

# On the Issuance of the MS&AD Integrated Report 2024

Thank you for reading the MS&AD Integrated Report 2024.

In the last fiscal year, various problems occurred because of business practices in the non-life insurance industry, including price-fixing and fraudulent insurance claims by agents. In response to these problems, the MS&AD Insurance Group has returned to our “Mission,” “Vision,” and “Values” (“MVV”) and we are working to transform into companies committed to serving the “best interests of our customers.”

In the MS&AD Integrated Report 2024, we have emphasized the declarations of intent for medium- and long-term growth by Shinichiro Funabiki, the newly appointed CEO, and each CxO. We have also introduced employees who are working on “major reforms of business style transformation,” with the aim of enhancing our inherent value as an insurance company and becoming the insurance company of choice for customers.

We hope that this integrated report will help readers understand the Group’s commitment to sustainable growth and the enhancement of corporate value along with social progress.

## Editorial Policy

The MS&AD Group publishes an Integrated Report to provide customers, shareholders, investors, and all other stakeholders with an understanding of our initiatives aimed at solving social issues and increasing corporate value throughout our business. In the 2024 edition, we have focused on the following two points.

### (1) Dynamic communication of the direction of management

Through this Integrated Report, we aim to clearly communicate our management direction. We have focused on portraying the Group’s growth story beyond the time frame of the Medium-Term Management Plan, particularly in the message from CEO Shinichiro Funabiki and other CxO messages.

### (2) Strengthening “Findability,” “Connectivity,” and “Reality”

While maintaining the comprehensiveness of the report with an awareness of statutory and regulatory disclosures, we have structured this report in a way that maintains its readability and accessibility, and making it easy for readers to find the necessary information. We are also conscious of the connection between the organization of information to convey “Connectivity (consistency of financial and nonfinancial information)” and strategies and measures to ensure they have “Reality (concreteness).”

To prepare this report, we refer to the “International Integrated Reporting Framework” recommended by the IFRS Foundation and the “Guidance for Collaborative Value Creation” provided by the Ministry of Economy, Trade and Industry, and explain our Group’s business model-based story of value creation and our creation of shared value with society (CSV initiatives) in an easy-to-understand manner.

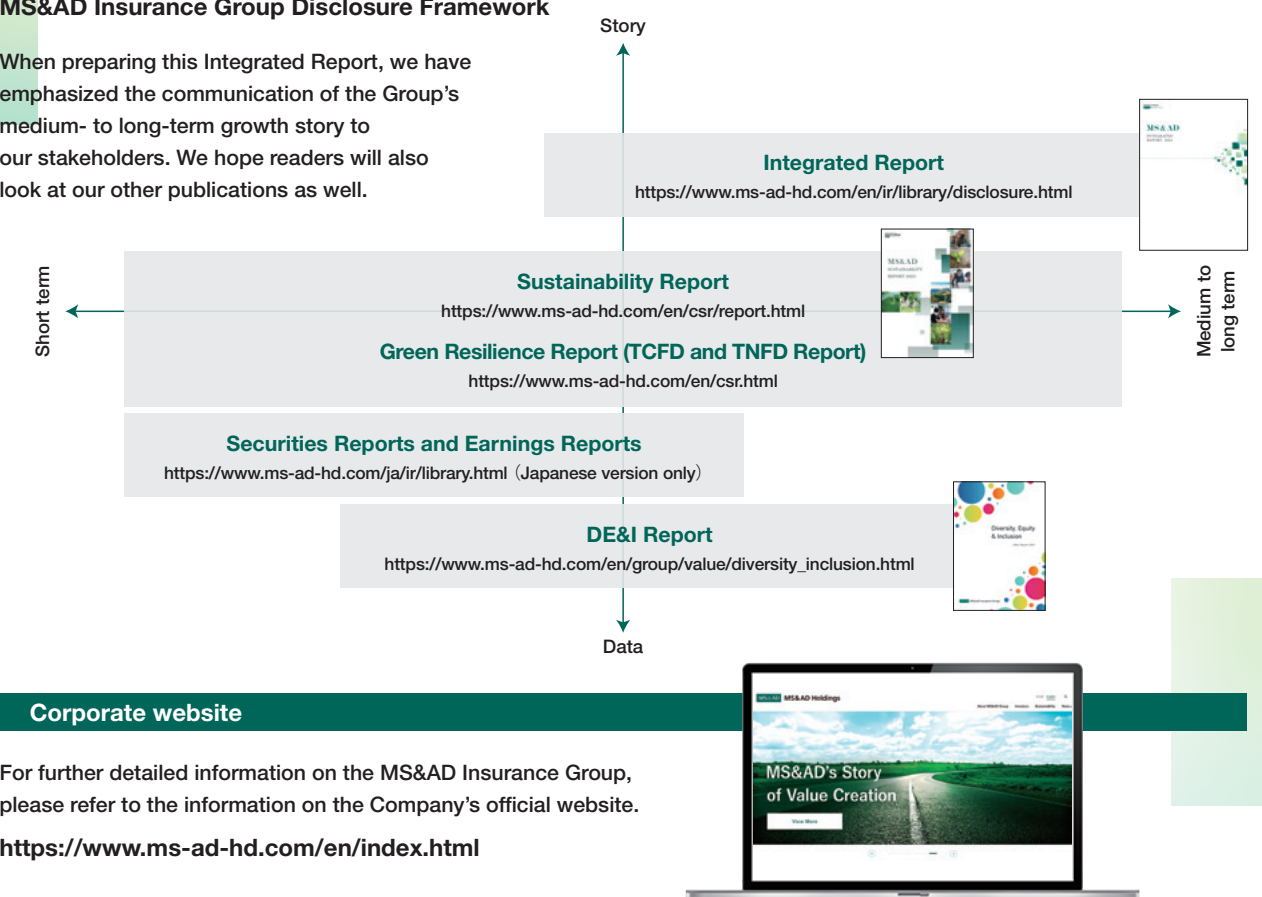
#### Explanation of cover

With the color “white” symbolizing a new start, the cover shows our determination to reform ourselves into a “company that pursues the best interests of customers.”



## MS&AD Insurance Group Disclosure Framework

When preparing this Integrated Report, we have emphasized the communication of the Group’s medium- to long-term growth story to our stakeholders. We hope readers will also look at our other publications as well.

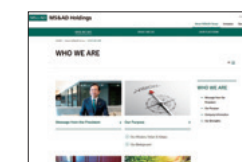


## About MS&AD

### WHO WE ARE

<https://www.ms-ad-hd.com/en/group/about.html>

- Our Purpose
- Company Information
- Our Strengths



### WHAT WE DO

<https://www.ms-ad-hd.com/en/group/what.html>

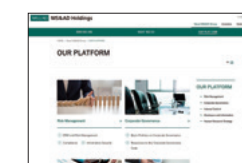
- Our Businesses
- Management Plans and Policies
- MS&AD’s Story of Value Creation



### OUR PLATFORM

<https://www.ms-ad-hd.com/en/group/value.html>

- Risk Management
- Corporate Governance
- Internal Control
- Disclosure and Information
- Human Resource Strategy



## Investors

<https://www.ms-ad-hd.com/en/ir.html>



## Sustainability

<https://www.ms-ad-hd.com/en/csr.html>



## Corporate Video

<https://www.ms-ad-hd.com/en/ir.html>



## MS&AD’s aspirations (video)

<https://www.ms-ad-hd.com/ja/ir/library/disclosure.html>



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When structuring this Integrated Report, we have referred to the “four pillars (governance, strategy, risk management, and metrics and targets)” of disclosure items recommended in the TCFD, IFRS Sustainability Disclosure Standards, etc.

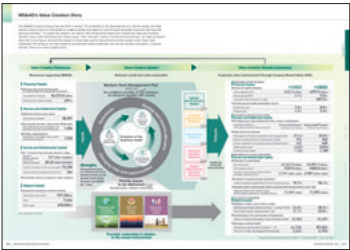
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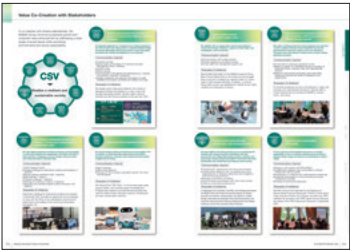
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We will achieve sustainable growth by resolutely implementing major reforms of business style based on the premise of “fair competition”

- 026 Response to administrative action and efforts to prevent recurrence



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# Our Mission

## Our Mission

The Group's Raison d'être

**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 services business**

## Our Vision

The Group's aspirations for the medium term

**To create a world-leading insurance and financial services group that consistently pursues sustainable growth and enhances corporate value**

## Our Values

The credo for all employees aimed at realizing the Group's mission

### CUSTOMER FOCUS

Striving to provide security and satisfaction to our customers

### INTEGRITY

Being sincere, kind, and fair in our dealings with people

### TEAMWORK

Growing together as a team by respecting one another's individuality and opinions and sharing knowledge and ideas

### INNOVATION

Always improving the way we work while responding to stakeholders' interests

### PROFESSIONALISM

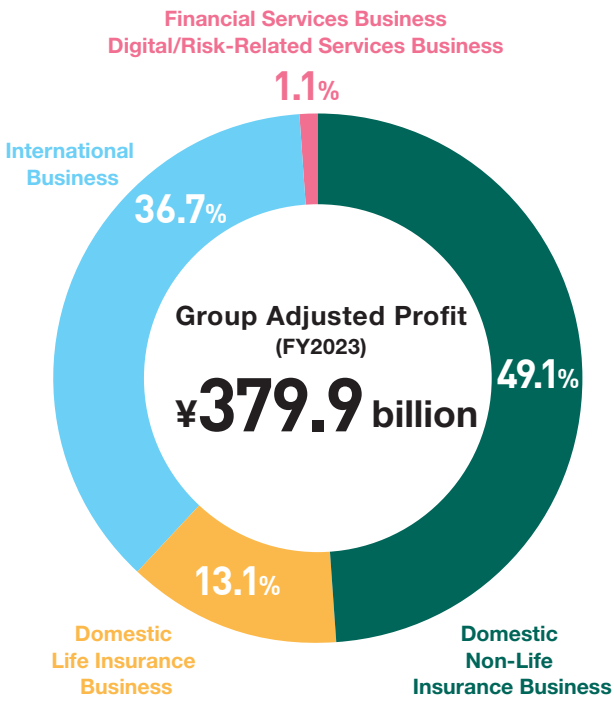
Providing high-quality services by constantly enhancing our skills and proficiency

Contribute to the development of a vibrant society and help secure a sound future for the planet



The MS&AD Insurance Group is an insurance and financial group with two core companies, Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance. We operate non-life and life insurance businesses in Japan and overseas, offering various products and services to address the diverse risks of our customers. We aim to become a “world-leading insurance and financial services group” by leveraging the strengths of each Group company to meet the needs of our customers.

Five Business Domains Comprising the Group



Domestic Non-Life Insurance Business	MS&AD Mitsui Sumitomo Insurance
	MS&AD Aioi Nissay Dowa Insurance
	MS&AD Mitsui Direct General Insurance
Domestic Life Insurance Business	MS&AD Mitsui Sumitomo Aioi Life Insurance
	MS&AD Mitsui Sumitomo Primary Life Insurance
International Business	MSIG
	MS Reinsurance
	MS FirstCapital
	MS Inverse
Financial Services Business	MS&AD MITSUI SUMITOMO INSURANCE Venture Capital Co., Ltd.
	MS&AD MS&AD VENTURES
	MSI GuaranteedWeather
Digital/Risk-Related Services Business	MS&AD MS&AD InterRisk Research & Consulting, Inc.

Numeric data representing the current status of the Group\*

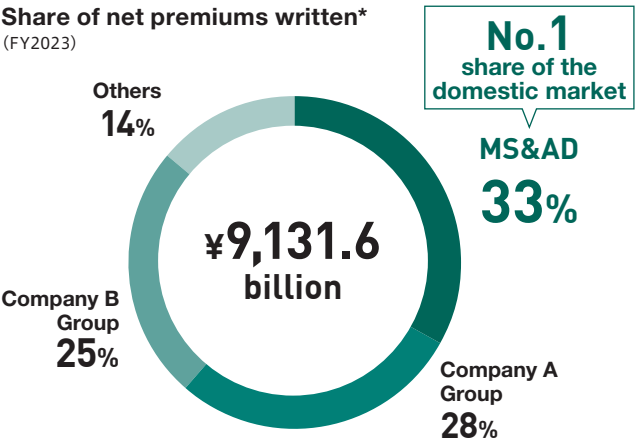
\*Data as of the end of FY2023, except where noted

Financial base	Consolidated total assets	¥26,960.2 billion	Market capitalization	¥5,749.3 billion (as of June 30, 2024)
				*Source: Bloomberg
Profitability	Consolidated net premiums written	¥4,261.7 billion	Rate of growth in earnings per share (EPS)*	17%
	Group Adjusted Profit	¥379.9 billion	Group Adjusted ROE	9.0%
Soundness	ESR (Economic Solvency Ratio)*	229%	Consolidated solvency margin ratio	771.8%
		*An indicator of whether the company is adequately capitalized for risk		
Rating information*	Standard & Poor's	A+	Moody's	A1
	Rating and Investment Information, Inc. (R&I)			AA
ESG evaluation	MSCI ESG Rating	AA		
	CDP	A-		
Growth foundation	Consolidated number of employees	38,391 persons	Ratio of global employees	24.9%
ESG evaluation	MSCI ESG Rating	AA		
	CDP	A-		
ESG evaluation	Selected for inclusion in the Dow Jones Sustainability Asia Pacific Index			

Position in domestic business and overseas expansion

Domestic Non-Life Insurance Business

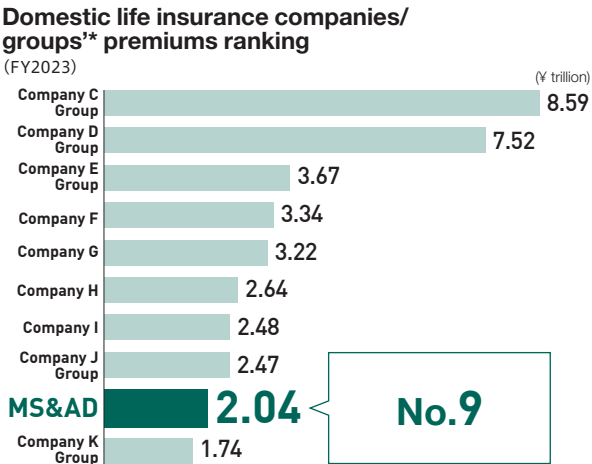
The non-life insurance group most chosen by customers in Japan



Source: Prepared by MS&AD based on publicly announced information from each insurance company and data from the General Insurance Association of Japan  
\*The figures for MS&AD are the simple sum of the non-consolidated figures for Mitsui Sumitomo Insurance, Aioi Nissay Dowa Insurance, and Mitsui Direct General Insurance.

Domestic Life Insurance Business

No. 9 in premiums income among domestic life insurance companies/groups

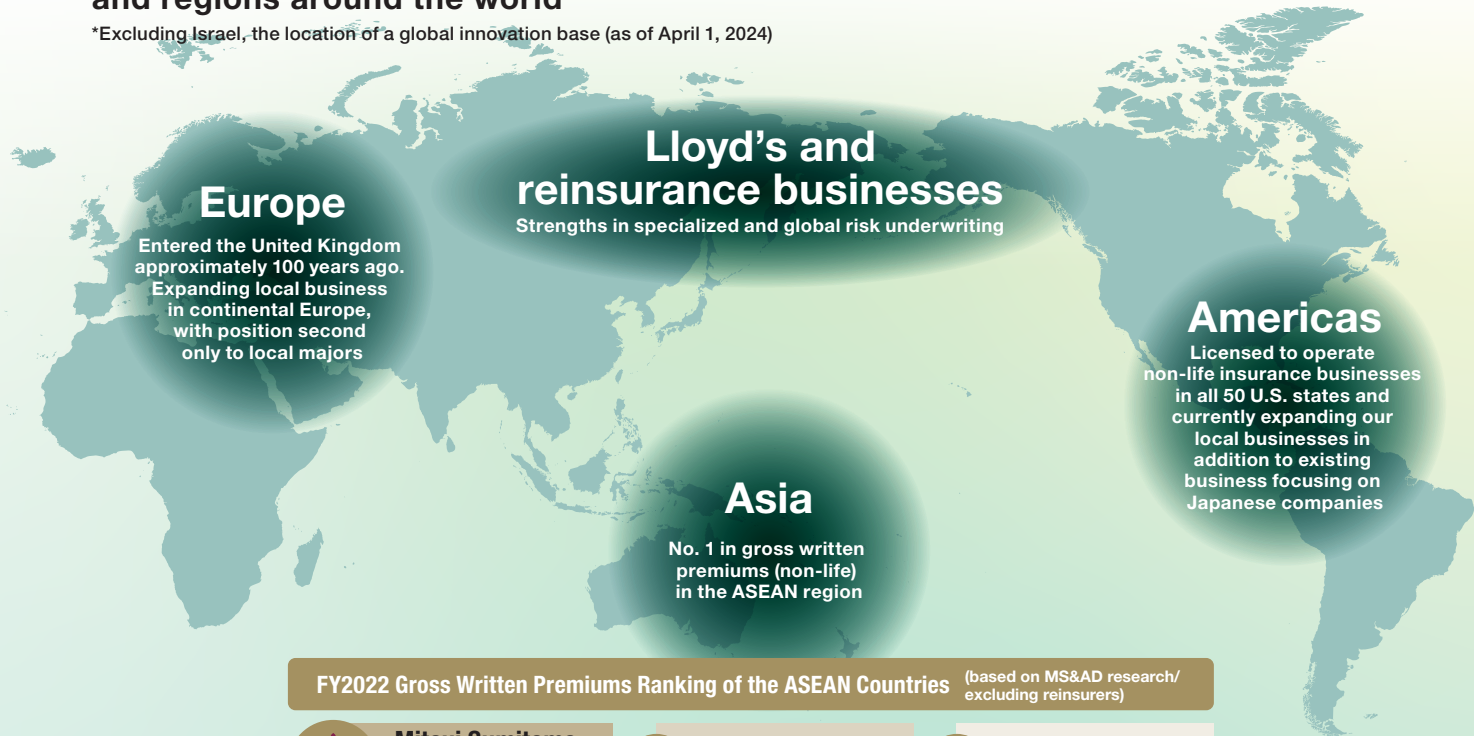


Source: Prepared by MS&AD based on publicly announced information from each insurance company

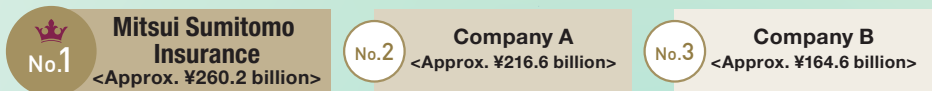
International Business

Overseas network in 48 countries\* and regions around the world

\*Excluding Israel, the location of a global innovation base (as of April 1, 2024)



FY2022 Gross Written Premiums Ranking of the ASEAN Countries (based on MS&AD research/excluding reinsurers)

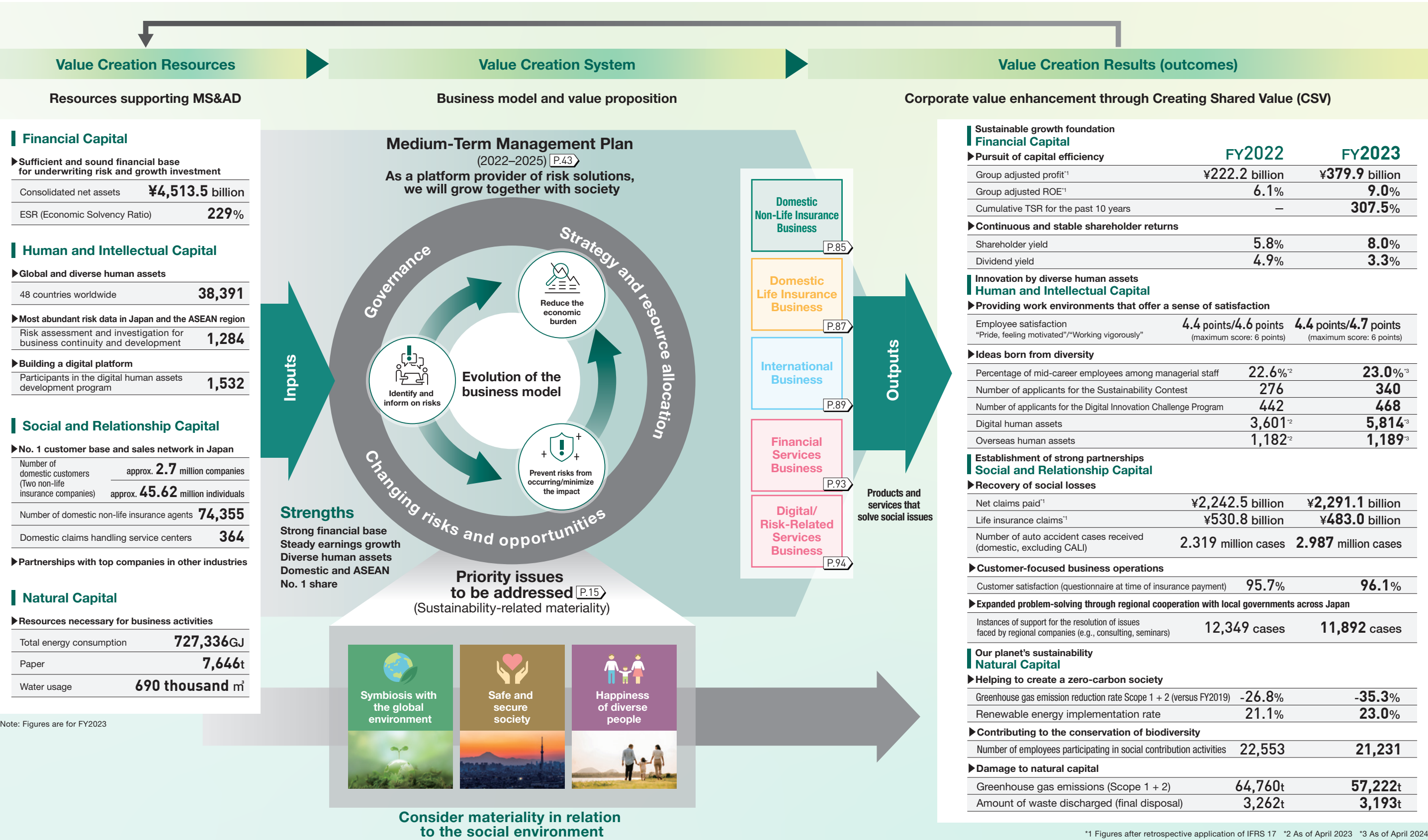


Figures in <> are GWP totals for the following countries: Singapore, Malaysia, Thailand, Indonesia, Philippines, and Vietnam



MS&AD's Value Creation Story

The MS&AD Insurance Group has set forth a mission “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 services business”. To realize this mission, we need to face those social issues that impede this idea and promptly identify various risks stemming from these issues. Then, through a variety of products and services, we need to prevent risks from occurring or minimize the impact of those risks and to reduce the economic burden when those risks materialize. By doing so, we help create an environment where customers can live and conduct business in a secure manner. That is our value creation story.



The business model of the MS&AD Insurance Group is to provide solutions to social issues. We will further evolve from a conventional insurance business compensating for economic losses to become a “platform provider of risk solutions.” We will combine the Group’s diverse knowledge, experience, and technologies with advanced technologies such as AI, telematics, and digital data to help discover and prevent risks in advance, prepare to reduce damage, and recover quickly. In this way, we will provide safety and security to our customers, while at the same time contributing to the growth of the Group.

[Activities as a platform provider of risk solutions]

Business model of the MS&AD Insurance Group

Identify and inform on risks

The issues that society faces are becoming increasingly complex and diverse, such as global warming, the biodiversity crisis, the declining birth rate and aging population, and cyberattacks. In such a society, the Group’s professionals, who possess specialized knowledge and expertise, use a wealth of accumulated data and the latest analytical technology to quickly visualize previously undetected risks and support the “preparedness” of our customers.

Reduce the economic burden

We provide economic compensation after an accident, disaster, illness, or other incident occurs. Compensation not only supports the restoration of people’s livelihoods and business activity but also provides emotional support. While leveraging the strengths of each Group company, we provide products and services suited to increasingly diversified risks based on customer feedback and thus meet all the needs of our customers.

Prevent risks from occurring / minimize the impact

In addition to risk prevention and avoidance measures, we provide services to support customers’ recovery from the onset of risk. For example, we reduce the risk of accidents by analyzing vehicle driving characteristics and providing safe driving scores and advice. In the event of an accident, we also provide services to facilitate quick and accurate assessments of the situation. In addition, as a new form of value in the life insurance field, we provide services to prevent illnesses from becoming serious or their recurrence, as well as early detection and early treatment, and we are focusing on security and safety after incidents.

Advance prevention

Full compensation

Minimization of damage and rapid recovery

Major capital utilized

Human and Intellectual Capital  
MS&AD InterRisk Research & Consulting

We conduct advanced research on risk management and provide various risk solutions, including using AI to evaluate and visualize the risk of traffic accidents and analyzing the risk of flooding due to climate change.

Data scientists and other digital human resources

The Group has digital human resources consisting of approximately 5,800 persons, of which 65\* are skilled data scientists.

\*As of April 1, 2024

Financial Capital  
Sufficient financial base for underwriting risk

Our strong financial base enables us to take on a wide variety of risks. It also increases our ability to withstand economic fluctuations, unexpected large-scale disasters, etc., thereby ensuring long-term business stability.

Human and Intellectual Capital  
Development of new insurance products

We are developing and offering new insurance products adapted to the digital age, such as safe driving assistance using telematics technology and variable annuity insurance that allows all procedures to be completed via a smartphone.

Human and Intellectual Capital  
Provision of healthcare services

In the life insurance field, we offer “MSA Care,” a range of various healthcare services, including early detection of illness to prevent illnesses from becoming serious or their recurrence.

Social and Relationship Capital

Domestic claims handling service centers

We have a network of 364 claims handling service centers in Japan, and we work to minimize the impact of accidents when they occur.

Results of value co-creation with stakeholders and CSV initiatives

Customers  
Provision of safety and peace of mind

Shareholders  
Long-term improvement in corporate value

Agents  
Mutual growth as a partner

Business Partners  
Value creation throughout the supply chain

Employees  
Human assets as a source of competitiveness

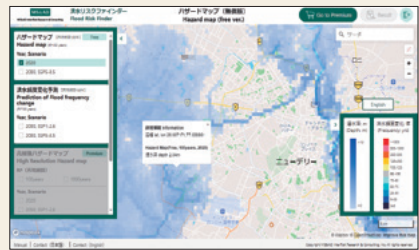
Local Communities/International Society  
Cooperation and collaboration for solving issues

Environment  
Improvement of our planet’s sustainability

Flood Risk Finder

MS&AD InterRisk Research & Consulting

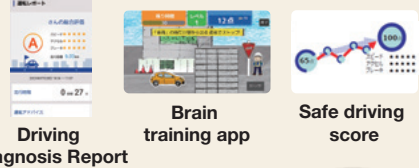
The increased frequency and severity of flooding in recent years has resulted in growing demand among companies to ascertain the impact of flood risk with an eye to the future. Our “Flood Risk Finder,” which we developed through industry-academia collaboration, enables quantitative impact assessments across the globe and assists in quantifying the physical risks of climate change.



Telematics auto insurance

Aioi Nissay Dowa Insurance

In addition to compensation in the event of an accident, “telematics auto insurance” provides services that help prevent accidents from occurring, such as premium rates according to safe driving scores and safe driving advice, based on driving data obtained using communication technology. It also contributes to the promotion of eco-driving by providing information on CO<sub>2</sub> emission reductions attributable to safe driving. As of June 2024, we had contracts for more than 1.85 million vehicles.



Specialist insurance for frozen ova

Mitsui Sumitomo Insurance

Demand for infertility treatment is increasing as more women are entering the workforce and marrying later in life. In this context, egg freezing is an effective option, but there is low awareness of it, the fees are high, and there is no compensation when frozen ova perish. Therefore, to ensure that more women have options and can use such services with peace of mind, we have developed an insurance policy specifically for frozen ova. This insurance compensates for accidental damage, thus contributing to the promotion of egg banks, the promotion of women’s participation in society, and the solution to the problem of declining birth rates.





In co-creation with diverse stakeholders, the MS&AD Group will drive sustainable growth and corporate value enhancement by addressing a wide range of social issues while promoting environmental and social sustainability.



Customers  
Quality improvement and provision of products and services utilizing customer feedback

All employees implement the “Customer Focus” attitude expressed in the code of conduct (Our Values), listen to customer feedback broadly, and provide high-quality products and services to solve social issues and achieve the “security and satisfaction of our customers.”

Communication channel

- Customer surveys
- Annual report on the status of “Customer-Focused Management Policy” initiatives
- Contact center
- Official website
- Communication with agents and employees (e.g., inquiries, consultations, requests, complaints)
- Disaster prevention and reduction information is made available to the public, and alerts are notified via an app.

Examples of initiatives

We release social media posts related to the number of damaged buildings and disasters on cmap, a real-time damage forecasting website. We also made a hail and torrential rain alert service available via the app from 2024.



Business Partners  
Value creation across the entire supply chain

We, together with our supply chain, meet the expectations of society with stronger compliance, respect for human rights, and consideration of the environment.

Communication channel

- Communication with outside vendors
- Periodic inspections of outside vendors
- Human rights risk management support, etc.

Examples of initiatives

We provided information on the MS&AD Insurance Group Basic Human Rights Policy to all vendors and encouraged them to prevent or mitigate any negative impact on human rights in their business activities. In addition, a common Group relief counter was established to redress human rights violations by employees of vendors.



Employees  
Improvement of employees' satisfaction and motivation, which are a driver of the MS&AD Group's growth

We create a working environment where employees can work with a sense of feeling motivated and job satisfaction and provide opportunities for everyone to play an active role. We foster a corporate culture that respects a diverse sense of values, thereby generating innovation.

Communication channel

- Conducting an employee awareness survey
- Speak-up system for whistleblowing and consulting on breaches of laws, company rules, and inappropriate behavior
- Based on improvement proposals, each head office department submits the results of feedback to the departments

Examples of initiatives

We conducted awareness surveys of employees in Japan and overseas and implemented training for national staff to further disseminate and implement MS&AD's mission, vision, and values.



Shareholders  
Our Group's sustainable growth and medium- to long-term improvement in shareholder value

We make highly transparent information disclosure, actively engage in constructive dialogue with shareholders, and reflect outcomes of these activities in managing our Group, thereby striving to create more value and improve corporate value.

Communication channel

- FY2023 dialogue results
- Strategy briefings for institutional investors and analysts: 2 sessions
  - Results briefing conference calls: 4 sessions
  - ESG briefings: 1 session
  - Thematic meetings: 1 session
  - Briefings for individual investors: 4 sessions
  - Japanese and overseas analyst/investor interviews: 223 sessions

Examples of initiatives

Held theme meetings for institutional investors and analysts in December 2023. Provided an opportunity for an exchange of views with the CEOs of two subsidiaries concerning the performance and strategy of the Lloyd's and reinsurance businesses, etc.



Agents  
Mutual growth as business partners

By communicating smoothly, and thinking and acting together with our agents, we will provide high-quality services and optimal insurance products to customers and mutually pursue the growth of agents and our Group.

Communication channel

- Agent meetings
- Agent study sessions
- Provision of “CO<sub>2</sub> emission calculation service” for motor channel agents

Examples of initiatives

We enhanced the “MS1 Brain,” an AI-powered agent sales support system, and combined agent knowledge and AI-based data analysis to provide optimal proposals that meet the needs of each individual customer, including pre- and post-compensation solutions.



Local Communities/International Society  
Solving social issues through collaboration with diverse partners

We work together with diverse partners such as cooperating with domestic and overseas industrial organizations and local governments and collaborating among industries, academia, and government, thereby protecting the Earth's environment and social sustainability and contributing to developing a vibrant society.

Communication channel

- Collaboration agreements with local governments
- Collaborative research with universities and other organizations on disaster prevention and mitigation and the local environment
- Dialogue with NPOs and NGOs
- Communication/exchanges with local communities
- Holding of seminars/symposiums

Examples of initiatives

In collaboration with universities, local NPOs, and municipal governments, the MS&AD Green Earth Project has launched initiatives for disaster prevention and reduction, decarbonization, and regional co-creation through conservation and restoration of the natural environment in the Kuma River basin (Kumamoto Prefecture), Minamisanriku Town (Miyagi Prefecture), and the Inba marshlands (Chiba Prefecture).



Environment  
Improving the sustainability of the Earth

To live in harmony with the global environment, we consider sustainability in all of our business activities and are working to address climate change and improve the sustainability of natural capital.

Communication channel

- Dialogue with experts and NPOs/NGOs
- Collaborative research with universities on climate change and natural capital
- Participation in initiatives and international conferences
- Employee participation in environmental and social contribution activities
- Holding of seminars/symposiums

Examples of initiatives

We held a launch event attended by the Taskforce on Nature-related Financial Disclosures' (TNFD) Co-Chair David Craig, Executive Director Tony Goldner, and other key TNFD members as convener of the TNFD Japan Council, following the release of the TNFD Disclosure Framework in September 2023.



Materiality Analysis

Step 1

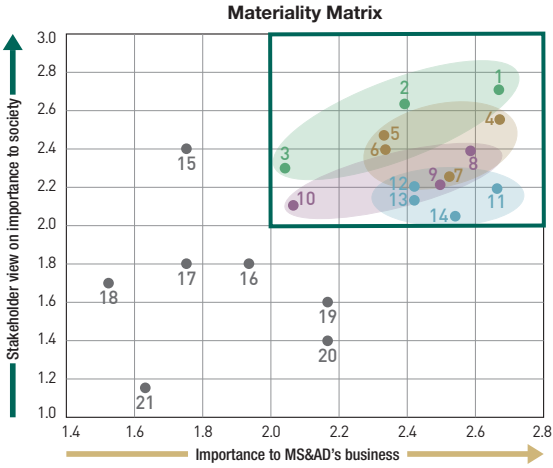
Twenty-one social issues to be resolved were selected from among the social issues listed in national and international government reports, ISO 26000, GRI Standard, SASB, and other guidelines

1	Acceleration of global warming	8	Aging population and declining birthrate	15	Price instability
2	Damage to natural capital (ecosystem degradation and crisis)	9	Human rights violations and exclusion of diversity	16	Hunger and food crises
3	Environmental pollution and noncircular economy	10	Increasing poverty and inequality	17	Debt crises
4	Emergence of new risks	11	Customer responsibility	18	Frequent and spreading regional conflicts and terrorism
5	Spread of infections	12	Compliance	19	Disillusionment among young people
6	Large-scale earthquakes	13	Corporate governance	20	Commodity shock
7	Decline of local industry	14	Human resources	21	Immigration problems

Step 2

Evaluate the selected social issues using the materiality matrix

The materiality matrix is analyzed from two perspectives: the impact of us on society (importance to stakeholders) and the impact of society on us (importance to us).



Step 3

Identify social issues (materiality) of high importance to stakeholders and the Company, and establish three priority sustainability issues from among these issues

Symbiosis with the global environment  
Planetary Health

Safe and secure society  
Resilience

Happiness of diverse people  
Well-being



Foundation to support our basic strategy

Quality  
P.54

Human Resources  
P.67

ERM  
P.57

[ Three Key Sustainability Issues ]


		Social issues		Risks and opportunities				Time axis			Examples of major measures and initiatives		◎ Response to risks ★ Response to opportunities		KPI		FY2023 Results		
						Short	Medium	Long											
<div><p>Symbiosis with the global environment</p><p>Planetary Health</p></div>	1	Acceleration of global warming	Risk	Reduction of earnings due to the inability to achieve a rapid transition to a net zero society					●	●	◎★ Promotion of information disclosure and strategy in line with the TCFD recommendations ◎ Implementation of business activities with sustainability in mind ◎ Introduction of renewable energy ◎ Diversification of the business portfolio ◎ Possession control of natural disasters in the United States				Greenhouse gas emission reduction rate Scope 1 + 2 (versus FY2019)		[2030] -50% [2050] Net zero		<div>P.80</div>
				Loss of reputation due to insufficient information disclosure and delayed response to climate change				●	●										
				Deterioration of income and expenditure due to intensification of natural catastrophes, etc., and an increase in capital costs due to increased profit volatility				●	●	●									
	2	Damage to natural capital (ecosystem degradation and crisis)	Opportunity	Provision of products and services that contribute to reducing greenhouse gas emissions				●	●		★ Provision of products and services to support companies in decarbonization and disclosing climate-related information ● Provision of greenhouse gas emission calculation and visualization services ★ Provision of products and services for natural disaster preparedness ● Weather derivatives ● Related services to assess the impact of climate change				Greenhouse gas emission reduction rate Scope 3 (versus FY2019)		[2030] -50%* [2050] Net zero		
				Provision of products and services that support corporate decarbonization and climate-related information disclosure				●	●										
				Provision of products and services that prepare for natural disasters				●	●										
3	Environmental pollution and noncircular economy	Risk	Deterioration of earnings due to business partners' stagnation of economic activities caused by the depletion of natural resources						●	◎ Promotion of initiatives on the themes of preservation of the natural environment and reduction of environmental impact (also corresponding to ①) ● MS&AD Green Earth Project ◎ Efforts for preservation of biodiversity in Asia and Japan ◎★ Efforts to develop and disseminate the TNFD disclosure framework				Renewable energy consumption rate		[2030] 60% [2050] 100%			
			Decline in earnings caused by the deterioration in business performance of business partners due to tighter regulations on the circular economy, etc.					●	●					Premium growth rate for products that contribute to the decarbonization of society and a circular economy		FY2025 Annual average 18%			
		Opportunity	Increased need for risk assessment of natural capital and preservation of biodiversity and its sustainable use				●	●		★ Provision of products and services that support natural capital, preservation of biodiversity, and sustainable use ★ Provision of products and services that contribute to the circular economy ★ Launching of a financial alliance to promote nature positivity									
Business opportunities to address the decline in earnings due to an inability to capture the transition to a circular economy					●														
<div><p>Safe and secure society</p><p>Resilience</p></div>	4	Emergence of new risks	Risk	Impact of an increase in large-scale cyberattacks on the Group				●	●		◎ Building an information security management system						FY2025 Annual average 20%		<div>P.80</div>
				Emergence of new risks due to the spread of IoT and in the post-digital era				●	●										
	5	Spread of infections	Opportunity	Creation of new markets due to the emergence of new risks such as cyberattacks				●	●		★ Provision of products and services for new risks manifested by changes in society ● Products and services that address cyber risks ● Voluntary automobile insurance and accident reduction services using telematics technology				Growth rate of the number of subscriptions for products that contribute to improving social resilience				
				Building of new business models through Creating Shared Value and digital transformation (CSV×DX) and social digitalization				●	●										
	6	Large-scale earthquakes	Risk	Impact of a new pandemic on operations				●	●	●	★Infectious disease control and provision of products and services to healthcare providers								
				Business opportunities related to infectious disease control and healthcare providers				●	●										
	7	Decline of local industry	Opportunity	Increase in disaster risks due to the increased probability of huge earthquakes, particularly those concentrated in urban areas				●	●	●	◎ Ensuring effectiveness through periodic review of risk management manuals and business continuity plans (also corresponding to ⑤)								
				Increased need for earthquake countermeasures				●	●										
	Opportunity	Declining regional vitality due to depopulation, lack of access to mobility and financial services, and aging social infrastructure				●	●		★ Provision of insurance and services in response to local revitalization and regional issues (also corresponding to ②) ● Seminars to help local companies solve problems				Instances of support for the resolution of issues faced by regional companies		FY2025 10,000 cases				
		Increased demand for regional and customer resilience, including expansion of regional economic cycles and support for next-generation mobility services such as CASE and MaaS				●	●												

\* Scope 3 target categories 1, 3, 5, 6, 7, and 13 Indirect emissions from the Group's business activities other than Scope 2. Category 1 is purchased products and services (covered: paper and mailing), Category 3 is fuel- and energy-related activities other than Scope 1 and 2, Category 5 is waste generated in operations, Category 6 is business travel, Category 7 is employee commuting, and Category 13 is downstream leased assets.

We have set an interim GHG emission reduction rate target of 37% by FY2030 compared with FY2019 for our major domestic clients (approximately 3,300 companies), selected based on premiums, in relation to our underwriters and investees (financed emissions).




[ Three Key Sustainability Issues ]

Social issues		Risks and opportunities				Time axis		Examples of major measures and initiatives	◎ Response to risks ★ Response to opportunities		KPI		FY2023 Results
		Short	Medium	Long									
<div></div> <div>Happiness of diverse people</div> <div>Well-being</div>	8	Aging population and declining birthrate	Risk	Decrease in earnings caused by a decline in the total population (labor force) and medium- to long-term contraction of the domestic market due to the ongoing depopulation of local areas				●	●	◎ Prediction of risk development due to market changes through monitoring	Number of policies in force for asset-building products to support longevity	FY2025 100,000 cases	<div>P.80</div>
			Crisis of sustainability in social security systems and financial systems				●	●					
			Loss of earnings due to inability to address needs in an aging society				●	●					
		Opportunity	Increased interest in local revitalization initiatives that can revive local economies and solve labor shortages			●	●		★ Provision of products and services in line with the needs of an aging society ● Products for pensions, nursing care, dementia, etc. ● Financial gerontology training ★ Provision of products and services that help solve health-related social issues ● Health management support insurance and services ● Breast, uterine, and colorectal cancer seminars		Number of policies in force for products that help solve health-related social issues	FY2025 2.6 million cases	
			Increased need for security systems in cooperation with local governments			●	●						
			Services related to nursing care and dementia, increasing the need for asset formation and asset inheritance measures in the super-aged society			●	●						
	9	Human rights violations and exclusion of diversity	Risk	Decrease in reputation due to actual or possible human rights violations			●	●		◎ Provision of human rights training to employees and agents ◎ Speak-up system (internal reporting system) and establishment of a consultation service ◎ Implementation of business activities with sustainability in mind	Number of companies supporting human rights-related measures	FY2025 1,000 cases	
			Opportunity	Increased awareness of respect for human rights and the increased need for corporate responses			●	●		★ Provision of products and services that contribute to respecting human rights and promoting DE&I ● Human rights risk management support consulting services			
	10	Increasing poverty and inequality	Risk	Widening and entrenchment of the gap between the rich and poor due to the escalation of inter-state conflicts, etc., and destabilization of the economic environment from an increase in refugees			●	●		◎★ Activities and active disclosure of information related to social contribution and collaborative value			
			Opportunity	Grasping of new markets through financial inclusion			●	●	●	★ Provision of microinsurance			

[ Impact of CSV Initiatives ]

We promote our CSV initiatives based on risks and opportunities in accordance with the three priority issues we have set, thus creating a positive impact in terms of both increasing corporate value and solving social issues. Through the Group's products and services, we will solve social issues and support a resilient and sustainable society.

Note: Figures are estimates for FY2023



Symbiosis with the global environment  
Planetary Health

Quantitative assessment service on the climate change impact of the TCFD recommendations

13,111 bases

( Cumulative number of bases to which we provided quantitative assessment services for physical risks from climate change impacts\* )

Work with Jupiter, a climate analysis company, to provide quantitative risk assessments of climate change impacts

\*Cumulative total from FY2020

Real-time damage forecasting website/app cmap

4.04 million accesses

( Number of page views per year on a site that forecasts and publishes the number of buildings affected by typhoons, heavy rains, and earthquakes in real time )

It is open to the public free of charge as a disaster prevention and reduction measure against natural disasters.



Safe and secure society  
Resilience

Products to cover cyber risks

21,148 companies

( Number of corporations and organizations protected from cyber risks )

Support cybersecurity countermeasures and provide coverage to hedge damage resulting from the unlikely event of a cyberattack

Telematics-based safety driving support services

2.39 million cases

( The number of contracts for insurance policies for Mimamoru Car Insurance and Tsunagaru Car Insurance )

We offer automobile insurance that utilizes telematics-based safety driving support services.



Happiness of diverse people  
Well-being

Tontine pension plans

50,000 cases

( Number of tontine annuity contracts )

A foreign currency-denominated individual pension insurance that meets the usage needs of customers who receive a greater amount of pension the longer they live

Support for companies that address human rights issues

1,047 cases

( Number of human rights-related consultations, training, seminars, etc., conducted for companies, etc. )

We support companies in their efforts to address human rights issues and develop insurance proposals related to corporate welfare and health management.

