



MS&AD Insurance Group Holdings

FY2021 ESG Meeting

Tuesday, December 21, 2021

Today's Program

Part 1

15:00-15:30 Update on MS&AD's ESG Initiatives
(Presentation by Mr Higuchi, CFO)

Part 2

15:30-15:50 The Role of MS&AD's Human Capital in the Sustainable Enhancement of the Corporate Value
(Discussion by Ms Kopp, Outside Director, and Mr Higuchi, CFO)

15:50-16:30 Q&A

Tetsuji Higuchi, Executive Vice President & CFO



Rochelle Kopp, Outside Director (Appointed in June 2020)





I. Update on MS&AD's ESG Initiatives

Tetsuji Higuchi
Executive Vice President & CFO
MS&AD Insurance Group Holdings, Inc.

Overview of MS&AD Value Creation

Image of Society in 2030

Resilient and Sustainable Society

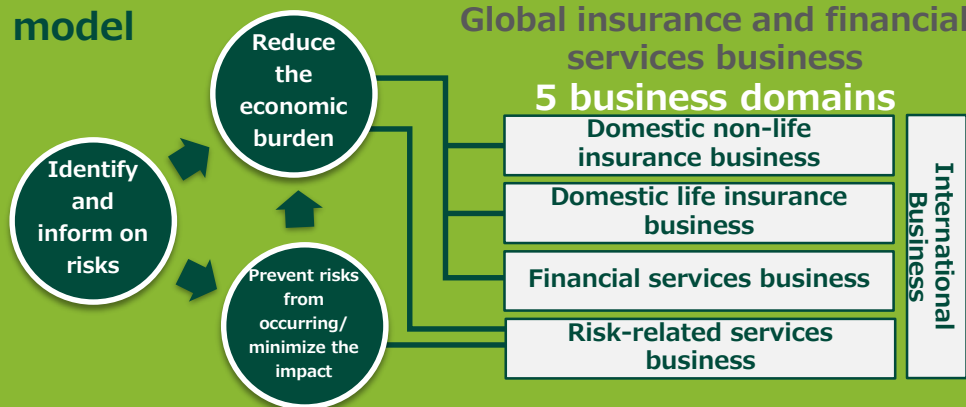


Social Issues

Diverse risks surrounding society



MS&AD's business model



Stability in People's lives

Dynamic business activities

Provision of safety and peace of mind

Creating shared value

- Deal with new risks
- Create a safer mobility society
- Strive for resilient community development
- Support "good health and longevity"
- **Contribute to climate change mitigation and adaptation**
- **Strive to improve sustainability of natural capital**
- Work toward the realization of "leaving no one behind"

1



Quality that earns the trust of society

- Earn the trust of society with high quality
- Sincere, fair and just business activities
- Activities and dialog that respect human rights
- Continue efforts to reduce the burden on the environment
- Investment activities that conform to PRI (Principles for Responsible Investment)



1

2

Management platforms that enable employees to play active roles

- Promotion of diversity & inclusion
- Encourage employees to learn and think by themselves, take on challenges and continue to grow
- Health and productivity management
- Highly transparent and effective corporate governance

4

3



Foundation to support value creation

1. Priority Issues in Sustainability (Climate Change, Natural Capital and Human Rights)



Three Priority Issues in Sustainability



1

Contribute to climate change mitigation and adaption

- We contribute to the realization of a net-zero society by promoting the stable and sufficient supply and usage of renewable energy
- We do not provide insurance for, nor make investments in new coal-fired power plants



2

Strive to improve sustainability of natural capital

- We endeavor to conserve biodiversity to build a sustainable system between natural capital and business activities



3

Implementing activities and dialog that respect human rights

- We do not underwrite risks related to, nor make investments in manufacturers of cluster munitions that may cause indiscriminate mass killing.

Insurance underwriting

We consider issues and risks that could adversely impact society and the global environment, and provide products and services that respond to the demands of society.

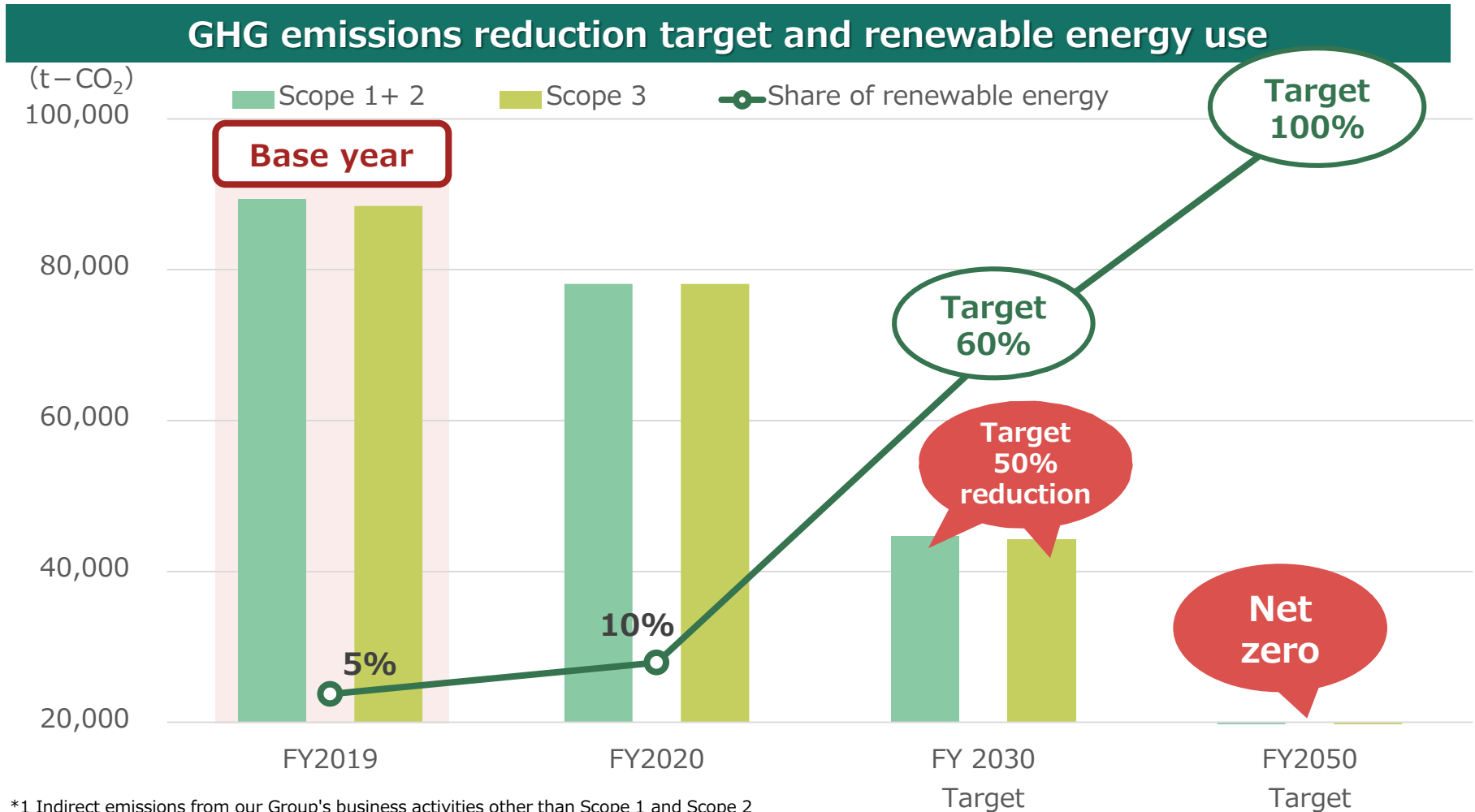
Investments and loans

We consider ESG factors in pursuit of long-term investment returns and contribute to solutions for sustainability issues.

1. Responding to Climate Change:

(1) Goals toward net zero

Set a net zero target for 2050. Adding the scope 3*¹ GHG*² emissions reduction to the target, we aim to achieve net zero emissions together with our stakeholders.



*1 Indirect emissions from our Group's business activities other than Scope 1 and Scope 2
Targets for FY2030 are categories 1, 3, 5, 7 and 13. Aim for net zero in all categories by 2050.

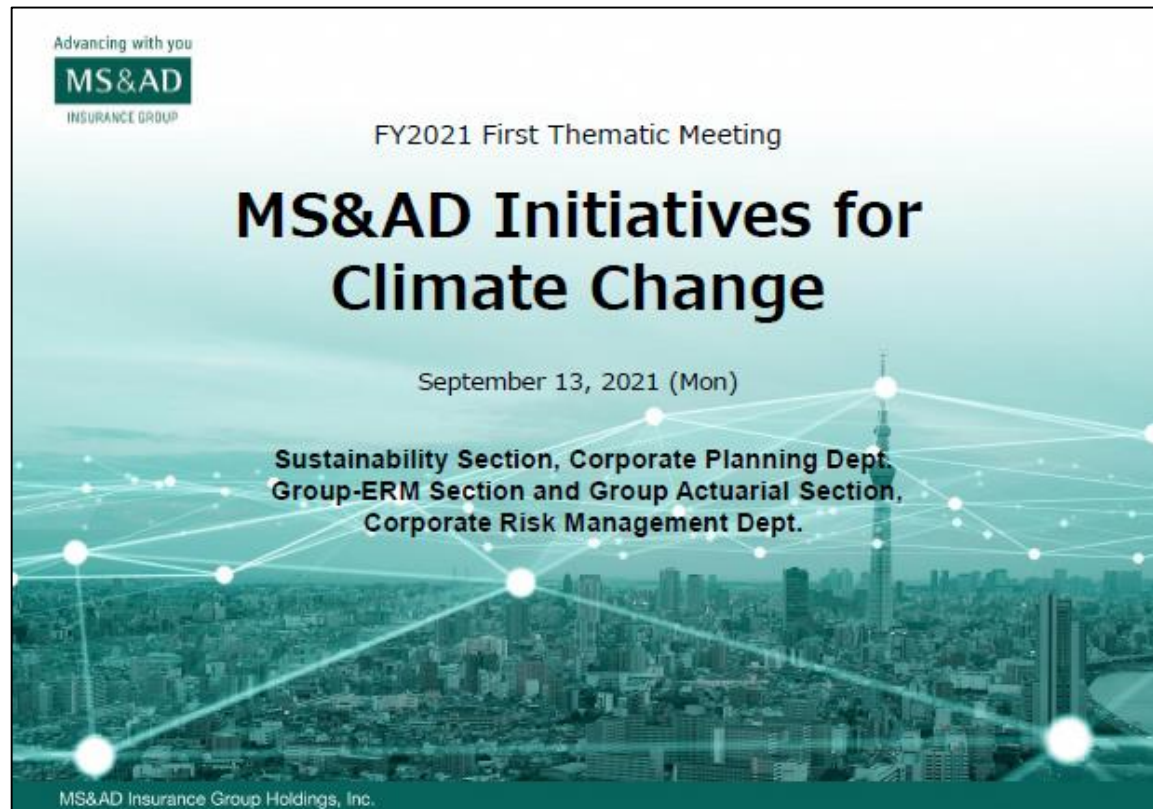
1: Purchased products and services, 3: Fuel and energy activities other than Scope 1 and 2, 5: Waste from operations, 7: Employee commuting, 13: Leased assets

*2 GHG: Greenhouse gases, shown in this graph as CO₂ equivalent.

1. Responding to Climate Change:

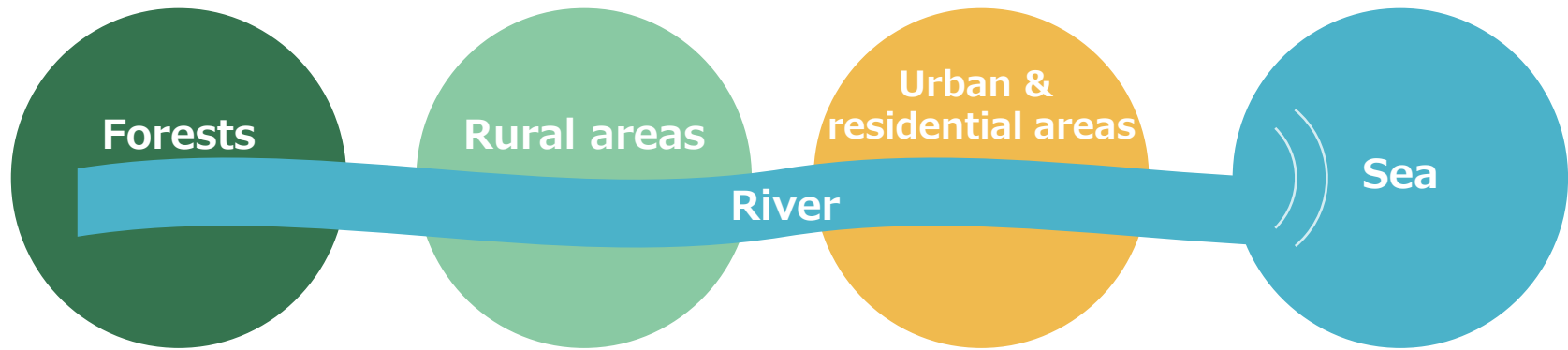
(2) Initiatives to cope with climate change

- **TCFD Report issued in August 2021**
- **At a thematic meeting on climate change response in September 2021, disclosed the following details:**
 - ① "Climate-Related Management Systems and Initiatives toward Net Zero"
 - ② "Scenario Analysis (Physical Risk, Transition Risk) and Risk Management"



2. Improving Sustainability of Natural Capital: (1) Green resilience

Green Resilience: Utilizing natural capital to simultaneously achieve disaster prevention and mitigation and regional revitalization



Connecting upstream and downstream areas to nurture a green resilience business
Use the blessings of nature sustainably and effectively to prevent natural threats



**Job creation
leveraging the diversity of the
region**

**Urban-to-rural
capital flow**

**Safe and comfortable community
development close to nature**

2. Improving Sustainability of Natural Capital:

(1) Green resilience

Participation in Kumamoto Prefecture Green Basin Flood Control Project (Representative: Kumamoto Prefectural University)

Vision of the region

Realization of a sustainable region where people can continue to live safely and securely even after a major disaster, and where the rich environment and young people can remain.

Targets

① **Safe and secure from flood damage**

② Living with the rich environment

③ Region where young people remain

④ Achieving "green watershed" through multi-generational co-creation



Kuma River basin

Research & development challenges

1. Flood control technological research
2. Environmental planning research
- 3. DX research**
4. Industrial creation research
5. Partnership research

Involved in the project on implementation of smart watershed flood control and safe evacuation system using DX

Source : JST (Japan Science and Technology Agency)

2. Improving Sustainability of Natural Capital: (2) Securing forest resources

Indonesia Reforestation Project

2005 –



In 14 years to 2019
Approx. 31,700 t
of CO2 absorbed

Planting a total
of **400,000**
trees

Agricultural sales:
36,701,160 Rp (FY 2014 to FY 2016)
24,504,312 Rp (FY 2017 to FY 2018)
27,079,365 Rp (FY 2019 to FY 2020)

Philippines Afforestation Project

2009 – 2018



Planting trees in Mihoro, Hokkaido

2019 –



2. Improving Sustainability of Natural Capital: (3) Services related to natural capital

Analyzing and evaluating the impact of business activities on natural capital and providing consulting to build sustainable relationships.

Comprehensive biodiversity consulting

1 Biodiversity
Management Support Consulting

Management
Overall

2 Biodiversity
Procurement risk
consulting

Individual
Theme

4 Biodiversity
contribution type
Land use consulting

Individual
Theme

3 Biodiversity
Business opportunity
analysis

Individual
Theme

2. Improving Sustainability of Natural Capital:

(4) Business and biodiversity

Business symposium



Since its establishment in 2008, MS&AD has been involved as the Chair company, leading its activities.



Establishment

April 1, 2008

Number of members

Full membership

31 companies (as of July 28, 2021)

Network members

18 companies (as of October 4, 2021)

Purpose of the activities

1. Research and implementation related to business and biodiversity
2. Dialogue and cooperation with stakeholders
3. Dissemination of good practice information in Japan and overseas
4. Proposals and awareness raising to promote biodiversity initiatives
5. Other projects necessary to achieve the objectives

2. Improving Sustainability of Natural Capital: (5) Participation in the TNFD

In October 2021, our employee joined the Taskforce on Nature-related Financial Disclosures (TNFD).

TNFD



Taskforce on Nature-related
Financial Disclosures

Started in June 2021

Taskforce member



Makoto Haraguchi

SVP of Sustainability Section
MS&AD Insurance Group Holdings

3. Respecting Human Rights

Pursuant to the MS&AD Insurance Group Basic Policy on Human Rights, we fulfill our corporate responsibility to respect human rights.

MS&AD Insurance Group Basic Policy on Human Rights

Applies not only to agents and other business partners, but also to our value chains.

Human rights due diligence

Assessing human rights risks, regularly monitoring priority issues, and implementing measures to reduce risks.

A workplace environment and business activities that respect human rights

Discrimination

Occupational
safety and
health

Harassment

Rights of
privacy

Human rights
issues in the supply
chain

Others

2. Investment Activities in Accordance with the PRI



1. ESG Investment Initiatives

Supporting companies' innovation through green investment, such as investment and financing for the shift from business activities with high GHG emissions to a business model with low environmental impact.

Activities and Target Assets by ESG Investment Method

Integration into the investment process

Negative screening	➤ Excluding new coal-fired thermal power plants, cluster munitions manufacturers, etc.	All assets
Integration into research	➤ Utilize ESG rating companies for investment decisions	Bonds, stocks and loans

➔ 7.4 trillion yen*¹

Sophistication of dialogue

Conducting dialogues centered on stewardship activities	Stocks
---	--------

➔ 2.1 trillion yen*¹

Thematic investment

Sustainable thematic investment	➤ Investment and financing for renewable energy, green/sustainable/social bonds, etc.	Bonds, stocks, loans, PE
Impact investment	➤ Impact investment related to climate change and other themes	Joint group investment started in December

➔ 137.7 billion yen*²

*¹ As of the end of June 2021.

*² As of the end of September 2021. International institutional bonds are purchased only for sustainability purposes.

*³ Impact investments are investments intended to generate measurable and positive impacts on the environment and society, in addition to investment returns.



2. Promoting Impact Investment by Group Companies

Four Group companies invested a total of US \$50 million in impact investment funds. Contributing to SDGs with the aim of achieving economic benefits and creating environmental and social impacts at the same time.



December 14, 2021

MS&AD INSURANCE GROUP INVESTS IN IMPACT FUNDS

MS&AD Insurance Group Holdings, Inc. (President & CEO: Noriyuki Hara) announces that four of its subsidiary companies have jointly invested a total of USD 50 million in the impact funds "LGT Crown Impact" and "TPG Rise Climate" through an investment vehicle managed by LGT Capital Partners (Ireland) Ltd..

The MS&AD Insurance Group's mission is "to contribute to the development of a vibrant society and help secure a sound future for the planet, by enabling safety and peace of mind through the global insurance and financial service businesses". In order to contribute to the achievement of the mission, MS&AD Insurance Group will aim to generate positive and measurable environmental and social impact while earning economic returns through impact investments. Going forward, to pursue the achievement of Sustainable Development Goals (SDGs) and the realization of a sustainable society, the MS&AD Insurance Group will continue to focus on expanding its network in impact investment, and strive to accumulate knowledge on impact measurement and management.

1. Summary of Investment

- A) Fund Names : LGT Crown Impact, TPG Rise Climate
- B) Investment Amount : USD 50 million (approximately JPY 5.5 billion)

3. Highly Transparent and Effective Corporate Governance



1. Response to Revisions of the Corporate Governance Code in June 2021

We responded to the revision of the Corporate Governance Code in June 2021 with regard to sustainability issues.

Corporate Governance Code Revision (Sustainability-related)

1. Ensuring Diversity in Core Human Assets

Set voluntary targets to ensure diversity in managerial positions (promotion of women, foreigners, and mid-career employees)

Disclosed information on global and diverse human assets in the MS&AD Integrated Report 2021.

2. Addressing Sustainability Issues

Recognizing climate change, natural capital, and respect for human rights as important management issues, we work to resolve them and promote disclosure.

Disclosed the climate-related management structure and scenario analysis in the TCFD Report

1. Response to Revisions of the Corporate Governance Code in June 2021

Corporate Governance Code Revision (Others)

3. Exercise of functions of the Board of Directors

More than 1/3 of Directors are independent Outside Directors.
(4 out of 11 Directors)

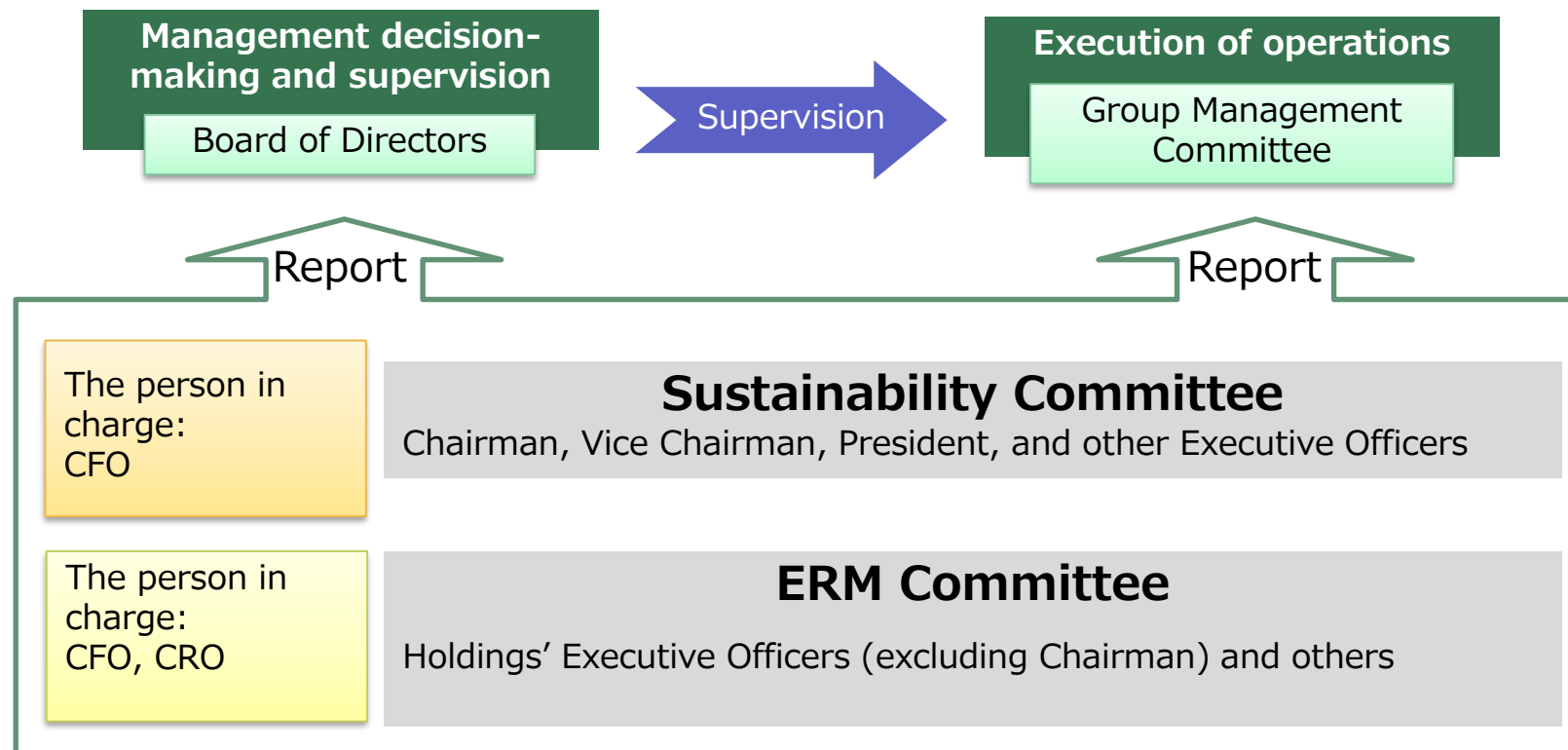
Established the Nomination Committee and Remuneration Committee.
The majority of members are independent Outside Directors who are also the Chairs.

Disclosed a Directors' skill matrix in the Integrated Report 2021.

Appointed independent Outside Directors with management experience at other companies.

2. System for Discussing Sustainability

Sustainability Committee, which is managed by the CFO, discusses the Group's policies on sustainability, D&I promotion, and human asset enhancement.



Major Deliberations (FY2021)

Sustainability Committee	Zero CO2 emissions, promotion of D&I, sustainability initiatives in the next medium-term plan, TCFD information disclosure, ESG investments, brand strategies, etc.
ERM Committee	Natural disaster risk management, risk scenario analysis and countermeasures, advanced business and product management, asset management risk status, etc.

3. Skill Matrix for Directors and Auditors

After discussions and deliberations at the Nomination Committee, the skills required for overall management (knowledge, experience and abilities) were identified, and a skill matrix for each Executive was disclosed in the Integrated Report 2021.

Directors and Corporate Auditors Skill Matrix

Corporate Officer	Skill								
	Corporate Management	Internationality	IT and Digital	Sustainability	Human Resources and Human Asset Development	Legal Affairs and Compliance	Risk Management	Finance and Accounting	Insurance Business
Director Karasawa	●	●		●	●	●	●	●	●
Director Kanasugi	●	●		●	●	●			●
Director Hara	●	●		●	●		●		●
Director Higuchi	●	●	●	●	●	●	●	●	●
Director Fukuda					●	●			●
Director Endo	●		●	●	●	●	●	●	●
Outside Director Bando	●	●		●	●	●			
Outside Director Arima	●	●	●	●	●				
Outside Director Tobimatsu		●				●			
Outside Director Kopp	●	●		●	●				
Auditor Jinno						●	●	●	●
Auditor Suto							●	●	●
Outside Auditor Chiyoda		●						●	
Outside Auditor Uemura						●			

4. Reflection of Achievement of Non-financial Indicators in the Compensation System for Executives

Reflecting the achievement status of non-financial indicators such as Sustainability Priority Issues (seven CSV initiatives) in the Executive compensation system to reflect medium- to long-term initiatives for enhancing the corporate value.

Evaluation items		
Non-financial indicators (medium to long term)	Sustainability	<ul style="list-style-type: none">● Key sustainability issues<ul style="list-style-type: none">● Deal with new risks● Create a safer mobility society● Strive for resilient community development● Support “good health and longevity”● Contribute to climate change mitigation and adaptation● Strive to improve the sustainability of natural capital● Work toward the realization of “leaving no one behind”● Quality that earns the trust of society● Management platforms that enable employees to play active roles
	Key strategy	<ul style="list-style-type: none">● Pursue the Group’s comprehensive strengths● Promote digitalization● Reform the portfolio

4. Management Platforms That Enable Employees to Play Active Roles (Human Asset Development, D&I, and Health Management)



The Role of Employees in Achieving the Group's Aspiration

Aspiration of the MS&AD Group

A Group that supports a resilient and sustainable society

Medium- to long-
term growth
strategy

CSV

×

DX

×

Global

Employee aspiration

Diverse and highly professional employees creating and delivering products and services that meet the needs of customers and society and thereby supporting the Group's sustainable growth

Workplace aspiration

Realization of a corporate culture in which all employees can participate actively and exercise their abilities to the full so as to achieve results through teamwork

Human Asset Development (Capacity Development)

1

Training

Career
development

Empowering
the individual

2

Engagement

Strengthening
organizational
capabilities

3

D & I

Energizing the organization

Health
management

4

1. Human Asset Development:

(1) Digital and global training

Implemented various human asset development programs in Japan and overseas to promote the Group's growth strategy "CSV x DX".

Digital human assets

Human asset development program in collaboration with universities and other educational institutions.

Global human assets

Mutual exchange between employees from around the world and in Japan.

Training program	Number of participants (total)
MS&AD Digital Academy (INIAD: Information Networking, Toyo University)	497 persons
MS&AD Digital College from Kyoto (KUAS: Kyoto University of Advanced Science)	150 persons
System X Design Thinking Training (From FY2020)	16 persons

Efforts	FY2020 Results
Overseas dispatch training system	FY2020: 18 participants (e.g. MBA)
Global Trainee System	FY2020: 48 domestic employees 74 employees from overseas bases
Secondment system for employees from overseas bases	A total of 103 employees have been engaged in operations in Japan.

1. Human Asset Development:

(2) Opportunities for capability development

We provide a place to voluntarily learn necessary skills and know-how as a business professional, and provide highly practical training that can be used in daily operations and organizations.

Career management training

A web-based training system designed to help employees think about their career vision for the next three to five years.

Specialized human assets

Support for the acquisition of specialized qualifications such as support for actuaries.

Open College

Voluntary training to help employees acquire business knowledge and skills (reskilling).

Training for job positions

Training on the skills required for new roles.

In-house paper contest

Fostering a corporate culture that supports employees' self-development by providing opportunities to publish papers that contribute to the realization of the management philosophy.

1. Human Asset Development:

(3) Opportunities for career development

Expanding the range of activities within the Group

Post Challenge

- A system for transferring to the post or department of one's choice

Internal FA (Free agent)

- A system that enables employees to use their abilities and skills to appeal to the departments they designate.

Shift between employee classifications and course classifications

- Challenge to new business areas
- Shift to employee classifications that involve changes in the scope of relocation

Supporting startups and career change

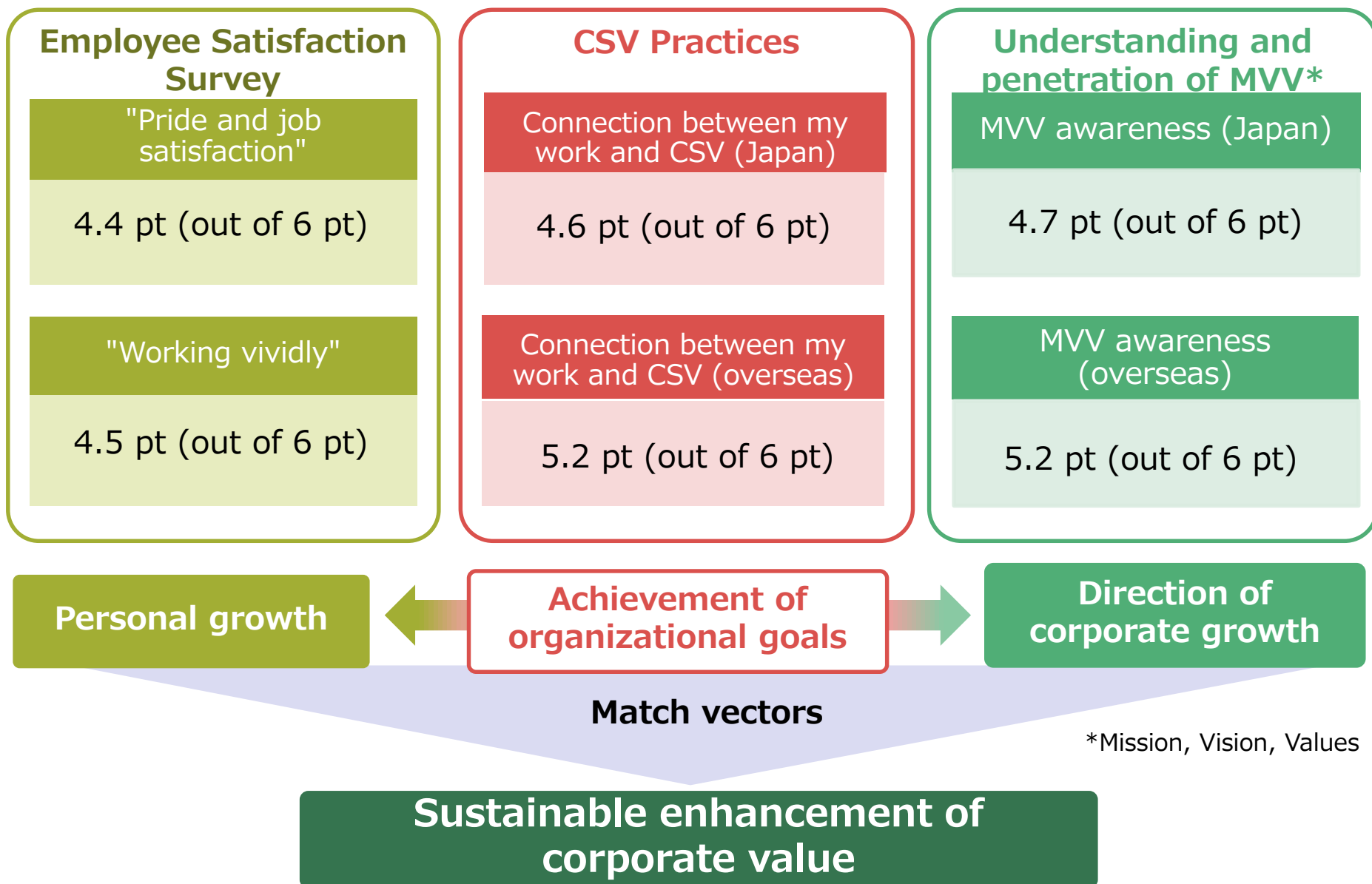
Career Challenge Support System

- Support for changing jobs, becoming independent, or starting own business.

Startup Support System

- After reviewing the business plan, the company supports necessary start-up funds.

2. Engagement: Employee Awareness Survey



3. D&I:

(1) Group's common themes

In order to promote D&I throughout the Group, we are promoting the following four common themes.

**Creating a workplace with
a wide variety of opinions**

**Creating an environment
where it is easy to
continue working and be
active**

**Overcoming managerial
unconsciousness bias**

**Coexistence of diverse
human assets including all
genders, nationalities,
persons with disabilities
and LGBTQ community**

3. D&I:

(2) Inclusive leadership

Penetration of workplace management and inclusive leadership that draws out opinions and ideas based on the knowledge, experience, and values of diverse human assets, encourages active exchange of opinions, and utilizes them in organizational decision-making

Ensuring psychological safety

Establishing a corporate culture that accepts diverse values and opinions and encourages free expression

Overcoming unconscious bias

Controlling own biases and assigning work appropriately



Inclusive leadership



Using diverse knowledge and values of employees as a driving force to promote sustainable growth of the organization

3. D&I:

(2) Inclusive leadership

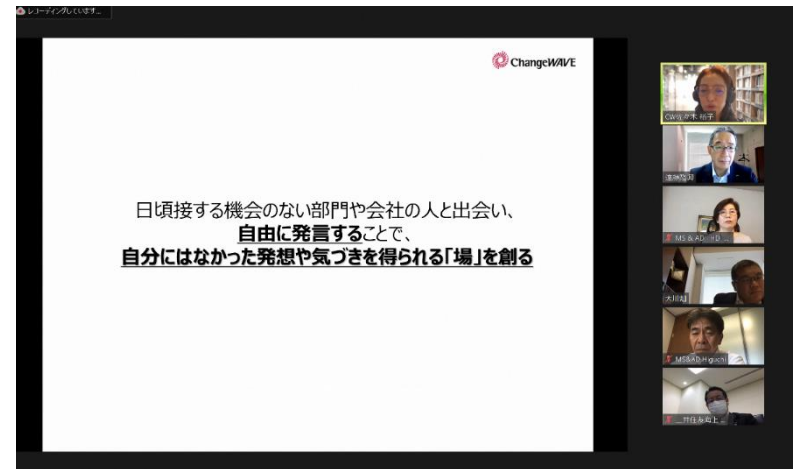
Holding e-Business Seminars as a place to practice inclusive leadership.

e-Business Seminars to Experience Inclusion

Executives became lecturers for participants from Group companies and discussed business issues.

Five seminars

- MS&AD Group stock price research
- Human asset strategy for sustainable enhancement of corporate value
- What kind of company makes you want to join?
- "Do Not Force" Reform
- Aiming to become a truly global company



Kickoff meeting with Executives

3. D&I:

(3) Overcoming unconscious bias

There is a need for assignment skills and leadership to identify individual capabilities that are not subject to your biases and leverage them in organizational decision-making.

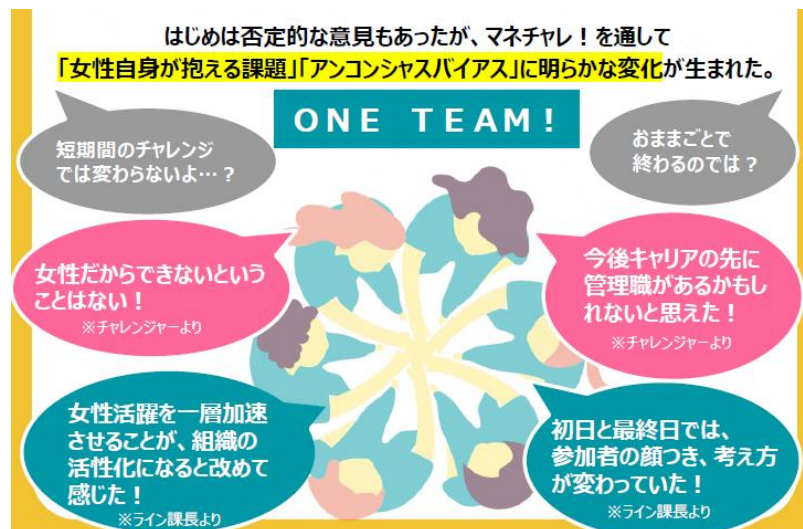
Overcoming Unconscious Bias



Controlling own biases and assigning work appropriately

"Manager Challenge"

Middle-rank female employees experience positions of new line managers in other departments.



3. D&I:

(4) Creating an environment where people can easily continue working

A variety of systems have been put in place to enable employees to continue working actively while balancing work and life.

Marriage

Pregnancy and
childbirth

Parental leave

Reinstatement

Nursing care

Work area change system, reinstatement system after resignation

Shorter working hours and flexible working hours

Childbirth and Childcare Handbook

Handbook of support for
balancing work and
nursing care

Obstetrics and Gynecology Online

External consultation on
care and health

Job support system

Nursery school
matching service

"Tomocare" community

MS Cloud
Sourcing

Pediatrics Online

Internet TV "Balancing
Work and Nursing Care"

Self-study and understanding
of company trends

Discussion meeting on
childcare leave and
reinstatement

Dementia TESTER

"Hokatsu Concierge"

"Balancing childcare
and work" community

Child care leave
benefits

Childcare balance
support benefits

Company-led daycare
centers and on-site
daycare centers

3. D&I:

(5) Gender diversity

A new target of the ratio of female directors (including executive officers) and female managers by the end of fiscal 2030 has been set as 30%.

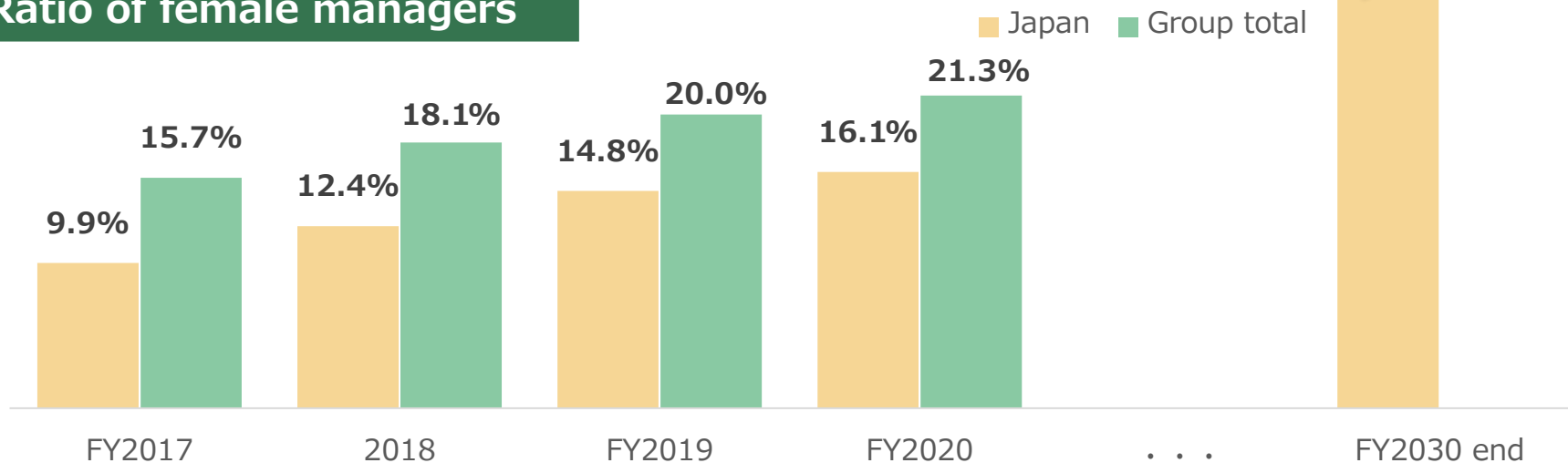
Ratio of female directors

Target for FY2030-end: **30% or higher**

(Directors, Auditors and Executive Officers) * 26% at the end of September 2021

Joined *30% Club Japan*
at the time of its establishment

Ratio of female managers



Ratio of female line managers

[Goal] **End of FY2030**
15% (8.3% as of April 2021)

Paternity leave uptake rate

[Goal] Same or higher vs. previous FY
FY2021:
At least **69.0%**

Number of annual paid leave days taken

[Goal] Same or higher vs. previous FY
FY2021:
At least **15.0** days

3. D&I:

(5) Gender diversity

Continuing initiatives such as the Association of Women Managers and appointment of female general managers as part-time directors of affiliated companies. In addition, new positions of female deputy branch manager and deputy general manager were created.

Group-wide initiatives

- 1 "Association of Women Managers"
Participating members: 68
- 2 Appointment as part-time directors of affiliated companies
FY2021: 9 directors

Group companies' initiatives

- 1 New positions for female deputy branch managers and deputy general managers
- 2 Senior position mentoring system
Support for career development of female general managers by current directors

3. D&I:

(6) Persons with disabilities

With the aim to create a workplace where everyone can work with joy and pride, we promote employment of people with disabilities and work on improvement of the retention rates.

Promotion of employment of persons with disabilities

○MS&AD Ability Works

Established with the aim of creating a workplace where employees with mental disabilities can fully utilize their abilities. There are currently 42 employees.

○Community-based model

Employment of students with intellectual disabilities from regional special needs schools. There are currently 35 employees.

Improvement of employment retention rate for persons with disabilities

○Team WITH

A team to promote the establishment of workplaces where people with disabilities can fully utilize their abilities.

○Introduction of UD Talk

Using UD Talk, a communication support application, we are creating a barrier-free environment for hearing-impaired employees.

3. D&I:

(7) Promoting LGBTQ awareness

In order to respect the human rights of LGBTQ employees and create a comfortable workplace environment, we are working to deepen employee understanding and foster diverse values through group-wide human rights training.

PRIDE Index Gold Award

Two Group companies were awarded Gold in the PRIDE Index 2021, an evaluation index for LGBTQ inclusion initiatives.



Measures to raise awareness

○ **LGBTQ Awareness Promotion Handbook**
Explanation about the needs of LGBTQ community members, advice on ways of communication, etc.



○ **LGBT Ally**
SNS Community to support LGBTQ members and share information.



3. D&I: (8) Diverse human assets

<Reference>

Items	Monitoring indicators	Results for the previous fiscal year	KPI
Foreigners	Ratio of overseas employees	22.2%	
	Ratio of overseas employees among directors of overseas subsidiaries	77.7%	○ (New)
Mid-career hires	Ratio of mid-career hires in managerial positions	21.4%	○ (New)
Persons with disabilities	Employment rate of employees with disabilities	2.49%	
Senior employees	Number of employees using rehiring program after retirement	1,492 people	
Respect for human rights	Rate of participation in human rights training	100%	

4. Health Management

Aiming to improve the quality of life of employees by maintaining and promoting their physical and mental health, we are creating a workplace that considers health and safety.

Work style reform

- **Common stance of the Group**
MS&AD creates an environment in which all employees can work energetically and feel fulfillment and growth.
- **Diversification of work places and hours**
 - Promoting remote work and use of satellite spaces
 - Staggered working hours, shift work system

Building mental and physical health

- **Mental health care**
 - Stress checks to prevent mental disorders
 - Utilization of group analysis results
- **Support for health promotion**
E-learning, exercise promotion videos, provision of information on lifestyle habits.



Items	Monitoring indicators	Results for the previous fiscal year	KPI
Work-life balance	Number of annual paid leave days taken	15 days	○
	Number of employees participating in social contribution activities	26,159 persons	○
	Paternity leave uptake rate	69.0%	○
	Maternity leave uptake rate	95%	
Health management	Health checkup participation rate *1	100%	
	Absence rate *2	0.433%	

(*1) Number of participants/number of employees

(*2) Total number of days lost due to absenteeism/total number of working days



II. Discussion

The Role of MS&AD's Human Capital in the Sustainable Enhancement of the Corporate Value

Introduction of Ms. Rochelle Kopp

Ms. Rochelle Kopp

Outside Director

(Joined BOD in June, 2020)



1986 Graduated from Yale University, B.A. in History

1992 The University of Chicago Booth School of Business, MBA

Jun. 1986 Business analyst, ZS Associates International, Inc.

Jun. 1987 Senior business analyst, ZS Associates International, Inc.

Aug. 1988 International Public Relations Specialist, The Yasuda Trust & Banking Co., Ltd.
(currently, Mizuho Trust & Banking Co., Ltd.)

Oct. 1992 Consultant, IPC Group, Inc.

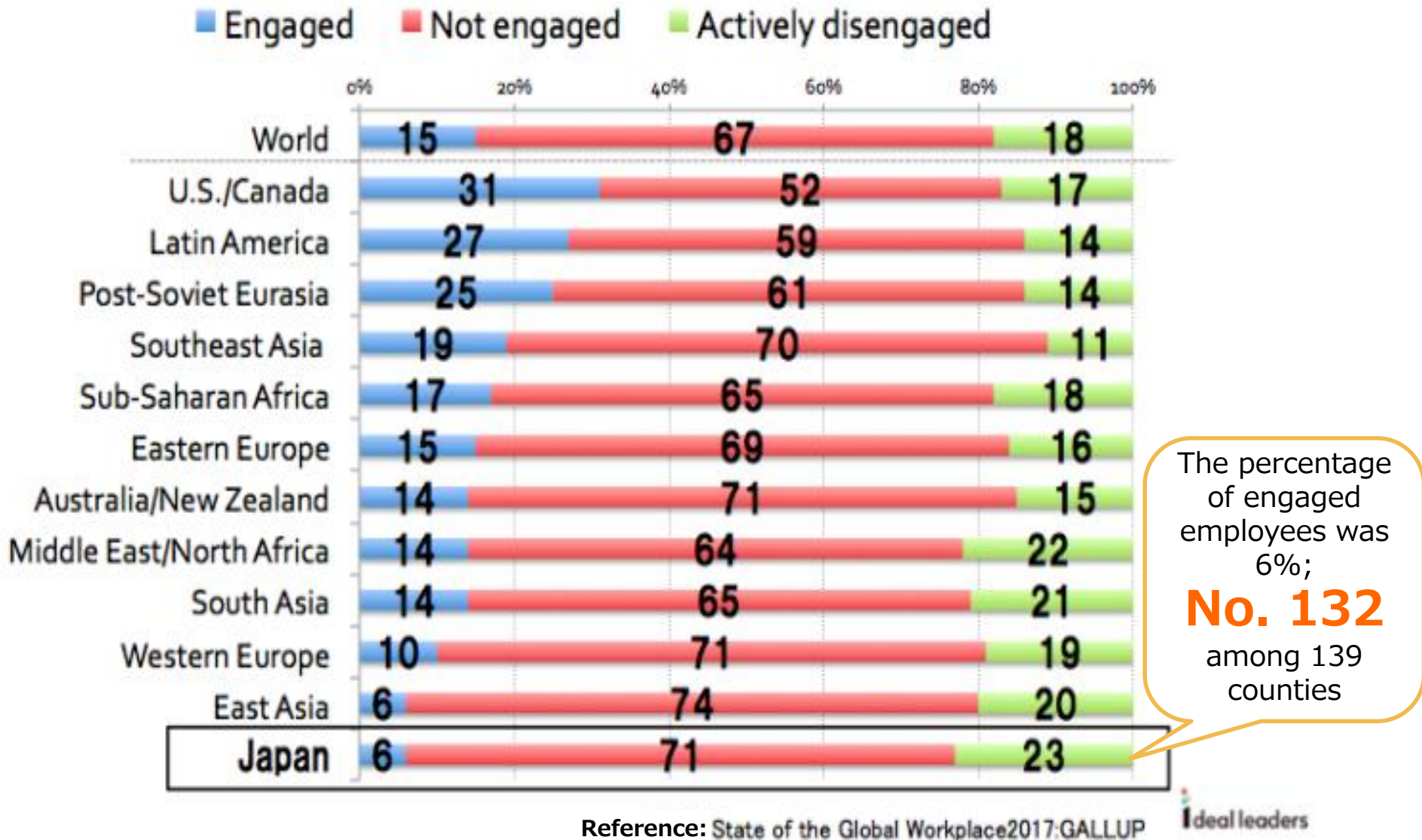
Jul. 1994 Managing Principal, Japan Intercultural Consulting (present)

Jan. 2015 Professor of Global Leadership Course, Business Break Through University

Apr. 2019 Professor of Faculty of Foreign Studies, The University of Kitakyushu

Jun. 2020 Director, the Company (present)

Employee Engagement —State of Workplace 2017; GALLUP—



Gender Gap Index (2021) – Top 5 and other major countries –

Rank	Country	Score		Rank change
		2021	2020	
1	Iceland	0.892	0.877	-
2	Finland	0.861	0.832	1
3	Norway	0.849	0.842	-1
4	New Zealand	0.840	0.799	2
5	Sweden	0.823	0.820	-1
11	Germany	0.796	0.787	-1
16	France	0.784	0.781	-1
23	United Kingdom	0.775	0.767	-2
24	Canada	0.772	0.772	-5
30	United States	0.763	0.724	23
63	Italy	0.721	0.707	13
79	Thailand	0.710	0.708	-4
81	Russian Federation	0.708	0.706	-
87	Viet Nam	0.701	0.700	-
101	Indonesia	0.688	0.700	-16
102	Korea, Rep.	0.687	0.672	6
107	China	0.682	0.676	-1
119	Angola	0.657	0.660	-1
120	Japan	0.656	0.652	1
121	Sierra-Leone	0.655	0.668	-10