13,022  Domestic: 7,079  Overseas: 5,942 
	Scope 2	Indirect (Electricity, chilled/hot water, etc.)	62,100 Domestic: 42,433 Overseas: 19,668	53,977 Domestic: 39,732 Overseas: 14,245
Scope 3	Total	31,594 Domestic: 22,178 Overseas: 9,416	22,754 Domestic: 17,666 Overseas: 5,088	23,026  Domestic: 16,950  Overseas: 6,075 
	Category 1: Purchased goods and services (Paper usage)	13,184 Domestic: 11,491 Overseas: 1,693	11,172 Domestic: 9,958 Overseas: 1,214	10,349  Domestic: 9,365  Overseas: 985 
	Category 3: Fuel- and energy-related activities not included in Scope 1, 2 (Electricity, steam and chilled/hot water usage)	9,670 Domestic: 6,530 Overseas: 3,140	8,638 Domestic: 6,385 Overseas: 2,253	10,875  Domestic: 6,195  Overseas: 4,679 
	Category 5: Waste generated in operations (Waste generation)	1,101	1,045	1,038 
	Category 6: Business travel (by air)	7,639 Domestic: 3,056 Overseas: 4,583 (Coverage rate: 100%)	1,900 Domestic: 279 Overseas: 1,621 (Coverage rate: 100%)	764  Domestic: 353  Overseas: 411  (Coverage rate: 100%)
CO₂ emissions per employee		2.70	2.08	1.94
Number of employees (consolidated fiscal year base)		41,101 persons	43,260 persons	43,048 persons
CO₂ reduction (Excluding CO₂ fixation through mangrove planting)		3,617	3,531	3 
CO₂ fixation through mangrove planting		130,000	120,000	130,000

Data calculation method (☑ items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#)

"1. Calculation Method of CO2 emissions originating from energy consumption and CO2 reduction"

Data collection scope (☑ items)

*1 [Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#)

Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2022)"

*2 [Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#)

Companies in which the headquarters is located overseas of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2022)"

*3 Reflects the CO2 reduction effect of 8,597 tons from green power purchases.

■ Environmental Load Data (Tokio Marine Holdings and major subsidiaries)

	Units	Fiscal 2019	Fiscal 2020	Fiscal 2021
Electricity usage	1,000 kWh (GJ)	134,685 (484,866)	118,313 (425,928)	119,473 ☑ (430,104)
Gas usage	1,000m ³ (GJ)	1,488 (64,880)	1,342 (58,653)	1,215 ☑ (53,115)
Steam and chilled/hot water usage	GJ	14,765	17,337	83,128 ☑
Gasoline usage	kℓ (GJ)	5,949 (205,858)	3,766 (130,319)	3,905 ☑ (135,097)
Heavy oil usage	ℓ (GJ)	35,683 (1,395)	23,832 (931)	29,657 ☑ (1,160)
Business travel (by air)	1,000 km	81,263	18,092	7,100 ☑
Paper usage	t	7,204	6,105	5,655 ☑
Renewable energy (electricity) usage	1,000 kWh	—	—	21,068 ☑

Data calculation method (☑ items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#)

"1. Calculation Method of Environmental load data"

Data collection scope (☑ items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#)

Companies of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2022)"

■ CO2 Emissions from Energy Sources (Tokio Marine & Nichido)

[CO2 emissions reduction targets]

- Long-term target (fiscal 2050): -60% reduction (compared with fiscal 2006 level)
- Reduction target in fiscal 2022: -1% compared with the previous year

[CO2 emissions]

From fiscal 2015, we began calculating Scope 3 "Category 1: Purchased goods and services (Purchased paper)," "Category 3: Fuel- and energy-related activities not included in Scope 1, 2" and "Category 5: Waste generated in operations" as we expanded the scope of calculation for CO2 emissions. For fiscal 2021, CO2 emissions (Scope 1+2+3) of Tokio Marine & Nichido were 41,779 tons versus the initial-year target of 49,345 tons (-1% from the previous fiscal year) and -16.2% compared with the previous fiscal year due to energy conservation efforts.

[Data coverage rate]

100.0% of Tokio Marine & Nichido overall (employee base)

(Unit: tons)

		Fiscal 2019	Fiscal 2020	Fiscal 2021
CO2 emissions		56,844	49,843	41,779 <input checked="" type="checkbox"/>
Scope 1	Direct (Gas, heavy oil, gasoline, etc.)	6,427	4,991	5,068 <input checked="" type="checkbox"/>
Scope 2	Indirect (Electricity, chilled/hot water, etc.)	32,772	30,353	23,140 <input checked="" type="checkbox"/>
	Total	17,646	14,499	13,571 <input checked="" type="checkbox"/>
Scope 3	Category 1: Purchased goods and services (Paper usage)	9,904	8,601	7,700 <input checked="" type="checkbox"/>
	Category 3: Fuel- and energy-related activities not included in Scope 1, 2 (Electricity, steam and chilled/hot water usage)	5,064	4,957	4,794 <input checked="" type="checkbox"/>
	Category 5: Waste generated in operations (Waste generation)	965	783	848 <input checked="" type="checkbox"/>
	Category 6: Business travel (by air)	1,713	158	229 <input checked="" type="checkbox"/>
CO2 emissions per employee		3.31	2.88	2.42
Number of employees		17,146 persons	17,253 persons	17,098 persons

Data calculation method items

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#) 

"1. Calculation Method of CO2 emissions originating from energy consumption and CO2 reduction"

Data collection scope items

Tokio Marine & Nichido

Environmental Load Data (Tokio Marine & Nichido)

	Units	Fiscal 2019	Fiscal 2020	Fiscal 2021
Electricity usage	1,000 kWh (GJ)	67,489 (242,960)	65,580 (236,088)	62,118 <input checked="" type="checkbox"/> (223,626)
Gas usage	1,000 m ³ (GJ)	667 (29,618)	654 (29,177)	658 <input checked="" type="checkbox"/> (29,288)
Steam and chilled/hot water usage	GJ	14,060	14,771	17,000 <input checked="" type="checkbox"/>
Gasoline usage	k ℓ (GJ)	2,067 (71,535)	1,464 (50,662)	1,504 <input checked="" type="checkbox"/> (52,046)
Heavy oil usage	ℓ (GJ)	23,653 (924)	22,949 (897)	16,958 <input checked="" type="checkbox"/> (663)
Business travel (by air)	1,000km	16,667	1,366	1,980 <input checked="" type="checkbox"/>
Water usage	1,000m ³	302	215	207 <input checked="" type="checkbox"/>
Paper usage	t	5,412	4,700	4,208 <input checked="" type="checkbox"/>
Waste	t	3,585	2,895	2,995 <input checked="" type="checkbox"/>
Recycling rate	%	51.6	56.6	55.7 <input checked="" type="checkbox"/>

Data calculation method items

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#) 

"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:

58.4% of Tokio Marine Holdings and major subsidiaries (employee base)

Tokio Marine & Nichido:

39.7% of Tokio Marine Holdings and major subsidiaries (employee base)

Basic Data

[Number of employees (Tokio Marine Holdings and major subsidiaries)]

	Fiscal 2019	Fiscal 2020	Fiscal 2021
Total number of employees (consolidated fiscal year base)	41,101	43,260	43,048
Tokio Marine Holdings and domestic major subsidiaries	Male: 12,695 Female: 12,638 Overall: 25,333	Male: 12,674 Female: 12,797 Overall: 25,471	Male: 12,421 <input checked="" type="checkbox"/> Female: 12,701 <input checked="" type="checkbox"/> Overall: 25,122 <input checked="" type="checkbox"/>
Tokio Marine Holdings and overseas major subsidiaries	Asia: 4,159 North and Central Americas: 10,996 Europe: 734 Overall: 15,889	Asia: 4,870 North and Central Americas: 12,262 Europe: 777 Overall: 17,909	Asia: 4,768 North and Central Americas: 12,473 Europe: 787 Overall: 18,028

[Basic employee data (Tokio Marine Holdings)]

	Fiscal 2020	Fiscal 2021	Fiscal 2022
The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation*	11.5%	13.0%	17.7%

*The total CEO compensation / The mean employee compensation

Data calculation method (items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#)

"1. Calculation Method of Basic data on human rights and labor, and use of diverse human resources"

Data collection scope (items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#)

Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2022)"

[Basic employee data (Tokio Marine & Nichido)]

	Fiscal 2019	Fiscal 2020	Fiscal 2021
Average age	Male: 47 Female: 37 Overall: 42	Male: 47 Female: 37 Overall: 42	Male: 47 Female: 38 Overall: 42.1
Average years continuously employed	Male: 12 Female: 12 Overall: 12	Male: 12 Female: 12 Overall: 12	Male: 13 Female: 12 Overall: 12.4
Average annual salary	Approx. ¥7.57 million	Approx. ¥7.73 million	Approx. ¥8.30 million
Turnover rate*	2.1%	2.0%	2.7%

*The turnover rate is calculated based on the number of personnel who quit voluntarily (excluding the age-limit retirement).

[Number of new hires (Tokio Marine & Nichido)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
Male: 183 Female: 395 Overall: 578	Male: (New graduates) 206 (Mid-career hires) 34 Female: (New graduates) 418 (Mid-career hires) 8 Overall: (New graduates) 624 (Mid-career hires) 42	Male: (New graduates) 195 (Mid-career hires) 38 Female: (New graduates) 408 (Mid-career hires) 6 Overall: (New graduates) 603 (Mid-career hires) 44

Fair Personnel System and Management

[Employee attitude survey (Tokio Marine & Nichido)]

	Fiscal 2019	Fiscal 2020	Fiscal 2021
Respondents	15,851 (Response rate: 89%)	16,126 (Response rate: 91.6%)	16,541 (Response rate: 93.1%)
Level of satisfaction	Male: 88% Female: 80% Overall: 83%	Male: 95.2% Female: 92.0% Overall: 93.4%	Male: 95.1% Female: 91.7% Overall: 93.2%

[Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
100%	100%	100%

Development of Human Resources

[Employee training (Tokio Marine & Nichido)]

	Fiscal 2019	Fiscal 2020	Fiscal 2021
Total training hours	314,659 hrs.	226,503 hrs.	313,721 hrs.
Average training hours per employee	21.00 hrs.	15.29 hrs.	21.04 hrs.
Total training cost	¥1,107,696,463	¥737,803,807	¥870,346,000
Average training cost per employee	¥75,159	¥49,804	¥58,362

[Job request system (job posting system) (Domestic major subsidiaries)]

	Fiscal 2019	Fiscal 2020	Fiscal 2021
	Applicants: 449 Approval: 227	Applicants: 433 Approval: 224	Applicants: 612 Approval: 241

*Approved requests take effect in the fiscal year after that of the application.

*Figures for fiscal 2019 and fiscal 2020 are for Tokio Marine & Nichido only.

Utilizing Diverse Human Resources

[Number of directors and managers (Tokio Marine Holdings and major subsidiaries)]

	Fiscal 2019	Fiscal 2020	Fiscal 2021
Directors (including executive officers)	Male: 209 Female: 13 Overall: 222	Male: 204 Female: 13 Overall: 217	Male: 296 <input checked="" type="checkbox"/> Female: 52 <input checked="" type="checkbox"/> Overall: 348 <input checked="" type="checkbox"/>
General managers	Male: 796 Female: 36 Overall: 832	Male: 804 Female: 37 Overall: 841	Male: 1,078 <input checked="" type="checkbox"/> Female: 191 <input checked="" type="checkbox"/> Overall: 1,269 <input checked="" type="checkbox"/>
Section managers	Male: 2,558 Female: 349 Overall: 2,907	Male: 2,518 Female: 361 Overall: 2,879	Male: 3,911 <input checked="" type="checkbox"/> Female: 1,322 <input checked="" type="checkbox"/> Overall: 5,233 <input checked="" type="checkbox"/>
Managers (general managers and section managers) total	Male: 3,354 Female: 385 Overall: 3,739	Male: 3,322 Female: 398 Overall: 3,720	Male: 4,989 <input checked="" type="checkbox"/> Female: 1,513 <input checked="" type="checkbox"/> Overall: 6,502 <input checked="" type="checkbox"/>
(Deputy managers) *Only Tokio Marine & Nichido	Male: 1,638 Female: 492 Overall: 2,130	Male: 1,605 Female: 619 Overall: 2,224	Male: 1,536 Female: 739 Overall: 2,275

*Figures for fiscal 2019 and fiscal 2020 are for Tokio Marine & Holdings and domestic major subsidiaries only.

Data calculation method (items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#) 

"1. Calculation Method of Basic data on human rights and labor, and use of diverse human resources"

Data collection scope (items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#) 

Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2022)"

[Diversity-related data]

[Diversity-related data](#) 

[Number of female directors (Tokio Marine & Nichido, as of March 31, 2022)]

Directors and officers	Rate
7	11.5%

[Number of employees using the system for continued employment of older employees (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
773	831	925

[Rate of employment of persons with disabilities](as of December 1 of each fiscal year)

Fiscal 2019	Fiscal 2020	Fiscal 2021
2.39%	2.35%	2.39%

* Reporting organizations: Applicable Group companies (Tokio Marine Holdings, Tokio Marine & Nichido, Tokio Marine Business Support, Tokio Marine & Nichido Career Service and Tokio Marine Nichido Better Life Service)

◎ Reform of Working Styles

[Retiree rehiring system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
21	6	5

[Maternity leave system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
721	603	756

[Childcare leave system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
Male: 102 Female: 1,259 Overall: 1,361	Male: 123 Female: 1,271 Overall: 1,394	Male: 464 Female: 1,842 Overall: 2,306

[Short working hours system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
1,369	1,481	1,515

[Resumption of work support system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
1,265	1,210	1,357

[Return to work rate after taking childcare leave (Tokio Marine Holdings and major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
Male: 100% Female: 89.1%	Male: 100% Female: 77.7%	Male: 99.3% Female: 94.8%

[Employee retention rate after taking childcare leave (Tokio Marine Holdings and major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
Male: 100% Female: 94.3%	Male: 100% Female: 76.5%	Male: 95.4% Female: 90.0%

*Figures for fiscal 2019 and fiscal 2020 are for Tokio Marine & Holdings and domestic major subsidiaries only.

[Spouse childbirth leave (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
30	17	33

[Nursing care leave system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
31	53	191

[Nursing care temporary retirement system (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
20	7	6

[Annual average actual working hours (Tokio Marine & Nichido)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
1,925 hrs.	1,987 hrs.	1,978 hrs.

[Monthly average overtime hours (Tokio Marine & Nichido)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
20.28 hrs.	22.63 hrs.	23.11 hrs.

*Including legal overtime hours

[Number of annual paid leave days taken (Tokio Marine & Nichido)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
16.9 days	15.8 days	16.6 days

Health Management and Occupational Health and Safety

[Percentage of employees who received health checks (Tokio Marine & Nichido)]

Category	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022 numerical targets
Percentage of employees who received health checks	100%	100%	100%	100%	100%
Percentage of employees who underwent a detailed examination after a regular checkup	88.5%	86.4%	87.2%	92.5%	90.0%
Uterine cancer screening rate	62.8%	66.0%	60.5%	62.8%	68.0%
Breast cancer screening rate	78.2%	81.1%	74.6%	77.8%	82.2%
Prostate cancer screening rate	75.3%	76.0%	73.1%	75.6%	—

[Specific health guidance implementation rate (Tokio Marine & Nichido)]

Category	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021 numerical targets
Specific health guidance implementation rate	59.8%	57.3%	52.4%	60.0%	Over 60.0%

[Awareness on health (Tokio Marine & Nichido)]

Category	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023 numerical targets
Status of health literacy*1	4.13	*2	4.10	4.08	4.13
Subjective sense of health*1	—	—	—	3.47	3.50

*1: Response to employee questionnaires (on a maximum scale of 5 points)

*2: Not implemented due to system change

[Participation in health improvement measures (Tokio Marine & Nichido)]

Category	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022 numerical targets
Number of employees who participated in Health Promotion Month/Health Challenge	7,478	7,060	8,101	7,997	8,130

[Health status of employees (Tokio Marine & Nichido)]

Category	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022 numerical targets
Findings at a regular health checkup	50.5%	51.8%	54.0%	54.0%	Under 50.0%
Persons maintaining a healthy body weight (BMI)	68.4%	68.3%	67.8%	67.8%	Over 70.0%
Smoking rate	14.5%	13.7%	12.7%	12.3%	12.2%
Rate of employees who have developed physical exercise habits	18.1%	18.4%	19.5%	20.0%	Over 20.0%
Stress test execution rate	97.9%	98.4%	98.7%	98.8%	Over 98.0%
Rate of employees with a high stress level	9.9%	9.9%	8.2%	9.7%	Under 10.0%

[Independent initiative implementation status (Tokio Marine & Nichido)]

Category	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022 numerical targets
Number of employees participating in anti-obesity initiatives for young employees	230	301	*	263	270

* Postponed due to the COVID-19 pandemic

[Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries)]

Occupational accidents

Fiscal 2019	Fiscal 2020	Fiscal 2021
106	72	59 <input checked="" type="checkbox"/>

Commuting accidents

Fiscal 2019	Fiscal 2020	Fiscal 2021
70	63	43 <input checked="" type="checkbox"/>

[Absentee rate* (Tokio Marine & Nichido)]

Fiscal 2020	Fiscal 2021	Fiscal 2022
0.98%	1.19%	1.37% <input checked="" type="checkbox"/>

*Total days lost due to absenteeism / Total days scheduled to be worked

Data calculation method (items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#) 

"1. Calculation Method of Basic data on human rights and labor, and use of diverse human resources"

Data collection scope (items)

[Method of Calculation and Scope in Data Collection for Key Sustainability Indicators \(PDF/178KB\)](#) 

Companies in which the headquarters is in Japan of "2. Tokio Marine Holdings and its subsidiaries (as of March 31, 2022)"

Human Rights

[Human rights training participation rate (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
100%	100%	100%

[Human rights training hours (Tokio Marine & Nichido)]

	Fiscal 2019	Fiscal 2020	Fiscal 2021
Total training hours	21,622 hrs.	21,789 hrs.	21,664 hrs.
Training hours per employee	1 hr.	1 hr.	1 hr.
Participation rate	100%	100%	100%

Local Community and Social Contribution Activities

[Employee participation rate in volunteer activities (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
144.9%	113.5%	110.6%

*Figures for fiscal 2019 and fiscal 2020 are for Tokio Marine & Holdings and domestic major subsidiaries only.

[Number of employees who took volunteer leave (Tokio Marine Holdings and domestic major subsidiaries)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
94	9	90

[Social contribution activity expenditure by category (Tokio Marine Holdings and domestic major subsidiaries)]

Category	Fiscal 2020	Fiscal 2021
Charitable donation	Approx. ¥684 million (33%)	Approx. ¥162 million (7%)
Investments in communities	Approx. ¥736 million (36%)	Approx. ¥1,330 million (61%)
Commercial initiatives	Approx. ¥640 million (31%)	Approx. ¥689 million (32%)
Total	Approx. ¥2,060 million (100%)	Approx. ¥2,181 million (100%)

[Social contribution activity expenditure (Tokio Marine Holdings and domestic major subsidiaries)]

Category	Fiscal 2020	Fiscal 2021
Donation	Approx. ¥1,491 million (72%)	Approx. ¥1,556 million (71%)
Participation/dispatch of employees	¥0 (0%)	Approx. ¥3 million (0%)
In-kind donations	¥0 (0%)	Approx. ¥17 million (1%)
Social contribution-related management fees	Approx. ¥569 million (28%)	Approx. ¥605 million (28%)
Total	Approx. ¥2,060 million (100%)	Approx. ¥2,181 million (100%)

[Donations (Including monetary and in-kind donations by Tokio Marine Holdings, domestic major subsidiaries and other affiliated companies)]

Fiscal 2019	Fiscal 2020	Fiscal 2021
Approx. ¥1,280 million (includes disaster support of approx. ¥13 million)	Approx. ¥2,062 million (includes disaster support of approx. ¥8 million)	Approx. ¥2,188 million (includes disaster support of approx. ¥5.3 million)

*This includes donations by miscellaneous expenses for social contribution programs, payments in kind, opened facilities and employee dispatching.
*Monetary donations by employees and agents in fiscal 2021: Approx. ¥6.3 million

3.3 Third-Party Assurance

Tokio Marine Holdings has received a third-party assurance of the Tokio Marine Group Sustainability Report 2022 from Ernst & Young ShinNihon LLC with the aim of further improving the level of communication with stakeholders. (The independent third-party assurance logo  is marked where appropriate).

By obtaining the external assurance, we will work to improve the quality of Tokio Marine Group sustainability reporting. Tokio Marine Holdings has consecutively received same third-party assurances from fiscal 2016 to fiscal 2020 as well.

Environment

-  [CO₂ Emissions from Energy Sources and CO₂ Reduction \(Tokio Marine Holdings and major subsidiaries\)](#) >>
-  [Environmental Load Data \(Tokio Marine Holdings and major subsidiaries\)](#) >>
-  [CO₂ Emissions from Energy Sources \(Tokio Marine & Nichido\)](#) >>
-  [Environmental Load Data \(Tokio Marine & Nichido\)](#) >>

Human Rights and Labor

-  [Number of employees \(Tokio Marine Holdings and domestic major subsidiaries\)](#) >>
-  [Number of directors and managers \(Tokio Marine Holdings and major subsidiaries\)](#) >>
-  [Absentee rate \(Tokio Marine & Nichido\)](#) >>
-  [Industrial accidents \(Tokio Marine Holdings and domestic major subsidiaries\)](#) >>



Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

September 30, 2022

Independent Assurance Report

TO:
Mr. Satoru Komiya
President
Tokio Marine Holdings, Inc.

Kenji Sawami
Makoto Kubodera
Engagement Partner
Ernst & Young ShinNihon LLC
Tokyo, Japan

We, Ernst & Young ShinNihon LLC., have been commissioned by Tokio Marine Holdings, Inc. (hereafter the "Company") and has carried out a limited assurance engagement on the Key Sustainability Indicators (hereafter the "Indicators") of the Company and its major subsidiaries for the year ended March 31, 2022 as included in the Company's *Tokio Marine Holdings, Inc. Sustainability Report 2022* (hereafter the "Report"). The scope of our assurance procedures was limited to the Indicators marked with the symbol "" in the Report.

1. The Company's Responsibilities

The Company is responsible for preparing the Indicators in accordance with the Company's own criteria, which it determined with consideration of Japanese environmental regulations as presented in 1. Calculation Method of *Method of Calculation and Scope in Data Collection for Key Sustainability Indicators* (https://www.tokiomarinedh.com/en/sustainability/pdf/sustainability_indicatorsFY2021.pdf). Greenhouse gas (GHG) emissions are estimated using emissions factors, which are subject to scientific and estimation uncertainties given instruments for measuring GHG emissions may vary in characteristics, in terms of functions and assumed parameters.

2. Our Independence and Quality Control

We have met the independence requirements of the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants, which is based on the fundamental principles of integrity, objectiveness, professional competence and due care, confidentiality, and professional behavior. In addition, we maintain a comprehensive quality control system, including documented policies and procedures for compliance with ethical rules, professional standards, and applicable laws and regulations in accordance with the *International Standard on Quality Control 1* issued by the International Auditing and Assurance Standards Board.

3. Our responsibilities

Our responsibility is to express a limited assurance conclusion on the Indicators included in the Report based on the procedures we have performed and the evidence we have obtained.

We conducted our limited assurance engagement in accordance with the *International Standard on Assurance Engagements: Assurance Engagements Other than Audits or Reviews of Historical Financial Information - ("ISAE 3000")* (Revised) and, with respect to GHG emissions, the *International Standard on Assurance Engagements: Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410")*, issued by the International Auditing and Assurance Standards Board. The procedures, which we have performed according to our professional judgment, include inquiries, document inspection, analytical procedures, reconciliation between source documents and Indicators in the Report, and the following:

- Making inquiries regarding the Company's own criteria that it determined with consideration of Japanese environmental regulations, and evaluating the appropriateness thereof;
- Inspecting relevant documents with regard to the design of the Company's internal controls related to the Indicators, and inquiring of personnel responsible thereof at the Company and 2 major subsidiaries visited;
- Performing analytical procedures concerning the Indicators at the Company and 2 major subsidiaries visited; and
- Testing, on a sample basis, underlying source information and conducting relevant re-calculations at the Company and 2 major subsidiaries visited.

The procedures performed in a limited assurance engagement are more limited in nature, timing and extent than a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower than would have been obtained if we had performed a reasonable assurance engagement.

4. Conclusion

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Indicators included in the Report have not been measured and reported in accordance with the Company's own criteria that it determined with consideration of Japanese environmental regulations.

[Click on the image for an enlarged view](#)

3.4 GRI Standards Content Index

Sustainability Report 2022 is prepared in accordance with the Core option of the Global Reporting Initiative (GRI) Standards.

Specifying Material GRI Indicators (Topics)

Tokio Marine Group considers GRI items (topics) as material topics. GRI items (topics) are those corresponding to “Eight Material Issues (Materiality) and Four Priority Issues” and those closely related to “Disclosure of Environmental, Social and Governance Contents” and conducive to clarification of and comparability with GRI reporting principles.

Material GRI Indicator	Materiality (★ Four designated as priority issues)								Disclosure of Environmental, Social and Governance Contents
	1 Take climate action★	2 Improve disaster resilience★	3 Support people's healthy and enriching lives★	4 Promote and support diversity and inclusion★	5 Facilitate and foster innovation through digitalization	6 Protect the natural environment	7 Provide education to children	8 Disclose highly transparent and timely information	
102: General Disclosures 4. Governance									Corporate governance Risk management
201: Economic Performance									Responding to climate change Promoting research on climate change and natural disaster risks Promoting Disaster Prevention and Mitigation
203: Indirect Economic Impacts									Contributing to the creation of a safe and secure society based on health and longevity
205: Anti-Corruption									Compliance and anti-corruption initiatives
206: Anti-Competitive Behavior									Compliance and anti-corruption initiatives
207: Tax									Initiatives concerning appropriate tax reporting
301: Materials									Creating environmental value
302: Energy									Responding to climate change
303: Water									Creating environmental value
304: Biodiversity									Protecting the global environment through products and services Promoting activities to protect the global environment
305: Emissions									Responding to climate change
306: Waste									Creating environmental value
307: Environmental Compliance									Creating environmental value
308: Supplier Environmental Assessment									Sustainability in the value chain
401: Employment									Developing and utilizing diverse human resources
403: Occupational Health and Safety									Promoting health and productivity management
404: Training and Education									Developing and utilizing diverse human resources
405: Diversity and Equal Opportunity									Promoting diversity and inclusion
412: Human Rights Assessment									Respect for human rights
413: Local Communities									Social contribution and awareness-raising activities
414: Supplier Social Assessment									Sustainability in the value chain
417: Marketing and Labeling									Improving quality from the customer's perspective
418: Customer Privacy									Information security
419: Socioeconomic Compliance									Compliance and anti-corruption initiatives
Development of Clean Energy (Topic)									Combating global warming by promoting the development of clean energy
Sustainable Investment and Financing (Topic)									Sustainability in the value chain
Disasters, Accidents and Microinsurance (Topic)									Contributing to the creation of a safe and secure society based on health and longevity
Comprehensive Insurance Service Encompassing Treatment, Finance, Longevity and Health									Contributing to the creation of a safe and secure society based on health and longevity

◎ GRI Content Index (in Accordance with Core)

GRI Standards	General Disclosures	References (Reasons for Omission)
GRI 101: Foundation 2016 (GRI 101 does not include General Disclosures)		
Universal Disclosures		
GRI 102: General Disclosures 2016	1. Organizational profile	
	102-1 Name of the organization	About Us > Company Information
	102-2 Activities, brands, products, and services	About Us > Tokio Marine Group
	102-3 Location of headquarters	About Us > Company Information
	102-4 Location of operations	About Us > Tokio Marine Group
	102-5 Ownership and legal form	Investor Relations > Stock Information > Stock Information
	102-6 Markets served	About Us > Tokio Marine Group
	102-7 Scale of the organization	About Us > Tokio Marine Group Investor Relations > Financial Data
	102-8 Information on employees and other workers	3.2 Sustainability Performance Data > ● Human Rights and Labor > ■ Basic Data [Number of employees (Tokio Marine Holdings and major subsidiaries)] [Information on employee gender at overseas major subsidiaries, employment contract and employment type are not disclosed.]
	102-9 Supply chain	2.3.7 Sustainability in the Value Chain
	102-10 Significant changes to the organization and its supply chain	3.6 Editorial Policy > ● Scope of This Report
	102-11 Precautionary principle of approach	1.9 External Evaluations and Participation in Initiatives 2.1.6 Research on Climate Change and Natural Disaster Risks 2.3.3 Enterprise Risk Management (ERM)
	102-12 External initiatives	1.9 External Evaluations and Participation in Initiatives 2.3.7 Sustainability in the Value Chain > 2.3.7.5 Study and Research on Sustainable Investments and Financing
102-13 Membership of associations	1.9 External Evaluations and Participation in Initiatives	

GRI Standards	General Disclosures	References (Reasons for Omission)
GRI 102: General Disclosures 2016	2. Strategy	
	102-14 Statement from senior decision-maker	1.1 Top Message 1.3 CSUO Message
	3. Ethics and integrity	
	102-16 Values, principles, standards, and norms of behavior	2.3.2 Compliance > 2.3.2.4 Anti-Corruption Initiatives
	4. Governance	
	102-18 Governance structure	2.3.1 Corporate Governance > 2.3.1.2 Corporate Governance System 1.4 Organizational Structure for Promoting Sustainability
	5. Stakeholder engagement	
	102-40 List of stakeholder groups	1.8 Stakeholder Engagement
	102-41 Collective bargaining agreements	3.2 Sustainability Performance Data > ● Fair Personnel System and Management > [Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries)]
	102-42 Identifying and selecting stakeholders	1.8 Stakeholder Engagement [Engaged stakeholders are selected by eliminating antisocial forces and adhering to guidelines and policies of related businesses. Sustainability dialogue participants are selected based on their suitability for the theme.]
102-43 Approach to stakeholder engagement	1.8 Stakeholder Engagement	
102-44 Key topics and concerns raised	1.8 Stakeholder Engagement > Sustainability Dialogue > ■ Opinions Received from Experts in the Past and Subsequent Responses (for the past two years)	

GRI Standards	General Disclosures	References (Reasons for Omission)
6. Reporting practice		
GRI 102: General Disclosures 2016	102-45 Entities included in the consolidated financial statements	About Us > Tokio Marine Group
	102-46 Defining report content and topic boundaries 102-47 List of material topics	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	102-48 Restatements of information	3.6 Editorial Policy > ●Scope of This Report
	102-49 Changes in reporting	Not applicable
	102-50 Reporting period	3.6 Editorial Policy > ●Scope of This Report
	102-51 Date of most recent report	3.6 Editorial Policy > ●Dates of Publication
	102-52 Reporting cycle	
	102-53 Contact point for questions regarding the report	3.6 Editorial Policy
	102-54 Claims of reporting in accordance with the GRI Standards 102-55 GRI content index	3.4 GRI Standards Content Index
	102-56 External assurance	3.3 Third-Party Assurance
Material Topics		
Economic Performance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.8 Stakeholder Engagement
		2.3.1 Corporate Governance 2.3.2 Compliance > 2.3.2.4 Anti-Corruption Initiatives
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	3.2 Sustainability Performance Data > ●Local Community and Social Contribution Activities
	201-2 Financial implications and other risks and opportunities due to climate change	2.1.2 Responding to Climate Change > 2.1.2.3 Climate-Related Financial Disclosure Based on the TCFD Recommendations 2.1.1 Creating Environmental Value > 2.1.1.5 Performance Reporting: Environmental Accounting

GRI Standards	General Disclosures	References (Reasons for Omission)
Indirect Economic Impacts		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 1.6 Our Progress for Eight Material Issues(Materiality) 2.1.5 Protecting the Global Environment > 2.1.5.2 Protecting the Global Environment through Products and Services 2.1.6 Research on Climate Change and Natural Disaster Risks 2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.6 Social Contribution and Awareness-Raising Activities > ●Medical and Nursing Care 3.5 Recognition about ISO 26000
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.6 Social Contribution and Awareness-Raising Activities > ●Developing Youth and Promoting Sports > ■Nurturing Future Generations, Encouraging International Exchange and Promoting Sports in Local Communities through Foundations 2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.6 Social Contribution and Awareness-Raising Activities > ●Medical and Nursing Care
	203-2 Significant indirect economic impacts	2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.4 Responding to Poverty Issues
Anti-corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	2.3.1 Corporate Governance > 2.3.1.3 Internal Control 2.3.2 Compliance > 2.3.2.3 Hotline System (Internal Whistle Blower System) 2.3.2 Compliance > 2.3.2.4 Anti-Corruption Initiatives
		3.5 Recognition about ISO 26000
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	2.3.2 Compliance > 2.3.2.4 Anti-Corruption Initiatives [Details regarding risk assessment are not disclosed.]

GRI Standards	General Disclosures	References (Reasons for Omission)
Anti-competitive Behavior		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	2.3.1 Corporate Governance > 2.3.1.3 Internal Control 2.3.2 Compliance > 2.3.2.3 Hotline System (Internal Whistle Blower System) 2.3.2 Compliance > 2.3.2.4 Anti-Corruption Initiatives 3.5 Recognition about ISO 26000
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not applicable
Tax		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components	2.3.1 Corporate Governance > 2.3.1.3 Internal Control
	103-3 Evaluation of the management approach	2.3.2 Compliance > 2.3.2.3 Hotline System (Internal Whistle Blower System) 2.3.2 Compliance > 2.3.2.7 Initiatives Concerning Appropriate Tax Reporting
GRI 207: Tax 2019 Management approach disclosures	207-1 Approach to tax	2.3.2 Compliance > 2.3.2.7 Initiatives Concerning Appropriate Tax Reporting > [Tokio Marine Group Global Tax Policy]
	207-2 Tax governance, control, and risk management	2.3.2 Compliance > 2.3.2.3 Hotline System (Internal Whistle Blower System) 2.3.2 Compliance > 2.3.2.7 Initiatives Concerning Appropriate Tax Reporting > [Tokio Marine Group Global Tax Policy] Securities Report > Independent Auditor's Report and Internal Control Report
	207-3 Stakeholder engagement and management of concerns related to tax	2.3.2 Compliance > 2.3.2.7 Initiatives Concerning Appropriate Tax Reporting > [Tokio Marine Group Global Tax Policy]
GRI 207: Tax 2019 Topic-specific disclosures	207-4 Country-by-country reporting	2.3.2 Compliance > 2.3.2.7 Initiatives Concerning Appropriate Tax Reporting > Income Taxes by Country and Region (Fiscal 2020)

GRI Standards	General Disclosures	References (Reasons for Omission)
Materials		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.1.1 Creating Environmental Value 3.5 Recognition about ISO 26000
GRI 301: Materials 2016	301-1 Materials used by weight or volume	3.2 Sustainability Performance Data > ●Environment
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.1.1 Creating Environmental Value 3.5 Recognition about ISO 26000
GRI 302: Energy 2016	302-1 Energy consumption within the organization 302-2 Energy consumption outside of the organization	3.2 Sustainability Performance Data > ●Environment
Water and Effluents		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.1.1 Creating Environmental Value 3.5 Recognition about ISO 26000
GRI 303: Water and Effluents 2018 Management Approach Disclosures	303-1 Interactions with water as a shared resource 303-2 Management of water discharge-related impacts	2.1.1 Creating Environmental Value > 2.1.1.4 Structure for Promoting Environmental Management
GRI 303: Water and Effluents 2018 Topic-specific Disclosures	303-3 Water withdrawal	3.2 Sustainability Performance Data > ●Environment ■ Environmental Load Data (Tokio Marine & Nichido)

GRI Standards	General Disclosures	References (Reasons for Omission)
Biodiversity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability ----- 2.1.1 Creating Environmental Value ----- 3.5 Recognition about ISO 26000
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	2.1.5 Protecting the Global Environment > 2.1.5.2 Protecting the Global Environment through Products and Services > ●Green Gift Project: Mangrove Planting > ■Benefits of Mangrove Planting for the Environment and Local Life
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability ----- 2.1.1 Creating Environmental Value ----- 3.5 Recognition about ISO 26000
GRI305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions 305-4 GHG emissions intensity	3.2 Sustainability Performance Data > ●Environment
Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components	1.4 Organizational Structure for Promoting Sustainability ----- 2.1.1 Creating Environmental Value ----- 3.5 Recognition about ISO 26000

GRI Standards	General Disclosures	References (Reasons for Omission)
GRI 306: Waste 2020 Management approach disclosure	306-1 Waste generation and significant waste-related impacts 306-2 Management of significant waste-related impacts	2.1.1 Creating Environmental Value > 2.1.1.1 What Our Environmental Initiatives Aim for: Corporate Philosophy and Policy > ●Reduction of Environmental Footprint in Our Value Chain ----- 2.1.2 Responding to Climate Change > 2.1.2.4 Initiatives for Responding to Climate Change > ●Reduction of Environmental Footprint in Business Activities > ■Promoting Waste Recycling ----- Method of Calculation and Scope in Data Collection for Key Sustainability Indicators
	GRI 306: Effluents and Waste 2016	306-3 Waste generated
Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability ----- 2.1.1 Creating Environmental Value ----- 3.5 Recognition about ISO 26000
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Not applicable
Supplier Environmental Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability ----- 2.3.7 Sustainability in the Value Chain ----- 3.5 Recognition about ISO 26000
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	2.3.7 Sustainability in the Value Chain ----- [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.]

GRI Standards	General Disclosures	References (Reasons for Omission)
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.2.3 Promoting Diversity and Inclusion 2.2.4 Promoting the Development and Empowerment of Human Resources 3.5 Recognition about ISO 26000
	401-1 New employee hires and employee turnover 401-3 Parental leave	3.2 Sustainability Performance Data > ●Human Rights and Labor 3.2 Sustainability Performance Data > ●Reform of Working Styles [Discloses the number of employees using work/life balance related systems]
Occupational Health and Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.2.5 Promoting Health and Productivity Management 3.5 Recognition about ISO 26000
GRI 403: Occupational Health and Safety 2018 Management Approach Disclosures	403-1 Occupational health and safety management system	2.2.5 Promoting Health and Productivity Management > 2.2.5.1 Our Approach to promote Health and Productivity Management > ●Tokio Marine Group's Health and Productivity Management Vision
	403-2 Hazard identification, risk assessment, and incident investigation 403-3 Occupational health services	2.2.5 Promoting Health and Productivity Management > 2.2.5.1 Our Approach to promote Health and Productivity Management > ●Relationship between Tokio Marine Group's Health and Productivity Management Vision and Health-Related Measures
	403-4 Worker participation, consultation, and communication on occupational health and safety	2.2.5 Promoting Health and Productivity Management > 2.2.5.1 Our Approach to promote Health and Productivity Management > ●Promotion Structure
	403-5 Worker training on occupational health and safety 403-6 Promotion of worker health	2.2.5 Promoting Health and Productivity Management > 2.2.5.2 Health and Productivity Management / Occupational Health and Safety Initiatives and External Evaluation
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2.2.5 Promoting Health and Productivity Management > 2.2.5.3 Efforts to Spread Health and Productivity Management throughout Society > ●Supporting Customers' Health and Productivity Management

GRI Standards	General Disclosures	References (Reasons for Omission)
GRI 403: Occupational Health and Safety 2018 Topic-specific Disclosures	403-9 Work-related injuries	3.2 Sustainability Performance Data > ●Health Management and Occupational Health and Safety > [Industrial accidents (Tokio Marine Holdings and domestic major subsidiaries)]
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.2.4 Promoting the Development and Empowerment of Human Resources 3.5 Recognition about ISO 26000
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	2.2.4 Promoting the Development and Empowerment of Human Resources 3.2 Sustainability Performance Data > ●Development of Human Resources > [Job request system (job posting system) (Domestic major subsidiaries)]
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.2.3 Promoting Diversity and Inclusion 3.5 Recognition about ISO 26000
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	3.2 Sustainability Performance Data > ●Utilizing Diverse Human Resources > [Number of directors and managers (Tokio Marine Holdings and major subsidiaries)] 3.2 Sustainability Performance Data > ●Human Rights and Labor > ■ Basic Data
Human Rights Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.2.2 Respect for Human Rights 3.5 Recognition about ISO 26000

GRI Standards	General Disclosures	References (Reasons for Omission)
GRI412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	2.2.2 Respect for Human Rights > 2.2.2.2 Management Stance concerning Respect for Human Rights and Various Initiatives > Human Rights Risk Mapping: Risk Mitigation and Remedy
	412-2 Employee training on human rights policies or procedures	2.2.2 Respect for Human Rights > 2.2.2.2 Management Stance concerning Respect for Human Rights and Various Initiatives > ■ Respect for Human Rights within the Group, ■ Process to Monitor the Promotion of Human Rights Awareness (Tokio Marine & Nichido)
		3.2 Sustainability Performance Data > ●Human Rights > [Human rights training participation rate (Tokio Marine Holdings and domestic major subsidiaries)]
		3.2 Sustainability Performance Data > ●Human Rights > [Human rights training hours (Tokio Marine & Nichido)]
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.1.5 Protecting the Global Environment > 2.1.5.2 Protecting the Global Environment through Products and Services 2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.3 Responding to Technology Innovation 2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.6 Social Contribution and Awareness-Raising Activities > ●Medical and Nursing Care 3.5 Recognition about ISO 26000
	413-1 Operations with local community engagement, impact assessments, and development programs	2.1.5 Protecting the Global Environment > 2.1.5.2 Protecting the Global Environment through Products and Services > ●Green Gift Project: Mangrove Planting > ■ Benefits of Mangrove Planting for the Environment and Local Life 2.1.6 Research on Climate Change and Natural Disaster Risks 2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.6 Social Contribution and Awareness-Raising Activities > ●Medical and Nursing Care

GRI Standards	General Disclosures	References (Reasons for Omission)
Supplier Social Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.3.7 Sustainability in the Value Chain 3.5 Recognition about ISO 26000
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	2.3.7 Sustainability in the Value Chain
Public Policy		
GRI 415: Public Policy	415-1 Political contributions	Value of political contributions *1
Customer Privacy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability 2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.2 Response to Customer Feedback (Business Conduct Policy 1) 2.3.5 Information Security, 2.3.6 Cybersecurity 3.5 Recognition about ISO 26000
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	2.3.5 Information Security, 2.3.6 Cybersecurity 2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.2 Response to Customer Feedback (Business Conduct Policy 1) > <Fiscal 2021 Number of Customer Feedback Comments>

GRI Standards	General Disclosures	References (Reasons for Omission)
Socioeconomic Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	1.4 Organizational Structure for Promoting Sustainability ----- 2.2.2 Respect for Human Rights > 2.2.2.2 Management Stance concerning Respect for Human Rights and Various Initiatives > ■Hotline Systems (Whistle Blower Systems) ----- 2.3.2 Compliance > 2.3.2.3 Hotline System (Internal Whistle Blower System) ----- 2.3.2 Compliance > 2.3.2.4 Anti-Corruption Initiatives ----- 3.5 Recognition about ISO 26000
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Not applicable
Promoting ESG Initiatives through the Provision of Products and Services*		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	2.3.7 Sustainability in the Value Chain > 2.3.7.3 Study and Research on Promotion of ESG Initiatives through the Provision of Products and Services, 2.3.7.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services
Development of Clean Energy*		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	2.1.3 Promoting Green Transformation > 2.1.3.2 Providing Solutions for Promoting the Widespread Use of Clean Energy

GRI Standards	General Disclosures	References (Reasons for Omission)
Sustainable Investment*		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	2.3.7 Sustainability in the Value Chain > 2.3.7.5 Study and Research on Sustainable Investments and Financing, 2.3.7.6 Policies and Operational System for Sustainable Investments and Financing, 2.3.7.7 Efforts for Sustainable Investments, 2.3.7.8 Exercise of Voting Rights and Disclosure of the Results of Exercise of Voting Rights ----- 2.3.8 Policy to Address Environmental and Social Risks
Disasters and Traffic Safety*		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	2.1.4 Responding to Natural Disasters ----- 2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.3 Responding to Technology Innovation
Comprehensive Insurance Service Encompassing Treatment, Finance, Longevity and Health*		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	●Tokio Marine Group's Sustainability > Reference: Specifying Eight Material Issues (Materiality); 3.4 GRI Standards Content Index > ●Specifying Material GRI Indicators (Topics)
	103-2 The management approach and its components 103-3 Evaluation of the management approach	2.2.6 Contributing to the Creation of a Safe and Secure Society

* Material issues identified by Tokio Marine Group that have no relevance to any of the items in the standards.
 *1 In Fiscal 2021/2022, Tokio Marine Group made political donations amounting to 18.2/18.3 million yen. In Japan, it is mandatory for political organizations to release the status of income and spending of political funds. Therefore, the above mentioned amount is to be disclosed in the Official Gazette and prefectural public notice. Tokio Marine Group contributed 24.9/26 million yen to The General Insurance Association of Japan for its sustainability-related activities in FY2021/2022.

3.5 Recognition about ISO 26000

In Tokio Marine Group, the departments handling each respective function are responsible for implementing initiatives for each sustainability issue. By referring to the core subjects addressed in ISO 26000, specifically organizational governance, human rights, labor practices, the environment, fair operating practices, consumer issues and community involvement and development, Tokio Marine Group reviews the materiality of its sustainability issues and makes efforts to improve them. The management systems for each issue are listed within each section of this report.

ISO 26000 Core Issues and Issues		Management Elements		Reference
Human rights	Due diligence/ Human rights risk situations/ Avoidance of complicity/ Discrimination and vulnerable groups	Approach regarding impact		2.2.2 Respect for Human Rights > 2.2.2.1 Basic Approach to Human Rights
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability Charter (Respect for Human Rights and Dignity) 2.2.2 Respect for Human Rights > 2.2.2.1 Basic Approach to Human Rights
			Goals and targets	2.2.2 Respect for Human Rights
			Responsibilities and management resources	2.2.2 Respect for Human Rights > 2.2.2.2 Management Stance concerning Respect for Human Rights and Various Initiatives
			Complaint handling mechanism	2.2.2 Respect for Human Rights > 2.2.2.2 Management Stance concerning Respect for Human Rights and Various Initiatives > ■ Hotline Systems (Whistle Blower Systems)
			Specific steps	2.2.2 Respect for Human Rights > 2.2.2.2 Management Stance concerning Respect for Human Rights and Various Initiatives
Labor practices	Employment and employment relationships/ Conditions of work and social protection/ Social dialogue/ Health and safety at work/ Human development and training in the workplace	Approach regarding impact		2.2.5 Promoting Health and Productivity Management 2.2.3 Promoting Diversity and Inclusion, 2.2.4 Promoting the Development and Empowerment of Human Resources
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability Charter (Respect for Human Rights and Dignity)
			Goals and targets	1.6 Our Progress for Eight Material Issues(Materiality)
			Responsibilities and management resources	2.2.3 Promoting Diversity and Inclusion, 2.2.4 Promoting the Development and Empowerment of Human Resources
			Complaint handling mechanism	2.2.4 Promoting the Development and Empowerment of Human Resources > 2.2.4.2 Dialogue with Employees > ■ Raising Employee Satisfaction Levels
			Specific steps	2.2.3 Promoting Diversity and Inclusion, 2.2.4 Promoting the Development and Empowerment of Human Resources, 2.2.5 Promoting Health and Productivity Management

ISO 26000 Core Issues and Issues	Management Elements		Reference	
The environment	Prevention of pollution/ Sustainable resource use	Approach regarding impact		2.1.1 Creating Environmental Value
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability Charter 2.1.1 Creating Environmental Value > ■ 2.1.1.1 What Our Environmental Initiatives Aim for: Corporate Philosophy and Policy
			Goals and targets	1.6 Our Progress for Eight Material Issues(Materiality)
			Responsibilities and management resources	2.1.1 Creating Environmental Value > 2.1.1.4 Structure for Promoting Environmental Management
			Complaint handling mechanism	2.1.1 Creating Environmental Value > 2.1.1.4 Structure for Promoting Environmental Management "Green Assist environmental management system"
	Specific steps	2.1.1 Creating Environmental Value		
	Climate change mitigation and adaptation	Approach regarding impact		2.1.2 Responding to Climate Change
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability Charter
			Goals and targets	1.6 Our Progress for Eight Material Issues(Materiality)
			Responsibilities and management resources	2.1.1 Creating Environmental Value > 2.1.1.4 Structure for Promoting Environmental Management
Complaint handling mechanism			2.1.1 Creating Environmental Value > 2.1.1.4 Structure for Promoting Environmental Management "Green Assist environmental management system"	
Specific steps	2.1.2 Responding to Climate Change 2.1.3 Promoting Green Transformation > 2.1.3.2 Providing Solutions for Promoting the Widespread Use of Clean Energy			
Biodiversity and restoration of natural habitats	Approach regarding impact		2.1.5 Protecting the Global Environment > 2.1.5.4 Preservation of Biodiversity and Wetlands > ■ Tokio Marine Group's Vision for Preserving Biodiversity and Wetlands	
	Management methods	Policies/ Commitment	2.1.5 Protecting the Global Environment > 2.1.5.4 Preservation of Biodiversity and Wetlands > ■ Tokio Marine Group's Vision for Preserving Biodiversity and Wetlands	
		Goals and targets	1.6 Our Progress for Eight Material Issues(Materiality)	
		Responsibilities and management resources	2.1.1 Creating Environmental Value > 2.1.1.4 Structure for Promoting Environmental Management	
		Complaint handling mechanism	2.1.1 Creating Environmental Value > 2.1.1.4 Structure for Promoting Environmental Management "Green Assist environmental management system"	
Specific steps	2.1.1 Creating Environmental Value, 2.1.5 Protecting the Global Environment > 2.1.5.2 Protecting the Global Environment through Products and Services			

ISO 26000 Core Issues and Issues		Management Elements		Reference
Fair operating practices	Anti-corruption/ Responsible political involvement/ Fair competition/ Respect for property rights	Approach regarding impact		2.3.2 Compliance > 2.3.2.4 Anti-Corruption Initiatives
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability Charter Tokio Marine Group Compliance Code of Conduct
			Goals and targets	1.6 Our Progress for Eight Material Issues(Materiality)
			Responsibilities and management resources	2.3.2 Compliance > 2.3.2.1 Compliance System for Tokio Marine Group
			Complaint handling mechanism	2.3.2 Compliance > 2.3.2.3 Hotline System (Internal Whistle Blower System)
			Specific steps	2.3.2 Compliance > 2.3.2.4 Anti-Corruption Initiatives
	Approach regarding impact		2.3.7 Sustainability in the Value Chain	
	Promoting social responsibility in the value chain	Management methods	Policies/ Commitment	Tokio Marine Group Sustainability Charter (Respect for Human Rights and Dignity) 2.3.7 Sustainability in the Value Chain > 2.3.7.1 Supply Chain Management > Tokio Marine & Nichido Group Principle of Transaction
			Goals and targets	2.3.7 Sustainability in the Value Chain
			Responsibilities and management resources	1.4 Organizational Structure for Promoting Sustainability
			Complaint handling mechanism	2.2.2 Respect for Human Rights > 2.2.2.2 Management Stance concerning Respect for Human Rights and Various Initiatives > ■Hotline Systems (Whistle Blower Systems) 2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.2 Response to Customer Feedback (Business Conduct Policy 1)
			Specific steps	2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.2 Response to Customer Feedback (Business Conduct Policy 1)
2.3.7 Sustainability in the Value Chain				
Consumer issues	Consumer service, support, and complaint and dispute resolution/ Education and awareness	Approach regarding impact		2.2.7 Improving Quality from the Customer's Perspective
		Management methods	Policies/ Commitment	2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.1 Basic Approach to Quality Improvement
			Goals and targets	1.6 Our Progress for Eight Material Issues(Materiality)
			Responsibilities and management resources	2.2.7 Improving Quality from the Customer's Perspective
				2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.2 Response to Customer Feedback (Business Conduct Policy 1)
				2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.5 Initiatives to Instill Customer-Oriented Business Conduct Policies (Business Conduct Policy 4)
			Complaint handling mechanism	2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.2 Response to Customer Feedback (Business Conduct Policy 1)
			Specific steps	2.2.7 Improving Quality from the Customer's Perspective

ISO 26000 Core Issues and Issues		Management Elements		Reference
Consumer issues	Consumer data protection and privacy	Approach regarding impact		2.3.5 Information Security, 2.3.6 Cybersecurity
		Management methods	Policies/ Commitment	2.3.5 Information Security > Tokio Marine Group Privacy Policy
			Goals and targets	1.6 Our Progress for Eight Material Issues(Materiality)
			Responsibilities and management resources	2.3.5 Information Security, 2.3.6 Cybersecurity
			Complaint handling mechanism	2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.2 Response to Customer Feedback (Business Conduct Policy 1)
			Specific steps	2.3.5 Information Security, 2.3.6 Cybersecurity
	Approach regarding impact		2.3.7 Sustainability in the Value Chain > 2.3.7.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services > ■System for Sustainable Consumption	
	Sustainable consumption	Management methods	Policies/ Commitment	Tokio Marine Group Sustainability Charter
			Goals and targets	1.6 Our Progress for Eight Material Issues(Materiality)
			Responsibilities and management resources	2.3.7 Sustainability in the Value Chain > 2.3.7.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services > ■System for Sustainable Consumption
			Complaint handling mechanism	2.2.7 Improving Quality from the Customer's Perspective > 2.2.7.2 Response to Customer Feedback (Business Conduct Policy 1)
			Specific steps	2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.4 Responding to Poverty Issues
Community involvement and development	Community involvement	Approach regarding impact		1.2 Our Progress in Solving Social Issues and Achieving Sustainable Growth
		Management methods	Policies/ Commitment	Tokio Marine Group Sustainability Charter
			Goals and targets	1.6 Our Progress for Eight Material Issues(Materiality)
			Responsibilities and management resources	1.4 Organizational Structure for Promoting Sustainability
			Complaint handling mechanism	1.8 Stakeholder Engagement
			Specific steps	2.1.5 Protecting the Global Environment > 2.1.5.5 Participation in Social Contribution and Awareness-Raising Activities for the Protection of the Global Environment
				2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.6 Social Contribution and Awareness-Raising Activities > ■Developing Youth and Promoting Sports
				2.2.6 Contributing to the Creation of a Safe and Secure Society > 2.2.6.6 Social Contribution and Awareness-Raising Activities > Social and Economic Inclusion of All People

3.6 Editorial Policy

This report is intended to report on the principal sustainability activities of Tokio Marine Group in fiscal 2021 to all our stakeholders.

The Tokio Marine Group Sustainability Report 2022 focuses mainly on the philosophy and direction of Tokio Marine Group's sustainability initiatives as well as our activities based on eight material issues and four priority issues, and discloses detailed information.

We also publish Integrated Annual Report 2022 for investors.

[Integrated Annual Report 2022](#)

● Guidelines Referred to in Preparing this Report

- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- ISO 26000 Guidance on Social Responsibility
- United Nations Global Compact, "Guidelines for Communication on Progress (COPs)"

● Scope of This Report

• Reporting organizations

Fundamentally, this report covers Tokio Marine Holdings and its major domestic and overseas Group companies*.

*Tokio Marine & Nichido, Nisshin Fire, Tokio Marine & Nichido Life, Tokio Marine Asset Management, etc.

• Reporting period

This report covers activities conducted primarily during fiscal 2021 (April 2021 - March 2022). 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: February 2022
- Current edition: November 2022
- Next edition: November 2023 (scheduled)

For inquiries concerning the Sustainability Report, please contact:

**Sustainability Division, Corporate Planning Department
Tokio Marine Holdings, Inc.**

Tokiwabashi Tower 2-6-4
Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
Tel. +81-3-6704-4549
e-mail: CSR@tokiomarinehd.com



TOKIO MARINE

Tokio Marine Holdings, Inc.
Tokiwabashi Tower 2-6-4
Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
Tel: +81-3-6704-7700