

## Reference: Target and Results of Vision 2021

Issues	Indicators	FY2019 Achievement	FY2020 Achievement	FY2021 Achievement	Group Targets for FY2020 and after	Covered Companies
Creating shared value	Development of products and services	Main efforts find below	Main efforts find below	Main efforts find below	Continue the approaches	Domestic Group Companies
Quality that earns the trust of society	Customer satisfaction survey about insurance contract procedures*1	97.7%	97.3%	97.6%	the same level or higher compared to the previous fiscal year	Domestic Group Companies
	Customer satisfaction survey about payment of insurance claim*1	96.6%	96.7%	96.8%	the same level or higher compared to the previous fiscal year	MSI,ADI,Mitsui Direct General,MSI Aioi Life
	Green House Gas emission reduction rate (Scope1 and Scope2 combined)	▲21.3% vs FY2009	▲31.2% vs FY2009 ▲12.7% vs FY2019	▲36.4% vs FY2009 ▲19.2% vs FY2019	Reduce Green House Gas emissions by 30% by 2020 and by 70% by 2050 vs base year (FY 2019) *2	Consolidated
	Total energy consumption	928,880 GJ	863,298 GJ	821,784 GJ		
	Paper consumption		13,051 t	10,035 t	9,090 t	Lower than the previous fiscal year
			(▲23.1%)	(▲9.4%)		
Management platforms that enable employees to play active roles	Ratio of females in managerial positions	12.4%	16.1%	17.5%	15.0% (FY2020)*2	Domestic Group Companies
	Employee satisfaction (questionnaire results), "Pride, Job satisfaction"	4.4points	4.4points	4.4points	the same level or higher compared to the previous fiscal year	
	Employee satisfaction (questionnaire results), "Working Vigorously"	4.5points	4.5points	4.6points		
	Number of annual paid holidays taken	15.6	15.0	16.3		
	Ratio of taking fully paid paternity/secondary leave	64.6%	69.0%	86.4%		
	Number of employees practicing social contribution activities	27,673	26,519	23,024		

(\*1) For details of the questionnaire on customer satisfaction survey of each company, please visit their website.

(\*2) In May 2021, we revised our medium- to long-term targets as follows

- [➤ Mitsui Sumitomo Insurance Co., Ltd. \(Japanese only\) !\[\]\(f15d3c54be60b4fd0ce1da9fb3f67256\_img.jpg\)](#)
- [➤ Aioi Nissay Dowa Insurance Co., Ltd. \(Japanese only\) !\[\]\(7bf135d42c40a6430c927b2fd03d7659\_img.jpg\)](#)
- [➤ Mitsui Direct General Insurance Co., Ltd. \(Japanese only\) !\[\]\(2bcc37677ea6b96900e4d746ad300082\_img.jpg\)](#)
- [➤ Mitsui Sumitomo Aioi Life Insurance Co., Ltd. \(Japanese only\) !\[\]\(b62812e390f75b509ead0f847e76b4ce\_img.jpg\)](#)
- [➤ Mitsui Sumitomo Primary Life Insurance Co., Ltd. \(Japanese only\) !\[\]\(702f396a3c354a80d179cf62e75a5343\_img.jpg\)](#)