information also includes a procedural flow for obtaining a disaster victim certificate, which is needed to receive public assistance, thereby helping survivors check required procedures after a disaster.

In addition, Tokio Marine & Nichido offers an Assistance Programs Quick Guide Service, which allows individuals to check assistance programs available for themselves or their families by simply answering a maximum of five questions. With this service, the company aims to help disaster survivors understand programs matched to their situations and receive needed assistance.

Through these efforts, Tokio Marine & Nichido both supports post-disaster early livelihood restoration and provides opportunities for individual customers to prepare better for a disaster by becoming aware of public assistance programs and required procedures even during ordinary times. In the future, the company will contribute to the creation of a safe, secure and sustainable society by not only offering insurance products and services but also providing information conducive to disaster prevention and mitigation.



■Promoting a Disaster Prevention and Mitigation Project in Local Communities by Planning and Operating Xross Innovation BOSAI under Consignment from Sendai City

Under consignment from Sendai City, Miyagi Prefecture, Tokio Marine & Nichido has planned and is operating Xross Innovation BOSAI, a disaster risk reduction platform to promote cooperation and co-creation among industry (I, companies), government (G, local governments), academia (A, universities), financial industry (F, financial institutions) and people (P, local community members). The entirely new open innovation project aims to reduce damage from earthquakes and associated fires, which are anticipated to occur along the Nagamachi-Rifu Line fault zone, and implements the Sendai Framework, new UN guidelines for disaster risk reduction, in local communities.

The company has built a system of I-G-A-F-P collaboration on this platform and seeks to create disaster-resilient local communities by combining the knowledge of Tohoku University and other academic institutions and assets and customer contact points of many companies operating within the prefecture.

Tokio Marine & Nichido has also established subcommittees on the themes of “creating a local economic base resilient to disasters” and “integrating disaster risk reduction into daily lives” as part of its effort to increase the number of participating companies, instilling disaster prevention actions and promoting social implementation of concrete measures.

▸Innovation ecosystem through I-G-A-F-P collaboration



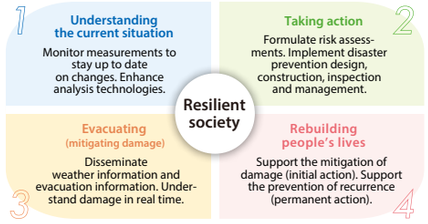
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■ Disaster Prevention Consortium (CORE) Aimed at Building a Disaster-Resilient Society

CORE was established by 14 companies in November 2021, with Tokio Marine & Nichido as the initiator. (As of May 31, 2026, it has been joined by 141 companies.) It is aimed at establishing specific measures such as the creation and market deployment of new services for accelerating and promoting new initiatives related to the prevention and mitigation of disasters in line with the Fundamental Plan for National Resilience.

The Consortium includes a plenary session and committees. The plenary session meets twice a year to address the domain of co-creation, enabling government officials and experts to share information about market trends and other topics. The committees focus on competition-related domains, collecting the strengths of multiple corporations to promote research and the development of solutions. Currently, the Consortium has four committees and has already started field tests and similar activities. Examples include the development of AI analysis technology to identify signs that a disaster will occur and the status of disasters using camera imagery and the development of technology to save labor and streamline damage surveys using sensors and satellites. These co-creation solutions are a unique feature of the Consortium that fosters cross-industrial cooperation.

▸4 elements of disaster prevention



Current agenda of subcommittees	1	2	3	4
Use of remote sensing to identify infrastructure maintenance and management risks	○			
Real-time hazards	○			
Risk assessment encompassing all hazards; application of risk assessment to community development and disaster-preparedness measures	○	○		
Discussion of BCP from a community-based perspective to supply pharmaceutical products in the event of a disaster	○	○		
Information services to maintain logistics functions and business continuity in the event of a water disaster	○	○	○	
Prediction of disasters that would necessitate evacuation			○	
Use of digital technologies to survey damage and accelerate recovery and reconstruction				○
Research into new disaster-preparedness information systems and using these systems to consider disaster-preparedness businesses				○
Use of timelines to prevent damage to key facilities such as hospitals and to enable them to continue functioning in the event of a flood	○	○	○	○
Comprehensive resilience support service for buildings and building use	○	○	○	○

9.2 Research on Climate Change and Natural Disaster Risks

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

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

We also believe that it is important to disseminate the ideas of insurance mechanisms and risk management practices not only in developed countries but also in developing countries and regions that are particularly vulnerable to the impacts of climate change and natural disasters, in accordance with the Sendai Framework for Disaster Risk Reduction 2015–2030.

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

9.2.1 Initiatives to Counter Climate Change and Natural Disaster Risks

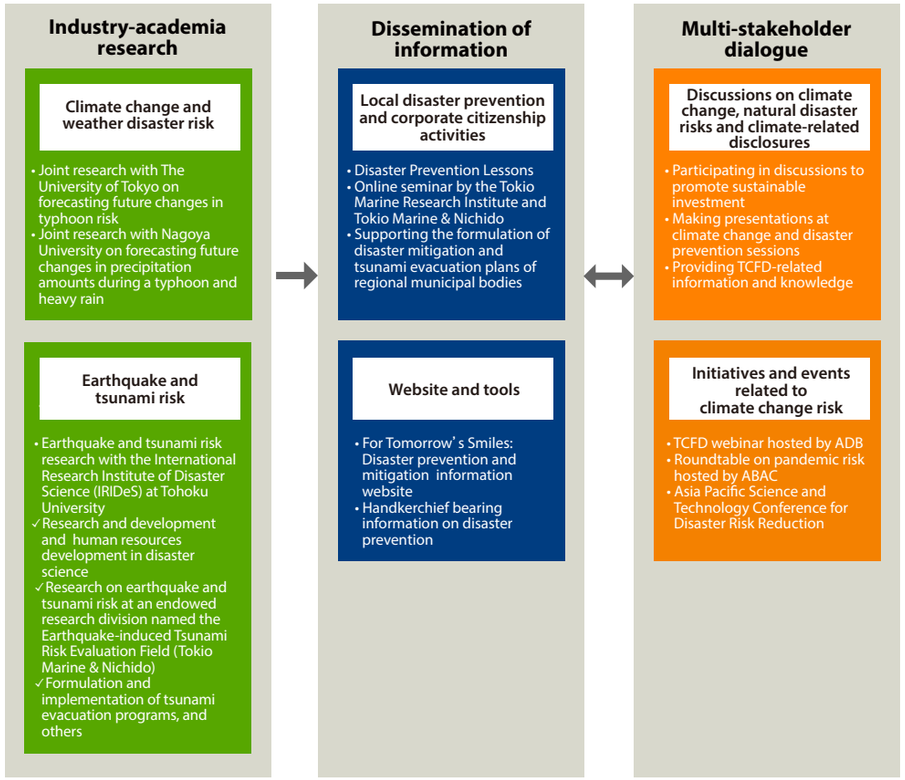
The 21st session of the Conference of the Parties to the UNFCCC (COP21) held in December 2015 adopted the Paris Agreement as a new international framework of measures against climate change for 2020 and beyond. As the world's common long-term goal, the Paris Agreement aims to keep a global temperature rise below 2°C compared with pre-industrial levels while pursuing efforts to limit the increase even further to 1.5°C. The conference also referred to the Sendai Framework for Disaster Risk Reduction 2015–2030, which was adopted at the Third United Nations World Conference on Disaster Risk Reduction held in Sendai in March 2015. There is growing concern about the increasing risk of natural disasters due to climate change. Tokio Marine Group, which aims to address disaster-related issues and mitigate disaster damage, also recognizes the goals of the Paris Agreement and seeks to contribute to their achievement.

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The IPCC Sixth Assessment Report released in March 2023 stated in an assertive tone that "It is unequivocal that human influence has warmed the atmosphere, ocean and land." Climate change is considered to possibly bring about major changes in the frequency and scale of weather disasters in the future. In that case, analyses only from historical data cannot assess risk appropriately and may significantly impact the calculation of insurance premiums and the ability to pay insurance claims in the event of a serious disaster.

In response, Tokio Marine Group conducts research on climate change and natural disaster risks and on earthquake and tsunami risks through industry-academia collaboration. Additionally, we proactively participate in initiatives and events related to climate change to disseminate the outcomes and details of our industry-academia research activities to the world and engage in multi-stakeholder dialogue to share information about the latest research projects and discuss how to promote disaster prevention.



9.2.2 Research on Climate Change and Natural Disaster Risks

◉ Building a Society Capable of Adapting to Climate Change and Natural Disaster Risks

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

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

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

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

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

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

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

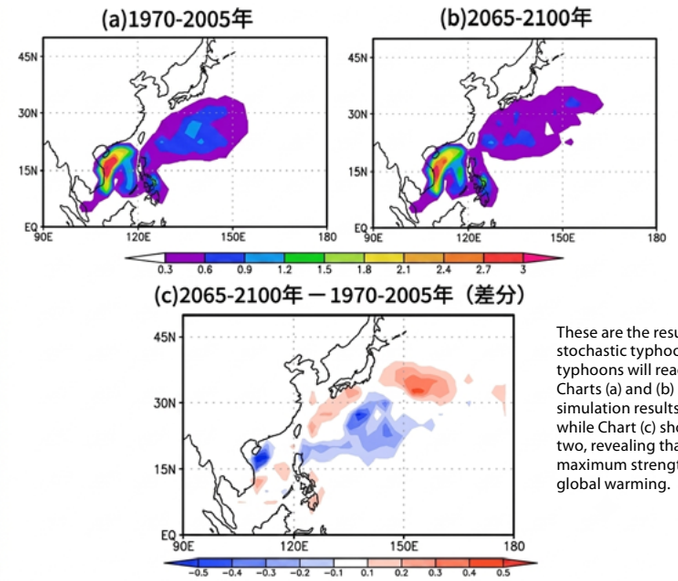
The Atmosphere and Ocean Research Institute at The University of Tokyo, our partner in this joint research, is conducting front-line research into climate change and other climate systems using an integrated analysis of observation data and results of simulations based on climate

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models. Professor Masahiro Watanabe, our co-researcher, and other researchers have contributed as lead authors to the creation of the IPCC assessment reports, which are a compilation of the latest findings on climate change, and The University of Tokyo has received acclaim from around the world for the widely used research results.

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



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

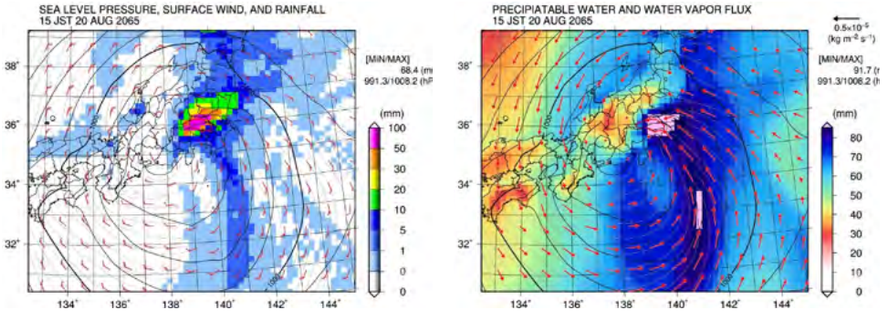
• Dispatching a Researcher to Yokohama National University's Typhoon Science and Technology Research Center

The Tokio Marine Research Institute has been dispatching a researcher to the Typhoon Science and Technology Research Center of Yokohama National University as a visiting researcher. The Center, which is Japan's first research institute specializing in typhoons, was established in October 2021. It seeks to contribute to the establishment of a safe, secure, vibrant and sustainable society by reducing typhoon disaster risk and to the realization of a decarbonized society using the power of typhoons as a new renewable energy source. Typhoons are a threat, but from a different perspective, they are simply a mass of energy. By developing technologies to harness this massive amount of energy and use it as a new renewable energy resource, we would contribute to the realization of a decarbonized society. The Center is accordingly promoting research to realize power generation using energy from typhoons.

Leveraging its standing as a private sector research institute that is both a member of academia and a business enterprise, the Tokio Marine Research Institute will aim to make a contribution in terms of research activities and the social implementation of research outcomes together with the Center's researchers and other companies.

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

With the aim of forecasting how typhoons and torrential downpours, which could be serious disasters, are changing along with global warming, the Tokio Marine Research Institute is performing joint research with the Institute for Space-Earth Environmental Research at Nagoya



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

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University. Our co-researcher, Professor Kazuhisa Tsuboki from the university, is a leading expert in this area. He has developed a high spatial resolution model capable of performing detailed simulations of such aspects as clouds and precipitation, and is advancing research into the mechanisms of torrential rain, typhoons and other phenomena.

Since its launch in 2010, joint research has been conducted to pursue a more accurate forecasting method. We first simulated how past typhoons will change under future climate conditions to forecast changes in typhoon-induced rainfall. We have then utilized the results of simulations conducted by the Japan Meteorological Agency's Meteorological Research Institute (MRI) to forecast future changes in rainfall, including non-typhoon precipitation. More recently, we have made stochastic future forecasts through the early adoption of the Database for Policy Decision-Making for Future Climate Change ("d4PDF") and investigated the possibility of consecutive prediction of extreme rainfall using 150-year continuous experimental data. We are currently promoting research on forecasting future changes in the impact of extreme rainfall phenomena in Japan.

• Research Presentations at Academic Societies and Other Gatherings

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

- Forecasts of future changes in extreme flow volume of the Red River in Vietnam using the d4PDF (included in September 2020)
- Forecasts of future changes in extreme flow volume of the Chao Phraya River in Thailand based on the d4PDF to which multiple bias corrections have been applied (included in September 2022)
- Parameter regionalization based on land-use types for a distributed rainfall-runoff model (included in December 2024)
- Parameter regionalization based on land-use types and soil types for a distributed rainfall-runoff model (included in November 2025)(in Japanese)

Note: Joint research with Kyoto University ended in fiscal 2025.

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

After the Great East Japan Earthquake hit in 2011, diverse disasters, including major earthquakes and wind and flood disasters, have continued to inflict serious damage around the world. Against this background, Tokio Marine Group brings together the data and expertise gained through its non-life insurance and risk consulting businesses to advance initiatives leading to the safety and security of society.

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

In July 2011, a few months after the Great East Japan Earthquake, Tokio Marine Group concluded an industry-academia collaborative agreement with Tohoku University and began research and development and human resource development initiatives in disaster science. The initiatives drew upon Tohoku University's knowledge and data concerning tsunami risk assessment and other areas of disaster science, and Tokio Marine & Nichido's knowledge accumulated through its insurance business. An endowed research division named the Earthquake-induced Tsunami Risk Evaluation Field (Tokio Marine & Nichido) established within the International Research Institute of Disaster Science (IRIDeS) is the base for this collaborative effort, where members, including Professor Fumihiko Imamura, Specially Appointed Professor Keiichi Iwase, Academic Fellow and Professor Shinichi Takeda, Specially Appointed Professor Akira Chigama, Associate Professor Anawat Suppasri, Assistant Professor Noriko Uchida and Project Instructor Mari Yasuda are engaging in research in an interdisciplinary manner on the assessment of earthquake and tsunami risk and activities to promote disaster prevention and mitigation in local communities.



Fiscal 2026 members of the Endowed Research Division, IRIDeS, Tohoku University

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In particular, we have identified actual damage caused by the Great East Japan Earthquake, assessed tsunamis following major past earthquakes, conducted research on tsunami risk assessment methods that take into consideration vulnerabilities and disaster preparedness in society and published the findings both in Japan and overseas in an effective manner. The simulation of the tsunami caused by the 2011 Great East Japan Earthquake, which hit areas near Kesennuma City, Miyagi Prefecture, has enabled us to estimate the distribution of debris and other objects washed ashore and the volume of tsunami deposits, thereby contributing to the provision of data that is valuable in formulating measures for preventing combined damage as well as post-disaster response plans.

We have also provided disaster prevention education, held awareness-raising seminars and developed disaster prevention educational tools to disseminate the knowledge thus obtained widely throughout society. The outcomes of these efforts have been highly recognized in and outside Japan. Recently, Associate Professor Suppasri received the outstanding alumni award from the Faculty of Engineering of Chulalongkorn University in Thailand.

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



Assistant Professor Uchida explaining the impact of tsunamis on ecosystems at a Science and Technology Research Partnership for Sustainable Development (SATREPS) meeting (Indonesia, 2024)



Hosting a workshop at the National Conference on Disaster Risk Reduction (2025, Niigata). From left (facing audience): Academic Fellow and Professor Takeda and Project Instructor Yasuda

As recent examples of disaster response, with regard to the far-field tsunami caused by the Kamchatka earthquake in July 2025 as well as tsunami warnings following an earthquake off the eastern coast of Aomori Prefecture in December 2025 and an earthquake off the Sanriku coast in April 2026, an IRIDeS team conducted emergency response, numerical analysis of the tsunamis, early briefings and trace and damage surveys.

For the Kamchatka earthquake, in particular, the team disseminated information and exchanged opinions not just in Japan but also overseas, providing information to overseas media (BBC) and participating in international conferences. The team will also exchange opinions with fisheries about the damage to their aqua farming facilities and contribute to enhancing future measures' damage reduction capability by using a drifting simulation model under development.



Interview held locally



Ceremony for concluding a joint research agreement with a leading real estate developer, held in Bangkok, Thailand

• Assessment of Resilience Using Biodiversity as an Index

Natural ecosystems greatly affect the resilience of human society as they can mitigate and act as a buffer against the impacts of natural disasters; provide a daily living environment; and serve as a foundation for forming a distinctive local landscape and culture.

Assistant Professor Noriko Uchida, who joined the team at IRIDeS, Tohoku University, in 2020, has been working to establish a method to perform a quick and detailed investigation of biodiversity using a new technology called "environmental DNA." She has been measuring the environmental DNA of insects, crustaceans and fish in diverse ecosystems mainly on the shores of the Sendai Coast and Tohoku Region. The data and information obtained from the research help to identify the status of recovery from the Great East Japan Earthquake, other disasters and human-induced impacts and are also expected to contribute to the co-existence of human society and ecosystems, for example, through the framework developed by the Taskforce on Nature-related Financial Disclosures (TNFD) to disclose information on how systems in human

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society centered on economic activities impact ecosystems.

She has also initiated joint research with the Institute of Hazard, Risk and Resilience (IHRR) at Durham University in the United Kingdom and Amrita University in India and has been working to systematize the cascading impacts of a disaster on biodiversity, water, energy and foodstuffs.

• Research Presentations at Academic and Other Conferences

We present and disseminate the results of the above research at academic conferences and symposiums both in and outside Japan. In fiscal 2025, we conducted 10 presentations at academic and other conferences in Japan and overseas and proactively disseminated information at the 10th National Convention on Disaster Risk Reduction held in Niigata Prefecture in September 2025 and the Sendai Symposium for Disaster Risk Reduction and the Future held in Sendai in March 2026. Additionally, we made available the content of the panel discussion, "Connections make better 'build back better'," held during the World BOSAI Forum 2025 in the Research Report on Tsunami Engineering published annually by Tohoku University. The discussion reflected on changes in collaborative partners and relationships before and after the Great East Japan Earthquake, based on the recognition that establishing "soft" infrastructure, such as connections among people, was crucial immediately after the disaster and throughout the recovery process. The year 2024 marked 20 years since the severe tsunami in the Indian Ocean, which inflicted considerable human damage, and we intend to lead activities concerning future disaster prevention and reconstruction to be planned in advance while discussing and verifying how the experience and lessons gained from major earthquakes, including the Great East Japan Earthquake, have been utilized.

[Major presentation (example)]

Sendai Symposium for Disaster Risk Reduction and the Future 2026 (PDF/5.2MB) (in Japanese)

• Contributing to Disaster Response in Japan and Overseas

We also conduct damage and other surveys and risk assessments when a serious disaster strikes in or outside Japan. On the topic of liquefaction caused by the 2024 Noto Peninsula Earthquake, we will conduct joint research with University College London (UCL), a leading university in the United Kingdom, with a grant from the British Council. The plan is to build a forecast model for future liquefaction, while utilizing machine learning. We also performed a tsunami analysis immediately after the Kamchatka earthquake and earthquakes in the Tohoku region, and the results were reported on Japanese and overseas media. We have helped clarify a mechanism for future tsunamis, establish a tsunami alert system and improve the accuracy of tsunami hazard assessment not just in Japan but also in the Pacific Ocean.

• Summary of Activities to Date

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

Period	Research topic
[Phase 1] April 2012–	〈Research into earthquake and tsunami risk assessment〉 • Analysis of the wave height distribution and arrival time of tsunamis caused by major past earthquakes, including the Great East Japan Earthquake • Research and development of more reliable damage simulations that take into consideration vulnerabilities and disaster readiness capabilities in society both in Japan and overseas and tsunami risk assessment methods that factor in the probability of occurrence • Research into tsunami evacuation (e.g., providing basic information for disaster mitigation planning of coastal areas and cooperating in formulation of tsunami evacuation plans of regional municipal bodies)
[Phase 2] April 2015–	• Research on effects of coastal forests in mitigating tsunami damage • Research on raising the sophistication of tsunami numerical simulation models (encompassing simulations of tsunami-induced flooding, movement of floating objects and movement of soil) • Development of a mobile application (to assess the depth of immersion and immersed surface areas of the 2011 tsunami and subsequent damage to fishing boats)
[Phase 3] April 2018–	• Research on damage to farming rafts and eelgrass beds caused by the 2011 earthquake and tsunami • Research on assessment of global tsunami hazards and risk • Research on human damage in past tsunamis
[Phase 4] April 2021–	• Research on comprehensive disaster prevention of local communities through ecosystems in coastal areas • Research on quantification of cascading disasters • Analysis of fatalities of the Great East Japan Earthquake in Miyagi Prefecture with a focus on where the victims were found • Research on examination of the sustainability of diverse disaster prevention education techniques, including on-demand educational materials
[Phase 5] April 2024–	• Research on estimating combined tsunami damage based on evaluation of tsunamis (wave height distribution and arrival time) caused by earthquakes that have occurred in Japan and overseas; research on comprehensive risk assessment techniques that factor into forecasts of cascading disasters and their probabilities of occurrence based on advanced tsunami models • Research on quantitative evaluation of effects in terms of biodiversity and disaster mitigation of tidal wave control forests and mangroves on coastal ecosystems • Development of "Digital Our Timeline" education tool to increase children's disaster preparedness and desire to help their communities; verification of radiation disaster prevention education to facilitate an understanding of radiation and improve related risk communication capabilities • Activities for formulating standards aimed at turning Japan's knowledge and technologies into international standards

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9.2.3 Disseminating Relevant Information and Engaging in Communication

Through employee volunteer activities, Tokio Marine Group disseminates disaster prevention information via the media and holds disaster prevention seminars for children and adults with support from research institutes that are our joint research partners.

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

■ Providing School Disaster Mitigation Awareness Lessons through Tohoku University

Utilizing the lessons learned from the Great East Japan Earthquake, Tokio Marine & Nichido's endowed research division (Earthquake-induced Tsunami Risk Evaluation Field) established within IRIDeS, Tohoku University, has continued to provide school disaster prevention education lessons for elementary school and junior high school students since fiscal 2014 to build a society resilient to disasters. The lessons have been provided to more than 32,528 children at 484 schools by fiscal 2025. We plan to hold the lessons at 50 schools in fiscal 2026. The initiative also represents one of the major corporate citizenship activities undertaken by Tohoku University (Photos 1 to 4).



Photo 1: Students using "D_Awatara (Digital Our Timeline)"



Photo 2: School lesson of the YUI (Ties) Project



Photo 3: Disaster prevention and mitigation workshop

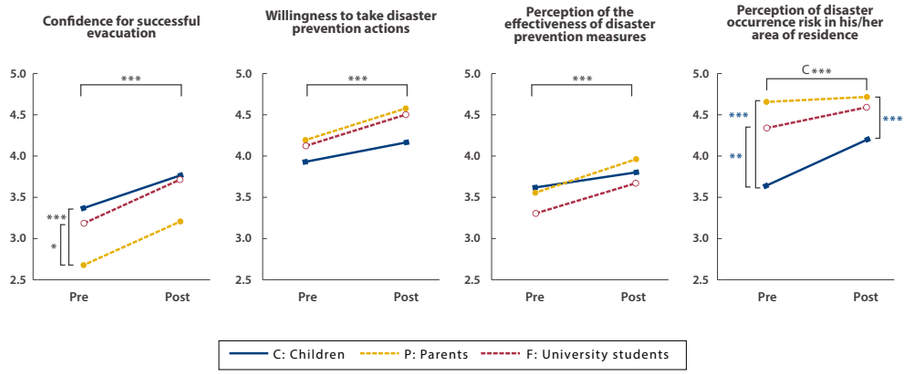


Photo 4: Disaster prevention and mitigation workshop

Leveraging the knowledge cultivated through disaster science research of IRIDeS, we have developed "D_Awatara (Digital Our Timeline)," an educational tool for children to learn about disaster prevention together, and have introduced it in group activities for practical use. Through our school lessons, we also provide disaster prevention counseling to teachers, thereby supporting schools' efforts to promote disaster prevention education.

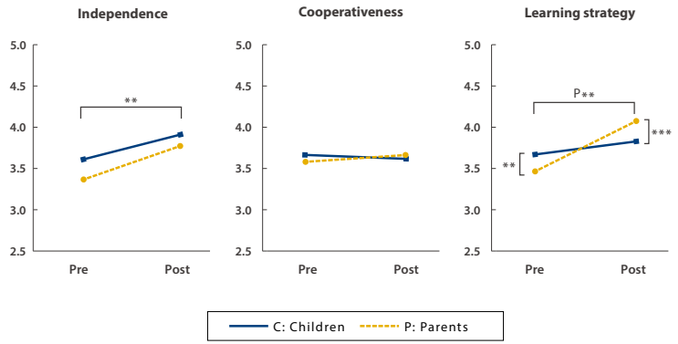
An awareness survey conducted before and after a disaster prevention and mitigation workshop for children and their parents showed that disaster awareness grew not only among children but also among their parents and university students who served as facilitators (Charts 1 and 2).

▸Chart 1: Changes in disaster awareness in children, parents and university students



Note 1: Indications of significant differences in the main effect of timing and simple main effect of timing are: *p < .05, **p < .01 and *** p < .001
Note 2: Indications of significant differences in multiple comparisons of the main effects of participating groups are: *p < .017, **p < .003 and *** p < .0003
Note 3: Indications of significant differences in multiple comparisons when simple main effects show a significant difference are: *p < .017, **p < .003 and *** p < .0003

▸Chart 2: Changes in children's independence learning attitude and parents' scores for their children's independence learning attitude



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■ Supporting the Formulation of Disaster Mitigation and Tsunami Evacuation Plans by Regional Municipal Bodies

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

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

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

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

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

■ Website

• Creating a Society with High Disaster Consciousness – For Tomorrow's Smiles: Disaster Readiness and Mitigation Information Website



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

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

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

■ Resilience Certification

Tokio Marine & Nichido received certification as an organization contributing to the building of national resilience ("Resilience Certification") in the first evaluation conducted in fiscal 2016 and has continued to have it renewed ever since.

レジリエンス認証
事業継続および社会貢献
認証・登録番号 J0000001

In addition to receiving the Resilience Certification for business continuity in the first evaluation conducted in fiscal 2016, Tokio Marine & Nichido obtained the Resilience Certification for social contribution in the first evaluation conducted in fiscal 2020.

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10 Support Healthy and Fulfilling Lives

10.1 Contributing to the Creation of a Safe and Secure Society

10.1.1 Basic Approach to the Creation of a Safe and Secure Society

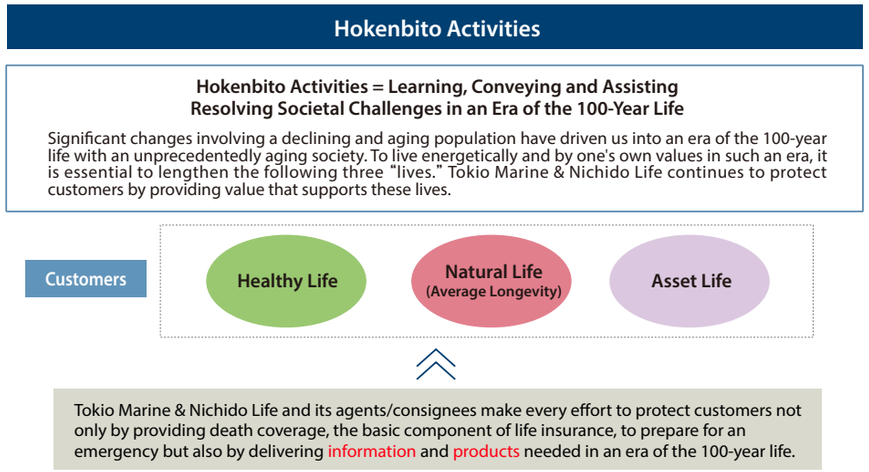
Tokio Marine Group provides products and services that anticipate changes in the social environment or customer needs by utilizing solutions offered by respective Group companies, including insurance, thereby contributing to the creation of a safe and secure society. Tokio Marine & Nichido Life supports customers' healthy and fulfilling lives by working to solve societal challenges in an era of the 100-year life. In addition, the entire Tokio Marine Group engages in a variety of activities as a member of society and respective local communities in order to promote social and economic inclusion of all people. These include activities to raise awareness of cancer and other diseases, spread knowledge about nursing care and support the recovery of disaster-affected areas.

10.1.1 Building a Society Based on Health and Longevity

■ Tokio Marine & Nichido Life's Initiatives for Building a Society Based on Health and Longevity

• Initiative of *Hokenbito* (True Insurance Professionals) Activities: Solving Societal Challenges in an Era of the 100-Year Life

Since its founding, Tokio Marine & Nichido Life has sought to protect as many customers as possible. Under the three initiatives called the "Movement to Protect Customers from Cancer," "Life Insurance Revolution to Protect One's Living" and "Life Insurance Revolution Nextage," the company has engaged in activities that focus on "learning," "conveying" and "assisting." In October 2019, the company put a collective name, *Hokenbito* Activities, to its ongoing initiatives and has been accelerating respective efforts. Specifically, the *Hokenbito* activities include stepping up efforts to protect customers against societal challenges that emerge and change with the times, including the need to lengthen "a natural life," "a healthy life" and "an asset life" in the current era of the 100-year life.



■ Tokio Marine & Nichido Life's Products to Support a Society based on Health and Longevity

• Launch of *Anshin Dream Whole-Life Insurance* (Single-Premium Whole Life Insurance with Variable Accumulation Interest Rate (Selectable Coverage Type))

As Japan enters a super-aged society, it is becoming increasingly important to prepare sufficient living funds to address longevity risks and to ensure a smooth inheritance process. To meet these needs, Tokio Marine & Nichido Life launched *Anshin Dream Whole-Life*, a yen-denominated, single-premium whole life insurance product, in September 2025. The product has been well received as it enables customers to use a lump sum to build assets and prepare for inheritance without foreign exchange risk.

Customers can choose from two options according to their life stage and objectives. Type I is a plan focused on high-payout death benefits and Type II is a plan more focused on savings. Enrollment is available up to age 90 without a health declaration or similar medical disclosure, making the product accessible even to customers with health concerns.

Alongside the product launch, the company introduced End-of-Life Planning and Inheritance Assist, a free telephone consultation service that connects users with knowledgeable consultants for support ranging from general concerns about end-of-life planning and

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inheritance to specific procedures. The service is available to policyholders of this insurance, insurees, beneficiaries and their families.

• Resumption of Sales of Individual Annuity Insurance

To meet customers' needs to systematically prepare funds for the future—particularly among working-age generations—and to take advantage of the tax deduction for individual annuity insurance premiums, Tokio Marine & Nichido Life resumed sales of individual annuity insurance in January 2026 after suspending new sales in October 2016, thereby expanding its lineup of asset-building products. Enrollment is available up to age 74 without a health declaration or similar medical disclosure, making the product accessible even to customers with health concerns.

• Launch of *Smart Group Welfare Fixed-Term Insurance* (Comprehensive Group Welfare Fixed-Term Insurance with a Rider for Electronic Contracts)

To help small and medium-sized enterprises and other organizations enhance employee benefits as they strive to address management challenges such as recruiting and retaining human resources, Tokio Marine & Nichido Life launched *Smart Group Welfare Fixed-Term Insurance* in September 2024. The product has been well received as it includes a rider for electronic contracts to the conventional comprehensive group welfare fixed-term insurance, thus simplifying procedures for companies and employees through the use of digital technology while offering affordable premiums. In addition, the product also offers a health checkup discount rider and early treatment support rider, which offer premium discounts based on a company's status of providing employees with health checkups. These riders are designed to support employee health by offering not only benefit payments to employees who undergo secondary examinations, but also featuring Smart Health Checkup Management, a service that tracks health checkup participation and encourages employees to take secondary examinations.

■ Enhancement of Accompanying Services to Insurance Products

Tokio Marine Group uses ancillary insurance product services to help customers get healthier and support appropriate care for diseases and injuries.

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

Medical Assist is a free health and healthcare consultation service available to policyholders and insurees of Tokio Marine & Nichido and Tokio Marine & Nichido Life and their families. The service is provided via telephone 24/7 and gives advice on matters such as everyday physical problems and the handling of emergencies such as sudden illness or injury. It also provides information about hospitals, clinics and other medical facilities that are open on holidays or late at night. Furthermore, specialists from more than 30 areas of medical care are available for consultation by appointment and the service also arranges the transfer and transport of patients to other hospitals on behalf of the patient.

Nurses with a wealth of clinical experience talk with callers first and, if necessary, cooperate with emergency medical specialists playing leading roles at emergency medical institutions, departmental specialists on the level of university professors or associate professors, pharmacists, national registered dietitians and other specialists. Using the example of a consultation regarding a child stung by a bee, first the caller is asked about the symptoms the child is showing. Then, the caller is advised regarding the necessity of seeking emergency medical care, while receiving instructions on the first aid best suited to the symptoms.

Medical Assist (in Japanese)

• "Medical Note for Tokio Marine Group" Online Service

Medical Note for Tokio Marine Group is an online service that allows customers to easily, directly and individually consult with and ask healthcare professionals, mainly medical specialists, from their personal computers and smartphones. Customers can seek medical advice online, choose a specific hospital to make a doctor's appointment for a second opinion and choose a doctor or a hospital to make an appointment. In addition, in February 2022, we began to provide a service that allows customers to select a hospital from among those that provide specialized medical services and make a reservation for more detailed cancer tests when the result of preliminary cancer screening by the local government or other medical institutions comes back as "Suspected" or "Needing detailed test." It is available free of charge for insurees of Tokio Marine & Nichido Life (excluding those of group insurance).

• "Calomama Plus" to Support Customers' Health Promotion

This is a health advice app developed by Link & Communication Inc. and features an AI dietitian that supports users regarding food, exercise, sleep and other matters. The app supports customers' management of their health and the prevention of serious diseases. The app utilizes an original algorithm based on nutrition management data of over 100,000 people and provides the most appropriate advice in real time from more than 200 million patterns. A fee-based service used for employee health management by more than 6,000 companies, the app is available free of charge to insurees of applicable insurance products of Tokio Marine & Nichido Life. The app enables customers to choose a program according to their individual objectives and work to promote their health or prevent disease aggravation readily and comfortably.

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• Services for Receiving Tests for Detecting Cancer Risk at Preferential Prices

These tests provided by Craif Inc. use urine to assess cancer risk. They have been available since February 2022 to detect ovarian cancer and will be extended to other cancers in a phased manner. Policyholders of applicable insurance products of Tokio Marine & Nichido Life, insurees and their families may use this service at affiliated medical institutions at a preferential price.

• End-of-Life Planning and Inheritance Assist

This free service allows users to consult specialized consultants by telephone about a wide range of concerns related to end-of-life planning and inheritance. Depending on the nature of the inquiry, the consultants introduce users to suitable specialists or companies. Experienced consultants provide guidance so that even those who are unsure where to begin can feel reassured. The service is available free of charge for policyholders of applicable insurance products of Tokio Marine & Nichido Life, insurees and their families.

• Anshin Healthcare (Service for Helping Customers Get Healthier)

The service consists of different menus to promote customers' health, prevent and detect lifestyle-related diseases at an early stage and prevent disease aggravation using a dedicated web app (Anshin Healthcare). The following four services support the extension of the healthy life spans (Medical Note for Tokio Marine Group and Calomama Plus, which are both mentioned above, and other services are available on the app).

❶ Health self-check

Jointly developed by Value HR Co., Ltd. and Tokio Marine Group companies, this service uses an algorithm to predict the risk of diabetes, hypertension, ischemic heart diseases and cerebrovascular diseases by entering the results of health checkups.

❷ Checkup plan

This is the first service in Japan that proposes a recommended cancer screening plan (e.g., types of tests, frequency of screening) based on a simple online questionnaire on lifestyle habits, which was developed by Whitehealthcare Inc.

❸ Online checkup result consultation

This service, which is provided via Tokio Marine & Nichido Medical Service, allows users to seek advice online from public health nurses and other specialists about their questions and concerns regarding the results of their checkups.

❹ Anshin Preventive Medicine Channel

The service enables users to view recommended videos from among a wealth of video content supervised by Dr. Yuma Mori from MEDU Inc. on risks and the prevention of lifestyle-related diseases based on the results of checkups.

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

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

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



By offering products like this, Tokio Marine & Nichido strives to solve societal challenges and contribute to improving the quality of life of people with disabilities and others. In this way, the company aims to build a symbiotic society where anyone can live safely, comfortably and with a sense of security and achieve self-realization in a diverse way.

*: A digital disability certificate released by Mirairo with the goal of creating a new future where people with disabilities will find it easy to go out and business operators will be able to respond to them smoothly. More companies have introduced the certificate, with 4,000 companies and counting. (As of May 2025)

■ Launch of a Platform Service to Support Health and Productivity Management by Tokio Marine Healthcare

Healthcare is one of the societal challenges that Tokio Marine Group considers critical. Within this field, Tokio Marine Healthcare contributes to genuine health and productivity management and the extension of healthy life expectancy by providing new healthcare services focused on pre-disease intervention and prevention.

As its first healthcare rollout, the company developed the HelDi platform service to support health and productivity management of companies for their employees. Provided to companies and organizations, the service helps create an environment that encourages an awareness change and health action among employees, allowing them to increase their health literacy and improve lifestyle habits in each of the physical*1 mental*2 and female*3 fields. HelDi also assists with companies' PDCA cycle related to health and productivity management by providing a benefit verification report service.

In fiscal 2025, the company began providing the HelDi service to Tokio Marine & Nichido, a major Group company. Tokio Marine Healthcare plans to release the new service early to

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customers across Japan after verifying the service's usability for a nationwide rollout.

*1: Physical: Create lifestyle habits matched to oneself
*2: Mental: Know about the characteristics of one's own mind and keep it healthy
*3: Female: Deal with premenstrual syndrome (PMS) and menopausal symptoms, and promote women's health

■ Launch of a Service for Joint Purchase of Pharmaceutical Products for Veterinary Hospitals by Tokio Marine Well Design

In the field of healthcare for pets, various issues have emerged, as evidenced by a staffing shortage in veterinary hospitals and surging medical costs resulting from a rise in procurement costs for pharmaceutical products. In seeking to realize a society where people and their pets can lead healthy lives with a sense of security, Tokio Marine Well Design will launch a service for the joint purchase of pharmaceutical products, which will help increase the operational efficiency of veterinary hospitals and reduce pharmaceutical procurement costs.

The joint pharmaceuticals purchase service will serve to reduce the pharmaceutical procurement costs of veterinary hospitals, as well as the work involved in order placement. Under the service, Tokio Marine Well Design will conclude a membership agreement with multiple veterinary hospitals to jointly purchase pharmaceutical and other products while conducting price negotiations with pharmaceutical wholesalers. By doing so, the company intends to reduce the amount of work required of veterinary hospitals when individually negotiating on price and aims to take advantage of scale in purchasing pharmaceuticals. Veterinary hospitals can also benefit from the increased efficiency of their order placement and purchasing work and reduced ordering costs by introducing a pharmaceutical order placement and receipt system, which the company plans to launch in September 2025, to centrally manage the related work.

Going forward, Tokio Marine Well Design will use data accumulated in the pharmaceutical order placement and receipt system for several purposes, including standardizing the names of pharmaceutical products, in an effort to ensure more efficient pharmaceutical distribution in animal healthcare. The company will continue to promote the service by utilizing the diverse customer contact points of Tokio Marine Group, and at the same time, seeks to realize a society where pets can receive appropriate medical care when needed and with a sense of security through the provision of services and solutions designed to support the healthcare of pets.

■ Supporting the Provision of Japanese-Language Medical Services in the United States

The Japanese Medical Practice operated by Mount Sinai Health System in New York City was established with donations from Tokio Marine & Nichido in 1990 and has since been providing outpatient and health checkup services in Japanese. This clinic, which has been in operation for more than 30 years, plays a major role in providing medical services to the local Japanese community. Even under the COVID-19 pandemic, it continued to provide medical services by also utilizing online means and played an additional role in giving vaccinations to many people. The clinic is highly regarded by the Japanese Consulate General in New York as a medical institution providing services to Japanese people.

■ Launch of Care La Care, a Service to Support Employees in Balancing Work and Caregiving

As the population ages, the number of working caregivers—people who keep working while caring for family members—is expected to rise. Balancing work and caregiving has become a serious societal challenge affecting not only the physical and mental well-being of individual employees. It also hinders companies from retaining human resources while making it difficult for employees to play active roles and for companies to achieve sustainable growth. To help resolve this challenge, Tokio Marine & Nichido and NTT Data jointly developed and commercialized Care La Care, a service supporting employees in balancing work and caregiving.

Care La Care helps companies establish systems that support employees in balancing work and caregiving while reducing the burden of caregiving on employees. This service thus facilitates creating workplaces where people can continue working with peace of mind while assuming caregiving responsibilities. For companies, the service provides surveys to identify employees' caregiving circumstances and potential challenges and supports the development of human resources policies and mechanisms that connect employees with appropriate assistance. It also offers individual employees expert advice and services designed to ease their caregiving burden.

By leveraging its extensive relationships with corporate customers, Tokio Marine & Nichido aims to help drive the widespread adoption of this solution and continue to deliver value to society that extends beyond the traditional scope of insurance. Through Care La Care, the company aims to contribute to realizing a society in which everyone can continue working with peace of mind by helping companies prevent employees from leaving work due to caregiving responsibilities and thus retain employees, create workplaces where employees can play active roles and promote human capital management.

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10.1.3 Support for Small and Medium-Sized Enterprises

Regional small and medium-sized enterprises (SMEs), which form the foundation of the Japanese economy, are facing numerous business challenges. Tokio Marine Group supports the growth of SMEs by anticipating changes in the risks surrounding them and developing and providing insurance products and services that help SMEs continue their businesses, take on new challenges and achieve growth.

■ BUDDY+ Website to Provide Solutions Exclusively to SMEs

Tokio Marine & Nichido has opened BUDDY+, a website that provides SMEs with online services, including the provision of information about and solutions to the diverse business challenges SMEs face. Highly specialized content, such as providing support for M&As for business succession and securing human resources as well as a subsidy and grant-in-aid diagnosis system, is available regardless of whether users are policyholders or not.



中小企業の挑戦を支え続ける
BUDDY+

10.1.4 Responding to Poverty Issues

As issues such as poverty, widening inequality and discrimination become more serious, it is urgent to resolve these issues through financial inclusion initiatives. Based on the SDG goal of leaving no one behind, Tokio Marine Group, in cooperation with its stakeholders, strives to understand the characteristics of countries and regions, their circumstances and the needs of people in difficult circumstances. The Group also seeks to innovate and expand the fields of financial and insurance products and services available to them, based on the market survey results and voices of customers, local communities and future generations. Through the development and provision of financial inclusion-related products and services (including distribution channels and methods), we work to improve access to basic insurance products and financial services for people in difficult circumstances so that they can enjoy the benefits of these products and services. We support them and their families by providing financial and insurance education, while working to establish a system to prevent them from misusing available financial and insurance products and services (including incurring excessive debts) and contribute to improving their standard of living. We also strive to promote understanding of sustainability issues, including financial inclusion, among management (through the Sustainability Committee, etc.), educate and raise awareness of employees (through sustainability training, etc.) and develop mechanisms for handling complaints (through human rights due diligence initiatives, etc.).

■ Development of Weather Insurance and Microinsurance Jointly with IFFCO-TOKIO

In 2001, Tokio Marine Group established IFFCO-TOKIO General Insurance Co., Ltd. (IFFCO-TOKIO), a non-life insurance company, as a joint venture with Indian Farmers Fertiliser Cooperative Limited (IFFCO), which has a nationwide network of 36,000 member cooperatives, and began offering auto, fire and other insurance in India.

From the start, the business tackled the issue of resolving uncertainty faced by farmers in India through the mechanism of insurance and looked into the development of microinsurance (i.e., insurance available at low cost) and weather insurance. These products have become essential in stabilizing the lives of people in farming communities, with premiums written amounting to 8.5 billion rupees (approximately 14.5 billion yen) in fiscal 2025.

Since 2001, the company, in collaboration with IFFCO, has been providing *Sankat Haran Bima Yojna*, low-cost accident insurance automatically included with fertilizer purchases, for which IFFCO bears the cost of 0.5 rupees (about 1 yen) per bag of fertilizer, in India's rural communities. In addition, it has been offering affordable insurance products tailored to rural communities, including *Pashu Dhan Bima Yojana*, which provides coverage for indigenous cattle raised in rural


IFFCO-TOKIO headquarters



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

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areas, and *Jan Suraksha Bima*, a low-cost accident insurance designed for low-income families.

To gain communities' understanding of the mechanism of weather insurance products that takes into account the impact on grain harvest yields in farming communities due to unseasonable climate in the wet monsoon season (June to September) and the dry *rabi* season (October to April), IFFCO-TOKIO has been conducting briefings for farmers in every state in India on an ongoing basis together with banks, NGOs and other partners. Currently, the company sells weather insurance, mainly its own as well as other government-sponsored products such as *Pradhan Mantri Fasal Bima Yojana* (RMFBY) and Restructured Weather Based Crop Insurance Scheme (RWBCIS), to many farming households.

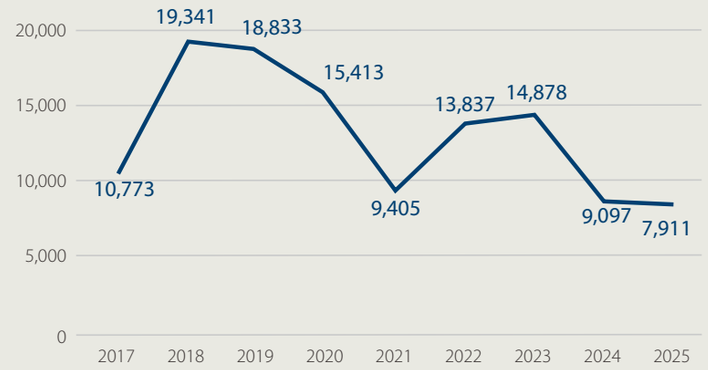


Members of the Rural Marketing Team of IFFCO-TOKIO and Rural Community Area Managers of IFFCO (in front of IFFCO's grain depot center)

Crop & Weather Insurance details

FY2025: GWP INR 7,911 million, Claims Paid INR 8,363 million

Crop and weather insurance sales (Premiums written; Unit: million rupees)



■ Initiative to Support Low Incomes in the United States

The Tokio Marine North America Services (TMNAS) Finance Team has implemented an initiative to support low-income households via a reduced tax burden with Philadelphia Insurance Companies (PHLY) and their long-time business partner Affordable Equity Partners (AEP).

The housing complexes developed by AEP and its partners are financed through the sale of the tax credits to PHLY, and when completed are rented to low-income members of the communities. PHLY benefits via the reduced tax burden made possible by the tax credits purchased from AEP. So far, PHLY has invested over US$278 million, which has gone toward 2,500 units across six states in the United States. The relationship is a "win-win-win" for PHLY, TMNAS and AEP and the 2,500 families living in the beautiful new facilities.



■ Initiatives to Support Low-Income Communities in Botswana, Africa

South Africa-based Hollard Group views insurance as a mechanism that supports people's lives and embraces the purpose of enabling more people to build and protect a better future. The Group provides people who have difficulty accessing adequate coverage with affordable insurance premiums and convenient enrollment channels in their everyday life. It also promotes financial inclusion, the state in which everyone can access the financial services they need. Through these efforts, the Group is working to expand access to insurance and address local societal challenges.

One example is funeral insurance in Botswana. In many parts of Africa, families and entire communities observe mourning rituals over several days, and funerals can entail substantial costs. For low-income families in particular, these expenses can place a heavy strain on household finances. To reduce the financial burden on bereaved families, Hollard Botswana partners with a major local mobile phone operator to offer affordable funeral insurance that can be purchased using only a mobile phone, even by people facing financial hardship who do not have a bank account. Coverage is available from approximately ¥100 per month. By extending coverage options to people who never had access to financial services, the initiative has enrolled approximately 16,000 people in funeral insurance during the two years since its launch, representing a 2% penetration rate among low- to middle-income families. It also contributes to promoting financial inclusion by encouraging broader participation in society through first-hand experience with financial services.



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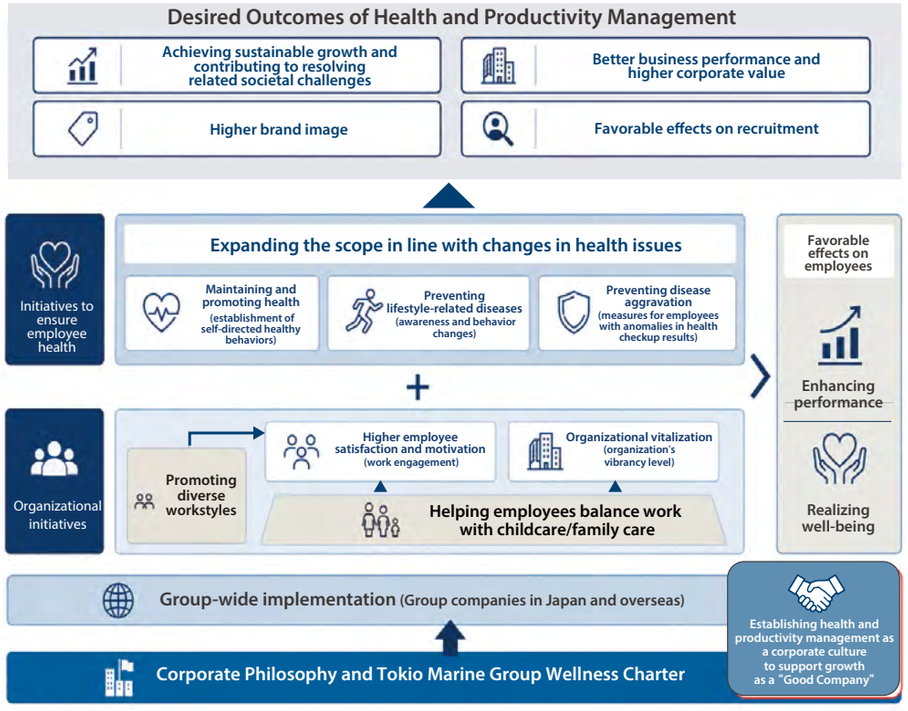
10.2 Promoting Health and Productivity Management

10.2.1 Our Stance on Promoting Health and Productivity Management

Maintaining and enhancing the physical and mental health of our employees is our top priority, as they are the driving force for solving societal challenges through our business based on our purpose and consequently enhancing our corporate value. In seeking to provide an environment that enables employees to work with enthusiasm and vigor, Tokio Marine Group encourages its employees to maintain and improve their health both physically and mentally.

◉ Desired Outcomes of Health and Productivity Management

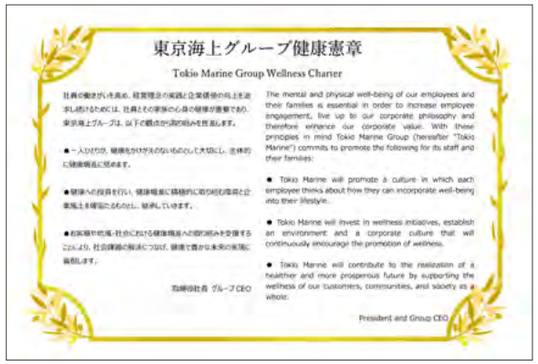
In all its business activities, Tokio Marine Group regards its employees, who play critical roles in carrying them out, as one of its most valuable assets. We seek to ensure the physical and mental health of employees, which will lead to the enhancement of performance and realization of well-being, support the health promotion efforts of customers, local communities and society as a whole and help resolve related societal challenges. By doing this, we ultimately aim to achieve the sustainable growth of the Group.



◉ Tokio Marine Group Wellness Charter

In order to instill Tokio Marine Group's vision and thinking behind health and productivity management throughout Group companies in and outside Japan, we have formulated the Tokio Marine Group Wellness Charter as health-related guidelines for employees. To disseminate the charter to Group companies overseas, we created both Japanese and English versions.

Training sessions are held periodically for employees responsible for health and productivity management initiatives at Tokio Marine Group companies in Japan. In addition to rolling out and improving our health and productivity management initiatives, we feature articles on health and productivity management in our Group newsletters. Both domestically and globally, the entire Group is thus committed to communicating the philosophy of the Tokio Marine Group Wellness Charter.


東京海上グループ健康憲章

Tokio Marine Group Wellness Charter

The mental and physical well-being of our employees and their families is essential in order to increase employee engagement, live up to our corporate philosophy and therefore enhance our corporate value. With these principles in mind Tokio Marine Group (hereafter "Tokio Marine") commits to promote the following for its staff and their families:

- Tokio Marine will promote a culture in which each employee thinks about how they can incorporate well-being into their lifestyle.
- Tokio Marine will invest in wellness initiatives, establish an environment and a corporate culture that will continuously encourage the promotion of wellness.
- Tokio Marine will contribute to the realization of a healthier and more prosperous future by supporting the wellness of our customers, communities, and society as a whole.

President and Group CEO

<Declaration of Health and Productivity Management>

Tokio Marine & Nichido, a major Tokio Marine Group company, is promoting an array of initiatives under its Declaration of Health and Productivity Management, which states that employees represent the most important driving force in becoming and continuing to grow as a "Good Company" chosen by customers, and that Tokio Marine & Nichido proactively seeks to maintain and promote the physical and mental health of employees and their families. The company provides the expertise cultivated through these initiatives to its business partners working on health and productivity management. In this way, it also promotes these initiatives throughout society.

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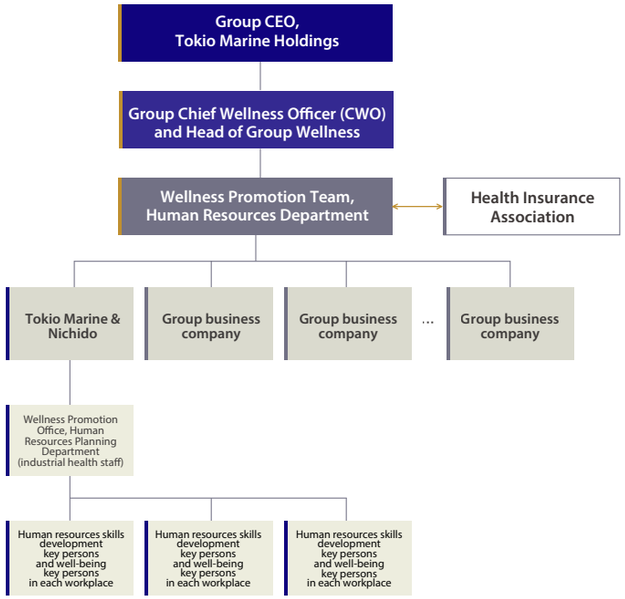
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◉Promotion Structure

Overseen by the Group CEO, our initiatives to promote health and productivity management and occupational safety and health management are led by the Group Chief Wellness Officer (CWO) and Head of Group Wellness who is also the Group Chief Human Resources Officer (CHRO), and the Wellness Promotion Team established within Tokio Marine Holdings. We are also engaged in collaborative health promotion initiatives jointly with the Health Insurance Association.

Additionally, with the aim of extending our efforts to ensure that all employees working across Japan can be healthy, Tokio Marine & Nichido has established a system enabling the industrial health staff members (including industrial physicians and public health nurses) stationed at 46 locations nationwide to collaborate with key persons appointed in each workplace for human resources skills development and for well-being. Using Tokio Marine & Nichido's initiatives as a benchmark, we are implementing a similar system in other Group companies in a phased manner. Public health nurses and other professionals leading the creation and implementation of health and productivity management plans are registered with the Japan Society for Occupational Health's Institution for Certified Occupational Health Nurses and continuously receive training to increase their expertise (as of September 2025: one senior specialist, four specialists and 12 registrants).



Tokio Marine Group's Basic Approach to Occupational Safety and Health

One of the material issues Tokio Marine Group has identified is to "support healthy and fulfilling lives." Accordingly, while thoroughly complying with laws related to occupational safety and health, we respect international standards and norms regarding occupational safety and health as a company that has signed the UN Global Compact.

Based on this concept, Tokio Marine Holdings and Tokio Marine & Nichido established the Occupational Health and Safety Management System Regulations and have been working to provide and continue to improve a safe and healthy working environment. In promoting initiatives based on the regulations, we comply with, support and respect international codes of conduct, such as the International Bill of Human Rights, the Guiding Principles on Business and Human Rights, and the ILO Conventions on Occupational Safety and Health, in addition to laws and regulations and guidance related to occupational safety and health established by respective national governments. Based on the Tokio Marine Group Sustainability Charter and the Tokio Marine Group Wellness Charter, which were established in 2004 and 2019, respectively, the regulations apply to the business activities of Tokio Marine Holdings and Tokio Marine & Nichido* where occupational safety and health management is necessary. Our employees work together with our business partners and local communities to promote the resolution of challenges related to occupational safety and health.

Tokio Marine Holdings and Tokio Marine & Nichido formulate and prioritize action plans, set indicators and targets, measure and evaluate the effectiveness of implemented measures and work to continuously improve so that they can resolve the issues that have been identified. We have a system that enables our initiatives to reflect employees' opinions. For example, we have established a health committee to listen to and discuss the feedback we receive from employees.

Tokio Marine Group established the Responsible Procurement Guidelines in March 2023. We communicate these guidelines to our business partners and ask them to promote occupational health and safety and health management. We will also contribute to solving the issues faced by customers and local communities through the provision of our products and services.

Through these efforts, Tokio Marine Group works with its employees, business partners in its value chain, customers and local communities while at the same time helping them stay physically and mentally safe and healthy to achieve a healthy society.

*: The Occupational Health and Safety Management System Regulations apply to about 40% of Tokio Marine Group employees.

<Indicators and Targets of Priority Measures for Occupational Health and Safety>

Tokio Marine Holdings and Tokio Marine & Nichido formulate annual plans and measures and evaluate the effectiveness of implemented priority measures to ensure that they continue to improve in the area of occupational health and safety issues. In 2026, we have implemented initiatives to achieve the indicators and targets below.

1. Prevention of overwork and implementation of proper follow-up measures
2. At least 98% of all employees undergo stress checks
3. All employees have regular health checkups

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Tokio Marine Holdings Occupational Health and Safety Management System Regulations (Excerpt)

1. Purpose
Continuously and effectively operate a management system that complies with the spirit and letter of the Industrial Safety and Health Act.

2. Scope of Application
The regulations apply to all organizations connected to the business activities of Tokio Marine Holdings, where the management of occupational health and safety is necessary.

3. Realization of Our Occupational Safety and Health Policy
(1) Tokio Marine Group Wellness Charter

> The mental and physical well-being of our employees and their families is essential in order to increase employee engagement, live up to our corporate philosophy and therefore enhance our corporate value. With these principles in mind Tokio Marine Group commits to promoting the following for its staff and their families:
>
> - Tokio Marine will promote a culture in which each employee thinks about how they can incorporate well-being into their lifestyle.
> - Tokio Marine will invest in wellness initiatives and establish an environment and a corporate culture that will continuously encourage the promotion of wellness.
> - Tokio Marine will contribute to the realization of a healthier and more prosperous future by supporting the wellness of our customers, communities, and society as a whole.
>
> President and Group CEO

(2) Occupational Health and Safety Policy
(i) By promoting health and safety activities, we seek to prevent industrial accidents, maintain and increase employees' wellness and establish a comfortable working environment while increasing health and safety in workplaces.
(ii) We comply with laws related to occupational health and safety and their health and safety regulations. In accordance with the Guidelines on Occupational Health and Safety Management Systems formulated by Japan's Ministry of Health, Labour and Welfare, we build systems for company-wide management of occupational health and safety and properly implement measures accordingly.
(iii) Health and safety activities are supervised by the head of each company's Human Resources Department. In cooperation with industrial health staff, health and safety activities are to be led by a human resources skills development key person in each department, while such activities are to be led by managers of each office and group.
(iv) Health and safety activities conducted by companies should be in cooperation with their employees.

4. Procedures for Setting Health and Safety Goals and for the Creation, Implementation, Evaluation and Improvement of Health and Safety Plans
Below are the steps for enabling the actions of health committees to reflect employees' opinions, including setting health and safety goals and the creation, implementation and improvement of health and safety plans.
1. When setting health and safety goals and creating, evaluating and improving safety and health plans, health committees should listen to and consider employees' opinions.
2. When confirming employees' opinions, the status of achievement of the previous fiscal year's health and safety goals, the grounds for the creation of health and safety plans and other information should be provided to employees.
3. Employees' opinions should be respected, and health and safety goals and health and safety plans should be reviewed whenever necessary.
4. The status of the implementation of health and safety plans is discussed by health committees every month, and the details of these discussions are communicated to employees.

10.2.2 Strategy for Promoting Health and Productivity Management

◉ Health and Productivity Management Strategy

Tokio Marine & Nichido believes that it should pursue health from two different aspects — individual and organizational — through its health and productivity management initiative. While discussing with management the analysis results of various health-related data, including the results of health checkups, stress checks and employee questionnaires, Tokio Marine & Nichido defines key performance indicators (KPIs) for its entire health and productivity management initiatives (e.g., improvement of presenteeism), intermediary KPIs (e.g., rate of anomalies in health checkups) and indicators, which are linked to the intermediary KPIs, for awareness and behavior changes (e.g., improvement in lifestyle habits and rates of employees receiving health checkups and other examinations) as well as respective targets. Please refer to the Health and Productivity Management Strategy Map on the next page for the interrelationship among the respective evaluation indicators.

The company monitors the trends of KPIs for individual measures, verifies the effectiveness of each measure and works to improve while implementing the PDCA cycle. The company also implements a PDCA cycle for its entire health and productivity management and implements occupational safety and health management by continuously analyzing the correlation between the KPIs for the entire health and productivity management and the results of stress checks, reviewing the conditions by employee attribute (gender, age, department, position, geographical area, etc.) and checking if there are health issues for which new measures should

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be considered.

Toward the realization of the desired outcomes of health and productivity management, which represent a framework for evaluating its initiatives to enhance its corporate value on a sustainable basis, the company also verifies the impact on external evaluations on a continuous basis.

◉ Policy for Promoting Health and Productivity Management

Based on the Declaration of Health and Productivity Management, Tokio Marine & Nichido has defined two goals for its health and productivity management: 1) maximizing the capabilities of each employee with diverse backgrounds (enhancing performance by maintaining and promoting physical and mental health) and 2) realizing well-being.

As key goal indicators (KGIs), Tokio Marine & Nichido has set presenteeism and absenteeism indicators for 1) above and a well-being indicator for 2). In order to achieve these KGIs, the company has been planning and implementing health measures in three categories: "measures to promote health," "measures to prevent lifestyle-related diseases" and "measures to realize a better working life." To gauge the effectiveness of investment in health measures, the company has also set multiple intermediary KPIs between the KGIs and the health measures. These KPIs are divided into three groups, namely, indicators for the implementation status of health investment measures, indicators for employees' awareness and behavior changes and indicators for targets related to employees' conditions.

Tokio Marine & Nichido believes that health investment related to maintaining and promoting the mental and physical health of employees will prompt awareness and behavior changes in individual employees and that establishing self-directed health actions among them will allow them to achieve and maintain better health conditions. The company also believes that good health forms a foundation for employees to engage in their work with vitality and will result in improvement in presenteeism and absenteeism, which in turn will lead to better work performance.

◉ Fostering an Appropriate Organizational Culture

Tokio Marine & Nichido is promoting measures to enhance work engagement and encouraging diverse work styles to foster an organizational culture where employees can remain highly engaged in their work. For example, the company believes that achieving better individual and organizational engagement requires a two-pronged effort. One is to let employees recognize that their aspirations (expressed as "My Aspiration") are helping customers and local communities through work, and the other is to create an organization where support from supervisors and colleagues is readily available. The company uses the organization's vibrancy level as an ultimate indicator to quantitatively measure the fostering of an appropriate organizational culture and has already been monitoring its change over time.

Fostering an appropriate organizational culture is expected to further increase the effectiveness of health measures and help improve presenteeism and absenteeism, which are performance indicators, as well as the well-being indicator.

◉ Health and Productivity Management Key Goal Indicators (KGIs)

As described earlier, Tokio Marine & Nichido has adopted three indicators as its health and productivity management KGIs and defined targets for presenteeism and well-being. Besides these KGIs, the company has been measuring, on an annual basis, the organization's vibrancy level, which is an indicator to gauge the fostering of an appropriate organizational culture, as well as work engagement, which is used to evaluate employees' enthusiasm and vigor to work.

With regard to absenteeism, it is necessary to implement measures to reduce absenteeism related to non-occupational illness or injury. Equally important is the creation of systems and a corporate environment that enables employees to take time off when necessary. These elements are vital in the development of workplaces that enable employees to thrive and have long careers. For this reason, Tokio Marine & Nichido will focus on the analysis of related factors without setting specific targets for the time being.

Presenteeism, absenteeism, well-being and the organization's vibrancy are measured using the respondent data from stress checks targeting all employees.

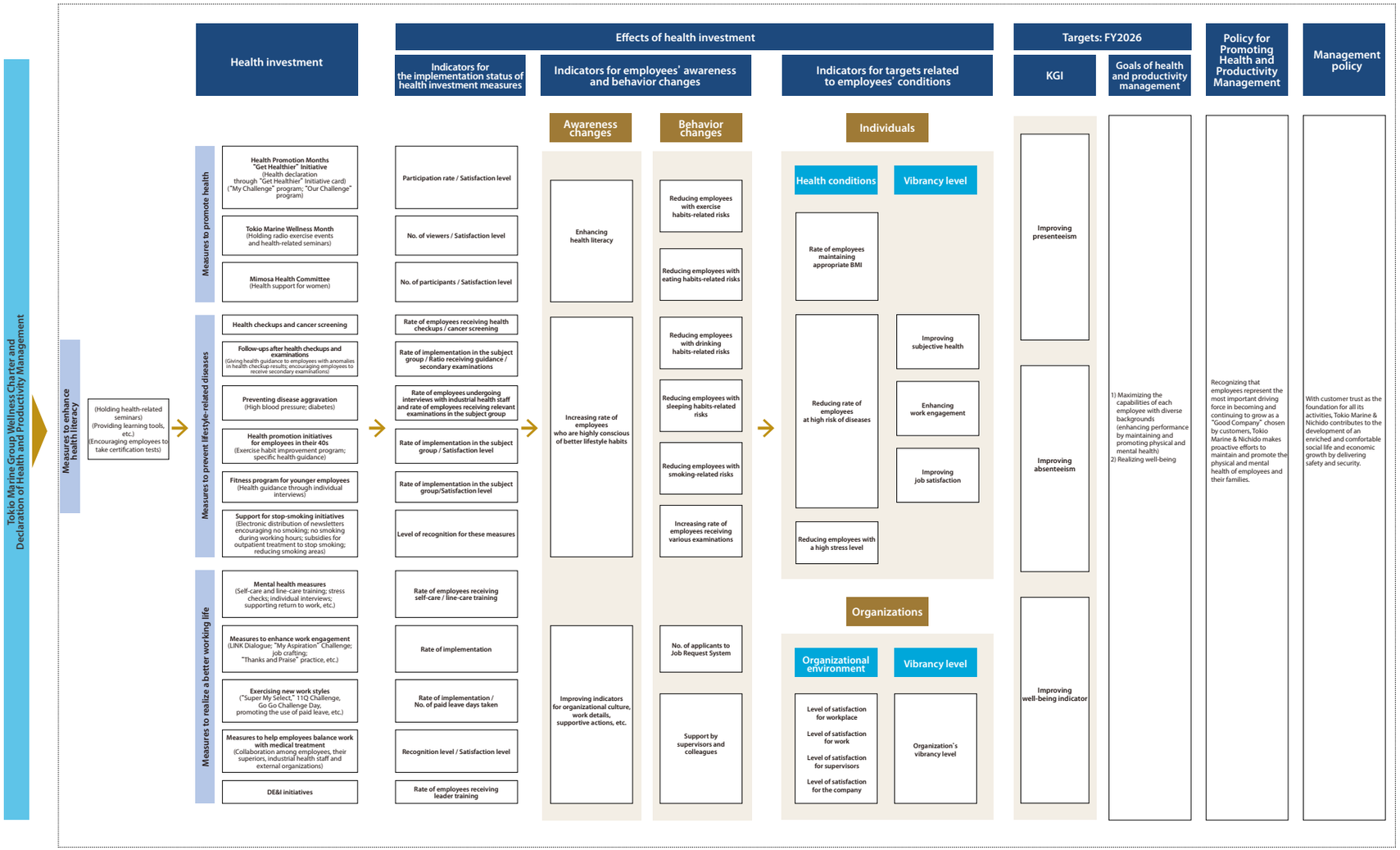
Health and productivity management KGIs		Targets for 2026
Health and productivity management KGIs	Improvement in presenteeism*1	65.3
	Improvement in absenteeism	-
	Enhancement of well-being*2	13.5
Other indicators	Enhancement of work engagement*3	2.69
	Enhancement of the organization's vibrancy level*4	3.03

*1: Absolute presenteeism identified by the WHO Health and Work Performance Questionnaire (WHO-HPQ) (maximum: 100)
*2: Measured using WHO-Five Well-Being Index (WHO-5) (maximum: 25.0)
*3: Measured by work engagement scale in a simple survey of new work stress (maximum: 4.0)
*4: Measured by organization unity scale in a simple survey of new work stress (maximum: 4.0)

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Health and Productivity Management Strategy Map (Relationship between Evaluation Indicators)



Promoting health and productivity management throughout the Group (domestic and overseas companies of the Group)

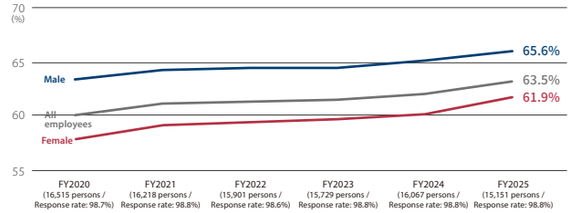
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[Presenteeism]

Company-wide presenteeism has been improving year by year (Figure 1). Tokio Marine & Nichido will continue to work to involve more employees in the "Get Healthier" Initiative and activities designed to support women's health. The company also verifies the effectiveness of other health measures expected to facilitate improvement in presenteeism as an effort to implement more effective health measures.

Figure 1: Change in presenteeism

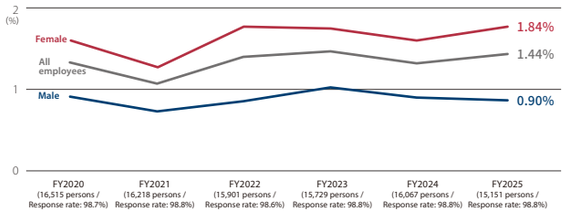


Figures in parentheses indicate the number of employees included in the analysis.

[Absenteeism]

Absenteeism (percentage of employees who are absent one or more days in a year) was on the rise overall until fiscal 2022 due to the COVID-19 pandemic, but began decreasing afterwards (Figure 2). Tokio Marine & Nichido will continue to focus on providing health support to women, as their absenteeism is higher than that of men.

Figure 2: Change in absenteeism



Figures in parentheses indicate the number of employees included in the analysis.

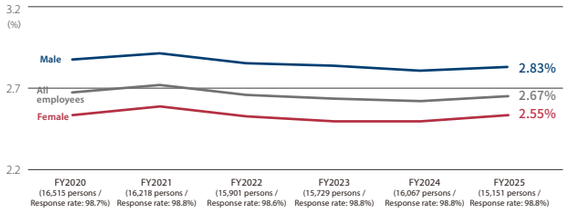
[Well-Being]

In fiscal 2024, Tokio Marine & Nichido started measuring employee well-being scores as a health and productivity management KGI. Based on the World Health Organization-Five Well-Being Index (WHO-5), the company assesses employee well-being through a questionnaire survey in which each of the five questions is scored from 0 to 5 (six-point scale with the highest total score of 25). The average score across all employees was in the mid-13 points in both fiscal 2024 and fiscal 2025. As answering "Have maintained a high level of well-being for more than half of the period" to each question totals 15 points, an average in the mid-13 points represents close to the highest score, thus suggesting that a certain level of well-being was maintained among employees. The company will continue to monitor changes over time and make improvement efforts.

[Work Engagement]

Tokio Marine & Nichido's work engagement remains at a favorable level. In fiscal 2024, work engagement somewhat increased for both men and women over the previous fiscal year (Figure 3). Nonetheless, the company will stay focused on creating workplaces where female employees can thrive, as the work engagement of female employees is lower than that of their male counterparts.

Figure 3: Change in work engagement

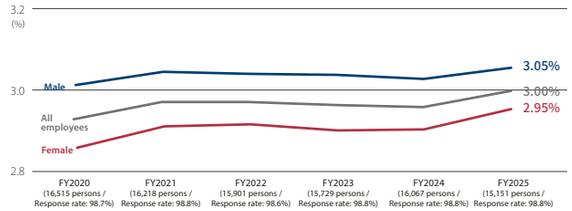


Figures in parentheses indicate the number of employees included in the analysis.

[The Organization's Vibrancy Level]

The organization's vibrancy, which remained at the same level from fiscal 2020 to fiscal 2023 for both male and female employees, improved in fiscal 2024 for both groups (Figure 4). The company will continue to make efforts to create a workplace environment that cultivates a sense of unity and where employees are highly engaged in their jobs.

Figure 4: Change in the organization's vibrancy



Figures in parentheses indicate the number of employees included in the analysis.

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◉ Relationships between Health and Productivity Management KGIs and Health-Related Measures

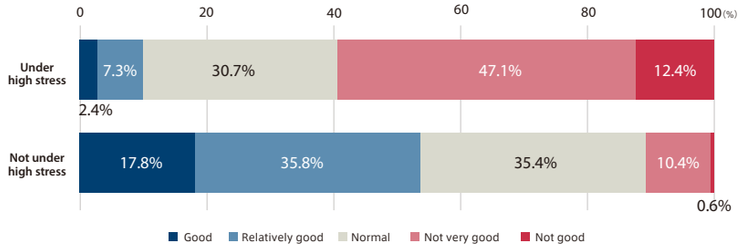
In fiscal 2024, Tokio Marine & Nichido examined the relationships between the three health and productivity management KGIs (presenteeism, absenteeism and well-being indicators) and intermediary KPIs and confirmed that each is statistically related to physical and mental health risks. Presenteeism, in particular, showed a link to subjective health perception. Multivariate analysis conducted during fiscal 2025 also revealed that subjective health perception has a strong connection with high stress levels and sleeping habits, two of its subordinate indicators (Figure 5,6). As such, it is expected that promoting mental health measures and health measures designed to improve sleeping habits will result in improved presenteeism.

Tokio Marine & Nichido has been undertaking four types of measures, namely, measures to promote health based on a population approach to improving lifestyle habits; measures to prevent lifestyle-related diseases, including preventing disease aggravation and encouraging employees to receive various checkups; measures to realize a better working life, including mental health measures; and measures to enhance health literacy, which serve as the foundation for all health actions. The company's health literacy is improving every year (Figure 7).

The company will periodically verify the relationships between these measures and the health and productivity management KGIs through data analysis and promote more effective initiatives.

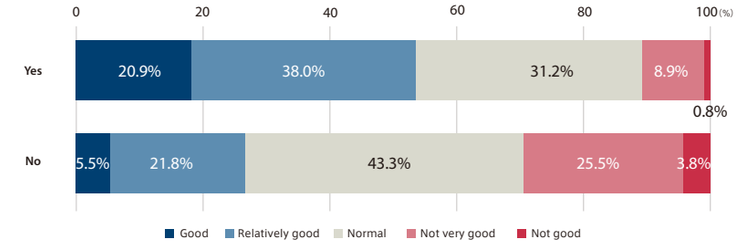
Population analyzed: Of the employees on payroll in fiscal 2024, those who completed the stress check after their health examination (8,872 employees)

▸Figure 5: Relationship between a stress level (being or not being under high stress as determined in stress checks) and subjective health perception



▸Figure 6: Relationship between sleeping habits and subjective health perception

Subjective health perception calculated for each answer to the question, "Are you getting sufficient rest through sleep?" in a lifestyle habits survey conducted during health checkups



▸Figure 7: Change in health literacy (CCHL) over time

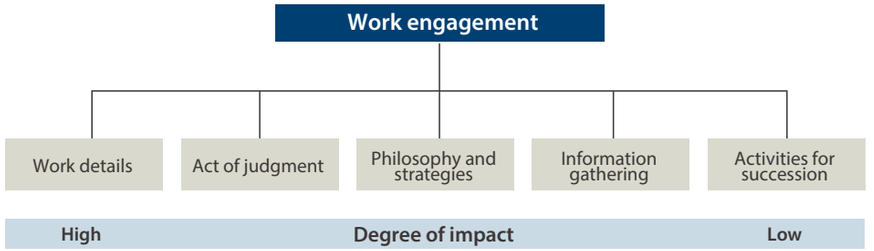
Indicator	FY2023	FY2024	FY2025
Health literacy (CCHL)	3.72	3.78	3.78

Note: Measurement by communicative and critical health literacy (CCHL) scale (on a maximum scale of 5 points).

◉ Exploratory Effort to Further Develop Health and Productivity Management Strategy

According to the results of a relationship analysis conducted in fiscal 2024, well-being scores, which were newly adopted in fiscal 2025 as a health and productivity management KGI, are deeply related to work engagement. In fiscal 2025, an analysis was conducted on the relationships between work engagement and items in an engagement survey in order to explore factors that can help enhance work engagement. Among the levels of satisfaction for work, supervisors, workplace and the company, which make up the overall satisfaction level in an engagement survey, the findings revealed that the level of satisfaction for work is linked most

▸Figure 8: Analysis of the relationship between work engagement and engagement survey results



Note: Using the organizational data from the attribute list and the engagement score, we linked a total of 191 organizations. Among them, organizational analysis was conducted for 183 organizations in which both the Stress Check and Engagement Survey had more than 10 respondents.

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strongly with work engagement, while the satisfaction level for work details, an engagement survey field, has a strong impact on work engagement (Figure 8). Tokio Marine & Nichido has been promoting the company-wide use of the Job Request System, which enables employees to choose their own careers, as well as the LINK Dialogue to think about the "link" between individual employees' commitment (My Aspiration), Tokio Marine Group's purpose and the organization's vision. Through these initiatives, the company intends to facilitate the creation of a motivational work environment for employees.

◉ Other Related Indexes

17 Sustainability Performance Data (Health Management and Occupational Health and Safety) ⋙

10.2.3 Health and Productivity Management Initiatives and External Evaluation

◉ Initiatives to Ensure Employee Health

For its initiatives to ensure employee health, Tokio Marine & Nichido has defined the following priority measures based on "Data Health" plans created in collaboration with the Health Insurance Association as well as the results of analyses of health checkups and various other health-related data.

• Measures to Enhance Health Literacy

We regard health literacy as indispensable in our actions to maintain and promote health. We work to increase the health literacy of employees so that they are mindful of their own health and that of the people around them, willingly learn about health actions and voluntarily engage in health promotion efforts.

• Measures to Promote Health

We believe the ongoing efforts of employees are essential to maintain and promote their health. By providing measures and tools to support their efforts and encouraging individual and organizational efforts, we strive to enhance the health of all employees, which will lead to their lifelong well-being.

• Measures to Prevent Lifestyle-Related Diseases

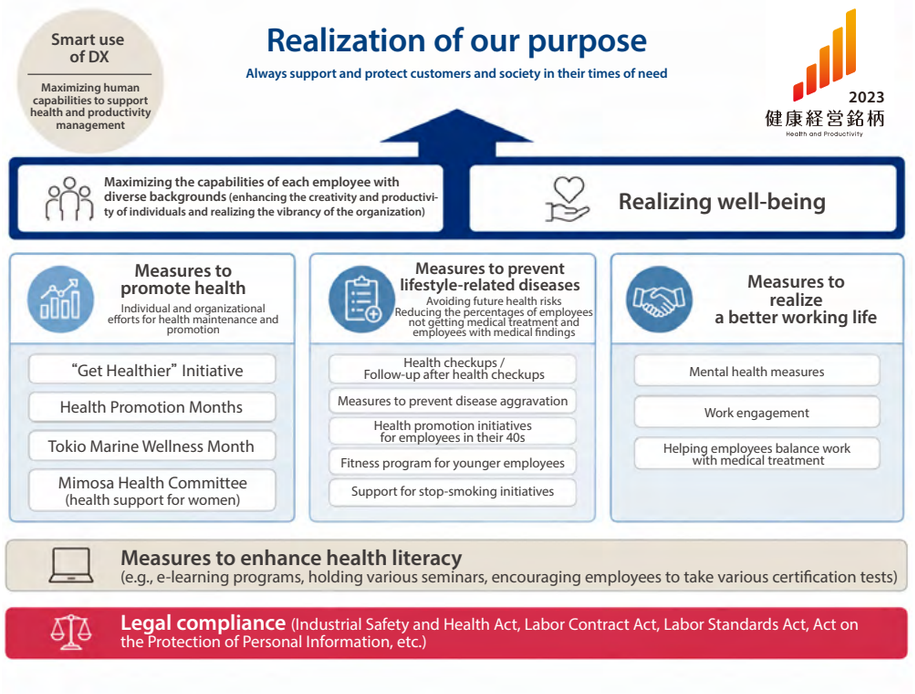
A lifestyle-related disease is a health issue that greatly affects both the current and future life of an employee. As an effort to prevent the onset and aggravation of lifestyle-related diseases, we proactively provide support by industrial health staff as necessary based on the results of health checkups.

• Measures to Realize a Better Working Life

In order to ensure the physical and mental health of employees, attention needs to be paid not only to the health status of individuals but also to factors affecting it, such as the workplace environment and their attitude toward work. We implement mental health measures led by supervisors in each workplace and industrial health staff and help employees balance work with medical treatment to enable them to work with vitality and with a higher level of work engagement and lead a fulfilling life.

• Legal Compliance and Discussion with Employee Representatives

The Industrial Safety and Health Act, Health Promotion Act and other relevant laws and regulations form the foundation of all our initiatives in this area. We comply with every aspect of these laws and regulations, from conducting regular health checkups and stress checks to protecting personal information. In our labor agreements, we promise to implement the health and safety measures necessary for keeping employees healthy and preventing hazards while the labor union agrees to cooperate with these measures. We regularly identify and



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assess occupational health and safety risks. Significant risks identified through this process are prioritized for countermeasures and incorporated into the PDCA cycle of our health-related initiatives. In the event of an occupational accident, we conduct interviews and investigations with the employees involved to determine the cause and take measures to prevent recurrence.

Each Group company has established an industrial safety and health management framework in accordance with the Industrial Safety and Health Act to fulfill its obligation to ensure safety is appropriately considered. Specifically, Group companies appoint an industrial physician and a health officer and establish a health committee at each domestic business site with more than 50 employees. The committees, each composed of an industrial physician, a health officer, people in charge of health management and selected employee representatives, meet monthly to deliberate measures for maintaining and promoting physical and mental health, improving the workplace environment and preventing health disorders, including disorders resulting from overwork.

◉ Examples of Major Health Measures

■ "Get Healthier" Initiative

[Goals]

Reduce the rate of employees with lifestyle habits-related risks ⇒ Increase subjective health perception ⇒ Improve presenteeism

Reduce the rate of employees with lifestyle habits-related risks ⇒ Increase the rate of employees with appropriate BMI ⇒ Reduce the rate of employees with lifestyle-related disease risks ⇒ Improve absenteeism

[Details]

In fiscal 2025, 5,178 persons, or 27.6% of the eligible group, participated in the "Get Healthier" Initiative. In a post-action questionnaire, 96.0% of respondents said they were satisfied or very satisfied with the initiative, indicating that participants' satisfaction was very high.

[Future efforts]

To increase participation further, we will introduce ideas such as diverse courses adapted to the changes in workstyles and lifestyles, Group-wide events utilizing digital technologies and an encouragement award presented via an in-house competition, so that employees can voluntarily, not passively, participate in the "Get Healthier" Initiative while having fun. These efforts will lead to the prevention of lifestyle-related diseases and the improvement of performance indicators.

■ Joint Initiative with Group Companies in Japan and Overseas: Tokio Marine Wellness Month

[Goals]

Enhance health literacy and increase the rate of employees who are highly conscious of better lifestyle habits ⇒ Reduce employees with exercise habits-related risks ⇒ Improve presenteeism

[Details]

In fiscal 2024, we started designating every June as Tokio Marine Wellness Month for Group companies in Japan and overseas to make and share efforts toward the common goal of maintaining and promoting health, to raise health awareness and to promote the cultivation of a sense of unity within Tokio Marine Group.

[Results]

In fiscal 2024, more than 30 Group companies in Japan and 27 Group companies overseas participated in the initiative, each making efforts related to the realization of well-being.

[Future efforts]

Each Group company in Japan and overseas will continue to make efforts to maintain and promote health in a more integrated manner.

■ Measures for Employees at High Risk of Lifestyle-Related Diseases

[Goals]

Increase the rate of employees getting medical treatment on a continuous basis while reducing the rate of employees not getting medical treatment ⇒ Reduce the rate of high-risk employees ⇒ Improve presenteeism and absenteeism

[Details]

We set a predetermined threshold for blood pressure and blood sugar levels, and an industrial physician interviews all high-risk employees. High-risk employees are divided into different categories based on criteria such as whether they are receiving treatment. We then decide the intervention methods that are most necessary for the employees in each category. We encourage appropriate medical treatments and changes in behavior by recommending medical consultations, collaborating with primary-care doctors and providing health guidance via public health nurses. We follow through until their data improves.

[Benefits]

In fiscal 2024, 69.6% of employees with high blood pressure and 65.4% of employees with high blood sugar levels were diagnosed as not having high-risk symptoms in the following fiscal year.

[Future efforts]

With the average age of our workforce rising, measures to aid high-risk employees are becoming increasingly important. Looking ahead, we will continue to implement two-pronged measures to provide support for the health of our workforce. One is to arrange an intervention to aid high-

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risk employees and another is to prevent an inflow of more employees into the high-risk group so that employees can promote their health to thrive over long careers.

■ Fitness Program for Younger Employees

[Goals]

Reduce the rate of employees with exercise habits- and eating habits-related risks ⇒ Increase subjective health perception ⇒ Improve presenteeism

Increase the rate of employees maintaining appropriate BMI ⇒ Reduce the rate of high-risk employees ⇒Reduce absenteeism

[Details]

Since establishing a healthy lifestyle while young prevents lifestyle-related diseases in the future, we provide employees who turn 30 with individual health guidance and offer support so that they can become capable of promoting health and maintaining a desirable weight on their own. Additionally, 38-year-old employees receive health guidance for the amelioration of obesity and metabolic syndrome.

[Results]

In fiscal 2025, 115 employees aged 30 and 17 employees aged 38 participated in the program. Of the 78 respondents to a post-action questionnaire on behavior change, 37 said their exercise habits improved, while 40 said their eating habits improved.

[Future efforts]

An analysis of presenteeism factors indicates that risks related to obesity and eating habits can aggravate presenteeism. The fitness program for younger employees is thus expected to indirectly improve presenteeism.

■ Support for Promoting Health of Employees in Their 40s: Yoga Challenge 40+ (Forty Plus)

[Goals]

Reduce the rate of employees with exercise habits-related risks ⇒ Increase subjective health perception ⇒ Improve presenteeism

Increase the rate of employees maintaining appropriate BMI ⇒ Reduce the rate of high-risk employees ⇒ Improve absenteeism

[Details]

A scoring report provided by the Health Insurance Association has pointed out that the rate of employees with exercise habits-related risks is high among employees in their 40s. To provide an opportunity to make exercise a habit and help it become a regular practice, an online yoga lesson was held on weekday nights and Saturday mornings for 16 weeks.

[Results]

Of all the participants, 134 responded to a post-action questionnaire. Of these, 128 (95.5%) said they were satisfied or very satisfied with the Yoga Challenge 40+ program, while 82 (61.2%) responded that they gained an exercise habit by participating in the program.

[Future efforts]

To encourage participation of more employees, we continue to offer the program while adding Zumba®, Pilates and other exercises to the lesson lineup.

■ Health Support for Women

[Applicable priority measures]

Measures to promote health; Measures to enhance health literacy; Measures to realize a better working life

[Details]

In fiscal 2025, we invited an outside lecturer and held a webinar, "How Is Everyone Coping? Addressing the Health Concerns of Working Women," for all employees as a seminar to support women's health.

We also strive to increase women's health literacy by offering e-learning programs and providing information through Mimosa Health Committee e-mail notifications. To provide information, we are devising ideas to increase employees' interest and encourage them to take ownership of issues. For example, we facilitate an understanding of menstrual pain, premenstrual syndrome and menopausal disorders, propose more comfortable workplaces based on the results of a survey of female employees and encourage uterine and breast cancer screening for specific target generations. By sending related information to all employees without limiting it to women, we intend to communicate and facilitate an understanding of our health support measures for female employees in the hope that these initiatives are an opportunity for employees to think about the health of the women around them, including their family members and colleagues. Based on the results of a questionnaire for female employees, we also changed the name "menstrual leave" to "Mimosa leave" in fiscal 2025 and have been communicating about the system to make it more easily available. The "Get Healthier" Initiative, a part of the Health Promotion Months project, includes the Women's Health Course that focuses on health issues unique to women to promote efforts to maintain the balance of physical and mental health and provide opportunities to improve the everyday habits of female employees. While implementing these measures, we have been examining women's presenteeism and work engagement for years. In addition, Tokio Marine & Nichido has set up a Mothers' Room within its head office where many female employees work. It is a space used by female employees for lactation or resting when they are not feeling well because of a

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hormonal imbalance. It has been well received as a comfortable space, and it also fulfills a need for women who return to work early after childbirth.

[Results]

According to an employee survey conducted in fiscal 2025, 47.3% of all employees, or 64.6% of female employees, participated in or utilized the measures for supporting women's health in the previous fiscal year. Of all the participants, 67.8% evaluated the initiative positively.

■ Mental Healthcare

[Applicable priority measures]

Measures to realize a better working life

[Details]

Each Tokio Marine Group company actively promotes mental health measures as we recognize the importance of pursuing the maintenance and improvement of employees' mental health in terms of corporate management. Tokio Marine & Nichido has established the Basic Policy on Mental Health Measures. Under this policy, supervisors at respective workplaces and industrial health staff collaborate to proactively implement various measures. These include initiatives to maintain sound mental health (primary prevention), measures to encourage early detection and treatment (secondary prevention) as well as measures to care for employees with mental health issues (tertiary prevention). Since 2012, the company has also been making initiatives to improve work engagement, which is considered a zeroth prevention measure for mental illnesses.

Specific initiatives for primary prevention include using stress checks to promote self-care and analyze issues at an organizational level in order to maintain a good workplace environment. We also provide self-care training for all employees and promote mindfulness. In addition, for employees working in the claims service departments, we have also launched a mental health care program to enable them to always maintain good mental health conditions as professionals when facing customers who have encountered an accident or disaster. For secondary prevention, in addition to setting up a mental health counseling desk, for new employees, in particular, we promote care initiatives not only in the workplace but have also established a system to check their health condition periodically and provide early support using a multi-faceted approach involving public health nurses, human resources personnel and other relevant parties.

Our tertiary prevention efforts include initiatives that encourage adapting to the workplace and work duties in order to seamlessly support employees returning to work. An analysis detected a correlation between poor mental health and absenteeism. As such, we will continue to consider changes in workstyles and the diversity of our employees by implementing a PDCA cycle to help employees thrive.

◉ Benefits of Major Initiatives

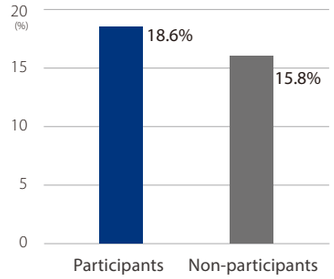
Regarding the "Get Healthier" Initiative, we have been working to increase the rate of participation and achieve better effects in improving lifestyle habits. Among the participants who responded that they have exercise habits-related risks in an interview conducted during a pre-participation health checkup, those who joined courses designed to overcome a lack of exercise showed a significantly higher improvement rate*1 compared with those who did not participate in such courses (Figure 9). Of the 25 courses offered under the "Get Healthier" initiative, five courses fall within this inactivity elimination category, which boasts the highest participation rate within the initiative.

*1: Improvement rate refers to the percentage of employees who were determined to have exercise habits-related risks in a health checkup conducted prior to participating in the initiative and who have become free of these risks after participating in the initiative

*2: Employees with exercise habits-related risks are those who answered "Yes" to zero or one of the three questions regarding exercise habits in an interview conducted during a health checkup

To verify the benefits of our women's health measures, we examined the correlation between the implementation status of women's health measures and our ultimate health-related target indicators. The results revealed that the more measures female employees work on, the more they influence work engagement (Figure 10). Further enhancing, communicating about and promoting the understanding of the measures supporting women's health is thus expected to lead to improvement in work engagement.

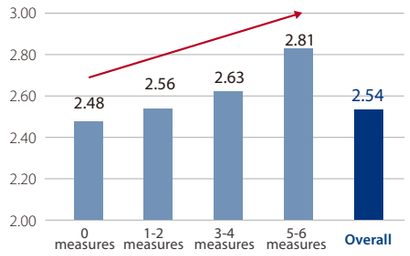
Figure 9: Improvement rate among persons with exercise habits-related risks*2 after participating in the courses in the inactivity elimination category



[Target group]

- Persons who received a health checkup by September 30, 2023, and again in fiscal 2024, and were employees for a full year during fiscal 2023
- Participants are defined as those who have earned one or more points in the inactivity elimination category, and others are defined as non-participants.

Figure 10: Relationship between the number of women's health measures (maximum of six measures) undertaken by women and work engagement



[Target group]

Female employees who underwent stress checks in fiscal 2025

The more employees participate in and utilize the measures supporting women's health, the more work engagement increases.

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Productivity Improvement Effects of Women's Health Support Initiatives

Women's health issues vary across life stages and can significantly affect work performance. Recognizing this, Tokio Marine Group has positioned women's health as one of its key focus areas and has been promoting related initiatives. In addition to improving the workplace environment, it is essential to support employees in practicing self-care that suits their individual health conditions and life stages. To this end, the Group has been enhancing health literacy across the organization through e-learning programs and internal communications addressing women's health topics.

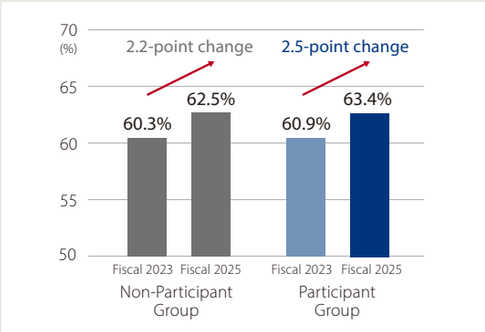
In fiscal 2024, we conducted a quantitative analysis to assess the impact of our initiatives on female employees' productivity, focusing on the "E-learning Program for Improving Health Literacy." The analysis targeted employees who met all four specific conditions*, comparing those who completed the e-learning program (4,229 participants) with those who did not (2,364 non-participants). Changes in absolute presenteeism before and after the program (fiscal 2023 and fiscal 2025) were compared between the two groups.

As a result, the average presenteeism score among participants improved from 60.9% in fiscal 2023 to 63.4% in fiscal 2025, representing a 2.5-point increase. In contrast, the non-participant group improved from 60.3% to 62.5%, showing a 2.2-point increase. The differential between the two groups corresponds to an estimated annual productivity gain equivalent to approximately JPY 69.6 million. Building on these findings, we will continue to enhance participation rates and enrich the e-learning content, aiming to further improve female employees' work performance and well-being.

*: Conditions for analysis:
- Female employees who participated in both the Stress Check and the Engagement Survey
- Belonging to organizations with more than 10 respondents in both surveys
- Employees with consistent organizational affiliation between FY2023 and FY2025
- Employees with available presenteeism data for both fiscal years

▸ **Comparison of changes in absolute presenteeism by participation in the "e-learning program for improving health literacy"**

Participants showed a 0.3-point greater improvement in absolute presenteeism compared with non-participants.



■ Creating a Comfortable Workplace Environment

[Applicable priority measures]

Measures to realize a better working life

[Details]

Tokio Marine Group not only satisfies various standards stipulated under laws and regulations related to the workplace environment but also promotes the creation of a comfortable workplace environment that takes into consideration lighting, noise, ventilation, temperature, humidity and other ergonomic aspects. At the same time, we are working to prevent health problems caused by sedentary work by installing stand-up meeting spaces and other office facilities to increase the amount of physical activity and encouraging employees to take a break by standing up.

To establish better workplace environments, we pursue increased job satisfaction through many different measures. More specifically, we enable employees to choose when and where to work and provide the LINK Dialogue for strengthening the connections between individual employees' commitment (My Aspiration), Tokio Marine Group's purpose and the organization's vision.

17 Sustainability Performance Data (Percentage of employees who received health checks) ⋙
17 Sustainability Performance Data (Industrial accidents, etc.) ⋙

■ Example Verification Results for External Evaluation

- Evaluating the impact of career choice popularity rankings on recruitment (Results of verification: High rankings have been maintained in company popularity surveys among job-seeking undergraduates conducted by Mynavi Corporation and Nikkei Inc. since being selected for the first time as a Health & Productivity Stock.)
- Identifying changes in the number of corporate customers to which Tokio Marine Group has provided support in health and productivity management (Results of verification: There has been an increase in the number of corporate customers being recognized under the Certified Health & Productivity Management Outstanding Organizations Recognition Program sponsored by the Ministry of Economy, Trade and Industry (METI).)

10.2.4 Initiatives to Spread Health and Productivity Management throughout Society (Supporting Customers' Health and Productivity Management) ⋙

Health issues change constantly in line with changes in society and the workplace environment within a company. As more attention is paid to human capital management, we will recommit ourselves to more proactively investing in health as a company that prioritizes the health of employees and their families. In recent years, in response to the promotion of diversity, equity

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and inclusion, we have been providing finely tuned support to health-related issues specific to women by leveraging our workplace-based industrial health system.

In the future as well, we will anticipate the impact of these changes on employee health and support work styles with higher productivity from the health aspect by preventing health issues from becoming prevalent.

■ Selected as Health & Productivity Stock and Recognized under METI's Certified Health & Productivity Management Outstanding Organizations Recognition Program

As a result of these initiatives, Tokio Marine Holdings was selected as a "Health & Productivity Stock" co-sponsored by METI and the Tokyo Stock Exchange for eight consecutive years from 2016 to 2023 for its outstanding health and productivity management.

At the same time, 24 companies from Tokio Marine Group were recognized under METI's 2026 Certified Health & Productivity Management Outstanding Organizations Recognition Program (large enterprise category). Among them, Tokio Marine Holdings, Tokio Marine & Nichido, Tokio Marine & Nichido Life, Tokio Marine & Nichido Systems, Tokio Marine dR, Tokio Marine & Nichido Outsourcing Management, Integrated Design & Engineering Holdings, Nippon Koei, Nippon Koei Urban Space, Nippon Koei Energy Solutions, Nippon Koei Business Partners, Koei Research & Consulting and Nippon Civic Consulting Engineers were in the top 500 group and certified as "White 500" companies.

In the small to medium-sized enterprise category, the program recognized 17 Tokio Marine Group companies. Among them, Nisshin Fire Insurance Service was in the top 500 group and certified as a "Bright 500" company while Tokio Marine & Nichido Partners Tohoku, Tokio Marine & Nichido Partners East, Tokio Marine & Nichido Partners TOKIO and Nisshin Fire Information System were included in the 501–1,500 group and certified as "Next Bright 1,000" companies.

2023 健康経営銘柄 Health and Productivity

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

SPORTS YELL COMPANY 2026

In addition, Tokio Marine & Nichido has received Silver certification as a Sports Yell Company in recognition of its proactive efforts to promote and support exercise and sports activities that enhance employee health. A growing number of Group companies are also obtaining this certification.

Initiatives to ensure the physical and mental health of employees and their families, enhance health literacy and voluntarily and continuously maintain health are becoming increasingly important as they form the foundation of employee productivity and enable Tokio Marine Group to resolve issues for customers and local communities.

We will continuously work to enhance the health of employees, improve the level of occupational health and safety and further expand and develop health and productivity management.

■ Global Recognition for Workplace Health Management

As chief member of the Foreign-Invested Financial Institutions Committee of the Shanghai Financial Association (SFA), The Tokio Marine & Nichido Fire Insurance Company (China) Limited (TMNCH) has continuously advocated to the Shanghai Municipal Government for the introduction of health and productivity management. In 2025, its proposal to introduce health and productivity management standards for financial institutions was adopted. In recognition of this achievement, the company became the only Japanese-affiliated company to be certified and honored at the national level as an Advanced Enterprise in Workplace Health and Productivity Management by the National Major Chronic Disease Prevention and Innovation Pilot Task Force, an organization under the Chinese government.

In 2025, the company further strengthened its internal health and productivity management efforts. It achieved a 100% employee health checkup rate and conducted year-round health promotion activities, including an employee sports day. As a result of these efforts, its well-being score in the culture survey improved significantly.



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■ Creating Connection through Wellness and Mindful Breaks

Safety National continued to offer initiatives that promote employee well-being, connection and a balanced approach to health.

Safety National employees came together for the 2026 St. Louis Biz Dash 5K (3.1 miles) Run/Walk, an event focused on wellness, camaraderie and community impact. The initiative was a collaboration between the employee-led Wellness Committee and Community & Philanthropy Committee, creating an inclusive opportunity for St. Louis-based employees and visiting remote employees to connect outside the office while supporting a meaningful local cause.

Safety National set a goal of 75 employee participants and exceeded that goal with 84 registered participants, representing a 95% increase in participation over the prior year. The strong turnout reflected employee enthusiasm for wellness-focused activities and demonstrated Safety National's Core Values of Teamwork, Balance and Relationships through movement, encouragement and community connection.

Safety National also recognized Mental Health Awareness Month through a Wellness Committee Rock Painting Event. Employees were invited to step away from their day, connect with co-workers and enjoy a creative outlet by painting rocks in themed categories such as animal, floral, nostalgia, miscellaneous and outdoor. Participants were encouraged to wear green in support of Mental Health Awareness Month and had the opportunity to enter their creations into a Rock Painting Contest.

The activity reinforced an important message: caring for mental health can begin with a brief pause, a creative outlet or a moment of connection. It also reminded employees that Safety National's Employee Assistance Program is available year-round to support employees and their families with confidential resources, counseling options and well-being support.



10.2.4 Initiatives to Spread Health and Productivity Management throughout Society

Tokio Marine Group is committed to promoting health and productivity management within the Group. While leveraging the expertise cultivated in the process of carrying out our own initiatives, we also support companies working to improve health and productivity management and contribute to the widespread embrace of health and productivity management in society. We support business partners through our initiatives spanning the entire value chain. Initiatives include organizing health and productivity management seminars, engaging in awareness-raising activities in cooperation with local governments, chambers of commerce and other organizations, formulating the Responsible Procurement Guidelines and stating that we will support the health and productivity management of our business partners in our Declaration of Partnership Building. We also pay consideration to the safety, health and living conditions of the workers of our business partners and seek to secure vibrant work environments and promote the health of these workers. As a new initiative, we are engaging in a project to support the introduction of health and productivity management under commission from Nagoya City. The project is designed to help small to medium-sized enterprises (SMEs) obtain certification as a Health & Productivity Management Outstanding Organization.

◉ Supporting Customers' Health and Productivity Management

As Japan's working-age population shrinks, managing employee health and creating a good working environment have become important management issues to ensure sustainable corporate growth. Tokio Marine Group has been promoting health and productivity management with the Group CEO at the top, while recognizing that employee health is a core theme for management. As a result, we were selected as a "Health & Productivity Stock" for the eighth consecutive year since 2016 and were certified as a Health & Productivity Management Outstanding Organization (White 500) for nine consecutive years from 2017 to 2026. We support the promotion of corporate health and productivity management by leveraging the know-how we have gained over the course of these initiatives, raising awareness to promote the idea of health and productivity management, assisting local companies in obtaining relevant certifications and providing various services.

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<Initiatives of Tokio Marine & Nichido>

Tokio Marine & Nichido works to raise awareness of health and productivity management and supports the relevant initiatives of local companies by issuing booklets that present health and productivity management initiatives of companies, hosting related seminars and cooperating with local governments, chambers of commerce and other organizations.

Tokio Marine & Nichido supports companies seeking to obtain certification as a Health & Productivity Management Outstanding Organization and assisted approximately 1,700 corporate customers in fiscal 2025 by holding seminars as a main host, conducting online interviews and providing a service to check if application forms are adequately filled in. The company also provides solutions to help companies resolve human resources and labor issues from three aspects that have been emphasized in recent years: providing support for balancing work with nursing care; responding to women's health; and promoting the use of childcare leave by male employees.

<Initiatives of Tokio Marine & Nichido Medical Service (TMS)>

TMS has doctors, nurses and licensed psychologists in-house and carries out business in the medical and health fields. As a comprehensive healthcare consulting company, TMS offers a broad range of services, including accepting consignment of the work of industrial physicians, a mental health support service and a 24/7 telephone medical and health consultation service, as well as support for promoting health in the workplace. Recently, the company has added a service that undertakes administrative work for health checkups to its lineup and has been offering its services in more areas to support the health and productivity management of our corporate customers across Japan.

<Initiatives of Tokio Marine dR (TdR)>

In enforcing health and productivity management more effectively within a company, it is crucial that the company and its health insurance association make collaborative initiatives to promote health measures while appropriately capturing employees' health issues.

TdR analyzes various data held by companies and health insurance associations, including health checkup results, prescription data and health measure outcomes. The company then performs quantitative evaluation* of the relationship between the data and medical expenses or health inhibiting factors to develop highly effective health promotion measures. By doing so, TdR supports the reduction of health-related risks and improvement of productivity (such as lower presenteeism). TdR also provides support for the establishment of various corporate systems essential for promoting health and productivity management and for the implementation of health promotion measures as well as support for the introduction and promotion of human asset management systems to increase employee motivation and raise engagement.

*: Using insight and knowledge gained through an ongoing joint research project since 2014 with the Healthcare Data Science Research Unit of the Institute for Future Initiatives (formerly the Policy Alternatives Research Institute), The University of Tokyo

◉ Support for Mental Health Management

Tokio Marine & Nichido Medical Service offers the Employee Assistance Program (EAP) to support mental health-related measures for company employees. Aside from conducting stress tests as required under the Industrial Safety and Health Act, EAP has a menu of services provided by a team of experts including psychiatrists, clinical psychotherapists and personnel and labor consultants. These services range from follow-ups for employees showing high stress levels based on the results of employee stress checks and support for improvement activities for individual workplace environments to providing supportive care during a leave of absence or when returning to work and formulating measures to prevent recurrence.

EAP is now being used by more than 700,000 company employees. Through the program, the company will continue to help workers remain mentally healthy and enhance work engagement.

Tokio Marine & Nichido Medical Service TMS NAVIGATOR service details (in Japanese)

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11 Value People and Promote Diversity and Inclusion

11.1 Respect for Human Rights

11.1.1 Formulating and Disseminating Human Rights-Related Policies

As its Corporate Philosophy states, Tokio Marine Group continually strives to raise corporate value with customer trust as the foundation for all its activities. We believe that respecting the human rights of all individuals in every business activity is essential to supporting this philosophy. Accordingly, we have established the Tokio Marine Group Basic Policy on Human Rights, which sets out our approach to promoting respect for human rights across all business activities. Based on this policy, the Tokio Marine Group Responsible Procurement Guidelines encourage understanding and cooperation from business partners, including agents and suppliers, in initiatives that promote respect for human rights. Furthermore, the Tokio Marine Group Policy to Address Environmental and Social Risks specifies measures to ensure that our insurance underwriting, investment and financing activities and provision of solutions take into account the human rights of our customers and the local communities.

[Human rights-related policies]

- Tokio Marine Group Basic Policy on Human Rights
- Tokio Marine Group Responsible Procurement Guidelines
- Tokio Marine Group Policy to Address Environmental and Social Risks

At each Tokio Marine Group company, all employees and other co-workers are working to build a vibrant corporate culture without discrimination or harassment. We administer various human rights awareness and training programs for all employees of the Group in Japan and overseas to deepen our common understanding of human rights due diligence required of companies in accordance with the UN Guiding Principles on Business and Human Rights as well as the Group's human rights-related policies.

[Tool for disseminating our Basic Policy on Human Rights]

- Tokio Marine Group Basic Policies on the Environment and Human Rights – Summary Version

11.1.2 Promotion Structure

Within Tokio Marine Group, actions to address sustainability issues, including human rights, are discussed by the Sustainability Committee and the Management Meeting at an executive level. Decisions are made before plans and progress are reported to the Board of Directors. The process is operated leveraging a governance structure led by related executive bodies under the guidance and supervision of the Board of Directors.

■ Sustainability Committee

To address sustainability issues, including human rights, the Sustainability Committee, which is composed of the Group CEO, the Group Chief Human Resources Officer (CHRO), the Group Chief Diversity, Equity & Inclusion Officer (CDIO), the Group Chief Sustainability Officer (CSUO) and other members, discusses topics such as the formulation of strategies and targets as well as the coordination and promotion of initiatives. The Sustainability Committee met four times in fiscal 2025, discussed efforts to respect human rights and decided on the direction of initiatives. For a detailed explanation of its promotional and supervisory structure, see Organizational Structure for Promoting Sustainability of this report.



[Reported and discussed items at the FY2025 Sustainability Committee]

April 2025	Fiscal 2024 review, fiscal 2025 plans and progress
August 2025	Revision of the human rights risk map
November 2025	Meeting with experts on business and human rights, and assessment of impacts on insurance agents
February 2026	Revision of the Basic Policy on Human Rights

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■ Human Rights Subcommittee

To examine human rights issues, we have established the Human Rights Subcommittee, subordinate to the Sustainability Committee. The subcommittee consists of permanent members from the Human Resources Department, the Legal & Compliance Department and the Corporate Planning Department of Tokio Marine Holdings. Advised by human rights specialists, the subcommittee discusses initiatives to respect human rights and how to apply them throughout the Group.

The Human Rights Subcommittee met about once a week in fiscal 2025. It planned and implemented actions for respecting human rights unique to Tokio Marine Group, such as the revision of the human rights risk map, familiarization and enhancement of a hotline to receive grievances and the assessment of impacts on the human rights of insurance agents.

■ Compensation for Directors, Audit & Supervisory Board Members and Executive Officers

At Tokio Marine Group, non-financial indicators regarding the main issues of the sustainability strategy, including the promotion and penetration of DE&I initiatives, have been incorporated into the performance-linked compensation for directors and executive officers since fiscal 2022. The Sustainability Committee reviews the progress of initiatives to reach goals, which is presented as an indicator, before the Compensation Committee deliberates on compensation and makes final decisions.

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11.1.3 Human Rights Due Diligence

Tokio Marine Group has established a human rights due diligence (HRDD) framework based on the Tokio Marine Group Basic Policy on Human Rights, with reference to the Universal Declaration of Human Rights, OECD Guidelines for Multinational Enterprises, ILO Core Labor Standards, the UN Guiding Principles on Business and Human Rights, ISO 26000, SA8000 and other relevant international standards.

For Tokio Marine Group, HRDD is positioned as a preventive and voluntary process to avoid or mitigate any negative impact of corporate activities on human rights. Based on the process outlined below, Tokio Marine Group conducted a human rights risk assessment in fiscal 2017, and again in 2022, with the assistance of outside experts.

With the engineering consulting and engineering company Integrated Design & Engineering Holdings Co., Ltd. (ID&E Holdings) joining the Group in February 2025 and reflecting the expansion and diversification of our business domains, the Group has revised its human rights risk map to ensure more effective management of human rights issues across the Group.

Based on the results, we will continue to prioritize and strengthen our responses to human rights issues of higher severity. The human rights risk map will be continuously reviewed in the future, taking into account changes in the business environment*1 and other factors.

▸Human rights due diligence framework



*1: In mergers and acquisitions (M&A), Tokio Marine Group places importance on factors relating to the environment, society and governance (ESG). Specifically, the Group's guidelines for the implementation of M&A projects clearly state that the ESG policy of the target company is an important factor in evaluations. Details of the policy on the environment, society (including human rights) and governance and the implementation structure are important criteria in evaluations.

■ STEP 1: Identifying Human Rights Issues

To identify the human rights issues that must be prioritized, a preliminary screening was conducted across Group companies, taking into account human rights risks by country, region and line of business, as well as factors such as revenue size and the number of employees. This process allowed us to extract the Group companies considered to be at high risk. As a result, the scope of this human rights risk map now extends beyond non-life insurance, life insurance and engineering consulting to include the Group's directly operated businesses, such as nursing care and manufacturing, as well as customers, projects in which we are involved and the value chain*2.

The guidelines and methodologies used in preparing the human rights risk map are outlined below. Since the results incorporate an analysis that utilized external data, the map also includes potential or latent human rights issues that have yet to emerge.

▸Assessment and identification method

Organization of human rights issues	Human rights issues relevant to Tokio Marine Group's business were organized with reference to international human rights standards (e.g., Universal Declaration of Human Rights and ILO Core Labor Standards) and sustainability-related regulations (e.g., CSRD*3 and CSDDD*4).
Severity assessment	The identified human rights issues were assessed for severity by external experts based on three factors: scale (e.g., impact on life), scope (e.g., number of people affected) and difficulty of remediation (e.g., likelihood of effective remedy).
Likelihood assessment	The likelihood of occurrence was assessed with reference to country- and industry-specific human rights risks of our business, the number of employees, revenue size, as well as supplier locations and transaction volumes. Country-specific risks were based on indicators published by international organizations, and industry-specific risks were referenced from data published by international NGOs.
Prioritization of issues	Severity was plotted on the vertical axis and likelihood on the horizontal axis to map human rights issues that are particularly significant for Tokio Marine Group.

*2: The assessment covered 47 major Group companies, representing over 90% of Group revenue.
*3: Adopted by the EU in 2022, the Corporate Sustainability Reporting Directive (CSRD) mandates information disclosure related to corporate sustainability.
*4: Adopted by the EU, the Corporate Sustainability Due Diligence Directive (CSDDD) establishes due diligence obligations for human rights and environmental issues.

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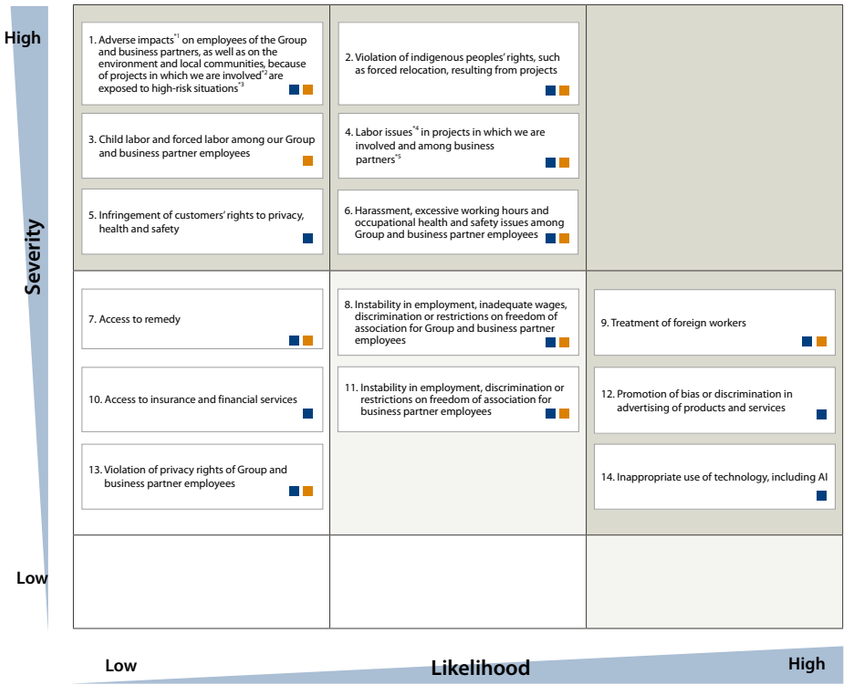
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■STEP 2: Prioritizing Human Rights Issues Based on Severity and Likelihood of Occurrence

Salient human rights issues were identified across each business segment's operations, customers, projects in which we are involved and the value chain. We then assessed these issues for severity and likelihood and developed a human rights risk map. In line with the UN Guiding Principles on Business and Human Rights, we designated issues with higher severity as priority human rights issues and intend to consider ways to strengthen current initiatives.

Tokio Marine Group

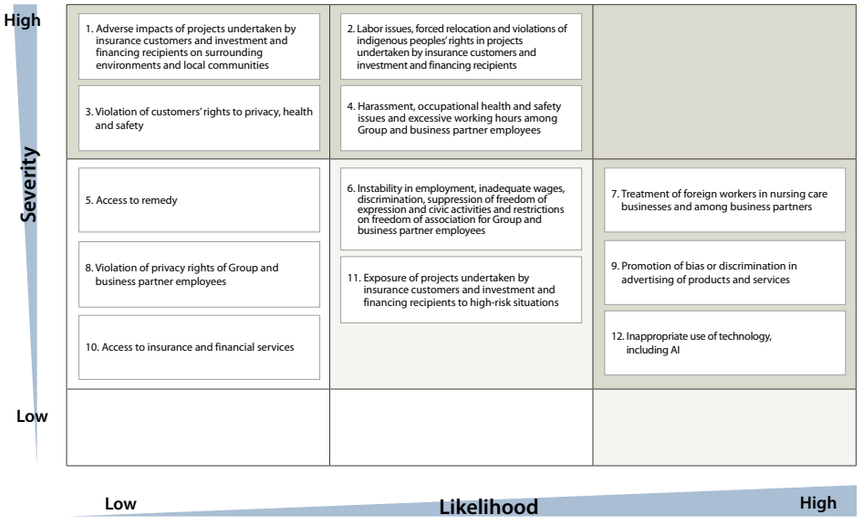
■ =Non-life insurance, life insurance, nursing care
■ =Engineering consulting, manufacturing



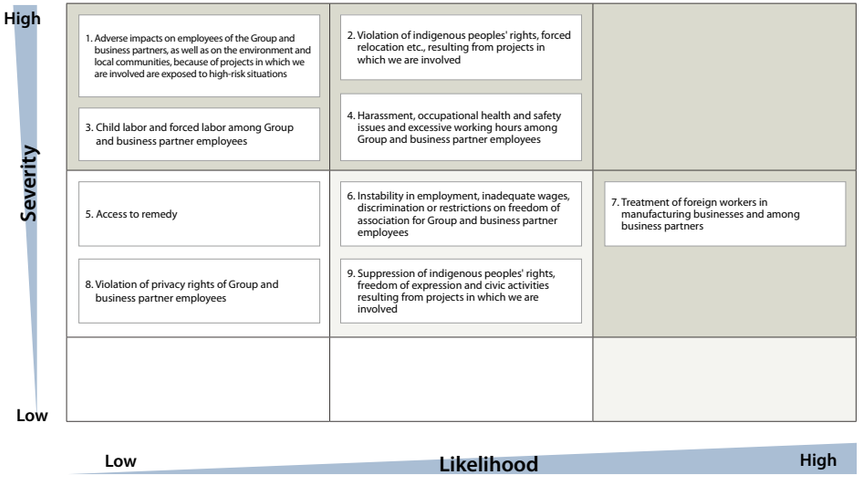
Note: If a human rights issue is common across multiple business domains, it is plotted at the position corresponding to the maximum severity and likelihood.

*1 Environmental impacts (e.g., access to water, sanitation), human rights violations by project security personnel, impacts on children's education, etc.
*2 For non-life insurance and life insurance, projects refer to those for which insurance or investments are provided; for engineering consulting, projects refer to those commissioned by public agencies.
*3 Specific situations with a high potential for human rights violations (e.g., conflict, political instability, widespread corruption).
*4 Labor issues include forced labor, child labor, harassment, occupational health and safety, working hours, wages and treatment of foreign workers.
*5 For non-life insurance, life insurance and nursing care, business partners include agents, contractors and suppliers; for engineering consulting and manufacturing, business partners include subcontractors, etc.

Non-life insurance, life insurance, nursing care



Engineering consulting and manufacturing



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■STEP 3: Addressing Identified Human Rights Issues

For the prioritized human rights risks identified in STEP 2, we are implementing measures to mitigate these risks as outlined below. We will continue to strengthen our efforts, taking into account feedback from internal and external stakeholders.

Non-life insurance, life insurance and nursing care

(Map # in STEP 2) Human rights issue	Rightsholders	Areas of business	Mitigation measures
1.Impacts on the environment and local communities because projects undertaken by insurance customers and investment and financing recipients are exposed to high-risk situations	Employees of insurance customers and investment and financing recipients; local communities	Non-life insurance, life insurance	• Identifying and restricting high human rights risk sectors under the Tokio Marine Group Policy to Address Environmental and Social Risks • Providing training tools on environmental and societal challenges to internal underwriters to ensure careful consideration when underwriting in high-risk sectors and regions
2. Labor issues, forced relocation and violations of indigenous peoples' rights in projects undertaken by insurance customers and investment and financing recipients			
3. Customers' rights to privacy, health and safety	Customers, employees of insurance customers and investment and financing recipients	Non-life insurance, life insurance, nursing care	• Ensuring strict management of personal data in line with the Group's Privacy Policy; supporting health, safety and security under the health and productivity management principles and Occupational Health and Safety Policy
4. Harassment, occupational health and safety and working hours among Group and business partner employees	Group and business partner employees	Non-life insurance, life insurance, nursing care	• Conducting human rights awareness training for the Group employees and agents • Formulating Harassment Prevention Regulations to prevent harassment and stipulate disciplinary action for violations by all employees, including executives • Monitoring overtime hours, conducting stress checks and promoting employees' diverse work styles and health improvement
7. Treatment of foreign workers in nursing care businesses and among business partners	Group and business partner employees	Non-life insurance, life insurance, nursing care	• Conducting human rights impact assessments for Group and business partner employees
9. Promotion of bias or discrimination in advertising of products and services	Customers, local communities	Non-life insurance, life insurance, nursing care	• Reviewing advertising and solicitation materials to confirm they do not include problematic expressions from a human rights perspective
12. Inappropriate use of technology, including AI	Group and business partner employees, projects undertaken by insurance customers and investment and financing recipients	Non-life insurance, life insurance	• Promoting the responsible use of AI and other technologies in line with the Tokio Marine Group Basic Policy on AI Governance to prevent misuse such as promotion of discrimination or dissemination of false or biased information

Engineering consulting and manufacturing

(Map # in STEP 2) Human rights issue	Rightsholders	Areas of business	Mitigation measures
1.Impacts on employees of the Group and business partners, as well as on the environment and local communities, because projects in which ID&E Group is involved are exposed to high-risk situations	Local communities	Engineering consulting	• Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where projects in which the ID&E Group is involved may harm the human rights of business partner employees and human rights and the environment of local communities
2. Violation of indigenous peoples' rights, such as forced relocation, resulting from projects in which the ID&E Group is involved	Local communities	Engineering consulting	• Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where projects in which the ID&E Group is involved may force relocation of local communities
3. Child labor and forced labor among Group and business partner employees	Group and business partner employees	Engineering consulting, manufacturing	• Conducting human rights training for senior management employees • Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where projects in which the ID&E Group is involved may impose child labor or forced labor
4. Harassment, occupational health and safety and working hours among Group and business partner employees	Group and business partner employees	Engineering consulting, manufacturing	• Monitoring harassment and excessive work risks of Group employees under each company's risk management plan • Establishing and familiarizing consultation desks and hotlines • Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where projects in which the ID&E Group is involved may harm the human rights of business partner employees
7. Treatment of foreign workers in manufacturing businesses and among business partners	Group and business partner employees	Manufacturing	• Monitoring risks of nationality- or attribute-based discrimination for Group employees under each company's risk management plan • Developing Guidelines on Human Rights for Business Partner Employees and Local Communities to address risks where business partners may impose inappropriate treatment on foreign workers • Conducting a questionnaire survey in the supply chain • Establishing and disseminating point of contact for consultation and whistleblowing

Note: The mitigation measures are implemented by the Group companies covered in the assessment of this human rights risk map.

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■STEP 3: Addressing Identified Human Rights Issues

Tokio Marine Group is promoting the following initiatives in each relevant area to address the prioritized human rights issues identified.

● Initiatives in Insurance Underwriting, Investment and Financing

Tokio Marine Group recognizes that its insurance underwriting, investment and financing activities, and provision of solutions may cause or contribute to adverse impacts on human rights, either directly or indirectly. In response, we have formulated the Tokio Marine Group Policy to Address Environmental and Social Risks to consider negative impacts on the environment and society in our decision-making process for insurance underwriting, investments and financing and provision of solutions and when we actually deliver these products and services.

To increase the effectiveness of the policy, we provide a tool to conduct training on environmental and social risks for employees engaging in insurance underwriting, investments and financing and provision of solutions. The training is designed to promote understanding of the focused areas specified in the policy as well as environmental and social risks in areas frequently causing negative impacts on human rights. These areas include infrastructure development, such as large dams, agriculture, fishery and mining.

With regard to investments and financing, as a signatory to the Principles for Responsible Investment (PRI) supported by the United Nations Environment Programme Finance Initiative (UNEP FI), we promote investments and financing that give consideration to environmental, social and governance (ESG) factors while also engaging in impact investments conducive to resolving sustainability-related, environmental and societal challenges.

🔗 Climate & Nature Report 2026 > 6. Tokio Marine Group's Value Provision > ◆Investment and Financing

●Initiatives in Engineering Consulting and Manufacturing Businesses

The ID&E Group, which is involved in engineering consulting and manufacturing businesses, engages in projects that support the lives, livelihoods and dignity of people in various circumstances across approximately 160 countries and regions, by helping develop optimum infrastructure to meet the needs of the age. Based on its Group Action Guidelines and Basic Policy on Human Rights, the ID&E Group recognizes human rights issues accompanying its business activities as significant risks and is actively addressing them.

As part of such efforts, the group is working to identify supply chain human rights risks at its manufacturing sites and has conducted an investigation on sites possibly facing relatively high risks. The investigation involved interviews with the relevant parties to capture the trend in human rights risks in the supply chain. Based on the results of the interviews, the ID&E Group conducted a questionnaire survey on its suppliers to identify risks and check the status of responses. In the future, the group will promote dialogue with its suppliers based on the results to mitigate risks more effectively.

For projects in which the ID&E Group is involved, it has established the Guidelines on Human Rights for Business Partner Employees and Local Communities. As a consultant engaging in the projects from the upstream stage, the ID&E Group supports the development of environmental and social management plans and assists with the monitoring based on these plans. The ID&E Group has also formulated a Human Rights Handbook for Operators, which provides guidance on how a person working on the project site should consider human rights at each stage of a project, and is promoting its on-site use. The group has also established and communicated hotlines to handle consultations and reports from external parties.

For projects that carry the risk of forced relocation of local residents, the ID&E Group provides guidance on whether involuntary relocation is required, the adequacy of compensation and the need for livelihood restoration, and supports relocations based on consensus with local communities. Furthermore, the group continuously oversees the restoration of their livelihoods by providing technical assistance to monitor that residents' living standards do not deteriorate after relocations.

Regarding work environment-related issues in its own operations, such as child labor, forced labor, occupational health and safety and harassment, the ID&E Group raises awareness through human rights workshops for its employees and seminars inviting external experts. The group also ensures respect for the human rights of its employees by performing monitoring based on each group company's risk management plan and establishing and disseminating information about hotlines for consultation and whistleblowing.

Additionally, the ID&E Group has established a monitoring system to track risks regarding the treatment of foreign workers and prevent discrimination and unfair practices. Through these initiatives, the ID&E Group strives to prevent and remediate human rights violations within its own operations and those of its business partners, aiming to realize sustainable and responsible business activities.

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●Customer Privacy Policy, Health and Safety

In compliance with the Act on the Protection of Personal Information, the Act on the Use of Numbers to Identify Specific Individuals in Administrative Procedures, and other applicable laws, regulations and guidelines, Tokio Marine Group recognizes that appropriately handling customers' personal information, individual numbers and specified personal information is a fundamental social responsibility. As such, we have appointed a Chief Privacy Officer responsible for the protection of personal information throughout the Group and are implementing comprehensive measures to safeguard customer information and specified personal information.

Furthermore, across all business activities, we promote health and productivity management as well as occupational health and safety management, ensuring the delivery of products and services of the highest quality to our customers.

●Thoroughly Ensuring Prevention of Discriminatory Practices in the Provision of Products and Services

Tokio Marine & Nichido has in place a document inspection system to check for any expression (including illustrations, photos and videos) or wording undesirable from the perspective of human rights in its advertisements and insurance soliciting documents for customers as well as in its daily business operations. The system also performs a check to make sure the company does not obtain unnecessary personal information. Moreover, the company has established an appropriate reporting and response system by prescribing rules for handling cases of discrimination that are discovered or encountered and making these known internally.

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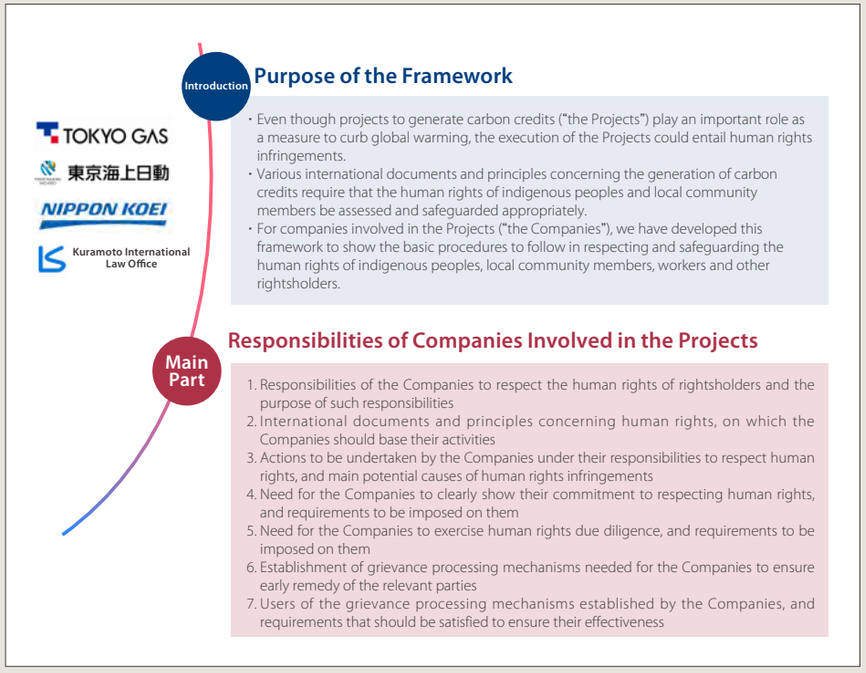
Column Providing Solutions for Customers to Respect Human Rights

Tokio Marine Group supports customers in mitigating human rights risks in their value chains through solutions in addition to insurance underwriting and investment and financing. This section highlights some of our key initiatives and solutions to support respect for human rights.

❶ Supporting Efforts of Companies and Local Governments to Mitigate Human Rights Risks

Companies are increasingly expected to identify and address risks such as forced labor, child labor and other human rights issues throughout their supply chains. Inadequate responses to such issues can also adversely affect corporate value. Tokio Marine Group leverages the know-how of Tokio Marine dR, Nippon Koei, Tokio Marine & Nichido and other Group companies to assist customers in identifying and mitigating human rights risks in their value chains. Specifically, we support efforts of companies and local governments to respect human rights by helping them formulate basic policies on human rights, conducting human rights risk assessments and providing advice and training on HRDD.

- Tokio Marine dR: Support for efforts regarding business and human rights (in Japanese)
- Nippon Koei: HRDD support for companies and local governments (in Japanese)



❷ Providing Support Related to Human Rights Risks in Creating Carbon Credits

In recent years, the use of carbon credits has been increasing as a means of achieving carbon neutrality. However, some carbon credit projects in developing countries may raise human rights concerns, such as unfair treatment of local workers or forced relocation of indigenous peoples. Companies involved in carbon credit projects are expected to take measures to prevent, mitigate and remediate adverse human rights impacts associated with such projects.

Tokio Marine & Nichido and Nippon Koei have collaborated with Tokyo Gas Co., Ltd. to develop Japan's first "Framework for Respecting Human Rights by Business Enterprises Involved in Carbon Credit Generation Projects," designed to support companies in implementing effective measures to respect human rights at project sites. Based on this framework, Tokio Marine & Nichido and Nippon Koei have jointly developed and launched a human rights risk support service for companies engaging in carbon credit projects.

Leveraging Nippon Koei's expertise gained through its involvement in Official Development Assistance (ODA) and other projects, the service includes preliminary investigations into social conditions, legal frameworks and past cases of human rights violations in the countries and regions where projects are located, and supports the identification and assessment of potential human rights risks. The service is also provided in cooperation with experts, including Kuramoto International Law Office, which has extensive knowledge of sustainability and human rights issues.

❸ Supporting Corporate ESG Management through Directors and Officers Liability Insurance

Companies are increasingly expected to appropriately manage ESG-related risks, including human rights and environmental issues in their supply chains, while pursuing sustainable business management. When human rights or environmental issues arise, companies may incur considerable costs and need to devote significant management resources to fact-finding investigations and measures to prevent recurrence.

To address these challenges, Tokio Marine & Nichido offers a rider to its directors and officers liability insurance that covers certain expenses incurred by a company in investigating the causes of human rights or environmental issues and taking measures to prevent recurrence. The rider covers expenses associated with investigations, the establishment and activities of third-party committees, and measures to prevent recurrence.

For example, such expenses may arise when child labor in a company's supply chain is reported in the media, potentially requiring the company to suspend or terminate transactions with business partners and establish a third-party committee to investigate the matter. Another example may involve a company facing online criticism alleging that its TV commercials contain sexist content, prompting the company to conduct an internal investigation and develop measures to prevent recurrence.

Through the provision of these solutions, Tokio Marine Group will continue to support customers and local governments in preventing, mitigating and remediating human rights risks.

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●Commitment to Respecting Human Rights of Our Employees

Tokio Marine Group regards respect for human rights as a fundamental standard in our corporate activities and strives to facilitate an understanding and instill the idea of respect for human rights not just within the Group but also among agents and business partners, including contractors. We aim to establish a corporate culture where every employee treats others with respect and can fully demonstrate their potential.

Tokio Marine Holdings respects the labor rights and human rights of employees and complies with relevant laws and regulations in each country and region. At the same time, we respect the internationally accepted rights of workers. Through constructive dialogue with employee representatives, we are working to identify and resolve issues related to conditions of employment and workplace environments.

Initiatives to respect human rights

- Realizing workplace environments free of harassment and discrimination
- Preventing excessive working hours
- Securing a safe and healthy work environment
- Paying an appropriate level of wages
- Promoting the use of annual paid leave
- Eliminating a wage gap between men and women; promoting DE&I

<Workplace Environment Free of Harassment and Discrimination>

To prevent harassment, we have established Harassment Prevention Policies. These regulations require all employees, including executives, to take proactive measures to prevent harassment, and make it clear that disciplinary action will be taken in accordance with the work regulations if violations occur. We also provide multiple reporting channels, including the Tokio Marine Holdings Global Hotline for all Group companies, internal consultation desks at each company and external hotlines, thereby establishing a structure to report and seek consultation on human rights issues, including discrimination and harassment, with a sense of security.

<Working Hours and Conditions of Employment>

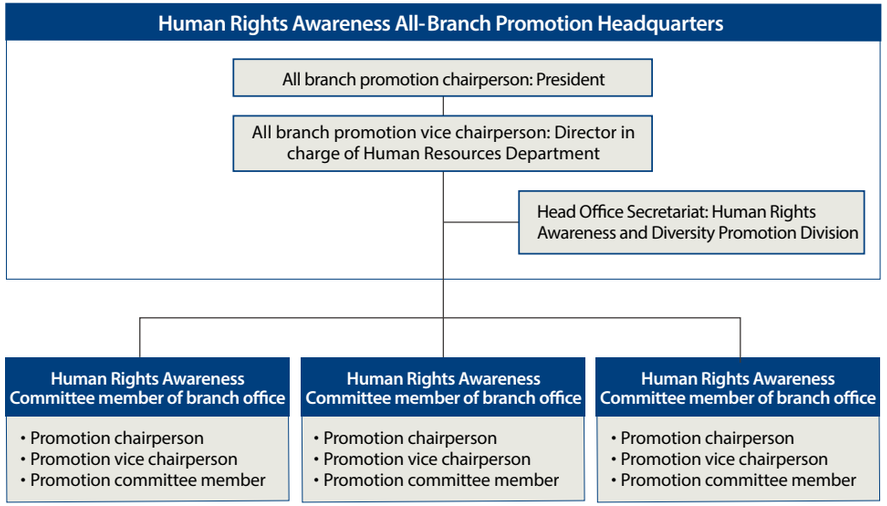
We exercise appropriate management of working hours, including the upper limits imposed by the local laws and regulations and under the labor-management agreement. We appropriately monitor such indicators as overtime and the use of paid leave as an effort to remediate long working hours.

As for the conditions of employment, we ensure payment of an adequate level of wages in accordance with the relevant laws and regulations and identify any issues through periodic dialogue with employee representatives for improvement. In terminating the employment of workers, we observe local laws and regulations to hold necessary discussions and take appropriate procedures, including notification. With regard to the gender pay gap, we perform periodic analysis and promote measures to remedy it. Moreover, we help employees maintain and promote their health and realize sustainable work styles by enhancing our own welfare programs beyond publicly mandated programs and encouraging the use of annual paid leave.

Under its promotion structure, which mainly comprises the Human Rights Awareness All-Branch Promotion Headquarters and the Human Rights Awareness Committee members of each branch office, Tokio Marine & Nichido holds executive and other seminars along with the annual human rights awareness training held in the workplace. The company also provides various training tools to agents to support their human rights awareness training.

17 Sustainability Performance Data (Human rights training participation rate, etc.) ⋙

▸Human Rights Awareness Promotion Structure (Tokio Marine & Nichido)



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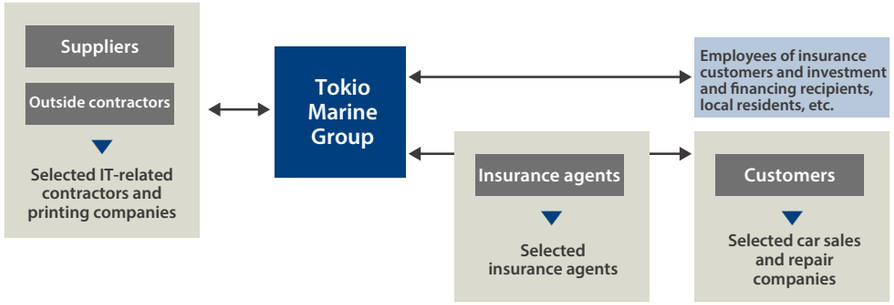
●Fostering a Culture to Respect Human Rights by Soliciting and Awarding Human Rights-Related Slogans

During Human Rights Week, which takes place from December 4 to 10 every year, each Group company solicits human rights-related slogans from employees and their families. The aim is to facilitate an understanding of the importance of respecting human rights and raise human rights awareness in the workplace, at home and within local communities. We select excellent slogans and disseminate them through our in-house intranet and other media as an effort to instill and spread the awareness of respecting human rights.

●Respect for Human Rights in the Value Chain (Initiative for Human Rights Impact Assessment)

In 2022, Tokio Marine Group held a human rights workshop with the cooperation of external human rights experts to identify latent human rights risks in our value chain. Consequently, based on the significance of human rights risks and Group's leverage, we selected high-priority stakeholders for whom we should perform human rights impact assessment. They include foreign trainees working under Japan's Technical Intern Training Program and engaging in car repair and maintenance and employees of IT-related contractors, printing companies and insurance agents. Since 2023, we have been conducting human rights impact assessments in a phased manner.

▸Selecting high-priority stakeholders in the value chain



❶ 2023: Foreign Trainees Working for Car Dealers and Car Repair and Maintenance Companies

Auto insurance is a major insurance product in the non-life insurance business, and car sales and repair companies are important stakeholders for Tokio Marine Group. With the cooperation of external human rights experts, we held a dialogue with foreign trainees and other people working for car sales and repair companies and exchanged opinions about issues and the direction of our improvement efforts from the perspective of respect for human rights.

The results of the dialogue showed no significant human rights risks, and we were able to deepen our understanding of the human rights issues surrounding foreign trainees. For example, we gained an understanding of commission fees in the recruitment process and issues in communicating conditions of employment and confirmed that certain matters require continued attention.

Based on these findings, Tokio Marine Group has communicated to car sales and repair companies the key considerations with regard to respecting the human rights of foreign workers as an effort to further enhance our own initiatives to respect human rights.

❷ 2023-2024: IT-Related Contractors and Printing Companies

IT-related contractors and printing companies are important stakeholders for insurance companies, whose operations involve the establishment of IT systems and printing of materials. For these business partners, we conducted a survey via interviews and questionnaires with people engaging in actual operations in cooperation with external human rights experts.

The results showed no significant human rights risks in IT-related contractors and printing companies. Nonetheless, we confirmed that there are ways to further enhance respect for employees' human rights. These include setting up an employee human rights hotline for IT-related contractors, while addressing the risk of long working hours, including changing our method of order placement, and further enhancing occupational health and safety at printing companies.

Based on these findings, Tokio Marine Group is pushing ahead with efforts to disseminate the information on our human rights-related hotlines once again, address excessive working hours and enhance occupational health and safety.

❸ 2024-: Insurance Agents

Insurance agents who deliver insurance products to customers are our important business partners underpinning the Group's businesses and also stakeholders at the core of our value chain. With the cooperation of external human rights experts, we have held interviews with management and employees of insurance agents of different structures and sizes and visited

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their workplaces for reviews.

Even though the results revealed no significant human rights risks, we have found that the practice of respecting human rights can be further promoted at insurance agents by informing their employees about a human rights-related hotline and creating a manual to deal with abusive behaviors by customers. Currently, the Group is examining and promoting efforts to improve these points.

●Basic Policy on AI Governance: Preventing Human Rights Violations Associated with AI Use

As the use of AI rapidly expands, concerns are growing regarding potential human rights violations, such as false or discriminatory outputs. We have established the Tokio Marine Group Basic Policy on AI Governance, which outlines the basic approach and necessary framework for AI utilization to further promote usage while accelerating our responses to address new risks and solve societal challenges. By appropriately managing risks associated with AI—including the violation of human rights—we encourage proactive use of AI by Group employees, maximize the benefits of AI and return value to society, thereby aiming to achieve discontinuous growth for the Group.

The core principles of this policy, Values and Basic Principles regarding AI Utilization by Tokio Marine Group, are as follows:

(1) Tokio Marine Group recognizes the importance of transparency and accountability in the utilization of AI, will clarify the purpose of introducing AI to stakeholders, and, through ongoing conversations, will continue to examine and improve the effects of introducing AI.

(2)Tokio Marine Group will ensure that humans intervene appropriately when introducing and utilizing AI, and that ultimately the decisions made by humans are respected.

(3)In order to eliminate bias in the use of AI, Tokio Marine Group will take care not to use data, algorithms or other technologies that are or may be biased against groups on the basis of their beliefs, gender or race.

(4)Tokio Marine Group shall prevent the following: utilization of AI that may lead to the violation of rights and interests, including fundamental human rights, human dignity and individual autonomy; the distribution of false or biased information and decision-making based on such information; and the leakage, falsification or unauthorized use of confidential or personal information.

(5)Tokio Marine Group shall establish and operate systems and processes that allow for AI to be used or provided continuously and without interruption.

■ STEP 4: Information Disclosure (Response to the Modern Slavery Act 2015 of the United Kingdom and Modern Slavery Act 2018 of Australia)

Tokio Marine & Nichido, Tokio Marine Kiln and other Tokio Marine Group companies published a modern slavery statement in compliance with the UK's Modern Slavery Act 2015. Meanwhile, Tokio Marine & Nichido and other companies submitted a modern slavery statement to the Australian government in compliance with its Modern Slavery Act 2018.

●Actions Taken by Tokio Marine & Nichido

Tokio Marine & Nichido has been publishing its statement every year since 2016 under the Modern Slavery Act 2015 of the United Kingdom. Starting from 2020, the company also annually reports (registers) its modern slavery statement to and with the Australian government under the country's Modern Slavery Act 2018. Tokio Marine & Nichido will continue to report its modern slavery statement without fail, and together with its employees and business partners, will implement initiatives to prevent slave labor and human trafficking.

- Tokio Marine & Nichido's statement under the UK Modern Slavery Act 2015
- Tokio Marine & Nichido's statement under Australia's Modern Slavery Act 2018 (Australian government's online register site)

Modern Slavery

Modern Slavery refers to enslavement and servitude, all forms of forced labor and human trafficking, etc. According to the 2022 report of the International Labour Organization (ILO), there were approximately 28 million victims of forced labor worldwide and annual illicit profits were estimated to reach some US$236 billion, which shows that even in present times slave labor and human trafficking are serious social problems.

Modern Slavery Act 2015 of the United Kingdom

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

Modern Slavery Act 2018 of Australia

Following the United Kingdom, the Australian government enforced the Modern Slavery Act 2018 in January 2018. The act requires entities based or operating in Australia and having an annual consolidated revenue of more than AUD 100 million, to report (register) every fiscal year on how they assess risks of modern slavery in their operations and supply chains as well as actions to address these risks.

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11.1.4 Mechanisms for Complaint Handling and Remediation

■Human Rights Violations Involving Tokio Marine Group's Directors, Officers and Employees

Tokio Marine Group has established internal and external hotlines (whistle-blowing hotlines) where directors, officers and employees of Group companies can report and consult on matters that may involve human rights concerns. The Group provides its directors, officers and employees with multiple contact points and reporting channel options including internal and external hotlines, as well as a corporate auditor hotline. We prohibit any disadvantageous treatment or retaliation against relevant directors, officers, employees and those who cooperate in investigations because of such reports or inquiries. In addition, we strictly manage the confidentiality of reports and inquiries by ensuring anonymity and sharing information only to the extent necessary for effective investigations and corrective measures.

Tokio Marine Holdings monitors the handling of the reports and provides support for the appropriate installation and operation of the whistle-blowing system, thereby establishing a mechanism that allows directors, officers and employees of each Group company to report concerns without fear of retaliation.

■ Hotlines for Stakeholders in Our Value Chain

Tokio Marine Group has set up the Global Stakeholders Hotline, a point of contact for its external stakeholders to handle cases in which negative impacts on human rights are of concern in the value chain (including the supply chain). The hotline's entry form is now available in eight languages, namely Japanese, English, Chinese, Spanish, Portuguese, Thai, Indonesian and Vietnamese.

For inquiries regarding the Group, we follow the predetermined operational flow and make an appropriate response depending on the details. Whenever a negative impact on human rights is confirmed, we work to prevent, mitigate, correct and remedy such an impact by engaging in sincere dialogue with the stakeholders involved. We do not tolerate any disadvantageous treatment or retaliation against relevant stakeholders and those who cooperate in investigations because of such reports or inquiries. In addition, we strictly manage the confidentiality of reports and inquiries by ensuring anonymity and sharing information only to the extent necessary for effective investigations and corrective measures.

For the scope, operational processes and other details of the Global Stakeholders Hotline, refer to the "Tokio Marine Group's Mechanisms for Complaint Handling and Remediation" website.

Tokio Marine Group's external stakeholders are able to provide information on human rights violations by accessing the Global Stakeholders Hotline and entering the company code, "TokioMarine." To learn about the details of this system and how to access it, use the link below to find the hotline on the respect for human rights page on Tokio Marine Holdings' sustainability website.

Tokio Marine Group's Mechanisms for Complaint Handling and Remediation

▸Operational flow



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11.1.5 Stakeholder Engagement

In promoting initiatives to respect human rights, Tokio Marine Group places emphasis on conducting human rights impact assessments of stakeholders who are or may potentially be affected by our business activities, as well as engaging in dialogue with experts specializing in human rights.

Regarding human rights impact assessment of stakeholders, based on the significance of human rights risks, Tokio Marine Group's leverage and other factors, we have been working to understand the actual circumstances as well as stakeholders' expectations and concerns to prevent, mitigate, correct and remedy human rights risks. (Please refer to Respect for Human Rights in the Value Chain for more details.) To monitor changes in the business environment and continually reassess our approach to emerging human rights issues, we engage in dialogue with human rights experts to receive advice and suggestions on the Group's initiatives to respect human rights and accordingly revise and reinforce these initiatives.

The following provides an overview of our dialogue with experts on business and human rights held in fiscal 2025 and highlights key suggestions thus obtained along with our response.

Report Dialogue with Experts on Business and Human Rights (October 2025)

1. Overview

Tokio Marine Group has been promoting initiatives to respect human rights in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs). In fiscal 2025, the Group's business domains and human rights risks became more diverse following the addition of the ID&E Group, which engages in the engineering consulting and engineering businesses. We therefore held dialogue with external experts who each have specialized knowledge on the themes for which we have identified challenges.

Discussion themes

- Revising the human rights risk map and responding to high-risk areas
- Extending Human Rights Initiatives to Overseas Group Companies
- Increasing the effectiveness of the mechanisms for complaint (grievance) handling

External experts (in random order)

- Akihiro Ueda (Expert specializing in business and human rights and stakeholder engagement)
  —From the perspective of improving the effectiveness of complaint-handling mechanisms and stakeholder engagement
- Miyuki Zeniya (Representative, evergreenp)
  —From the perspective of human rights risk management and the promotion of global initiatives, based on practical experience in the financial industry
- Miwa Yamada (Senior Research Fellow, Inter-disciplinary Studies Center, Institute of Developing Economies, Japan External Trade Organization (JETRO))
  —From the perspective of enhancing HRDD in line with international principles such as UNGPs and global trends

Participants from Tokio Marine Group

- Tokio Marine Holdings: Managing Executive Officer and Chief of Group Sustainability; Department heads in charge of sustainability, personnel affairs and legal affairs
- Integrated Design & Engineering Holdings: Director in charge of promotion of sustainability


Akihiro Ueda


Miyuki Zeniya


Miwa Yamada

2. Main Suggestions from Experts and Our Response

2-1 Revising the Human Rights Risk Map and Responding to High-Risk Areas

During the discussion about the human rights risk map, an expert advised that because Tokio Marine Group operates businesses with frequent interactions with customers, such as insurance and nursing care, we need to give consideration to harassment and other human rights issues. With regard to the ID&E Group's businesses closely linked to local communities, an expert suggested that even when the Group is indirectly involved in a project as a consultant, it is important to take action aligned with the Group's leverage and the degree of involvement when undertaking a project. Based on these suggestions, the Group is working to identify businesses that affect customers and local communities and actual conditions in high-risk areas while reexamining our response to human rights risks.

2-2 Extending Human Rights Initiatives to Overseas Group Companies

As for extending the initiatives to overseas Group companies, we gained valuable insights into the importance of continuous dialogue and knowledge sharing between the head office and overseas bases, as perceptions of human rights and related legal frameworks vary across regions.

The Group is identifying the actual conditions of human rights risks in overseas Group companies and sharing examples of initiatives and challenges across companies to strengthen human rights efforts throughout the Group.

2-3 Increasing the Effectiveness of Mechanisms for Complaint (Grievance) Handling

As for the mechanisms for complaint handling, we received advice on two points. One is that, in addition to "remedy," the aspect of "remediation" is also important for early discovery of a problem and prevention of its recurrence. The other is about the need to design mechanisms that users can trust and to ensure transparency. The Group is working to increase the effectiveness of its complaint handling mechanisms by strengthening intra-Group collaboration and establishing and refining our response structure.

3. Future Steps

Based on the suggestions we received through the dialogue, we will promote efforts to better understand conditions in high-risk areas, strengthen collaboration with overseas Group companies, improve the complaint handling mechanisms and enhance dialogue with stakeholders in fiscal 2026 to further increase the effectiveness of our initiatives to respect human rights and further embed these initiatives throughout the Group.



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11.2 Human Capital Management and Promoting DE&I

Tokio Marine Group seeks to enhance corporate value in a sustainable manner by creating an environment where employees with diverse values and experiences can play active roles through the promotion of human capital management and diversity, equity and inclusion (DE&I).

To provide more systematic disclosure of our human capital management and DE&I initiatives and their progress, Tokio Marine Holdings has been publishing the Human Capital Report since fiscal 2024. The report provides detailed descriptions of our human capital strategies, human resources development, promotion of DE&I and employee engagement, along with related metrics, targets and progress. Please refer to the report for more details.

Publication of Human Capital Report

The insurance business is often described as a "people's business," as it is built on the trust that our employees and other people create. We believe that maximizing the potential of our people is essential to fulfilling Tokio Marine Group's purpose of protecting customers and society in times of need. With this belief, we have continued to invest in and develop our people since the Group's establishment. This commitment remains unchanged, and we continue to regard people as a key driver of our growth.

As human capital management has gained increasing attention, there has also been growing demand for greater disclosure of human capital-related information. We expect such information to become increasingly important to our stakeholders.

Against this backdrop, we published the Human Capital Report 2026 to communicate our approach to and commitment to human capital management in a comprehensive manner and help stakeholders gain a deeper understanding of Tokio Marine Group.

While we have previously disclosed information on human capital through various channels, we believe that publishing a dedicated Human Capital Report will provide stakeholders with a clearer understanding of the Group's approach to people and the specific initiatives we are undertaking.



For the Group employee basic data and the data on human resources development, utilization of diverse human resources and reform of working styles, please refer to the Sustainability Performance Data section.

Basic Data

- Number of employees (Tokio Marine Holdings and major subsidiaries)
- Number of new hires (Tokio Marine & Nichido)
- Labor union participation rate (Tokio Marine Holdings and domestic major subsidiaries)
- Ratio of female employees' wages to male employees' wages (Tokio Marine & Nichido)
- Employee attitude survey (Tokio Marine & Nichido)

Development of Human Resources

- Employee training (All employees of Tokio Marine & Nichido)
- Job request system (job posting system) (Domestic major subsidiaries)

Utilizing Diverse Human Resources

- Number of directors and managers (Tokio Marine Holdings and major subsidiaries)
- Number of female directors
- Number of employees using the system for continued employment of older employees (Tokio Marine Holdings and domestic major subsidiaries)
- Rate of employment of persons with disabilities

Reform of Working Styles

- Retiree rehiring system (Tokio Marine Holdings and domestic major subsidiaries)
- Maternity leave system (Tokio Marine Holdings and domestic major subsidiaries)
- Childcare leave system (Tokio Marine Holdings and domestic major subsidiaries)
- Short working hours system (Tokio Marine Holdings and domestic major subsidiaries)
- Resumption of work support system (Tokio Marine Holdings and domestic major subsidiaries)
- Return to work rate after taking childcare leave (Tokio Marine Holdings and major subsidiaries)
- Employee retention rate one year after taking childcare leave (Tokio Marine Holdings and major subsidiaries)
- Spouse childbirth leave (Tokio Marine Holdings and domestic major subsidiaries)
- Nursing care leave system (Tokio Marine Holdings and domestic major subsidiaries)
- Nursing care temporary retirement system (Tokio Marine Holdings and domestic major subsidiaries)
- Annual average actual working hours (Tokio Marine & Nichido)
- Monthly average overtime hours (Tokio Marine & Nichido)
- Number of annual paid leave days taken (Tokio Marine & Nichido)

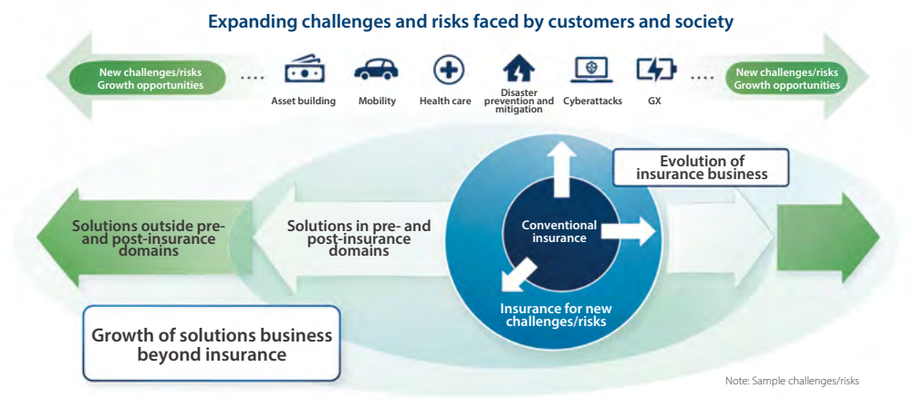
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12 Provide Innovative Solutions

12.1 Basic Approach to the Solutions Business

Tokio Marine Group provides optimal insurance products to resolve the expanding challenges and risks faced by customers and society. We also offer solutions that contribute to the pre- and post-insurance domains, including accident prevention, early detection of incidents, rapid recovery after incidents and recurrence prevention. Through the co-creation of our insurance business and innovative solutions business, we will continue resolving the challenges faced by our customers and society.



12.2 Response to a Mobility Society

Tokio Marine Group assists in handling accidents and safe driving utilizing telematics and Internet of Things (IoT) technology. For individual customers, we offer insurance products and services that facilitate traffic safety, including *Drive Agent Personal* and *One Day Auto Insurance*.

■ Sale of *Drive Agent Personal* (DAP)

For the first time as a major insurance company in Japan, Tokio Marine & Nichido started providing DAP, an advanced service for individual customers utilizing its original driving recorder, as a rider for auto insurance in April 2017. Since the service was launched, the number of contracted vehicles* has continued to grow steadily, reaching approximately 1.05 million across individual and corporate customers as of March 2025. The company has also continued to expand its device lineup. In April 2021, a driving recorder equipped with two built-in cameras, which can film not just front views but also in-vehicle and rear views, was added. The device is designed for customers seeking a broad range of functions, including parking surveillance and multilingual display. In January 2026, Tokio Marine & Nichido introduced a new automatic accident notification device for customers who primarily want functionality providing greater peace of mind in the event of an accident. The company lends its driving recorder to each policyholder and provides a set of leading-edge services as shown below.

*: Number of cars insured and equipped with the driving recorder that Tokio Marine & Nichido lends to the insured

❶ Receiving insurance claims reports quickly and reliably

Upon detecting a serious collision, the recorder reports the incident automatically to Premier Aid Inc., a partner company, allowing the customer to have a voice call with an operator and eliminating his or her anxieties immediately following the accident. The operator also calls an ambulance depending on the situation. Moreover, the recorder automatically sends a video of the accident covering before and after the detection of the collision to Tokio Marine & Nichido and releases, when appropriate, the customer from the burden of explaining how the accident occurred. This video can also be used for the resolution of the accident case.

In April 2026, Tokio Marine & Nichido entered into a capital and business alliance with Premier Aid, which is responsible for DAP's emergency response services. Premier Aid operates a network that connects instantly to approximately 730 fire department bases, enabling rapid emergency requests when an incident occurs. Combining this capability with Tokio Marine

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& Nichido's patented video transmission technology, DAP ensures a high-quality service that instantly confirms accident circumstances by video, promptly requests emergency assistance and continues to support customers by phone until emergency vehicles arrive.

Going forward, the two companies will continue to work as strategic business partners to provide even greater added value to customers and contribute to the realization of a safe and secure mobility society.



Note: When a certain, more minor impact is detected, the customer can manually make a voice call to Premier Aid Inc., our partner company, by pressing a button on the recorder.

❷ Early resolution support services following an accident

Various functions reduce the burden on customers to explain accident circumstances and other details, while supporting a quick response after an accident.

•Automatic transmission of accident footage and location information

When a strong impact is detected, accident footage is automatically transmitted to Tokio Marine & Nichido. At the same time, information on the location where the impact was detected is also transmitted, reducing the burden on customers to provide the address of the accident and other details.

•Accident circumstance reconstruction system

AI reconstructs the accident circumstances and automatically shares the information with claims service staff. This facilitates understanding of how the accident happened and supports early resolution.

❸ Supporting safe driving

<Accident prevention support service>

When the drive recorder detects sudden operations during daily driving, it alerts the driver in real time. It has been confirmed that this service is highly effective in not only providing a sense of security when an accident occurs but also preventing an accident from occurring in the first place, as evidenced by the lower probability of an accident compared with customers who have not signed the rider as well as the reduction in the frequency of dangerous driving such as sudden braking.

Tokio Marine & Nichido delivers an even greater sense of security with the addition of a feature to send an SOS signal when the driver suddenly falls ill or is harassed by a reckless driver. When such trouble occurs, the driver will receive appropriate advice from a partner security company.

▸Effects of DAP

Accident reduction *1	Reduction in sudden operations *2
Reduced approx. 13%	Reduced approx. 20%

*1: According to a survey conducted by Tokio Marine & Nichido in January 2023, comparing a drop in the number of accidents per newly signed insurance policy with the DAP service for a driving recorder-equipped car versus the previous policy in the same period

*2: According to research conducted by Tokio Marine & Nichido in December 2022, measuring a decline in the number of sudden operations (sudden braking, acceleration and steering, etc.) during the first six months after enrollment in the DAP service

<Safe driving diagnosis service>

The recorder provides safe driving diagnosis reports, which are created using Tokio Marine & Nichido's original algorithm, based on each customer's tendency toward reckless driving.

In recognition of these services making great contributions to the safety and security of consumers, Tokio Marine & Nichido received the ACAP Consumer-Oriented Activities Award from the Association of Consumer Affairs Professionals (ACAP) in February 2021.

In December 2022, Tokio Marine & Nichido introduced a dedicated smartphone app that enables drivers of insured cars to enjoy safe driving. The app features Coupon Challenge, a service allowing users to receive electronic coupons redeemable at convenience stores and other retailers in accordance with their safe driving score.

An eco-driving support service was launched in December 2023. It analyzes the driving data obtained via DAP and diagnoses vehicles in terms of eco-driving (an environmentally conscious driving technique that limits CO_2 emissions, such as refraining from sudden starts and maintaining a safe distance between cars to avoid unnecessary acceleration and deceleration).

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If the diagnosis is good, the driver can receive electronic coupons via a dedicated smartphone app. In August 2024, the service was registered as a CO_2 reduction project under Japan's J-Credit Scheme.

■ Trial Operation of Type 2 D-Call Net

To mitigate the damage caused by traffic accidents, we are also working to build a system to request an emergency medical helicopter or a doctor-staffed ambulance by using the data obtained from driving recorders when an accident occurs. Full-scale operation is scheduled to begin after pilot operations are completed in fiscal 2026 or later.

■ Drive Agent for Corporate Policyholders

We sell *Drive Agent* for corporate policyholders. The product not only includes the same features offered by *Drive Agent Personal* but also provides a system to check safe driving and operational management data on a cloud service. It allows both drivers and responsible managers to review daily driving conditions from the same perspective and enables corporate customers to make companywide initiatives for safe driving.

■ Usage Examples of DAP Data

After the Noto Peninsula Earthquake in January 2024, we used data obtained via DAP to identify cracked roads in the affected area as part of efforts to support the restoration of the area. The data was provided to the Ministry of Land, Infrastructure, Transport and Tourism's Road Bureau. We released this data on our website (the post-disaster recovery portal) as road information and a map of the areas with cracks in the ground. This was used to understand the traffic conditions in the affected areas. Based on the analysis of past DAP data, we have also established a system to certify a total loss without involving an adjuster for accidents above a certain impact level.

Starting from 2026, DAP traffic safety lessons using the DAP data have been provided at all branches and offices as an effort to solve the "critical age of seven" problem, which describes how children just starting to attend elementary school are prone to traffic accidents.

■ One Day Auto Insurance

Tokio Marine & Nichido provides *One Day Auto Insurance* (driver insurance available in units of days), which can be purchased anytime via smartphone and at convenience stores. This auto insurance product allows infrequent drivers using cars owned by their parents or friends to purchase insurance at the reasonable cost of 800 yen a day (24 hours) for just the number of days needed.

The product was launched in January 2012 by Tokio Marine & Nichido as the first of its kind in the non-life insurance industry in Japan, and the cumulative number of subscriptions exceeded 15 million (as of March 2026). In July 2024, it became possible to apply for enrollment in the insurance via the Group's official LINE account to increase customer convenience and accessibility.

Through this product, Tokio Marine & Nichido will continue to contribute to the reduction of uninsured drivers involved in traffic accidents and ensure safety and security by providing insurance products and services that are useful in people's daily lives.

Tokio Marine & Nichido: One Day Auto Insurance (in Japanese)



■ "Safe Drive With" for an Accident-Free Society

Tokio Marine Direct Insurance is undertaking the "Safe Drive With" project using customers' traffic safety data to conduct analyses and research to realize an accident-free society.

For example, Moshikamo Map is a web service for parents and children to detect and visualize road hazards on the map. It has obtained information about more than 8,000 hazards on school-commuting roads from about 90 municipalities all over Japan and uses its map to visualize over 59,100 hazards, including those reported by users and the National Police Agency's open data* (as of May 2026).

In collaboration with Eisai Co., Ltd., the company is also analyzing the relationship between brain health and driving behavior by gathering data together with customers to reduce traffic accidents.

*: National traffic accident data based on the National Police Agency's open data, including traffic accident statistics (January 1–December 31, 2020)



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■ Using Technology to Prevent Accidents

Philadelphia Insurance Companies (PHLY) in the United States has been promoting its PHLYTRAC telematics program for policyholders with commercial auto coverage since 2016. Using a GPS tracking solution that installs in seconds, PHLYTRAC provides organizations with real-time updates on driver behavior and fleet conditions. Organizations in the United States have significantly reduced driver risks like speeding, hard braking, hard acceleration and more, all while reducing claims frequency by more than 20%.



Currently there are more than 70,000 vehicles in the program, which represents over 20% of PHLY's insured vehicles, translating to 3.2 billion miles protected. In light of recent technological innovations, policyholders can also choose an AI dashboard camera solution as an add-on to the program.

■ "Logistics Consortium baton" to Resolve Societal Challenges in Logistics

In November 2024, Tokio Marine Group launched the "Logistics Consortium baton" to help resolve logistics-related societal challenges, including the logistics crisis caused by supply-demand gaps and low loading rates, as well as driver workstyle reform and safety assurance. The consortium promotes co-creation across companies and industries. As its first initiative, it set out to realize cross-company relay transportation and conducted feasibility operations among participating companies from January to February 2026. Prior to implementation, the consortium analyzed a total of 13,000 trips per week of operational data comprehensively obtained from participating companies and identified highly complementary route combinations. It has also begun formulating risk-sharing guidelines to clarify responsibility in the event of an accident and organizing operational differences among participating companies.

Going forward, based on the results of on-site verification, we will examine details necessary for practical implementation, while also promoting various initiatives such as developing matching systems and applications as well as creating more driver-friendly work environments and ensuring better driver health. Tokio Marine Group will leverage the risk management knowledge and broad network it has cultivated through its insurance business to help improve productivity and drive transformation across the logistics industry.

12.3 Responding to Technology Innovation

In the face of growing corporate social responsibility and cyber risks to companies, Tokio Marine Group sells insurance products that offer comprehensive coverage for each risk and has launched a portal site, "Tokio Cyber Port," to disseminate information on cyber security. Using AI and other cutting-edge technologies, the Group also offers better insurance services to customers.

■ Launching an Online Cyber Security Information Portal Site, "Tokio Cyber Port"

In recent years, it has become increasingly difficult to completely block cyberattacks, as work style reforms and the widespread use of telecommuting have increased online business operations. Cyberattacks targeting companies have also become highly advanced and sophisticated. Consequently, increasing companies' cyber security awareness and reinforcing their related structures have become an urgent task.

Against this backdrop, Tokio Marine & Nichido launched "Tokio Cyber Port," an online information site that compiles the latest information on cyber security measures, in January 2020. It provides a broad range of the latest information and services related to cyber security, including the latest news on cyberattacks and cyber security, columns by experts, free security services and a telephone consultation service for security incidents. The aim is to familiarize companies with cyber security and encourage them to utilize "Tokio Cyber Port" for a range of their cyber security measures.

Tokio Marine & Nichido was the first among leading non-life insurance companies in Japan to develop Cyber Risk Insurance in 2015 to support many companies in the country's cyber security domain as an insurer forming a part of social infrastructure. The company will continue to contribute to the creation of a safe and secure society by backing up the innovation of related technologies in Japan.

Tokio Cyber Port (in Japanese)



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■Secure and Comfortable Incident Settlement Process Utilizing an Optimal Mix of Human Ability and Digitalization

Based on the concept of providing an optimal mix of human ability and digitalization," Tokio Marine & Nichido has pushed forward with the digitalization of its customer responses and operational processes while using AI, satellite imagery and other new technologies in the handling of accidents. The company provides a reassuring experience to proceed with the process up to the resolution of the accident using an AI-based accident reproduction system, smartphone-based insurance claim procedures and other means to mitigate customers' anxiety and stress about the accident handling process and by combining real and digital methods tailored to the customer's wishes.

The process won the METI Minister's Prize at the fourth Nihon Service Award, Japan's first award for commending innovative, excellent services hosted by the Japan Productivity Center's Service Productivity & Innovation for Growth.

For customers wishing to apply for insurance claims online, the use of various digital tools allows them to proceed through the procedures using their smartphone and other devices. For those who feel uneasy about such online procedures, our personnel in charge of claims services and agents provide human support so they can proceed with a sense of reassurance. While valuing the roles that people should play, we seek to realize a higher-quality claims settlement service through an optimal mix of people's abilities and digitalization.

DX special website (in Japanese)

日本サービス大賞 NIHON SERVICE AWARD
第4回 日本サービス大賞 経済産業大臣賞

■Initiatives to Ensure Swift and Appropriate Claims Payments by Utilizing AI

Tokio Marine Group is working to solve the societal challenge of false insurance claims by utilizing AI and digital technology. Combating false claims has become an important issue in the entire non-life insurance industry from the perspectives of operating a sound and stable non-life insurance system, maintaining trust in the insurance business and ensuring fairness. Methods of making false claims have become increasingly complex and sophisticated in recent years, and a broad understanding of these methods and a high level of expertise are required to implement countermeasures. P.T. Asuransi Tokio Marine Indonesia (TMI) and Tokio Marine & Nichido are striving to increase the level of sophistication of their countermeasures by incorporating AI and digital technology, along with enhancing the expertise of responsible personnel working in the departments tasked with insurance claims payments.

Solution Adopted by TMI

In emerging countries in Asia and elsewhere, a rise in false insurance claims has become a social issue, posing a challenge for insurance companies. In response, in March 2020 TMI adopted an AI-driven fraud detection system by Shift Technology of France in its claims handling process for auto insurance.

The system gives a score (possibility of fraud) along with its rationale for each claim, allowing TMI's fraud response team to concentrate on more suspicious cases. Through the solution, TMI has detected and handled many more false claims that had been difficult to find in the conventional manual process (about 50 times more compared to before it was adopted). This significant result has consequently led to more swift insurance claims payments to customers and appropriate levels of premiums (for maintaining social trust and ensuring fairness).
The solution has also generated many side benefits, such as deterring fraud by externally announcing the use of the system and incorporating lessons learned from the identified false claims into insurance underwriting rules.

TMI collaborates with Shift's data scientists on a daily basis to improve the accuracy of fraud detection, utilize external data and handle emerging fraud trends in the market and perform fraud detection in cargo insurance and other insurance products. Through these and other initiatives, TMI remains committed to providing better insurance services to customers in Indonesia and solving societal challenges in the country.

Image 1 Image 2



Example of fraud detection in accident images: An analysis by AI indicated that images 1 and 2 were derived from the same image and that the front part in each image has been deliberately doctored to disguise it as being repaired.

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Solution Adopted by Tokio Marine & Nichido

Tokio Marine & Nichido adopted an AI-driven fraud detection system in its claims handling process for fire insurance (developed by France-based Shift Technology) in August 2022.

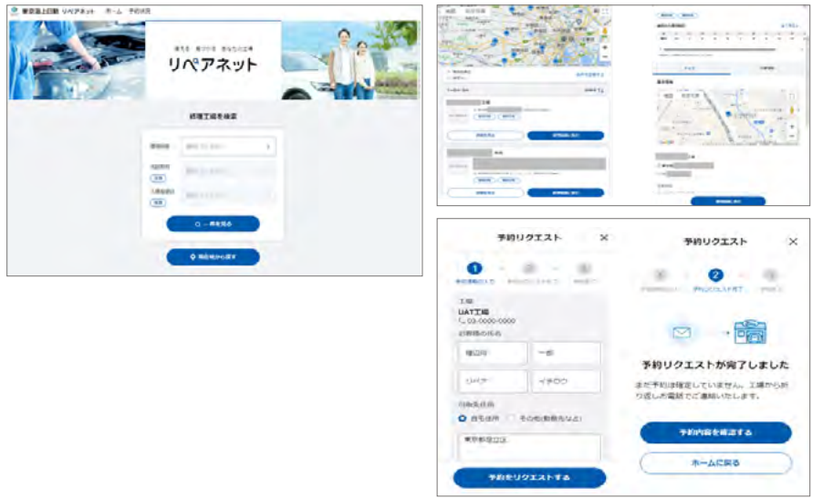
More specifically, these systems extract certain elements from policy details and loss reports and other relevant information, which could lead to fraud, and give a score for each case to quickly identify cases that require closer scrutiny. Previously, responsible personnel in the relevant departments had checked every case for the possibility of false claims. The adopted solution, on the other hand, allows effective responses to each case by prioritizing cases based on the risk of false claims. It will lead to a further improvement in the quality of claims services as suspicious cases are handled more carefully while an even more considerate response is made to legitimate ones.

Tokio Marine & Nichido will continue to fuse AI and digital technology with people's ability and endeavor to provide swift and comfortable claims services to customers.

■ Using a Digital Platform to Provide a Repair Shop Matching Service

With the aim of achieving a transparent system for paying insurance claims rooted in its customer-centric operations, Tokio Marine & Nichido launched a repair shop matching service (Repair-Net) on July 1, 2024.

The service provides a digital platform that enables customers to check information online about repair shop facilities, services, reviews and other details and then choose a repair shop themselves from its network of excellent repair shops.



Through this service, Tokio Marine & Nichido seeks to address customers' requests for help in choosing a repair shop they can trust with the repair of their vehicles. The company will also work to further improve customer convenience so that it can respond to future needs that extend beyond vehicle repair by enhancing the repair shop search function, developing a feature for posting photos of vehicles undergoing repair and adding customer evaluation and feedback to the platform.

Solutions Adopted by Tokio Marine dR

■ Comprehensive AI Governance Consulting Service to Support the Use of AI by Companies

The accelerated progress in AI technology has ushered in a new, "AI First" era, where many companies use AI to increase operational efficiencies and add value. However, companies face two major challenges in using AI. The first is "uncertainty in utilization strategy," namely, what types of AI to incorporate into their strategies and operations, how to do so and how to create value. The second is "increased risk," represented by incidents caused by expanded use of AI technology, such as problems due to low accuracy, copyright infringement and information leakage. To maximize the benefits of AI use, it is essential to address these two challenges in tandem: proactively promoting AI utilization while simultaneously establishing a safe and secure governance framework.

Responding to such corporate needs, Tokio Marine dR provides a comprehensive AI governance consulting service. The service offers comprehensive support for the utilization of AI and the establishment of AI governance by companies, from formulating AI strategies and developing infrastructure to visualizing AI risks and implementing specific countermeasures.

As offensive AI support, Tokio Marine dR provides support for AI implementation and AI utilization strategy development. The company identifies potential AI use cases based on management and departmental challenges, assesses their feasibility and business impact and then formulates an implementation plan. The AI development support (generative AI infrastructure establishment/custom AI development) facilitates everything from the design and implementation of general-purpose generative AI infrastructure to the development of business-specific AI.

As AI agents become more widespread, it is increasingly important to appropriately manage the accuracy, permissible use and other aspects of data connected to AI. Tokio Marine dR's data management framework development support helps companies establish appropriate data management frameworks for AI utilization.

As defensive AI support, Tokio Marine dR provides support for establishing AI governance to help develop rules, systems and processes for using AI safely. Its AI governance assessment service visualizes risks based on the current state of AI utilization and presents necessary

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measures and an execution roadmap. Tokio Marine dR also provides training content for companies' employees to support improved AI literacy across the organization and the adoption of safe AI use.

Tokio Marine dR will continue to provide total support so that companies can use AI technology with a sense of security to spur innovation and sustain growth.

Comprehensive AI Governance Consulting Service (in Japanese)

■ Making Driver Roll Calls and Training More Reliable and Efficient: Cloud-Based Operations Management DX

Distribution and public transportation services, which underpin our daily lives, are at a major turning point. For example, the transportation industry is facing a chronic shortage of both drivers and operations managers and is under pressure to promote a work style reform. The required safety level, on the other hand, is increasing every year, necessitating greater and stricter management.

A driver roll call is particularly important in operations management. As a general rule, the law requires operations managers to perform a roll call face-to-face with drivers to give work instructions and check vehicles and drivers' health conditions both at the start and end of the shift. It also necessitates keeping a large volume of logs and ensuring their appropriate storage. This important routine thus involves cumbersome procedures.

Tokio Marine dR provides the cloud-based driver roll call support system "Tenko+" to facilitate the sustainable growth of logistics and public transportation. The system centrally implements and records legally mandated driver roll call items, spanning from identity verification and alcohol checks to driver's license confirmation and communication of safety instructions, helping prevent omissions and reduce operational burden. It also enables legally mandated guidance and supervision to be managed within the system, simultaneously supporting compliance in training records and more efficient administration.

By reducing traffic accidents and creating efficient and reliable working environments for operations managers, Tokio Marine dR will contribute not only to safe and secure transportation but also to sustainable working styles for the people who support logistics and public transportation.

■ Start Reducing CO_2 Emissions, Improving Fuel Efficiency and Minimizing Traffic Accidents with Accelerator Trainer!

Tokio Marine dR has started providing Accelerator Training, which is an environmental and safe-driving support program focused on accelerator operation when starting a vehicle. Specifically, it aims to reduce CO_2 emissions, curb gasoline consumption and minimize traffic accidents by encouraging drivers to make a habit of the simple driving behavior of taking five seconds to press the accelerator until the vehicle reaches 20 km/h from a standstill. Its key feature is that anyone can practice it. By focusing the point of awareness on "starting the engine" when driving, it promotes sustained behavioral change.

In this program, a dedicated on-board device is used to score accelerator operation by collecting and analyzing driving data such as speed, accelerator position and fuel consumption. This enables drivers to build the habit of paying attention to efficient acceleration while experiencing the benefits firsthand. In actual implementation cases, accelerator operation and fuel efficiency improved over a short period of time. Program participants commented that "I became more conscious of keeping a safe distance from the car in front of me and feel more comfortable while driving" and that "my family praised me for driving more safely than before."

Accelerator Training is an initiative that can be practiced in daily operations and requires no special knowledge or skills. Through this program, Tokio Marine dR will contribute to both corporate and regional decarbonization and improved safe-driving awareness among drivers.

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12.4 Promoting Open Innovation

■ Co-Creation through Investments in Startups

In an era when risks are becoming increasingly diverse and complex, insurance companies themselves must continue to evolve in order to continue responding to the challenges faced by customers and society. Tokio Marine Group is proactively pursuing co-creation with startups in Japan and overseas, as well as strengthening co-creation through investment, as a means of accelerating that transformation.

This effort has two main aims. One is to transform the very nature of insurance. The other is to develop new solutions that protect customers from risk. Rather than responding after accidents or disasters occur, we aim to implement technologies and services that predict and prevent risks themselves and help avoid damage before it happens.

■ Open Innovation Unconstrained by Business Field or Region

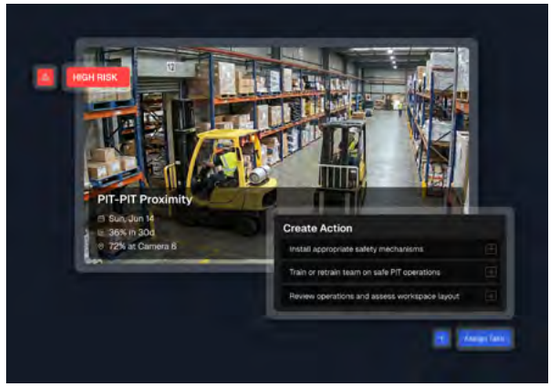
Tokio Marine Group promotes investments in startups through multiple channels, including Tokio Marine Future Fund, a venture capital investment fund based in Silicon Valley in the United States that began full-scale operations in 2022. Investment areas extend beyond Insurtech and Fintech to a wide range of fields, including healthcare, mobility and logistics, disaster prevention and mitigation, decarbonization and sustainability, AI, solutions to societal challenges and well-being. By identifying promising startups at an early stage and combining our expertise and network as a leading company, we seek to contribute to the very growth of the startups we have invested in. To date, based on publicly available information, we have invested in more than 70 startups.

[Collaboration with Voxel, an AI Workplace Safety Startup]

Voxel provides a site intelligence platform that uses AI to analyze footage from existing security cameras at factories and logistics sites. It detects signs that could lead to accidents around the clock, such as lifting heavy objects with improper posture, failure to wear protective equipment and collision risks between forklifts and other vehicles and workers.



Building on its initial investment in December 2021, Tokio Marine Group has steadily deepened its business collaboration with the company. Safety National, a Tokio Marine Group company and a major U.S.-based specialty insurer that provides a diverse range of risk solutions to large corporations and public-sector organizations, introduced Voxel to a leading retailer. A proof of concept (PoC) conducted at the retailer's warehouse demonstrated reductions in workplace accidents—including slips and falls, lower-back injuries and vehicle-related incidents—as well as associated costs. Based on these results, the solution is now being rolled out to other Safety National customers. While supporting Voxel's business growth, this initiative also helps customers reduce accidents and improve safety.





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13 Provide Opportunities for Future Generations

13.1 Tokio Marine Group's Initiatives for Future Generations

Based on the strong belief that "it is our duty to pass on a bright future to the next generation," Tokio Marine Group has clearly positioned "future generations" as a stakeholder.

In fiscal 2022, we established a cross-functional global task force to discuss initiatives for contributing to future generations, and the task force identified three key themes and five priority initiatives to focus on. We will accelerate our efforts in and outside Japan to support children and young people in taking up challenges for their future. We are committed to passing on a sustainable environment to future generations.

Areas of focus	Outline of key initiatives
Restoration of natural capital and response to climate change	**Preservation of biodiversity and disclosure of information on natural capital** (planting of mangrove trees and other reforestation efforts, restoration of eelgrass beds)
	Investment in natural capital (ESG investment and financing) (impact investment targeting natural capital, promotion of general business investment and financial products)
Nurturing the leaders of tomorrow	**Educational support for children and students and industry-academia collaboration** (conducting educational classes and fostering talent through collaboration with educational institutions)
	Support for participation in business activities (providing opportunities for high school students to work as interns and young employees to participate in management)
Supporting the transition to a circular economy	**Support for waste reduction and recycling through insurance**

◉ "Dear Blooming Future," Tokio Marine Group's Internal Event



Tokio Marine Group has designated November as "Future Generations Month" and holds an internal art-themed event called "Dear Blooming Future." Each year, employees consider what they can do for future generations and express their thoughts through works of art based on a selected theme. The submitted works are compiled into an art book and shared with employees and their families.

Through this event, we aim to foster a culture of contributing to future generations and further expand initiatives for future generations across the Group.

13.2 Globally Expanding Initiatives for the Future Generation

Tokio Marine Group is promoting projects around the world to support the challenges of every person of the future generation.

Tokio Marine Group's Global Uptake of Initiatives for Future Generations

■ Japan

- **Green Lessons**

As part of its efforts to raise environmental awareness, since 2005 Tokio Marine Group has provided Green Lessons: The Mangrove Story, an environmental education program for children in elementary and special needs schools. Employee and agent volunteers visit these schools and give lectures in which they tell stories about mangrove planting. Through these lectures, children and students learn about the prevention of global warming, preservation of biodiversity, how mangrove trees serve to reduce tsunami damage and soil loss, and activities they can carry out themselves to protect the global environment.

As of March 31, 2026, the Group visited around 900 elementary and special needs schools throughout Japan and provided Green Lessons to some 62,000 children.

Mamomaru's Laboratory for the Future (Tokio Marine & Nichido's educational program for children who will lead the future) (in Japanese)

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• Disaster Prevention Lessons

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

In fiscal 2020, we rolled out Disaster Prevention Lessons ("Flood and Landslide Disasters" edition), a new program that has been supervised by IRIDeS at Tohoku University and the Disaster Prevention Research Institute at Kyoto University. This is a program for children to learn about the mechanism behind heavy rains, how to cultivate a mental attitude to take action and start evacuating and points to be noted when staying at an evacuation shelter. The aim of our Disaster Prevention Lessons is to cultivate a correct understanding of earthquakes and flood disasters among children and the ability to prepare themselves for an impending disaster.

As of March 31, 2026, Disaster Prevention Lessons have been held about 2,000 times at elementary schools and special needs schools across Japan, with some 128,000 children attending. We will continue to promote the creation of a safe, secure and resilient society and future by engaging in awareness and educational activities for disaster readiness through our Disaster Prevention Lessons.

• "Group Work on Managing Risks and Opportunities": Career Development Program for Junior High and High School Students



Tokio Marine Group has been contributing to the promotion of career education mainly for junior high and high school students by providing its own career education program, "Group Work on Managing Risks and Opportunities," which was developed jointly with universities, NPOs and educators.

In the program consisting of card games and teamwork activities, students become owners of a bakery and think about ways to sustainably earn profits. The lesson simulates responses to various risks associated with owning a business, enabling the students to discover and solve issues for themselves and collaboratively. A cumulative total of 5,700 students have received this career education to date.

• Nursing Care Lessons

An increase in the number of nuclear family households and other factors means that there are fewer opportunities for children to interact with elderly people. Consequently, children's understanding of the elderly is insufficient. Tokio Marine Nichido Better Life Service conducts Nursing Care Lessons (experience-based classes) for children who will lead the future and provides an opportunity for them to turn their attention to and gain a better understanding of elderly people. Roughly 1,000 children from 12 elementary schools have participated in the lessons since the company launched this initiative in 2023.

• Junior Internship Program for High School Students

Since fiscal 2022, Tokio Marine & Nichido has been offering a Junior Internship Program for high school students. Through the program, they learn about the insurance business and the work involved, as well as the roles that an insurance company should play in solving societal challenges. At the same time, the program encourages them to understand the value of work and promotes their interest in business. The goal of the program is to learn the skills and communication capabilities needed in the workforce in the future. The company has provided the program at 18 schools across Japan.

Participants have commented that they became more interested in the SDGs-related efforts of companies as they gained firsthand knowledge, while others have mentioned that their view has expanded as they learned about societal challenges from various angles and the roles that an insurance company should play. Some have also commented that insurance is the foundation of society, that they have learned a variety of things they never knew, including the roles of insurance, and that exploring and thinking about many things through different tasks was a really good experience. They regarded the program as a valuable opportunity to gain insight and inspiration that could not otherwise be gained in the classroom. Tokio Marine & Nichido intends to expand the program across Japan as a way to contribute to future generations.



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• Kids' Program: Exciting Work Experience, an Adventure in the Adult World!

Tokio Marine & Nichido has been providing a work experience program for elementary school students since December 2024, which was developed jointly with KODOMOLOGY CO., LTD. The program offers a fun, memorable learning opportunity for employees' children to gain a deeper understanding of where their parents work and what they do through an office tour, a program to create an original insurance product from the children's perspectives and a program that simulates the claims settlement service operations, which involve the payment of insurance claims. So far, more than 70 children have participated in the Kids' Program. It also provides an opportunity for employees to reaffirm the value and purpose of their work through the positive reactions of their children.



• Lessons to Prepare for Emergencies for Junior High School Students

Since 2025, Tokio Marine Holdings has been working with ARROWS Inc. to develop and provide schools with educational materials that help students think about how to act in an emergency and how to prepare in their daily lives.

Based on the premise that natural disasters can occur anytime and anywhere in Japan, the program aims to cultivate an understanding among junior high school students of the importance of protecting their own lives and helping each other during a disaster, thereby improving their future preparedness for such events. We provide materials that combine lesson slides, videos, worksheets and other tools, and more than 1,400 junior high school students across Japan were given this learning opportunity in 2025.



• STEM Experience Program for Female Junior and Senior High School Students

To show students that female employees with science and math backgrounds are actively thriving in a wide range of fields, since fiscal 2025, Tokio Marine Holdings has been participating in Girls Meet STEM in collaboration with the Shintaro Yamada D&I Foundation. It is a science, technology, engineering and mathematics (STEM) experience program specifically designed for female junior and senior high school students. The program aims to deepen students' understanding of STEM-related learning and careers by providing opportunities such as office and laboratory tours, hands-on experiences with the latest technologies, workshop participation and roundtable discussions with female employees and researchers.

In fiscal 2025, 47 female junior and senior high school students participated in the program, visiting the front line of investment management and observing the planning and development process for a healthcare app. Afterwards, they participated in a panel discussion featuring female employees with science backgrounds and roundtable sessions where students could speak directly with employees. Participants commented that the program helped them "have an idea of what it is like to join the workforce" and "realize how the subjects they are studying now can be useful in future work." In this way, the program provided a valuable opportunity to help develop next-generation human resources and support diverse career formation. We will continue contributing to initiatives that expand the possibilities of future generations.



• DAP Traffic Safety Class for Early Elementary School Students

Tokio Marine & Nichido is working to realize a safe and secure society free from accidents. First and second graders, in particular, are at a higher risk of getting into traffic accidents while walking. This is because as their range of activities expands after entering school, their shorter height makes them more likely to be hidden in vehicle blind spots. Data from Japan's National Police Agency also shows that first and second graders account for a large number of casualties in traffic accidents while walking, which is recognized as a societal challenge referred to as the "critical age of seven" problem.

To help address this issue, in April 2026 the company began rolling out the DAP Traffic Safety Class, which uses data on dangerous vehicle behavior and impact detected by its original *Drive Agent Personal* (DAP), a drive recorder with communication functions. Using "dangerous location maps" created by Tokio Marine dR from DAP data, the class is a traffic safety initiative promoted across the entire Tokio Marine Group. In the class, students learn traffic rules through lectures and quizzes, and then use the dangerous location maps to learn, in a participatory way, where, how and why certain locations are dangerous, as well as what actions to take to prevent accidents. The program aims to help children develop the ability to anticipate risks on their school routes and take safe actions on their own.



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• Developing Next-Generation Talent and Facilitating an Understanding of Societal Challenges through Nippon Koei's Outreach Classes

Nippon Koei continues to provide educational support through outreach classes as part of its commitment to developing the next generation of talent. Engineers visit schools as guest lecturers, explaining topics such as disaster prevention, infrastructure development and environmental conservation in an easily comprehensible way. The classes also offer hands-on programs using models and experiments to deepen students' understanding of societal challenges.

Since 2011, the company has delivered classes on topics such as "the role of dams" and "the ecosystem pyramid" for elementary schools in Sendai, Miyagi Prefecture, providing learning opportunities to more than 100 children every year. This initiative has been well received by educators and has contributed to the promotion of disaster prevention and environmental education in local communities.

For universities, the company also offers outreach classes at Gakushuin University and Shinshu University. At Gakushuin University, lectures are provided on urban planning and urban development in developing countries, with the lectures drawing on experience from overseas project sites. They provide students with an opportunity to understand the role of development consultants and the realities of resolving societal challenges. At the Faculty of Science of Shinshu University, the company provides a series of annual outreach classes (colloquium) on topics such as sediment disasters and disaster prevention technologies, offering specialist lectures for students majoring in earth science. The class, which has continued for roughly 10 years, consists of five sessions taught weekly by its employees from different departments. It is now a required class for the faculty, thereby contributing to the systematic acquisition of knowledge related to disaster prevention technologies.

Through these efforts, Nippon Koei provides people across a broad age range, from basic education to specialized higher education, with opportunities to deepen their understanding of societal challenges and gain insights that may inform future educational paths and career choices. The company will continue promoting the development of next-generation talent conducive to resolving societal challenges by sharing knowledge grounded in practical experience.





■ Brazil

• Brazilian Seed

Brazil-based Tokio Marine Seguradora S.A. (TMSR) runs the Brazilian Seed program to provide educational opportunities to young people experiencing social and economic difficulties and help them find employment. Since 2021, the program has supported more than 320 young people, and numerous people who completed the program have found jobs.

The commitment to the Brazilian Seed program started in 2021 by providing livelihood assistance and about four months of education and job search support to 15- to 18-year-old orphanage residents to prepare them to join the labor market. The Tech Program added the following year is designed to provide education and scholarships to help young people find jobs in the IT industry. The LED Program focuses on vocational training in the field of business administration and aims to help young people find jobs in a wide range of fields. Additionally, the Lotus Program was started to provide training to work in call centers, a job more suitable for young mothers with small children. In this way, the Brazilian Seed program continues to evolve.



■ South Africa

• StreetWise Finance

In 2011, South Africa-based Hollard Insurance Group developed StreetWise Finance, a financial and insurance literacy education program designed to teach basic financial management skills. Employee volunteers serve as lecturers to run the program with a focus on "how to plan a budget," "methods to manage savings, bank transactions and loan options," "benefits of insurance" and "post-retirement life plan." The program has been conducted free of charge in rural communities in South Africa, with the participation of roughly 200,000 persons to date (as of June 30, 2026).



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In recent years, Hollard has strengthened its engagement with young people by collaborating with universities to hold events that use humor and storytelling to make financial knowledge more accessible to students. These initiatives have achieved high levels of satisfaction and understanding. The company is also expanding its reach by offering financial education programs and workshops for small and micro-sized enterprises in regional areas, as well as for their employees.

Through these initiatives, Hollard is contributing to financial inclusion in South Africa and helping improve financial literacy among future generations.

■ China

• Disaster Prevention Lessons

As of June 2026, Tokio Marine and Nichido Fire Insurance Company (China) Limited's Disaster Prevention Lessons, an overseas version of Tokio Marine Group's offerings, have been held in 12 Chinese provinces since 2016 (out of 32 provinces and other municipalities). They have been attended by a total of 2,725 people including preschool, elementary and junior high school students and the elderly, with 195 employees participating in providing Disaster Prevention Lessons.

By bringing Disaster Prevention Lessons to schools and housing complexes, the company aims to foster disaster awareness among individuals and help them acquire the ability to take appropriate evacuation actions in the event of a disaster, thereby minimizing the loss of property and lives. Employee volunteers serve as bridges of knowledge, and each session represents another step toward our founding commitment to preparing for disasters and providing peace of mind.




• Supporting Vocational Education for Students in Rural and Mountainous Areas

In July 2025, Tokio Marine and Nichido Fire Insurance Company (China) (TMNCH) proactively participated in the Nujiang Youth Skills Training and Employment Project in Yunnan Province, welcoming 16 students and teachers from mountainous areas of the province.

Through programs that included an introduction to its history, employees sharing their career experiences, a lesson on insurance knowledge and Japan-China cultural exchange, TMNCH provided vocational education support with the aim of broadening students' perspectives and inspiring their dreams and hopes for future careers. Ten employees and six employees' children participated in the activity as volunteers.




■ Vietnam

• Safety Training for Children

Tokio Marine Insurance Vietnam Company Limited has been conducting volunteer-led disaster preparedness classes since 2023 with the aim of raising disaster awareness in local communities and supporting the development of future generations. Focusing on drowning prevention and earthquake preparedness, the company delivered classes at two secondary schools in Hanoi in 2025, bringing the total number of student participants to approximately 3,000 between 2023 and 2025.

Following the training sessions, students took part in a contest entitled "Shaking Ground – Steady Mind," in which they expressed what they had learned about disaster preparedness through videos and artwork. By creating projects focused on earthquake response and safety measures, students were encouraged to think proactively about disaster preparedness, helping to strengthen awareness and reinforce learning outcomes.




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■ Indonesia

• Disaster Prevention Lessons

From 2022 to 2025, PT Asuransi Tokio Marine Indonesia (TMI) supported efforts to educate the younger generation on disaster mitigation and preparedness. In fiscal 2025 alone, TMI employees served as instructors and delivered sessions to approximately 200 students in Grades 4 to 6 at Jakarta Japanese School, with teachers also participating. The lessons covered a range of topics, including earthquake and tsunami preparedness, as well as flood and landslide risks. These sessions combined science-based explanations with practical guidance, delivered through quizzes, discussions, and group activities, while drawing on Indonesia-specific examples and local disaster risks.



Over the same period (2022 to 2025), TMI conducted several disaster prevention lessons in collaboration with local schools and Japanese schools, with approximately 1,000 students participating in these programs in total.

■ UK

• Social Mobility Programme

UK-based Tokio Marine HCC International (TMHCCI) further expanded its Social Mobility Programme in 2025, building on initiatives introduced in 2024 to support emerging talent and address barriers to social mobility. The program supports young people through mentoring, career insight sessions and work experience opportunities delivered by TMHCCI employees. To date, 14 paid work experience placements have been successfully completed.

In 2025, the program received external recognition, winning the Social Mobility Award at the Insurance Post Diversity & Inclusion Awards. TMHCCI also launched a Schools Outreach Programme, delivering insurance industry insight and career awareness sessions to approximately 350 young people. In addition, the company introduced its Apprentice Programme, with a recruitment strategy focused on attracting candidates from lower socio-economic backgrounds, further strengthening TMHCCI's commitment to improving access, representation, and social mobility within the insurance industry. Demonstrating the connection between the two initiatives, one member of the 2024 Social Mobility Programme cohort was successfully recruited to join the 2026 Apprenticeship Programme.



Looking ahead to 2026, TMHCCI plans to further expand the programme through additional work experience placements, larger apprenticeship cohorts across more office locations and increased outreach activity with schools.

• Reverse Mentoring

With the support of School for CEOs, Tokio Marine Kiln (TMK) has been rolling out a Reverse Mentoring Program since 2023. To date, seven executives, seven senior leaders, and 14 mentors, primarily early-career employees, have participated in the program. Many of the mentors are members of Employee Network Groups and bring diverse perspectives and experiences to the discussions.



During the Reverse Mentoring Program, the traditional roles of senior leaders and younger employees are reversed, with younger employees acting as mentors to senior leaders. Through open dialogue across generations and organizational levels, the program helps senior leaders deepen their understanding of diverse perspectives and the experiences of employees in less senior roles. It also strengthens their confidence in discussing inclusion and diversity topics and their ability to lead inclusively. For mentors, the program provides opportunities to expand their networks, build confidence in speaking up, gain visibility among senior leaders, and broaden their career opportunities. In some cases, mentors have gone on to take on more senior or expanded roles.

• Co-Creating Wellbeing and Learning Spaces through Student-Participatory Design (Merchants Academy)

Building Design Partnership Limited (BDP) collaborated with Merchants Academy in Bristol, UK, to co-design proposals for a wellbeing garden for sixth-form students (aged 16–18) between 2023 and 2025. This project sought to transform a previously concrete-paved outdoor area into a nature-integrated, green environment that could enhance student wellbeing and improve the quality of the learning environment.

A participatory design approach was adopted, actively involving students in the planning and design process to ensure the space reflected their needs. Through this process, the project not only fostered a sense of ownership and attachment to the space, but also introduced students to career opportunities in the built environment, including expanding access for young people

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from areas with limited social mobility.

The resulting design proposals were developed around key themes such as community, outdoor learning, and connection with nature, incorporating a range of spatial elements that encourage interaction, learning, and sensory experiences. These include outdoor classrooms, growing spaces (e.g., kitchen gardens and raised planting beds), shared social areas (such as communal tables and flexible seating), and nature-based features that support biodiversity and sensory engagement (e.g., wildflower planting and sensory pathways).

The co-designed proposals demonstrate how nature-based and participatory design approaches can support students' physical and mental wellbeing, as well as enhancing motivation for learning. It also provides a framework for supporting interaction and a sense of belonging within the school community through shared and flexible use of space.

Following completion of the co-design process, the proposals were provided to the client to inform future project development and funding processes. The project offers a valuable example of how participatory design can inform the creation of educational environments that respond directly to the needs of their users.





■ United States

• Junior Advisory Council

Reliance Matrix has proudly partnered with Rider University over the past two years through its Junior Advisory Council, reinforcing our commitment to developing future talent and gaining fresh, external perspectives. Across two cohorts, approximately 30 students have participated in this collaborative initiative. For their 2025 semester, four student teams explored critical challenges and opportunities tied to generational dynamics in the workplace, offering both internal and external viewpoints. Their work focused on digital transformation in the current and future workplace, the role of emotional intelligence in driving collaboration and retention, evolving strategies to enhance client experience and communication, and the need to modernize onboarding and training in response to generational shifts.

Key insights underscored the importance of advancing digital capabilities, strengthening emotional intelligence, and fostering greater cross-generational understanding. Reliance Matrix is actively leveraging these learnings through our Talent Development programs, sales trainee initiatives, and exploration of a new Employee Resource Group to further support an inclusive and forward-looking workforce.



• Inspiring Student Leadership through Community Partnership

Safety National partnered with FOCUS St. Louis' Youth Leadership Program to invest in young people and help prepare them for future success.

Safety National hosted the Youth Leadership Belonging Summit at its St. Louis headquarters, creating a meaningful opportunity for high school students to explore leadership, belonging, professional development, and future career paths. The initiative reflected Safety National's vision to be First with Community while bringing Tokio Marine Group's vision "To Be a Good Company" to life through action.

Through the summit, students were introduced to Safety National, its people, and the insurance industry in a direct and personal way. Employees from multiple departments shared career journeys, participated in a panel discussion, and helped students better understand the wide range of opportunities available within insurance. For many participants, the event offered early exposure to an industry they may not have previously considered, helping make future career possibilities feel more tangible and accessible.



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The program also emphasized belonging and inclusive leadership, encouraging students to consider how inclusive environments help people build confidence, contribute ideas, and reach their potential. By opening its doors and sharing employee experiences, Safety National supported future generations while strengthening its role as a community partner, mentor, and employer committed to growth, inclusion, and opportunity.

- **PHLY Supporting Future Generations in Partnership with Shoes that Fit**

The PHLY Foundation is committed to supporting and celebrating students throughout their educational journey. Connecting non-profit partners to support unique opportunities for student development and growth is a win-win-win!

Last May, PHLY's Black and African American Employee Resource Group (BAAERG) helped to wrap up the school year in a special way for student athletes at Philadelphia public school Olney High.

Throughout the year, the student athletes actively advocated for an investment in their athletic fields, which had fallen into disrepair after years of neglect. Their persistence paid off, and after several months of coordination with the School District board and City Council, the students succeeded in securing over USD7 million to rebuild their grandstands, field house, security cameras, and more.

PHLY loves a determined spirit and was pleased to partner with the Philadelphia Union and Shoes that Fit to provide a day of career exploration, encouragement, and brand-new sneakers! PHLY BAAERG and Union speakers shared insights into careers in insurance and sports management, offering a glimpse into fields students may not have thought to explore. Students were especially excited to meet some of the Union's players, who assisted with the sneaker distribution and stayed for photos and autographs.

In addition to this event, held at Philadelphia Union's Subaru Park stadium, other regional sneaker distribution events were held in Brooklyn, New York, and Sacramento, California, engaging PHLY employees nationwide.





- **Thinking about Risk and the Future at the New Jersey Japanese School**

Tokio Marine America (TMA)'s CEO and employees conducted a special class for 16 junior high school students at the New Jersey Japanese School in fiscal 2025. Using a bakery-management simulation, students identified business strengths and challenges, assessed risks, and made decisions to improve business performance. Through this exercise, they learned entrepreneurial thinking and the importance of building trust with customers.

This initiative was adapted from a career education program developed and delivered by Tokio Marine & Nichido in Japan and introduced in the United States. By sharing effective practices across borders, TMA helps bring to life its value of being "an Active Member of Society" while contributing to local communities.

Students and teachers provided positive feedback, noting that the program made the concept of risk more tangible and deepened their understanding of the relationship between risk and opportunity. TMA plans to continue expanding initiatives that support the development of future generations.





■ Egypt

- **Family Day Event**

Tokio Marine Egypt General Takaful S.A.E. conducts family day events annually. The program includes welcoming children with sweets, a company tour, an awareness session, and snack time.

In 2025, the event involved around 40 children across multiple sessions, along with their parents. The activities also included Radio Taiso exercises for children, which were well received by both children and families.

The purpose is to make children proud of their parents through engaging activities and an awareness session about insurance and Tokio Marine Group, while also fostering a sense of pride among employees by sharing these moments with their families.



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14 Open Governance with Integrity

14.1 Improving Quality from the Customer's Perspective

Aiming to become "a company that delivers sustainable growth by providing safety and security to customers and by always remaining their first choice," Tokio Marine Group takes feedback from customers seriously and works to improve the operational quality on a constant basis. We strive to build trust-based partnerships with agents and improve our operational quality together in order to truly provide safety and security from a customer standpoint.

14.1.1 Basic Approach to Quality Improvement

Tokio Marine Group has earned high regard from its customers by providing products and services that are ahead of the times in accordance with the Group's Corporate Philosophy: "Through the provision of the highest quality products and services, Tokio Marine Group aims to deliver safety and security to all its customers." In the medium to long term, changes in living and business environments resulting from frequent natural disasters, demographic shifts and technological innovation in the world will generate many new opportunities and risks. In response to the diversifying needs of both individual and corporate customers in connection with such new opportunities and risks, Tokio Marine Group will combine the capabilities of all Group companies and will do its best to provide new products and services that anticipate the changing times and extend beyond the framework of conventional insurance products and services in areas such as the financial, medical and consulting fields. Supervised by the president, the improvements necessary for enhancing the quality of products and services are identified and managed by the responsible departments of each company of Tokio Marine Group.

1. Response to Customer Feedback

Tokio Marine Group considers customer feedback to be an important indicator for the evaluation of service quality and strives to improve the quality of its services. We also continuously monitor the social impact and risks of our current products and services to improve their development and provision.

2. High-Quality Insurance Solicitation

Tokio Marine Group works to explain and provide products and services based on a correct understanding of the risks surrounding customers, their intentions and circumstances and the needs of each individual customer. We also strive to ensure that customers correctly understand important matters about the products and services we provide (including risks and details that may be detrimental to customers) and to provide easy-to-understand and appropriate explanations in accordance with the form of our selling and marketing. In addition, we not only comply with laws and regulations but also strive to carry out appropriate sales and solicitation activities related to products and services, which are conducive to reducing the negative impact on the environment and society and realizing a sustainable future.

3. Payment of Insurance Claims

Tokio Marine Group continuously promotes the enhancement of quality from a customer standpoint by repeating the plan-do-check-act (PDCA) cycle of implementation, verification and improvement.

4. Instilling Customer-Oriented Business Conduct Policies

To provide safety and security based on the customer's perspective, Tokio Marine Group strives to improve its internal structure and provide regular training to individuals engaging in sales. In addition, we endeavor to build partnerships of trust through smooth communication with agents and improve the quality of operations together.

Basic Policies for Protection of Customers' Interests

Tokio Marine Group has established basic policies for the protection of customers' interests and developed a system to thoroughly promote being customer-oriented and to pursue various aspects including customer protection. In addition, in accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine Group will work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

The Tokio Marine Group Policy for Management of Conflicts of Interest

Customer-Oriented Business Conduct Policies

To more thoroughly carry out customer-oriented insurance business while remaining close to customers and accurately identifying their diversifying needs, Tokio Marine & Nichido, Tokio Marine & Nichido Life and some other Group companies have formulated and announced their respective policies on customer-oriented business conduct and have been working with agents to promote specific initiatives under these policies. We will review our policies on a periodic basis to constantly realize better business conduct, thereby earning the lasting trust of customers.

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Tokio Marine & Nichido Customer-Oriented Business Conduct Policies

Business Conduct Policy 1: Declaration of customer-oriented behavior

Defining the common sense of customers and society as a starting point for all thoughts and behaviors, Tokio Marine & Nichido will act on the basis of how to offer the inherent value of insurance.

Aware of and responsible for assuming part of the social infrastructure functions, Tokio Marine & Nichido will not only comply with related laws and regulations but also consider what it should do from the perspective of customers and review all operational processes, products and services. In this way, the company will work with agents to become a truly trusted, customer-oriented company.

Note: Social infrastructure functions and the inherent value of insurance

Non-life insurance has a social infrastructure function to always support and protect customers and society in times of need through measures such as providing compensation in case of an incident. Always supporting and protecting customers and society in their times of need requires accurately grasping the risks and issues surrounding customers and offering optimal insurance and services. Tokio Marine & Nichido considers this to be the inherent value of insurance.

Business Conduct Policy 2: Business conduct utilizing customer feedback

Under its corporate philosophy of placing customer trust at the base of all its business activities, Tokio Marine & Nichido has formulated a customer feedback response policy to encourage employees and agents to gather customer feedback widely, take it seriously and use it proactively in corporate activities. The company will pursue customer-oriented business conduct according to the policy.

Business Conduct Policy 3: Development and revision of products and services

Tokio Marine & Nichido will deliver maximum satisfaction to customers by swiftly developing easy-to-understand products and services matching customers' risks and needs and by meticulously providing relevant information. The company will also pay sufficient attention to risk management to ensure the stable provision of its products and services.

Business Conduct Policy 4: Proposal of products and services

Tokio Marine & Nichido will work to propose appropriate products and services based on a correct understanding of risks facing customers and their needs and purposes while providing necessary information not only when concluding an insurance contract but also on an ongoing basis.

Business Conduct Policy 5: Payment of insurance claims (claims service)

To help customers in times of need, Tokio Marine & Nichido will remain by their side while correctly understanding their situations and positions and working to make swift and appropriate claims payments. In addition, the company will build readiness for the legitimate payment of insurance claims and ensure reliable quality in claims services.

Business Conduct Policy 6: Systems for motivating customer-oriented behavior

Various systems of Tokio Marine & Nichido, including commendation and performance appraisal, will be evaluated in terms of a customer-oriented mindset, namely, how to offer value inherent in insurance to customers and society. In this way, the company will build systems for encouraging customer-oriented behavior.

Business Conduct Policy 7: Management of transactions involving conflicts of interest

Tokio Marine & Nichido will promote customer-oriented business conduct and work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

Tokio Marine & Nichido Life Customer-Oriented Business Conduct Policies

Business Conduct Policy 1: Pursuit of customers' best interest

At the time of our founding, we felt "Something is wrong when people have to adapt themselves to life insurance." Based on this notion, Tokio Marine & Nichido Life will consistently engage in the customer-oriented life insurance business and pursue customers' best interests.

More specifically, as described in Business Conduct Policies 2 to 4 below, we will practice business conduct in pursuit of customers' best interests in every touchpoint, from the development of products and services matching customer needs to making proposals and appropriately explaining products, providing follow-up services after the conclusion of a contract and paying insurance claims and benefits.

In addition, Tokio Marine & Nichido Life has defined the customer feedback response policy to monitor the implementation status of our efforts and ensure improvement. Tokio Marine & Nichido Life takes feedback from customers seriously and will strive for continued improvement of its operational quality.

Business Conduct Policy 2: Development and provision of products and asset management

Tokio Marine & Nichido Life works to develop life insurance products and services matched to customer needs while also paying attention to social and economic trends and changes in the business environment. The company also has in place an internal structure to stably provide protection over the long term.

In order to ensure future payments of insurance claims and benefits, Tokio Marine & Nichido Life will also conduct asset management while paying due consideration to the distinctive characteristics of insurance contracts and by applying appropriate risk control.

Business Conduct Policy 3: Insurance solicitation

Through its agents and direct sales employees ("Life Partners"), Tokio Marine & Nichido Life will deliver security by providing custom-tailored solutions that meet the diverse needs of each customer and protect customers and their families.

Tokio Marine & Nichido Life will also implement initiatives to provide detailed information on products and explain them in a thorough manner to customers after adequately identifying customers' needs and intentions and to have them confirm, based on a correct understanding of the products, that our solutions match their needs and purposes.

Business Conduct Policy 4: Follow-up services and payment of insurance claims and benefits

Tokio Marine & Nichido Life provides value not only at the time of contract. We believe that it is essential to exercise customer-oriented business conduct at every customer contact point, including follow-up services after the conclusion of a contract.

Additionally, recognizing that paying insurance claims and benefits is one of the most basic and important responsibilities of an insurance company, Tokio Marine & Nichido Life will make sure to explain policy and other details to all customers in an easily comprehensible manner and make swift and accurate payments, always working from a customer standpoint. The company will also set up a system to provide follow-up services to all customers, including elderly customers and customers with disabilities, to ensure that they will make claims to which they are entitled without omissions.

Business Conduct Policy 5: Systems and corporate culture to exercise customer-oriented business conduct

Tokio Marine & Nichido Life will foster a corporate culture in which employees, agents and direct sales employees ("Life Partners") exercise judgment and act in a customer-oriented manner in every touchpoint. We will establish systems of education and evaluation for achieving this goal.

Business Conduct Policy 6: Management of transactions involving conflicts of interest

In accordance with the Tokio Marine Group Policy for Management of Conflicts of Interest and through compliance with these policies by directors, officers and employees, Tokio Marine & Nichido Life will work to manage transactions involving conflicts of interest to ensure that clients' interests are not unduly harmed.

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14.1.2 Response to Customer Feedback

Each Tokio Marine Group company strives to improve the quality of its services by treating customer feedback as an important indicator for the evaluation of service quality.

■ Customer Feedback Response Policy

Critical opinions and demands as well as compliments from customers are valuable assets for us to provide higher-quality services to customers. Based on the Group's basic policy related to customer feedback, each company of Tokio Marine Group has formulated a response policy to utilize customer opinions for improving products and services.

- Tokio Marine & Nichido's policy on handling customer feedback (in Japanese)
- Tokio Marine & Nichido Life's policy on handling customer feedback (in Japanese)

■ Structure to Make Improvements Based on Customer Feedback

Customer surveys and feedback received directly from customers by employees and agents lead to quality improvements in terms of products, services and other aspects. For example, Tokio Marine & Nichido, Tokio Marine & Nichido Life and Nisshin Fire enter such feedback into a central management system that is set up on their respective intranets for later analysis. This feedback is then utilized for the said improvements.

Additionally, Tokio Marine & Nichido conducts regular meetings with external advisors and consumer monitors in order to receive advice from the perspective of the consumer. These activities have translated into various improvements, including easier-to-understand notices and documents.



<Initiatives in Compliance with ISO 10002>

As a means of standardizing the response to customer feedback company-wide, Tokio Marine & Nichido and Tokio Marine & Nichido Life have established operational systems in conformity with ISO 10002, the international standard for the management of the complaints handling process.

Moreover, these two companies were the first in the domestic financial industry to verify compliance with the ISO 10002 standard in June 2007 and subsequently made an external announcement in July. Under these operational systems, we will continuously strive to enhance the quality of operations in terms of products, services and other relevant aspects based on customer feedback. Nisshin Fire also made a self-declaration of compliance with the ISO 10002 standard in July 2008.

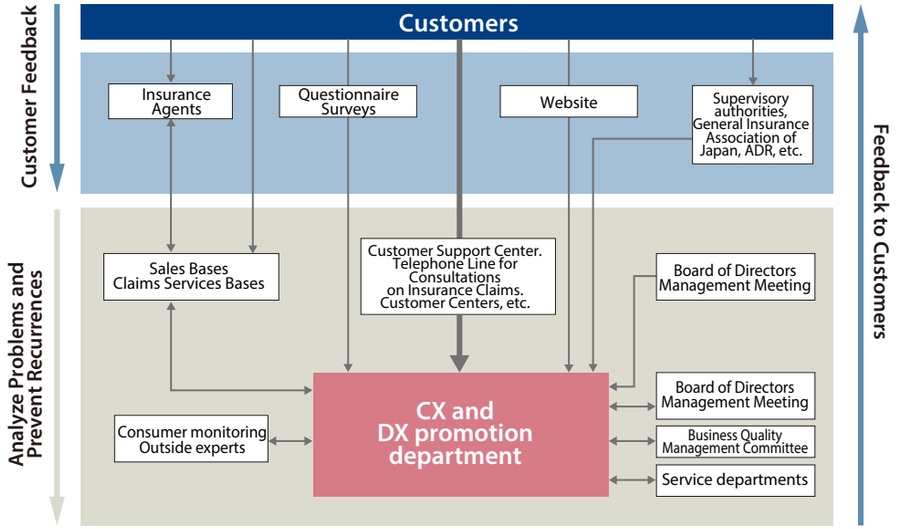
■ Listening to Customer Feedback

Each Tokio Marine Group company actively listens to customer feedback through various means such as customer surveys, telephone calls from customers, company websites and information gathering via agents and sales personnel. From the perspective of enhancing the transparency of initiatives regarding customer feedback, the number of feedback comments received, details of these comments and examples of products and services developed or improved based on such feedback are made public via company websites in greater detail.

<Structure for Listening to Customer Feedback>

Tokio Marine & Nichido

Tokio Marine & Nichido is conducting customer surveys after the completion of contract procedures to calculate the Net Promoter Score (NPS) and level of customer satisfaction and solicit opinions from customers in a free-text field. Tokio Marine & Nichido also asks for cooperation in surveys after paying insurance claims to customers in order to obtain a wide range of opinions regarding responses to accidents. The company constantly makes efforts to improve quality based on this customer feedback.

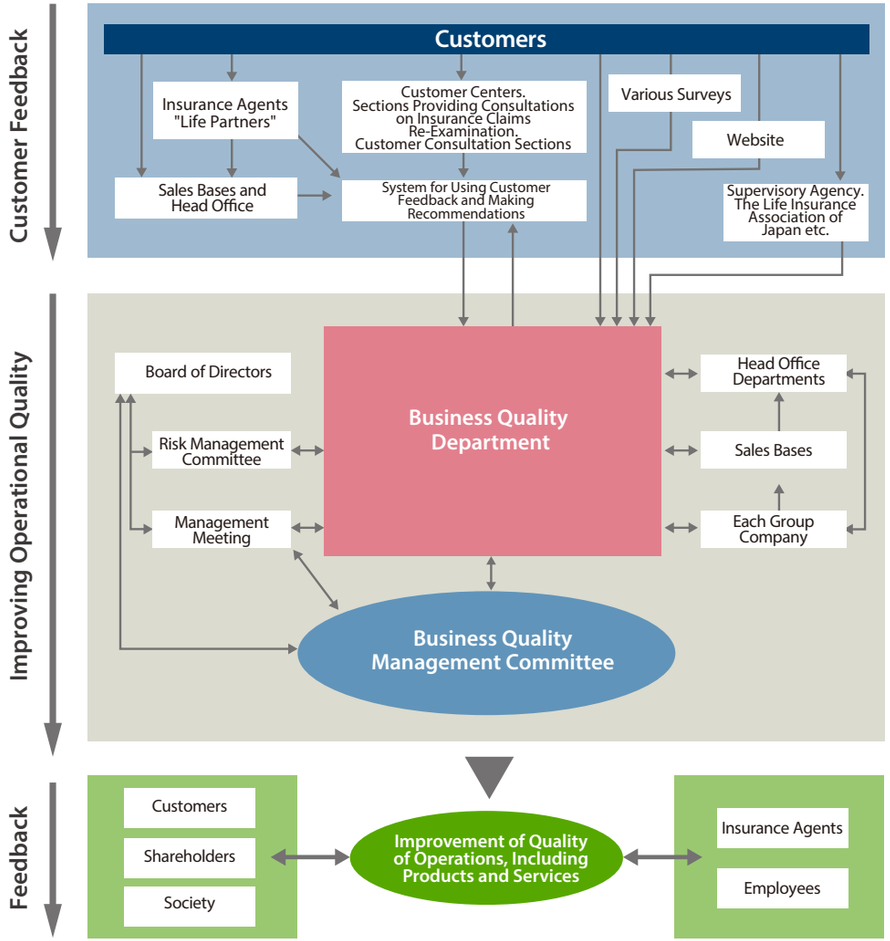


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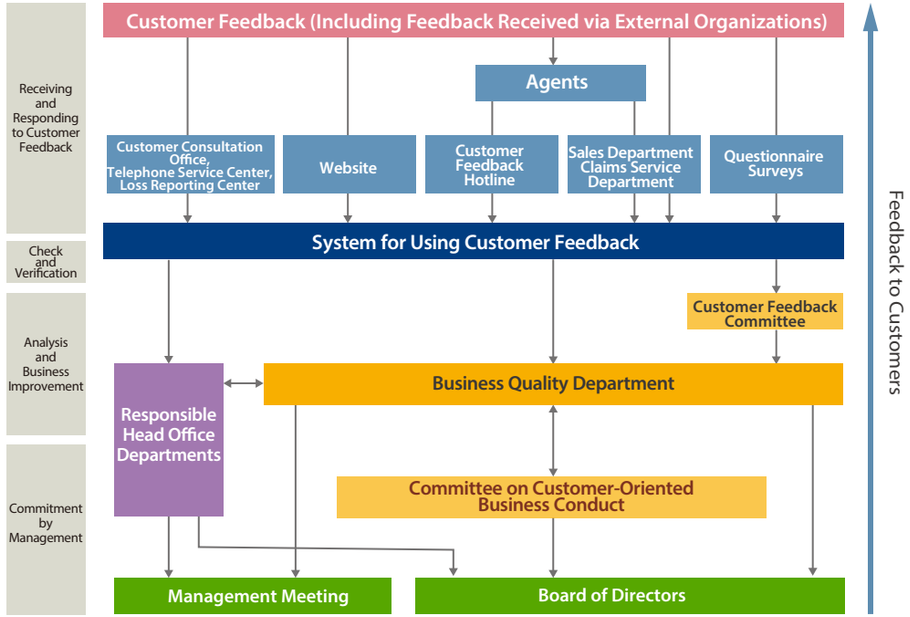
Tokio Marine & Nichido Life

Tokio Marine & Nichido Life encloses a questionnaire survey with its insurance policies, contract details or notices regarding the payment of insurance claims and benefits to extensively obtain customer feedback.



Nisshin Fire

Nisshin Fire strives to identify customer needs through various surveys, for example, on staff response during the contracting process and accident response services and works together with its agents to enhance the quality of its services to bring even greater satisfaction to customers.



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<Fiscal 2025 Number of Customer Feedback Comments>

[Tokio Marine & Nichido]

	Customer feedback categories	Customer feedback categories	Apr.- Jun. 2025	Jul.- Sep. 2025	Oct.- Dec. 2025	Jan.- Mar. 2026	Fiscal 2025
			Number of comments	Number of comments	Number of comments	Number of comments	Total as of Mar. 2026
Dissatisfied	**Products and services**						
	Policy and pamphlet related	Policy and pamphlet details difficult to understand	224	237	214	233	906
	Products and services related	Requests for improving products and services, others	1,345	1,502	1,595	2,144	6,586
	Subtotal: Products and services		**1,569**	**1,729**	**1,809**	**2,377**	**7,494**
	Enrollment: Contract procedures						
	Contract renewal procedures	Delays in sending renewal information, others	1,203	1,034	1,272	1,223	4,733
	Explanation of contract details	Insufficient explanation of contract details, others	252	218	250	283	1,003
	Subtotal		**1,455**	**1,252**	**1,523**	**1,505**	**5,736**
	Enrollment: Contract management						
	Policy deficiencies	Errors in listed policy details	110	129	117	109	465
	Non-arrival of policy	Delay in sending of policy	24	32	48	22	126
	Modification procedures	Delay in sending of policy	1,082	992	995	998	4,067
	Account transfers	Unable to make account transfers, others	135	154	179	167	635
	Subtotal		**1,351**	**1,307**	**1,339**	**1,296**	**5,293**
	Enrollment: Response and etiquette						
	Response and etiquette	Telephone response and visitation etiquette	486	450	460	487	1,883
	Enrollment: Others						
	Matters concerning enrollment not corresponding to the above		11	8	11	12	42
	Subtotal : Enrollment total		**3,303**	**3,017**	**3,333**	**3,301**	**12,954**
Dissatisfied	**Insurance claims payments: Insurance claims payment**						
	Contacting and responses	Delay in being contacted by staff, insufficient explanation of procedures	1,676	1,729	1,795	1,494	6,694
	Payment amount	Insufficient explanation about insurance claims payments	582	515	648	620	2,365
	Advisability of payment	Advisability of payment	1,508	1,611	1,469	1,442	6,030
	Subtotal		**3,766**	**3,855**	**3,912**	**3,565**	**15,089**
	Insurance claims payment: Response and etiquette						
	Response and etiquette	Telephone response and visitation etiquette	484	591	600	655	2,330
	Insurance claims payments: Others						
	Matters concerning payment not corresponding to the above		13	11	11	6	41
	Subtotal: Total for insurance claims payments		**4,263**	**4,457**	**4,523**	**4,217**	**17,460**
	Matters concerning personal information		**103**	**67**	**87**	**56**	**313**
	Others		**25**	**38**	**27**	**15**	**105**
	Dissatisfied Total		**9,263**	**9,318**	**9,779**	**9,966**	**38,326**
	Requests		**1,029**	**904**	**936**	**1,044**	**3,913**
	Compliments		**1,704**	**1,635**	**1,836**	**1,743**	**6,918**
	Total		**11,996**	**11,857**	**12,551**	**12,753**	**49,157**

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[Tokio Marine & Nichido Life] (Number of Comments of Dissatisfaction Only)

(April 2025–March 2026)

Item	Principal Details of Feedback	Number of comments	Percent of Total (%)
New contract related	Dissatisfied with explanations and with presentations on insurance policy at time of enrollment, others	2,198	11.5
Receipt related	Dissatisfied with insurance premium payment methods and modification procedures, others	1,931	10.1
Protection related	Dissatisfied with contract details modifications, policyholder loans, cancellation procedures, others	4,726	24.7
Insurance claims and benefits related	Dissatisfied with payment procedures for insurance claims, benefits, maturity proceeds, others	4,399	23.0
Others	Dissatisfied with after-service, etiquette and telephone response, others	5,898	30.8
Total		19,152	

[Nisshin Fire] (Number of Comments of Dissatisfaction Only)

Item	FY2024	FY2025
1. Contracting and soliciting activities		
❶ Product details (coverage, others)	17	27
❷ Contracting procedures (incomplete, delays, others)	120	173
❸ Soliciting activities (not thoroughly confirming with customers their needs and purposes, others)	83	87
❹ Insufficient or erroneous explanation about policy details, conditions and others	191	207
❺ Enrollment (conditions, restrictions, others)	30	24
❻ Error in insurance premium calculation	56	52
❼ Staff interaction with customers	13	20
❽ Contents of forms and other documents (application forms, invoices, leaflets, others)	19	31
❾ Other	180	198
Subtotal	**709**	**819**
2.Management and protection of contracts, collection of premiums		
❶ Insurance policies not reaching customers or errors in policies	11	19
❷ Availability of payment in installments or account transfer	66	86
❸ Procedures for changing policies	230	259
❹ Procedures for canceling policies	205	219
❺ Processing of maturity repayment (processing delay, amount repaid, others)	3	2
❻ Staff interaction with customers	12	16
❼ Other	45	73
Subtotal	**572**	**674**
3.Insurance claims		
❶ Amount of insurance claims paid	136	147
❷ Delay in response and method of response	547	647
❸ Advisability of payment	41	45
❹ Staff interaction with customers	282	300
❺ Other	1	9
Subtotal	**1,007**	**1,148**
4. Other (including complaints on the handling of personal information)	**65**	**106**
Total	**2,353**	**2,747**

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■ Customer Satisfaction Targets

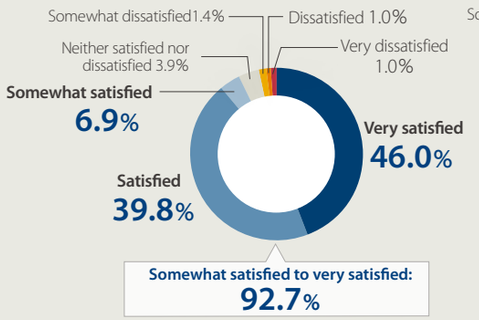
Every year, Tokio Marine & Nichido discloses customer satisfaction indicators on the page of its Japanese website that reports the status of the company's initiatives based on its customer-oriented business conduct policies. The company also implements many different programs in an effort to enhance customer satisfaction.*

The level of customer satisfaction is confirmed by conducting customer questionnaire surveys when soliciting insurance and paying insurance claims and benefits to identify the level of satisfaction of customers as a whole regarding contract procedures and the payment of insurance claims and benefits. In addition, we will conduct surveys using new approaches, such as the Net Promoter Score (NPS), to increase the sophistication of customer experience analyses. In this way, we take these valuable evaluations and opinions from customers seriously and work to improve our initiatives, aiming to develop initiatives that increase customer satisfaction further.

*: Numerical targets: Improvements YoY

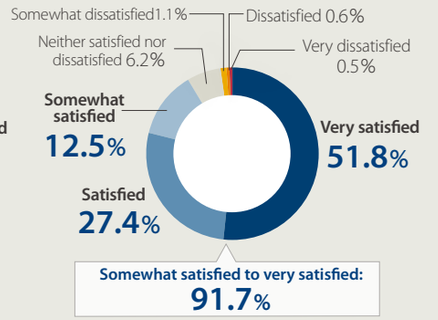
<Tokio Marine & Nichido: Level of Satisfaction (Fiscal 2025)>

Level of Satisfaction regarding Overall Claims Services



Overall Level of Satisfaction regarding Contract Procedures

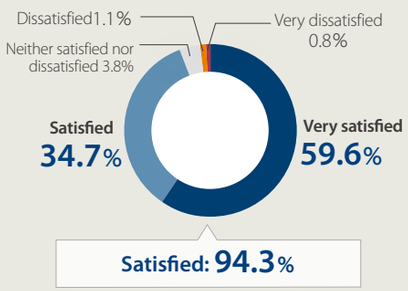
(Auto Insurance / Fire Insurance / Super Insurance)



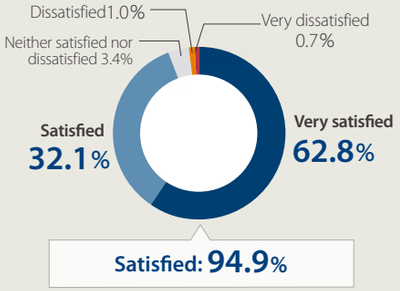
<Nisshin Fire: Level of Customer Satisfaction (Fiscal 2025)>

Overall Level of Satisfaction regarding Accident Response Services

(Auto Insurance)



(Fire Insurance / Specialty Insurance)

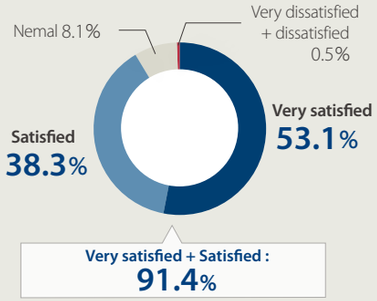


<Tokio Marine & Nichido Life: Level of Customer Satisfaction (Fiscal 2025)>

Overall Level of Satisfaction at the Time of Enrollment

(Overall Level of Satisfaction regarding Contract Procedures, Product Details, etc.)

Note: Analysis of 19,079 responses to our questionnaire survey for new customers upon enrollment, returned from customers from April 2025 to March 2026.



Status of customer feedback: Respective Group company websites

- Tokio Marine & Nichido: Number of customer comments received and customer survey results (in Japanese)
- Tokio Marine & Nichido Life: Status of customer feedback (in Japanese)
- Nisshin Fire: Response to customer complaints (in Japanese)

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■ Main Examples of Items That Have Been Developed and Improved Based on Customer Feedback (Fiscal 2025)

Tokio Marine & Nichido

[Customer Feedback]

I would like you to add heatstroke to the coverage of your *Karada no Hoken* medical insurance and *Super Insurance*.

[Response]

Recognizing that providing protection against heatstroke to all customers is necessary in response to the recent spike in heatstroke patients and rising needs for corresponding insurance coverage, we added heatstroke to the fixed-amount accident coverage of our *Karada no Hoken* medical insurance and *Super Insurance* in October 2025.

Tokio Marine & Nichido Life

[Customer Feedback]

I would like you to release a product that does not require completing a health questionnaire if people are willing to pay a certain amount of money despite having health issues. When filing insurance claims, I want to check the progress from when I submit required documents until I receive payment on Tokio Marine & Nichido: My Page.

[Response]

In September 2025, we released *Anshin Dream Whole-Life Insurance*, a single-premium whole life insurance with variable accumulation interest rate (selectable coverage type), which does not require the completion of a health questionnaire. Customers can now check the progress of insurance and benefit claims on Tokio Marine & Nichido: My Page.

Nisshin Fire

[Customer Feedback]

I want to cancel a policy by contacting a call center, rather than through an agent or sales branch.

[Response]

Previously, when customers wishing to cancel their policies contacted us at a call center, our agents or sales branches got back to them later and explained the required procedures. We changed the protocol and started a service in September 2024 for auto insurance and in May 2025 for fire insurance to directly accept policy cancellations at a call center if customers wish to do so (with certain exceptions).

Canceling policies at a call center

Canceling policies at a call center

<Customer Feedback>	<Improvement>
I want to cancel a policy by contacting a call center, rather than through an agent or sales branch.	Previously, when customers wishing to cancel their policies contacted us at a call center, our agents or sales branches got back to them later and explained the required procedures. We changed the protocol and started a service in September 2024 for auto insurance and in May 2025 for fire insurance to directly accept policy cancellations at a call center if customers wish to do so (with certain exceptions).

[Status of Customer Feedback: Respective Group Company Websites]

- Tokio Marine & Nichido: Improvement examples based on customer feedback (in Japanese)
- Tokio Marine & Nichido Life: Major and specific development and improvement examples based on customer feedback (in Japanese)
- Nisshin Fire: Examples of improvements that have been carried out based on customer feedback (in Japanese)

■ Raising the Quality of Call Centers

Tokio Marine Group's call center departments have formulated the Contact Center Standard for Tokio Marine (CCST) and have been evaluating and verifying the status of their operations based on the standard for the purpose of raising the quality of customer responses throughout the Group's call centers. We also conduct a periodic customer satisfaction survey and undertake improvement activities to satisfy customer needs. At the same time, we have been implementing a number of common measures, such as the participation of all call centers in a telephone response contest held outside the Group, and other efforts for mutually refining customer response skills.

In addition, we utilize digital technology and enhance our website infrastructure to support customers when making inquiries or going through various procedures, while further upgrading response skills and striving to ensure quality responses tailored to individual customers and the stable operation of call centers.

As a result of these initiatives, Tokio Marine & Nichido received three stars, the highest rating, in HDI-Japan's quality benchmark for both contact for inquiries and online support in fiscal 2025. We will continue to enhance our support environment for customer inquiries and procedures using digital technologies such as generative AI and further strengthen the responsiveness of our call centers to provide high-quality customer service matched to each individual customer.

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14.1.3 Initiatives toward High-Quality Insurance Solicitation

■ Supporting Safety and Security via Smartphones

Tokio Marine & Nichido offers Tokio Marine & Nichido: My Page, an Internet service for individual customers. It allows users, with the use of a smartphone or similar device, to check their contract details, find the agent's contact person, change addresses and other personal information and report an accident at any time and any place.

Moreover, the My Page App for smartphones can provide information on the location of car accidents with the use of GPS to improve response. Customers can also receive disaster-prevention and seasonal information, such as heavy rain, via push notifications.

In fiscal 2025, the cumulative number of subscribers exceeded 7.3 million, and the app has become a platform used by many customers. The company is working to enhance the functionality of Tokio Marine & Nichido: My Page and further increase customer convenience by incorporating a function to issue a certificate of insurance, a document certifying that the person has subscribed to the insurance, in fiscal 2025. Additionally, the company's website has an interactive guide that utilizes generative AI to more smoothly direct customers to various procedure pages. Going forward, the company will seek to strengthen the digital interface with customers through its website and Tokio Marine & Nichido: My Page and offer services to always support and protect customers in their times of need.

Additionally, Tokio Marine Direct Insurance allows customers to complete overall procedures, from requesting an estimate to final application for auto insurance, via smartphone. A dedicated web page is set up for each customer to report accidents and verify accident response status in addition to making changes to contract details and renewal procedures.

In E. design Insurance's auto insurance named &e (pronounced "Andy"), information about the customer's driving behaviors, such as sudden acceleration and sudden braking, is converted into a score through the app based on data detected by the customer's smartphone and is delivered to the customer as a Trip Report. Should an accident occur, the customer can report the accident to the company with one tap on the smartphone, and the app automatically detects the impact, records information surrounding the accident and reproduces the accident on the device of the personnel in charge. It also makes it possible to check the speed of the customer's car before and after impact, as well as the time and location of the accident, thus helping to reduce the customer's anxiety and burden.

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

- Tokio Marine & Nichido: My Page (in Japanese)
- Tokio Marine Direct Insurance: Annual Report (in Japanese)

■ Examples of Initiatives toward High-Quality Solicitation

In April 2012, Tokio Marine & Nichido rolled out an initiative that utilizes tablet devices to enhance comfort and convenience for customers.

For *Super Insurance*, auto insurance, fire insurance, accident insurance and life insurance, the main products for individual customers, the company introduced the paperless *Raku Raku Tetsuzuki* (Quick and Easy Online Procedures), which allows customers to request a premium estimate, view product descriptions and apply for insurance on a tablet and other devices. These procedures enable the company to provide easy-to-understand product descriptions with videos and electronic pamphlets. The company has also introduced "Your Enrollment at a Glance," a list that enables customers to check their family's insurance enrollment status on their tablet and other devices. In January 2020, Tokio Marine & Nichido launched the Smart *Raku Raku Tetsuzuki* service, enabling customers to enroll in insurance products using their smartphones, personal computers or tablets. The company also rolled out the Remote *Raku Raku Tetsuzuki* in December 2020. This is a seamless, paperless and comfortable service to complete everything online, from proposing and explaining insurance products via a web conferencing app to the applying for a product on smartphones or other devices. As of March 2026, the *Raku Raku Tetsuzuki* series covers more than 50% of products geared toward individual customers.

The initiative received a 2014 Ministry of Economy, Trade and Industry (METI) Minister's Award in recognition of its contribution to the informatization of the economic society. It also won the top IT Overall Award at the 31st Information Technology Award 2013 sponsored by the Japan Institute of Information Technology.

In the future as well, Tokio Marine & Nichido will strive to further enhance comfort and convenience for customers through a diverse range of initiatives.



Screen images of *Raku Raku Tetsuzuki* contract procedures

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■ Introducing a Function to Propose Insurance Products Using AI

For the first time in the insurance industry, we have developed a function in which AI designs recommended insurance plans that combine life and non-life insurance products based on customers' attribute information, including age, gender and family composition as well as the life and non-life insurance products they have enrolled in. For this function, we have obtained a business model patent on December 20, 2023. The best mix of agents' expertise in consultation and technology offers high value to customers.

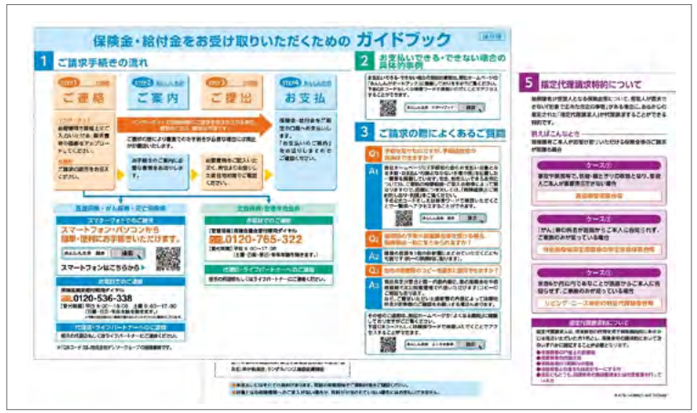
Note: This function was developed jointly with PKSHA Technology Inc., which possesses strength in AI technology.

14.1.4 Initiatives for Paying Insurance Claims

Tokio Marine Group continuously promotes the enhancement of quality from a customer standpoint by repeating the plan-do-check-act (PDCA) cycle of implementation, verification and improvement.

■ Providing Information That Enables Customers to Make Claims without Any Omissions

To ensure that customers request insurance claims payments and insurance benefits without any omissions, Tokio Marine & Nichido Life provides information to customers regarding insurance claims payments and insurance benefits when they enter into an insurance contract, during the contract validity period and when requesting insurance claims payments and insurance benefits.



Guidebook on receiving insurance claims payments and insurance benefits

Additionally, customers are directed to contact Tokio Marine & Nichido Life through its website and other means if they have any uncertainties about receiving insurance claims payments and insurance benefits. The company has made online insurance claims procedures available for a wider range of purposes, enabling customers to submit insurance claims easily via their smartphones or PCs. Furthermore, an AI-automated voice response service has been introduced to enhance services outside open call center hours in pursuit of greater customer convenience in requesting insurance claims payments and insurance benefits.

■Providing Anshin Quality Claims Services to Customers

At Tokio Marine & Nichido, we believe that our value as an insurance company is tested when an accident occurs. To prepare ourselves for such an emergency, we define Anshin Quality Standards as specific quality standards that are indispensable for the products and services provided to customers and, together with agents, have been making full, concerted efforts toward the realization of Anshin Quality.

Also in terms of claims services, we seek feedback broadly from customers and constantly endeavor to improve quality based on such feedback while repeating the cycle of implementation, verification and improvement. As one example, we have implemented the following operational improvements based on the evaluation results and opinions we gather through a customer survey, which is conducted after insurance claims are paid to policyholders of our auto insurance, who have been involved in an accident.

- Information regarding details of coverage and a list of available coverages (insurance claims) are sent to customers upon receipt of the notification of an accident, and personnel in charge provide information on the number of claims payable in an easy-to-understand manner.
- When insurance claims are paid, the personnel in charge will explain in an easy-to-understand manner while also sending a statement of claims payable that not only verifies the amount but also provides a detailed breakdown.
- When insurance claims cannot be paid, we inform customers of the reason both verbally and in written form in an easy-to-understand manner. Additionally, customers' complaints and consultations regarding the payment of insurance claims are accepted via an exclusive toll-free telephone line. We have also established the Re-examination Request System* to ensure fairness in the payment of insurance claims.

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*: **Re-examination Request System**

We have introduced the Re-examination Request System to ensure the fair payment of insurance claims. It is a system for customers (including policyholders and insured persons) to request re-examination when they disagree with the decision not to pay insurance claims made by claims service bases in accordance with policy details.

The Claims Service Re-examination Committee, which is a closed-door committee composed of external specialists (doctors, lawyers and legal experts), examines the appropriateness of our decision not to pay insurance claims from a legal or medical point of view and reports its results in written form to the customer who requested the re-examination.

However, this system does not apply to cases outside the activity scope of the committee, which aims to make a decision from a legal or medical viewpoint, and cases that will be discussed as part of conflict resolution procedures. For details, please contact the responsible claims service base.

Tokio Marine & Nichido: Re-examination Request System (in Japanese)

Tokio Marine & Nichido: Re-examination Results by the Claims Service Re-Examination Committee (in Japanese)

To provide high-quality claims services in case of an emergency and deliver safety and security to customers by leveraging our high level of expertise, we are making various related efforts in addition to enhancing of the resolution capabilities of employees. In the following sections, we divide the process of claims services into five steps (receiving loss reports, initial response, loss adjustment, reporting progress and payment of insurance claims) and describe our initiatives in each.

[Receiving Loss Reports]

Receiving a loss report from a customer is our first customer contact point in claims services. We work to eliminate anxieties held by a customer who just had an accident by asking whether or not he/she was injured and what exactly happened and simultaneously giving considerate and appropriate advice.

[Initial Response]

After receiving a loss report, we confirm how the customer wishes to proceed with the accident response and provide a detailed description of the process from the beginning to the final resolution. It is only after we consult with the customer that we will contact the parties and others concerned. We try to relieve the customer's anxiety by reporting back to him/her the results of contacting these parties.

[Loss Adjustment]

This step involves checking the status of a car or building damaged by the accident. At the same time, we scrutinize details of necessary repairs and estimated repair costs to confirm an adequate loss amount and explain it to the customer in an easy-to-understand manner.

[Reporting Progress]

To eliminate the customer's anxiety and provide a greater sense of security, we ensure that we report progress in an appropriate manner based on the customer's intentions through the means of communication desired by the customer.

[Payment of Insurance Claims]

We calculate payable insurance claims and explain the details of these claims to the customer in an easy-to-understand manner. We then work to swiftly go through the payment procedures after confirming with the customer if he/she wants to file a claim.

We also utilize a system to check for other applicable policies and inform the possible payment of other insurance claims, if any, to the customer. For auto insurance, in particular, we have in place a system that does not allow us to close the case until all payable insurance claims are paid. By means of this system, we ensure that we make the appropriate payment of claims to customers.

Moreover, we constantly strive to improve the quality of our customer response by nurturing employees through various types of training. Our ongoing initiatives are geared toward ensuring all responsible personnel always make a considerate and honest response to customers.

■ Resolution Capabilities of Team Experts

We consider it our mission to provide high-quality claims services when a customer is involved in an accident. Smooth claim settlement in an auto accident requires a team approach consisting of highly specialized and experienced staff members.

▸Claims Service System in Japan (As of April 2026)

	Tokio Marine & Nichido	Nisshin Fire
Number of service bases	194	80
Claims service staff and adjusters	Approx. 10,600	Approx. 900
Lawyers	Approx. 550	Approx. 220
Consultant physicians	Approx. 100	Approx. 10
Tax accountants/Accountants	Approx. 60	Approx. 5
Number of automobile accident settlements (Annual)	Approx. 3.15 million	Approx. 210,000

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At Tokio Marine & Nichido, our experienced claims service staff team up with our nationwide network of highly specialized experts including adjusters, lawyers and consulting physicians as well as accountants and tax accountants to provide the resolution capabilities of Team Experts. This allows us to protect our customers in the event of an accident.

In addition to our reliable and extensive network of 194 service bases nationwide, we satisfy 92.7% of our customers who have filed claims under their insurance with our sophisticated negotiating power accumulated through our industry dominance with around 3.15 million accident settlements per year.

14.1.5 Initiatives to Instill Customer-Oriented Business Conduct Policies

[Working Together with Agents to Improve Quality]

To provide safety and security that truly is based on customers' points of view, Tokio Marine Group endeavors to build partnerships based on trust and together improve operational quality through smooth communication with agents.

■ The Role of Agents in Tokio Marine Group

In auto, life and other insurance, the role of agents in Tokio Marine Group is to protect customers from risks by providing various kinds of insurance products and services as intermediaries between customers and each insurance company in the Group. Agents are carrying out a broad range of consulting activities such as introducing optimal insurance tailored to the needs of each customer and quickly providing support to deliver security to customers in the event of disasters or accidents.

For agents to meet customers' expectations and trust and be indispensable persons truly relied upon by customers, each Tokio Marine Group company has promoted initiatives directed toward its agents such as various kinds of training, establishment of administrative procedures and IT systems and business administration management support.

■ Working Together with Agents on Initiatives to Improve the Quality of Operations

At Tokio Marine & Nichido, we define Anshin ("Reassuring") Quality Standards as specific quality standards that are indispensable for the products and services provided to customers and work together with agents to improve quality. Our agent commission system is designed not only to secure and enhance our operational quality to unfailingly protect customers but also to further expand the area of providing value by offering products and services matched to diversifying customer needs.

As qualifications for excellent agents and salespersons (insurance solicitors), we use an internal system to certify "Top-Quality Agents" and an external qualification program to certify "General Insurance Total Planners." The Top-Quality Agent certification is given to Tokio Marine & Nichido's agents, who demonstrate a superior level of performance overall in terms of the ability to propose insurance products and services to customers and respond to an accident and other emergencies and business soundness, stability and growth potential as an insurance agent, based on the standards specified by the company. The General Insurance Total Planner qualification is the most prestigious solicitor qualification given by The General Insurance Association of Japan to insurance solicitation professionals who have acquired consultation-related knowledge and operational skills on top of basic knowledge of laws, tax affairs and other matters related to non-life insurance.

Going forward, we will promote reforms toward a new business model utilizing tablet devices and smartphones to realize an even more comfortable experience for customers. We will work hand in hand with our agents to deliver quality to all customers and gain higher recognition from customers.

Among its agents, Nisshin Fire has also been promoting the "Nisshin Model," which focuses on two major contact points with customers, namely when selling insurance and when responding to an accident, to ensure that all its agents across Japan provide customers with the same high level of services. Additionally, Nisshin Fire's agent commission system emphasizes the quality of contract procedures and responses to accidents, and the company evaluates the level of achievement of operations to determine agents' commissions.

[Education and Training Systems for Agents]

In order to meet customer expectations and earn their trust so that customers are able to consult us about insurance with peace of mind, we support the development of professional human resources through a qualifications system and training programs.

■ Original Learning Program

In order to foster salespersons capable of providing meticulous and excellent services to customers, Tokio Marine & Nichido offers a learning program that covers a broad range of operational knowledge on product details, claims services, compliance and other business-related topics. A course on Tokio Marine's original products, in particular, is provided as a mandatory course, which salespersons must take before they engage in product sales.

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Salespersons can take each course through various means, including our online agent system.

Tokio Marine & Nichido Life provides the Tokio Marine & Nichido Life Training College training program for promoting the consulting sales capabilities of insurance salespersons. In this program, for roughly four months agent salespersons and the company's responsible employees take part together in group training and web-based training while also carrying out practical activities on the front lines of business. With regard to these practical activities, the company provides the latest programs for supporting the sales activities of participants, such as the adoption of Antore Hiroba, a website where participants can exchange information with each other. Also, the company gives salespersons opportunities to continue helping each other to improve their skills after the completion of their training, including follow-up training at branch offices.



■ Agent Trainee System (Insurance Planner System)

Tokio Marine & Nichido operates an Insurance Planner System with a view to supporting the development and nurturing of salespersons who have excellent consulting capabilities to provide optimum insurance products and services from the customers' viewpoint in response to changes in the surrounding environment and diversifying customer needs.

Under this system, corporate agents' employees dispatched to the company complete training held by the head office and by each sales office and branch to systematically learn various topics by means of tabletop exercises designed to acquire knowledge, combined with many practical programs. Topics revolve around the implementation of compliance and include specialized knowledge on insurance products and associated administrative procedures, solicitation processes utilizing digital technologies and skills to make proposals based on customers' situations and latent needs. They also engage in hands-on practice of identifying risks facing customers and making consulting proposals. In this way, we instill a firm base of knowledge, skills and mindset and nurture human resources who can provide optimal insurance products and services.

14.2 Corporate Governance

14.2.1 Fundamental Corporate Governance Policy

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

Accordingly, as initiatives serving as the basis of such a management structure, Tokio Marine Group is making efforts for compliance, anti-corruption, information security, privacy, respect for human rights, sustainability in the value chain and sustainable investment.

■ Basic Approach to Corporate Governance

Tokio Marine Holdings is committed to the continuous enhancement of corporate value by fulfilling its responsibilities to shareholders, customers, society, employees and other stakeholders as set forth in the Tokio Marine Group Corporate Philosophy. For this purpose, the Company recognizes the importance of establishing a sound and transparent corporate governance system and exercising appropriate control over its Group companies as a holding company based on the Tokio Marine Holdings, Inc. Basic Policy for Internal Control. The framework of the Company's corporate governance system is defined in the Tokio Marine Holdings Fundamental Corporate Governance Policy.

Tokio Marine Holdings Fundamental Corporate Governance Policy

14.2.2 Corporate Governance System

■ Corporate Governance System

The Company's corporate governance system is designed as a structure whereby the Nomination Committee and Compensation Committee are discretionarily established in addition to the fundamental structure of a company with an Audit & Supervisory Committee.

The Company believes that the above structure is optimal at this point for the following reasons. The Company determines significant business execution by resolution of the Board of Directors as an insurance holding company and makes high-quality decisions reflecting the insight of Outside Directors; its Audit & Supervisory Committee conducts systematic audits by utilizing the Internal Audit Section; and the transparency of the decision-making process of nomination of and compensation for Directors, Audit & Supervisory Committee Members and Executive Officers is ensured as those matters are deliberated at the Nomination Committee and

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Compensation Committee.

The Company complies with all principles of Japan's Corporate Governance Code (including those for companies listed on the Prime Market). The Company will continue to make efforts to enhance its corporate governance.

- Tokio Marine Holdings' Corporate Governance System
- Tokio Marine Holdings' Framework Supporting the Corporate Governance System
- Tokio Marine Holdings Corporate Governance Report

<Officer compensation to promote ESG initiatives>

For Tokio Marine Group, our initiatives for sustainability and ESG are part of our business aims themselves. It is our belief that we can realize sustainable growth for the Company as a result of solving societal challenges through our business. To further advance our ESG initiatives, the Compensation Committee has continuously discussed whether to reflect the outcomes of ESG initiatives in our existing performance-linked compensation while ensuring governance in terms of compensation for Directors, Audit & Supervisory Committee Members and Executive Officers, based on the thinking that the degree to which initiatives are accomplished ought to serve as incentives.

As a result, we have revised our existing system of performance-linked compensation, which has previously provided appropriate incentives based on individual performance against the predetermined targets, to reflect ESG-related factors in the system. Specifically, in fiscal 2022 we added "employee engagement indicators" and "sustainability strategy indicators" to KPIs used to determine the portion of compensation linked to corporate business results. In fiscal 2023, we increased the ratio of non-financial indicators to further promote employee engagement and sustainability.

In the future, we seek to continuously upgrade our performance-linked compensation system and realize equally high levels of incentives and accountability based on new developments in internal discussions about our sustainability strategy and the maturity of the methods used to evaluate non-financial indicators in the market or trends in creating new ones.

■ Strengthening Governance through Integrated Group Management

Through the function-based chief officer system and global committees, etc., the Company utilizes its global expertise and knowledge to solve Group management issues.

Key Management Matters	Key Global Committees	Key Persons
ERM	ERM Committee	CFO (Financial)
M&A	International Executive Committee	Head of International Business
Underwriting	Global Retention Strategy Committee	CRSO (Retention Strategy)
Reserving	International P&C Reserving Actuary Committee	Chief International Actuary
Investment	Investment Officers' Roundtable	CIO (Investment)
Risk management	International Risk Committee	CRO (Risk)
IT / Security / Digital	Global IT Committee Digital Roundtable	CITO (Information Technology) CISO (Information Security) CDO (Digital)
Sustainability	Sustainability Committee	CSUO (Sustainability)
Diversity	Diversity Council	CDIO (Diversity & Inclusion)
Internal Audit	International Internal Audit Committee	International Head of Internal Audit

14.2.3 Internal Control

■ Internal Control System

The Company has formulated "Basic Policies for Internal Controls". In accordance with these policies, the Company has established an internal control system for the entire Tokio Marine Group that encompasses structures for management control, compliance, risk management, and internal auditing of Group companies.

In addition, the Company monitors the status and practical application of its internal control system. The results of this monitoring are confirmed by the Audit & Supervisory Committee and the Board of Directors. Moreover, the Company continually strengthens and improves its internal control system in light of the results of this monitoring. Under this framework, the Audit & Supervisory Committee conducts organizational audits by utilizing the Internal Audit Section and the internal control system in order to ensure the effectiveness of its audits.

- Tokio Marine Holdings' Basic Policy for Internal Control
- Tokio Marine Group's Internal Control System

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14.3 Compliance

Tokio Marine Group defines compliance as "observing applicable laws, rules and regulations and internal regulations and conducting fair and equitable business activities within social norms" and thoroughly implements compliance in this manner.

The Company has formulated the Tokio Marine Group Basic Policies for Compliance and the Tokio Marine Group Compliance Code of Conduct. The Company has maintained the compliance system for the entire Group in accordance with the Policies and the Code. Also, the Company has built a structure to ensure group-wide compliance by periodically monitoring the status of compliance within the Group; receiving reports from Group companies on important compliance matters; discussing these matters among the Board of Directors, Management Meeting and the Audit & Supervisory Committee; and providing guidance and support about the activities of Group companies when necessary.

Group companies voluntarily undertake thorough compliance in accordance with the Tokio Marine Group Basic Policies for Compliance, etc. In addition, Group companies have created compliance structures suited to the content of their respective businesses while reporting to the Company on the status of thorough compliance and important issues concerning compliance.

Tokio Marine Holdings' Compliance
Tokio Marine Group Compliance Code of Conduct

14.3.1 Compliance System

Tokio Marine Group has in place a structure under which the Audit & Supervisory Committee, a committee of the Board of Directors, deliberates on the monitoring results for the implementation and operation status of compliance (encompassing prevention of bribery and corruption) so that the Board of Directors can provide required supervision.

When an important compliance-related case occurs in a Group company, we make an appropriate response under the supervision of the Group Chief Legal and Compliance Officer (CLCO) of Tokio Marine Holdings and report it to the Board of Directors.

As a department in charge of the prevention of bribery and other forms of corruption, the Legal and Compliance Department of Tokio Marine Holdings has stipulated the Group's relevant response policy. The management and supervision of the policy are the responsibility of the CLCO.

Compliance System for Tokio Marine Group

14.3.2 Compliance System-Related Initiatives (Compliance Manual, Compliance Training and Evaluation and Improvement Activities)

Based on the Tokio Marine Group Compliance Standards formulated by the Company, the Company and Group companies have prepared their own compliance manuals and have made these manuals well known to directors, officers and employees. These compliance manuals explicitly stipulate each company's approach to compliance (including the Tokio Marine Group Compliance Code of Conduct), a structure to promote compliance and a response to be made when finding a problem or receiving a customer complaint.

At Tokio Marine Group, each company provides risk-based periodic training to all employees (including part-time and dispatched employees) to nurture compliance awareness and impart knowledge on compliance needed in their respective operations. The training covers laws, regulations and internal rules concerning anti-corruption (including the prohibition of bribery) and ethical standards, with which directors, officers and employees must comply. Each year, we also conduct a risk assessment and risk-based internal audit on all operations as well as the Group's ethical standards, anti-corruption policies and other compliance-related matters.

In addition, the Group monitors the effectiveness of measures to ensure compliance through self-assessments by each Group company and internal audits by the Company and Group companies.

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14.3.3 Hotline System (Internal Whistle Blower System)

There may be cases where it is not appropriate to report a compliance violation or possible compliance violation (including cases related to corruption, human rights of workers and labor issues, as well as those concerning relevant laws and regulations, such as the Antimonopoly Act, other than the Insurance Business Act) through a usual reporting channel set up within the organization. To prepare for such cases, we operate internal and external hotlines (whistle-blower contact points) to receive reports and inquiries from directors, officers and employees of Group companies around the clock, 365 days a year. For Group companies outside Japan, we accept reports and inquiries in 18 major languages. In operating these hotlines, we clearly specify in our regulations that we will never allow persons making reports or inquiries and those cooperating in investigations to be exposed to negative consequences because of their actions and thoroughly observe these regulations. We keep details of reports and inquiries strictly confidential and also accept anonymous reports and inquiries. Each Group company communicates the existence of these hotlines through various means.

In fiscal 2025, the Group received 680 reports and inquiries (175% compared to the previous fiscal year)*. These figures are reported to the Board of Directors every six months. We conduct appropriate investigations and responses concerning these reports and inquiries, and when a compliance or other violation is confirmed, implement corrective measures and measures to prevent recurrence. The reports and inquiries made through the hotlines have led to the prevention, early detection and correction of misconduct.

*: Of the reports and inquiries received in fiscal 2025, the number of cases related to harassment and other human rights infringements (including those found non-infringement as a result of investigations) was 179.

14.3.4 Anti-Corruption Initiatives

Tokio Marine Group formulated the Tokio Marine Group Sustainability Charter in 2004. It states, "While striving to maintain high ethical standards at all times, we will pursue strict compliance in all aspects of our business activities." With this in mind, we are committed to promoting fair operating practices (including anti-corruption) in accordance with international standards. Pledging agreement with the intent and purpose of the United Nations Global Compact (UNGC) in 2015, we are working on activities based on The Ten Principles of the UNGC relating to human rights, labor, the environment and anti-corruption. Our anti-corruption activities are designed to help us become a "Good Company" and are indispensable in the creation of a sustainable future.

As specific efforts to prevent bribery, we state in the Tokio Marine Group Compliance Code of Conduct that we shall not give any improper entertainment, gifts, benefits or other advantages to a public official or to a person who holds a status equivalent thereto. At the same time, under the Tokio Marine Group Policies for Prevention of Bribery, Group companies in and outside Japan have been working to establish an appropriate management system and regulations to prevent bribery, including rules for making donations to or sponsoring charity projects.

Under these regulations, each Group company has introduced processes for creating and maintaining accurate accounting records, giving prior approval and making after-action reports in order to prevent company expenses from being used for bribery.

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14.3.5 Response to Anti-Social Forces

Tokio Marine Group has formulated the Tokio Marine Group Basic Policies Concerning Responses to Anti-social Forces so that Group companies can resist anti-social forces and make concerted and uniform responses. Initiatives are being promoted based on the basic stance stipulated in these policies and the Basic Principles to Prevent Damage from Anti-Social Forces.

Tokio Marine Group Basic Policies Concerning Responses to Anti-social Forces (Excerpt)

<Basic Stance>

Article 4: To ensure it consistently undertakes fair management and widely contributes to the development of society as a good corporate citizen, Tokio Marine Group shall sever all relationships with anti-social forces and forcefully repudiate any illicit demands made by them as a basic matter in the application of its Corporate Philosophy. In association with lawyers, police and other professionals, it will respond to anti-social forces in an uncompromising and organized manner.

<Basic Principles to Prevent Damage from Anti-Social Forces>

❶ Take action as a unified organization

With regard to illicit demands from anti-social forces, we will take action as a unified organization without leaving it to the person or the department in charge. In addition, we will ensure the safety of officers and employees who are tasked with handling illicit demands from anti-social forces.

❷ Contact relevant external institutions that specialize in such matters

In preparation for illicit demands from anti-social forces, we will always endeavor to build relationships of close cooperation with external specialized institutions, including police, anti-violence promotion centers and lawyers, and coordinate with such institutions as necessary in case illicit demands are made.

❸ Sever all known relationships, including transactions

We will not have any relationship with anti-social forces, including business relationships (including transactions through business partners). We will also repudiate any illicit demands from anti-social forces.

❹ Take legal action at either the civil or criminal level for any contingency

We will take both civil and criminal action against illicit demands from anti-social forces.

❺ Prohibit backroom deals and funding

We will never make backroom deals to cover up a case even if the misconduct of a Tokio Marine Group company has resulted in an illicit demand from anti-social forces. We will never provide funds to anti-social forces in any form, such as giving rebates, inflating profits or dispatching employees.

14.3.6 Prevention of Money Laundering

Tokio Marine Group has formulated the Tokio Marine Group Policy for Anti-Money Laundering and Counter-Terrorist Financing and has been making group-wide efforts to prevent money laundering, terrorist financing and financing of the proliferation of weapons of mass destruction (collectively, "Money Laundering, etc.").

Tokio Marine Group Policy for Anti-Money Laundering and Counter-Terrorist Financing (Excerpt)

<Basic Concept>

Article 4: Tokio Marine Group, as a corporate group operating globally, shall, in order to fulfill its responsibilities in the international community, endeavor to prevent its business operations from being exploited for the purpose of Money Laundering, etc.

<Development of Internal Control Framework for the Prevention of Money Laundering, etc.>

Article 5: Based on this Policy, Tokio Marine Holdings and Tokio Marine Group Companies shall develop an internal control framework for the prevention of Money Laundering, etc. that is consistent across the entire Tokio Marine Group.

2. The organizational scheme for ensuring the proper implementation of this Policy is as follows.
   (1) Tokio Marine Holdings has designated its Legal and Compliance Department as the department responsible for overall control of the activities for preventing Money Laundering, etc. across the entire Tokio Marine Group and also designated the executive officer responsible for that department as the person with overall responsibility for such activities.

   (2) Each Designated Company shall set up a department controlling its own activities for preventing Money Laundering, etc. and appoint an officer with overall responsibility for such activities.

3. Based on this Policy, Tokio Marine Holdings and the Designated Companies shall each establish management systems that are necessary for them to perform their respective roles in the prevention of Money Laundering, etc., including the establishment of policies, rules, etc., and the creation, evaluation and improvement of organizational structures, etc.

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14.3.7 Initiatives Concerning Appropriate Tax Reporting

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

With regard to tax compliance, considering that proper tax payment is a corporate social responsibility and that the strengthening of the international taxation framework is progressing rapidly, Tokio Marine Group files highly transparent and appropriate tax returns for the entire Group in accordance with the following Global Tax Policy.

Tokio Marine Group Global Tax Policy

■ Income Taxes by Country and Region (Fiscal 2024)

(Billion yen; persons)

Country & region	Ordinary income	Income before tax	Amount of tax incurred	Amount of tax paid	Number of employees	Major subsidiaries	Major business
Japan	4,501.8	949.0	233.9	51.4	36,633	Tokio Marine & Nichido Fire Insurance Co., Ltd.	Domestic non-life insurance
						Nisshin Fire & Marine Insurance Co., Ltd.	Domestic non-life insurance
						Tokio Marine Direct Insurance Co., Ltd.	Domestic non-life insurance
						Tokio Marine & Nichido Life Insurance Co., Ltd.	Domestic non-life insurance
						Integrated Design & Engineering Holdings Co., Ltd.	Solutions and other businesses
U.S.A.	3,060.5	421.3	130.6	109.0	10,858	Tokio Marine North America, Inc.	International insurance
						Philadelphia Consolidated Holding Corp.	International insurance
						Delphi Financial Group, Inc.	International insurance
						HCC Insurance Holdings, Inc.	International insurance
						Privilege Underwriters, Inc.	International insurance
U.K.	372.5	141.6	19.1	28.2	1,644	Tokio Marine Kiln Group Limited	International insurance
Brazil	379.5	52.1	15.2	15.0	2,424	Tokio Marine Seguradora S.A.	International insurance
Thailand	138.3	13.7	1.8	3.1	2,678	Tokio Marine Safety Insurance (Thailand) Public Company Limited	International insurance
Other countries and regions	611.0	10.7	15.6	14.2	6,037	Tokio Marine Asia Pte. Ltd.	International insurance
						Tokio Marine Life Insurance Singapore Ltd.	International insurance
						Tokio Marine Insurans (Malaysia) Berhad	International insurance
Consolidation adjustment, etc.	(623.8)	(138.3)	-	-	-		
Total	**8,440.1**	**1,450.2**	**416.4**	**221.1**	**60,274**		

Note: Information by country/region follows the method of data aggregation used in an official report by country.

■ Efforts for Maintaining a Robust Tax Management Framework

In order to maintain a robust tax management framework throughout the Group, we periodically hold group meetings, either in person or remotely, with persons responsible for tax affairs in Group companies to explain points to be noted regarding standards of international taxation and share information on revisions to the taxation systems of major countries.

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14.4 Enterprise Risk Management (ERM)

14.4.1 ERM Framework

Tokio Marine Group is committed to Enterprise Risk Management (ERM) as a pillar of management to promote the Mid-Term Plan. Specifically, we are constantly aware of the relationship between "risk," "capital" and "profit," and by achieving "sufficient capital" and "high profitability" in relation to risk, we will strive for the sustainable expansion of corporate value.

14.4.2 Tokio Marine Group's ERM Structure

The risks surrounding Tokio Marine Group are becoming more diversified and complex due to our global business and changes in the business environment. In addition, in today's uncertain and rapidly changing political, economic and social climate, we must proactively anticipate the emergence of new risks and their warning signs and take appropriate action. From this point of view, we are not limited to conventional risk management for the purpose of risk mitigation and avoidance, but are comprehensively assessing risk in qualitative and quantitative ways.

In addition, we are undertaking ongoing efforts to further reinforce our ERM structure. These include increasing the sophistication of risk assessment, such as cyber and other risks that are difficult to quantify, and strengthening natural disaster risk management, including revisions to our reinsurance scheme.

14.4.3 Qualitative Risk Management

In qualitative risk management, all risks, including risks that emerge due to changes in the environment, are identified and reported to management, while risks to the Group are discussed at the management level as needed. Risks identified in this manner are evaluated not only in terms of the economic loss or frequency of occurrence but also comprehensively, in terms of business continuity and reputation. Risks that have a large impact on the financial soundness and business continuity of the Group or of individual Group companies are identified as "material risks." For identified material risks, we assess the sufficiency of capital through the quantitative risk management process described below, draw up control measures before the risks emerge and countermeasures to be taken if the risks do emerge*, and conduct plan-do-check-act (PDCA) management.

*: Pre-emergence risk control measures include monitoring and centralized risk management based on the market environment and regulatory trends, while post-emergence risk response measures include manuals (including business continuity plans) and mock drills.

▸Emerging risks in Fiscal 2026

Emerging risks/Scenarios	Examples of responses
❶ Inadequate response to decarbonization and a nature-compatible society (climate change and nature-related transition risk) ○Risk of a decline in the value of invested companies that lag behind in transitioning to decarbonization and a nature-compatible society, which could impact the value of the Group's assets ○Risk that the Group's efforts toward decarbonization and a nature-compatible society are perceived as inadequate by society, potentially damaging our reputation	・At some Group companies that have expertise in transactions with the electricity and energy sectors, apply more stringent insurance underwriting and financing criteria for companies mainly engaging in business involving coal ・Establish new companies, including Tokio Marine SmartGX and Tokio Marine GX, to provide insurance products and risk consulting services related to new decarbonization technologies; and provide natural capital-related solutions, such as nature-related risk consulting services by Integrated Design & Engineering Holdings
❷ Global warming, loss of natural capital and biodiversity (climate change and nature-related physical risks) ○Risk that the progression of global warming and the loss of natural capital and biodiversity will lead to more severe natural disasters, resulting in increased insurance payouts both in the short term and long term	・Conduct value chain analysis of the automobile sector, an important sector for the Group in our portfolios, from the perspectives of natural capital and biodiversity ・Through the analysis, identify risks and opportunities for the Group regarding natural capital and biodiversity and disclose the results in the Climate & Nature Report
❸ Business partner risk ○As responsibility and expectations for the entire value chain of corporate activities increase, incidents or accidents occurring with business partners, contractors or collaborators could have a significant impact on our business continuity and reputation	・Establish the Guidelines for Responsible Procurement and communicated these basic principles within the Group, encouraging business partners to cooperate with our initiatives ・Organize perspectives related to economic security in the selection of external contractors and business partners, and promote efforts across companies
❹ Management risk associated with an expansion or transition of the business portfolio ○Failure to enforce optimum business management of Group companies in accordance with their line of business, scale and regional characteristics could result in the occurrence of major irregularities, which may negatively impact their business results and for which Tokio Marine Holdings may be held accountable for mismanagement	・Organize a management support team to establish an internal control structure and mitigating risks through proof of concept (PoC) feasibility testing as new initiatives in the solutions business ・Organize a post-merger integration (PMI) team to identify the actual conditions of the companies to be acquired to implement internal controls and establish, within Tokio Marine Holdings, an appropriate business management structure as an M&A project within the solutions business
❺ Delayed response to global focus on human rights ○ Risk that Tokio Marine Group's efforts regarding respect for human rights are perceived as inadequate by society, damaging our reputation	・Develop a human rights risk map that identifies risks of our major business stakeholders regarding human rights issues; and update the map based on various factors, including the results of analysis from a third-party perspective ・Hold dialogue on business and human rights with experts to receive advice for issues related to practical work from external experts

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▸Material risks for fiscal 2026 and main anticipated scenarios

Material risks/Scenarios	Examples of responses
❶ Economic and financial crisis ○The value of the Group's assets may fall due to a global economic crisis on the magnitude of the 2008 global financial crisis, or turmoil in financial and capital markets caused by geopolitical risks or major disasters. ○The value of the Group's assets may fall as Japanese government bonds (JGBs) plummet in value due to a decline in the government's creditworthiness or the emergence of hyperinflation.	**<Response to economic impact>** ・Investigate the impact on the market due to geopolitical risks ・Control exposure through credit risk aggregation and management ・Conduct stress tests to confirm capital adequacy and funding liquidity ・Establish action plans for financial crises
❷ Major earthquakes ○A major earthquake beneath Tokyo or along the Nankai Trough or a massive earthquake in the U.S. may lead to significant human and material losses, causing widespread disruptions to social and economic activities, including those of the Group, resulting in large insurance payouts.	**<Response to economic impact>** ・Appropriately assess risks, including risk aggregation, and develop products that meet customer needs, while generating stable profits through risk-appropriate underwriting, risk diversification and arranging reinsurance ・With respect to ❷, ❸ and ❺ shown on the left, conduct stress tests to confirm capital adequacy and funding liquidity for ❷ and ❺ and funding liquidity for ❸ **<Response to the impact on business continuity and reputation>** ・Establish crisis management systems and business continuity plans and verify their effectiveness through emergency drills
❸ Major wind and flooding disasters and secondary perils (including climate-related physical risks) ○Major typhoons or torrential rains as well as frequent secondary perils, including hail, forest fires and flooding, may cause extensive physical damage, leading to significant disruptions in social and economic activities, including those of the Group, resulting in large insurance payouts.	
❹ Volcanic eruptions ○The eruption of Mount Fuji or similar volcanic activities could result in widespread physical damage due to volcanic ash and other effects, leading to significant disruptions in social and economic activities, including those of the Group, resulting in large insurance payouts.	
❺ Pandemics ○The widespread outbreak of a new highly fatal infectious disease could result in significant insurance payouts.	
❻ Inflation ○Due to soaring raw material costs and rapid increases in global prices, insurance payout per policy would rise, resulting in diminished underwriting profits from the inability to revise products in line with risks or secure reinsurance.	**<Response to the impact on business continuity and reputation>** ・Analyze the impact of inflation on insurance products and undertake product revisions and underwriting commensurate with risk, while securing reinsurance under reasonable terms
❼ Cyber risk ○A cyberattack targeting many Group customers or their supply chains may lead to significant insurance payouts. ○A cyberattack targeting the Group's or outside contractors' systems may result in disruptions to business operations, which in turn may lead to a decline in profits, or information leakage that may damage our reputation.	**<Response to economic impact>** ・Appropriately assess risks, including risk aggregation, and develop products that meet customer needs, while generating stable profits through risk-appropriate underwriting, risk diversification and arranging reinsurance **<Response to the impact on business continuity and reputation>** ・Establish crisis management systems and business continuity plans and verify their effectiveness through emergency drills ・Implement measures concerning management of outside contractors, develop cybersecurity measures
❽ Violation of laws and regulations and conduct risk ○Non-compliance with regulations related to the Insurance Business Act, competition law (Antimonopoly Act, Unfair Competition Prevention Act, etc.), personal data protection, anti-money laundering and the reinforcement of economic sanctions related to the U.S.-China tensions and the Ukraine conflict might result in the imposition of administrative actions, fines or penalties and harm the Group's reputation. ○Deviation between industry and corporate practices and societal norms and a lack of awareness or knowledge of important laws and regulations, along with the lack of fostering and instilling a sound corporate culture, could lead to disadvantages to customers and the perception that the initiatives of Tokio Marine Group are inadequate by society, which in turn could damage our reputation.	**<Response to the impact on business continuity and reputation>** ・Monitor the status of legal compliance at Group companies and help them establish an appropriate system ・Monitor domestic and international social environments, trends in government agencies and changes in regulatory requirements and take necessary measures accordingly ・Revise questions in our employee awareness and behavior surveys, and compile and share best practices to enhance the efforts of the Group
❾ Leakage and unauthorized acquisition of important information ○Unauthorized acquisition of important information of other companies by Group employees or improperly taking important information held by the Group, including personal information, outside their respective companies may cause serious information leakage, resulting in loss of customer trust and damage to the Group's reputation. ○Inappropriate use of AI by employees of the Group or its outside contractors may cause serious information leakage, resulting in loss of customer trust and damage to the Group's reputation.	**<Response to the impact on business continuity and reputation>** ・With respect to information security and protection of information, monitor the implementation status of each Group company and provide necessary support to the Group ・Take measures, such as providing information security training, to enhance employees' security awareness and knowledge ・Establish common group-wide rules and AI governance foundation for the use of AI and data to strengthen the frameworks of Tokio Marine Holdings and its Group companies

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Material risks/Scenarios	Examples of responses
⑩ AI/data governance deficiency ○The inability to properly manage issues such as vulnerabilities, the output of misinformation or ethical concerns while advancing the use of AI and data might lead to litigation or reputational damage or hinder productive business activities.	**<Response to the impact on business continuity and reputation>** ・Establish common group-wide rules and AI governance foundation for the use of AI and data to strengthen the frameworks of Tokio Marine Holdings and its Group companies
⑪ Geopolitical risk ○ Escalation of tensions between nations into military conflicts could lead to extensive human and material damages, leading to significant disruptions in social and economic activities, including those of the Group. ○International disorders could negatively impact the business environment, leading to significant disruptions in social and economic activities, including those of the Group.	**<Response to the impact on business continuity and reputation>** ・Establish crisis management systems and business continuity plans, and verify their effectiveness through emergency drills (Response to economic impact is detailed in ❶ shown above) ・Collect information and utilize the knowledge of external experts to appropriately identify the situation and make forecasts
⑫ Risks associated with business model transformation ○A delay in business model transformation due to an inability to keep pace with digital transformation and advancement in AI may erode the Group's competitive advantage and lead to significant reductions in premium income and profits. ○Flaws in implementing business model transformation, which is being promoted to respond to structural changes in the insurance industry, may lead to failure to gain sufficient understanding and support of customers and agents, resulting in the occurrence of reputational risk and damage to our corporate value.	**<Response to economic impact>** ・Select priority fields in utilizing digital technologies and AI and secure competitive advantage by making intensive investment in these fields **<Response to the impact on business continuity and reputation>** ・Explain our new business model in detail to cultivate better understanding
⑬ Disruptions in the Group's business ○ Innovative new entrants and a structural shift in the mobility industry may cause disruptions in the Group's business domains, which in turn may erode the Group's competitive advantage and lead to significant reductions in premium income and profits.	**<Response to economic impact>** ・Formulate medium- to long-term business strategies in anticipation of a structural shift in the mobility industry ・Promote digital insurance sales to accumulate know-how and build a sales model ・Implement initiatives to ensure the growth of the solution business beyond insurance
⑭ System failure ○System failure of a Group company or outside contractor and the resulting long downtime may result in significant impacts on our business continuity, occurrence of reputational risk and damage to our corporate value.	**<Response to the impact on business continuity and reputation>** ・Provide support to Group companies in implementing a required management structure based on the standards that provide specific operational guidelines needed to ensure IT governance; and identify high-risk development projects and provide support according to the degree of risk

14.5 Responding to Disasters

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

In the event of a natural disaster such as an earthquake or a typhoon, Tokio Marine & Nichido has a crucial social responsibility to ensure that it can continue its important business operations as a non-life insurer such as receiving loss reports, paying claims, maturity refunds and other payables and concluding policies in both the disaster-stricken area and elsewhere.

Therefore, Tokio Marine & Nichido has prescribed the following two points as its Basic Policies of the Business Continuity Plan for Disasters and formulated a business continuity plan (BCP).

Business Continuity Plan for Disasters, excerpt (PDF/204.4KB) (in Japanese)

<Basic Policies of the Business Continuity Plan for Disasters>

Tokio Marine & Nichido's basic policies regarding its response in times of disaster are as follows.

❶ Principles of employees' conduct

Tokio Marine & Nichido has specified the principles of employees' conduct (action priorities) in times of disaster, as shown below, which also take into account fulfilling corporate and individual social responsibilities.

(1) Assure the safety of human life

Assure the safety of the lives of people, including employees, their families, visiting customers and agents.

(2) Cooperate in securing the safety of local communities

Provide maximum cooperation in securing the safety of local communities.

(3) Continue important operations (business continuity)

Make efforts to ensure the continuation of important operations.

❷ Basic policy for business continuity

The following three business operations shall be regarded as important during a disaster. Management resources (personnel, funds, etc.) shall be accordingly transferred as needed and top priority shall be given to the continuation of these important business operations.

- Receipt of loss reports
- Payment of claims, maturity refunds and other payables
- Conclusion of insurance contracts

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■ Building a Structure for Paying Insurance Claims in the Event of a Disaster Striking the Tokyo Metropolitan Area

At Tokio Marine & Nichido, should the head office facilities in particular become unusable because of a natural disaster striking the metropolitan area, such as a major earthquake or large-scale flooding due to a typhoon, claims cases shall be handled in the Kansai region. Additionally, backup offices shall be established at multiple bases throughout Japan, including in the Kansai region, and claims payment service responses, excluding on-site assessments after receiving claims, shall be made by all branches throughout Japan.

If the metropolitan area is struck by a disaster, a Claims Service Headquarters would be set up within the Head Office Disaster Response Headquarters. At the same time, satellite offices led by the Claims Service Department in charge of Tokyo, Chiba, Saitama and Kanagawa prefectures shall be set up and will accept support personnel from throughout Japan and handle customer responses, mainly on-site claims assessments, in disaster-stricken areas.

The infrastructure needed to provide claims services swiftly to the metropolitan area in the event of a natural disaster has been built in advance in the locations where the above-mentioned backup offices and satellite offices would be established. In this way, a structure for claims payment services during times of emergency is being established. Non-earthquake regular claims cases in the disaster-stricken metropolitan area shall be allocated to and handled by claims service bases throughout Japan, as prescribed in advance.

14.6 Information Security

We have appointed the Director (Managing Executive Officer) in charge of the Legal and Compliance Department as the Group's Chief Information Security Officer (CISO) and designated the Legal and Compliance Department as the controlling department supervising information security for the entire Group. Each Group company has also established sections in charge of information security. In this manner, the Group is working to build an effective management structure for information security (including privacy). Additionally, the Board of Directors supervises the implementation of information security.

14.6.1 Policies and Regulations Related to Information Security Management

Tokio Marine Holdings recognizes the importance of personal information and confidential information ("information assets"). To ensure the appropriateness and trustworthiness of Tokio Marine Group's operations, we have formulated the Tokio Marine Group Policies for Information Security Management and use appropriate methods to conduct information security management at each Group company in accordance with their line of business, scale, location and other factors.

Based on the Tokio Marine Group Policies for Information Security Management, each Group company has established departments to oversee information security management and formulated policies and regulations. To protect information assets from various information leakage risks, including leaks, losses and unauthorized use, we ensure the confidentiality of information assets and manage them so that they can be used when necessary. Furthermore, the Company regularly monitors the information security management of Group companies, setting up structures and providing information when necessary.

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Tokio Marine Group Privacy Policy (Excerpt)

Tokio Marine Group (the "Group") is committed to the continuous enhancement of corporate value, with customer trust at the foundation of all its activities. Guided by this corporate philosophy, we, the Group, shall take all possible measures to protect customers' personal information, individual numbers and specific personal information (individual numbers and specific personal information are hereinafter collectively referred to as "Specific Personal Information, etc.") by ensuring each of our officers and employees comply with the following group-wide privacy policy under the supervision of the manager in charge of group-wide protection of personal information based on the recognition of our social responsibility to properly manage customers' personal information and Specific Personal Information, etc., in compliance with the Act on the Protection of Personal Information, Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure and other relevant laws, rules, regulations and guidelines.

1. We shall acquire personal information and Specific Personal Information, etc., of our customers in a manner that is both legal and fair. Unless prescribed by laws, rules or regulations, we shall notify or publicize the purposes for using personal information and Specific Personal Information, etc., of our customers and shall use such information within these limits. We shall set the purposes for using and use Specific Personal Information, etc., within the limits prescribed by applicable laws, rules and regulations (for three areas of social security, taxes and disaster control measures).

2. Unless prescribed by laws, rules or regulations, we shall not provide personal information of our customers to third parties without prior consent of each such customer. We do not provide Specific Personal Information, etc., to third parties except in cases provided by law. There shall be no joint use of Specific Personal Information, etc., with Group companies and business partners. In addition, unless otherwise prescribed by law, rule or regulation, when providing personal data to a third party, we shall record matters concerning such provision, and when collecting personal data from a third party, we shall confirm and record matters concerning such collection.

3. We shall strive to prevent the divulgence, destruction, impairment and unauthorized access of personal information and Specific Personal Information, etc., of our customers, implement appropriate safety control measures, keep the information accurate and updated, and delete the information without delay if it becomes no longer necessary. We shall promptly take corrective measures if any unauthorized access or the like occurs. When we contract out the management of personal information and Specific Personal Information, etc., of our customers to an outside service provider, we shall supervise the service provider appropriately, as needed.

4. Whenever we receive requests from our customers to view, suspend the use of, delete, update or otherwise process their personal data and Specific Personal Information, etc., that we hold, we shall respond promptly in accordance with laws, rules and regulations. We also welcome comments, questions and other inquiries regarding the management of personal information and Specific Personal Information, etc., of our customers.

5. We shall provide thorough supervision, instructions and education to our employees in charge so that the personal information and Specific Personal Information, etc., of our customers are managed appropriately.

6. We shall continue to revise and aim to improve our internal systems and procedures to protect the personal information of our customers.

Tokio Marine Group Privacy Policy

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

14.6.2 Initiatives for Information Security

■ Information Security Management System

Based on the Tokio Marine Group Policies for Information Security Management, Tokio Marine Group thoroughly adheres to information security management rules to prevent information leakages. In particular, each Group company is adopting physical and technological safety control measures that include locking away customers' personal information and confidential documents when not in use, placing restrictions on taking documents and other items outside the company, using encryption and setting passwords for electronic information. Tokio Marine & Nichido has also installed thin-client* terminals for its in-house intranet. Thin-client terminals are not equipped with hard disks and information is centrally managed and deployed from a server, which thereby further strengthens information security.

*: A method whereby the PC environment (client OS and applications) for each user is consolidated into and operated by the server

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■ Acquisition of External Certification

At Tokio Marine Group, Tokio Marine & Nichido Systems, which manages and operates the information systems of major Group companies, including Tokio Marine & Nichido and Tokio Marine & Nichido Life, has acquired external certification for information security including Information Security Management System (ISMS) certification. These achievements recognize the initiatives taken within the Group to protect personal information. The Group intends to make continuous improvements and to further strengthen its information security management structure.

- Company name: Tokio Marine & Nichido Systems Co., Ltd.
- Applicable standards: ISO/IEC 27001:2022, JIS Q 27001:2023
- Scope of application: Information system operation and related information technology (IT) services management within Tokio Marine Group, undertaken by the IT Infrastructure Services Headquarters
- Certification registration number: IS 508253
- Date of initial certification registration: August 24, 2006

■ Response to Information Leakage and Other Incidents

Tokio Marine Group swiftly responds to incidents, including information leakage and cybersecurity incidents, in accordance with its information security management manual and other procedures.

<Tokio Marine & Nichido: Number of inquiries on personal information received from customers>

Fiscal 2023: 249 Fiscal 2024: 318 Fiscal 2025: 313

Fiscal 2025 inquiries related to:	Number received
Information leakage or loss	174
Information security management structure	38
Handling of information leakage	13
Other	88
Total	**313**

<Corrective action>

Tokio Marine Group employees can use internal and external hotlines to report a violation or possible violation of compliance (including matters concerning leakage of personal information). Tokio Marine Group conducts a strict and fair investigation when there is a case that may violate relevant laws and regulations, its Code of Conduct or other internal rules. If the case is found to be in violation of the said laws, regulations, code or rules, a person who has committed the act may be subject to dismissal or other disciplinary penalties based on the criteria and requirements as specified in the employment contract and work regulations.

■ Information Security Audit

Each year, we conduct risk assessments and risk-based internal audits on all operations, including those related to Tokio Marine Group's information security, which encompass cybersecurity.

■ Training Programs and Assessments on Information Security

Tokio Marine Group periodically provides training programs for its employees and agents and conducts assessments to raise awareness of information security and promote appropriate management. Tokio Marine & Nichido, which handles customer information, provides annual e-learning training on information security to all employees and dispatched office staff and checks their training attendance.

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14.7 Cybersecurity

Recognizing cybersecurity as one of the important management issues, Group companies in Japan and overseas are centrally maintaining a management system, with the Group Chief Information Security Officer (CISO) as the supervisor under the leadership of management and in accordance with the Group's relevant basic policy. We receive reports and hold discussions multiple times a year at meetings of the Board of Directors with participation from outside directors with IT expertise, through which we supervise the status of response and effectiveness of respective management systems.

Specifically, we are promoting countermeasures by adopting global standard frameworks and standard architectures such as ISO 27001 and NIST SP800. Tokio Marine Group's basic ideas and compliance standards are determined from the perspective of people, processes and technologies, and we perform constant monitoring, log analyses, periodic vulnerability-scanning, penetration tests and risk assessments in accordance with the officially certified processes*1. Furthermore, in order to prevent, detect and respond to cyberattacks that are becoming more sophisticated year by year, we use the PDCA cycle to formulate and execute improvement plans in response to issues identified in these processes, while taking into account the amount of risk at each Group company, intelligence gained from inside and outside the Group and the application of new technologies. The recent advancements in frontier AI and other technologies have been increasing the risks of highly sophisticated cyberattacks leveraging unknown vulnerabilities. We are preparing ourselves to counter these risks, from both the short-term and long-term perspectives.

Under the Tokio Marine Group CSIRT*2, the entire Group has also been divided into three regions, North America, Europe and Japan/Asia, and we are consolidating our organization and standardizing our technologies and processes at a high level. Each region carries out regular countermeasures such as employee training, including security monitoring on a daily basis, cyber drills (conducted multiple times a year mainly for relevant parties), targeted e-mail drills (conducted multiple times a year for all employees), etc. Also, in the event of a cyber incident, we strive to establish an efficient and effective system by making efforts in a collaborative manner to promptly identify the scope of the impact, make an initial response to prevent the spread of damage, work toward recovery and take recurrence prevention measures.

A group-wide committee made up of security experts gathers knowledge from around the world and promotes advanced security measures to support our customers and society in times of need.

Tokio Marine Holdings Cybersecurity

*1: The cybersecurity program promoted by Tokio Marine Holdings has acquired SOC 2 Type 1 certification. Also, Tokio Marine & Nichido Systems, a core systems company of Tokio Marine Group, has acquired ISO 27001 certification.
*2: Computer Security Incident Response Team

14.8 Initiatives for Responsible AI Utilization

To realize our corporate purpose, Tokio Marine Group utilizes AI to enhance the detection and evaluation of new risks, as well as to advance efforts to mitigate these risks, in our insurance and solutions businesses. AI could bring many advantages and disadvantages to customers and society. Under this recognition, in order to both maximize the benefits enabled by the use of AI and ensure appropriate risk management, we have formulated the Tokio Marine Group Basic Policy on AI Governance (hereinafter, "Basic Policy on AI Governance"; formulated in April 2025 and revised in April 2026), the Group's common policy, and established an AI governance structure and have been promoting initiatives for responsible AI utilization.

By leveraging AI, we are creating value in a variety of ways, including enhancing customer service, resolving societal challenges and improving employee productivity. For example, U.S.-based Reliance Standard Life Insurance Company (RSL) uses AI in claims management of its disability insurance to analyze the likelihood of employees on leave returning to work. This enables earlier return-to-work support and has reduced the rate of extended leave by approximately 50%. These efforts help customers return to work and enhance their well-being. Also, our AI Search Pro, an internal search tool using generative AI, has reduced the work of responding to agents' inquiries by about 12%, thereby easing employees' workloads. Moreover, we expect that the use of an AI voice bot and other technologies will reduce the call center work by 30 to 50% by the end of fiscal 2028 to enhance the quality of customer response and help employees improve productivity.

By enhancing customer service, resolving societal challenges and improving operational efficiency, these applications of AI also contribute to the sustainable growth and increased corporate value of Tokio Marine Group. To enhance these benefits in a sustainable manner, it is essential to appropriately manage risks associated with the utilization of AI and promote its use while giving consideration to reliability, fairness and transparency. To support these efforts, we are working to continuously increase the level of sophistication of our AI governance structure.

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14.8.1 Basic Approach to AI Utilization

Tokio Marine Group formulated the Basic Policy on AI Governance and shares the following values and basic principles throughout the Group in utilizing AI.

- **Ensuring transparency and accountability:** Tokio Marine Group recognizes the importance of transparency and accountability in the use of AI. We clearly communicate the purpose of introducing AI to our stakeholders and continuously assess and improve its effectiveness through dialogue.
- **Respecting the ultimate decisions by humans:** Tokio Marine Group will ensure that humans intervene appropriately when introducing and utilizing AI, and that ultimately the decisions made by humans are respected.
- **Giving consideration to fairness:** In order to eliminate bias in the use of AI, Tokio Marine Group will take care not to use data, algorithms or other technologies that are or may be biased against groups on the basis of their beliefs, gender or race.
- **Respecting human rights as well as individual rights and interests:** Tokio Marine Group shall prevent the following: utilization of AI that may lead to the violation of rights and interests, including fundamental human rights, human dignity and individual autonomy; the distribution of false or biased information and decision-making based on such information; and the leakage, falsification or unauthorized use of confidential or personal information.
- **Ensuring the safety and continuity of AI systems:** Tokio Marine Group shall establish and operate systems and processes that allow for AI to be used or provided continuously and without interruption.

This Basic Policy on AI Governance has been resolved by the Board of Directors of Tokio Marine Holdings.

Tokio Marine Group has formulated the Responsible Procurement Guidelines and, in addition to promoting initiatives in accordance with these guidelines within the organization, stipulated a requirement to explain and hand out the Guidelines to outside contractors when concluding or renewing a contract. Through the Guidelines, we request the business partners within our value chain, including AI-related operators, to give consideration to such matters as legal compliance, respect for human rights, protection of the global environment, climate change actions, improving disaster resilience, reduction of environmental impact (promoting resource conservation, energy savings, decarbonization, low-carbon initiatives, etc.), effective use of resources (3Rs, circular economy, etc.), preservation of natural capital and biodiversity and information security. In this way, the Group ensures responsible procurement as well as procurement practices.

14.8.2 AI Governance Structure

Tokio Marine Group has formulated the AI Governance Implementation Standards based on the provisions of the Basic Policy on AI Governance. Individual Group companies have formulated and are operating the AI Governance Implementation Guidelines and other manuals in accordance with their line of business as well as laws, regulations and guidelines of the countries and regions where they operate.

As a promotion structure, the Group AI/Data Task Force is responsible for formulating AI implementation strategies and utilization policies as well as selecting and managing investment projects. Through these activities, the Group seeks to balance implementation driven by the needs of each workplace with optimization across the Group as a whole. Our AI-HUB and International AI Hub also provide cross-sectional support to Group companies in and outside Japan in terms of AI development and data analysis, training, governance and research and development.

Departments utilizing AI, the AI governance management department, and AI governance related departments, such as legal, risk management, and IT, work together to make decisions related to the utilization of AI and policies for introducing AI. We conduct AI-related risk management through the check functions of the departments managing AI governance.

We evaluate the implementation and operation status of this AI governance structure and conduct improvement activities. The evaluation results and improvement plans are reported to the Board of Directors.

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14.8.3 AI Risk Management

Tokio Marine Group identifies AI systems and services to be placed under management and conducts their centralized management. We also identify, assess and respond to risks in each of the planning, development, operation, modification and suspension stages of AI systems and services.

In utilizing AI, we make appropriate consideration of risks, including those concerning the impacts on human rights and individual rights and interests, biases or unfair judgment, decision-making based on false or biased information, leakage or tampering of confidential or personal information, and issues related to intellectual property rights, safety and reliability.

Regarding generative AI, risks we recognize include those related to the reliability and accuracy of outputs, privacy and security, fairness and biases, laws and regulations and intellectual property. In response, we enforce the use of AI in an approved environment, access control, log management, measures to counter prompt injections and human checks of outputs.

Based on the principles laid down in the EU AI Act and other international laws, regulations and guidelines, we define several types of AI as "AI subject to severe management" and "AI requiring special attention" in our AI Governance Implementation Standards and AI Governance Implementation Procedures and conduct additional risk assessment and management. Such AI includes AI that could cause impacts on people's lives or bodies or lead to human rights infringements; AI offering biometric identification and other sensitive functionality; AI expected to cause significant impacts on human rights and fundamental rights; and certain AI systems related to insurance underwriting or premium setting, insurance claims processing and personnel decisions. Tokio Marine Group requires each Group company to comply with the laws and regulations applicable in its respective jurisdiction and does not engage in any use of AI prohibited under the EU AI Act or other applicable laws and regulations.

After the introduction of AI systems, we perform continuous monitoring and periodic risk assessments and make revisions as necessary upon AI model updates or depending on changes in the external environment.

Moreover, when providing services using AI, we disclose appropriate information to users, notifying them that we are using AI and that the content is AI-generated.

14.8.4 Efforts for Enhancing AI Literacy

To ensure the appropriate utilization of AI, Tokio Marine Group provides education on such topics as what to be aware of when developing or using AI systems and services. Through our AI-HUB and International AI Hub, we provide training, governance-related support and implementation support to Group companies in and outside Japan. At the same time, we communicate to employees and agents various risks, including those related to generative AI's reliability, accuracy, privacy, security, fairness, biases and compliance and provide an environment for continuous learning.

14.8.5 Continuous Improvements

Tokio Marine Group carries out evaluation and improvement activities for its AI governance structure based on the PDCA cycle. We are striving for continuous enhancement by evaluating the implementation and operation status of the AI governance structure, developing improvement plans and performing internal audits.

Additionally, when we become aware of the occurrence or potential occurrence of an AI-related incident or a related report or an inquiry from within or outside the Group, we have a system in which relevant departments work together to perform fact-checking and examine response measures, and when necessary, provide an explanation to users and take corrective action.

We constantly collect and obtain knowledge on AI regulations, standards and technological trends both in Japan and overseas through participation in industrial associations, including the AI Governance Association (AIGA) and Financial Data Utilization Association (FDUA), and leverage the obtained knowledge in continuously improving our AI governance structure. We are using the AI Governance Navigator provided by AIGA, which is based on major standards and guidelines in Japan and overseas such as ISO/IEC 42001, to organize and assess the status of our AI governance initiatives.

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14.9 Sustainability in the Value Chain

Tokio Marine Group is executing sustainability initiatives that are integrated into the value chain. As for sustainability in the value chain, we are engaging in three initiatives. These are value chain management in which we fulfill our social responsibilities together with business partners; promotion of environmental, social and governance (ESG) initiatives among customers, projects and companies, to whom and for which we provide products and services; and sustainable investments that give due consideration to ESG issues in investment activities.

14.9.1 Value Chain Management

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

■ Fulfilling Social Responsibilities Together with Business Partners

In March 2023, Tokio Marine Group formulated the Responsible Procurement Guidelines, which serve as our code of conduct in promoting responsible procurement and purchasing practices throughout the value chain together with business partners. The guidelines also cover such areas as ensuring fair and equitable transactions, respecting human rights and labor, protecting the global environment, implementing information security, setting up an appropriate management system and disclosing information. Each Group company posts information related to the Responsible Procurement Guidelines on its corporate website and communicates the Guidelines to employees and key business partners. The partners are requested to observe international norms on fair and honest transactions, labor and respect for human rights, comply with relevant laws and regulations, help realize a circular economy and become carbon neutral and nature positive.

Responsible Procurement Guidelines

14.9.2 Policies for Outsourcing Management

Tokio Marine Group has established the Tokio Marine Group Policies for Outsourcing Management in order to protect customers, enhance convenience and ensure the soundness and appropriateness of its operations in the event of outsourcing a portion or all of its operations. Based on these policies, Tokio Marine & Nichido selects its consignees according to the Standard for Selecting Outsourcing Contractors and the Information Security Management System Standard. At the same time, each year the company conducts investigations of the actual status of outsourcing contractors based on the Regulations Related to Outsourcing Contractor Management, which stipulate the management system for outsourcing contractors, and makes improvements when inadequacies are discovered.

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

14.9.3 Study and Research on Promotion of ESG Initiatives through the Provision of Products and Services

Environmental, social and governance (ESG) factors facing society are increasingly affecting traditional risks. Tokio Marine Group believes that one of its crucial responsibilities is to provide high-quality and reliable products and services while working with customers and business partners to understand and respond to ESG risks that have a significant impact on society. To fulfill this responsibility, Tokio Marine Group will promote ESG initiatives through the provision of products and services across its sphere of influence based on the United Nations Environmental Programme Finance Initiative – Principles for Sustainable Insurance (UNEP FI-PSI).

9.2 Research on Climate Change and Natural Disaster Risks ⋙

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

https://www.unepfi.org/

https://www.unepfi.org/psi/

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14.9.4 Efforts to Promote ESG Initiatives through the Provision of Products and Services

Tokio Marine Group strives to gain an understanding of ESG risks that have a significant impact on society and utilizes the knowledge accumulated through its participation in various studies and international initiatives to develop insurance products and services while working with customers and business partners to respond to these risks.

2 Relationship between Tokio Marine Group's 8 Material Issues and 17 SDG Goals ⋙

■ System for Managing Sustainable Consumption

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

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

■ Supporting Companies' ESG Management

ESG has recently been recognized as an important issue in business management. ESG-related topics have increased in Japan's Corporate Governance Code and more stringent regulations related to ESG information disclosure are placed on companies listed on the Prime Market of the Tokyo Stock Exchange. Moreover, there have been cases where companies were forced to change their business strategies because of the emergence of climate action, greenwashing and other environmental issues as well as human rights issues in various regions.

In response, in January 2023, Tokio Marine & Nichido initiated the sale of a rider to directors and officers for liability insurance to cover expenses for investigating causes of human rights and environmental issues and preventing recurrence. In January 2025, the company revised the product to add coverage for compensation for companies' liability against shareholders and other parties resulting from inappropriate disclosure of sustainability information.

Tokio Marine & Nichido will continue to expand its service to support further reinforcement of ESG-focused business management (ESG management) of companies and help solve societal challenges through sustainable finance (techniques and activities to financially guide the promotion of the solution of environmental and societal challenges).

■ ESG Integration into Insurance Underwriting Risk Management

As a responsible insurance company for customers and society, Tokio Marine & Nichido revised its Insurance Product Development and Revision Procedure in July 2017 to include CSV (resolving societal challenges through core business) as one of the goals of product development and revision. The company also added environmental and social risks to the Procedure as checkpoints to be used when developing and/or revising an insurance product. In this way, the company has integrated environmental and social impact and risk assessment factors into its product development and revision process.

Additionally, in April 2018, Tokio Marine & Nichido revised its Insurance Underwriting Risk Management Manual to clearly include environmental and social impact and risk assessment factors as the checkpoints for insurance product development and revision. The company annually provides sustainability training to all employees, which is an e-learning program that also covers topics related to the Policy to Address Environmental and Social Risks, and is working to facilitate employees' understanding by distributing the Handbook on the Policy to Address Environmental and Social Risks.

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14.9.5 Study and Research on Sustainable Investments and Financing

Tokio Marine Group believes that one of its basic roles is to give consideration to the environment, including climate change, as well as to society and governance in its investment and financing operations and to contribute to the creation of a sustainable society.

The sustainable growth of society is essential in securing long-term, stable income through investments. In an effort to solve various environmental, social and governance (ESG) issues, Tokio Marine Group has joined study and research activities such as the UNEP FI Principles for Sustainable Insurance (UNEP FI-PSI), UN Principles for Responsible Investment (PRI), Principles for Financial Action for the 21st Century and the Japan Sustainable Investment Forum to leverage the findings of these activities to execute sustainable investments and financing throughout the Group.

Tokio Marine & Nichido and Tokio Marine Asset Management, two companies accounting for a significant portion of the Group's entire investment activities, have become signatories to the UN-supported PRI and have been promoting sustainable investment.

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

https://www.unepfi.org/

https://www.unepfi.org/psi/

UN Principles for Responsible Investment (PRI)

https://www.unpri.org/

Principles for Financial Action for the 21st Century

https://www.pfa21.jp/

Japan Sustainable Investment Forum

https://japansif.com/english

14.9.6 Policies and Operational System for Sustainable Investments and Financing

With Tokio Marine & Nichido and Tokio Marine Asset Management taking the lead, Tokio Marine Group promotes initiatives such as ESG integration that takes into account both financial and non-financial information in making investment and financing decisions, constructive "purposeful dialogue" on ESG issues with investment and financing recipients and the exercise of voting rights.

■ Investment Policies

The investment policies of Tokio Marine & Nichido and Tokio Marine Asset Management are as follows.

[Tokio Marine & Nichido]

Besides focusing on safety, profitability and liquidity in preparation for the payment of insurance claims, Tokio Marine & Nichido also undertakes asset management that contributes to society and public welfare. For this reason, with a main focus on Asset Liability Management (ALM), Tokio Marine & Nichido aims at securing long-term, stable income and carrying out efficient liquidity management under appropriate risk control giving due consideration to the characteristics of insurance products.

In addition to the above and as a responsible investor, the company engages in ESG investment and financing, which consider environmental, social and governance factors, based on the Tokio Marine Group ESG Investment and Financing Policy.

Tokio Marine Group ESG Investment and Financing Policy

●Procedures to Conduct ESG Investment and Financing by Asset Class

Tokio Marine & Nichido engages in ESG investment and financing by using various methods based on the characteristics of each asset class to contribute to the creation of a safe, secure and sustainable future.

<Main ESG investment and financing methods>

•ESG integration

In our investment and financing analysis and decision-making processes, we consider non-financial information on an ongoing basis, including ESG factors, in addition to financial information. Specifically, we focus on environmental factors such as climate change, natural capital and biodiversity; social factors such as human rights violations; and governance factors such as diversity in the Board of Directors while also considering the characteristics and conditions of the investment and financing recipients. By doing so, we aim to enhance our risk-adjusted returns.

▸Specific examples of ESG factors

E (Environment)	S (Social)	G (Governance)
Climate change, natural capital, biodiversity, etc.	Infringements of human rights, etc.	Diversity in the Board of Directors, etc.

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• Engagement and stewardship

We aim to accurately understand the ESG issues of our investment and financing recipients through dialogues with them as well as the analysis of their disclosed information. In addition, we advance our constructive, purposeful engagement further by requesting disclosure of information related to their ESG issues and the improvements in their way of tackling these issues if necessary. Additionally, we consider ESG issues when exercising voting rights to promote the improvement of corporate value and sustainable growth of the investment and financing recipients.

• Negative screening

In accordance with Tokio Marine Group's "Tokio Marine: Our Climate Strategy" and "Policy to Address Environmental and Social Risks," we strive to appropriately identify and manage risks related to climate change and risks that negatively impact the environment and society and take precautionary measures when conducting transactions with sectors where such risks are likely to occur such as coal-fired power generation and inhumane weapons manufacturing sectors.

<Adoption of ESG investment and financing methods in major assets>

▸In-house investment

	Government bonds, etc.	Equities	Corporate bonds	Financing
ESG integration	✓	✓	✓	✓
Engagement and stewardship	–	✓	✓	✓
Negative screening	–	✓	✓	✓

As for investment management using external asset managers (alternative assets, etc.), the company also integrates ESG factors into its investment decision process by checking the ESG investment policies of candidate external asset managers during selection.

<Specific procedures for each asset>

▶ ESG integration and engagement and stewardship

Government bonds, etc.	We make an investment decision using assessment results based on financial conditions and economic outlook and taking into account ESG information provided by international and other institutions.
Equities	For new investments, we take into consideration the assessment results by external ESG rating agencies in our company analysis and make an investment decision. With investee companies, we hold dialogue on ESG issues as needed and conduct engagement through the exercise of voting rights.
Corporate bonds and financing	We take into consideration the assessment results by external ESG rating agencies in our company analysis and make an investment decision. For investment and financing recipients whose ESG-related efforts are insufficient, we hold dialogue as needed and encourage them to tackle ESG issues.

In addition to the above, we undertake sustainability-themed investment and financing as well as impact investment in an effort to generate sustainability outcomes through various initiatives.

Climate & Nature Report 2026 > 6. Tokio Marine Group's Value Provision > ◆ Investment and Financing

<Implementation of ESG investment and financing>

Tokio Marine & Nichido carries out in-house investment (basically active investment) and investment management using external asset managers. Of the total balance of assets under management, the percentage of ESG-conscious investment assets was approximately 80% as of March 31, 2026.

As for real estate, the company also makes environmentally conscious efforts, including renovating the buildings and facilities it owns depending on their condition.

7.2.2 Reduction of Environmental Footprint in Business Activities ⋙

[Tokio Marine Asset Management]

One of Tokio Marine Asset Management's management principles is to contribute to the development of enriched and comfortable social lives and the economic growth of society through asset management. Toward this goal, Tokio Marine Asset Management, in conformance with its fiduciary responsibility, executes responsible investments that not only focus on the financial elements of investee companies but also appropriately consider non-financial

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elements such as environmental, social and governance (ESG) issues. In addition, Tokio Marine Asset Management actively engages investees to promote their growth over the medium to long term with the aim of increasing medium- to long-term returns for customers.

Tokio Marine Asset Management adopts an ESG integration approach, which comprehensively ascertains and systematically evaluates financial and non-financial elements, in its investment decision process. This process is commonly applied to all asset classes based on the recognition that ESG integration enables even higher-precision investee analysis and investment decisions.

Tokio Marine Asset Management regards ESG as a fundamental element to ensure medium- to long-term returns for customers and has placed its focus on governance in all asset classes while also appropriately considering environmental, social and other aspects.

Initiatives for responsible investment (in Japanese)

■ Organization Structure

The organizational structures of Tokio Marine & Nichido and Tokio Marine Asset Management are as follows.

[Tokio Marine & Nichido]

At Tokio Marine & Nichido, ESG investment and financing planning is carried out in the Financial Planning Department and sustainable investment and financing initiatives are implemented in collaboration with departments that execute transactions. Moreover, through assessments by external ESG rating agencies in Japan and overseas, Tokio Marine & Nichido is identifying any issues in its efforts and processes related to ESG investments and financing for continuous improvement.

[Tokio Marine Asset Management]

At Tokio Marine Asset Management, the Sustainable Asset Management Group takes the lead, in collaboration with other internal departments, in executing relevant initiatives in asset management operations in accordance with the policies and basic plan for promoting sustainability formulated by the company. The Sustainable Asset Management Group has in place a collaborative system to provide support to analysts, who will lead engagement activities, in terms of surveys and dialogue regarding ESG and other sustainability matters, thereby ensuring effective engagement.

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

The Council of Experts established within the Financial Services Agency announced in February 2014 the "Principles for Responsible Institutional Investors (Japan's Stewardship Code) – To promote sustainable growth of companies through investment and dialogue." The third revision of the Code was finalized and released in June 2025.

Under the Code, "Stewardship Responsibility" means bearing responsibility for expanding medium- and long-term investment returns for "customers and beneficiaries" (including end beneficiaries) through constructive "purposeful dialogue" by institutional investors based on a deep understanding of investee companies and their business environments as well as consideration for sustainability (medium- to long-term sustainability, including ESG factors) consistent with investment management strategies to raise the corporate value of these companies and promote their sustainable growth.

In May 2014, Tokio Marine & Nichido agreed with the intent of the Principles for Responsible Institutional Investors (Japan's Stewardship Code) and also announced it would adopt the Code. Since then, the company has been reviewing its Policy on Japan's Stewardship Code and other related policies in a timely manner based on the revisions made to the Code.

Tokio Marine & Nichido: Policy on Japan's Stewardship Code and Other Related Policy

In May 2014, Tokio Marine Asset Management (TMAM) announced its adoption of the Principles for Responsible Institutional Investors (Japan's Stewardship Code). Since then, the company has been reviewing its TMAM Stewardship Statement in a timely manner based on revisions to the Code.

Tokio Marine Asset Management: Stewardship Statement

In Tokio Marine Group, based on the intent of the Principles for Responsible Institutional Investors (Japan's Stewardship Code), Tokio Marine & Nichido and Tokio Marine Asset Management have formulated a clear policy on the exercise of voting rights and publication of the results of such exercise and have been publicizing the details of their stewardship activities, including the results of the exercise of voting rights.

<Tokio Marine & Nichido>

Summary of Stewardship Activities (PDF/320KB)

<Tokio Marine Asset Management>

Implementation Status and Self-Assessment of Stewardship Activities (in Japanese)

Individual Disclosures of Exercise of Voting Rights of Japanese Equities (in Japanese)

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15 Corporate Citizenship Activities

15.1 Tokio Marine Group Social Contribution Strategy

In order to accomplish our purpose of protecting customers and society in times of need, Tokio Marine Group has been cooperating and working with our stakeholders and promoting corporate citizenship activities with the participation of all employees around the world. We promote corporate citizenship activities by setting policies and targets for the Group's relevant activities and by repeating a plan-do-check-act (PDCA) cycle.

The Board of Directors of Tokio Marine Holdings deliberates on and determines the policies and targets for its social contribution strategies. Tokio Marine Group's Compliance Code of Conduct also applies to all corporate citizenship activities, donations and collaborations.

Motivated employees work with sincerity and empathy, continue to find new ways to address societal challenges and spread those mindsets and actions to the entire organization and Group. This in turn fosters a corporate culture of resolving societal challenges as a natural course of action and creates a positive cycle between solving societal challenges and facilitating corporate growth (enhancing corporate value) that will contribute to achieving the SDGs.

15.2 Corporate Citizenship Activities with the Participation of All Employees

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

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

In fiscal 2025, the total corporate citizenship activity participation rate among domestic and overseas Group employees (total number of participants in corporate citizenship activities in relation to the number of employees) was 96%. Tokio Marine Group's annual target is for each employee to take part in one or more corporate citizenship activities every year.

▸Overview of Support Systems/Programs and Fiscal 2025 Results (Tokio Marine & Nichido)

Matching gift system	A system in which the company makes a donation matching the amount voluntarily donated by employees (6 cases totaling approximately 465,000 yen)
Volunteer leave / leave of absence system	**A system to support employees for their volunteer time** • Volunteer leave A system in which employees are permitted to take leave limited to 10 days per year to participate in volunteer activities that include relief initiatives in a disaster and support for social welfare institutions or groups relating to persons with disabilities, the elderly and children's welfare facilities, etc. • Volunteer leave of absence A system in which employees are permitted to take leave for a period of over six months and up to two years, in principle, to participate in a volunteer program recognized by the company, particularly actions with a high degree of social contribution in a social welfare institute, etc.
Share Happiness Club	**A donation program operated by employee volunteers** In fiscal 2025, a total of 2,110,000 yen donated by 1,212 employees was distributed to the following organizations: • Hokuriku Mirai Foundation • NPO MUSIC SHARING • Japan Deafblind Association • WaterAid Japan • Medecins Sans Frontieres Japan Association • Public Interest Incorporated Foundation USNOVA • Nippon Volunteer Network Active in Disaster • JEANJapan Environmental Action Network • The Nature Conservation Society of Japan
Sustainability Month	**Months for strengthening initiatives for proactively carrying out local community and corporate citizenship activities (social activities) across the entire Company (October-November)** • Activities to protect and restore eelgrass beds • Volunteering to restore the coastal forests • Voluntary forest thinning activity, a part of Kochi Prefecture's collaborative afforestation project • Seminar to introduce best practices for resolving societal challenges through core business

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◉ Medical and Nursing Care

■ Expanding Nursing Care Support to All Generations in the Era of Widespread Long-term Care Needs

Tokio Marine Nichido Better Life Service operates welfare services for the elderly to support a sustainable society and mainly runs nursing care businesses (home nursing care business and facility nursing care business), which support the elderly in need of nursing care. In addition, as a solution business leveraging its abundant experience and expertise in nursing care accumulated to date, the company provides various services, such as supporting working caregivers (helping to balance work and nursing care); solving care service providers' business challenges; holding seminars on nursing and preventive care and prevention of dementia for individuals; and providing lessons at school for children who will be leaders in the future. The company is working to solve many different societal challenges through these services and supports all generations in pursuit of a sustainable society.

Tokio Marine Nichido Better Life Service's solution business (in Japanese)

[Support for working caregivers]



Consultation with an industrial care manager on balancing work and caregiving

The rapidly aging society has given rise to a number of societal challenges. Among them are people quitting their jobs to care for elderly parents and the issue of presenteeism, which is almost synonymous with low labor productivity. Japan's Ministry of Economy, Trade and Industry regards these as urgent challenges that are expected to cause an economic loss of some 9 trillion yen in 2030, thus encouraging each company to make efforts to help employees balance work and nursing care. Also, as part of human capital management, companies are encouraged to promote initiatives for health and productivity management and DE&I and improve employee engagement. Further, revisions to the Child Care and Family Care Leave Act made by the Ministry of Health, Labour and Welfare have made certain corporate efforts mandatory. Nursing care specialists of Tokio Marine Nichido Better Life Service provide total support for corporate efforts to help employees balance work and caregiving and assist the sustainable management and operation of many companies.

More specifically, the company offers comprehensive support services, including helping people understand actual caregiving situations, seminars on balancing work and caregiving (for employees and managers), video content, the creation of a handbook for balancing work and caregiving, online consultation services, individual consultation services with industrial care managers and operational support for a nursing care community.

Support for balancing work with caregiving (in Japanese)

[Helping care service providers resolve business challenges]

To realize a sustainable society, it is essential that care service providers sustainably offer services to support the elderly in need of care and their families. Tokio Marine Nichido Better Life Service provides a lineup of seminars for care service providers as well as the 7 Habits® Care seminar to help solve their different business challenges.

Specifically, in cooperation with local municipalities and communities, the company supports problem-solving efforts for establishing effective BCP (formulation, training), measures to address harassment by customers and measures to comply with care service operational standards, in addition to tackling issues such as risk management, dementia care, self-support care, dietary independence and the prevention of accidental aspiration, recruitment, human resource training, complaint handling, interpersonal skill improvement and presentation skill improvement.

Solving care service providers' problems (in Japanese)





BCP training for care service providers in the Noto Peninsula

■ AED & Basic Life-Saving Workshop to Build a Society That Can Practice Life-Saving Skills

Tokio Marine & Nichido provides a workshop to practice using automated external defibrillators (AEDs) and to perform cardiopulmonary resuscitation (CPR). Approximately 260 employees throughout Tokio Marine Group attended the workshop in fiscal 2025.





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■Movement to Protect Customers from Cancer

[Background of the Initiative]

As part of initiatives to fulfill its social mission as an insurance company providing cancer insurance, Tokio Marine & Nichido Life has been supporting the Pink Ribbon Movement since March 2005.

Extending these activities, we have decided to steadily offer comprehensive solutions for customers' concerns. As a first step, upon the release of an insurance product to support cancer treatment in September 2007, we rolled out a company-wide, ongoing and perpetual initiative called the Movement to Protect Customers from Cancer.

[Basic Policy]

In Japan, cancer is considered a national disease and is a source of much grief. This has fueled Tokio Marine & Nichido Life's desire to protect its customers from cancer and to help ease the suffering of cancer patients and their families experiencing the ordeal. The social mission of insurance companies now extends beyond paying insurance claims to working to prevent cancer and providing mental health support. Accordingly, Tokio Marine & Nichido Life has launched the "Movement to Protect Customers from Cancer." The movement consists of the following three steps: (1) Getting to know cancer; (2) Talking about cancer; and (3) Helping with cancer countermeasures.

[Collaboration with National and Local Governments]

It is becoming more important to increase the cancer screening rate to detect the disease at an early stage. However, the screening rate is lower than 50%, which the national and local governments consider the target. Based on the belief that joint action with as many people as possible is indispensable for improving the situation, Tokio Marine Group has signed agreements with 44 prefectural bodies and 18 cities (as of March 31, 2025) and has been actively promoting collaboration with them to call more attention to cancer and raise examination rates.

In October 2009, Tokio Marine & Nichido Life and Tokio Marine & Nichido became promoting partners for Corporate Actions for Cancer Checkups (project name at the time of 2009), a national project commissioned by the Ministry of Health, Labour and Welfare to raise the cancer examination rate through joint initiatives by the government and companies. By taking part in this public-private partnership, we intend to contribute to the improvement of the cancer examination rate in Japan.

[Nationwide Regional Activities]

Tokio Marine & Nichido Life encourages cancer education activities in its daily sales operations with the aim of disseminating cancer knowledge and increasing cancer examination rates. The company also promotes periodic cancer-related study sessions, exchange meetings and seminars for agents/consignees at branch offices across the country. In addition, the company has introduced the Movement to Protect Customers from Cancer and holds an annual national insurers conference of employees and agent/consignee representatives who are committed to engaging in Hokenbito (True Insurance Professionals) Activities. The entire conference is streamed online to promote the unwavering conviction that everything Hokenbito does is to protect customers and act as a venue to brainstorm actionable items. The 19th conference held in fiscal 2025 focused on the theme of cerebrovascular disease for the first time. The company worked to facilitate a deeper understanding of the symptoms of the disease and the importance of being prepared for it through a presentation by a cerebrovascular disease survivor and a panel discussion featuring survivors, doctors, and Tokio Marine & Nichido Life employees.

[Agreement with Shizuoka Cancer Center]

In August 2007, Tokio Marine & Nichido Life and Tokio Marine & Nichido Medical Service (TMS) concluded a comprehensive agreement on joint research into the best ways to provide consultation, support and information regarding the treatment of cancer with the Shizuoka Cancer Center. This joint research program has focused on such areas as jointly developing tools to communicate in plain language the importance of preventive medicine and medical checkups.



Shizuoka Cancer Center

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[Promoting the Pink Ribbon Movement]

Tokio Marine & Nichido Life has been promoting the Pink Ribbon Campaign in support of J.POSH, an NPO engaged in pink ribbon movements for breast cancer awareness in Japan, to convey the importance of early detection of breast cancer. Tokio Marine Group employees, led by Tokio Marine & Nichido Life employees, have held street campaigns nationwide and handed out awareness goods* since 2005.

*: The certified NPO J.POSH collaborates with medical institutions nationwide on the Japan Mammography Sunday (J.M.S) initiative to create an environment enabling women who are busy on weekdays to have mammograms on the third Sunday in October. Tokio Marine & Nichido Life also supports this initiative and hands out goods with a two-dimensional barcode that leads to a website with information on available medical institutions.



[Providing Encouragement to Cancer Patients by Making Terry Cloth Caps]

Since 2009, Tokio Marine & Nichido Life has joined initiatives undertaken by Iwate Hospice Association, a citizens' group in Morioka City, Iwate Prefecture, to support cancer patients and their families and help them gain the courage to fight against the disease. The company has been making terry cloth caps for patients undergoing anticancer drug treatment. Every year, participants from Tokio Marine & Nichido Life and other Tokio Marine Group companies and their families stitch the caps together and donate caps as Christmas presents to cancer hospitals nationwide through the Iwate Hospice Association.



[Education Support for Orphans]

Tokio Marine & Nichido Life established a fund in 2016 to financially support children who have lost one or both parents due to illnesses such as cancer, and it established the Tokio Marine & Nichido Life Scholarship Program, a corporate citizenship activity supporting future generations with the cooperation of the Japan Philanthropic Association. The program offers 300,000 yen per year in grant-type scholarships that do not require repayment from university students and others until they graduate or leave school.

[Donation to Organizations Helping Children and Elderly People Undergoing Treatment for an Illness]

Donations from Tokio Marine & Nichido Life's employees and agents are used to support the activities of organizations helping children undergoing medical treatment and elderly people. Employees of the company also provide support to the activities of these organizations through participation and other means. Donations have been made to the following organizations since fiscal 2016.

- NPO CliniClowns Association
- NPO The Support Network for NANBYO Children of Japan
- NPO Dementia Friendship Club

■ Supporting and Collaborating with the Center for iPS Cell Research and Application (CiRA), Kyoto University

In January 2015, Tokio Marine & Nichido donated a total of 100 million yen to Kyoto University's iPS Cell Research Fund, covering a five-year period. In addition, the company called for donations to the fund from employees of Tokio Marine Group companies and other individuals and made an additional donation exceeding 1.3 million yen in 2025.

Tokio Marine & Nichido is also collaborating with a project called the iPS Cell Stock for Regenerative Medicine (transferred from CiRA to the CiRA Foundation (CiRA F), also at Kyoto University, in April 2020) to stockpile induced pluripotent stem (iPS) cells for medical use. The project involves collecting blood from donors having a special type of human leukocyte antigens (HLAs), which is thought to cause less immune rejection. In August 2016, in addition to Kyoto University Hospital, blood collection also started at the medical corporate foundation Kaijo Building Clinic, a tie-up medical institution of Tokio Marine Group.

In fiscal 2025, significant progress was made toward the practical application of iPS cell-based medicine. In particular, important achievements were reported in the field of cancer immunotherapy, including the establishment of a technology to generate helper T cells—the command center of the immune system—from human iPS cells, as well as the discovery of

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methods to enhance the therapeutic efficacy of iPS cell-derived CAR-T cells against solid tumors. Furthermore, the foundation for the clinical application of iPS cell technology was strengthened, led by significant progress made in drug discovery and pathophysiological analysis, including advances in RNA-based drug development, the sophistication of AI-driven gene-editing technologies and the elucidation of neurological disorders and inflammatory mechanisms.

CiRA is working on research every day to enable the development and clinical application of next-generation iPS cell technology. Through our donations to the research fund, Tokio Marine & Nichido hopes to ease the suffering of people with intractable diseases and injuries and contribute to the establishment of a research environment that can stably obtain a pool of excellent researchers and research supporters and to the further advancement of research in this area. At the same time, we will continue to provide support to health, medical and other related fields to deliver safety and security in the form of risk management, including insurance, and through collaboration among Group companies.

■N Program to Support Young Physicians in Clinical Study Programs in the United States

In collaboration with the Mount Sinai Health System in New York, Tokio Marine Holdings and Tokio Marine & Nichido Medical Service continue to offer the N Program. Since 1991, the program has helped talented young Japanese doctors attend a teaching hospital in the New York area for clinical training.

In general, people who wish to have clinical training in the United States are hired by a teaching hospital through its national recruitment system. In contrast, the N Program separately conducts preliminary selection in Japan. It is a very advantageous program for motivated young Japanese doctors. The N Program has made remarkable progress thanks to the cooperation of doctors at U.S. hospitals and the efforts of residents who participated as trainee physicians. To date, the total number of trainees in this program has grown to over 220.

N Program (in Japanese)

◉ Disaster Relief

Tokio Marine Group engages in recovery support for disaster-affected areas, including employee volunteer activities.

■Initiatives to Support Recovery of Areas Affected by the Great East Japan Earthquake

Tokio Marine Group has engaged in approximately 30 activities to support areas affected by the Great East Japan Earthquake. Starting in May 2011 immediately following the disaster, Group company employees, agents and their families across the country provided support to disaster areas in Iwate Prefecture and Miyagi Prefecture. Their activities included removing disaster debris, cleaning up houses damaged by the tsunami, removing mud from houses and street drainage gutters, assisting with agricultural and fishery-related work, sorting books for donation to libraries in disaster areas and cleaning damaged and mud-covered photographs and documents.

Tokio Marine & Nichido also engages in volunteer activities in support of two NPOs engaging in activities to restore tsunami-devastated coastal forests in Natori City and Watari-cho, respectively, along the coast of Miyagi Prefecture. For details, please refer to Green Gift Project (Activities to Protect Forests): Restoration Projects of the Coastal Forests of Tohoku Region (in Japanese).

Also, employees of Tokio Marine & Nichido and Group companies made paper lanterns from milk cartons for the Prayer Lanterns Lighting, a memorial event for the Great East Japan Earthquake held in Morioka City, Iwate Prefecture. More than 2,500 lanterns were sent to the Morioka Recovery Support Network, the secretariat of the event. On the day of the event, 50 people, including employees of the Morioka Branch, volunteered to set up and light lantern candles.



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