T&D Insurance Group's Corporate philosophy

With our "Try & Discover" motto for creating value, we aim to be a group that contributes to all people and societies.

T&D Insurance Group's Management Vision

Sow happiness, make change with boldness

Sow happiness, make change with boldness

Unpacking the vision through a story

Pride of T&D

We have always protected the happiness of people.
By facing each and every customer with care,
Together, we have supported their livelihoods as one.

T&D's challenge

Now, society is changing at unprecedented pace and people's lifestyles are diversifying.
There is no standard anymore for the way families are, the way we work,
As well as the shapes our happiness might take.
Can we really say that today's insurance answers such turbulent change?

Actions T&D should take and what we want to become

One by one, by carefully stacking the trust we have gained from our customers,
The strength that only our group has nurtured becomes visible.
The possibility it withholds expands widely, going beyond all prevailing boundaries.

Take the "one" in front of us as a starting point, and
Let's recognize the world changing quicker than anyone else.
Let's adapt to our changing society more flexibly than anyone else,
Taking steps with initiative, with boldness.
Let's go beyond the boundaries of organizations,
Involve people who resonate with our beliefs, and
Become a comprehensive insurance group that can create happiness
For each and every person in the world.

The society T&D aspires for

Our origin is to face each "one" in front of us with care.
To recognize change and take on challenges with boldness.
This accumulation is what creates happiness in the world.
This is what we believe to be true.

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Editorial Policy

The purpose of this report is to give a clear briefing, from the ESG (Environment, Society and Governance) perspective, about how the T&D Insurance Group's business and actions are linked to the Group's medium- to long-term growth, and to value creation for all our stakeholders.

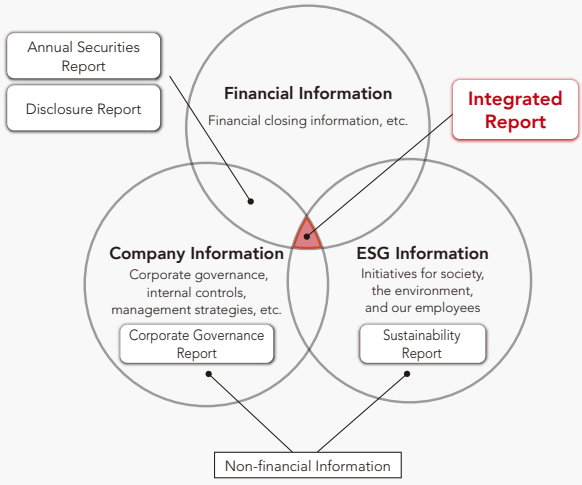
This time, it describes in detail the Group Long-Term Vision over the five years starting from fiscal 2021 (April 1, 2021 – March 31, 2022), the Group's Management Vision, which are factors of the Long-Term Vision, the Group Growth Strategy and Group KPIs. It also explains the characteristics of the T&D Insurance Group, capitals, which represent its competitive advantage sources, governance and other topics.

Reporting period:
Fiscal 2020: April 1, 2020 – March 31, 2021 (Some information on periods outside this range is included)
Scope of reporting:
T&D Holdings, Inc. and its subsidiaries and affiliated companies
Reference guidelines:
"The International Integrated Reporting Framework" by Value Reporting Foundation, and "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation" by the Ministry of Economy, Trade and Industry of Japan, and "GRI Standard."

Environment Social Governance
Guidance for Collaborative Value Creation

The Positioning of the Integrated Report 2021

The Integrated Report is intended to foster understanding of the T&D Insurance Group among shareholders and investors, by encapsulating important information on elements such as financial information, company information, and ESG information.



ESG Index Status

As of July 1, 2021

- FTSE4Good Index Series
- MSCI ESG Leaders Indexes
- FTSE Blossom Japan Index
- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Select Index (WIN)

FTSE4Good

FTSE Blossom Japan

2021 MSCI ESG Leaders Indexes Constituent

2021 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

2021 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

Forward-looking Statements

This report contains forward-looking statements about T&D Holdings' future revenue plan, strategy, philosophy, and earnings forecasts which involve factors of risk and uncertainty. Such statements are based on the Company's current expectations which could cause actual results to differ materially from those described in the forward-looking statements. Factors which could influence the actual results include, but are not limited to, (I) general economic conditions, in particular, conditions in the life insurance market on which the T&D Insurance Group centers, (II) financial market trends, (III) levels and trends in mortality rate and morbidity rate, (IV) persistency rate, (V) interest rate levels, (VI) fluctuation in currency exchange rates, (VII) other general competitive factors, (VIII) changes in laws and regulations, including the tax treatment of insurance premiums, and (IX) changes in the policies of the government and/or regulatory authorities. The Company, therefore, wishes to caution readers not to place undue reliance on these forward-looking statements. Furthermore, the Company undertakes no obligation to update any forward-looking statements as a result of new information, future events, or other developments.

Contact: T&D Holdings, Inc. Group Planning Department Investors Relations Division Telephone +81-(0)3-3272-6103

Trajectory of Creation of Shared Value (Social Value)

Expanding Trust Balance in Response to Customer Needs

Resolving social

Products

Taiyo Life

Hoken Kumikyoku Best

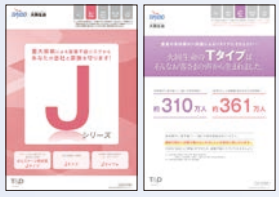


Launch in October 2008.

Taiyo Life, ahead of its competitors, launched *Hoken Kumikyoku Best*, a product that allows customers to freely combine the coverage they need. This enables the company to propose coverage which meets the needs of each household. Since the launch, the company has been aware of the needs of the world to expand its lineup, for example, by providing *Hatarakenakunatta Toki No Hoken*, an insurance for when unable to work, in March 2016, *Infectious disease plus hospitalization insurance (Lump-sum payment type)* in September 2020, and *Cancer/Critical Illness Prevention Insurance* in June 2021. Through these efforts, the company has continued to progress with the aim of preparing the latest benefits suitable for the times.

Daido Life

Partner-specific product in collaboration with tie-up organizations



Available for half a century since the 1970s.

Daido Life has shared its philosophy of protecting small and medium enterprises (SMEs) with tie-up organizations and provided a term life insurance (death benefit) that ensures more substantial benefits at reasonable premiums as a partner-specific product.

In recent years, mainly against a backdrop of an aging population and prolonged tenures of SME owners, the company has provided a full-range of protection that combines death benefit and disability benefit insurance. For example, it has rolled out insurance products that cover the risks of being unable to work due to critical illnesses and serious physical disability owing to illness or accident, including *J-type* (critical illness insurance) and *T-type* (disability protection insurance).

T&D Financial Life

Shogai Premium



Launch in April 2010.

Shogai Premium [non-participating whole life insurance (foreign currency-reference: Australian dollar type I)]

T&D Financial Life rolled out a foreign currency-reference type single-premium whole life insurance, a non-traditional insurance product, which adds a prescribed amount of funds for a policyholder's lifetime.

Then, as the *Shogai Premium* series, the company launched *Shogai Premium World* [non-participating variable whole life insurance (foreign-currency linked: multicurrency type I)] and *Shogai Premium Japan* [non-participating whole life insurance (accumulation rate renewing type I)], in June and August 2011, respectively. Since then, while revising the product in line with the demands of the times, the company has continued to offer it as its mainstay product.

T&D Asset Management

Robot strategy management



Rollout in September 2016.

T&D Asset Management rolled out an asset management service to extensively invest in stock market indices, bonds and interest rates, and currencies around the world through a fund managed by AHL Partners LLP (AHL) in the UK and based on the decisions made by the computer program (robot strategy).

Since the foundation in 1987, AHL has been a pioneer in computer trading with more than 30 years experience of investment. Its specific quantitative model was created through research and development of the world's most advanced financial technology to make investment decisions.

Pet & Family Insurance

Genki Number One





Launch in October 2008.

More pet owners have recognized their pets as family members amid a declining birthrate and aging population. Pet & Family Insurance launched a product that extensively covers the costs of treatments for pets (dogs and cats) due to an illness or injury, including outpatient care for which their owners most often pay, in addition to surgeries and hospitalization. In September 2014, the company rolled out *Genki Number One Slim*, a pet insurance with a deductible, which enables pet owners to prepare benefits at affordable premiums.

Social Value

issues through innovative products and services

Services

Kaketsuke-Tai Service



Start in 2016.

It is a service where Taiyo Life employees with specialized knowledge visit customers and their families in person for the purpose of facilitating swift and secure payments of insurance claims and benefits. Since August 2018, in-house sales representatives have also been able to complete billing procedures on site with the use of mobile devices.

Taiyo Life's number of policies in force

Approximately **8** million

DAIDO KENCO ACTION

KENCO ACTION

Start in 2017.

Daido Life started initiatives to help disseminate Health and Productivity Management in 2017 to contribute to creating a society where SMEs and their employees can actively perform.

It has educated the philosophy of Health and Productivity Management chiefly by holding seminars and provided Daido Life's KENCO SUPPORT PROGRAM, a tool for implementing it.

Daido Life's number of corporate clients

Approximately **370,000**

M3 Patient Support Program

M3PSP
M3 Patient Support Program

Start in July 2019.

T&D Financial Life became the first among the insurance industry to introduce the M3 Patient Support Program, a health counseling and health support service provided by M3, Inc., for policyholders and has provided access to optimal medicine depending on individual situations.

T&D Financial Life's number of policies in force

Approximately **350,000**

Providing information through SNS



Start in May 2020.

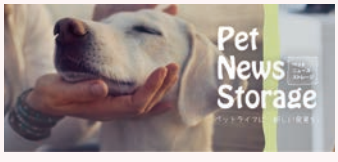
T&D Asset Management set up multiple social media accounts and started distributing fund data and useful investment information to various types of investors.

T&D Asset Management's investment trust AUM

¥1,760.4 billion

* As of March 31, 2021

Pet News Storage



Put on the website in July 2017.

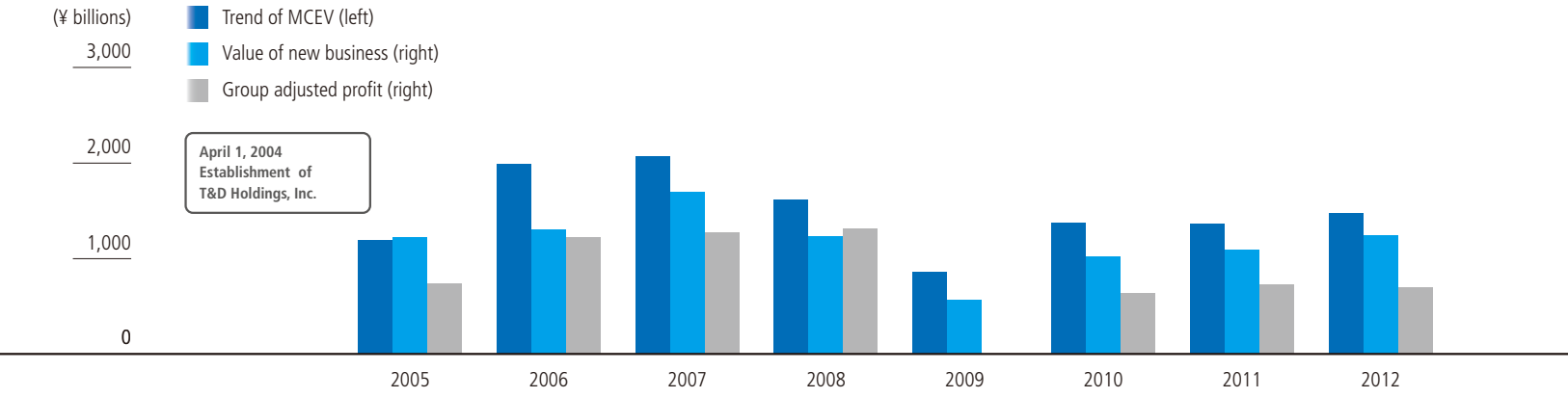
Pet & Family Insurance has posted on its website information for enriching pets' lives. The website also features content titled "Pet News Storage" that introduces questions closely related to pets' lives in an easily understandable fashion. It is regularly conveying information on various subjects related to pets in an attempt to deepen understanding of pets, which are precious family members.

Pet & Family Insurance's number of policies in force

171,000

Trajectory of Creation of Shared Value (Financial Value)

Building Robust Business Platform to Enhance Sustainable Financial Value



Fiscal year ended March 31

MCEV and Value of New Business: Values up to fiscal 2005 are based on TEV, those between fiscal 2006 and fiscal 2011 on EEV, and those from fiscal 2012 on MCEV. Ultimate Forward Rate (UFR) is applied from fiscal 2019 for the MCEV calculation.
Group adjusted profit: Adjusted net income up to fiscal 2018. Group adjusted profit from fiscal 2019.

Building revenue base at the global network

FORTITUDE RE

June 2020

Completed the acquisition of proprietary interest of the US reinsurance holding company Fortitude Group Holdings, LLC.

The T&D Insurance Group takes an equity stake as a strategic partner alongside Carlyle and AIG. By investing in the closed book business with a high affinity to the life insurance business and a potential growth market, the Group aims to contribute to profit expansion with enhanced capital efficiency for the purpose of diversification and optimization of its business portfolio. Going forward, the Group will seek for new investment opportunities that could have a risk dispersion effect as well as additional investment opportunities in Fortitude Group Holdings, LLC.

Characteristics of Fortitude Group Holdings, LLC

- Fortitude Group Holdings is a US reinsurance holding company that owns Fortitude Re, a Bermuda-based reinsurer.
- Fortitude Re underwrites reinsurance for some in-force policies no longer sold by AIG.

History of T&D Holdings' Corporate Governance

Number of outside directors (bar graph) / Ratio of outside directors (line graph)

Outside directors of which; female outside directors

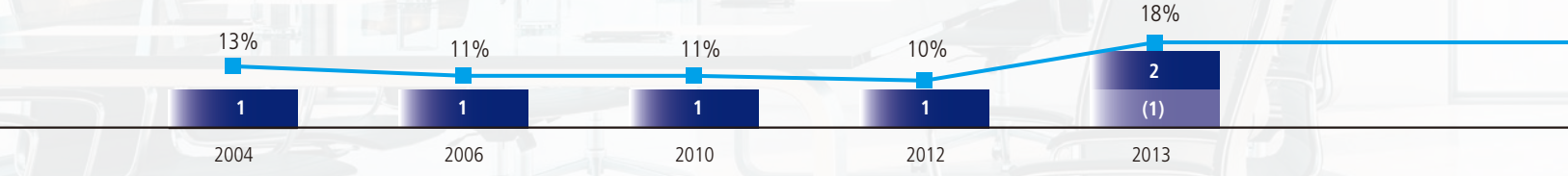
2004
April
Establishment of T&D Holdings, Inc.

2006
June
Introduction of the executive officer system, clarified the responsibilities for oversight and execution.

2010
June
Designation of all outside directors/auditors as independent directors/auditors.

2012
June
Introduction of stock compensation-type stock options as an executive compensation system.

2013
June
Increase in the number of outside directors from one to two.



Financial Value

Fiscal year ended March 31, 2021

Group MCEV*

¥3,290.9 billion

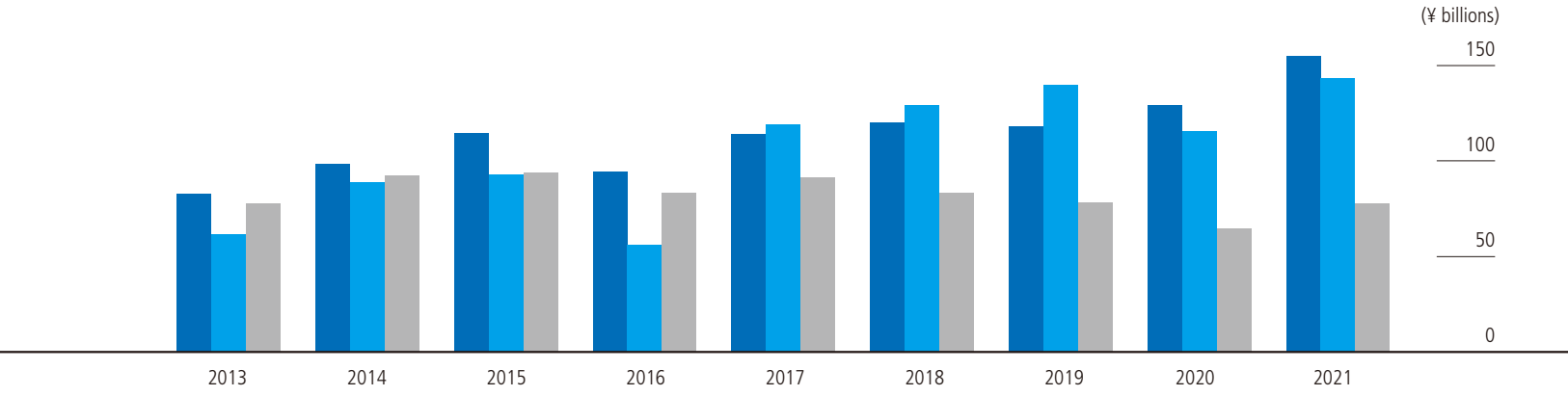
Value of new business

¥143.4 billion

Group adjusted profit

¥77.9 billion

* Base excluding valuation gains/losses, etc. related to Fortitude



dacadoo
It's all about you.

June 2020
Business alliance with Switzerland-based digital healthcare firm, dacadoo ag

The T&D Insurance Group promotes the business alliance for providing a health-promoting app. It is considering broadening use of the app among health-conscious users by working with companies which provide wellness-related products and services. Based on the accelerating trend of digitalization and non-face-to-face solutions, it will promote collaboration with partner companies, which helps create contacts with the Millennials.

Characteristics of dacadoo ag

- dacadoo ag has strength in analyzing big data in clinical space. It provides digital health mobile platform solutions, including its iconic "Health Score" technology, to its insurance and enterprise customers around the world.

* Health Score is dacadoo ag's specific health indicators, developed through analyzing significant medical data. The score is updated in real time depending on how a user's life-style, health and other conditions change. Users can check their score using the smartphone app at any time.

2015

January
Establishment of the Nomination and Compensation Committee.
August
Commencement of the evaluation of the effectiveness of the Board of Directors.
October
Establishment and announcement of the Basic Policy on Corporate Governance.

2017

June
Increase in the number of outside directors from two to three.

2018

June
Introduction of trust-type stock compensation [the Board Incentive Plan (BIP) Trust] as an executive compensation system.

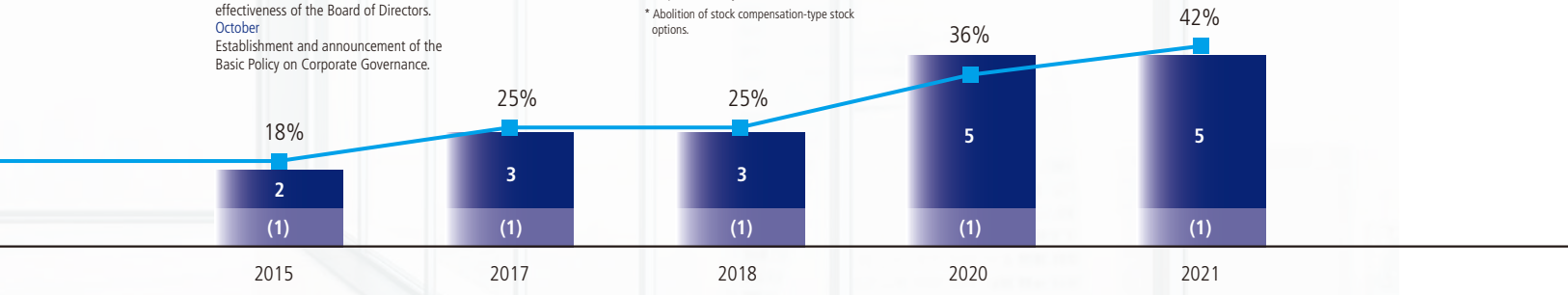
* Abolition of stock compensation-type stock options.

2020

June
Transition to a company with an Audit and Supervisory Board.
Increase in the number of outside directors from three to five.

2021

June
Change in the number of inside directors from nine to seven to further strengthen agile decision-making and oversight function.



T&D Insurance Group's Value Creation Process (Conceptual Diagram)

The T&D Insurance Group strives to advance capitals, which represent its competitive advantage sources, and reduce risks. By injecting them, the Group aims to realize its Long-Term Vision while creating shared value, with the Group companies including the three core life insurance companies leveraging the characteristics and strengths of the Group and achieving synergies.

[Identifying important social issues]

We identify the social issues to be addressed through our businesses by examining the SDGs, social changes, technology innovation, our Group business models, and other sources.

Continually changing issues faced by people and society

Social issues ▶ **Identify the social issues to be addressed through our businesses**

SDGs

17 goals
169 targets



Changes in the social environment

Issues	Risk awareness
Further decline in birthrate, aging population, and population decline •Increasing needs to make self-provision for pension, medical care, and nursing care •Increasing social inequality •Increasingly diverse households	•Now, in the era of the 100-year life, more people have suffered from chronic diseases and dementia because of an aging population, increasing economic burdens on each household and society every year.
Technology innovation •Advances in IT technology •Advances in medical technology	•Against a backdrop of diversified lifestyles, insurance products that satisfy various needs of customers are required and responses to technology innovation are also important since there are a wide range of routes of taking out insurance depending on the preferences of customers.
Human rights issue •Emergence of new human rights issues	•Social and economic disparities have been widening due to the COVID-19 pandemic. Emergence of new human rights issues.

Increased climate change risks

Issues	Risk awareness
Rise in average temperature	•Various illness risks increase, such as those of heat strokes, heat death, and respiratory diseases due to an increase in heat stress driven by rising temperatures.
Increase in and intensification of natural disasters	•The number of injuries and fatalities due to natural disasters increases due to an increase in extreme weather events such as typhoons and floods.
Transition to a society with low or net-zero carbon emissions	•Business costs increase due to tighter regulations on greenhouse gas (GHG) emissions and the introduction of a carbon tax.

Competitive advantage sources

Financial Capital
Robust financial base

Human Capital
Diverse human resources

Intellectual Capital
Development of a wide array of products and management know-how

Social and Relationship Capital
Strong bond with customers and partner companies

Natural Capital
Protection of the global environment

Further advancement of capital and risk management

Shareholders

Financial value

Business Partners

TAIYO-LIFE

T&D Asset Management

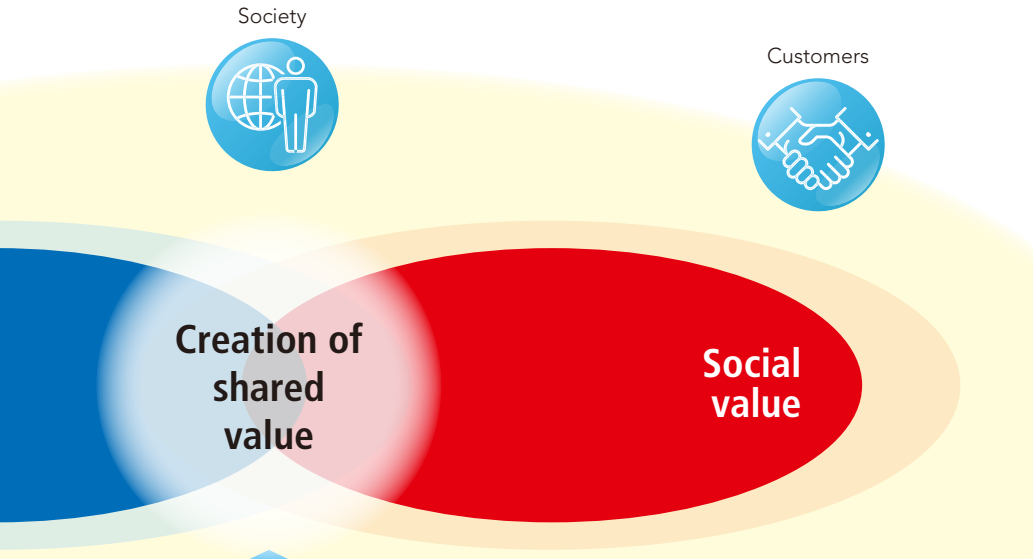
[Efforts to address important social issues]

We have based our business strategies on actions that contribute to solving important social issues and create value for society. We will work to create social and financial value through our activities in our core businesses, the business areas into which we are expanding, and our sustainability management business platform.

[Creating shared value]

We have established sustainability priority themes that create shared value. By continuously executing the activities and assessing their results, we aim to create shared value.

Business activities based on our business strategies (long-term vision)



Group Growth Strategy

I	Strengthening of Core Business
II	Diversification and Optimization of Business Portfolio
III	Further Advancement of ERM (Upgrading Capital Management)
IV	Promoting Integrated Group Management
V	SDGs Management and Creation of Value

DAIDO LIFE

T&D FINANCIAL LIFE

Pet & Family Insurance

T&D United Capital

Creation of social value

Sustainability priority themes and creation of social value

Promote healthy and abundant lives for all people

Healthy and abundant lives

(person/household)

Provide workplace environments that enable all people to participate actively

Employment and job satisfaction

(workplace)

Help mitigate and adapt to climate change

Sustainable global environment

(global environment)

Invest to help build a sustainable society

A strong and vibrant society

(society/community)

Creation of financial value

Group adjusted profit	Value of new business
¥130.0 billion	¥200.0 billion

Fiscal 2025 targets

Characteristics of T&D Insurance Group

Establishing a Business Model with High Uniqueness Integrating Markets, Channels, and Products

T&D Insurance Group is an insurance group with our core business of life insurance in pursuit of our market-specialized strategies, augmented with affinities for life insurance, such as investment in business closed book etc., asset management business, and pet insurance business.

Specialized Markets

Taiyo Life: Household market
Carrying out individual home visits to listen to customer needs and provide necessary coverage

Daido Life: SME market
Protecting SMEs, which account for 99% of Japanese companies, from a variety of risks

T&D Financial Life Independent insurance agent market
Providing coverage through independent insurance agents that handle the products of multiple insurance companies

Unique Channels

Taiyo Life
Focuses on in-house sales representative channels, and also expands into internet channels

Daido Life
Two strong sales channels: tax accountant agent channel and in-house sales representative channel, thanks to solid relationships with tie-up organizations

T&D Financial Life
Provides insurance products through independent insurance agents, such as banks, securities firms, and insurance shops

	Market	Channel
Taiyo Life	Household market	In-house sales representatives
Daido Life	SME market	In-house sales representatives/ Agents (tax accountants, etc.)
T&D Financial Life	Independent insurance agent market	Independent insurance agents (financial institutions, insurance shops)

+

Asset management business

T&D Asset Management

Closed book business

T&D United

Supporting customers' wealth creation through investment

Led by its principle of "Make a Difference," T&D Asset Management strengthens its asset management capabilities through partnerships with Group companies and business alliances with quality overseas asset management institutions to provide distinctive products and services that meet customer needs



Investing in new business

Make progress toward the Group's goal of diversifying and optimizing its business portfolio by investing in new business areas with a high affinity with life insurance, such as closed book business

and Specialization Through Market Strategy





+

DX

Digital Transformation

Innovative Products

Taiyo Life
Sells *cancer/critical illness prevention insurance* to facilitate the early prevention and detection of cancer and critical illnesses, and help customers lead long and healthy lives

Daido Life
Sells industry-first, made-to-order products of *L-type Alpha*, *J-type Alpha*, and *T-type Alpha* that can address various insurance needs of the management of SME

T&D Financial Life
Sells differentiated, competitive products such as Hybrid Asset Life, which supports wealth creation through the integration of investment trusts and life insurance





ガン・重大疾病予防保険

cancer/critical illness prevention insurance

ハイブリッド アセットライフ
Hybrid Asset Life
変額終身保険(災害加算・I型)

Hybrid Asset Life (variable whole life insurance with additional payouts for disaster coverage type I)

Product

Comprehensive coverage including death benefit and medical/nursing care products

Term life insurance/Disability benefit insurance, etc.

Savings-type products (foreign-currency linked type insurance, variable insurance, etc.)/
Protection-type products (income protection insurance, etc)

Non-life insurance business

Capital

areas

FORTITUDE RE

TIKEHAU CAPITAL

Pet & Family Insurance

Bringing Peace of Mind to Customers' Lives Through Pet Insurance

With the idea that a pet is a member of the family becoming increasingly popular, advancing veterinary medicine is becoming more sophisticated and expensive. Pet & Family Insurance provides products that cover a wide range of costs occurred when a pet becomes injured or ill—not only surgery and hospitalization, but full coverage extending even to ambulatory treatment





Characteristics of T&D Insurance Group

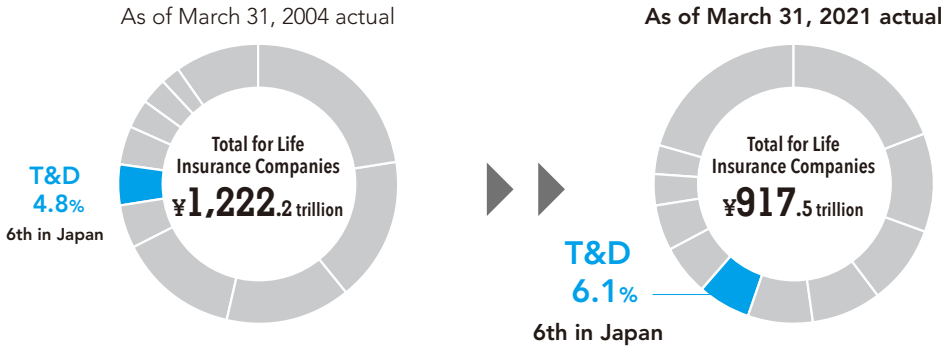
Improving the T&D Insurance Group's Position in the Industry

Steadily Increased Market Share of T&D Insurance Group

In the Group's core life insurance business, the three life insurance companies, which have different business models, are demonstrating their uniqueness and specialization in their respective markets.

The T&D Insurance Group's market share (total of Taiyo Life, Daido Life and T&D Financial Life; based on policy amount in force) was 6.1% as of March 31, 2021. The Group's market share has steadily expanded compared with the combined share of the three life insurance companies as of March 31, 2004, prior to the establishment of T&D Holdings, Inc. in April 2004.

Policy amount in force*

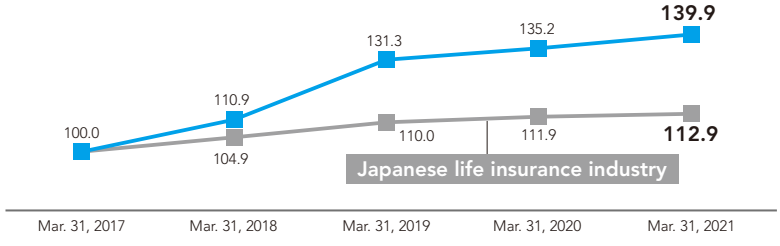


Source: Compiled by T&D Holdings based on Summary of Life Insurance Business in Japan issued by Life Insurance Association of Japan, and the financial reports of each company
* Policy amount in force is individual insurance and individual annuities.

Securing Competitive Advantage in Specialty Markets

The below graph compares the trend in the sales performance (third sector annualized premiums of policies in force) between the T&D Insurance Group (the total of Taiyo Life, Daido Life, and T&D Financial Life) and the life insurance industry as a whole. Even amid revisions to tax treatment of insurance premiums for term life insurance and the COVID-19 pandemic, we have maintained our competitive advantage in our specialized markets as a result of swiftly using our uniqueness and specialization to address these challenges.

Third Sector Annualized Premiums of Policies in Force*



Source: Compiled by T&D Holdings based on Summary of Life Insurance Business in Japan issued by Life Insurance Association of Japan, and the financial reports of each company
* The annualized premiums of policies in force for the year ended March 31, 2017 in the third sector are assumed to be 100.0 (base year).

SDGs Management and Creation of Value

T&D Insurance Group aims to achieve the happiness of the society through creation of shared value leading to both financial value and social value.

Sustainability priority themes

Among the various sustainability fields that relate to its business activities, the T&D Insurance Group has identified social issues that are highly important to society and highly relevant to the Group's operations. Based on this, we established the following four sustainability priority themes.

Priority theme 1

1 Promote healthy and abundant lives for all people

The Group will fulfill its responsibilities to society through the insurance business by offering well-suited, high-quality products and services that meet customer needs.



Priority theme 2

2 Provide workplace environments that enable all people to participate actively

The Group strives to realize a healthy and safe work environment where the individuality and diversity of all people are respected.



Priority theme 3

3 Help mitigate and adapt to climate change

The Group has formulated the T&D Insurance Group Environmental Policy and carries out business activities in consideration of the protection of the global environment.



Priority theme 4

4 Invest to help build a sustainable society

The Group will contribute to the realization of a sustainable society through investment activities undertaken in consideration of the environment, society and corporate governance.



Message from the President



With society currently facing unprecedented adversity, now is the very time that we must consider what we can do as an insurance group and take action with a sense of urgency.

Sow happiness, make change with boldness

Since 2020, humanity has been threatened by the COVID-19 pandemic, which wreaked havoc on the world over. I extend my heartfelt sympathies to everyone who has been infected with COVID-19, their families, and all those who have seen their businesses affected. I would also like to express my deepest gratitude to all those engaged in efforts in the medical and other fields to treat and prevent infection and maintain social systems.

As a member of society and as an insurance group focusing on the life insurance business, we are determined to do our bit on a daily basis in the fight against the pandemic. In taking measures to combat the spread of COVID-19, we have placed top priority on ensuring the safety of customers and employees and keeping our business going to meet the needs of society as a life insurance company. More specifically, from the perspective of preventing infections, we refrained from actively engaging in sales activities during the government's declared state of emergency and we limited the number of employees commuting to work to around 30%, which was enough to keep essential services running, such as the payment of insurance benefits and call center operations. Also during this time, we discussed what



Hirohisa Uehara

Representative Director and President

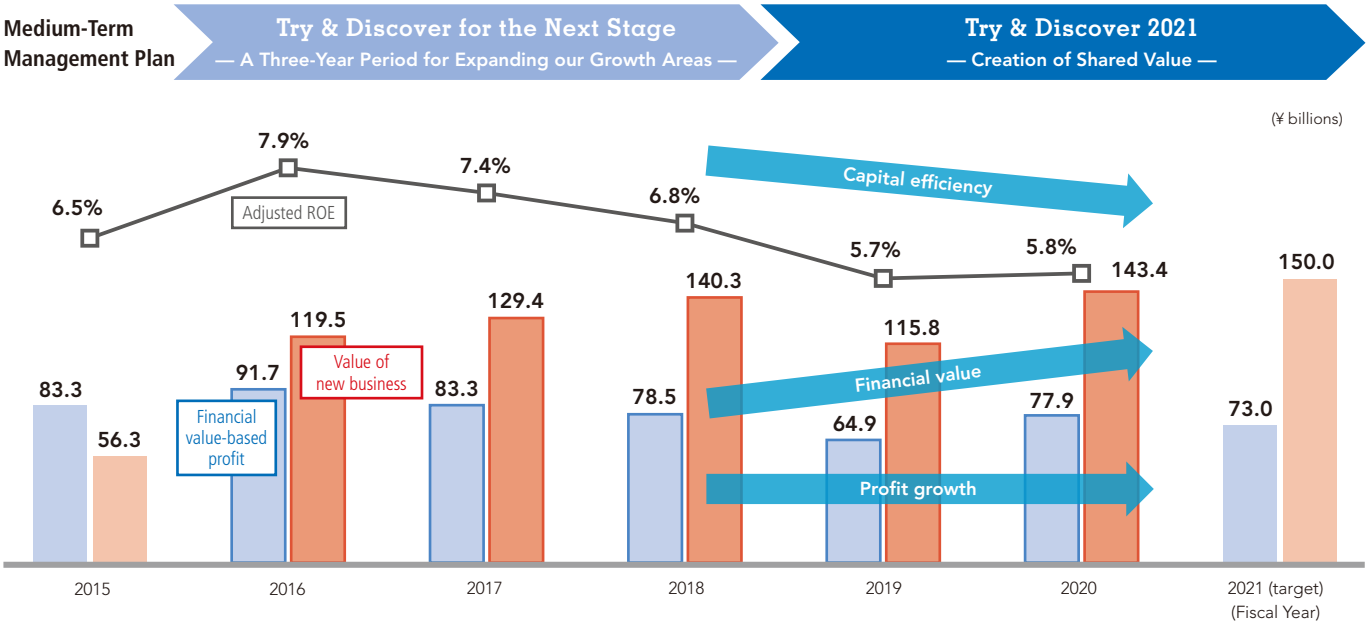
we could do as an insurance group. We therefore made prompt payouts of hospitalization benefits and accidental death benefits to provide some peace of mind to customers and their families infected by COVID-19. We also extended the grace period for the payment of premiums and offered interest-free loans to policyholders so that customers impacted by the COVID-19 pandemic in some way or another could continue to receive insurance coverage. In addition, we helped SME customers of Daido Life with our telephone-based consulting service regarding the government's employment adjustment subsidies that are intended to support employment stability at SMEs, as well as our labor and social security attorney referral service. Considering that a company is a public entity of society, the issue of social sustainability is synonymous with corporate sustainability. Sound corporate management is not possible without a sound society. With society currently facing unprecedented adversity, I think now is the very time that we must consider what we can do as an insurance group and take action with a sense of urgency.

Message from the President

Looking Back on Group Management to Date

Under "Try & Discover 2021 — Creation of Shared Value —," the medium-term management plan announced in 2019, we worked on the three priority issues of (1) strengthening core businesses, (2) diversifying our business portfolio, and (3) promoting integrated Group management. Concerning (1) strengthening core businesses, circumstances were tough when this medium-term management plan was announced, with Daido Life temporarily suspending sales of key products in the midst of changes in the tax handling of term insurance and the like. Nevertheless, steady results have been generated since announcing new products that meet the new tax treatment rules ahead of competitors in July 2019. Daido Life, which has for many years been developing a sales strategy based on needs for the necessary coverage (standard coverage) for the business continuation of SME customers, has returned to an environment where it can further showcase its strengths. There has been particularly significant progress toward (2) diversifying our business portfolio. Specifically, we invested in the US-based specialist closed book insurance company in June 2020 as our first large-scale investment project. This was a strategic investment aimed at not only securing equity profits, but gaining expertise in the closed book business and diversifying insurance underwriting risk from the perspective of the Group as a whole. This investment significantly expanded the scope of Group management. Regarding (3) promoting integrated Group management, system improvements have been made, such as the transition to a company with an Audit and Supervisory Board in June 2020. This change in institutional design has enabled us to revise the role and function of cross-sectional Group committees and establish a system for further promoting management activities as a unified Group.

In addition to the above results, we have produced solid achievements on an economic value basis, with the Group MCEV surpassing ¥3 trillion at the end of March 2021. However, financial value based profit cannot necessarily be described as growing steadily, and ROE, an indicator of capital efficiency, has been falling since fiscal 2016. I recognize the medium-term improvement of this low capital efficiency on a financial value basis as one of our key management challenges.



* Adjusted ROE = Group adjusted profit / Average net asset balance
* Financial value-based profit refers to adjusted net income in FY2018 and earlier, and to Group adjusted profit from FY2019.



Background to the Formulation of the Group Long-Term Vision

Against this backdrop, we established the Group Long-Term Vision starting in April 2021 for the next five years. Amid the COVID-19 pandemic and the resultant rapid progress in digitization, individual lifestyles and corporate working styles are transforming dramatically. As symbolized by stakeholder capitalism becoming a key theme in the 2020 World Economic Forum, companies' purposes are once again being called into question. Furthermore, in the midst of the global Sustainable Development Goals trend, the idea that "good companies" are those that make society better and coexist along with society is taking hold among millennials and Generation Z. As outlined in the T&D Insurance Group's Corporate Philosophy, we have conducted our business with an eye to solving social challenges. Furthermore, each of the life insurance companies that form the core of the Group swiftly moved to address the COVID-19 pandemic by reforming their sales channels, introducing products and services, and diversifying channels. This has provided an opportunity to reaffirm the effectiveness and continuity of the specialized and differentiated business models that are the strengths of each company.

Going forward, it is expected that the world will continue to transform, moving into an age of uncertainty where the values of people and society change and needs fragment as small masses, with uncertainties about the depth and length of the effects of the pandemic and the road to recovery. In light of these environmental changes and paradigm shift, I felt it was necessary to once again clarify the Group's long-term strategic policy, enhance the mobility and flexibility of Group management, and pave the way for solving management challenges such as capital efficiency.

Previous medium-term management plans have seen us set managerial goals with an eye to future environmental changes and formulate necessary strategy. However, it is difficult to predict the future in this uncertain time, and it is possible that stubbornly sticking to initial strategy may narrow down our management options and become an obstacle to growth. Moving forward, we need to shift from corporate management on the basis of future predictions to corporate management based on the presumption that we cannot predict the future. To this end, I believe it will be more important than ever to set a clear corporate vision to stop us from being vulnerable to environmental changes, consider the necessary steps in line with that vision, and have the flexibility and speed in thought and action to put those steps into practice.

By directly facing changes to the management environment and setting a clear, future-oriented vision for the T&D Insurance Group, we will foster Group-wide values and enact an action plan in line with the vision. Through this, we will realize sustainable growth in the highly uncertain VUCA age.

Position of the Group Long-Term Vision

The Group Long-Term Vision indicates what we aim to be in five years' time (fiscal 2025). It covers the Group's Management Vision, which is the medium- to long-term goal, in addition to the Group KPIs (Key Performance Indicators), which are quantitative targets, and the Group Growth Strategy to achieve the KPIs. Based on the Group Long-Term Vision, we will respond flexibly to various changes in the environment by executing single-year budgets, management strategy, and management measures, and implementing the plan-do-check-act cycle.

Group's Management Vision

The Group's Management Vision, which is the medium- to long-term goal, has been fully revised to "Sow happiness, make change with boldness." Each Group company will further bolster its existing strength of delivering happiness to society at large by sincerely responding to each individual customer through specialization and differentiation strategies. We will also facilitate the flexible and bold expansion of our business by capturing small changes to customers and society through careful response. The vision incorporates such ideals. While the management environment is changing at a dizzying speed, this management vision will be used as a universal foundation for the decisions of Group executives and employees.

Group KPIs

Four indicators have been selected for financial KPIs: return on embedded value (ROEV) and value of new business, as indicators based on economic value; and adjusted ROE and Group adjusted profit, as indicators based on financial value. As a Group with life insurance companies at its core, growth based on economic value is of highest importance, and we will grow by linking the economic value basis and the financial value basis. The reason why we continued to push for management on the basis of both economic and financial value in the current Group Long-Term Vision is that while we are making steady progress with growth based on economic value, we are sluggish on financial value basis, which is an issue for our Group. By setting KPIs based on financial value, we will commit to the market and strengthen internal monitoring, analyze the reasons why the financial value basis is sluggish compared to the economic value basis, and enact appropriate measures to improve on KPIs. Shareholder returns are restricted based on financial value under the provisions of the Companies Act, meaning that improving KPIs based on financial value will lead to better shareholder returns.

Non-financial KPIs have been set as the three indicators of customer satisfaction, employee satisfaction, and CO_2 emissions, with KPIs for customer, employee, and society stakeholders. The Group Long-Term Vision continues to place CSV (creating shared value) at the core of management, which has been implemented under medium-term management plans from date, and aims to further strengthen efforts to ensure that we continue to be chosen by customers and the financial market. To this end, we have clearly set financial KPIs, which indicate financial value, and non-financial KPIs, which indicate social value, and we will quantitatively demonstrate the status of improvement of management issues and enactment of CSV (creating shared value) and implement the plan-do-check-act cycle.

Group Growth Story

The basis of the Group growth story is effectively utilizing Group capital to improve capital efficiency. Until now, the focus has been improving our soundness as a life insurance group, and we have not necessarily been able to pursue capital efficiency. While we will continue to pay attention to soundness as an insurance group with long-term business nature, we will come together as a Group to work on strengthening Group capital management with an eye to improving capital efficiency. Specifically, in addition to improving the capital efficiency of existing life insurance companies, we will allocate stable earnings and capital generated from the core life insurance business to the closed book business, which is positioned as a growth business, as well as ensure that the allocated capital is earning a return commensurate with the risk, allocate capital more appropriately, and improve capital efficiency. And by improving capital efficiency, we hope to boost our stock value.

We have established five key themes toward the realization of this growth story. The first is strengthening of core business. It goes without saying that the basis for our revenue is the life insurance business, and the three companies of Taiyo Life, Daido Life, and T&D Financial Life will continue to execute their own specialism and differentiation strategies in order to build top brands in each of their markets. In addition, digital transformation is an unavoidable area in that process, so we will work on digital transformation initiatives that will help us secure a competitive advantage from the perspectives of both customer service and internal reform. The second is diversification and optimization of business portfolio. As I mentioned earlier, we invested in the US-based specialist closed book insurance company Fortitude in June 2020. Positioning this closed book business as a key strategic field, we will work on initiatives to strengthen it while exploring investments in new fields. The third is further advancement of ERM (upgrading capital management). By allocating the stable revenue generated from our core life insurance business to high return on risk businesses with a focus on the closed book business, we plan to enhance capital efficiency through profit expansion in the growth sectors. We also intend to create a favorable cycle (Group capital management cycle) in which we boost shareholder returns with expanded profits as well as invest retained earnings in further growth sectors. The fourth is promoting integrated Group management. We will seek new synergies by looking outside existing frameworks to transcend the boundaries between life/non-life insurance, asset management and other businesses. The fifth is SDGs management and creation of value. In order to realize the sustainability priority themes set by the Group, we will achieve our non-financial KPIs, including customer satisfaction targets, and continue to be a Group that brings happiness to society by steadily implementing measures to promote sustainability with a focus on solving social challenges through insurance business.

Sow happiness,
make change
with boldness

Message from the President

Thoughts on the Group Long-Term Vision

In formulating the Group Long-Term Vision, we placed highest priority on expelling preconceived ideas that we had previously held. We also placed utmost importance on unifying the direction and strategic policy we should take as a Group. When making the Group Long-Term Vision, we first shared each Group company's awareness of the environment through scenario planning with an eye to the post-pandemic life insurance industry. We have been able to maintain stable results even during the COVID-19 pandemic by revising the marketing strategies of the three life insurance companies based on these scenarios and rebuilding the sales system that is the cornerstone of the life insurance business into something completely new that integrates the real and the digital. Moving forward, within the framework of the five key themes that we similarly discussed, we will carry out speedy and flexible Group management, with each Group company devising and executing action plans in accordance with environmental changes.

The newly updated Group's Management Vision was formulated based on the strong desire to further bolster our existing strength of bringing happiness to society at large by sincerely dealing with each and every one of our customers as well as expand our businesses flexibly and boldly by capturing small changes to customers and society through careful response. While the management environment is changing at a dizzying speed, we will carve out a new future based on Group-wide values with the Group's Management Vision guiding our way.

Unpacking the vision through a story

Pride of T&D

We have always protected the happiness of people.
By facing each and every customer with care,
Together, we have supported their livelihoods as one.

T&D's challenge

Now, society is changing at unprecedented pace and people's lifestyles are diversifying.
There is no standard anymore for the way families are, the way we work,
As well as the shapes our happiness might take.
Can we really say that today's insurance answers such turbulent change?

One by one, by carefully stacking the trust we have gained from our customers,
The strength that only our group has nurtured becomes visible.
The possibility it withholds expands widely, going beyond all prevailing boundaries.

Actions T&D should take and what we want to become

Take the "one" in front of us as a starting point, and
Let's recognize the world changing quicker than anyone else.
Let's adapt to our changing society more flexibly than anyone else,
Taking steps with initiative, with boldness.
Let's go beyond the boundaries of organizations,
Involve people who resonate with our beliefs, and
Become a comprehensive insurance group that can create happiness
For each and every person in the world.

The society T&D aspires for

Our origin is to facing each individual "one" in front of us with care.
To recognize change and take on challenges with boldness.
The accumulation of these actions is what creates happiness in the world.
This is what we believe to be true.



Closing Remarks

Since the release of the Group Long-Term Vision and holding IR Meeting on May 24 this year, I have carefully explained my thoughts on the long-term vision and sincerely answered questions and opinions from investors at one-on-one meetings with domestic and overseas investors. Through this dialogue, I believe there is now a general understanding of the core ideals of this vision—improving capital efficiency and corporate value by using Group capital effectively—and its growth story. I have also received warm words of anticipation and encouragement from investors toward steady progress on the five primary issues outlined in the vision. I feel that hopes are particularly high for the establishment of Group management unique to the T&D Insurance Group and the pursuit of further Group synergies by leveraging the solid business models of the three life insurance companies. In order for the Group Long-Term Vision to gain the confidence of investors, it is necessary to steadily build up a track record and, above all, for myself as the top executive of Group management to demonstrate strong commitment. We will also further strengthen internal systems within the Group to execute the vision, and realize the Group Long-Term Vision by bringing together the collective strengths of the Group. I hope that you have high expectations for the future of the T&D Insurance Group.

We will report and explain the progress of the Group Long-Term Vision as appropriate through quarterly financial earnings disclosures and IR activities. Constructive dialogue with the market is vital to improve corporate value. We will continue to proactively engage in dialogue. I look forward to your continued support moving forward.

Group Long-Term Vision

Try & Discover 2025

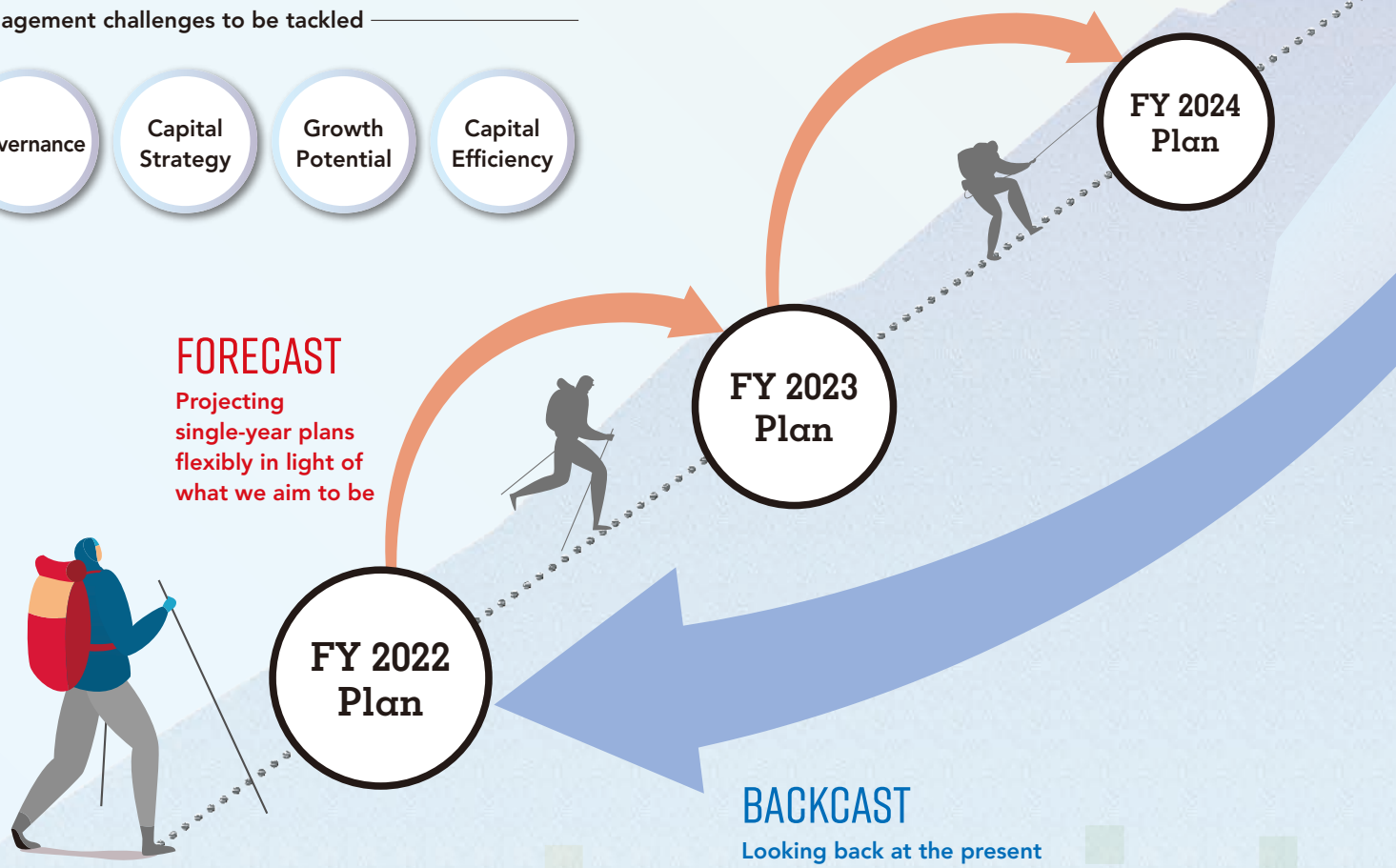
— In Pursuit of the Happiness of All Stakeholders —

The "Group Long-Term Vision" represents what we aim to be in fiscal 2025.
The "Group Long-Term Vision" covers the "T&D Insurance Group's Management Vision," which is the medium- to long-term goal, the "Group KPIs," which are quantitative targets, and the "Group Growth Strategy" to achieve the KPIs.



Management challenges to be tackled

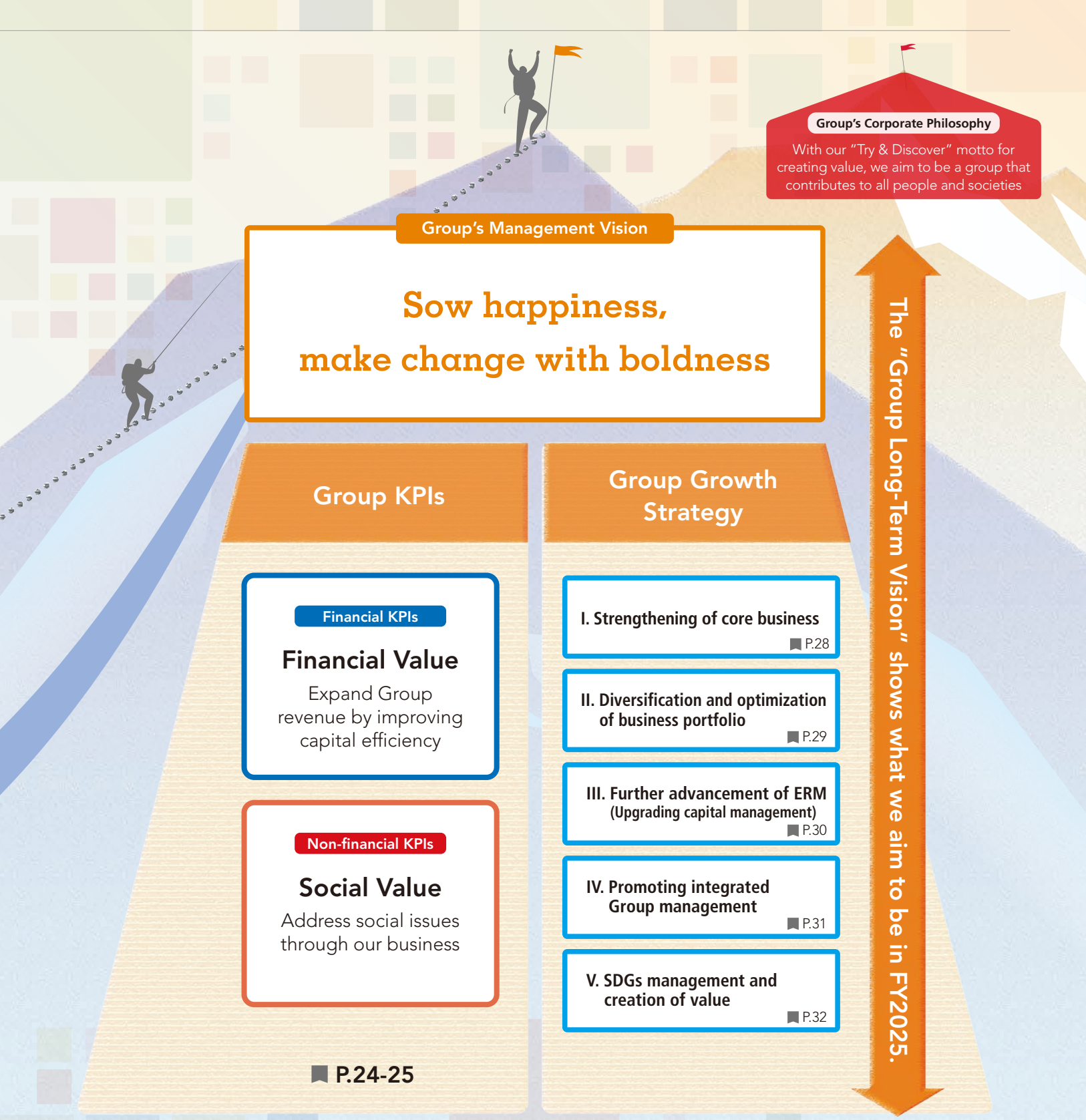
- Governance
- Capital Strategy
- Growth Potential
- Capital Efficiency



Try & Discover 2021

— Creation of Shared Value —

Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Each company's execution plan and budget	Each company's execution plan and budget	Each company's execution plan and budget	Each company's execution plan and budget



Group's Corporate Philosophy

With our "Try & Discover" motto for creating value, we aim to be a group that contributes to all people and societies

Group's Management Vision

Sow happiness, make change with boldness

The "Group Long-Term Vision" shows what we aim to be in FY2025.

Group KPIs

Financial KPIs

Financial Value

Expand Group revenue by improving capital efficiency

Non-financial KPIs

Social Value

Address social issues through our business

P.24-25

Group Growth Strategy

I. Strengthening of core business P.28

II. Diversification and optimization of business portfolio P.29

III. Further advancement of ERM (Upgrading capital management) P.30

IV. Promoting integrated Group management P.31

V. SDGs management and creation of value P.32

Fiscal 2025

Each company's execution plan and budget

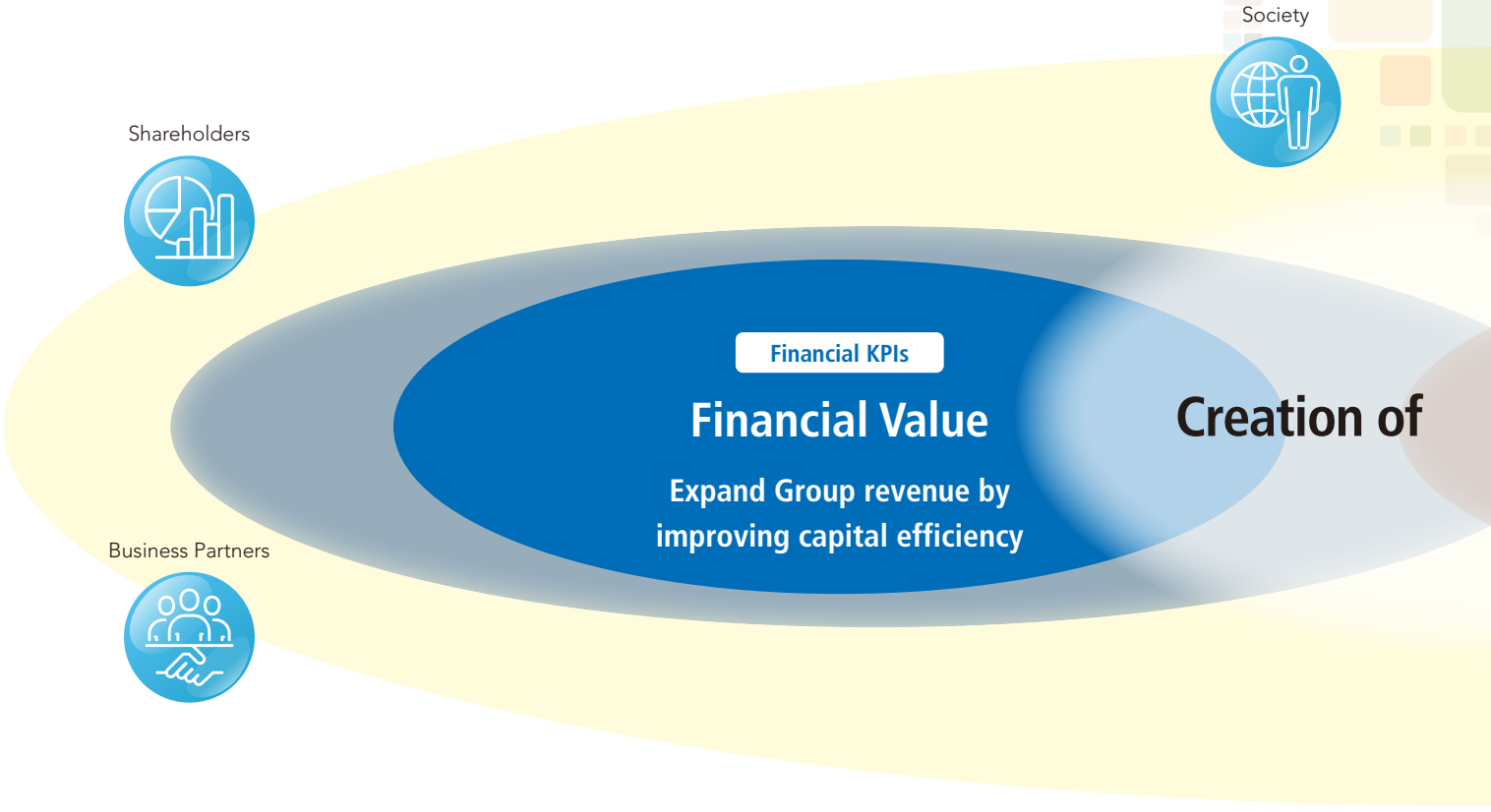
Quantitative Targets for Realizing the Management Vision

Group KPIs

The "Group Long-Term Vision" strives to pursue both financial value and social value to continue to be chosen by stakeholders such as our customers and financial markets.

To this end, we newly created Financial KPIs to represent financial value and Non-financial KPIs to identify social value.

We must improve share price valuations by achieving KPIs through the steady implementation of the five key themes for the Group's growth and by improving capital efficiency through profit growth. In addition, directly addressing social issues through our business activities will lead to the "creation of shared value," thereby improving our corporate value.



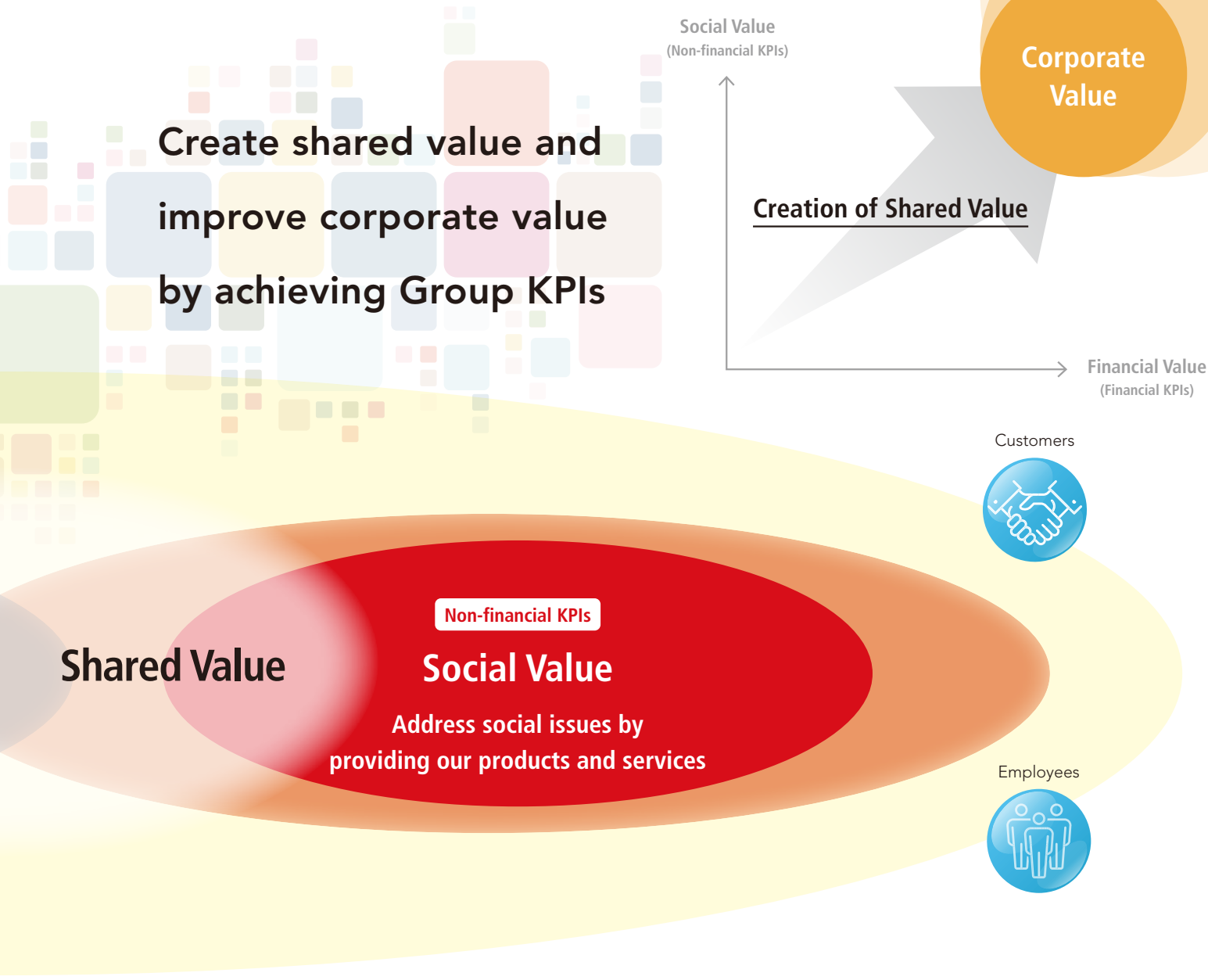
Financial KPIs

Maximize profit by applying capital efficiently and by providing value to as many customers as possible. In this way, we will continue to improve our corporate value and achieve financial KPIs based on financial value and financial accounting.

	FY 2020 (actual)	FY 2021 (forecasts)	FY 2025 (forecasts)
Group adjusted profit	**¥77.9 billion**	**¥73.0 billion**	**¥130.0 billion**
Adjusted ROE	**5.8%**	**5.2%**	**8.0%**
Value of new business	**¥143.4 billion**	**¥150.0 billion**	**¥200.0 billion**
ROEV	**25.4%**	**6.5%**	**7.5%**

Group adjusted profit = net income ± unrealized gains/losses caused by discrepancy of accounting treatment of assets and liabilities + additional internal reserves in excess of the legal standard requirements
Adjusted ROE = Group adjusted profit / Average net asset balance
ROEV = Amount of EV increase (excluding increases or decreases in capital, etc.) ÷ Average EV balance (Group basis) Base excluding valuation gains/losses, etc. related to Fortitude

Create shared value and improve corporate value by achieving Group KPIs



Non-financial KPIs

A company is a "public entity of society." Therefore, Social Sustainability equals Corporate Sustainability. As a company living together with society, we will work to achieve non-financial KPIs that express our social value to create shared value.

Category	Evaluation topic	Target level
Customers	Customer satisfaction	**Minimum FY2020 level** (Targeted improvement from the current level, as a relative evaluation)
Employees	Employee satisfaction	**Minimum FY2020 level** (Targeted improvement from the current level, as a relative evaluation)
Society	CO_2 emission volume	**Reduction of 40% from FY2013 levels by FY2025** (LIAJ's target set five years ahead of schedule)

Strategy for Achieving KPIs

Group Growth Strategy

The "Group Long-Term Vision" sets five key themes and eleven strategic policies for achieving the next growth. As for the "Strengthening of core business," the three life insurance companies will pursue differentiation strategies by reforming their existing businesses, including DX, and building new customer contact points. As for the "Diversification and optimization of business portfolio," we will further strengthen our closed book business and develop new business domains. As for the "Further advancement of ERM," we will make effective use of capital and improve capital efficiency by implementing new capital management. As for the "Promoting integrated Group management," we will pursue new synergies unconstrained by conventional frameworks. And in the "SDGs management and creation of value," we aim to create shared value by solving social issues.

Five Primary Themes

I. Strengthening of core business

II. Diversification and optimization of business portfolio

III. Further advancement of ERM (Upgrading of capital management)

IV. Promoting integrated Group management

V. SDGs management and creation of value

Eleven Strategic Policies

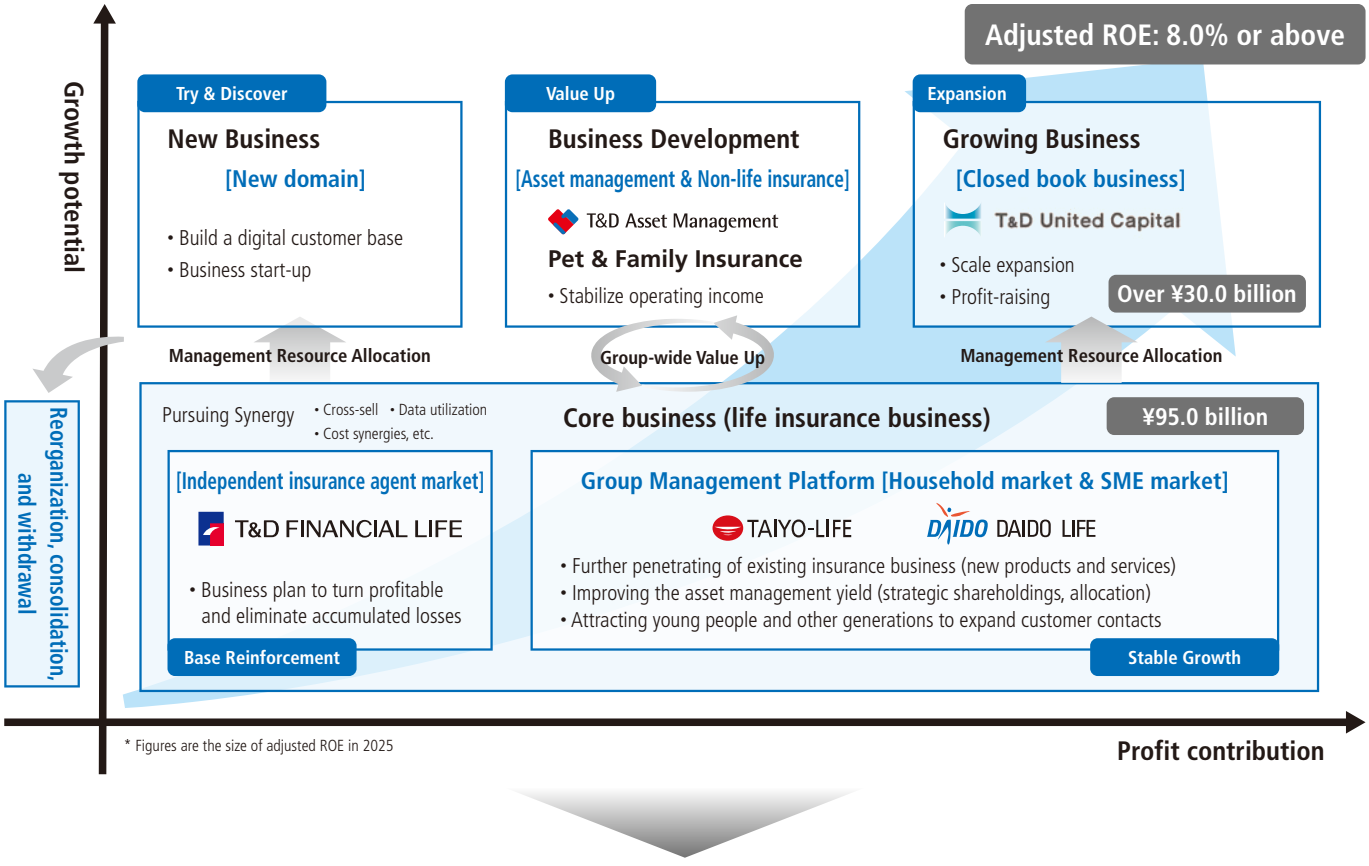
1. Core life insurance companies will aim to build the top brand in each specialized market by reforming sales activities through the integration of real and digital technologies, etc. (including DX strategy)
2. Establishing contact points, with millennials and Generation Z
3. Further developing existing investment sectors, such as the closed book business, and exploring new domains to diversify our revenue sources
4. Proactive business portfolio management
5. Shareholder return based on new capital management
6. Bolstering economic value-based management in response to the "Introduction of economic value-based solvency regulations" and "Trends in IFRS"
7. Improving capital efficiency by allocating capital to businesses and assets with high return on risk while ensuring financial soundness
8. Seeking unconventional new synergies transcending the boundaries between life/non-life insurance, asset management and other businesses, including the consolidation of investment functions
9. Creating new "work styles" enabling effective participation by diverse personnel
10. Integrating Group governance and creating a new Group culture
11. Contributing to a sustainable society with the Creation of Shared Value at the backbone of management, creating both financial and social value by solving social issues through our business activities

Target of the Group Growth Strategy

Improvement of Capital Efficiency

The fair value of our share is valued at well below the EV multiple of 1x. We believe this is due to the Company's low capital efficiency. Therefore, in addition to increasing profit in the existing businesses of the Group, with the domestic life insurance market as the core, we will improve adjusted ROE to a level of 8.0% or above by allocating the Group's management resources to growing businesses and by promoting capital management innovation. Hence, the first step is to raise the price EV multiple, which is currently valued at about 0.2 times, to about 0.5 times by the end of fiscal 2025.

Playbook: Proactive business portfolio management as the Group



TARGET LEVEL:

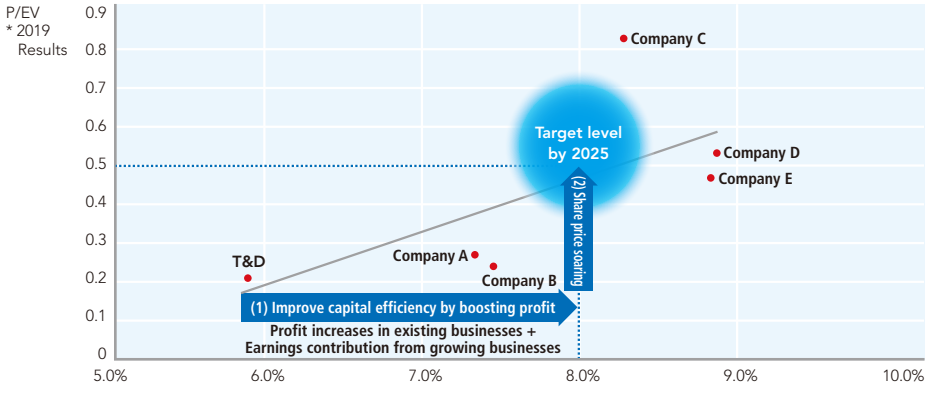
Adjusted ROE

5.8% → 8.0%

Price EV Ratio

About 0.2X

→ About 0.5X



Adjusted ROE = Group adjusted profit / Average net asset balance * 2019 Results



Primary Theme I

Strengthening of Core Business

The three life insurance companies are aiming to build the top brand in each market by implementing their own specialization and differentiation strategies.

The Group has three domestic life insurance companies under its umbrella: Taiyo Life, which specializes in the household market; Daido Life, which specializes in the SME market; and T&D Financial Life, which specializes in the independent insurance agent market.

The Group's business model excels in that each of the three domestic life insurance companies specializes in a different market and brings its own uniqueness and expertise to the table.

Going forward, we will strengthen our business model and continue to build the top brand in each specialized market by reforming sales activities through the integration of real and digital technologies and by providing optimal products and services that meet customer needs.

As for the integration of real and digital technologies, Taiyo Life will promote sales activities using information acquired from existing customers, *Sma-Hoken* (internet channel), and infomercial (information+commercial), and Daido Life will expand non-face-to-face sales procedures, enhance online sales tools, and build an ecosystem for SMEs.

Company	Specialized market	Basic policy	Transformation of sales activities
Taiyo Life	Household market	**Building the top brand in the senior market** • Product development capability which preempts the changes of the times • Integrated products and services	Information gathering × Posting activities with consent Appointment visit / New cultivation activities **Combination** **Full-scale use of digital base and various data**
Daido Life	SME market	**Partner for SME management** • Robust relationship with tie-up organizations • Specialized channels for SME market • Management support and health support	Face-to-face, Remote (in-person), and Digital **Hybrid sales organizations** In-house sales representatives, Tax accountants, and Financial institutions **Digital platform for SMEs** **Non-face-to-face for all contracting procedures** つながる手続
T&D Financial Life	Independent insurance agent market	**Expanding the presence in the independent insurance agent market** • Bank agent network • Mobility of product development	Face-to-face consulting × Online interviews and other digital tools **Independent insurance agent**: Banks, etc. (Financial institution intimate agency); Insurance shops (Door-to-door sales agency)

Primary Theme II

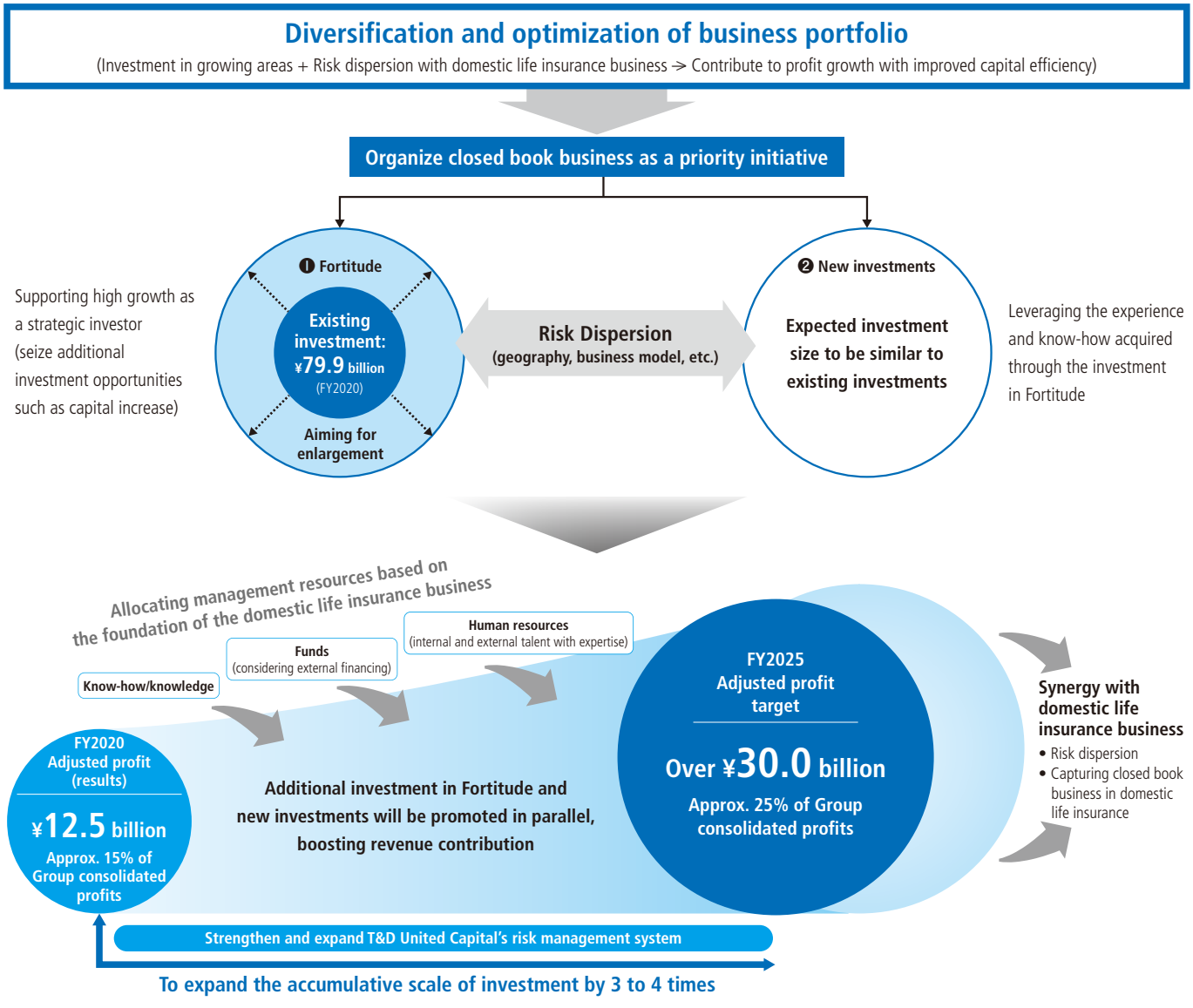
Diversification and Optimization of Business Portfolio

Positioning the closed book business as a strategically important area and strengthening initiatives. Boosting investment, aiming for an adjusted profit of about 25% of the Group consolidated profits.

The closed book business is a key domain creating growth opportunity and strength for the Group. As such, in addition to investing in growing areas, risk dispersion effect with the domestic life insurance business will contribute to the realization of profit growth through improved capital efficiency.

The Group will allocate management resources and strengthen organizational structures, aiming to improve revenue contribution and reap strategic benefits.

In addition to additional investment opportunities in Fortitude, we will also pursue next golden chances where risk dispersion effect is expected, expanding total investment to three to four times the current volume and aiming for adjusted profit of over 30 billion yen by fiscal 2025.



Primary Theme III

Further advancement of ERM

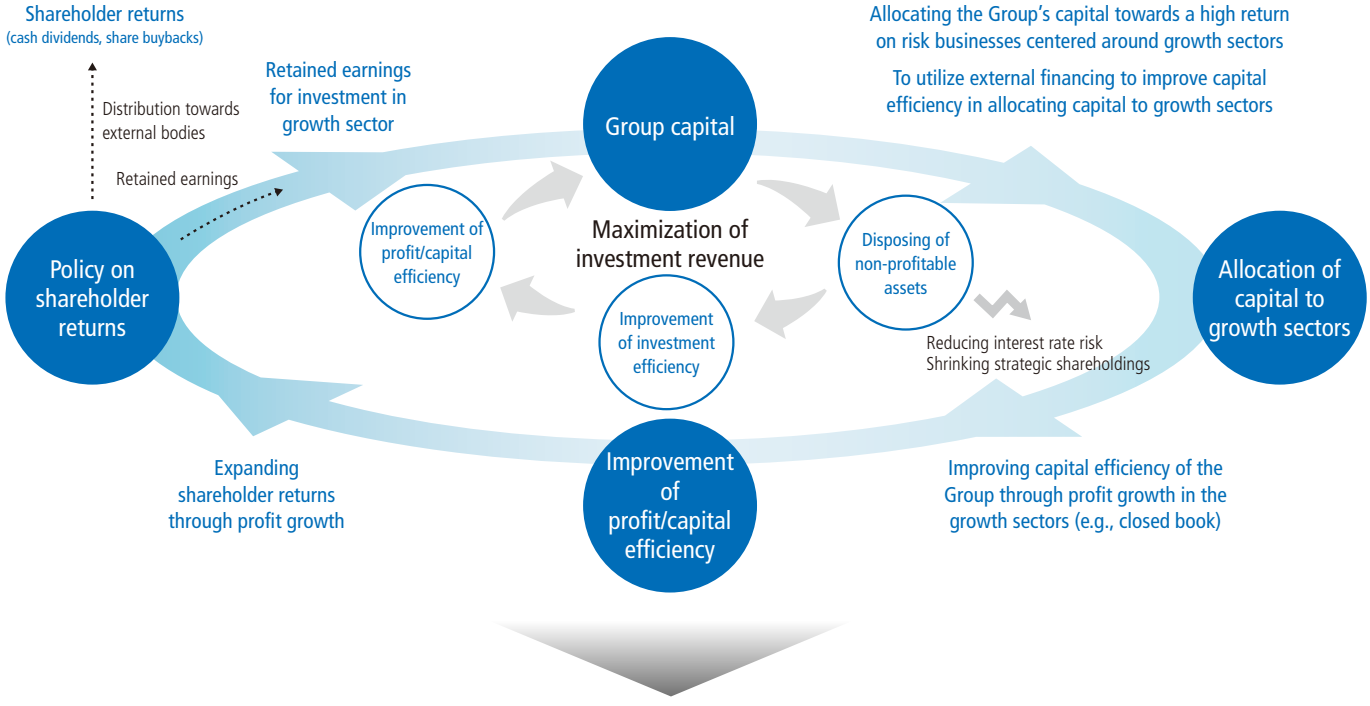
Achieve adjusted ROE and ROEV in excess of shareholders' capital cost by improving capital efficiency through the capital management cycle.

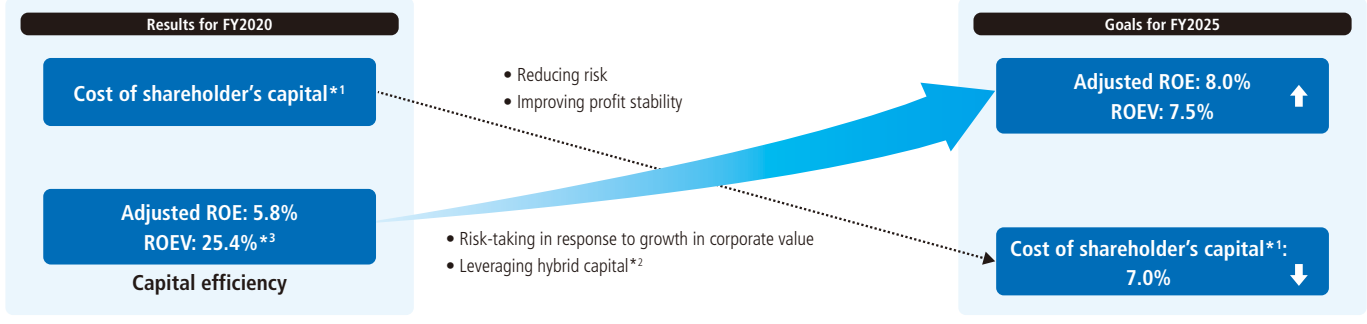
Group capital generated from the domestic life insurance business will be allocated to businesses with a high return on risk, mainly growing businesses (e.g., closed book), to improve the Group capital efficiency through profit growth in growing businesses.

The expanded profit will be allocated to shareholder returns and retained earnings for investment in growth sectors, and the Group will improve its adjusted ROE by implementing the Group capital management cycle.

Moreover, in allocating capital to growing areas, we will consider external financing to the extent available to further improve capital efficiency.

In the capital management cycle, we will also reduce interest rate risk and strategic shareholdings, aiming to lower cost of shareholder's capital from the current level of around 8% to 7%.





*1 Shareholders' equity cost depends on CAPM (capital asset pricing model) (current is about 8%).
*2 Group balance of existing subordinated debt stands at ¥170 billion (as of the end of March 2021). Leverage hybrid capital to the extent possible without negatively impacting the Group credit rating, taking into account market supply and demand.
*3 Base excluding valuation gains/losses, etc. related to Fortitude



Primary Theme IV

Promoting Integrated Group Management

Seeking unconventional new synergies transcending the boundaries between life/non-life insurance, asset management and other businesses, maximizing the effective use of Group management resources.

In order to cope with a highly uncertain business environment, the Group must make the most effective use of its management resources. To this end, we must implement the following four measures: (1) Synergy that leverages the sales power of the three life insurance companies, (2) Upgrading life insurance investment and reinforcing asset management, (3) To pursue cost efficiency, etc. through efficient use of resources, and (4) Strengthening the Group's corporate governance. Thus, we will promote integrated Group management transcending the boundaries between life/non-life insurance, asset management and other businesses, seeking unconventional new synergies. This will further strengthen the Group management foundation.

Also, the Group will set a common Direction and Required Results, and each company will reform work styles according to its own business characteristics. Drawing on our experience during COVID-19 pandemic, we will create a highly productive "New work styles" in which diverse human resources can play an active role by transforming the existing work processes and flows.

1. Synergy that leverages the sales power of the three life insurance companies

Leveraging the sales capabilities of the core life insurance companies, we will promote measures such as further expansion of cross-selling among each company, agency sales of Pet & Family Insurance, and incorporation of T&D Asset Management products into insurance products. In addition, by sharing and using the customer information held by each company, we create business synergies by promoting sales activities more effectively and efficiently than ever before.

2. Upgrading life insurance investment and reinforcing asset management

T&D Asset Management will partially consolidate the Group asset management functions and management talent to upgrade life insurance investment and to improve efficiency of life insurance asset management. We will strengthen the Group asset management business by streamlining and increasing efficiency through the expansion of assets under management, and by improving management capabilities through the securing and training of specialized human resources.

3. To pursue cost efficiency, etc. through efficient use of resources

We will promote cost synergies by effectively leveraging the Group management resources. Effective use of the Group management resources means, for example, the mutual use by the Group companies of real estate held by the Group throughout Japan, and the provision of nursing care facilities and other social infrastructure.

4. Strengthening the Group's corporate governance

We will facilitate communication among the Group companies by devising a better location for each company at the head office, and by activating personnel exchanges among the companies.

Through these efforts, each Group company will work together to respond quickly to the current highly uncertain business environment.

Primary Theme V

SDGs Management and Creation of Value

Create shared value by implementing sustainability key measures to realize the four sustainability priority themes.

The T&D Insurance Group has identified the priorities of social issues that are of high importance to society and have significant relevance to the Group business from various areas of sustainability to its business activities. The four sustainability priority themes (materiality) selected include (a) Healthy and abundant lives, (b) Provide workplace environments that enable all people to participate actively, (c) Help mitigate and adapt to climate change, and (d) Invest to help build a sustainable society.

We intend to steadily implement measures to promote sustainability, focusing on solving social issues through our insurance business. At the same time, by resolving these materialities, we will achieve the non-financial KPIs such as customer satisfaction, employee satisfaction, and CO_2 emissions, thereby creating shared value.

Through life insurance business, therefore, the Group's core business, we will create social value and cultivate "society's happiness" by addressing priority themes (materiality). In short, the Group make its Basic Policy on Sustainability realize.

Basic Policy on Sustainability

Through life insurance business, the Group's core business, we will create social value and cultivate "society's happiness" by addressing priority themes (materiality).

Creation of Shared Value



Achievement of Non-financial KPIs



Measures for Promoting Sustainability

Address social issues by providing insurance business

Providing better products and services

Verification of behavior and disclosure on human rights policies

Human rights due diligence
Promotion of diverse work styles

Environmental impact reduction in business

Participation in RE100 (renewable energy use)
Complete disclosure such as TCFD

ESG investment tailored to the Principles for Responsible Investment (PRI)

Group ESG investment policy
Support for carbon companies to decarbonize

Sustainability Priority Themes (Materiality)

Healthy and abundant lives

Provide workplace environments that enable all people to participate actively

Help mitigate and adapt to climate change

Invest to help build a sustainable society

[Current Ratings] MSCI: ESG at A (Selected as MSCI Japan Empowering Women Index) FTSE: 4.0 overall

Three-way Conversation (Vice President × Experts)

Aspiring to be the Insurance Group that grows together with society by contributing to the resolution of issues.



T&D Holdings, Inc.
Representative Director and
Executive Vice President

Kanaya Morinaka



Mitsubishi UFJ Research and
Consulting Co., Ltd.
Principal Sustainability Strategist

Ms. Mari Yoshitaka



Special Advisor to the
UNEP Finance Initiatives

Mr. Takejiro Sueyoshi

Three-way Conversation (Vice President × Experts)

Recent Environmental Changes

Sueyoshi

The biggest challenge facing the society as a whole, the nation as a whole, and the planet as a whole today is that the earth is headed for ruin. I think that's the truth of the matter. As many scholars and intellectuals have said, the next decade is the time to beat the odds. It is important not to tackle sustainability in a pretty way, but to make sure that human beings, society, and biodiversity are truly protected. I think that the situation is becoming very critical, and that is what is starting to move the world now.

Yoshitaka

At this year's COP26 (November 1 to 12, 2021), attention is also focused on the fact that countries will raise their greenhouse gas emission reduction targets. Speaking of climate change, in Japan, we often focus only on CO_2 emissions. However, the Taskforce on Nature-related Financial Disclosures (TNFD) was officially launched in June 2021, and when I talk to investors in Europe and the United States, I really feel that the issue of resources is also getting a lot of attention.

Japan is also moving forward with sustainable finance, green innovation, and green growth strategies, but I am worried that there is not enough sense of crisis. On the other hand, the expansion of ESG investment in Japan is very strong, and the issuance of ESG bonds such as green bonds and sustainability bonds has been increasing in recent years. I believe that financial institutions overall are beginning to feel a sense of mission to support the critical situation of the planet Earth.

Human rights issues are also becoming very serious. Another day, I talked with a person from Japanese SMEs, and I was very surprised because when he had a business meeting with an American company, he was asked about his track record in signing contracts with disabled people and female managers. This kind of thing will become the norm in Japan soon, I predict.

Sueyoshi

The world is beginning to engage in new competitive principles to escape from this global crisis. Those who are trying to tackle the global crisis head on, are serious about changing the way we do business. And they believe without a doubt, that the only way for their company to survive is to take action as soon as possible. If Japanese companies are mistaken about that, I think Japan will be completely beaten.

Morinaka

I found the phrase "the entire planet is headed for ruin" very inspiring. Not only with the new coronavirus (COVID-19) pandemic, but also with the floods and the heat wave in Canada, I realize that the entire world is facing a crisis.

Against this backdrop, the Group has formulated the new Group Long-Term Vision.

This year we have also established the T&D Insurance Group ESG Investment Policy. Not only are we stopping financing coal-fired thermal power but we are putting an effort on project financing, such as financing technological development of environmental improvements. We must work to change the global environment by all means possible.

Sueyoshi

Mr. Morinaka, I think your understanding is absolutely correct. However, I dare to say that the various issues you have just mentioned are all tied together at the core. Ending up dealing with individual problems does not lead to a fundamental solution.

Yoshitaka

When the environment is destroyed, the vulnerable are the ones most affected. That's why dealing with human rights issues and responding to climate change are what Western investors are demanding most of their management. Not everyone can take the same action, so those who can must help those who cannot. Whenever investors evaluate a company, they focus on the social issues they are interested in. SDGs is a recent example. The

Not only are we stopping financing coal-fired thermal power but we are putting an effort on project financing, such as financing technological development of environmental improvements.

Morinaka



SDGs itself is not new at all, but it is an organized version of the obvious issues that we have already been recognized.

Sueyoshi

Now that you mentioned the issue of the weak in society, when I listen to these discussions overseas, I hear some words that we lack in Japan. The most powerful words are fairness, honesty, and justice. And of course, human rights are included in that. Whenever Japan discusses global warming or any other issue, it always starts by imposing a burden on each other. The question is naturally how to create a fair, honest, and just society, and debating the issue without any of this perspective will end up in a blame game. Japan will finally be left behind in the global competition under such a situation.

Your Group, in particular, is a company that is concerned with the life, health and happiness of each and every one, so it is an extremely critical topic for you to consider how to maintain and protect the honesty of each individual and consideration for the weak of society.

Morinaka

You are right. We are a group setting life insurance business at its core, which is founded on the spirit of mutual aid. We have always valued fairness and honesty through our main business, but going forward, we would like to extend this value to areas beyond our main business and contribute.

For example, the Group has been hiring employees with disabilities, mainly physical disabilities, but we have also created a team of people with mental disabilities. Such employees are not assigned to a different company, and they do various tasks within the same company.

They all work with such enthusiasm and tell me that they are happy to be working for this company. It has been more than two years since we started the initiative, and we hope to continue this kind of effort for a long time to come.

Sueyoshi

That's why the history of T&D Insurance Group has continued since 1893. I sincerely hope that through the implementation of the Group Long-Term Vision, you will tackle these issues from the perspective of fairness, honesty and the socially vulnerable, and bring about a new wave to Japan.

Yoshitaka

The other day, I had the opportunity to listen to the opinions of Generation Z. A high school student said, "We think climate change is dangerous now, but why are the adults so slow to take action?" And a junior high school student said, "I really can't sleep because I'm worried about my future."



In 30 years, arguably, Generation Z will be the generation in need of insurance the most. The challenge for adults is to always deliver an easy-to-understand message about the importance of insurance to the next generation.

Ms. Yoshitaka

When today's teenagers pass another 30 years, they will be the generation in need of insurance the most. The challenge for adults is to always deliver an easy-to-understand message about the importance of insurance to the next generation.

Sueyoshi

People in their teens and twenties today will become the core of society over the next few decades. As they gain power, I believe that the senior generation, including companies that are not able to change will be driven away.

Morinaka

We talked about fairness. No matter how profitable a company is now, if it is not fair and honest, it may be rejected by Generation Z when they grow up, and may not survive. This sense of crisis has been instilled into us. That is why we have formulated the Group Long-Term Vision, with the hope of becoming a group understandable to such people.

Group Long-Term Vision "Try & Discover 2025"

Morinaka

Conventional medium-term management plans were determined based on past experience and anticipation of future changes in

Three-way Conversation (Vice President × Experts)

the environment. Nevertheless, in this era of high uncertainty, or when we look five years into the future amidst changing global trends, including ESG, we have formulated the long-term vision based on the concept of backcasting to determine what kind of a group we want to become.

In addition to how to boost profits, we have created a vision that wishes for the happiness of all stakeholders.

Sueyoshi

What's important now is how we are going to spend the next five to ten years. Just as we have a target of net zero by 2050 for climate change, there should be a final goal to be reached, and I believe that the roadmap leading to the goal, or the five or ten years leading to the goal, is important. I feel it may be better if you could elaborate a little more on the positioning of the Group Long-Term Vision and the longer final goal that it is a part of: what part this first-five-years will play out of what kind of a longer final goal.

Furthermore, I think the idea of placing SDGs at the base is good, but as I understand it, the most important part of the SDGs is to basically rethink the way we do business now. That means, for example, changing corporate management to solve problems.

As I mentioned earlier, each individual problem has a single root. In terms of companies, I think, the way the corporate management is run has caused problems. So it would be better if you could be a little more specific about what you are going to change.

The businesses of your Group play an important role in two ways: as a life insurance company and as an institutional investor. I think it would be easier for the reader (e.g., customers) to understand if the two activities were explained separately and further detailed. Especially for the general public, it is not always easy to see what you do as investors, so I think it is important to give them an orientation of your activities as an investor.

Yoshitaka

I think it will be easier to understand if you organize the time axis of each approach. I understand this may be a matter of how the information is worded but for example, strengthening core businesses needs to be an ongoing issue, not limited to the period of the Group Long-Term Vision.

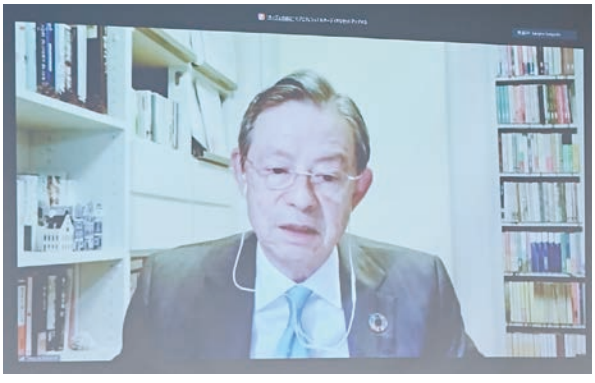
With regards to human due diligence, it would also be better to establish policies and further clarify what to do.

Morinaka

Thank you very much. In our basic policy of the SDGs, the ultimate goal is to bring happiness to the world by creating social value, and to make the world a better place by generating happiness. In that sense, I would like to think first of all about making the world a better place through our main business or even through non-main business.

Address these issues from the perspective of fairness, honesty and the socially vulnerable. I would like to see you breathe new life into Japan by implementing the Group Long-Term Vision.

Mr. Sueyoshi



Establishing Sustainability Priority Themes for the Realization of Creation of Shared Value

Sueyoshi

The four priority themes are divided into two categories: life insurance company functions and the role as an institutional investor. Perhaps products for customers as a life insurance company fall under priority theme 1, while the role as an institutional investor comes under priority theme 4. If we think about this, we can tie priority themes 1 and 4 together. Also, I understand that priority theme 2, "All people," is basically talking about the employees of your Group. Regarding priority theme 3, climate change, I think this is a response as the Group's comprehensive role to society as a whole, so I feel that the order could be switched.

Also, priority theme 3 should not be limited to the five-year planning period of the Group Long-Term Vision, but should also indicate the long-term goal of net zero. Whatever the company, region, or country, the ultimate goal of net zero must be clearly stated.

Yoshitaka

In preparation for COP26, a new framework called the Glasgow Financial Alliance for Net Zero (GFANZ) was announced in April of



this year. It is now becoming the consensus of all financial players to aim for net zero by 2050. So, I think it would be easier for us to understand if you first set a target for when to reach net zero and then specifically state how much you will reduce by 2025.

As Mr. Sueyoshi touched on, I believe that you will be required to take more responsibility as institutional investors than ever before. However, if individual investors participate in ESG and sustainability investment in the future, I think they will also focus on whether or not your Group is included in their ESG investment portfolio. As for priority theme 3, climate change, responsibility differs depending on whether it is a corporate activity through products or contribution as an investor, so that should be sorted out.

Also, since employee satisfaction is an important ESG evaluation category, it would be worthwhile to underline the details. Sorry, but you do have an employee satisfaction indicator, don't you?

Morinaka

We sure do. We survey our employees every year.

Yoshitaka

However, "providing workplace environments that enable all people to participate actively" is vague and confusing. So if the stakeholder under this theme refers to employees, then it should be written as such, and if it refers to the customers, which are management/employees of SMEs, then a separate priority theme should be established.

Sueyoshi

Additionally, when "all stakeholders" cherry-pick investment targets and various factors, they will definitely have a measure of whether the country, region, people and company are serious about the future of young people. I believe that your Group is definitely a company that is thinking about the future of the earth and the potential of next generation. How do you cultivate a feeling of trust that you are the kind of a group who think and act on everything based on this? I think that is vital.

For T&D Insurance Group

Yoshitaka

I was touched by your Group's attitude to be close to each and every one. I believe that sustainability should be a partner to help the weak and SMEs. I heard that your Group provides products in various languages for foreign employees of SMEs. I hope that you will continue to work with each and every one, including those of SMEs, to promote sustainability.

Sueyoshi

The phrase "For the happiness of all stakeholders" in the Group Long-Term Vision was surprising in a good way because of the very soft expression you have chosen.

As Mr. Morinaka mentioned earlier, I think it is really necessary now to value the perspective of the vulnerable in society. There would be nothing more rewarding than to see all of you, with the great history since the Meiji era, further engage in creating an inclusive world, including those who are socially vulnerable.

Morinaka

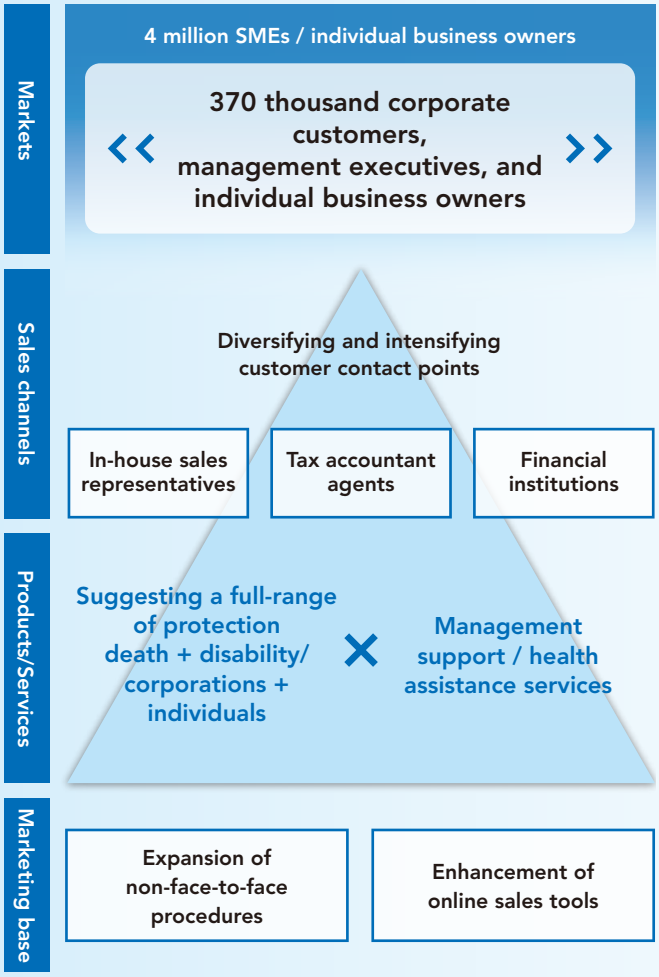
This has been such a fruitful meeting. I have really learned a lot from both of you. Thank you very much for your time today.

Revenue Growth (Daido Life)

New sales models in response to the COVID-19 pandemic and solutions that meet the needs of SME owners

Daido Life has seized the opportunity presented by the COVID-19 pandemic in fiscal 2020 to accelerate the shift of all operations, especially sales activities, towards remote and digital. In addition to the company-wide deployment of the Zoom* web conferencing system, which had already been introduced in some parts of the company to improve the efficiency of sales activities, Daido Life is improving customer convenience and reforming the work styles of its sales representatives by gradually transitioning to non-face-to-face procedures for new policy applications and during the policy period. The company has also implemented measures to support SMEs that have been severely affected by the COVID-19 pandemic, including interest-free loans to policyholders and free provision of COVID-19 mutual support insurance as a contribution to society. Going forward, as part of its mission to protect SMEs, the company will continue to expand the number of corporate customers by providing products and services that meet the needs of SME owners.

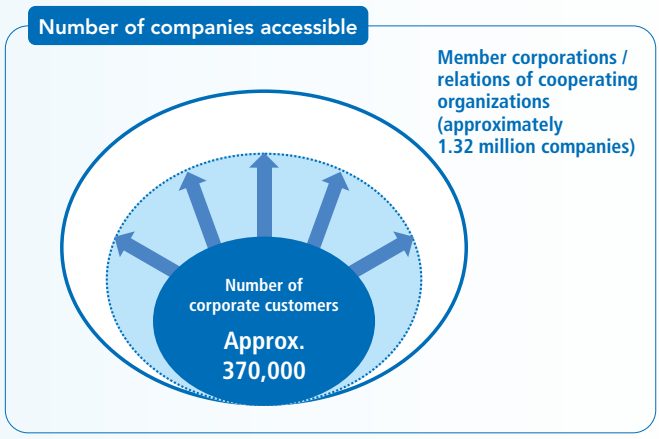
* The Zoom name and logo are trademarks or registered trademarks of Zoom Video Communications Inc. in the United States and other countries including Japan.



Markets

Expand the number of corporate customers by providing coverage to more SMEs

In the wake of the COVID-19 pandemic, it is increasingly important for the SMEs targeted by Daido Life to secure coverage for business continuity, which means Daido Life needs to deliver coverage to more customers than ever before. At present, there are approximately 370,000 corporations with contracts with Daido Life, but there are about 4 million SMEs and individual business owners in Japan, leaving much room for expansion. Going forward, the company aims to expand the number of corporate customers by providing products and services that meet the needs of SMEs and delivering them to more SME customers.



Source: Ministry of Internal Affairs and Communications, "Economic Census for Business Activity"

Initiatives by Daido Life during the COVID-19 pandemic

Changing all process to non-face-to-face procedures

Online sales

New policy application procedures

Procedures over mails (April 2020)
- New policy procedures by mail and phone

Remote procedures (September 2020)
- Completion of procedures with customers' smartphones, etc.

Remote examinations (April 2021)
- Medical examinations over the videophone

Self-examinations (June 2018)
- Completion of examination by the customer

Easy self-examinations (June 2021)
- Completion of urine test by the customer

Procedures during insurance contract terms

All procedures done by mail (April 2020)
- All procedures changed to non-face-to-face procedures by mail
- Omit some documents necessary for procedures

Digitalization of making claims (planned for 2021)
- Completion of procedures through electronic forms sent to smartphones, etc.
- Simplified claims assessed instantly

Utilization of Zoom (May 2019)
- Introduced to improve the efficiency of sales activities
- Deployed company-wide due to COVID-19

Loan of smartphones to in-house sales representatives (January 2021)

Strengthening inside sales (April 2021)
- Established a dedicated organization within the HQs
- Create customer contacts through webinars, etc.

AI-based training program (April 2021)
- Auto-scored role-playing

Work style reforms of sales personnel

Sales channels

Deepen and expand strong sales channels with strong relationships with cooperating organizations

Daido Life has established a unique business model of providing insurance coverage for SMEs through partners with organizations. Through this model, it has been delivering coverage for half a century. The strength of its business model lies in the fact that Daido Life has established strong relationships with each organization through the shared mission of protecting SMEs. Going forward, the company will continue to strengthen its relationship with customers by further strengthening collaborative efforts with cooperating organizations, expanding its contact points with customers through new channels, and accelerating the convergence of intimate face-to-face sales and efficient non-face-to-face sales.

In-house sales representatives	**Approx. 3,800 people**
Tax accountant agents	**Approx. 13,000 agents**
Non-life insurance agents	**Approx. 1,300 agents**

Products/Services

Providing solutions that meet the needs of SME owners with a full-range of protection and value-added services

Daido Life will continue to protect SMEs by providing a full-range of protection that combines term insurance (which covers the risk of death) and disability benefit insurance (which covers the risk of having to leave the workforce due to serious illness or physical disability). Furthermore, by integrating and promoting value-added services that support the resolution of management issues that cannot be covered by insurance alone, the company will offer SMEs value in the form of "insurance + extras" to contribute to their business continuity and development.

Suggesting a full-range of protection death + disability / corporations + individuals × **Management support / health assistance services**

Corporations	Death benefit	• *R-type* • *L-type Alpha*
	Disability benefit	• *J-type / J-type Alpha* • *T-type / T-type Alpha* • *M-type*
Individuals	Nursing care benefit	• *Shunyu Relief* • *Kaigo Relief Alpha*
	Asset formation and inheritance measures	• *Life Gift Alpha* • Single-premium foreign currency insurance from T&D Financial Life

Supplementary services

Health care (Expanding functions)
- *KENCO SUPPORT PROGRAM, etc.*

Management assistance
- *Safety Confirmation System, etc.*

Seniors
- *Kaigo Concierge*

Revenue Growth (Taiyo Life)

Strategies for the household market, which is expanding as insurance needs grow amid the COVID-19 pandemic and more people stay at home with the spread of remote work

Although the COVID-19 pandemic had a substantial impact on its sales activities in fiscal 2020, Taiyo Life was able to adapt to the changes in society by mainly introducing new sales approaches, accelerating the integration of face-to-face and digitalized sales, and launching new products designed with COVID-19 in mind.

Specifically, since the pandemic made it difficult for sales representatives to continue engaging in traditional walk-in sales activities, Taiyo Life introduced new sales approaches such as visiting customers after setting up an appointment based on the customer data provided by the company, and carrying out promotional activities through distributing brochures to neighboring households of customers on the database (approval base).

In September 2020, Taiyo Life became the first company in the industry to launch the *Infectious disease plus hospitalization insurance (lump-sum payment type)*, which covers COVID-19 hospitalizations. Since its launch, the product has been selling well, benefiting from Taiyo Life's ability to quickly provide products that address new needs.

Market

Household market looks promising as remote work spreads, more people stay at home, and insurance needs grow

Prior to the pandemic, Taiyo Life's main targets were seniors and housewives who are home during the day. Recently, however, the pandemic has led to the spread of remote work and kept more of the middle age generation at home. This has resulted in an increase in contact points between Taiyo Life and the middle age generation. To take advantage of this opportunity to expand its presence in the household market, Taiyo Life will combine face-to-face and non-face-to-face approaches to attracting and soliciting customers, and build a system that can meet the needs of various customers regardless of age.

Attraction / Solicitation	Face-to-face	Non-face-to-face
Face-to-face	Sales representative Over-the-counter (OTC) sales	Infomercials *Sma-Hoken* (In coordination with sales representatives)
Non-face-to-face digital	Remote application	*Sma-Hoken* (100% online policy)

Sales Method

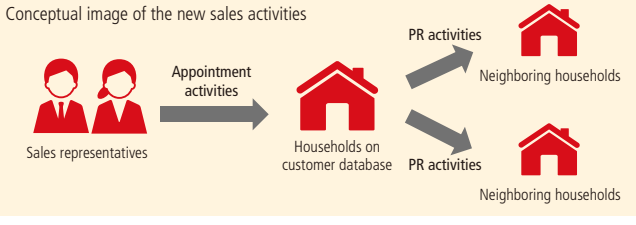
Establishing a new sales approach that integrates face-to-face and digitalized sales

In addition to continuing the new sales approaches introduced in response to the COVID-19 pandemic (appointment-based customer visits and promotional activities), Taiyo Life will further boost productivity and efficiency by centrally managing existing customer information as well as information on new and potential customers acquired through *Sma-Hoken* and infomercials. To this end, the company will continue to enhance its data analysis platforms, including by establishing a new customer database and renewing the *Taiyo Life My Page*.

Appointment activities (using database)
Activities of sales representatives to secure appointments with customers using customer data provided by the company and make policy proposals.

+

PR activities (promotions)
Activities to find new potential customers by distributing brochures to neighboring households of customers on the database (approval base).



Market (household market)

[Changes to the environment]
- Increase of remote work
- Increase of people at home
- Rising needs for insurance

→ Diversifying sales channels to expand customer contacts to middle age generation, in addition to the elderly
(Infomercials, *Sma-Hoken*, etc.)

Sales method (Integration of face-to-face and digital)

[Changes to the environment]
- Difficult situation for walk-in-sales
- Spread of online procedures

→
- "Gathering and enhancing customer database" and "distribution of brochures to households (approval base)" by two sales representatives
- Accelerating integration of "face-to-face" and "digitalized" sales

Products (life protection focused on third sector)

[Changes to the environment]
- Concerns over pandemics e.g. COVID-19
- Increase of stay-at-home middle age generation

→
- Launch of new products covering new needs during the COVID-19 pandemic: *Infectious disease plus hospitalization insurance (lump-sum payment type)*
- Expanding sales of *Hoken Kumikyoku Best* to middle age generation

Products/Services

Healthy and long life for the Centenarian Age: Continuously offering insurance products and services that support secure and fulfilling lives

Taiyo Life will support the health and longevity of all customers, including the middle age generation as well as seniors, by developing products in response to social issues. For example, the *Infectious disease plus hospitalization insurance* (*lump-sum payment type*) launched in 2020, which covers COVID-19 hospitalizations, gained widespread popularity not only among our traditional customer segments of seniors and women, but also among new customer segments because it was an insurance policy that addressed a social issue. In addition, the company launched the *Cancer/critical illness prevention insurance* in June 2021 to help customers live longer and healthier lives through early prevention and detection of cancer and other critical illnesses. Taiyo Life will expand its customer base by continuing to support the health and longevity of not only seniors but all customers, including the middle age generation.

Freely-combined coverage
Hoken Kumikyoku Best

Customized coverage according to each customer's request

- Death benefit
- *Cancer/critical illness benefit*
- Disability / dementia / nursing care
- Medical benefit
- Waiver of premium payment
- Advanced medical care
- Fund preparation

ガン・重大疾病予防保険

Cancer/critical illness prevention insurance (Launched June 2021)

Coverage: Coverage of up to **¥20 million** for predetermined conditions due to **19** illnesses, including cancer, heart attack, stroke, and diabetes.

+ Prevention: Prevention benefit / AminoIndex® Risk Screening

First to launch 感染症プラス入院一時金保険

Infectious disease plus hospitalization insurance (Lump-sum payment type) (Launched September 2020)

1. Covers hospitalization due to specific infectious diseases including COVID-19
   → Pays up to **¥600,000** if combined with hospitalization lump-sum payment insurance
2. Online enrollment also available through *Sma-Hoken*

Himawari Dementia Prevention Insurance

(launched October 2018)



ひまわり認知症予防保険

1. Simple health disclosure accepted for application
2. Payment of preventive benefits that can be used for dementia prevention services
3. Double insurance claim payment for dementia (diagnostic and treatment benefits)*
4. Coverage for hospitalization and surgery due to designated illnesses that are common among seniors

* When enrolled in both *relaxed-underwriting type dementia diagnosis insurance* and *relaxed-underwriting type dementia treatment insurance*.

Expansion of Profit (Upgrading Life Insurance Investment)

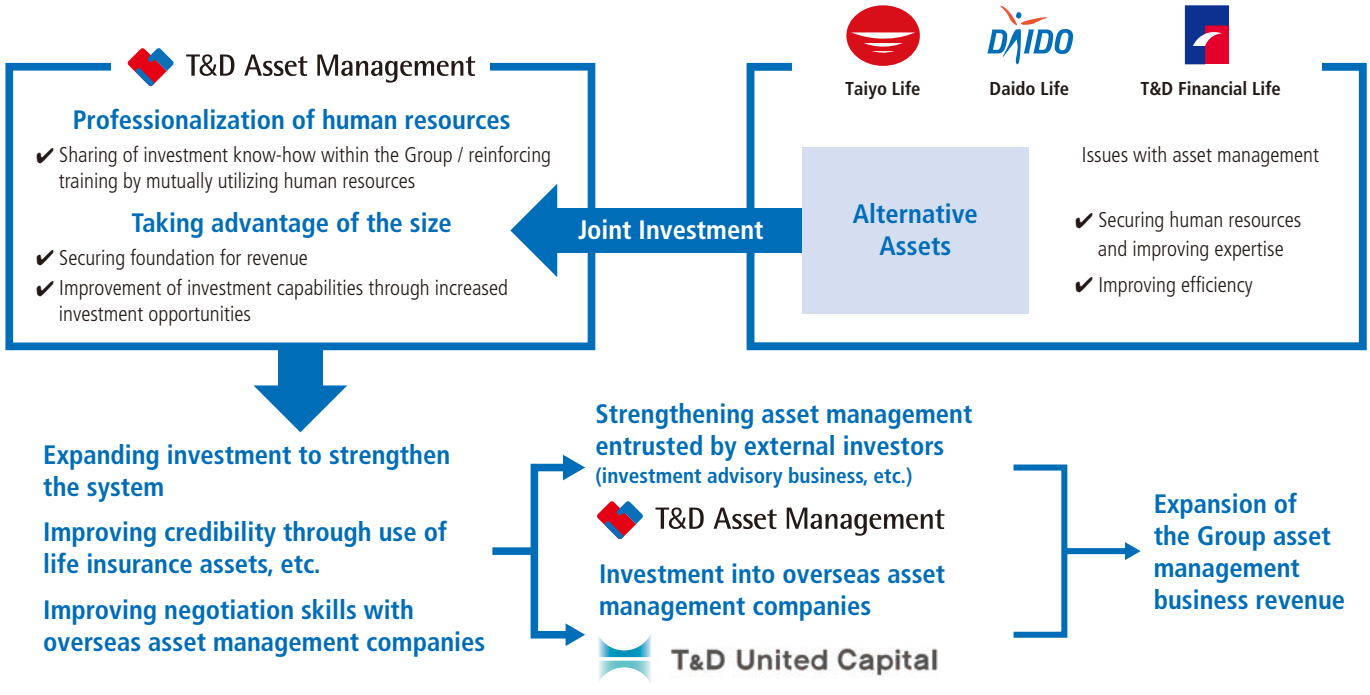
Upgrading Life Insurance Investment and Reinforcement of Asset Management Business

As a low interest rate environment is expected to continue for the long term, enhancing profitability in asset management is a common issue among the Group's life insurance companies chiefly in preparation of the introduction of an economic value-based regulation. In addition, expanding the asset management business is inevitable for the Group growth due to its affinity to the Group's businesses and a high return on invested capital.

With the aim of reinforcing its asset management function, the T&D Insurance Group aims to improve its investment capabilities by securing and developing specialized human resources as well as to optimize and streamline asset management by increasing invested assets. To this end, the Group will bring together the asset management functions related to alternative investments into T&D Asset Management.

As the first step for this goal, T&D Asset Management established a department specialized in the Group's asset management in July. As managed assets have been diversified and increased particularly overseas, the Group plans to expand alternative assets and has begun to integrally manage them through the consolidation into T&D Asset Management. The Group expects that integrating know-how on alternative investments and those who are entrusted with the investments will lead to the realization of more efficient and higher performance.

The Group will continue to promote the integration of its asset management by transferring the existing funds to T&D Asset Management with the company managing new funds. By leveraging the expansion of the investment size through the integration of managed assets, the Group also aims to increase assets entrusted by external investors and expand its asset management business.



Expansion of Profit (Approaching Millennials/Generation Z)

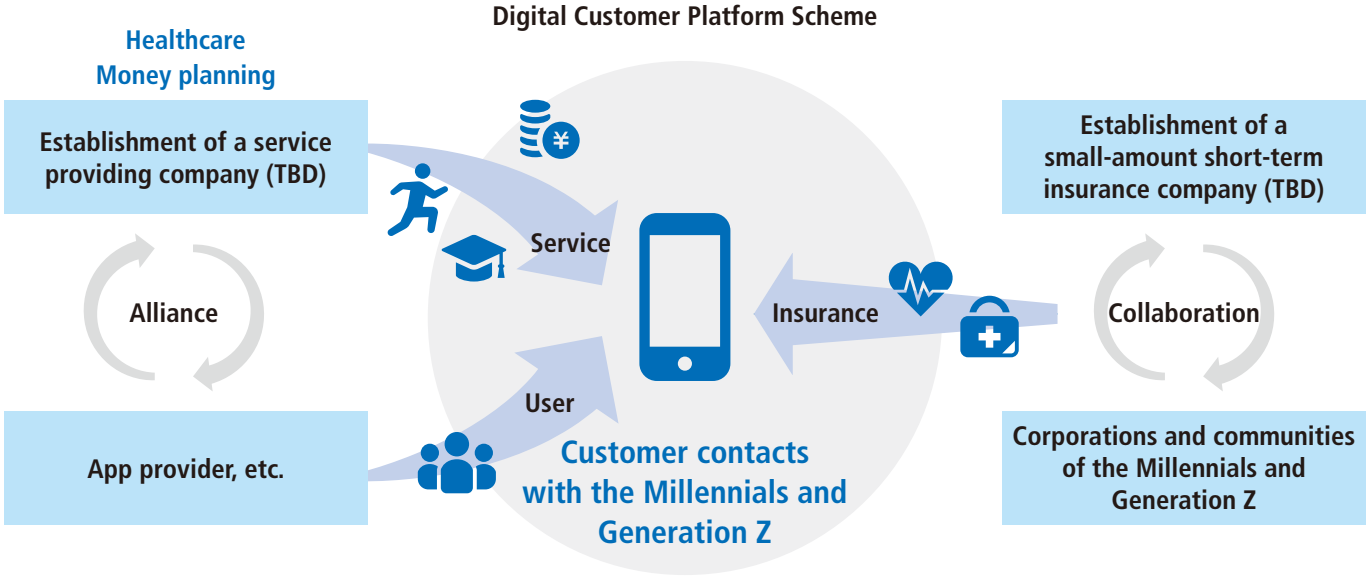
Shaping a New Economic Zone Centered on Digital to Establish Customer Contacts with the Millennials and Generation Z, who will Lead the Next Generation

For the domestic life insurance business, the Group's life insurance companies have been successful in their specialized strategies. However, competition has been more intensified in the Japanese market due to a declining birth rate and aging and dwindling population.

Under such circumstances, a major issue is how to secure contacts with young generations, especially the Millennials and Generation Z, who lack interest in insurance. Then, the T&D Insurance Group seeks to shape a new economic zone centered on digital tools such as apps and SNS to create customer contacts with the Millennials and Generation Z, who will lead the next generation.

To this end, through cooperation and collaboration with companies and communities having a lot of contacts with these generations, the Group will be agile in providing insurance products that meet new and unprecedented needs as well as various services within the economic zone.

By creating new contacts to establish long and stable relationships with the customers, the Group will also contribute to the diversification of its whole customer contacts by sharing the established customer platforms and channels with the Group companies.



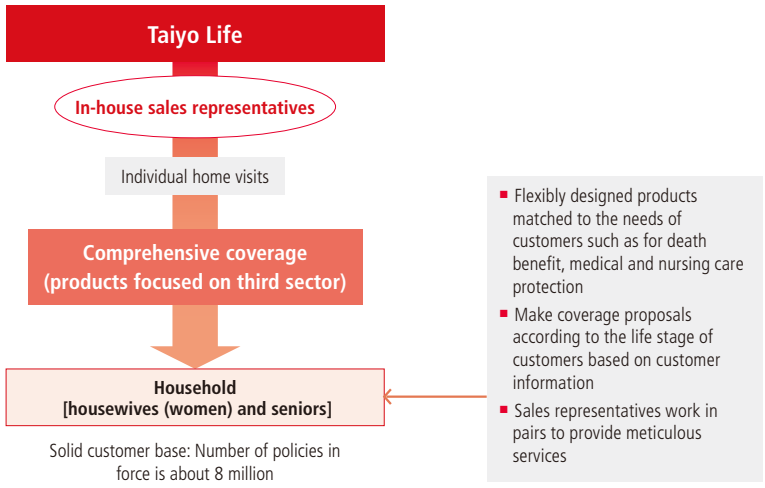
To create new customer contacts

The Domestic Life Insurance Business

Taiyo Life

Business Model

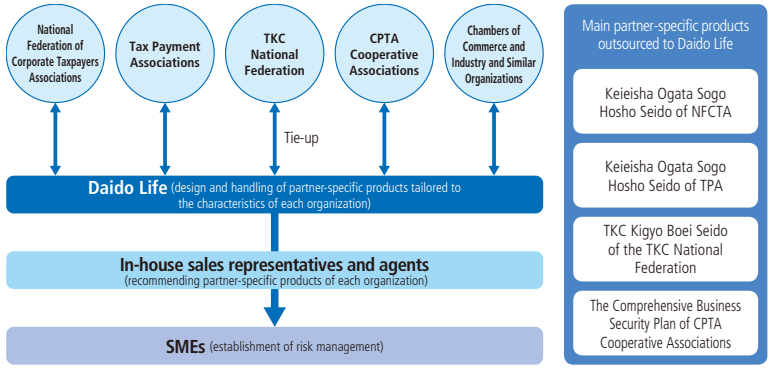
Taiyo Life's core business is sales of life insurance in the household market. In-house sales representatives visit homes directly and propose the appropriate coverage for each household. The mainstay product, *Hoken Kumikyoku Best*, allows customers to freely combine the coverage they need. This enables the company to propose coverage which meets the needs of each household. The company is therefore able to offer comprehensive coverage to households by taking advantage of its strengths in the household market.



Daido Life

Business Model

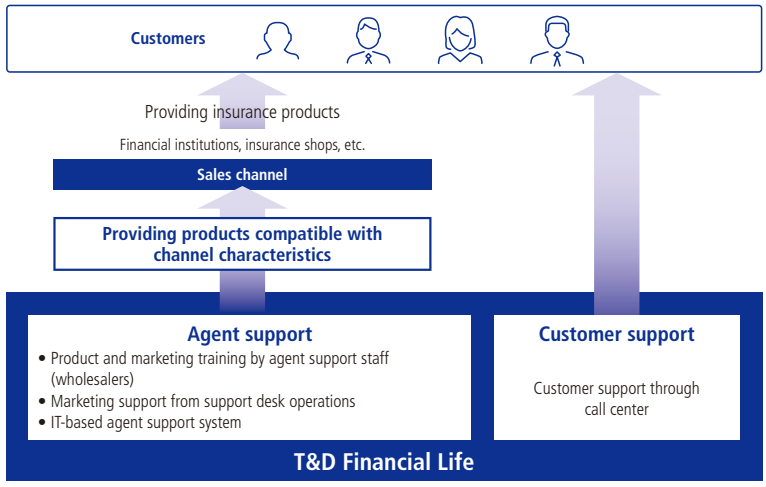
Daido Life is a life insurance company that specializes in the SME market, with contracts with some 370,000 corporate clients. The company, which ties up with SME-related organizations and tax accountants' groups, positions the offering of its products and services developed according to the organization's characteristics as its core business. The company has established a unique business model of offering these products and services as appropriate coverage for the SMEs through two channels: in-house sales representatives and agents.



T&D Financial Life

Business Model

T&D Financial Life specializes in providing products through independent insurance agents including financial institutions and insurance shops, which handle products from multiple insurers. The company is promoting the further expansion of agent networks, the speedy development of products differentiated by type of benefit and added value, and cost efficiencies, in order to enhance its presence in life insurance sales through the independent insurance agent channel.



Strengths

- Solid foundation in the household market built by the continual development of new customers through "Combination Activity" where in-house sales representatives form pairs on visit to individual households
- Provision of products that meet customer needs in response to social issues, such as *Infectious disease plus hospitalization insurance (lump-sum payment type)*, which covers hospitalization due to COVID-19
- Senior-friendly customer service

Growth Opportunities

- Growth of senior population
- Increasing percentage of the middle age generation at home due to the spread of remote work
- Increasing needs for insurance during the COVID-19 pandemic
- Growing needs to make self-provision for pension, medical care, and nursing care
- Extension of healthy life expectancy and growing awareness of health promotion among seniors

Strategies

- Promotion of hybrid sales using information from *Sma-Hoken* (internet channel), infomercials, and other channels
- Promotion of digitalization to enable face-to-face and non-face-to-face interactions and establishment of a system that can respond to a wide range of customer needs
- Action to enhance survival benefits, such as medical and nursing care benefits, as well as benefits and services to prevent dementia and other serious diseases
- Development of products in response to social issues in order to support the health and longevity of all customers, including not only the elderly but also the middle age generation

Strengths

- Superiority of business model
- Accumulation of management resources suited to developing the corporate market
- High-quality customer-support framework
- Comparatively sound finances

Growth Opportunities

- Growing and increasingly diverse customer needs
  - Growing need for disability benefit due to aging population and other factors
  - Growing need for business succession and inheritance measures due to tax reforms and other factors
- Increasing awareness of health promotion
- Progress in digital technologies enabling new operational innovations

Strategies

- Development of services that provide new value through "insurance + extras," with a focus on healthcare and nursing care, management issue support, and senior and affluent segments
- Construction of a new collaborative scheme that integrates the strengths of its in-house sales representatives and agent channels, and development of a new channel for banks and financial institution agents
- Development of new markets by strengthening responses to the needs of the senior segment
- Establishment of a platform for SMEs and promotion of non-face-to-face insurance procedures

Strengths

- Concentrating management resources on the independent insurance agent channel, owning predominant agent channels of financial institutions, etc.
- Strength in product development to create unique products
- Streamlined system

Growth Opportunities

- Increasing needs for asset formation and medical benefits due to an aging population
- Changes in the market, such as emerging new sales channels (e.g., OTC sales at banks and insurance shops), and entry of new players from different industries into the insurance shop field

Strategies

- Product development responding to diversifying needs and channel expansion
- Improvement of convenience through the use of IT, from a customer-oriented perspective
- Development of new channels and expansion of services for customers and agents through integration of real and virtual
- Development and expansion of agents by offering products with a certain level of price competitiveness and differentiated benefits and services, etc.

The Domestic Life Insurance Business

Taiyo Life



Naoki Soejima

Taiyo Life Insurance Company
Representative Director
and President

Strategy to achieve the management plan

Taiyo Life has responded to customer needs by diversifying channels and offering new products. Today we see an unprecedented change in people's behavior in the wake of the COVID-19 pandemic. During the pandemic, many customers have expressed their support for *Sma-Hoken*, our fully-online insurance that combines an online insurance quoting and enrollment process with attentive service from our highly trained personnel, as well as our remote application process (non-face-to-face solicitation), which combines *Sma-Hoken* with consulting and application procedure support through the sales representative channel. At the same time, products that respond to social issues, such as *Infectious disease plus hospitalization insurance* (*lump-sum payment type*), which covers hospitalization due to COVID-19, have also been well received.

Going forward, we will continue to further develop our sales representative channel and new channels, such as *Sma-Hoken* (internet channel), to meet customer needs, and we will continue to support the health and longevity of all our customers by developing products that respond to social issues.

Daido Life



Mutsurou Kitahara

Daido Life Insurance Company
Representative Director
and President

Strategy to achieve the management plan

In recent years, the environment surrounding SMEs has changed and the needs of business owners have become more diversified. This is because business owners are now active for a longer period of time owing to the advances in medical technology and more concerned with promoting health as well as inheritance and business succession issues. In this changing environment, Daido Life is working to offer a full-range of protection by enhancing its disability benefit insurance in addition to its mainstay death benefits. In addition, Daido Life is providing the value of "insurance + extras," which is widely useful for the business continuity of SMEs. Our value-added services include practical tools for health and productivity management at SMEs such as the Daido Life KENCO SUPPORT PROGRAM as well as our *Safety Confirmation System*. On the sales front, we will continue to accelerate the shift to remote and digital operations, improve customer convenience, promote the penetration and retention of sales activities that correspond to the new normal, and reform the work styles of our sales representatives.

T&D Financial Life



Masafumi Itasaka

T&D Financial Life
Insurance Company
Representative Director
and President

Strategy to achieve the management plan

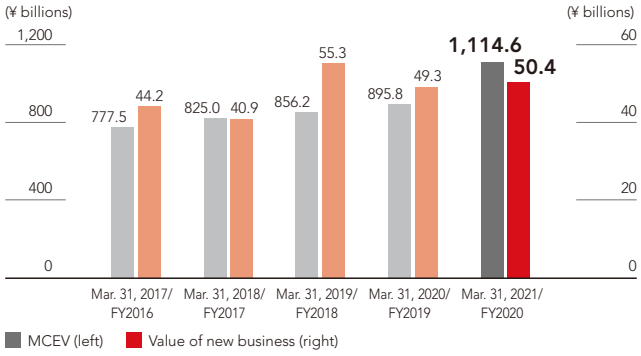
For senior customers, T&D Financial Life provides wealth creation products to support a comfortable retirement life by preparing for post-retirement expenditures and respond to the need for protection for bereaved families. For customers who are working and/or raising children, the company offers protection-type products at an affordable price.

Competition is fierce in insurance sales through agent channels such as financial institutions. However, since this is an area where market share is expected to continue to increase, we will continue to expand our single-premium products and level-premium products to meet the needs of our customers in light of the arrival of the era of the 100-year life and the progression of Japan's super-aged society. In addition to insurance products, we will also work to provide ancillary services that complement insurance products.

In addition, in the sales channel, we will expand customer contact points and enhance agent support through integration of real and virtual.

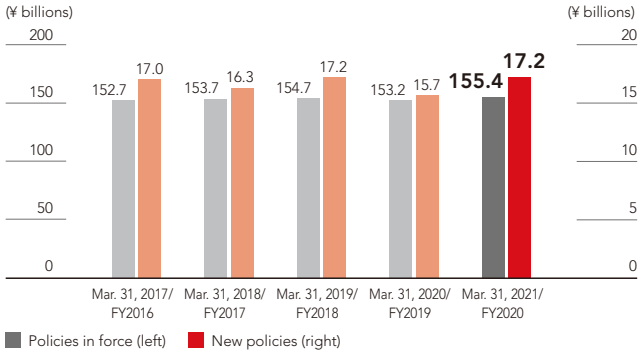
Through these efforts, we aim to expand our presence and business performance in the market mediated by financial institutions and other agents.

MCEV* / Value of New Business*

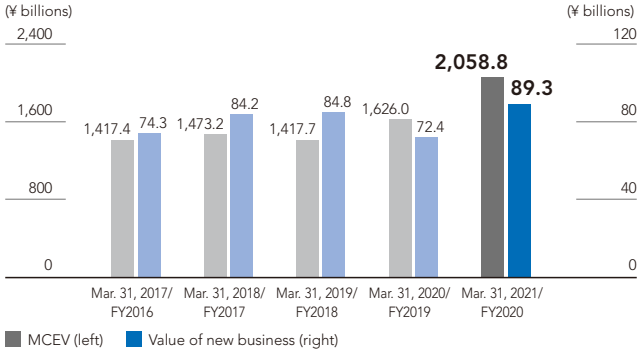


* The company applies ultimate forward rate (UFR) from FY2019/Mar. 31, 2020.

Protection-type Annualized Premiums

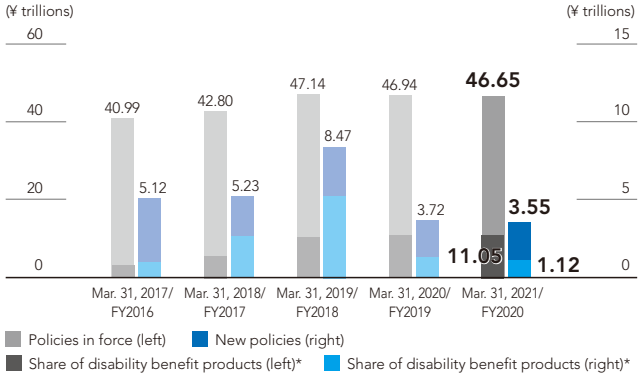


MCEV* / Value of New Business*



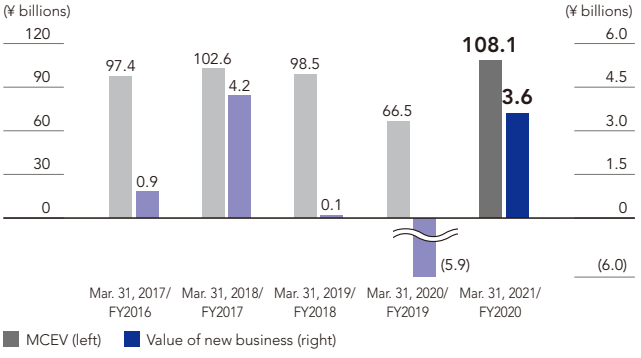
* The company applies ultimate forward rate (UFR) from FY2019/Mar. 31, 2020.

Policy Amount



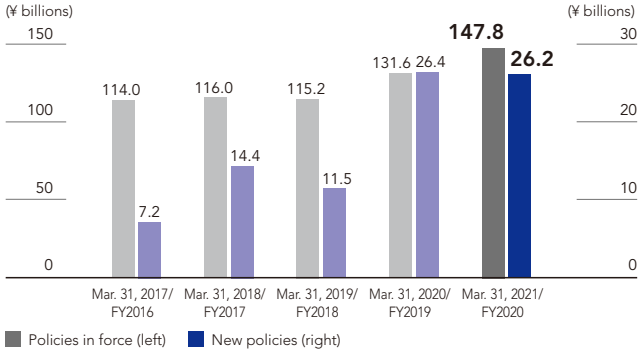
* Disability benefit products include *J-type*, *T-type*, *Kaigo Relief Alpha*, *Shunyu Relief*, and so forth.

MCEV* / Value of New Business*



* The company applies ultimate forward rate (UFR) from FY2019/Mar. 31, 2020.

Annualized Premiums



Group Companies

T&D Asset Management

One Step Forward, Together with Our Clients

T&D Asset Management operates an investment trust business by offering investment trusts through financial institutions, as well as an investment advisory business by managing funds for pension funds and institutional investors. As an ultra-low interest rate environment has continued for the long term, wealth creation for the future is a significant social issue in each generation. Under such circumstances, in line with its principles of "Make a Difference," the company will endeavor to provide products and services that satisfy its customers and make every effort to contribute to solving social issues by working on characteristic management and product development.

In July 2021, the company established the Life Insurance Asset Management Department in charge of asset management of the Group's life insurance companies. The company works on sharing management know-how within the Group, securing and developing specialized human resources, and boosting asset management efficiency while taking advantage of scale, to leverage synergies. Through these efforts, T&D Asset Management will aim to upgrade asset management and expand its asset management business.



Pet & Family Insurance

Bringing peace of mind to a full life with pets who are members of the family

Pet & Family Insurance provides pet insurance mainly through pet shops, where many prospective pet owners meet their pets for the first time. It is now becoming commonplace that people recognize pets as part of their family to live with them for the full duration of their life. For this reason, there is growing interest in pet healthcare and measures for covering such costs. The company believes it is its social mission to meet the needs of pet owners by popularizing pet insurance.

Given that many people take out pet insurance when they buy their pet at a pet shop, it is working together with mainstay pet shop agencies to increase insurance coverage when pets are sold. The company will continue to provide insurance products that meet customer needs and improve its services so that both pets and their owners can lead healthy and affluent lives.



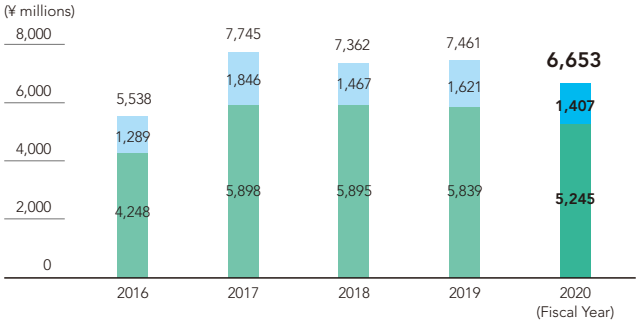
T&D United Capital

Realizing Dreams Together

As the driving force behind the Group's aim to diversify and optimize its business portfolio, T&D United Capital is working to expand medium- to long-term Group earnings by investing in new business areas that have a strong affinity with the life insurance business. In fiscal 2019, the company took an equity stake in French asset management and investment company Tikehau Capital SCA, and in fiscal 2020, it made the US-based reinsurance holding company Fortitude Group Holdings, LLC an equity-method affiliate. Going forward, T&D United Capital will work on expanding and strengthening the closed book business, while placing it as a strategic important area under the Group Long-Term Vision.

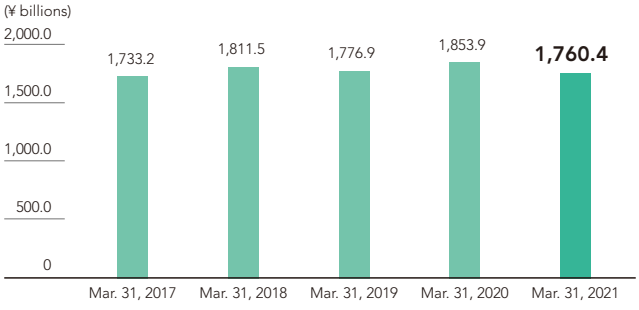


Operating Income (by Business)



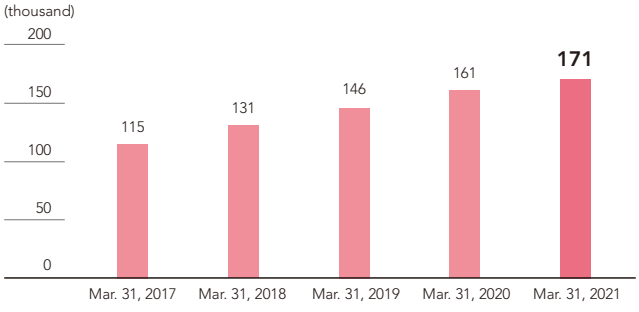
* From this fiscal year (FY2020), operating income is a figure before deducting commissions, research outsourcing expenses and others. Also for the previous fiscal years, the same calculation method is applied.

Investment Trust AUM



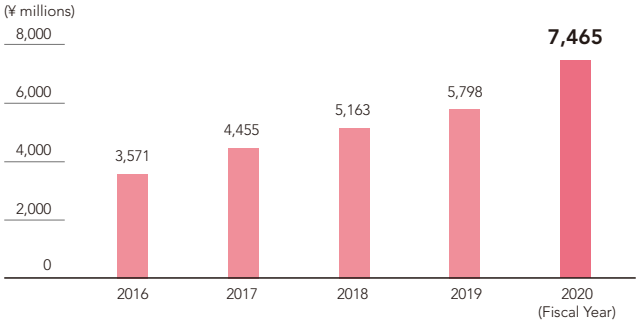
* From this fiscal year (ended Mar. 31, 2021), the whole investment trust AUM including from the investment trust and investment advisory businesses are described. Also for the previous fiscal years, the same calculation method is applied.

Number of Policies in Force



* The above represents the total of individual insurance and group insurance.

Net Premium Income (Pet Insurance)



Equity acquisition of the US-based reinsurance holding company, Fortitude Group Holdings, LLC

Characteristics of Fortitude Group Holdings, LLC

- Fortitude Group Holdings is a US reinsurance holding company that owns Fortitude Re, a Bermuda-based reinsurer.
- Fortitude Re underwrites reinsurance for some in-force policies no longer sold by AIG.

Aims of T&D United Capital

- By taking an equity stake in Fortitude as a strategic partner alongside Carlyle and AIG, T&D United Capital aims to diversify the Group's sources of revenue and create synergies over the medium- to long-term with the domestic life insurance business.

Capital and business alliance agreement with French asset management and investment company Tikehau Capital SCA

Characteristics of Tikehau Capital SCA

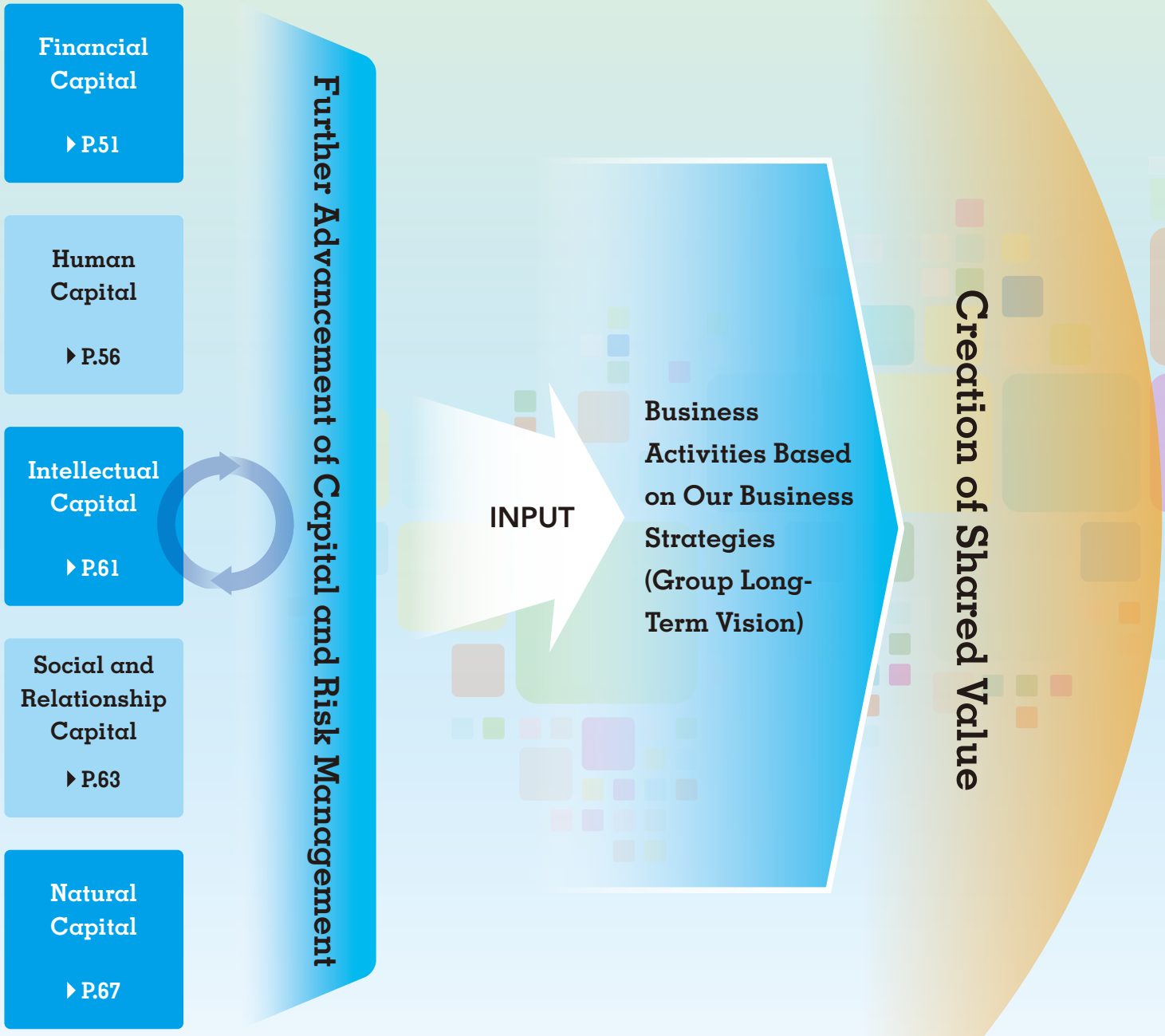
- Offers various alternative investments (management of mainly private debt, real estate, and private equity) to institutional and individual investors.

Aims of T&D United Capital

- Provide private debt products to mainly Japanese pension funds through collaboration between T&D Asset Management and Tikehau Capital SCA.
- Explore the possibility of engaging in joint marketing also for other managed products in Japan.

Further Advancement of Capital and Risk Management

The T&D Insurance Group aims to boost the five capitals: Financial Capital, Human Capital, Intellectual Capital, Social and Relationship Capital, and Natural Capital, and strives to prevent them from being damaged. By injecting them as sources required to implement its business activities and strategies, the Group contributes to the creation of shared value.



Competitive Advantage Sources — 1

Financial Capital

The T&D Insurance Group enhances capital efficiency and ensures a solid management base by leveraging its specific financial strategy.

Profitability Indicators (March 31, 2021)	Group Adjusted Profit	Adjusted ROE	Value of New Business	ROEV*
	¥77.9 billion	5.8%	¥143.4 billion	25.4%

* Base excluding valuation gains/losses, etc. related to Fortitude

Soundness Indicators (March 31, 2021)	Economic Solvency Ratio (ESR)	Solvency Margin Ratio			
		T&D Holdings (consolidated)	Taiyo Life	Daido Life	T&D Financial Life
	225%	1,094.8%	852.8%	1,293.5%	826.8%

Return to Shareholders (Fiscal 2020)	Adjusted DOE	Total Payout Ratio
	3.0%	48.0%

Towards More Sophisticated Financial Strategy



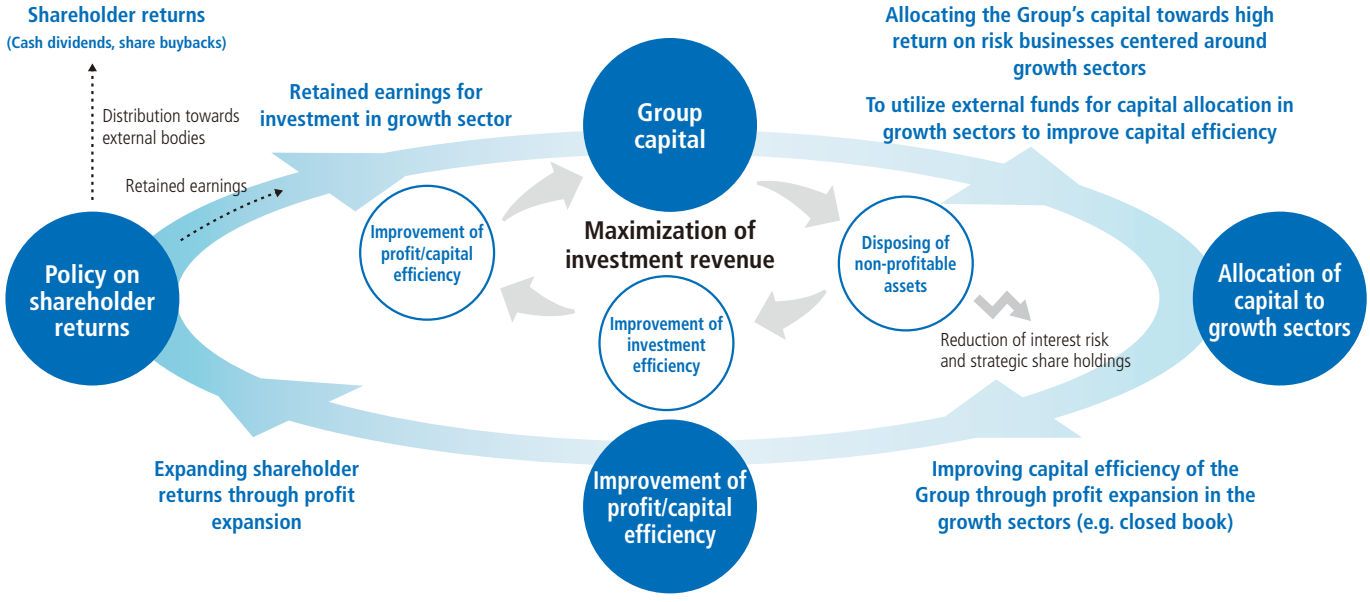
We are working to enhance capital efficiency through further advancement of ERM and upgrading of capital management.

Hotaka Nagai
Managing Executive Officer

The T&D Insurance Group has demonstrated "what we aim to be (vision)" and strategies to realize the vision in the Group Long-Term Vision formulated in May 2021. As Managing Executive Officer in charge of the Company's Group ERM Strategy Department and Group Finance & Accounting Department, I am determined to contribute to achieving the Group Long-Term Vision through further advancing ERM and upgrading capital management.

Firstly, I will explain the policies for further advancement of ERM and upgrading capital management. The policies focus on implementing the capital management cycle described below. We aim to improve capital efficiency by applying this capital management cycle.

Specifically, by allocating the Group's capital generated from our core life insurance business to high return on risk businesses including the closed book business, we plan to enhance capital efficiency through profit expansion in the growth sectors. We also intend to create a favorable cycle in which we boost shareholder returns with expanded profits as well as invest retained earnings in further growth sectors.



Making Effective Use of Capital

In the Group Long-Term Vision, we have adopted adjusted ROE and ROEV as the Group's key performance indicators (KPIs) to enhance capital efficiency. We set a target of 8% for adjusted ROE in fiscal 2025. As for ROEV, we aim to achieve a stable and sustainable growth that exceeds 7.5% annually in the medium- to long-term.

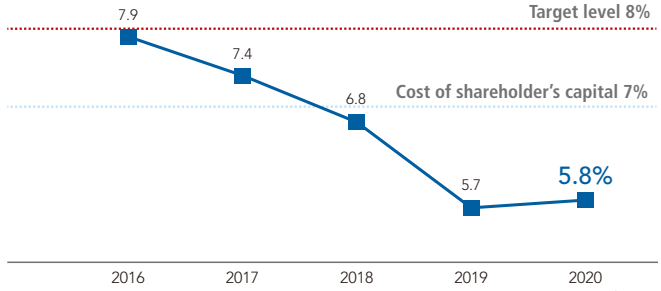
Moreover, we work on cutting the cost of shareholder's capital, while increasing adjusted ROE. Although we recognize that the current cost of shareholder's capital is approximately 8%, we aim to cut down on the cost to 7% by reducing risks and improving profit stability.

Secondly, I will explain risk management. To develop a structure that is less susceptible to the fluctuations of the financial market and secures a stable profit, we aim to reduce investment risks and increase insurance underwriting risks. Regarding investment risks, in specific terms, the risks of interest rates with low returns on risk and strategic shareholdings will be decreased. As for the reduction of interest rate risks, we intend to raise Daido Life's Interest Matching Ratio to the level of 60% to 70% during the period of the Group Long-Term Vision from 48.1% at the end of March 2021. Strategic shareholdings will be first reduced to approximately 20% of the Group net asset and furthermore by the end of March 2026. By allocating free surplus generated from these reductions to high return on risk businesses and assets, we will boost capital efficiency. We seek to strike a balance between ensuring soundness and improving capital efficiency by monitoring ESR to see whether we excessively take risks and Return On Risk (ROR) to check whether we earn returns commensurate with risks.

In addition, we will make use of hybrid capital and others to invest in growth sectors, while paying attention to soundness. We will maintain appropriate capital levels, while preventing the dilution of shares, and pursue improvement of adjusted ROE and ROEV to realize growth investments.

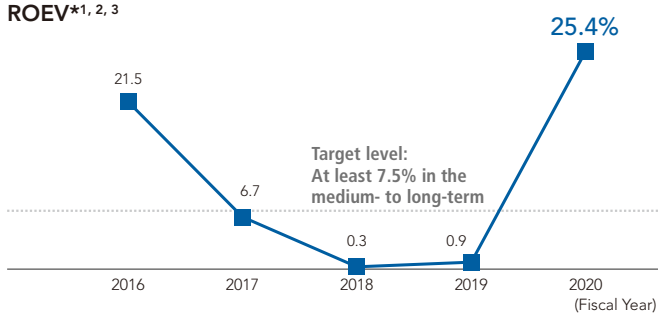
Thirdly, I will explain our approach to paying out dividends to the holding company from its subsidiaries. Dividends are paid out to the holding company by its subsidiaries after they retain necessary amount of earnings in terms of their soundness. However, the holding company has no function of fund management; therefore, capital that has no clarified use at the holding company is reserved at the Group subsidiaries in view of asset management efficiency. It is planned to pay out to the holding company once its purpose is fixed such as growth investment and shareholder returns. Going forward, we will continue to optimize the ratio of remittance from the Group subsidiaries to the holding company in view of making effective use of the Group capital.

Adjusted ROE*



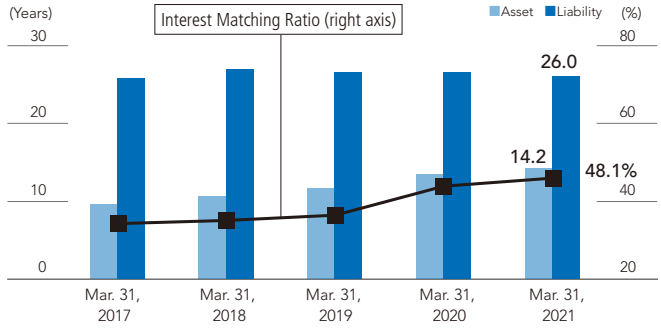
* Adjusted ROE = Group adjusted profit / Average net asset balance

ROEV*1, 2, 3



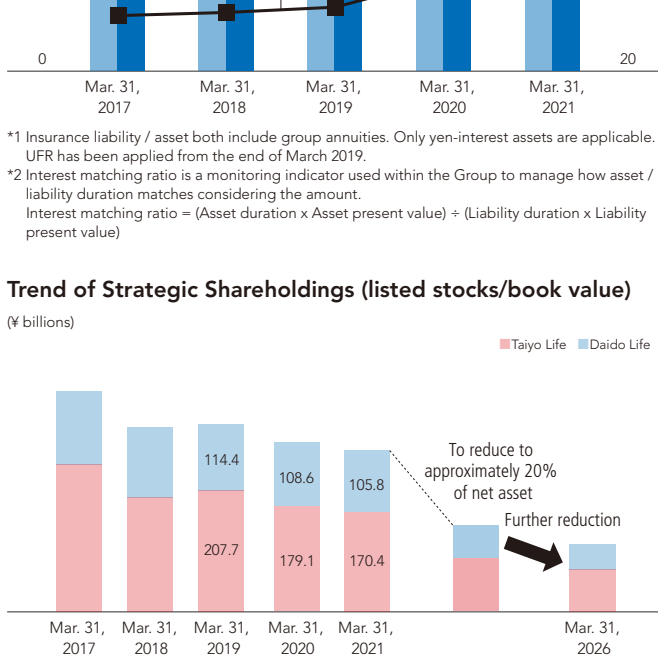
*1 ROEV = Amount of EV increase (excluding increases or decreases in capital, etc.) ÷ Average EV balance (Group basis)
*2 Ultimate Forward Rate (UFR) applied from fiscal 2019
*3 Base excluding valuation gains/losses, etc. related to Fortitude

Daido Life's Asset/Liability Duration and Interest Matching Ratio



*1 Insurance liability / asset both include group annuities. Only yen-interest assets are applicable. UFR has been applied from the end of March 2019.
*2 Interest matching ratio is a monitoring indicator used within the Group to manage how asset / liability duration matches considering the amount.
Interest matching ratio = (Asset duration x Asset present value) ÷ (Liability duration x Liability present value)

Trend of Strategic Shareholdings (listed stocks/book value)



Shareholder Returns

Finally, I will explain our policy on shareholder returns. In line with the formulation of the Group Long-Term Vision, we have introduced "returns based on shareholder's capital" in addition to "returns based on single-year profit."

For cash dividend, we will pursue stable and sustainable increase, and gradually raise adjusted DOE to approximately 4% from approximately 3% so far.

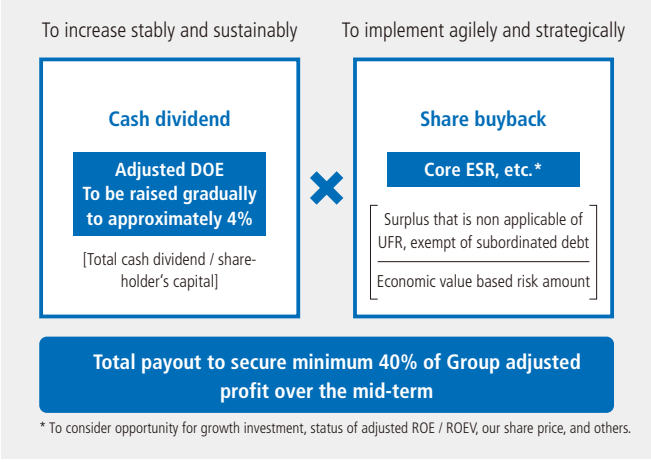
For share buyback, we will implement agile and strategic share buyback, while striking a balance with growth investments. Moreover, we have newly introduced core ESR as an indicator for considering shareholder returns, replacing the previous ESR. Core ESR is calculated using surplus, as a numerator, which is exempt of unrealized gains and losses on debts due to the application of UFR and subordinated debt. We think that the neutral level of core ESR should be 185%. If the level exceeds 185%, we will consider share buyback, with reference to the status of growth investments, adjusted ROE and ROEV, the Company's share price and others.

By steadily implementing the measures described so far and boosting capital efficiency, I am committed to help achieve the Group Long-Term Vision.

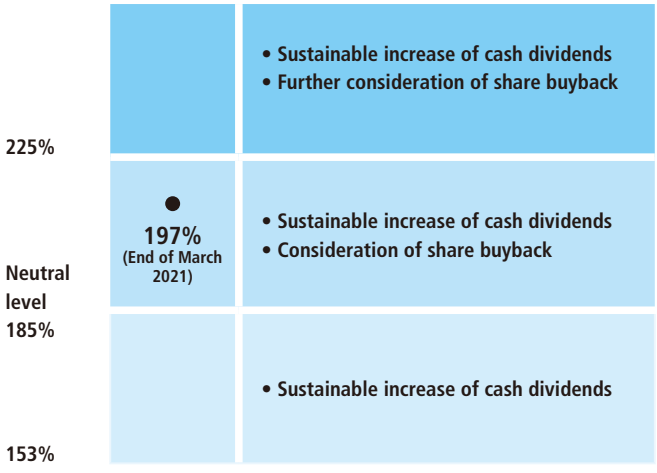
(1) For cash dividend, to pursue stable and sustainable increase, using adjusted DOE as a guide (to be gradually raised to approximately 4%).

(2) Newly introducing "Core ESR" as an indicator for considering shareholder returns. For share buyback, to implement agile and strategic share buyback that takes into account the level of core ESR.

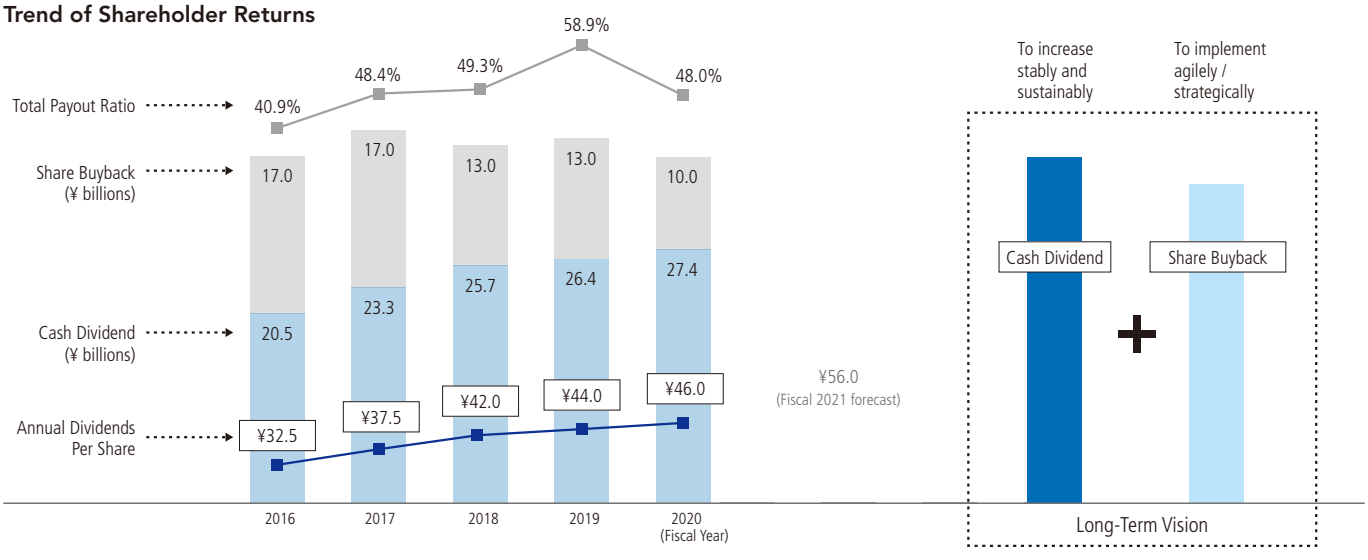
Basic approaches



Relationship between core ESR and shareholder returns

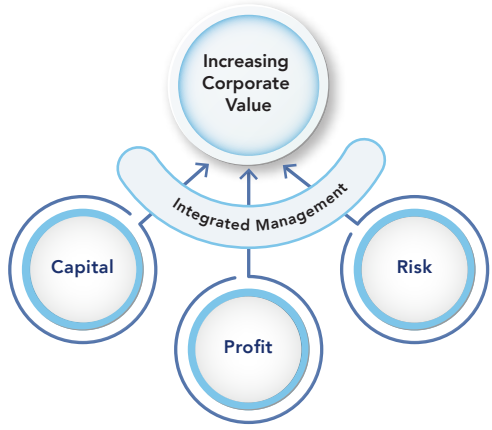


Trend of Shareholder Returns



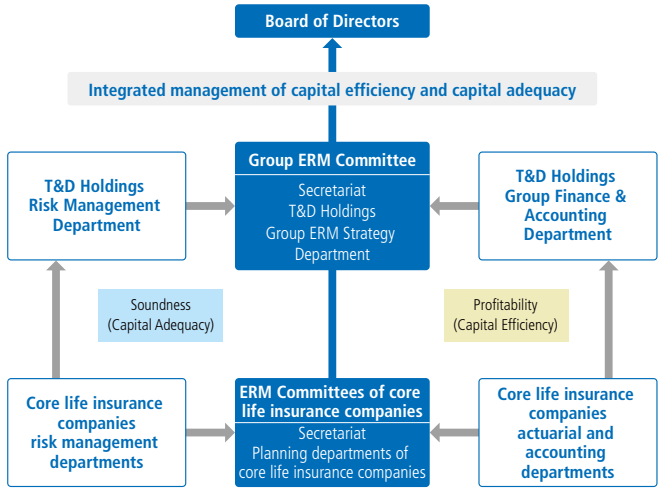
ERM (Enterprise Risk Management)

ERM (Enterprise Risk Management) is a strategic management method used to achieve managerial goals such as raising corporate value and maximizing earnings, through the integrated management of capital, profit and risk. As its major feature, it quantifies capital, profit and risk on an economic value basis to make them "visible," and by integrally managing them and making management decisions, it enables us to pursue profit by controlling soundness through a comparison between risks and management strengths.



Organizational Systems

The Group has organized the Group ERM Committee to conduct ERM on a Groupwide basis. In order to promote the advancement of ERM, the Group ERM Committee has reported directly to the Board of Directors since April 2021. The Committee was previously under direct control of the Executive Management Board and the Group Strategy Board. At the same time, the Group ERM Strategy Department, which promotes the advancement of ERM, was established independently from the Group Planning Department.



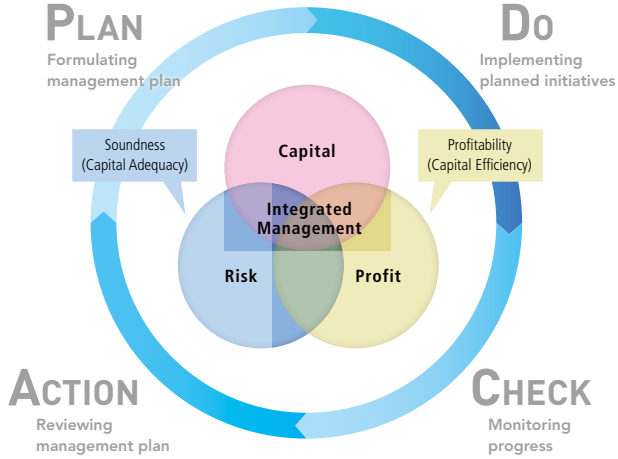
PDCA Cycle

Under ERM, the process of realizing the growth of corporate value is the PDCA cycle. It leads the management toward achieving goals, while repeating PLAN (formulating the management plan), DO (implementing planned initiatives), CHECK (monitoring progress), and ACTION (reviewing the management plan).

The Group evaluates capital, profit and risk on an economic value basis and sets standards for soundness and profitability as the Group risk appetite. Then, it promotes the advancement of ERM through the above PDCA cycle in order to meet the Group risk appetite.

Group Risk Appetite

Soundness	Required level of ESR		At least 133%
Profitability	Core ESR		Neutral level: Around 185% Appropriate range: 153 to 225%
	Adjusted ROE		At least 8.0% in the medium- to long-term
	ROEV		At least 7.5% in the medium- to long-term
		Core ROEV	At least 5.0% in the medium- to long-term



* Starting with this Mid-Term Plan period, Ultimate Forward Rate is applied to the ESR Measurement Model and to MCEV Calculation.
* ESR = Surplus (capital) ÷ EC (risk)
* Core ESR = Surplus exempt of subordinated debt, and unrealized gains and losses on debts due to the application of UFR (capital) ÷ EC (risk)
* Adjusted ROE = Group adjusted profit / Average net asset balance
* ROEV = Amount of EV increase (excluding increases or decreases in capital, etc.) ÷ Average EV balance (Group basis)
* Core ROEV = (Value of new business + Expected earnings on the risk free rate) ÷ Average EV balance (Total of three life insurance companies)

Competitive Advantage Sources — 2

Human Capital

The T&D Insurance Group works on various measures to provide workplace environments that enable all people to participate actively in accordance with its Basic Group Policy on Human Resources.

Number of T&D Insurance Group employees

(March 31, 2021)

Total: **19,615**

Employee satisfaction*

(Fiscal 2020)

T&D Holdings: 3.84
Taiyo Life: 3.61
Daido Life: 3.75
T&D Financial Life: 3.55

* Five rated evaluation

Ratio/number of female managers*

(April 2021)

17.9% **454**

* Total number of Taiyo Life, Daido Life and T&D Financial Life

Number of in-house sales representatives

(March 31, 2021)

Taiyo Life:
8,473

Daido Life:
3,766

Ratio/number of employees with disabilities*

(March 31, 2021)

2.60% **384**

* Total number of Taiyo Life, Daido Life and T&D Financial Life

Number of employees taking child care leave*

(Fiscal 2020)

Female: 331
Male: 84

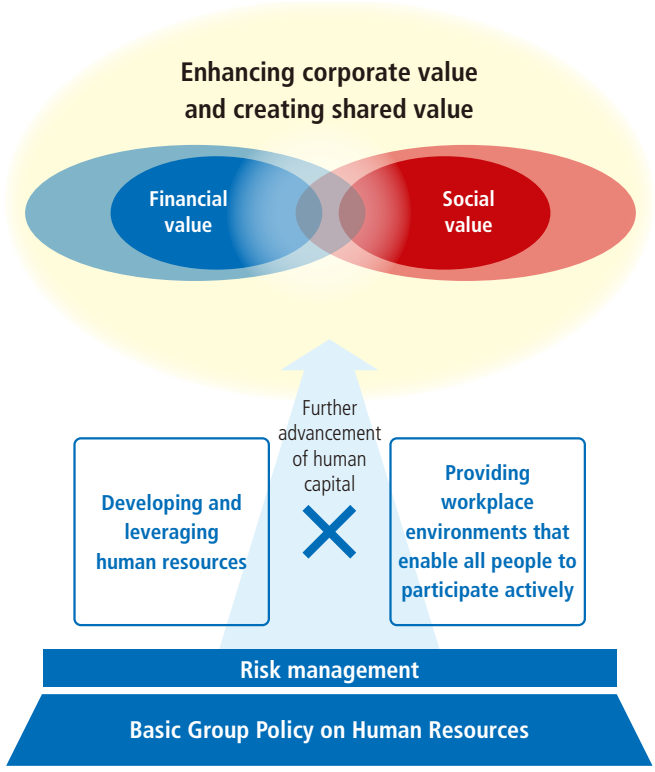
* Total number of Taiyo Life, Daido Life and T&D Financial Life

Toward Developing and Leveraging Human Resources that can Create Shared Value

With the formulation of Group Long-Term Vision as a start, the Group has amended its Basic Group Policy on Human Resources to clearly demonstrate again its universal idea not influenced by environmental changes and what we aim to be in terms of human resources. The Group positions "human resources" as the most important and greatest driving force for its business activities to realize the Group's corporate philosophy "With our 'Try & Discover' motto for creating value, we aim to be a group that contributes to all people and societies," and has established the basic policies for its human resources management.

In addition, one of the sustainability priority themes is to "provide workplace environments that enable all people to participate actively." The Group will continue the efforts, believing that employee growth and their increased satisfaction level will lead to enhancing corporate value and creating shared value.

Please refer to the website below for the Basic Group Policy on Human Resources.
https://www.td-holdings.co.jp/en/csr/csr-policy/human-resources.html



Efforts Toward Further Advancement of Human Resources and Promoting a Diverse Workforce

Developing and leveraging human resources

The T&D Insurance Group promotes creating "an open corporate culture in which each and every employee feels fulfilled in his or her work, is motivated to develop himself or herself to contribute to the Group's growth, and is able to demonstrate his or her abilities to the fullest."

Each of the Group companies aims to raise its corporate value by making the most of the originality and expertise of its business strategies. They formulate their own unique education and training plans based on the Basic Group Policy on Human Resources and work to develop and improve employee capabilities.

Action to provide growth opportunities

The three life insurance companies provide education and training, based on the main pillars of OJT (on-the-job training), group training, and support for personal development.

The companies provide enthusiastic support for acquiring qualifications, and they offer diverse curricula via distance education, e-learning, and other methods, which help each individual employee to autonomously build their career.

The companies also practice planned reassignment (rotation) so that, as each employee accumulates diverse work experience, they raise their ability to complete their work with a company-wide perspective.

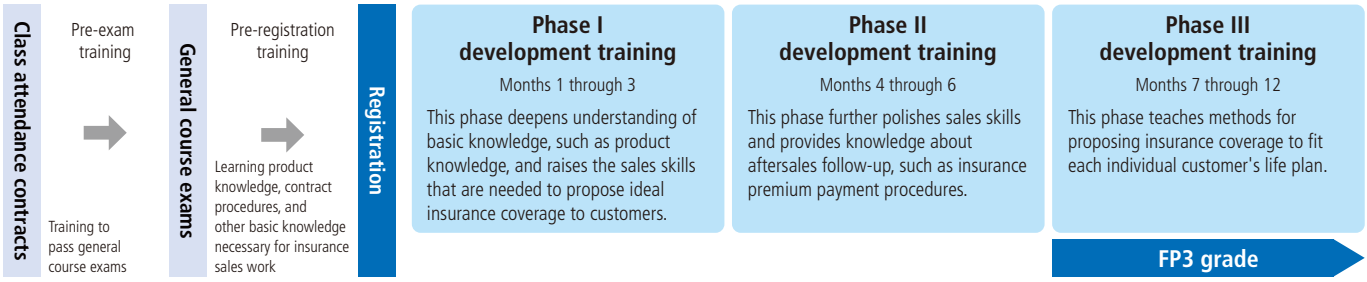
To provide better services

The Group's three life insurance companies are working to enhance the skills of their customer service staff based on a basic knowledge of life insurance, specialist knowledge and compliance essential to increase customer satisfaction. The three life insurance companies have diverse staff members such as sales representatives, customer service staff, agents and wholesalers who are engaged in duties to provide the most suitable services to customers depending upon each individual business model. The companies have developed human capital training programs for such diverse staff, and always work to provide their staff members with the best educational and training opportunities.

[New staff education programs (Taiyo Life)]

Sales staff at Taiyo Life learn about products, taxation, and FP (financial planning) through internal training and acquisition of qualifications. This training enables them to design and sell the ideal life insurance to suit the needs of each individual customer (family composition, occupation and income, children's education plans, insurance subscriptions, etc.), in order to raise customer satisfaction.

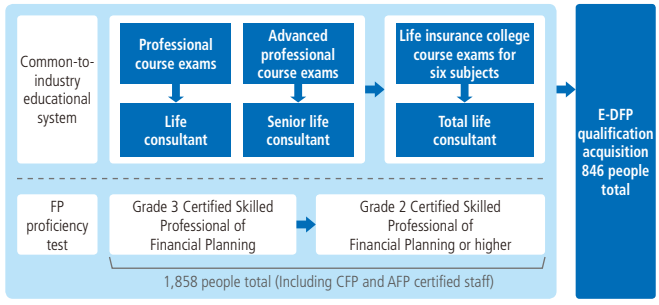
Education systems for newly-hired sales staff (New staff education, FP education)



[E-DFP system (Daido Life)]

Daido Life has established its own E-DFP (Executive Daido Financial Planner) system, which teaches sales staff a wide range of specialist knowledge, including taxation, finances, and financial products. This system is intended to enable staff to accurately grasp ever more advanced and diverse customer needs and practice high-quality consulting sales. The E-DFP qualification is accredited for those who have passed all courses in life insurance College Course Exams (six subjects) and for those who have passed grade 2 Certified Skilled Professional of Financial Planning (can also apply to AFP [Affiliated Financial Planner] and CFP [Certified Financial Planner]).

E-DFP system (As of March 2021)



Providing workplace environments that enable all people to participate actively

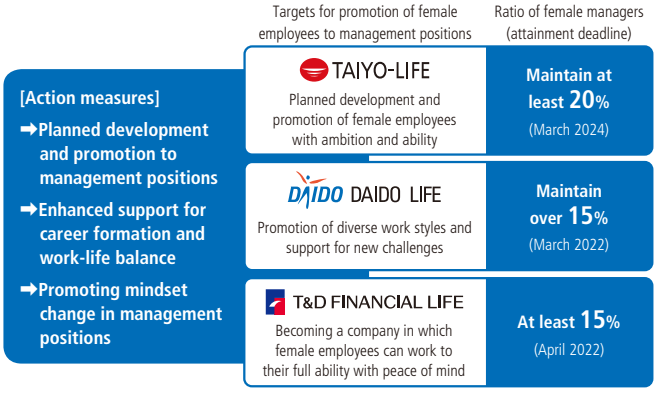
Active participation of women

The T&D Insurance Group has been promoting "the nurturing of a corporate culture where diverse human resources can feel job satisfaction and reach their potential." Under such circumstances, enabling women to further reach their potential is an important driver of sustainable growth in corporate value, and the Group recognizes that their active participation is a crucial management priority. With this in mind, the Group's three life insurance companies are working to revise their respective personnel and compensation systems, as well as introducing various support systems to juggle a job with childcare or nursing care.

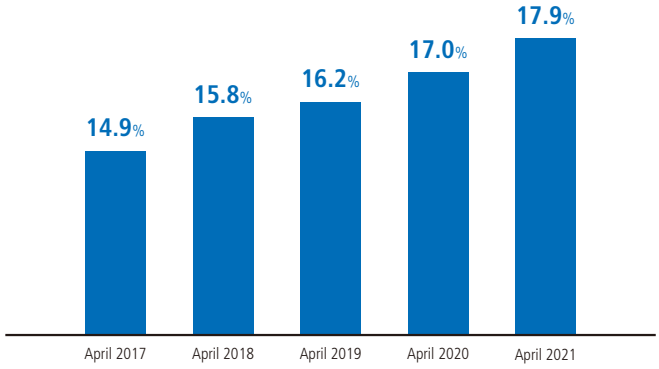
By fostering the Group-wide collaboration to reduce total working hours and encourage male employees to take childcare leave, we are promoting the creation of workplace environments where everybody is motivated to play an active role.

To steadily advance these measures to promote the active participation of female employees, the Group's three life insurance companies formulated their action plans based on their respective business models.

Action plans



Ratio of female managers (total of the three life insurance companies)



Employment of persons with disabilities

To create workplaces which are easy for persons with disabilities to work in, we advise them to attend interviews with a job-seeking support worker, so that they can go into the screening process with confidence. We also run workplace inspection sessions to prevent mismatches before and after people join the company. After persons with disabilities enter the company, we continue developing the workplace environment to facilitate their work, with measures such as installing special PC equipment and considering commuting routes. We bring in specialized job coaches who provide support, and superiors hold three-person interviews with the employee and a job-seeking support worker in attendance to provide advice. These efforts are taken throughout the company to help persons with disabilities find jobs.

Empowerment of seniors

Each of our three life insurance companies has introduced a re-hiring system for people of retirement age. From the standpoint of work-style reform, the Group is working to promote the empowerment of older workers and we are introducing various systems adapted to each company's circumstances.

LGBT-friendly

In its Human Right Policy, the T&D Insurance Group clearly states our basic approach to respecting human rights, by which we strive to develop workplace environments where every employee can exert their abilities to the full. Each Group company is working to support LGBT people too, with measures such as providing training and establishing consultation desks, with a view to promoting diversity.

Conduct of health and productivity management

Each company in the T&D Insurance Group aims to create workplace environments according to the principles of health and productivity management, in which all employees can work vigorously, both mentally and physically. By promoting Taiyo's GENKI Project at Taiyo Life and Daido KOKO KARA at Daido Life, we implement various measures to promote employee health.

Recognition for efforts

The following are some examples that the Group's efforts are recognized by external organizations.

We conduct a satisfaction level survey for employees (the results of fiscal 2020 are shown on page 56). Under the Group Long-Term Vision, we have set an employee satisfaction level as a non-financial KPI and will boost productivity by providing workplace environments that enable all people to participate actively.

Received the Excellence Award in the 3rd Platinum Career Award: our third consecutive receipt of this award.

The Group's efforts to help develop the career of employees and capitalize on them are evaluated in terms of three characteristics: long-term perspective, autonomous learning, and contribution to society.
(held by Toyo Keizai Inc., supported by the Cabinet Secretariat and the Ministry of Health, Labour and Welfare)

Examples of the Group's efforts are published in "2020 Edition Annual Health, Labour and Welfare Report—The social security system and people's work styles in the Reiwa Era—" issued by the Ministry of Health, Labour and Welfare.

Taiyo Life — Introduction of a mandatory retirement age of 65 and a continuing employment system (that allows persons to keep working up to the age of 70) as the first among large life insurance companies

Daido Life — More flexible workplaces ~ Introduction of remote work

Recognized as Certified Health and Productivity Management Organizations "White 500" for a fifth consecutive year.

Taiyo Life and Daido Life have been approved as "Certified Health and Productivity Management Organization (White 500)" for five consecutive years in the large company category, under a certification system organized by the Ministry of Economy, Trade and Industry (METI), for companies which practice health and productivity management for employee health promotion. T&D Financial Life was recognized as Health and Productivity Management Organization.

Risk Management of Human Resources

Establishment of Group HR Committee

T&D Holdings and the three life insurance companies share information about labor-related matters regarding the administrative personnel employed by the Group. The Group has established the Group HR Committee in order to cooperate in conducting surveys, formulating plans and holding consultations regarding important matters of policy to which the Group should respond. The chairperson of the committee is the T&D Holdings executive officer responsible for human resources, and the committee members are the heads of the human resource departments of the three life insurance companies. The committee meets every month. The Group HR Committee is promoting efforts to nurture a corporate culture where diverse human resources can feel job satisfaction and reach their potential. The committee does this by conducting surveys, formulating plans and holding consultations regarding policies and management methods concerned with the Group's labor-related matters. These include promoting the active participation of women and other forms of diversity, developing human resources, promoting a good work-life balance, and ensuring the health and protecting the safety of employees.

Preventing bribery and corruption

The T&D Insurance Group states the following in the T&D Insurance Group Compliance Code of Conduct: "We shall work to prevent corruption in our relationships with business counterparts, civil servants, and other parties by refraining from providing or receiving any business entertainment within reasonable bounds under normal social conventions, as well as refraining from giving or receiving gifts, in connection with our business activities worldwide." In addition to preventing bribery, we are ensuring thorough awareness by all executives and employees toward preventing corruption. This includes measures against money laundering and prevention of misappropriation and diversion of funds, using such means as a compliance program and compliance manuals. Bribery and corruption are also stipulated as extremely malicious and severely impacting criminal statutes for disciplinary action. All scandals (including concerns over possible scandals), including bribery and corruption, are reported to the Board of Directors.

For a new business investment, checks from the perspective of preventing bribery and corruption are added to the risk assessment and subjected to appropriate review.

As of fiscal 2020, no scandals or legal disputes relating to bribery or corruption has occurred.

Extract from the T&D Holdings Compliance Manual [Risks Related to Bribery and Corruption]

In today's world, bribery and corruption impede the development and economic growth of the country or region in which they occur. Bribery and corruption not only have an undue negative impact on poor regions, they also give rise to serious legal and reputational risks for companies. Many of the acts that involve corruption, such as bribery, are not only illegal in the place where a company performs them, but there is an increasing number of cases where these acts are also illegal by the laws of the home country of the company. As regards reputational risks, even if a company is judged to not be involved with corruption by the final judgment of the court concerned, there are many cases in which the reputation of the company has been damaged merely because it was suspected of corruption. A company must also pay attention to the fact that they not only take responsibility for their own actions but also for the actions of any agents that are conducting business on their behalf in other countries.

Internal reporting system

At the T&D Insurance Group, each of the Group's three life insurance companies and other Group members used to operate their own internal reporting systems. In April 2005, however, the T&D Insurance Group Helpline was established for use by all executives and employees in the Group. The T&D Insurance Group Helpline accepts, through an external company, reports of compliance issues, violations of internal rules (including suspected violations), and actions that may damage the credibility or reputation of the Group.

T&D Insurance Group Helpline

The T&D Insurance Group Helpline has rules in place that prohibit any disadvantageous treatment of whistleblowers who use the helpline. We strive to build an effective system for internal reporting by enabling whistleblowers to make reports by phone or online through an external reporting company, and making reports anonymously. The reports and the results of the investigations into them are then reported to the Audit and Supervisory Board and to management.

Furthermore, the T&D Insurance Group Help Line was registered as "Whistleblowing Compliance Management System* certified (self-declaration of conformity registration system)" under Consumer Affairs Agency in March 2021.

* A system where if a company, through its internal evaluation finds that their internal reporting system meets the "Guidelines for Private Enterprises Regarding the Development and Operation of Internal Reporting Systems Based on the Whistleblower Protection Act," then it is granted permission to use WCMS mark upon examination and validation conducted by a designated registration organization (the Japan Institute of Business Law).



Number of Calls Received by the T&D Insurance Group Helpline

FY2018	243
FY2019	258
FY2020	320

* The numbers of reports above include inquiries about the system, as well as reports of workplace issues that are difficult to consult superiors over, such as complaints or dissatisfaction.

Competitive Advantage Sources — 3

Intellectual Capital

The T&D Insurance Group is developing valuable products and services based on abundant data accumulated until now and collaborations with companies from different industries. We are also working on initiatives such as the accumulation of expertise on the closed book business toward diversification and optimization of the business portfolio.



Know-how core life insurance companies acquire in each specialized market

For more details, please refer to Characteristics of the T&D Insurance Group on page 10 and 11.



Innovative products and services through collaborations with companies from different industries



Expertise on the closed book business accumulated through participation into management of Fortitude Group Holdings, LLC

For more details, please refer to Group Companies on page 48 and 49.



Economic and market analysis ability and asset management know-how of core life insurance companies and T&D Asset Management

For more details, please refer to Expansion of Profit (Advancement of Life Insurance Asset Management) on page 42.

Towards Further Advancement of Intellectual Capital

Conduct of Daido Life Survey

Daido Life has been conducting the Daido Life Survey in the hope of contributing to a sustainable development of SMEs every month since October 2015. It is a questionnaire-based survey in which its sales representatives collect the unfiltered options of business owners of SMEs across the country. The results of the survey are compiled into a report. The survey receives approximately 10,000 answers every month and provides information as tips to help SME owners identify the management challenges they face and resolve them, and it is made available to the general public. Moreover, accumulated data is utilized, for example, to develop new products and services.

Daido Life Website
Daido Life Surve
(Japanese only)

* Previous reports can be available on Daido Life's website.



Activities of Taiyo Life Aging Society Institute

Taiyo Life established the Taiyo Life Aging Society Institute on April 1, 2020 to further develop measures that help solve social issues such as a declining birthrate and the extension of healthy life expectancy. The institute chiefly undertakes joint research with mainly academic institutions and leverages big data with a focus on the prevention, early detection and treatment of diseases. The institute aims to contribute to society by broadly publishing its results, and by reflecting the findings of its joint research into insurance products and services, it looks to develop products and services that help customers live longer and more energetic lives.

The institute conducted joint research with Tokyo Metropolitan Geriatric Medical Center. In July 2021, the research thesis using considerable accumulated walking data measured with Taiyo Life's *Dementia Prevention App**1 was published on academic journal Gait & Posture*2.

*1 Renewed on March 29, 2021 and provided as *Taiyo Life Health-Promoting App*
*2 Academic journal published by Elsevier that mainly covers studies on walking and posture Published on Volume 88 (July 2021)

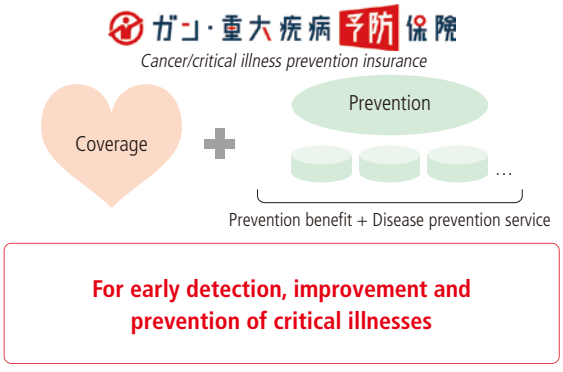
https://www.taiyo-seimei.co.jp/company/notice/download/press_article/2021/20210624_2.pdf
(Japanese only)

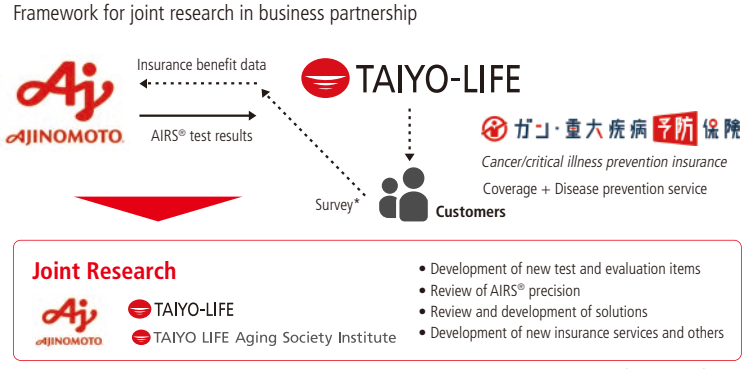
Utilizing a Business Partnership Between Taiyo Life and Ajinomoto Co., Inc. for New Products and Disease Prevention Service

In February 2021, Taiyo Life signed a business partnership with Ajinomoto Co., Inc. (hereinafter Ajinomoto), H.U. Frontier, Inc. (hereinafter HUF) and H.U. Wellness, Inc.* regarding the prevention of critical illnesses. In March 2021, Taiyo Life launched *Disease Prevention Service* that focuses on providing information of Amino Index® Risk Screening developed by Ajinomoto with tests conducted by HUF on consignment.

Taiyo Life will continue to further promote joint research initiatives aimed at developing and strengthening solutions in this business partnership with the launch of *Cancer and Critical Illness Prevention Insurance* based on a concept of coverage for and prevention of critical illnesses in June 2021 as a start.

* Changed from Selmesta, Co., Ltd. in July 2021.





* H.U. Wellness, Inc. collects surveys regarding the prevention of diseases and lifestyles.

https://ssl4.eir-parts.net/doc/TJ8795/ir_material/161955/00.pdf
(Japanese only)

Risk Management of Intellectual Capital

Initiatives on Cyber Security and Information Leakage

The T&D Insurance Group takes measures on information leakage mainly caused by cyber attacks as well as the advancement of intellectual capital. We have formulated our Group Information Security Policy and Rules on the Group's Cyber Security Management and made engagement in cyber security mandatory for all executives and employees.

* For more details, please refer to Corporate Governance on page 85.

Competitive Advantage Sources — 4

Social and Relationship Capital

The T&D Insurance Group is working on the creation of shared value through providing customers with valuable information, services and products as well as in collaboration with agents and tie-up organizations. As an institutional investor that manages entrusted funds over the long term, the Group also aims to ensure long-term and stable profitability and help achieve a sustainable society.

Customer Satisfaction (Fiscal 2020)	Taiyo Life Overall satisfaction level **91.8%**	Daido Life Overall satisfaction level **82.3%**	T&D Financial Life Satisfaction level at the contract signing stage **98.0%**
Number of Policies in Force / Number of Corporate Clients (March 31, 2021)	Taiyo Life Number of policies in force Approximately **8 million**	Daido Life Number of corporate clients Approximately **370,000**	T&D Financial Life Number of policies in force Approximately **350,000**
Number of Agents (March 31, 2021)	Daido Life Approximately **14,800**	T&D Financial Life **159**	
Dialogues with Companies in Equity Portfolio (From July 2020 to June 2021)	Taiyo Life **51** companies	Daido Life **130** companies	T&D Asset Management **270** companies

Towards Further Advancement of Social and Relationship Capital

Providing Customers with Valuable Information, Services and Products

Taiyo Life

Helping customers live longer and healthier lives except for through insurance products

Taiyo Life helps customers live longer and healthier lives by providing not only insurance products but also mainly services related to early detection and prevention of diseases including dementia, and health promotion. Going forward, the company will continue the efforts to respond to the extension of healthy life expectancy, a major social issue.

Dementia Prevention Service

- MCI screening to assess the signs of Mild Cognitive Impairment (MCI), a known pre-dementia stage
- Kurort Health Walking tour experiences for the prevention and improvement of dementia and other diseases.

Disease Prevention Service

- Providing information of Amino Index® Risk Screening that evaluates the risks of three major diseases (cancer, stroke and heart attack) as well as other diseases like diabetes, and other services



Health Promotion

- *Health-Promoting App* that supports customers' health promotion in various aspects such as walking, sleeping and brain training.



Helping Customers Live Longer and Healthier Lives

Launch of *Infectious disease plus hospitalization insurance (Lump-sum payment type)*

— From Taiyo Life Work Site —



Marketing Planning Department
Marketing Planning Division
Manager
Hiroaki Takeda

Taiyo Life launched *Infectious disease plus hospitalization insurance (Lump-sum payment type)* in September 2020, in response to the spread of COVID-19. We have received strong response; a wide range of age groups, mainly younger and middle age generation, have taken out the insurance policy and many of them have bought our insurance product for the first time. Moreover, the number of sales exceeded 100,000 in April 2021, the fastest among products launched in the past decade. As variants such as the Delta strain are still spreading, its sales have been steadily increasing, surpassing 150,000 at the end of August 2021.

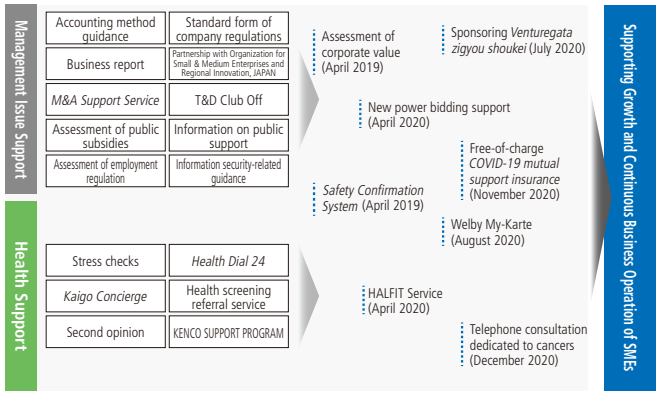
Taiyo Life will continue to aim to realize a society where everyone can safely live a longer and healthier life, by anticipating customers' needs and the times in tandem with changes in a social environment and remaining close to customers.

Daido Life

Expanding service lineup for helping resolve management issues

Daido Life supports the resolution of the management issues of SMEs, which cannot be covered by insurance alone, by integrally promoting products and added value services. The company will continue to expand its service lineup to increase an area it can contribute to with "insurance + extras."

With a particular focus on the dissemination and promotion of health and productivity management, a social issue, Daido Life will further contribute to the growth and development of SMEs, which underpin Japan's economy, by supporting the health of their workers accounting for 70% of the Japanese workforce.



T&D Financial Life

Providing ancillary services to complement insurance products

Amid increases of interest in health management and needs to make self-provision toward an era of the 100-year life, T&D Financial Life provides customers with optimal solutions mainly by supporting their healthy and abundant lives as well as developing insurance products. The company will strive to offer products and services that satisfy customers.

Nursing Care and Dementia Support Service

Kaigo Concierge, a nursing care and dementia support service provided by internet infinity INC.

Care manager referrals
Dementia prevention tool

Health Counseling and Health Support Service

M3 Patient Support Program, a health counseling and health support service provided by M3, Inc.

Ask Doctors
Free nurse advice (patient supporter)
Multiple opinion
Best doctor selection

Family Registration Program

Inquiries about policy details and procedures by registered family members by proxy

Inquiries about policy details
Order of claim forms
Proxy claim

Cooperation with Sales Agents and Cooperating Organizations

[Sales Agent Training Program]
At Daido Life, the head office and branches work together closely to provide high-quality support for sales agents by assisting them in responding to customers' diversified needs. As a part of these efforts, the company develops programs to offer practical training, using its own e-learning materials and practical guides to help sales agents acquire broad knowledge on the compliance and insurance business.

[Business Partner Meetings]
Daido Life has entered into partnerships with SME industry associations as well as the professional organizations of tax accountants, and has built a sales structure aimed at offering applicable life insurance products tailored to the needs of various member companies and the clients of those member tax accountants. Because these partner organizations and agents are key stakeholders of Daido Life, the company holds regular meetings with its partners to report the latest business developments and to hear their views on Daido Life's business operations.

[Wholesaler Activities]
T&D Financial Life carries out elaborate support activities for its sales agents, such as financial institutions, through its sales staff assigned to assist sales agents in order to enable them to make the best proposals to customers. In addition, to win the trust of customers and sales agents, T&D Financial Life provides practical training to sales staff, to deepen knowledge about insurance and other financial products and enhance sales skills, overall asset management, related laws and regulations as well as improve presentation skills for accurately explaining features of our products to customers and sales agents.

Investing to Help Build a Sustainable Society

The Group manages premiums entrusted by customers, funds with a significant public relevance. As a responsible institutional investor, it has been engaged in asset management, while being fully conscious of Environmental, Social and Governance (ESG) issues including climate change and response to COVID-19 to realize a sustainable society. In April 2021, the Group formulated the T&D Insurance Group ESG investment policy to clarify its stance on ESG investment.

In addition, Taiyo Life, Daido Life, and T&D Asset Management fully endorse the Principles for Responsible Investment (PRI) and the Principles for Responsible Institutional Investors (the Japanese version of the Stewardship Code). In exercising voting rights, the companies make every effort to solve problems through purposeful dialogue with the goal of contributing to the sustained growth of investee companies. If a problem cannot be solved even through dialogue, their policy is to vote against the agenda item in question.

As an example of ESG investment, in 2015 T&D Asset Management set up a fund through which it selectively invests in companies that have made outstanding efforts in the area of ESG. And Taiyo Life and Daido Life invested in the fund. The Group as a whole has hitherto focused its investments on aiming to solve issues. More recently, the Group has invested in social bonds that aid a program to help purchase basic foods in Latin America and the Caribbean nations.

Please refer to our Sustainability Report 2021 for details of exercising voting rights and examples of ESG investment initiatives.
https://www.td-holdings.co.jp/en/csr/report/

Initiatives for ESG investment and financing — Initiatives for investment that responds to COVID-19 —



Securities Investment Department
Bond Investment Division
Deputy Manager
Hirofumi Takagi

— From Taiyo Life Work Site —

Taiyo Life became the first Japanese life insurance company to sign the PRI in March 2007, and has promoted ESG investment and financing as a responsible institutional investor. In fiscal 2020, we invested in COVID-19 vaccine bonds issued by the Central American Bank for Economic Integration, helping developing countries purchase COVID-19 vaccines. Through investment in the bonds, we were able to support the purchase of COVID-19 vaccines in the Central America amid concerns that developing countries have great difficulty in securing vaccines in a timely manner. We believe that the effort was significant, given supporting a social (S) activity under the coronavirus epidemic.

Taiyo Life will continue to be actively engaged in ESG investment and financing that contribute to the solution of social issues, while achieving a certain profitability.



Investment Planning Department
Investment Planning Division
Wang Yanfang

— From Daido Life Work Site —

Daido Life makes investments and loans that reflect ESG factors in the management of all assets it owns. One of them is a social bond investment. Social bonds are bonds issued to finance projects like social infrastructure development and support for employment and education. We launched the initiatives in 2016 when the first Japanese social bond was issued, and in fiscal 2020 were also engaged in investments in bonds whose proceeds are earmarked for measures for the globally expanding COVID-19 pandemic.

We recognize that many issues must be dealt with globally, including not only those linked to the pandemic but also the reduction of greenhouse gas emissions. Going forward, Daido Life will continue to work on initiatives for ESG investments and fulfill its obligations as a responsible institutional investor.

Please refer to the website below for the T&D Insurance Group ESG investment policy.
https://www.td-holdings.co.jp/en/csr/csr-policy/esg.html

Risk Management of Social and Relationship Capital

Initiatives to Respond to Customer Feedback

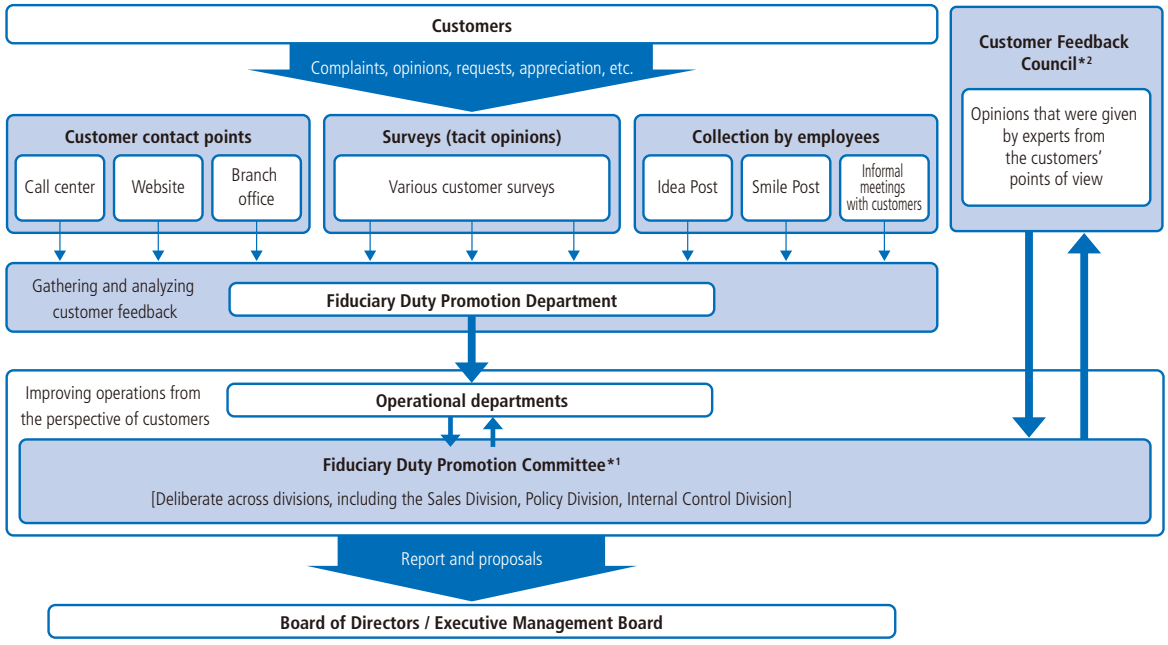
Customer Feedback Collected from Daily Sales Activities

To respond to the changing needs of society through the provision of better products and services, our three life insurance companies have set up a number of points of contact with customers, such as sales representatives, sales agents, call centers (customer service centers), and the Internet to collect as much customer feedback as possible. In addition, the companies are conducting customer satisfaction surveys to inquire about the level of satisfaction provided by our products, services and after-sales services.

System to Reflect Customer Feedback in Operations

The Group's three life insurance companies have set up dedicated departments and committees that include external members to oversee our customer-oriented business operations. We have built a comprehensive system ensuring customer satisfaction at all stages of interaction with customers, from making contracts to payment of insurance claims and benefits, based on our customer-oriented business operation policy and specific guidelines for the amelioration of customer complaints. All the feedback collected from customers is input into a centrally managed database and shared by the relevant units for the development and quality improvement of products and services, as well as for the improvement of business practices.

System for Reflecting Customer Feedback in Operations (Illustration is an example from Daido Life)



*1 Fiduciary Duty Promotion Committee
We established the Fiduciary Duty Promotion Committee to further promote our corporate motto of "customer-oriented corporate activities." In addition to continuously reviewing all processes from insurance solicitation to payments from the perspective of customers, the Fiduciary Duty Promotion Committee makes reports and proposals for improvements to the Board of Directors and the Executive Management Board.

*2 Customer Feedback Council
The company has established the "Customer Feedback Council" in order to utilize the insights of outside experts in sound business operations from the perspective of customers. The Customer Feedback Council monitors the situation with business operations related to improving customer service and reviews the adequacy and effectiveness of the content of deliberations by the Fiduciary Duty Promotion Committee.

Customer Complaints

	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Taiyo Life	4,720	5,657	6,557	6,023
Daido Life	10,604	10,164	7,809	6,181
T&D Financial Life	1,219	1,162	1,231	886

Competitive Advantage Sources — 5

Natural Capital (Action for the TCFD)

The T&D Insurance Group has enacted "T&D Insurance Group Environmental Policy" to clearly demonstrate its commitment to the environment. We are well aware of the importance of environmental issues in all our corporate activities. We also make sure all our executives and employees behave with concern for protection of the global environment, fulfill the public mission of life insurance and other businesses, and undertake our corporate social responsibilities by achieving sustainable growth along with society.

We have endorsed the declaration of the Task Force on Climate-related Financial Disclosures (TCFD), and we are keen to take action on disclosure of clear environment-related financial information.

*Please refer to our Sustainability Report 2021 for initiatives for the TCFD.

Please refer to the website below for the disclosure of climate-related financial information based on the TCFD.
https://www.td-holdings.co.jp/en/csr/csr-policy/tcfd.html

CO_2 Emission Volume
(Fiscal 2020)
79,150t

Electricity Consumption
(Fiscal 2020)
96,711MWh

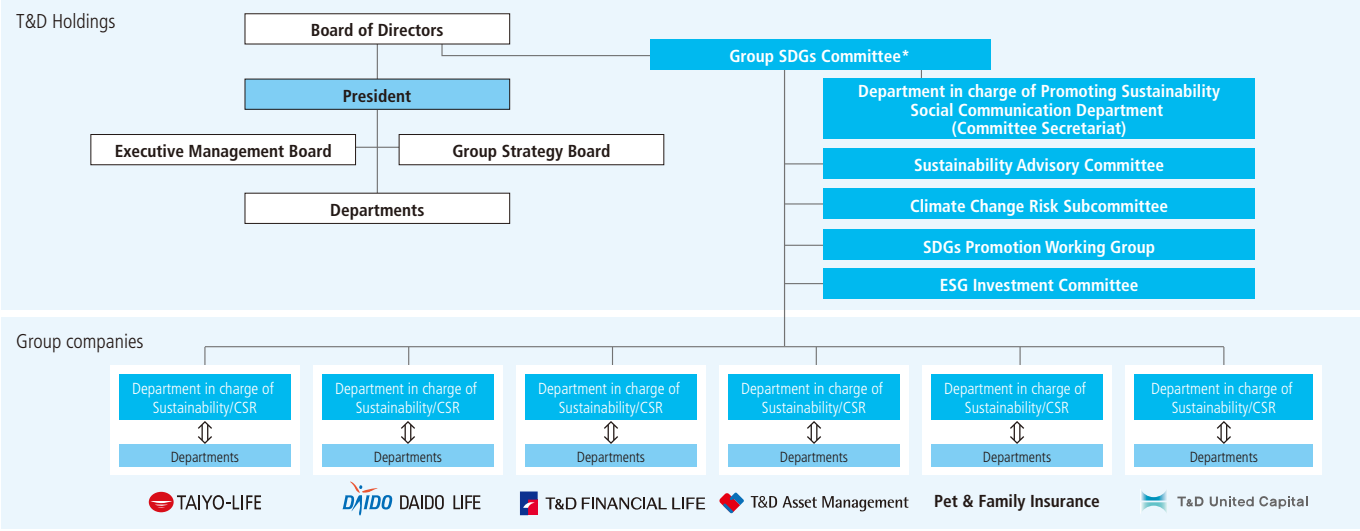
Office Paper Consumption
(Fiscal 2020)
100.7t

Green Purchasing Ratio
(Fiscal 2020)
91.9%

Towards Further Advancement of Natural Capital

Governance

The Board of Directors has established the Group SDGs Committee, as a subordinate organ to the Board, with the mission of deliberating on and considering basic policies related to the SDGs and CSR, and on measures related to the global environment and social issues. The Group SDGs Committee has established the Climate Change Risk Subcommittee, as a subordinate organ. The organization can be summarized as follows:



* The Group SDGs Committee is chaired by the Representative Director and President, and vice-chaired by the Representative Director and Executive Vice President (Executive Officer in charge of Sustainability).

Strategies

The Group has the following perceptions of the risks and opportunities brought by climate change.

[Risks]

We expect climate change to bring physical risks*1 and transition risks*2. We performed scenario analysis to validate these impacts. Please refer to our Sustainability Report 2021 for details of scenario analysis.

*1 Business risks associated with natural disasters caused by extreme weather such as typhoons and floods, and those associated with phenomena such as an increase in the average temperature and a rise in the sea level
*2 Business risks arising from the behavior of governments, corporations, and consumers in the process to carry out the transition to a low carbon and decarbonized society (through a significant reduction of greenhouse gas emissions)

[Opportunities]

- Opportunities to expand insurance earnings by providing and expanding the scope of coverage
  If global warming causes changes in disease incidence rates and average lifespans, we expect that to generate needs for coverage (death, pension, medical treatment) against new risks.
- Opportunities to raise the value of investment assets and expand investment returns stably in the long-term
  As the reduction of greenhouse gas emissions progresses, the Group, as an institutional investor, expects to finance and invest in expanding clean energy developers and energy-saving operators, and to own and operate realty (office buildings, etc.) of superior environmental performance.
- Opportunities to extend our business domains and expand earnings
  In our own operations, rather than as an institutional investor, we expect to open up or join new business domains that suppress or adapt to climate change.

Metrics and Targets

The T&D Insurance Group sets goals related to environmental protection, and takes action during its everyday business activities towards reaching those goals. The four goals are to "reduce CO_2 emission volume," "reduce electricity consumption," "reduce office paper consumption," and "improve the green purchasing ratio." We measure the results semi-annually and disclose them in reports and on the website.

• CO_2 emission volume reduction goal

We constantly measure and disclose Scope 1 (our own direct emissions), Scope 2 (indirect emissions from electricity and other purchased energy), and Scope 3 (raw material procurement, transportation, disposal, and other indirect emissions). We set a target of reducing CO_2 emissions in Scope 1 and 2 per floor area by 40% from fiscal 2013 levels by fiscal 2025. On top of this, we aim to reach net zero emissions by 2050 including in our investee companies (Category 15 of Scope 3).

• Electricity consumption reduction goal

We reached our five-year goal from fiscal 2008 and fiscal 2013, and are now working towards our ten-year goal, which we newly set in fiscal 2018.

• Office paper consumption reduction goal

We reached our five-year goal from fiscal 2014, and are now working towards the five-year goal which we newly set in fiscal 2019.

Risk Management of Natural Capital

Risk Management

[Risk identification and assessment process]

Our Group uses risk profiles to comprehensively examine the risks affecting the Group. We register risks related to climate change into risk profiles, then identify, grasp, and assess all risks which impact any aspect of our operations, including insurance underwriting risks, asset management risks, operational risks, and reputational risks.

[Risk management process]

In order to reliably recognize and grasp the emergence of new important risks and changes in previously recognized risks, we update our risk profiles on a semi-annual basis, and report to the Board of Directors and other bodies.

○ Management of climate change-related risks

(1) Physical risks

- Together with large-scale disaster risks (insurance underwriting risks), we consider measures such as use of reinsurance to mitigate deterioration in our insurance bottom line.
- We monitor our existing products, and take appropriate measures, such as product revisions.

(2) Transition risks

- We practice investment and financing with consideration of climate change-related risks, based on the Principles for Responsible Investment (PRI).
- We monitor variations and trends in economic policies and legal regulations, etc., and share information with the whole Group, in the Group SDGs Committee and elsewhere. We take action to make sure our Group's responses do not fall short of the level expected of a listed company.

TOPIC Action on environmental issues

Forest conservation activities

As a life insurance company which uses a variety of paper in our business, for pamphlets, policy provisions, etc., Taiyo Life has established "Taiyo Seimei no Mori" (the Forests of Taiyo Life) in Nasu Shiobara City in Tochigi Prefecture and Takashima City in Shiga Prefecture. These forests are intended to recycle forest resources and conserve vegetation.





Environmental communications and educational activities

T&D Holdings endorses the activities of the Japan UNEP Association which produces the Japanese edition of *UNEP FORUM — Environmental Magazine Tying UNEP to Enterprises*, published by the United Nations Environment Programme (UNEP). This publication is distributed to all companies in the T&D Insurance Group as well as to local elementary and junior and senior high schools, public libraries, and other parties to raise awareness of environmental issues.



