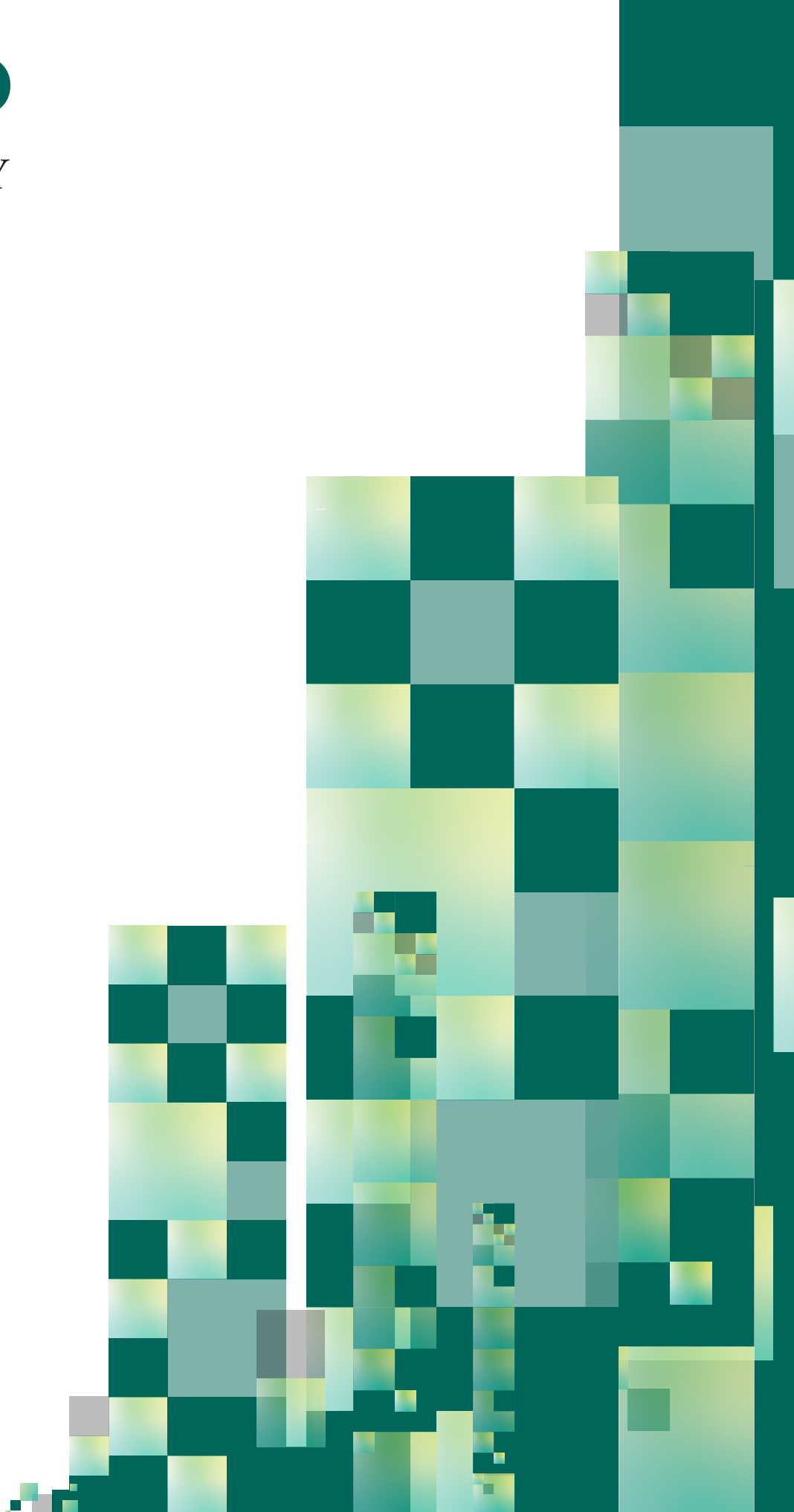


MS & AD

SUSTAINABILITY REPORT 2025



MS&AD Holdings

MS&AD INSURANCE GROUP

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Sustainability Report 2025

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CSuO Message

Taking on new challenges to create the future of MS&AD

Sustainability to date

To date, our Group has consistently placed sustainability at the core of our management, focusing its initiatives on ensuring every employee understands and practices it. We have positioned the “MS&AD Sustainability Contest” as a forum to review the results of our efforts to incorporate sustainability into organizational and individual plans and targets, and to work with customers to resolve issues. The 2,500 initiatives submitted to this annual contest since 2018 represent the very essence of our Group’s accumulated sustainability achievements.

On the other hand, drawing lessons from multiple scandals within our domestic non-life insurance business, we are now required to transform the value we provide to our customers. Furthermore, the increasing frequency and severity of natural catastrophes have led to a series of withdrawals by home insurance providers in some regions of the United States, highlighting our need to face up to concerns about the sustainability of the non-life insurance business.

Therefore, we have decided to shift our approach to sustainability and focus our efforts on three key points.



Involvement of employees in Japan and overseas

The most important factors are to enhance the sustainability of the Group’s business, identify themes that genuinely resonate with our employees, and implement them into our businesses.

We focused on “flood disasters” and “demographic trends,” which are considered to have a significant impact on the Group’s businesses, and selected two themes: “Building a Flood-Resilient Society” and “Building a Society Where a 100-Year Life Brings Happiness.” Given that these are both challenging themes, we are taking a cross-group approach with the goal of creating unprecedented new services.

We also create opportunities for employees to share ideas and work on them together, guided by the catchphrase “employee-driven and team-based, while having fun.”

Furthermore, to strengthen collaboration with our overseas entities, we have established the Global Sustainability Leadership Forum, composed of employees from sustainability departments both domestically and internationally, and are advancing strategy formulation and regulatory disclosures globally.



A scene from the Global Sustainability Leadership Forum web conference

Partnerships

Major social challenges cannot be solved by a single company alone. That’s why partnerships with stakeholders are essential.

Our approach of “Green Resilience” involves making the most of nature’s bounty to mitigate damage from natural catastrophes and create a virtuous cycle that revitalizes local communities. For example, through the Kumamoto Water Positive Action initiative, we are collaborating with the Prefectural University of Kumamoto, Kumamoto University, The Higo Bank, Ltd., Suntory Holdings Limited, and Development Bank of Japan Inc. to create a flow of funds that promotes the introduction of green infrastructure in the Kuma River basin, aiming to preserve the water cycle.

Furthermore, in collaboration with the UN Global Compact, we are leading collective action to create a society where everyone can feel well-being and where everyone's strengths and unique qualities can be fully realized. This is achieved through fair work styles that address both working hours and gender roles. At the GCNJ* Summit 2025 (held in January 2025), the heads of 17 companies expressed their support for this initiative. We seek to have a greater impact on society and to redefine its conventions.

*Global Compact Network Japan (GCNJ), the official Japanese network of the United Nations Global Compact

Fair work styles

The foundation for implementation in our business is fair work styles that allow all employees to demonstrate their strengths to the fullest. Our Group has designated two initiatives as collective actions: "work styles that do not assume overtime" and "one month of male childcare leave." The concept of "work styles that do not assume overtime" is about not only accommodating employees who need to leave the office on time but also creating an environment where no one feels guilty for doing so. It is also essential to create an environment where men are directly involved in housework, childcare, and family care. "One month of male childcare leave" is emblematic of this. Creating such an environment also supports women's career continuity.

In closing

Taking a step back from our established path, which has earned us a certain level of recognition, and starting afresh by incorporating new elements is itself a major challenge for us. The themes we are tackling are not ones where answers can be easily found, and we are prepared for the case when results are not immediate. However, I am confident that the true joy and fulfillment of work lie in sharing the process of tackling what is necessary without shying away from it.

Naomi Motojima
Managing Executive Officer
Group Chief Sustainability Officer (CSuO)

MS&AD Insurance Group and Sustainability



Our Sustainability Approach



MS&AD's Story of Value Creation and Business Models



Organizational Structure to Promote Sustainability



Targets (KPI) and Results



ESG Integration and Sustainability Approach



Communication with Stakeholders



Initiatives and External Assessment



Our Sustainability Approach

The MS&AD Insurance Group has set Mission, Vision, and Values in order to clarify how the Group should be. Furthermore, we have accelerated initiatives based on our sustainability approach to achieve our mission.

Our 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

Our Vision

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

Our Values

Customer focus, integrity, teamwork, innovation, professionalism

Perspective of Sustainability of the MS&AD Insurance Group

The MS&AD Insurance Group will create shared value and aim toward a resilient and sustainable society through corporate activities that implement "Story of Value Creation," in order to realize our Corporate Philosophy (Mission).

We will consistently strive for supreme quality that lives up to the trust and expectations upon us, and together with our stakeholders, continue to contribute to the creation of society where everyone can pursue a stable life and take on dynamic business activities, while preserving the sustainability of the global environment and society.

(Basic Policies on Corporate Governance, Chapter 2 Section 2)

Business Activities with Consideration for Sustainability

The MS&AD Insurance Group, as insurance and financial services group which provides safety and peace of mind conduct business activities with consideration for sustainability.

We aim to enhance corporate value by contributing to solutions for sustainability issues (also known as environmental, social and governance (ESG) issues) with profound understanding through stakeholder engagement.

- Our underwriting considers issues and risks that would have a negative impact on society and the global environment. In addition, we provide products and services that respond to the demand of society.
- Our investments consider ESG factors in pursuit of long-term returns and contribution to solutions for sustainability issues.

"Action on Climate Change", "Improving Sustainability of Natural Capital" and "Respect for Human Rights" that require urgent actions are the Group's priorities.

We will disclose our initiatives, in line with global disclosure standards.

【Action on Climate Change】

- We contribute to climate change mitigation and adaptation as climate change may bring material impacts on our lives and ecosystems and pose substantial risks to the insurance industry.
- The establishment and implementation of innovative technologies to reduce greenhouse gas emissions, as well as next-generation energy (renewable energy, hydrogen, etc.) and the carbon recycle, are essential to achieving the goals of the Paris Agreement. We will promote engagement with our business partners and other stakeholders, and actively work to provide new risk solutions and make investments to support the transition to a net-zero society.

- We will not newly provide insurance for, nor make investments in coal-fired power plants or thermal coal mines*1.
- We will not newly provide insurance for oil and gas extraction and coal-mining projects*3 by companies whose primary business is coal*2. We will not newly provide insurance for, nor make investments in oil sands mining and oil and gas extraction projects in the Arctic*3.
- We have established medium- and long-term targets for the green house gas emissions reduction from our business processes and our business partners and the renewable energy usage ratio, and are working to reduce green house gas emissions.

< Greenhouse gas Emission Reduction >

Scope		FY2030	FY2050
Scope 1, 2		-50% (Base year: FY2019)	Net Zero
Scope3	Category 1, 3, 5, 6, 7, 13	-50% (Base year: FY2019)	
	Underwriting and Investments	-37% (Base year: FY2019) (Key Japanese domestic corporate clients)	
		To promote the reduction of greenhouse gas emissions with our business partners, we understand their challenges and propose solutions through dialogue.	

Scope 1 is for direct emissions from the Group, such as gasoline from company-owned vehicles.

Scope 2 is for indirect emissions from the use of electricity and gas.

Scope 3 is for indirect emissions by the Group's operations other than those in Scope 2.

<Renewable Energy Use>

FY2030	FY2050
60%	100%

【Improving Sustainability of Natural Capital】

- Natural capital is the foundation that supports our society and economy. As its conservation and sustainable use is essential to the economic development and prosperity of society, we take initiatives to conserve biodiversity and improve sustainability of natural capital.
- We will carefully determine whether or not to provide insurance or make investments in the following businesses that may have negative impacts on the environment and local communities, while taking into account the businesses' consideration for the environment and society. And, if any issues are identified, we will propose solutions to address them.
 - New construction of coal-fired power plants and coal mines, oil-fired power plants and oil fields, oil sand mining, and gas fields
 - New construction of hydroelectric power plants
 - New construction of solar power plants in Japan
 - New construction of onshore wind power plants in Japan
 - New construction of biomass power plants in Japan
 - New agriculture, forestry and fisheries projects involving large-scale development in unexplored areas
 - Projects that could destroy natural and cultural heritage sites protected under the UNESCO Convention for the Protection of World Heritage Sites and wetlands protected under the Ramsar Convention

【Respect for Human Rights】

- As respecting human rights is the foundation of a safe society where one can enjoy peaceful lives, we conduct our business activities with respect for human rights.
- We will not provide insurance for, nor make investments in cluster munitions that may kill large numbers of people at once and biological and chemical weapons, and anti-personnel mines that may cause indiscriminate mass killing.
- We will carefully determine whether or not to provide insurance or make investments in the businesses which may violate human rights of indigenous people or local communities, while taking into account the businesses' consideration for the environment and society.

The Board of Directors and the Sustainability Committee hold discussions on the policies, plans, and the progress initiatives for the aforementioned Business Activities with Consideration for Sustainability. We keep the highly transparent disclosure and engage in dialogue with stakeholders. Revision and /or modification may be applied when necessary.

MS&AD Insurance Group participates in the following initiatives.

- Paris Pledge for Action
- United Nations Global Compact (UNGC)
- United Nations Environment Programme – Finance Initiative (UNEP FI) (Principles for Sustainable Insurance (PSI), Natural Capital Finance Alliance (NCFA))
- Principles for Responsible Investment (PRI)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Taskforce on Nature-related Financial Disclosures (TNFD)
- Partnership for Carbon Accounting Financials (PCAF)
- Japan Climate Initiative (JCI)
- Principles for Finance Action towards a Sustainable Society (Principles for Financial Action for the 21st Century)
- Japan Business Initiative for Biodiversity (JBIB) etc.

*1 : Existing coal fired power plants and thermal coal mines with technologies and techniques aiming to achieve the goals of the Paris Agreement might be handled after careful consideration.

*2 : Companies that derive at least 25% of their revenues from coal-fired power generation, thermal coal mines or companies that generate at least 25% of their energy from coal.

*3 : Projects and companies planning to decarbonize to achieve the goals of the Paris Agreement are exempted.

MS&AD's Story of Value Creation and Business Models

The MS & AD Insurance Group's business model, "The Story of Value Creation," is centered on the insurance business, a highly public business that solves social issues and provides value to society. At the same time, we ourselves pursue the value of sales and profits.

As an insurance and financial service provider, the Group anticipates a wide range of risks, including accidents and disasters, and provides coverage in the event of an emergency based on our concept of sustainability. In addition, to lessening the occurrence of risks, we also commit ourselves to solving social issues that cause risks. We will realize the creation of common value with society through our activities by identifying and communicating risks, preventing the emergence of risks and reducing their impact, and reducing economic burdens. This is the Group's business model.

- [➤ Our Sustainability Approach](#)
- [➤ MS&AD's Story of Value Creation](#)
- [➤ ESG Integration and Sustainability Approach](#)

Our Aim: The Group which Supports a Resilient and Sustainable Society

In its medium-term management plan (2022 – 2025), the Group aims to be a "corporate group that supports a resilient and sustainable society" that will grow together with society by contributing to the resolution of social issues based on our story of value creation. To put the Group's management concept into practice, each employee will engage with various social issues and help support a society where customers can live and conduct business activities with peace of mind, by providing products and services based on our company's business model.

- [➤ Medium-term Management Plan \(2022–2025\) Stage 2 !\[\]\(a3e353064d49518eba7215674cc53044_img.jpg\)](#)
- [➤ Key Performance Indicators \(KPIs\)](#)

A corporate group that supports a resilient and sustainable society

As a platform provider of risk solutions,

we will help solve climate change and other social issues, while growing together with society.

- In addition to covering economic losses, seamlessly provide products and services before and after coverage and protection.
- Offer optimal solutions through marketing, underwriting, payment services and risk consulting that utilize digital technologies.

Story of Value Creation

By facing social issues and providing products and services through our business model to realize our mission, we will help create an environment where customers can live and conduct business in a secure manner.

Our Management Philosophy (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

Our Business Model



Identifying Materiality

To identify the key social issues it needs to address, the Group first selects social issues that need to be resolved, taking into account common global goals and international guidelines and frameworks. It then evaluates impacts on stakeholders and on the Group, and identifies those that are of greater importance to both as the priority issues. In principle, we review the analysis of priority issues when preparing the Group's medium-term management plan, but we also review them as necessary in response to changes in societal expectations.

[STEP 1] Analysis of social issues

In order to accurately understand what issues society needs to address, we identified social issues in need of solving based on international goals, guidelines and frameworks such as UN Sustainable Development Goals (SDGs), ISO 26000, the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) standards, as well as reports published by governments and relevant organizations. Based on this process, we selected 21 issues.

Social Issues Covered and 21 Issues Selected

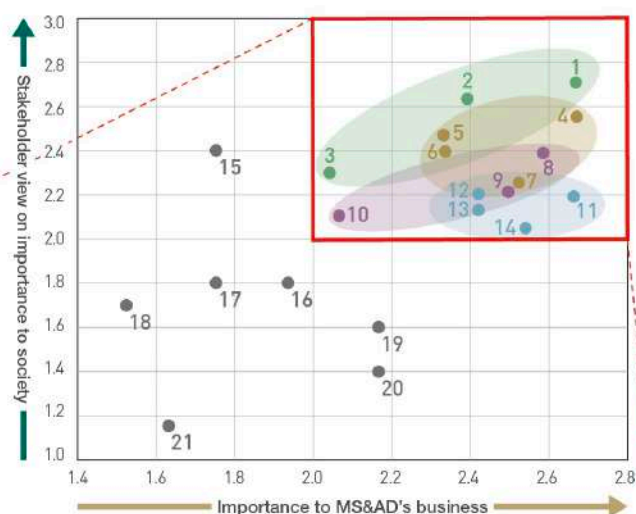
- Issues that must be addressed internationally (Global Risk Report, SDGs, etc.)
- Issues specified by international guidelines requiring companies to respond to and disclose information (ISO 26000, GRI Standard, SASB, DJSI, CDP, etc.)
- Issues identified in reports published by domestic government agencies and national and international organizations (Relevant Ministries, Non-Life Insurance Associations, Swiss Re Sigma Report, etc.)

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 crisis
3	Environmental pollution and non-circular economy	10	Increasing poverty and inequality	17	Debt crisis
4	Emergence of new risks	11	Customer Responsibility	18	Frequent and spreading regional conflicts and terrorism
5	Spread of infection	12	Compliance	19	Disillusionment among young people
6	Large-scale earthquake	13	Corporate Governance	20	Commodity-shock
7	Decline of local industry	14	Human Capital	21	Immigration problems

[STEP 2] Identification of sustainability priority issues

The selected social issues were then analyzed from two perspectives: 1) the impact the Group has on society (importance to our stakeholders), and the impact society has on the Group (importance to our company). This allowed us to narrow down the list to 14 social issues deemed important to both our stakeholders and our company. We then established three priority issues: 1) Symbiosis with the Global Environment (Planetary Health), 2) Safe and Secure Society (Resilience), and 3) Happiness of Diverse People (Well-being), as well as fundamental areas of initiatives (quality, human resources, and ERM).

- The identified social issues were analyzed from two perspectives: 1) the impact of us on society (importance to stakeholders) and 2) the impact of society on us (importance to us).
- We organized issues with a priority of 2.0 or higher for our stakeholders and set them as key issues.



Key issues	Social issues	Key issues	Social issues
Symbiosis with the global environment Planetary Health	1 Acceleration of global warming	Quality Human resources ERM	11 Customer responsibility
	2 Damage to natural capital (ecosystem degradation and crisis)		12 Compliance
	3 Environmental pollution and noncircular economy		13 Corporate Governance
Safe and secure society Resilience	4 Emergence of new risks		14 Human resources
	5 Spread of infections		
	6 Large-scale earthquakes		
Happiness of diverse people Well-being	7 Decline of local industry		
	8 Aging population and declining birth rate		
	9 Human rights violations and exclusion of diversity		
	10 Increasing poverty and inequality		

[STEP 3] Main initiatives for the priority issues

We are promoting our CSV (Creating Shared Value) initiatives in areas such as climate change, loss prevention and mitigation, and respect for human rights, taking into account risks and opportunities based on our three identified priority issues.

> Priority Issues

Symbiosis with global environment (Planetary Health)

Action on climate change

—Aiming for net zero greenhouse gas emissions by 2050

- Reduction of greenhouse gas emissions created by Group and its supply chain
- Reduction of greenhouse gas emissions in cooperation with our client companies and investee companies
- Provision of products and services and investment and financing that will support technological innovation and its implementation in society for a transition towards a circular economy which will lead to decarbonization and the control of environmental pollution
- Provision of solutions for adapting to the effects of climate change
- Support for the transition to business based on the restoration and protection of biodiversity and the utilization of sustainable resources

Improvement of sustainability of natural capital

Safe and secure society (Resilience)

Measures to address new risks that emerge with the transformation of society

- Addressing new risks associated with innovation and changes in the industrial structure such as cyber risks

Loss prevention/mitigation through the utilization of data and AI

- Support to prepare for accidents, natural disasters and major earthquakes, including risk visualization and the provision of solution based on data analysis

Creation of a resilient and inclusive society (regional revitalization)

- Social implementation of green resilience, the use of the diverse functions of nature to prevent disasters, disaster mitigation, GHG emissions reduction, regional revitalization and physical and mental health
- Collaboration with local governments, commerce and industry associations and other stakeholders in communities to address social issues
- Regional revitalization through initiatives such as transition to a sustainable infrastructure, activation of regional industries, and realization of diverse mobility services

Happiness of diverse people (Well-being)

Provision of products and services that support customers' well-being

- Support for companies' health & productivity management
- Provision of products and services that will help promote customers' health, adapt to an aging society and improve QOL
- Financial inclusion: improving access to insurance and financial services

Respect for human rights

- Promotion of human rights due diligence (identification and assessment of human rights risks and prevention, mitigation and implementation of corrective activities that impact human rights within business activities) and establishment of remedy system

Employee well-being

- Improvement of mental and physical health, fulfillment and ease of working
- DE&I initiative: Creating a work environment that values diversity, equity and inclusion
- Employees and customers respecting each other's human rights

[STEP 4] Board approval

Under the Medium-term Management Plan (2022–2025), we have adopted the basic strategies of Value (value creation), Transformation (business reforms) and Synergy (demonstration of group synergy), and we consider sustainability to be one of the foundations that support these basic strategies. In order to drive sustainability, the Group has set KPIs for each priority issue, and senior management receives regular reports on the status of relevant initiatives and progress made on KPI achievement.

> Key Performance Indicators (KPIs)

Reasons for selecting the key sustainability issues

The MS&AD Group has identified social issues that are important to both our stakeholders and our company from among various social issues and has set three of them as priority sustainability issues: Symbiosis with the global environment, Safe and secure society, and Happiness of diverse people.

Key issues	Reasons for selection
 Symbiosis with the global environment Planetary Health	Climate change is causing more severe natural catastrophes and loss of natural capital, and loss of natural capital exacerbates climate change, so the two are closely related. The Group has determined that it is important to take an integrated approach to this issue, provide insurance products and services that contribute to climate change adaptation and the conservation and restoration of natural capital, and support the development of emerging fields and technological innovation in order to transition to a society that realizes both a net zero society and nature positivity.
 Safe and secure society Resilience	With natural catastrophes becoming increasingly severe and frequent, we believe that promoting disaster-resilient community development is a pressing priority. The Group utilizes data accumulated through its insurance business to refine damage estimates and enhance countermeasures, while also collaborating with local governments to promote disaster prevention and mitigation initiatives that harness the power of nature. Furthermore, we have determined that it is important to contribute to the realization of a safe and secure society and at the same time create growth opportunities by continuing to conduct studies and research to predict, prevent, and manage new risks, and by providing products and services that leverage this knowledge.
 Happiness of diverse people Well-being	With the falling birth rate and aging population in Japan, we consider it is crucial to develop and realize an environment where diverse people can live happily. The Group has acknowledged that it is vital to fulfill its corporate responsibility regarding respect for human rights based on the United Nations Guiding Principles on Business and Human Rights, along with providing healthcare services tailored to aging and longevity, as well as products and services that extend asset and operating lives to create growth opportunities.

Risks and Opportunities

Key issues	Social issues	Risks and opportunities	Time axis		
			Short	Medium	Long
 Symbiosis with the global environment Planetary Health	1 Acceleration of global warming	Risk		●	●
		Risk	●	●	
		Risk	●	●	●
		Opportunity	●	●	
		Opportunity	●	●	
		Opportunity	●	●	
	2 Damage to natural capital (ecosystem degradation and crisis)	Risk			●
		Risk		●	●
	3 Environmental pollution and a noncircular economy	Opportunity	●	●	
		Opportunity		●	

> Symbiosis with the Global Environment (Planetary Health)

Key issues	Social issues	Risks and opportunities	Time axis		
			Short	Medium	Long
 Safe and secure society Resilience	4 Emergence of new risks	Risk	●	●	
		Risk	●	●	
		Opportunity	●	●	
		Opportunity	●	●	
	5 Spread of infections	Risk	●	●	●
		Opportunity	●	●	
	6 Large-scale earthquakes	Risk	●	●	●
		Opportunity	●	●	
	7 Decline of local industry	Risk	●	●	
		Opportunity	●	●	

> Safe and Secure Society (Resilience)

Key issues	Social issues	Risks and opportunities	Time axis		
			Short	Medium	Long
 Happiness of diverse people Well-being	8 Aging population and declining birth rate	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		●	●
		Risk Crisis of sustainability in social security systems and financial systems		●	●
		Risk 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	●	●	
		Opportunity Increased need for security systems in cooperation with local governments	●	●	
	9 Human rights violations and exclusion of diversity	Opportunity Services related to nursing care and dementia, increasing the need for asset formation and asset inheritance measures in the super-aged society	●	●	
		Risk Decrease in reputation due to actual or possible human rights violations	●	●	
	10 Increasing poverty and inequality	Opportunity Increased awareness of respect for human rights and the increased need for corporate responses	●	●	
		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	●	●	
		Opportunity Grasping of new markets through financial inclusion	●	●	●

> Happiness of Diverse People (Well-being)

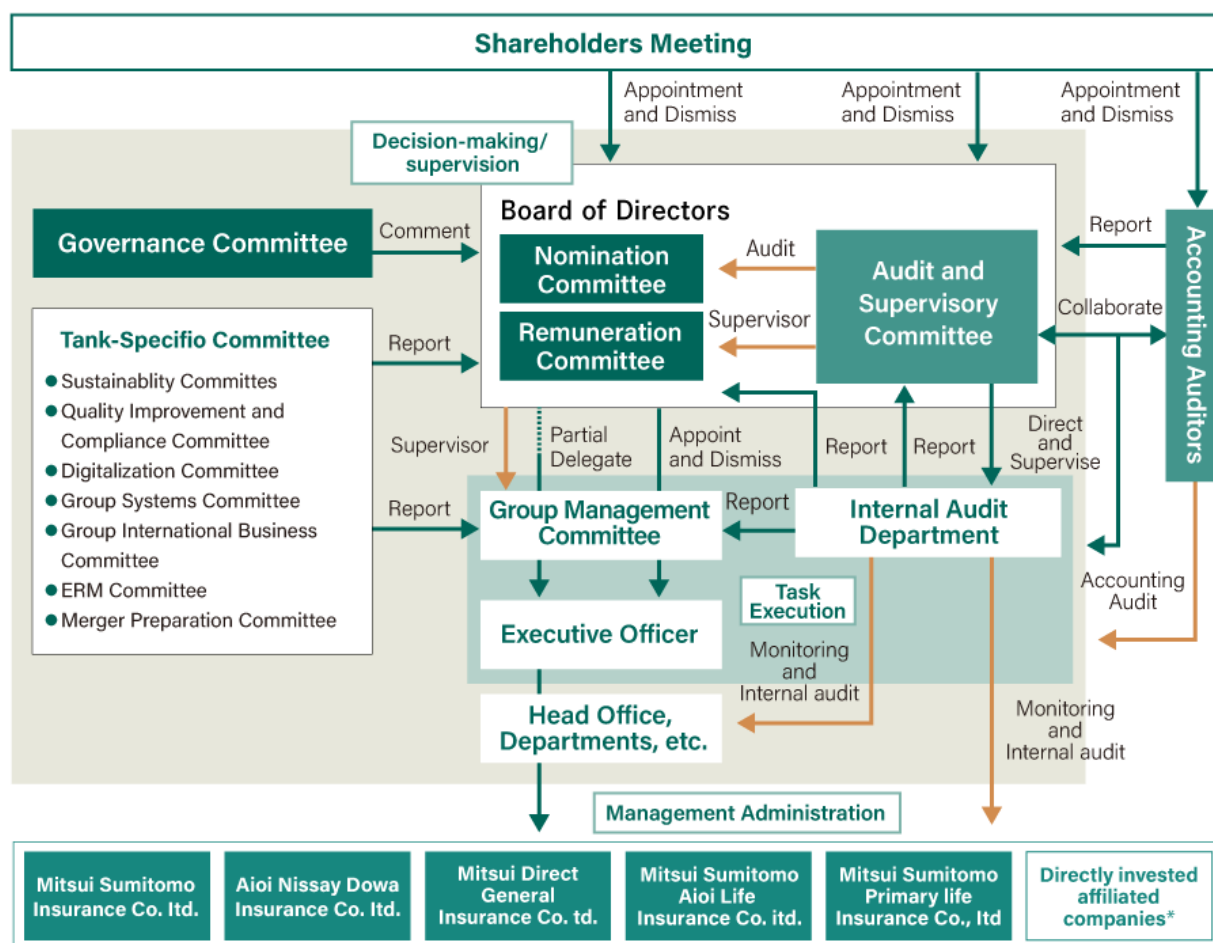
> Risks/Opportunities and Initiatives  (3,769KB)

Organizational Structure to Promote Sustainability

Management Structure

Following approval at the 17th Annual Shareholders Meeting held on June 23, 2025, MS&AD Insurance Group Holdings transitioned from a Company with an Audit & Supervisory Board to a Company with an Audit and Supervisory Committee. The Board of Directors is now composed of a majority of Outside Directors, and a portion of decision-making authority regarding important business execution has been delegated to Directors.

Through this change in governance structure, the Company aims to strengthen the supervisory and checking functions of its Board of Directors, enhance the objectivity of management decisions, and facilitate swifter decision-making and business execution. In addition, the Company is working to further enhance its governance through proactive information disclosure. In the area of sustainability, a governance structure has been established that includes the Board of Directors, the Group Management Committee, and task-specific committees.



* Related operating companies consist of the following eight: MS&AD InterRisk Research & Consulting, MS&AD Business Support, MS&AD Staffing Service, MS&AD Systems, MS&AD Business Service, MS&AD GRAND ASSISTANCE, MS&AD ABILITYWORKS, and MS&AD Ventures.

Board of Directors

The Board of Directors deliberates and makes decisions on important sustainability-related matters in the Group's management strategy — including its management policies, strategies, and capital policies — as well as other key matters related to corporate management. It also monitors the progress of initiatives and supervises the execution of duties by Directors and Executive Officers.

The Board appoints Executive Officers and clarifies the scope of their authority, thereby ensuring a separation between the management decision-making and supervisory functions of the Board of Directors on the one hand, and the business execution functions of the Executive Officers on the other. The Executive Officers are responsible for executing operations within the scope delegated by the Board of Directors and reporting on the status of their activities to the Board.

Group Management Committee

The Group Management Committee deliberates on key matters related to the management of the Group, such as management policies and strategies, while monitoring the execution of specific business operations.

Task-Specific Committees

Task-specific committees have been established with the aim to deliberate on various key issues in management when executing operations as well as to coordinate perspectives across various departments. Sustainability-related issues and initiatives are primarily discussed within the Sustainability Committee and the Enterprise Risk Management (ERM) Committee, both of which are task-specific committees. The outcomes of these discussions are reported to both the Board of Directors and the Group Management Committee for final decision-making.

Sustainability Committee

The Sustainability Committee is led by the Group Chief Sustainability Officer (CSuO), who is responsible for its operation. The committee discusses policies, plans, and strategies for addressing sustainability issues, including the setting of KPIs for relevant risks and opportunities. All discussion outcomes are reported to the Board of Directors.

Topics Discussed

	FY2023	FY2024
Number of Meetings	4	4
Topic/Theme Examples	● FY2023 sustainability initiatives	● FY2024 sustainability initiatives
	● Disclosure related to climate change and natural capital	● Status of sustainability information disclosure
	● Promotion of DE&I	● Status of circular economy initiatives and future responses
	● Advancement of Group human rights initiatives	● Advancement of Group human rights initiatives
		● Greenhouse gas emissions reduction targets for business partners, etc.

ERM Committee

The ERM Committee, chaired by the Group CFO and the Group CRO, is responsible for discussing and coordinating key matters related to enterprise risk management (ERM). It also monitors the status of risk management efforts, including those related to sustainability. The outcomes of discussions held by the ERM Committee are reported to the Board of Directors.

Topics Discussed

	FY2023	FY2024
Number of Meetings	9	7
Sustainability-related Discussion Topic Examples	● Adding “Intensifying conflicts among nations, within other nations, etc.; political, economic, and social fragmentation and polarization; and security crises” as key risks for top management to manage (Group Material Risks), and managing risks with a focus on climate change	● Continuing to focus on and manage risks pertaining to climate change as one of Group Material Risks that management needs to address
	● Monitoring “damage to natural capital” as a risk area that top management must be aware of (Group Emerging Risks) as that may affect the Group in the medium and long term	● Continuing to monitor both the enhancement of natural disaster risk management — including risks related to climate change — and damage to natural capital (such as resource depletion, ecosystem degradation or crisis, and human-caused pollution or accidents that cause significant damage to the environment) as one of Group Emerging Risks (i.e., risk events that may have a medium- to long-term impact on the Group’s management and should be recognized by the management)

Executive Study Sessions and Expert Opinion Exchange Meetings

A system is in place to provide directors and other executives with ongoing information and training once they are appointed and throughout their tenure. Additionally, arrangements are made to facilitate information sharing and opinion exchanges between external directors and top management, as well as executive employees. The aim is to establish the internal framework necessary for fulfilling their roles and responsibilities effectively.

> Corporate Governance

Executive Study Session Held

In May 2025, the Company held an executive study session with guest speaker Sakon Kuramoto, Managing Attorney at Kuramoto International Law Office.

Study Session Overview

When: May 2025

Format: In-person

Guest Speaker: Sakon Kuramoto, Attorney at Law, Kuramoto International Law Office

Participants: Members of MS&AD Holdings' Board of Directors, Executive Officers, and management team members from the Group's five insurance companies

Topic: Business and Human Rights — Understanding the Basics and Learning About Human Rights Risks Through Actual Corporate Case Studies



Guest Speaker: Sakon Kuramoto,
Attorney at Law, Kuramoto International Law Office

Presentation Overview

With global awareness of human rights growing in recent years, companies are increasingly expected to respond to this shift. As a global enterprise seeking to deepen its understanding of business and human rights, we invited Mr. Sakon Kuramoto — a prominent expert in the field — to deliver a talk on the latest developments in corporate responsibility. Drawing on real-world cases of human rights violations in corporate settings, Mr. Kuramoto provided expert insights from a legal and professional perspective. The study session offered the executive participants a valuable opportunity to enhance their understanding of the roles and responsibilities companies bear with respect to human rights.



Executive Study Session

Employee Engagement Initiatives

With the goal of becoming a corporate group supporting a resilient and sustainable society by 2030, the Group is advancing various initiatives toward creating shared value with society (CSV initiatives). Helping to solve societal challenges through our business activities requires that every Group employee enhances their understanding of CSV and the SDGs. We believe it is essential for each employee to feel that their daily work contributes to the sustainability of society and work together with customers to address sustainability challenges.

Group-wide Sustainability Initiatives

From FY2018 through FY2024, we held the MS&AD Sustainability Contest with the aim of reviewing sustainability initiatives promoted by each Group company and deepening employee understanding and engagement. To date, we have received more than 2,000 submissions from Group companies in Japan and overseas. In FY2024, the submissions covered a broad range of initiatives addressing social issues such as climate change, natural capital, financial inclusion, and Japan's declining birthrate and aging population.

In FY2025, to further strengthen initiatives that enhance the sustainability of the Group's businesses, we launched the "Project for Creating the MS&AD Group's Future Together" ("MS&AD Miracle").

This project focuses on two key themes considered particularly important for improving the long-term sustainability of our businesses while addressing social challenges. The first is "Building a Society Resilient to Water-Related Disasters," which targets the growing risks of flooding and other water-related disasters. The second is "Building a Society Where People Can Expect to Live Happily for 100 Years," which addresses demographic changes such as Japan's declining birthrate, population aging, and increased longevity.

A total of 146 members from Group companies have joined the project, engaging in monthly discussions and activities where each participant takes an active role in thinking through and debating ideas to help create a more sustainable future for the Group and society.

On November 21, the MS&AD Group held "MS&AD Miracle Super Discussion 2025," a cross-group forum in which Group executives — including President & CEO Shinichiro Funabiki — and project participants gathered to consider, unconstrained by precedent or established values, the future the Group should pursue as a new leading company for the coming era. The event drew a total of 1,700 participants, including online attendees.



Employee Engagement Initiatives for Sustainability

MSI SX (Sustainability Transformation) Awareness Seminars	Mitsui Sumitomo Insurance is holding Sustainability Transformation (SX) Awareness Seminars to promote employee understanding and awareness of the importance of Sustainability Transformation (SX) — a management shift aimed at balancing corporate and societal sustainability. The seminars focus on the four priority social issues identified in our Medium-Term Management Plan—symbiosis with the global environment, innovative technology, resilience and recovery, and an inclusive society. Covering a wide range of related themes, the seminars provide employees with opportunities to recognize potential risks and opportunities, gain new perspectives, and develop flexible ways of thinking aimed at creating shared value with society.
ADI Customer dialogue on GHG emissions reduction	To help achieve carbon neutrality by 2050, Aioi Nissay Dowa Insurance is providing employees with information and various tools to promote decarbonization, along with study sessions. It is also encouraging all employees to obtain Carbon Accounting Advisor certification. This will enable them to propose and provide products and services that support optimal carbon neutrality measures for customers through conversations with them on GHG emissions reduction, thereby assisting customers with their decarbonization efforts.
Mitsui Direct General Digital Initiatives Unique to an Online Insurance Company	• As a Group company that offers online automobile insurance, Mitsui Direct General Insurance is promoting company-wide initiatives to reduce paper use and mailings through the proactive use of digital technology. These efforts are also helping raise awareness across departments of their contributions to reducing GHG emissions. • The company regularly shares positive cases with all employees to help them feel a closer connection to sustainability and consciously engage in related initiatives. These include cases illustrating how each department’s operations are connected to the three priority themes defined in the Group’s sustainability framework. • Many employees also participate in community activities, including local clean-up events, as well as holding company tours and providing financial literacy classes for nearby school children. By sharing the sense of fulfillment that comes from contributing to the vitality of local communities, employees are deepening their awareness and commitment to social contribution.
MSI Primary Life Initiatives to Deepen Understanding of Social Issues	• Mitsui Sumitomo Primary Life is promoting proactive employee engagement in its sustainability initiatives. This is being achieved through sustainability training programs that focus on themes such as the Group’s sustainability approach under the Medium-Term Management Plan and the connection between sustainability and day-to-day operations. • The company provides numerous opportunities for employees to deepen their understanding of social issues and participate in community support activities. These include regularly hosting sales events featuring fair trade products and goods from social welfare organizations that support employment for people with disabilities, and organizing book donation drives that help fund assistance programs for children living in poverty.

Targets (KPI) and Results

Key Performance Indicators (KPI) in the Medium-Term Management Plan to Promote Our Sustainability Initiatives

KPI

Materiality	Metrics	Group Targets		FY2022 Achievement	FY2023 Achievement	FY2024 Achievement
Planetary Health	GHG emissions reduction rate (Scope 1+2)	FY2030 ▲50%vs FY2019 FY2050Net Zero		▲26.8%	▲35.3%	▲40.0%
	GHG emissions reduction rate (Scope 3)	FY2030 ▲50%vs FY2019 Category :1、 3、 5、 6、 7、 13 *1 FY2050 Net Zero Category :All Categories		▲26.9%	▲24.8%	▲26.9%
		Underwriting/ Investments	FY2030 ▲37% ((Base year: FY2019)(Key Japanese domestic corporate clients))*2	▲18.3%	▲28.4%	—
		We, through engagement with clients, share challenges they have in reducing GHG emissions. We work together with them towards reduction of GHG emissions with solution proposals.		420 clients*3		
	Renewable energy usage rate	FY2030 60% FY2050 100%		21.1% *4	23.0%	27.0%
	Premium growth rate of products which contribute to decarbonization and circular economy	FY2025 Annual average of 18%		17.9%	24.5%	20.6%
Resilience (Resilience)	Rate of increase in the number of underwritten policies for products which help improve the resilience of society	FY2025 Annual average of 20%		29.4%	17.6%	13.6%*5
	Instances of support for the resolution of issues faced by regional companies (Consulting services, training/seminars)	FY2025 10,000 instances a year		12,349 instances	11,892 instances	11,091 instances

Well-being	Number of policies in force for products which help solve health-related social issues	FY 2025 2.6 million	2.17 million	2.22 million	2.25 million
	Number of policies in force for asset-building products to support longevity	FY 2025 0.1 million	0.05 million	0.07 million	0.12 million
	Instances of support for action by companies to address human rights (Consulting services, training/seminars)	FY 2025 1,000 instances a year	1,111 instances	1,047 instances	1,111 instances

*1: Category 1: Purchased products and services (Subject: Paper and mail), 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2, 5: Waste generated in operations, 6: Business travel, 7: Employee commuting, 13: Downstream leased

*2: The calculation targets are key Japanese domestic corporate clients selected based on insurance premiums (approximately 3,300 companies, which account for about 50% of the underwriting portfolio on a premium basis). Calculated based on the PCAF's (Partnership for Carbon Accounting Financials) GHG Measurement Standards for Financial Institutions. The measurement target categories for underwriting are automobile insurance, fire insurance, casualty insurance (excluding construction insurance), cargo insurance, marine insurance, and aviation insurance, with the GHG emissions of key Japanese domestic corporate clients calculated. The measurement target assets for investments and loans include domestic listed stocks, corporate bonds, and corporate loans, with the GHG emissions of all targets with investments and loans among key Japanese domestic corporate clients calculated.

*3: Total from November 2023 to the end of October 2025

*4: Correction made on August, 2023 Before correction : 24.1% After correction : 21.1%

*5: Correction made on May, 2026 Before correction : 25.0% After correction : 13.6%

ESG Data

> ESG Data / Reference Material

Reference: Target and Results of Vision 2021

> Target and Results of Vision 2021 

<Main Efforts>

The classification of cases may differ from "Our Value Creation Approach" in this report.

In "Our Value Creation Approach," we have adopted the classification that is most easily understood by all.

> Our Value Creation Approach 

Human Assets KPIs

KPI	Target Year	Target	FY2022 Achievement	FY2023 Achievement	FY2024 Achievement
Percentage of female managers	FY 2030	30%	19.5%	21.6%	23.8%
Percentage of female line managers	FY 2030	15%	12.9%	18.4%	21.3%
Digital human resources	FY 2025	7,000 people	3,601 people	5,814 people	8,490 people
Employees for international business	FY 2025	1,200 people	1,182 people	1,189 people	1,243 people
Percentage of productivity improvement personnel expenses (MSI, ADI)	FY 2025	8.50%	9.2%	9.2%	8.6%
Percentage of people who exercise regularly	FY 2025	Current level or higher	26.5%	27.8%	29.0%
Percentage of male employees taking childcare leave	FY 2025	100%	92.5%	89.9%	93.2%
Duration of male employees taking childcare leave	FY 2025	4weeks	8.1days	12.1days	13.1days
Number of annual paid holidays taken	FY 2025	Equal to or greater than the previous year	16.4days	16.5days	16.9days
Percentage of experienced hires among managerial staff	FY 2025	Current level or higher	22.6%	23.0%	24.5%
Percentage of employees hired locally overseas appointed as executives of overseas subsidiaries	FY 2025	Current level or higher	83.0%	83.2%	78.9%
Employee Awareness Survey	•Sense of helping to create shared value (CSV)	Equal to or greater than the previous year	4.5points	4.5points	4.5points
	•Constant awareness of MVV		4.6points	4.6points	4.7points
	•Pride in work, job satisfaction		4.4points	4.4points	4.4points
	•Active participation		4.6points	4.7points	4.7points

[ESG Data / Reference Material to refer Subject organizations and data coverage](#)

ESG Integration and Sustainability Approach

The MS&AD Insurance Group always consider sustainability in terms of the environment, society, and governance (ESG) issues in all Group business activities, including the development of products and services, underwriting and investments.

ESG-related impacts include infringements of human rights that threaten respect for basic human rights, deforestation due to illegal logging, and corruption and bribery that undermine economic growth and stability. Our company's business activities could influence ESG factors, and our company itself could be influenced by ESG factors. While we respond to such ESG-related risks to ourselves, we have been discovering business opportunities in addressing ESG concerns, e.g. offering automotive insurance with driving protection services to support safe driving, and thereby, reduce accidents, and using Big Data to present preventative measures against natural disaster. It is essential that we carefully assess ESG-related risks and opportunities, and reflect them in our business activities. We recognize the wide-ranging ESG risks such as legal risks, reputational risks, quality-related risks, business continuity risks, operational risks, transition risks, financial risks, etc., and these could potentially have a major impact on our company's business activities and our stakeholders. Accordingly, we carefully identify such ESG-related risks to control them across our entire business activities.

We give an overview of these approaches in our "Perspective of Sustainability of the MS&AD Insurance Group" that describes our policies on addressing ESG concerns.

[> Our Sustainability Approach](#) 

[> ESG integration and sustainability approach \(practical process\)](#)  (603KB)

Implementation of "Business Activities with Consideration for Sustainability"

In May 2019, we committed that we would consider sustainability in all of our business activities in line with our ESG policy "Business Activities with Consideration." In September 2020, we announced a detailed process, and we have been conducting underwriting and investments while reviewing the content in light of environmental changes.

[ESG Guidelines]

Sector	Classification	Guideline
Coal	To be excluded	Coal fired power plant, Coal mine(Mainly producing thermal coal)* ¹
	To be excluded	oil and gas extraction and coal-mining projects* ³ by companies whose primary business is coal* ²
Oil・Gas	To be excluded	Oil sand mining, Oil & Gas extraction in the Arctic region* ³
	To be reviewed	Oil fired power plants and oil fields, Oil sand mining, and gas fields
Controversial weapons	To be excluded	Controversial weapon manufacturer(cluster munitions, anti-personnel mines and chemical weapons)
Agriculture, Forestry and Fisheries	To be reviewed	New agriculture, forestry and fisheries project involving large-scale development in unexplored areas
Hydroelectric power	To be reviewed	Construction of new hydroelectric power plants
Solar power	To be reviewed	Construction of new solar power plants in Japan
Onshore wind power	To be reviewed	Construction of new onshore wind power plants in Japan
Biomass power	To be reviewed	Construction of new biomass power plants in Japan
Nature conservation area	To be reviewed	Project with negative impact on UNESCO World Heritage Sites or Ramsar-listed wetlands that may have negative impact on the environment and local communities
Human rights	To be reviewed	Businesses which may violate human rights of indigenous people or local communities

*1 Existing coal fired power plants and thermal coal mines with technologies and techniques aiming to achieve the goals of the Paris Agreement might be handled after careful consideration.

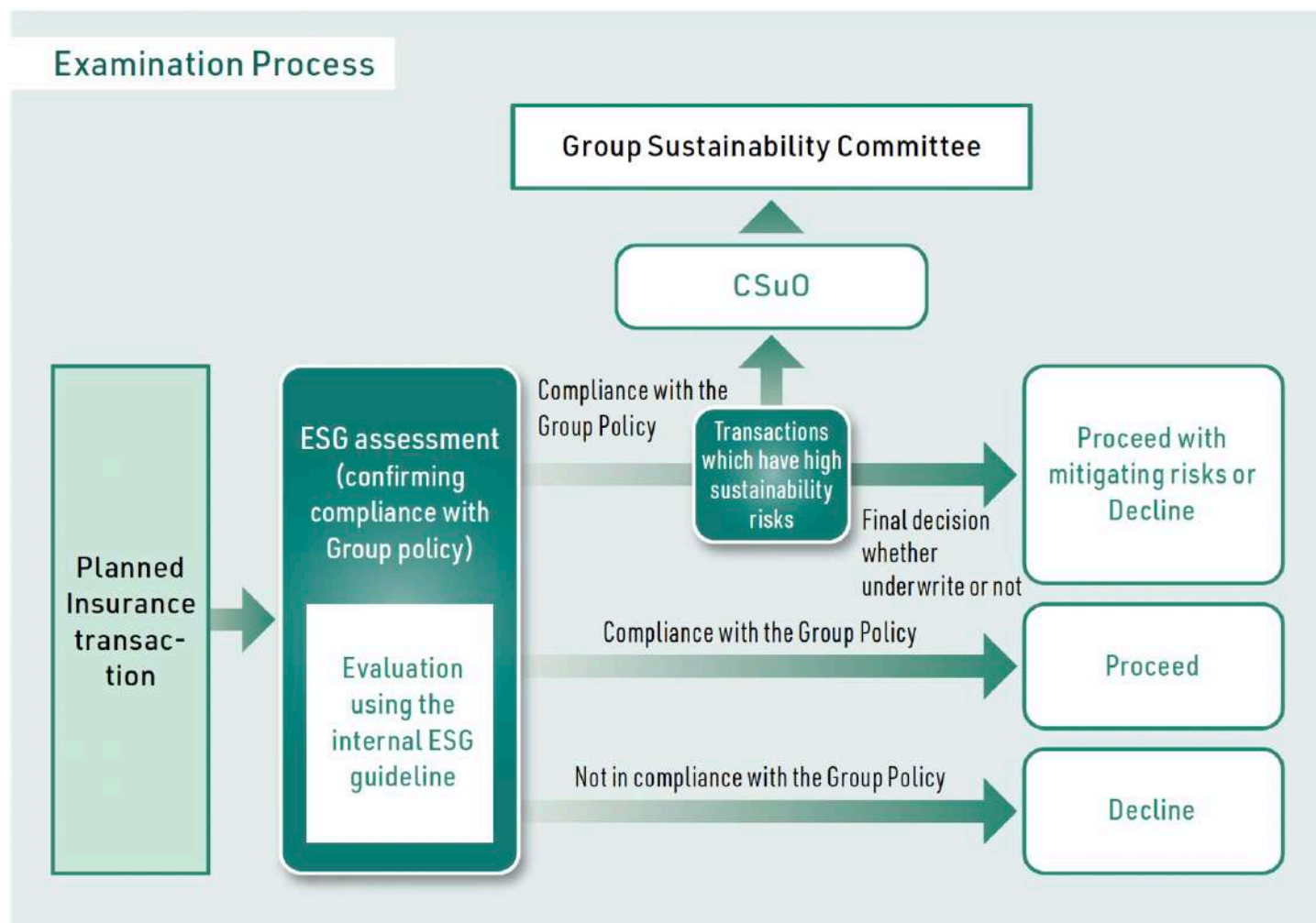
*2 Companies that derive at least 25% of their revenues from coal-fired power generation, thermal coal mines or companies that generate at least 25% of their energy from coal.

*3 Projects and companies planning to decarbonize to achieve the goals of the Paris Agreement are exempted.

Process for Underwriting*

In underwriting insurance, we have established an escalation process for projects that are considered to be in compliance with the Group's policies, but are deemed to have high sustainability risks (ESG risks). Since September 2020, we have reported such transactions to the Group Sustainability Committee based on the judgment of the senior management of the responsible sections for ESG. When formulating and revising policies, we hold dialogues with our company's client companies and share an understanding of the need for initiatives to move toward decarbonization.

*For the investment and financing process, please refer to "Investment and financing considering ESG issues" and "ESG evaluation process" below.



Signatory to the Principles for Sustainable Insurance (PSI) and the Principles for Responsible Investment (PRI)

The MS&AD Insurance Group has been seeking out what are the best practices for financial institutions that take into account environmental and social sustainability, and it has been participating in the United Nations Environment Programme Finance Initiative (UNEP FI) to disseminate and promote these best practices.

Our company has also signed up to the Principles for Sustainable Insurance (PSI) and the Principles for Responsible Investment (PRI) published by UNEP FI. We have been working on activities such as a pilot project for considering climate change-related and nature-related risk analyses and information disclosure carried out by UNEP FI or PSI.

Principles for Sustainable Insurance (PSI)	Having signed PSI in June 2012, we give careful consideration to ESG (environmental, social, and governance) issues in our business activities as an insurance company, and undertake to do our part for the sustainable development of our planet.	 PSI Principles for Sustainable Insurance
Principles for Responsible Investment (PRI)	Having signed PRI in June 2015, we pursue constructive dialogue with companies we invest in, taking ESG and other perspectives into account, and develop ESG-based investing practices.	Signatory of:  PRI Principles for Responsible Investment

> Climate/Nature-related Financial Disclosure

Development of Products and Services with Consideration for ESG

The MS&AD Insurance Group has underwriting criteria adapted for respective product and service as part of risk assessment process. In each process, certain ESG criteria are considered such as natural catastrophe risks, involvement with anti-social forces or ethical risks, based on the nature of the risk. Comprehensive process including system verification are properly implemented. Underwriting decision including the Board's approval are made based on these risk evaluations.

In association with underwriting products and services, we discuss general policy to handle ESG risks at the Sustainability Committee, and we evaluate and manage individual ESG risk at the ERM Committee. Both committees shall report their decisions and conclusions to the Group Management Committee and the Board of Directors.

In developing products and services, we examine the value to society and the value for our company generated by our products and services from various angles, and we strive to create value shared with society in providing these products and services. We have also developed a variety of sustainable products and services such as insurance or risk consulting services that support renewable energy projects, discounts to drivers who take a safe driving lecture aiming at reducing traffic accidents, and automotive insurance policies that allow the same-sex partner to be beneficiaries to support diversity.

In underwriting these products and services, all employees and agencies deepen their understanding of sustainability issues, including ESG risks, through trainings and other means, and to promote initiatives to realize a resilient and sustainable society with customers through dialogue.

Additionally, in reviewing factors to be considered, we have referred to the UN Global Compact, the Universal Declaration of Human Rights, the Guiding Principles on Business and Human Rights, the International Labour Organization Standards, the UN Convention against Corruption, and the OECD Guidelines for Multinational Enterprises.

ESG Investment and Loan

As a signatory to the Principles for Responsible Investment (PRI), the MS&AD Insurance Group takes ESG issues into account for investment and loan.

Specifically, we incorporate ESG factors into investment/loan processes and promote ESG-themed investment (Sustainability-themed investment/loan, impact investment) on the basis of profitability, taking into consideration the MS&AD Insurance Group's sustainability priorities. In addition, MSI and ADI declared their acceptance of Japan's Stewardship Code, and have since engaged in constructive dialogue in line with ESG perspectives with investee companies, to encourage them to take appropriate actions to increase medium-term corporate value by raising their awareness over ESG.

Initiatives for ESG Investment and Loan

ESG investment and loan initiatives	Content
Integration	
Reflection of the response to the Group's "Business Activities with Consideration for Sustainability"	Screening specific uses of funds and industries ("coal-fired power generation" and "inhuman weapons manufacturing" etc.) without investments and loans, and making prudent decisions on whether to engage in transactions from the perspectives of responding to climate change, improving the sustainability of natural capital, and respecting human rights
Incorporation of the Group's priority issues into the research	Focusing on "CO2 emissions", "deforestation", "water risk", and "human rights violations", evaluations by ESG evaluation companies and international initiatives (such as CDP) are used for investment decisions and monitoring.
Constructive Engagement	
Engagement	Conduct dialogue centered on stewardship activities
Positive Impact	
Sustainable/thematic investing	ESG issues, investments, and loans in themes such as renewable energy (e.g., solar, wind, hydrogen), green transition finance (greenhouse gas reduction), and regional revitalization
Impact investing	Investment in themes such as healthcare and education, focusing on climate change

Integration into Investment/Loan Processes - Systematic Incorporation of ESG factors into the investment process



Implementation of Constructive Responses as a Responsible Institutional Investor

From the perspective of fulfilling their social responsibility as institutional investors, Mitsui Sumitomo Insurance (MSI) and Aioi Nissay Dowa Insurance (ADI) have announced their support for Japan's Stewardship Code, a code of behavior laid out for institutional investors. In line with the Code, we carry out a constructive dialogue with investee companies to encourage them to enhance their medium- and long-term value and sustainable growth, and, through the dialogue, we focus on understanding their management issues, their shareholder return policy, ESG, and other non-financial information. From July, 2023 to June, 2025, MSI and ADI conducted such dialogue with a total of 453 companies.

> [MSI Our Policies According to Japan's Stewardship Code](#)

> [ADI Our Policies According to Japan's Stewardship Code](#)

In addition, through constructive dialogue (engagement) with our investee companies, we are encouraging them to reduce GHG emissions and disclose information in accordance with the TCFD recommendations, aiming for realization of a net-zero society, Specific matters to be confirmed include organizational structure in relation to addressing climate change, their efforts toward GHG emission reduction targets, their plans for technological innovation, and any challenges they face.

Examples of initiatives for engagement in relation to climate change

Example 1	Example 2
The Group engaged in dialogue with investee companies in sectors with high GHG emissions to understand industry-specific challenges, verify the status of GHG emission reduction target setting and related issues, and exchange views. We confirmed that these companies are working to establish data collection systems to facilitate disclosure of information such as their carbon footprint (the amount of GHG emissions from business activities converted to CO₂ equivalents).	To collect data on Scope 3 GHG emissions, the Group confirmed initiatives by investee companies in industries such as chemicals and metals. We explained that Scope 3 enables a comprehensive assessment of environmental impacts across the entire supply chain and provides important information for climate risk management and investor evaluations. We also shared examples of companies that have been advancing the calculation and disclosure of emissions with external support, and recommended that promoting such disclosure can help enhance corporate credibility.

ESG-themed Investing Including Action on Climate Change

ESG-themed investment

Net-zero transition requires technological innovation and capital investment toward a drastic reduction of GHG emissions. Factors such as growth of demand for funding and needs for new financial products and services in relevant industries will likely bring about opportunities for financial institutions. The Group is working on ESG-themed investing on the premise of ensuring profitability, such as investment in projects with themes of developing solutions for social issues, including climate change.

As part of our mission as an insurance company that manages insurance funds deposited in the form of premiums, we will continue, with an emphasis on quality, to invest in projects, including those that are profitable and can contribute to both the environment and society.

Examples of themes	Investment and loan balance as of the end of March 2025
Investment in ESG-themed funds	¥234.0 billion
Support for efforts to reduce greenhouse gases	
Renewable/Next-generation energy (e.g., solar, wind, hydrogen)	¥94.8 billion
Transition/Sustainability-linked finance	¥37.8 billion
Green finance	¥165.9 billion
Support for sustainable global development	
Social sustainability (including supranational bonds)	¥214.2 billion
Regional revitalization, healthcare, impact investment*, etc.	¥31.2 billion
Total	¥777.7 billion
*Of the investment amount commitment to the fund, only the invested amount is included	

Impact investment

The Group's mission is "To create a world-leading insurance and financial services group that consistently pursues sustainable growth and enhances corporate value." Through this investment activity, we will aim to create positive and measurable impacts on the environment/society while earning financial returns. In addition, we will contribute to attainment of SDGs and creation of a sustainable society by accumulating findings through evaluation/management of impacts on the environment/society while earning financial returns.

Group Joint Impact Investments



*1 Investment through a Group-specific investment vehicle. Managed by MSR (investment ratio: MS 85%, LGT 15%), an investment (asset management) JV in New York. LGT, a management company in Switzerland, is one of the global leaders in the ESG field.

*2 Achievement of SDGs and realization of a sustainable society

ESG Investment/Loan Promotion Structure

As a signatory to the Principles for Responsible Investment (PRI), global standards for responsible investment, we have been reporting to FRI the status of our ESG investment/loan activities and progress, and we have received annual evaluation of our ESG initiatives.

Utilizing the results of the annual evaluation under PRI, we aim to improve our level of ESG initiatives.



Our Principal Thematic Investment

Impact Investment

MSIADI MSI Aici Life MSI Primary Life The Group joint investment in overseas impact funds	Through funds investment and with a focus on “climate change solutions,” invest in social impact themes as well, such as “inclusive growth, healthcare, education.” MS&AD Insurance Group Invests in Impact Funds PDF
MSI Investment in social impact bonds	Investment aimed at addressing social/environmental issues in such fields as medical/nursing care that the region is facing, in collaboration with Japanese local government. Investment In Next Rise Social Impact Funds (in Japanese only) PDF
MSI Investment in a bio-healthcare fund	Investment in startups within the bio-healthcare sector. Investment in a Bio-healthcare Fund (in Japanese only) PDF
ADI Investment in a climate and nature transition fund	Investment aimed at increasing the value of fund portfolio companies and thereby helping to achieve a sustainable society by promoting solutions to challenges related to climate change and natural capital preservation. Investment in a Climate and Nature Transition Fund (in Japanese only) PDF
MSIADI MSI Aici Life MSI Primary Life Investment in a forest fund	Investment focused on forest conservation and management, with the aim of not only gaining economic returns but also creating social and environmental value through carbon credit acquisition. Investment in a Forest Fund (in Japanese only) PDF

Sustainability-themed Investment

ESG in general

MSI ADI Joint investigation of a business initiative for the development of sustainable finance	Launched collaborative discussions with institutional investors in Japan on a business initiative related to sustainable finance. The aim is to create a digital platform connecting asset managers and portfolio companies to promote mutual understanding and information disclosure on ESG matters. Initiation of joint investigation of a business initiative for the development of sustainable finance (in Japanese only) 
MSI ADI MSI Aioi Life MSI Primary Life Investment in Green/Social/Sustainable Bonds	Invested in green bonds and social bonds, etc. issued by domestic and foreign companies.
MSI ADI MSI Aioi Life MSI Primary Life Investment in sustainable development bonds	Invested in sustainable development bonds issued by World Bank which aim to supports a wide range of projects in education, health, infrastructure, public administration, agriculture, and the environment to reduce poverty and support development in developing countries. The MS&AD Insurance Group Invests in World Bank's Sustainable Development Bond 
MSI Incorporation of ESG guidelines into the investment/loan processes for externally entrusted funds	Incorporated ESG guidelines into the investment process of an overseas bond fund entrusted to Guggenheim, a close partner.
ADI Investment in SDGs funds	Among companies making positive contributions to attaining SDGs through their products and/or services, invested in those companies with potential to improve corporate value through their business activities.

Environment

MSIADI MSI Primary Life Financing for renewable energy power plants	Financing and fund investment in solar, wind, and biomass power generation to promote the spread of renewable energy.
MSIADI Investment in Future Creation Fund	Invested in companies or projects that have positioned intelligent technologies, robotics, technologies useful in bringing about a hydrogen society, motorization, and new materials as core technologies, processing innovative technologies in these fields.
MSIADI MSI Aioi Life MSI Primary Life Transition Finance	Supporting corporate efforts to reduce greenhouse gas emissions.
HDMSIADI Investment in Japan Climate Transition Bonds	Invested in a fund aimed at promoting renewable energy adoption through financing for solar, wind, and biomass power generation, as well as investment in related funds. Supporting Japan’s decarbonization efforts through investment in Japan Climate Transition Bonds (in Japanese only) PDF
MSI MSI Aioi Life Investment in startups that can contribute to a sustainable society	Invested in startups with innovative business models or technologies that can help achieve a sustainable society. Investment in startups that can contribute to a sustainable society (in Japanese only) PDF

Social

MSI Aioi Life Investment in Japan International Cooperation Agency’s Peacebuilding Bonds	Supporting projects contributing to peace, stability and rehabilitation of countries, regions, etc. affected by conflicts and/or civil wars. Investment in the Peacebuilding Bonds issued by the Japan International Cooperation Agency (Japanese only) PDF
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External Assessment

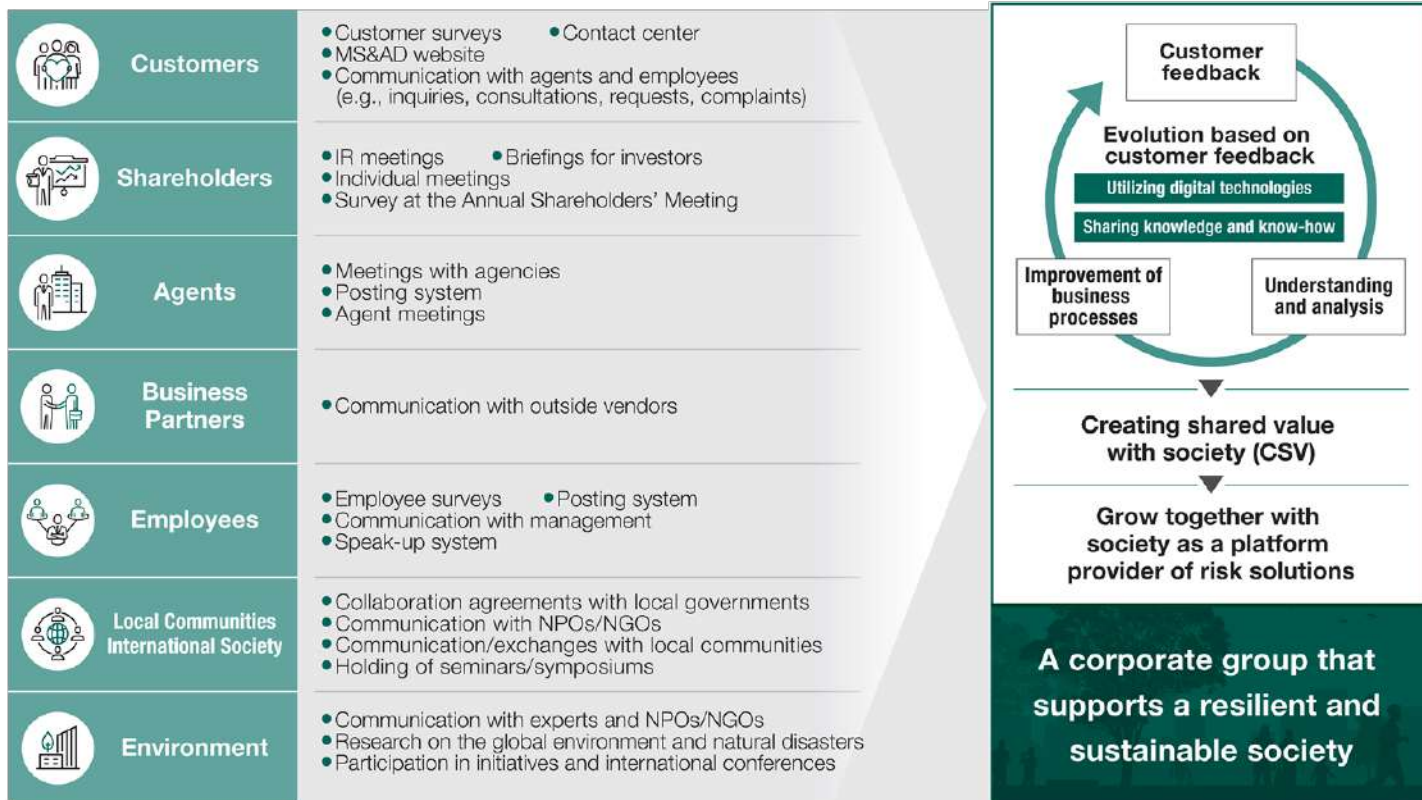
The MS&AD Insurance Group utilizes assessments from global ESG rating agencies to enhance its sustainability initiatives. It has been recognized by various ESG indices through index inclusion.

> Initiatives and External Assessment

Communication with Stakeholders

We believe it is important to understand what our stakeholders expect and want from the Group and to utilize this understanding to improve the quality of products and services it provides as we continue to be valued as a corporate group that makes progress based on communication with our customers. The Group has various systems in place to facilitate communication with its stakeholders and offers quality which meets their expectations through feedback-based business improvement and highly transparent and effective corporate governance practices. It is our role to provide the best solutions to the uncertainties and risks in society based on public expectations for the insurance and financial services. In order to provide safety and security to people and support dynamic business activities and a healthy and productive life, we listen and react to a wide variety of feedback from stakeholders, including customers, through such channels as consultations, requests, complaints, and opinions received, and utilize it for quality improvement. In addition, we publicly disclose our processes for understanding the feedback received, as well as the results and progress of counter measures.

Communication with Stakeholders



Examples of Stakeholder Dialogue

Customers	Based on the MS&AD Insurance Group Basic Policy for Responding to Customer Communications, we listen sincerely to feedback from our customers obtained through customer questionnaires, the official website, and communication with agents/employees, and utilize it to improve business operations for quality enhancement. In addition, we have established the Customer-first policy in the business operations to ensure that we carry out business operations placing high value on the customer-first principle. We have developed various schemes that help to understand our stakeholders' needs and expectations and, to that end, to improve the quality of the products and services we offer together with management level discussions. Quality that Earns the Trust of Society Dialogue examples: • Customer questionnaires • Annual reports on the status of efforts to implement our Customer-First Business Operations Policy • Contact centers • Official websites • Communication with agents and employees (inquiries, consultations, requests, and complaints, etc.) • Disclosure of loss prevention and mitigation information to the public, alert delivery via app, etc.
Shareholders	We have been developing a range of IR activities such as IR meetings, briefings for investors, individual meetings, and shareholders' meeting questionnaires, in accordance with the Basic Policy to win the trust of shareholders and investors, and to enable the Group's corporate value to be fairly evaluated. The Group proactively engages in highly transparent information disclosure and constructive dialogue with shareholders and investors in an initiative to achieve sustainable growth and increase corporate value. Specifically, through highly transparent information disclosure, the Group seeks to reduce information asymmetry with shareholders and investors. The feedback gained from the constructive dialogue with shareholders and investors is shared with management and the relevant departments to be utilized in the formulation of management strategies. IR Events Dialogue examples and results: FY2024 dialogue results • 4 conference calls to explain financial results • 2 information meetings • 4 thematic meetings • 1 briefing session for individual investors • 267 individual meetings with domestic and overseas shareholders and investors, etc.

Agents	By maintaining good communication with agents, our business partners, and by thinking and acting together, we aim to provide high-quality services and optimal products to our customers, as we pursue mutual growth for both our agents and the Group. Quality that Earns the Trust of Society Initiative examples: • Agent meetings • Agent study sessions • Providing a CO2 emissions calculation service for motor agents
Business Partners	We will conduct fair and equitable transactions with integrity and endeavor to achieve sustainable development as well as to fulfill our corporate social responsibilities. The MS&AD Insurance Group explains its Group Environmental Basic Policy to business partners and asks for their cooperation. Transaction Responsibilities Dialogue examples: • Communication with contractors • Regular contractor inspections • Human rights risk management support, etc.
Employees	• Each year, the MS&AD Insurance Group carries out an employee engagement survey covering topics such as those to ascertain the degree of diffusion of the Group Mission, Vision, and Values; the degree of unity within the Group; and whether employees feel a strong sense of motivation. • A “speak up” system encouraging whistleblowing has been put in place, creating an environment in which employees can frankly and proactively share their views or raise concerns on any problems they may have. • A message board was established on the intranet to collect the views and improvement proposals from employees in order to incorporate them into quality improvement. The opinions are reviewed at each headquarters division and the feedback is given based on the results. • Through the exchange of opinions between executives and employees, we continue to make initiatives to leverage employee feedback in business operations. Employee Well-being Implementing Activities and Dialog that Respect Human Rights Initiative examples: • Conducting employee awareness survey • A speak-up system allowing employees to report or seek advice on possible violations of laws and regulations, company rules, and conduct issues • A suggestion submission system allowing each department at the head office to consider improvement proposals and provide feedback on the results, etc.

Local Communities and International Society

As a member of both the local and international communities, the Group takes part in domestic and global initiatives. We also contribute to realization of resilient and sustainable community development by revitalizing local communities and international society through support for regional business, identification of issues by means of communication with NPOs/NGOs, etc. in each country, and collaboration and communication with various stakeholders aimed at resolving local and global issues.

[Initiatives and External Assessment](#)

[Creation of a Resilient and Inclusive Society \(Regional Revitalization\)](#)

In order to promote initiatives through our insurance business to create shared value, our employees are encouraged to join environmental conservation activities and contributing activities to the local community so that they can deepen their understanding of social issues. Furthermore, through the MS&AD Unison Smile Club, a social contribution group created by the employees of the Group, donations are made that meet local needs through dialogue with local governments and various social contribution activities in collaboration with non-profit organizations.

[MS&AD Green Earth Project](#)

[Disaster Relief Donation Matching Gift Program](#)

[MS&AD Unison Smile Club](#)

Initiative examples:

- Collaborative agreements with local governments
- Collaborative research with universities on loss prevention and mitigation and the local environment
- Dialogue with NPOs and NGOs
- Dialogue and interaction with local communities
- Holding seminars and symposiums, etc.

Environment

Focusing on harmonious coexistence with the global environment (Planetary Health) as a priority issue, we have been promoting initiatives for responding to climate change, improving the sustainability of natural capital, and preserving and restoring biodiversity. We have also been contributing to resolution of social issues related to the natural environment through such means as conducting joint research programs with experts at universities, research institutes, etc. on global environment/natural disasters, holding seminar sessions/symposiums, and communicating with NPOs and NGOs.

[Action on Climate Change](#)

[Improvement of Sustainability of Natural Capital](#)

[Initiatives and External Assessment](#)

Dialogue examples:

- Dialogue with experts, NPOs, and 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 seminars and symposiums, etc.

Initiatives and External Assessment

Initiatives

External Assessment

Initiatives

The MS&AD Insurance Group participates in various initiatives and strives to create shared value with society. The Group will continue to work to identify and address a diverse range of sustainability issues.

Participation in the United Nations Global Compact* 	The MS&AD Insurance Group strives to carry out corporate activities with respect to the principles of the UN Global Compact. Furthermore, the Group is involved in the operation and activities of the Global Compact Network Japan, a local network of the UN Global Compact, by serving as an organizer of working sessions. * An initiative advocated by the former UN Secretary-General Kofi Annan in 1999. It requires global companies to comply with and practice 10 principles related to human rights, labor, environment, and anti-corruption.
The Principles for Sustainable Insurance (PSI) and the Principles for Responsible Investment (PRI)	The MS&AD Insurance Group has been seeking out what are the best practices for financial institutions that take into account environmental and social sustainability, and it has been participating in the United Nations Environment Programme Finance Initiative (UNEP FI) to disseminate and promote these best practices. Our Company has signed on to the Principles for Sustainable Insurance (PSI) and the Principles for Responsible Investment (PRI) published by UNEP FI. Signatory to the Principles for Sustainable Insurance (PSI) and the Principles for Responsible Investment (PRI)
Principles for Financial Action toward a Sustainable Society in the 21st Century (PFA21)	In October 2011, “Principles for Financial Action toward a Sustainable Society in the 21st Century (PFA21)” and “Business-specific Guidelines (insurance, deposits, loans and leases, investment management, securities and investment banking)” were released in Japan as action guidelines for financial institutions that wish to fulfill their responsibilities and roles in building a sustainable society. MS&AD Holdings, Mitsui Sumitomo Insurance, Aioi Nissay Dowa Insurance, Mitsui Direct General Insurance, Mitsui Sumitomo Aioi Life Insurance, Mitsui Sumitomo Primary Life Insurance, and MS&AD InterRisk Research & Consulting have signed, showing their intent to follow these principles.
Principles for Responsible Institutional Investors (Japan’s Stewardship Code)	Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance, from the perspective of fulfilling their social responsibility as institutional investors, have announced their support for Japan’s Stewardship Code, a code of behavior laid out for institutional investors. Our Policies According to Japan’s Stewardship Code
Task Force on Climate-related Financial Disclosures (TCFD)	The Task Force on Climate-related Financial Disclosures (TCFD) is working on developing a framework for companies and other organizations to disclose climate-related information. The Group is promoting information disclosures in line with its recommendations. Climate/Nature-related Financial Disclosure

PCAF (Partnership for Carbon Accounting Financials)	The MS&AD Insurance Group is a member of the PCAF, which has been developing measurement/disclosure methods for GHG emissions related to loans/investments and insurance portfolios. We will promote the measurement and disclosure of GHG emissions by financial institutions with the aim of contributing to emissions reduction across society as a whole. And we will also contribute to the realization of a net-zero society by measuring and disclosing our GHG emissions of investment and underwriting portfolios.
CDP	The CDP (formerly known as the Carbon Disclosure Project) is an independent nonprofit organization with the world's largest database for corporate measures against climate changes, and corporations and organizations around the world have disclosed their greenhouse gas emissions and measures against climate change through CDP. The MS&AD Insurance Group subscribes to CDP's approaches and continuously submits new data.
Challenge Zero (innovation challenges toward a net-zero society) Declaration	In June 2020, we subscribed to the "Declaration on Challenge Zero" released by Keidanren (Japan Business Federation in support of achieving net zero regarding greenhouse gas emissions as early as possible, in line with the goal of the Paris Agreement.
Japan Climate Initiative	The MS&AD Insurance Group has signed up to the Japan Climate Initiative. The Initiative was launched in 2018 with the aim of enhancing Japan's efforts to address climate change and sharing information on such efforts with the rest of the world. Under the Initiative, companies, local governments and NGOs that are actively engaged in climate change actions to cooperate toward achieving the goal.
Paris Pledge for Action	We support the "Paris Agreement," which countries all around the world affirmed in December 2015 to tackle climate change, and we have signaled our intention to work toward this goal by signing the "Paris Pledge for Action."
Taskforce on Nature-related Financial Disclosures (TNFD)	The MS&AD Insurance Group is taking part in activities of Taskforce on Nature-related Financial Disclosures (TNFD: Taskforce on Nature-related Financial Disclosures), which is aimed at promoting nature-positive financial flow. We have also established and have been operating the TNFD Consulting Group of Japan, a forum for promoting understanding of TNFD, etc.
TNFD Forum	We participate in the TNFD Forum, which is made up of companies and organizations that support the TNFD's objectives and development work. We also established and convene the TNFD's Consultation Group in Japan, which promotes understanding of the TNFD framework among TNFD Forum members in Japan.
Japan Business Initiative for Biodiversity (JBIB)	In regards to conservation of biodiversity and sustainable use of biological resources, MS&AD Holdings has been serving as the chair company of the Japan Business Initiative for Biodiversity (JBIB), which brings companies together for joint research projects on biodiversity, since JBIB's founding in April 2008.
Association for Business Innovation in harmony with Nature and Community (ABINC)	The association was established with the purpose of encouraging businesses to work toward development of a symbiotic society in harmony with communities' local flora and fauna, such as certification of corporate green space in consideration of biodiversity (ABINC certification). MS&AD InterRisk serves as the association's secretariat.
Finance Alliance for Nature Positive Solutions (FANPS)	In February 2023, the Group formed a financial alliance with the Sumitomo Mitsui Financial Group, the Norinchukin Bank, and the Development Bank of Japan, with the aim of becoming nature positive. The alliance provides support services to companies committed to following the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and provide them with information on solutions to promote nature positivity.

30by30 Alliance	In order to contribute to realization of 30by30, a global target of designating at least 30% of the world's land and oceans as protected/conserved areas by 2030, the MS&AD Insurance Group has been taking part in the 30by30 Alliance for Biodiversity headed by the Ministry of the Environment. The Group is working to contribute to realization of the target by promoting conservation of its own green zone. Mitsui Sumitomo Insurance Surugadai Green Spaces as OECMs / Corporate Green Space Support Package
Green Infrastructure Public-Private Partnership Platform	This platform was established to promote green infrastructure through both physical and policy-based measures in areas such as social capital development and land use. We are active in the platform subcommittees relating to planning and public relations as well as finance.
Business for Nature	In June 2020, the MS&AD Insurance Group subscribed to the purpose of Business for Nature, a global coalition which calls on governments to adopt ambitious nature and environmental policies.
“Plastics Smart” Forum	We participated in the Plastics Smart campaign promoted by the Ministry of the Environment and joined the Plastics Smart Forum in July 2019. We will tackle the problem of plastic waste more actively than ever before.
30% Club Japan	In May 2019, in line with the company's vision, the MS&AD Insurance Group Holdings became a member of the 30% Club Japan, part of a global campaign aimed at developing female board members. Regarding gender diversity as an urgent business issue that companies need to address, and placing importance on diversity among decision-makers, the Company has been mounting efforts to cultivate female executives within the Group. Diversifying of Decision-making Layers
GX League	The Group participates in and supports the basic principles of the GX League, which engages in discussions aimed at transforming Japan's entire economic and social system and putting new markets into practice. We also participate in the GX Management Promotion Working Group, which is part of the GX League's efforts to form rules for new market creation.
Carbon Accounting Adviser Institute	This institute is developing professionals capable of assessing GHG emissions across entire supply chains and formulating concrete reduction plans. As a board member and special supporting member of the initiative, Group company Aioi Nissay Dowa Insurance is helping to advance corporate efforts toward achieving carbon neutrality.
Japan Consortium for Adaptation Finance	Established in 2024 by Mitsui Sumitomo Insurance and NEC Corporation, this initiative aims to advance adaptive finance that mitigates the impacts of climate change. By leveraging digital technologies to predict and analyze adaptation value—such as disaster-risk-reduction and environmental benefits—it seeks to promote the development of financial instruments including insurance, bonds, and loan schemes, and to realize their implementation in society.
Japan Water Stewardship Leadership Group	In 2025, five Japanese companies, including the Group, launched this group as a working group in collaboration with the Alliance for Water Stewardship (AWS), headquartered in Scotland, with the aim of promoting responsible water resource management at the river basin level. It seeks to create an environment that enables companies to collaborate across industries in conserving water resources within their watersheds.
Official Supporter of River Basin Flood Control	We have registered as an official supporter of the Japanese government's River Basin Disaster Resilience and Sustainability by All initiative—a new approach to flood management aimed at protecting people's lives and livelihoods from increasingly severe and frequent water-related disasters.

Rainwater Infiltration Project Ambassador	We support the Tokyo Metropolitan Government's "Rainwater Infiltration Project," which promotes urban rainwater retention and infiltration into the ground (rainwater runoff control) to help mitigate flood damage caused by extreme rainfall events linked to climate change. As a project ambassador, we work with the metropolitan government and conduct awareness-raising activities to build flood-resilient communities. Notably, the Mitsui Sumitomo Insurance Surugadai Building is equipped with a 3,500-ton rainwater storage tank, contributing to local rainwater retention efforts.
UNEP FI	To explore and promote best practices for insurance and financial institutions that take environmental and social sustainability into account, we participate in the United Nations Environment Programme Finance Initiative (UNEP FI).

External Assessment

ESG Indexes and Ratings

The investor approach of evaluating corporate sustainability from the perspective of environmental, social, and governance-related (ESG) criteria is becoming increasingly widespread. Accordingly, the MS&AD Insurance Group utilizes evaluations from global ESG rating agencies as feedback to improve its sustainability initiatives. As of July 2024, the Group has been evaluated by and included in the following ESG-related indexes:

- > S&P Global Sustainability Yearbook 2025 
- > MSCI Japan ESG Select Leaders Index (in Japanese only) 
- > MSCI Japan Empowering Women Index (in Japanese only) 
- > FTSE4Good Index Series 
- > FTSE Blossom Japan Index 
- > ISS ESG Corporate Rating Prime 
- > S&P/JPX Carbon Efficient Index 
- > CDP Climate Change A List 



FTSE Blossom Japan Index

2025 CONSTITUENT MSCI日本株女性活躍指数 (WIN)

2025 CONSTITUENT MSCIジャパン ESGセレクト・リーダーズ指数

2025 CONSTITUENT MSCI日本株 ESGセレクト・リーダーズ指数



* The inclusion of the MS&AD insurance group in any MSCI indexes, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of the MS&AD insurance group by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

Awards and Recognition

Initiatives for Loss Prevention and Mitigation Using Data and AI

- Won awards in two categories at the Insurance Asia Awards 2025 for contributing to a safer and more secure society through an AI-based bridge inspection support tool (ADI) (in Japanese only) 
- Received the “Financial Institution Award” at the Japan Financial Innovation Award 2025 (MSI) (in Japanese only) 
- The DX solution package received a Special Award at the Japan DX Awards (ADI) (in Japanese only) 

Loss Prevention/Mitigation through the Utilization of
Data and AI



Employee Well-being

Diversity, Equity & Inclusion (DE&I):

- Five Group companies simultaneously received a Gold rating in the PRIDE Index 2024 for LGBTQ initiatives (HD, MSI, ADI, Mitsui Direct General, MSI Aioi Life, MSI Primary Life) (in Japanese only) 
- Certification as a Tokyo Sports Promotion Company (FY2024) (HD, MSI, ADI, MSI Aioi Life) (in Japanese only) 
- Three Group companies were certified as 2025 Sports Yell Companies by the Japan Sports Agency (HD, MSI, ADI, MSI Primary Life) (in Japanese only) 
- Acquired “Platinum Kurumin” certification by Japan’s Minister of Health, Labor and Welfare for excellence in child-rearing support (MSI, Mitsui Direct General, MSI Aioi Life) (in Japanese only) 
- For other awards and recognition, please refer to the Diversity, Equity & Inclusion (DE&I) Report

Health Management:

- Received the Grand Prize (Management Transformation Category) at the Career Ownership Management Award 2025 (MSI) (in Japanese only) 
- Certified as a Health & Productivity Management Outstanding Organization for the seventh consecutive year (Mitsui Direct General) (in Japanese only) 
- Certified as a Health & Productivity Management Outstanding Organization for the seventh consecutive year (MSI Primary Life) (in Japanese only) 
- Certified as a 2025 Health & Productivity Management Outstanding Organization (White 500) for the eighth consecutive year (MSI Aioi Life) (in Japanese only) 

Employee Well-being



Quality that Earns the Trust of Society

- In the 2025 Oricon Customer Satisfaction® Rankings, Mitsui Direct General’s “Strong and Kind (Tsuyokute Yasashii) Auto Insurance” ranked first in the “Direct Auto Insurance – Customers in Their 40s” category (Mitsui Direct General) (in Japanese only) 
- Ranked first in the kakaku.com Auto Insurance Satisfaction Rankings 2025 in the “Overall – Customers in Their 50s” category (Mitsui Direct General) (in Japanese only) 
- Received an IT Award (Management Category) at the 42nd Information Technology Award sponsored by the Japan Institute of Information Technology (Mitsui Direct General) (in Japanese only) 
- Received an IT Encouragement Award (Management Category) at the 42nd Information Technology Award sponsored by the Japan Institute of Information Technology (MS&AD Systems) (in Japanese only) 
- Received the highest rating of three stars for the eleventh consecutive year in the “Phone Support” category of the HDI-Japan Benchmark/Assessment (MSI) (in Japanese only) 
- Received the five-star certification for the seventh consecutive year in the HDI-Japan Benchmark/Assessment (Mitsui Direct General) (in Japanese only) 
- Received the highest rating of three stars for the fourth consecutive year in the “Phone Support” and “Web Support Portal” categories of the HDI-Japan Benchmark/Assessment (ADI) (in Japanese only) 
- Recognized with a UCDA Award 2024 (MSI Primary Life) (in Japanese only) 

Quality that Earns the Trust of Society 

Priority Issues

The MS&AD Insurance Group has determined “Planetary Health (Symbiosis with the global environment),” “Resilience (Safe and secure society),” and “Well-being (Happiness of diverse people)” as three key areas of focus among various social issues.

Obviously, “Happiness of diverse people” is supported by “Safe and secure society” and “Safe and secure society” are dependent on “Symbiosis with the global environment,” as indicated by the Wedding Cake Model, in which 17 SDGs are organized into three layers: “Nature,” “Society,” and “People.”

As the three goals are closely related, we need to work on them in an integrated manner.

We believe that there is still much that insurance companies, including ours, can do in cooperation with the various parties concerned, such as establishing a nature-positive, safe and secure society that is conscious of coexistence with the global environment and the happiness of people that is generated from such a society.



Symbiosis with the Global Environment (Planetary Health)

With the adoption of the 2015 Paris Agreement, a framework agreement on climate change, governments around the world agreed to restrict the increase in the global average temperature to well below 2°C from pre-Industrial Revolution levels, and to pursue measures to limit that increase to 1.5°C, and to the transition to a net-zero society based on a substantial reduction in greenhouse gas emissions. Extreme weather events, which appear to be an effect of global warming, are occurring frequently, and adaptation to the climate change is required.

At Convention on Biological Diversity COP15 held in December 2022, a new global goal, the Kunming Montreal Biodiversity Framework, was established, clearly indicating the direction of "to halt and reverse biodiversity loss by 2030" or "nature positive." Achieving nature positive also requires the transformation of the entire social economy, and companies as well as national and local governments are expected to play an important role.

Our society and economy are also supported by natural capital including water resources, and terrestrial and aquatic life, in addition to the climate system. Global warming leads to severe natural disasters and physical changes, such as forest fires and desertification that undermine natural capital. The decline of forests leads to less CO2 absorption which further accelerates global warming. Rising average temperatures increase the frequency of forest fires due to hot and dry conditions, creating a worsening cycle. Climate change and natural capital issues are interconnected and affect society and the economy. The transition to net-zero and nature-positive society will bring about drastic social and economic changes.

The MS&AD Insurance Group has identified "Symbiosis with the Global Environment — Planetary Health" as one of its priority sustainability issues (materiality) in its Medium-Term Management Plan, and is promoting CSV initiatives to create common value with society by positioning responses to climate change and the improvement of the sustainability of natural capital as issues to be addressed in an integrated manner. The Group recognizes that climate-related risks and opportunities, such as large-scale natural disasters, can affect the bottom line in a single fiscal year, while others can emerge over the medium and long term. As an insurance company, we are taking steps to address the risk of large-scale accumulated damage caused by natural disasters, and are upgrading our risk management. In line with the 1.5°C target of the Paris Agreement, we set a GHG emission reduction goal of Net Zero by 2050, and established interim targets to achieve the goal. The Group is committed to promoting the transition to a net-zero society in cooperation with its stakeholders, and is advancing the necessary initiatives. We support the establishment and social implementation of next-generation energy such as renewable energy and hydrogen, as well as innovative technologies for a net-zero society. We also accelerate the assessment of climate change impacts and the provision of services to eliminate or mitigate damage and loss from natural disasters. For example, flood damage has occurred worldwide due to rainfall exceeding expectations. Against this background, nature-based solutions are attracting attention. The Group refers to this concept as "Green Resilience" and is committed to decarbonization as well as disaster prevention and mitigation through environmental restoration and conservation, along with promoting adaptation to climate change.

Rapid social and economic changes resulting from transition to a net-zero society will bring opportunities for the Group's growth, such as stimulated demand for new insurance products and services, and improved performance of our clients along with new industries emerge or technological changes take place.

In the field of natural capital, we are working to provide new products and services that contribute to the conservation and restoration of nature and biodiversity. Some of these products mitigate negative impacts on nature, such as the oceans, forests, soil, and animals, which are also important in responding to climate change. Because it is important for society as a whole to realize nature positivity, the Group has been disseminating the latest information, conducting research, and developing solutions through the development of the TNFD (since October 2021) disclosure framework, initiatives, and partnerships with other companies, governments and academia.

In the transition to a nature-positive society, the burden on companies may increase to avoid the risk of negative impacts. It is important for companies to understand the nature-related risks involved in their business activities and prepare for the increased burden by taking measures in advance. The Group believes that its business model of “identify and inform on risks” provides an opportunity to prepare for these new risks and lead to the Group’s growth.

> Basic Policy on the Environment

> Transition to 2050 Net Zero  (3,488KB)

Action on Climate Change



Improvement of Sustainability of Natural Capital



Safe and Secure Society (Resilience)

In recent years, due to the effects of climate change, natural disasters such as extreme rain, floods, and cyclones have become more severe, causing a greater damage throughout the world. As a result, there is an urgent need to promote disaster-resilient community development in terms of both physical and policy-based measures, to reduce the damage and economic losses caused by disasters. For disaster prevention and mitigation, we are working to realize a safe and secure society by promoting DX utilizing various data accumulated through its insurance business. Group will focus not only natural disasters but also focus on various risks faced by society, such as automobile accidents and infectious disease countermeasures with data analysis, risk visualization using AI, and provide solutions. In addition to these sudden events such as accidents and disasters, there is also gradual progress of issues such as declining birthrates and aging populations with declining regional vitality in Japan and in many other developed countries. To sustain long-term employment in regional communities, revitalizing local industries is also essential.

The Group's goal of creating resilient and inclusive communities is to create safe, resilient, and sustainable living spaces in communities where everyone can live with peace of mind. In order to support the safety and security of people's lives, it is important to anticipate the risks that may arise in the event of an emergency and to prepare for an emergency. It is also important to revitalize local industries in order to continue working in the community. Local revitalization is one of the important measures of the government. We are also advancing similar initiatives in collaboration with local governments and a range of regional stakeholders. These efforts include promoting industry tailored to local characteristics and supporting disaster-resilient community development. Among these initiatives, the Group's Green Resilience efforts leverage natural resources for disaster prevention and mitigation while fostering local industry, such as promoting organic agriculture. By making the most of the benefits nature provides, we aim to help realize an inclusive society where everyone can live with peace of mind, no matter where they reside.

The global pandemic has spurred significant changes in society and economic lifestyle patterns. As a result, industries and societies have rapidly digitized, giving rise to a surge in online exchanges, e-commerce, online education, and a shift to remote work. Since the release of ChatGPT in the fall of 2022, society has continued to change, marking further transformation. As technologies like generative AI advance, addressing the emerging risks associated with these advancements remains a critical focus for society. The MS&AD Insurance Group believes that anticipating, preventing, and effectively managing new risks associated with the advancement of innovation and changes in the industrial structure are vital to ensuring stable livelihoods and healthy business activities. By conducting research into new risks and offering products and services to address them, we aim to help maintain a safe, secure society while also creating growth opportunities for the Group.

**Measures to Address New Risks Occurring
in Line with Social Changes** >

**Loss Prevention/Mitigation through the
Utilization of Data and AI** >

**Creation of a Resilient and Inclusive
Society (Regional Revitalization)** >

Happiness of Diverse People(Well-being)

Japan's birthrate is declining, society is aging, and total population is declining. According to the Population Projections for Japan (2023) by the National Institute of Population and Social Security Research, the country's population will drop below 92 million by 2065, with the elderly population rate — the percentage of the population aged 65 and older — exceeding 40%. The rising elderly population necessitates an environment in which the elderly can live with peace of mind. This living environment must give consideration to an urban structure that makes it easy to get about, supports access to information on health and preventive medical care, and is adapted to the decline of bodily functions that comes with age and nursing care. At the same time, urban structures need to facilitate the slowing of population decline by creating an Environment in which pregnant women, children, and people with children can live safely and with confidence. We believe that a state of well-being is one in which all kinds of people are able to accept one another's social, ethnic and cultural differences etc. for what as they are and live contented lives with peace of mind.

The MS&AD Insurance Group provides not only insurance coverage but also a range of health care services, free of charge or at preferential prices, to support the total health of customers who promote well-being, thereby helping not only individuals but also corporate customers to manage their health-related endeavors and secure human resources.

The 100-year-life span era also brings about new risks to our lives. In addition to extending healthy life expectancy, it is important to increase the so-called "asset life span," which allows us to live without financial concerns. We provide asset-building means to support a fulfilling "second life," and helps to develop business activities that lay the foundations for a super-aging society and thereby promote customer well-being.

The Group is strengthening its efforts to respect human rights, which is at the heart of well-being. The "MS&AD Insurance Group Basic Policy on Human Rights" covers also to other stakeholders in the Group's value chain, including suppliers related to the procurement of services and business partners such as agents. We are engaging with these stakeholders in order to prevent and mitigate any adverse impacts on human rights arising out of businesses activities. The Group encourages these parties to prevent and mitigate negative impacts on human rights in their business activities. Based on the UN Guiding Principles on Business and Human Rights, we aim to enhance our corporate value by establishing and implementing a human rights due diligence system, a management system for respecting human rights, and by developing value chains and internal environments that are free from human rights violations. In addition, as human rights initiatives in the insurance and financial services group, we support the concept of "financial inclusion," in which access to insurance and financial services is not limited by poverty or social status, and everyone can utilize these services to improve their economic stability. We have activated our efforts in local subsidiaries, especially in developing countries. We are working to revitalize our efforts, especially in our overseas subsidiaries in developing countries. Expanding business with diverse markets also leads to business opportunities for us, and we are promoting services such as micro-insurance.

In order to help our stakeholders, including customers, realize well-being, it is also essential to realize the well-being of our employees. We believe that this consists of three elements: good physical and mental health, an amenable work environment, and a sense of fulfillment in one's work. It is important that the diversity of our employees is respected and that opportunities are provided for each individual to fulfill their potential, skills and motivation. We believe that the growth of our employees realized through this process will lead to an increase in our corporate values. Our medium-term management plan calls for securing and developing the human resources to support the implementation of strategies, as well as creating an environment in which employees can flourish. We will create an environment in which our employees feel fulfilled and can work independently and enthusiastically, and foster a climate in which they are challenged to transform and create new value. In addition, we will promote the diversification of the decision-making layer and promote the spread of inclusive organizational management that draws on the knowledge, experience, and values of diverse human resources to inform organizational decision-making.

**Implementing Activities and Dialog that
Respect Human Rights**



**Products and Services to Support
Customer Well-being**



Employee Well-being



Action on Climate Change

As global warming escalates, heatwaves, droughts, and wildfires are becoming more frequent and severe. Driven by glacial melting and the thermal expansion of seawater, rising sea levels are increasing coastal flooding risks, alongside heightened risks of heavy rainfall and flooding. Moreover, the impact of climate change extends beyond natural disasters. Loss of biodiversity is expected to reduce future ecosystem services, increase flood and landslide risks, exacerbate resource depletion, and worsen water quality.

Climate change and biodiversity loss are expected to have a significant impact on the activities of many companies. They are also impacting the underwriting practices of the insurance industry upon which companies depend. Accordingly, the MS&AD Insurance Group has identified “Symbiosis with the Global Environment — Planetary Health” as a priority issue and is advancing initiatives to address climate change and enhance the sustainability of natural capital in an integrated way. Through its insurance products and services, the Group is actively promoting disaster prevention and mitigation, while also advancing adaptation to climate change. To support the transition toward Net Zero by 2050, the Group has set greenhouse gas reduction targets and is working to reduce GHG emissions from its own operations. In addition, the Group is also maintaining dialogs with client companies to deepen its understanding of the challenges they face in reducing greenhouse gas emissions and is working with them to address these challenges.

- > Climate/Nature-related Financial Disclosure (MS&AD Green Resilience Report 2025)
- > Transition to 2050 Net Zero  (3,488KB)
- > Improvement of Sustainability of Natural Capital
- > Reduction on Environmental Burden

Creating Shared Value with Society

We need to develop initiatives for mitigating advancing climate change while also putting in place measures to prepare against rising risks. The Group will provide society with safety and peace of mind through effective preparatory measures, including reinsurance for loss due to large-scale disasters. We will also support new businesses which lead to realization of a net-zero society, promoting climate change adaptation by providing appropriate services to reduce or eliminate damage and loss inflicted on customers by natural disasters.

Identifying and providing information on risks	Prevent risks from occurring/ minimize the impact	Reduce the economic burden
• Risk analysis based on the impacts of climate change • Risk assessment associated with transition to a net-zero society (Examples) • Risk assessments based on long-term flooding forecasts • Analyses of business risks associated with new technologies toward decarbonization	Proposals for risk management measures based on survey/analysis findings (Examples) • Alert service to detect wind power generation system failure and signs of abnormal conditions • Provision of insurance and preventive services to cover risks associated with EV use (currently in the trial phase)	Provision of needed risk coverage (Examples) • Comprehensive coverage of various risks surrounding renewable energy businesses • Coverage of additional costs required to meet energy-saving standards (for residential buildings)

Products and Services to Support Decarbonization

While business activities in line with the Paris Agreement have become an important management strategy, we are working to develop and provide insurance products and services that support decarbonization of our customers’ activities and of society in general.

MSI Theft-prevention solution for solar power plant cables	Solar power facilities are often located on expansive sites that are difficult to monitor, making them vulnerable to theft. Cables containing valuable metals such as copper are especially prone to being stolen, leading to operational shutdowns and costly repairs that can cause significant financial losses. Recognizing the importance of theft prevention for stable business operations, Mitsui Sumitomo Insurance has partnered with specialized service providers to offer an integrated solution that combines intrusion detection sensors with automated alerts to security companies and on-site response. This service helps reduce cable theft at solar power plants and supports the broader adoption of solar energy. Launch of Cable Theft Prevention Service for Solar Power Generating Companies (MSI) (in Japanese only) 
ADI Launch of a brokerage service for GHG emissions trading	Aioi Nissay Dowa Insurance has launched a brokerage service for GHG emissions trading. This service facilitates the selling of emissions credits generated by renewable energy businesses to various companies. The service includes an explanation of the trading process and effective ways to utilize GHG emissions credits for corporate clients who are considering purchasing them, thereby facilitating the conclusion of sales contracts and helping them to move toward net zero. Launched a brokerage service for GHG emissions trading (ADI) (in Japanese only) 

Providing Coverage for Damage/Loss Caused by Natural Disasters

We contribute to adaptation to climate changes through providing various ways of preparing against damage and loss caused by natural disasters.

MSI ADI Weather derivatives	Weather derivatives help companies avoid or mitigate losses caused by abnormal or unfavorable weather conditions, such as decreased sales or increased costs, and thereby support revenue stability. In industries that are highly dependent on weather, such as agriculture and tourism, the recent rise in extreme weather events has made earnings increasingly volatile. As a result, weather derivatives are gaining attention as an effective option for minimizing revenue fluctuation risk. Launch of an Index-Based “Weather Index Insurance” For Corporate Clients (MSI) (in Japanese only) 
MSI Participation in publicly funded natural disaster compensation scheme in overseas	Mitsui Sumitomo Insurance has been participating in the Pacific Catastrophe Risk Assessment and Financing Initiative since it was jointly established in 2013 by the Japanese government and the World Bank, as a company underwriting reinsurance for natural disaster risks. In 2020, Mitsui Sumitomo Insurance participated in the Caribbean Catastrophe Risk Insurance Facility. In 2021, Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance joined the Southeast Asia Disaster Risk Insurance Facility and, in 2023, Mitsui Sumitomo Insurance became a participant in the African Risk Capacity. Through these activities, we provide timely relief funding in the event of a natural disaster of a certain size in countries and regions where the insurance market is not fully developed.
MSI ADI Joint Issue of a Group catastrophe bond	Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance have jointly issued a catastrophe bond, Tomoni Re 2024, in Singapore to cover risks associated with natural disasters in Japan. Should losses from a natural disaster in Japan exceed predefined thresholds, a portion or all of the principal intended for investor repayment will be allocated as reinsurance payouts, depending on the excess amount. This bond aims to reduce the amount of retained risk through reinsurance, diversify reinsurance procurement methods, and secure long-term stability in reinsurance coverage. Regarding the Group joint issuance of “Tomoni Re 2024” Catastrophe Bonds (MSI, ADI) 

Initiatives for Research/Studies and Demonstration Related to Decarbonization Technologies and Risks

In order to realize “Net Zero Emissions by 2050,” social implementation of innovative technologies is essential. There is a wide variety of problems to be studied and solved, such as technical issues and changes in social systems. We are actively working on research projects/studies and demonstrations in collaboration with stakeholders and experts.

MSI InterRisk

Research on net-zero initiatives tied to business analysis

MS&AD InterRisk Research & Consulting, in partnership with Mitsui Sumitomo Insurance and Okayama University, is conducting research on net-zero initiatives aligned with business analysis. The study aims to establish evidence showing that net-zero initiatives can yield numerous advantages for business management. The aim is to support SMEs in calculating their greenhouse gas (GHG) emissions, devising reduction plans, and taking steps toward emissions reduction.

[Joint research on net-zero initiatives linked to business analysis \(MSI, InterRisk\) \(in Japanese only\)](#) 

HD

Participation in GX League

In order for Japan to realize its 2050 carbon neutral target and further contribute to realization of net zero worldwide, and to adopt this as an opportunity for growth and increase its industrial competitiveness, it is important to lead the transformation of the entire economic and social system (GX: Green Transformation).

MS&AD Holdings supports the basic concept of and is a participant in the GX League, which holds discussions on transforming the entire economic and social system and practices for creating new markets. The Group also participated in the “GX Management Promotion Working Group” aimed at “formation of rules for market creation,” which is positioned as part of the GX League’s initiative.

[Establishment of the “GX Business Working Group” to Build a Framework and Promote Evaluation and Disclosure on Climate-related Opportunities \(HD\)](#) 

ADI

Aioi Nissay Dowa Insurance and the University of Tokyo

Launch of a joint research project toward CO₂ reduction, utilizing telematics technology

In April 2022, Aioi Nissay Dowa Insurance and the University of Tokyo fully launched a joint research project aimed at promoting net-zero emissions through utilization of telematics technology.

Aioi Nissay Dowa Insurance with its know-how related to telematics technology and the University of Tokyo with its knowledge and analytical techniques in the environmental field are aiming to promote an initiative to reduce CO₂ volumes emitted by individual drivers through motor vehicle operation, thereby contributing to achievement of net zero in Japan.

[Launched a joint research project with the University of Tokyo toward CO₂ reduction by utilizing telematics technology \(ADI\) \(in Japanese only\)](#) 

Providing Services and Research Related to Climate Change Risk Assessments and Analyses

The Group is promoting initiatives that focus on the assessment and analysis of climate change risks.



Climate change risk analysis service

The scope of risk which companies need to be aware includes not only physical risks, such as floods and droughts caused by climate change, but also transition risks which arise when societies and economies shift to a net-zero society, such as when transforming energy systems. We provide services that support our clients building a climate change governance structure, performing scenario analysis, and developing a climate strategy in accordance with the TCFD's Final Recommendations through assessment and analysis of such risks. We also provide a service which can quantitatively assess the risk of future natural disasters anywhere in the world to an accuracy of 90 m x 90 m based on climate change impact assessments using AI in collaboration with a US startup company. We have since provided this service to many companies.

[Climate change risk analysis service \(InterRisk\) \(in Japanese only\)](#)

[Launched climate change impact assessment service for TCFD with Jupiter Intelligence \(InterRisk\) \(in Japanese only\)](#)

[Launch of a climate change windstorm risk analysis service \(InterRisk\) \(in Japanese only\)](#)



Enhancing knowledge of flood risks

The MS&AD Insurance Group Holdings and InterRisk Research & Consulting launched in 2018 “Large-scale risk assessment of Climate change for Flood (LaRC-Flood®)” Project in collaboration with the University of Tokyo, Shibaura Institute of Technology.



With support from the New Energy and Industrial Technology Development Organization (NEDO), a national research and development agency, as of FY2021, we correct errors included in climate models and realize highly accurate estimation of inundation depth distributions based on the effects of climate change.

In order to encourage society to respond to climate risks, this inundation depth distribution has been made available free of charge as a global-scale flood hazard map since April 2023.

[Developed/opened to the public future wide area flood map \(InterRisk\) \(in Japanese only\)](#)



In September 2023, free access was expanded worldwide.

[Released the free global version of the Future Flood Hazard Map \(InterRisk\) \(in Japanese only\)](#)



In addition, MS&AD InterRisk Research & Consulting has launched a new consulting service that utilizes this hazard map. The map enables quantitative impact assessments all around the world and supports identification of physical risks in the event that climate change is actualized.

[Launched “LaRC Flood Risk Analysis Service” \(InterRisk\) \(in Japanese only\)](#)



InterRisk has also launched its Flood Risk Finder, a SaaS platform capable of assessing global climate change and flood risks. This platform enables companies expanding into regions lacking flood hazard maps or those seeking a global understanding of future flood risks to gain a comprehensive view of both current and future flood risks. In this way, it is helping to mitigate climate change risks worldwide.

[Launched Flood Risk Finder, a platform for global climate change and flood risk assessment \(InterRisk\) \(in Japanese only\)](#)



Climate/Nature-related Financial Disclosure

In October 2025, our company released the "TCFD • TNFD Report 2025 (Green Resilience Report)." Building on the "MS&AD Green Resilience Report 2024" from the fiscal year 2024, we clarified the name to better reflect the integrated disclosure content based on TCFD and TNFD recommendations and further enhanced the content.

For our group, the increasing frequency and severity of natural disasters represent the greatest risks related to climate and nature. In other words, the insurance business can be described as one that grows in harmony with a sustainable society and economy that is in balance with the natural environment. This year as well, under the subtitle "Green Resilience," aimed at realizing a resilient and sustainable society, we have compiled our group's strategies to advance decarbonization, conserve nature, protect biodiversity, contribute to disaster prevention and mitigation, and promote regional revitalization.

- [> TCFD • TNFD Report 2025 \(Green Resilience Report\)](#) 
- [> What is TCFD? \(Ministry of Economy, Trade and Industry\)](#) 
- [> Introduction to TNFD \(Ministry of Environment\) \(in Japanese only\)](#) 

Reduction on Environmental Burden

Aiming for realization of net zero carbon emissions by 2050, the Group is actively promoting initiatives to reduce burdens on the environment in its business activities, including one aimed at reducing GHGs, through its proprietary environmental management system, MS&AD Green Earth Project, under the MS&AD Insurance Group Basic Policy on the Environment.

> MS&AD Green Earth Project

Environmental Management

Group-wide

We are actively promoting environmental initiatives through our proprietary environmental management system under the MS&AD Insurance Group Basic Policy on the Environment.

> Basic Policy on the Environment

【MS&AD Green Earth Project】

“MS&AD Green Earth Project” is the collective, unifying name for our various Group-wide environment-related initiatives under the themes of conservation/restoration of natural environments, environmental burden reduction, disaster prevention and reduction, and regional revitalization.

Scope	All companies in the MS&AD Insurance Group
Promotion Structure and Roles	At MS&AD Insurance Group Holdings, initiatives are promoted by the Sustainability Department, consisting of the executive in charge of the Sustainability Division and other members. The department has a promotion secretariat and a general secretary responsible for planning, setting annual targets for, and promoting environmental initiatives of the company and the entire Group, and for managing their progress. Target setting, progress, and summaries are reported to the director in charge as appropriate, and the reviews are used to improve our initiative. Each Group company also has a promotion secretariat in its sustainability and environmental department and appoints a general secretary in charge to plan and promote environmental initiatives. Each company sets and promotes goals, manages and evaluates progress, and reports to executives on an annual basis to drive continuous improvement.
Monitoring	The promotion secretariat holds quarterly meetings to check progress.
Education	Sustainability e-learning is provided annually to all Group employees, which includes environmental education. In addition, study sessions and training for directors and employees are held as appropriate to raise employee awareness.
Compliance with laws and regulations	In order to ensure compliance with environmental laws and regulations related to our business activities, we check the relevant environmental laws and regulations and inspect the status of compliance with environmental laws and regulations on an annual basis.

Reducing GHG Emissions

Group-wide

MS&AD has signed the Paris Pledge for Action to contribute to climate change mitigation. In May 2021, we revised our medium- to long-term targets for reducing GHG emissions to net zero by 2050, in line with the Paris Agreement "Pursuing efforts to keep global temperature increases well below 2°C and aiming to keep it below 1.5°C from pre-industrial levels." We have also set new targets for our use of renewable energy. As a global insurance and financial organization, all companies in the Group are actively working to reduce GHG emissions, including through our supply chains.

> Medium- to Long-term Targets

Reducing Electricity, Gasoline and Paper Consumption, etc.

Group-wide

By reducing business-related commuting and office space requirements through operational reforms such as remote working, Web-conferencing, and telecommuting, we are lowering our organization’s consumption of electricity, gasoline and paper. We will make further reductions in these areas through measures such as introducing state-of-the-art energy-saving equipment in our own buildings, installing solar panels, replacing current company cars with more fuel-efficient vehicles, better managing expenses, and green purchasing. We are also working to reduce waste by promoting recycling and thorough separation of waste generated in buildings, which also contributes to reducing Scope 3 greenhouse gas emissions.

> Promoting use of FSC-certified paper

Initiatives to Promote Circular Economy

Group-wide

The concept of a circular economy, which creates added value by treating what has previously been waste in economic activities as resources and effectively utilizing and recycling it, is becoming important.

In addition to the water cycle that filters and reuses rainwater, the entire Group is working to promote the circular economy, including efforts at the Surugadai Building of Mitsui Sumitomo Insurance to contribute to urban flood mitigation, efforts at the Tokorozawa Building of Aioi Nissay Dowa Insurance to introduce office chairs made from recycled ocean plastic waste (plastic resource recycling), and Group-wide efforts to reduce plastics use and raise awareness of ocean plastic issues.

MSIInterRisk

Reducing the impact of mass tourism near Mt. Fuji with IoT smart trash cans

We installed “SmaGO” IoT-enabled smart trash cans made by Forcetec, Inc. in a popular tourist district in Fujiyoshida City. Powered by solar energy and equipped with a storage battery, the smart garbage bin automatically compresses accumulated waste to about one-fifth of its original volume. Moreover, SmaGO’s communication capabilities allow for the management and analysis of waste accumulation in the busy district. Accordingly, this initiative is promoting efficient waste collection, while helping to prevent littering and encourage recycling.

Products and Services for Promoting the Circular Economy

Addressing climate change and resource constraints presents both risks and new growth opportunities for companies. The circular economy helps reduce greenhouse gas emissions by minimizing waste and improving resource efficiency, thereby accelerating the transition to a decarbonized society. As a non-life insurance group, we not only provide compensation for losses but also offer insurance products that promote reuse and recycling, supporting sustainable business models. Through these efforts, we help enhance corporate competitiveness and facilitate the shift toward a low-carbon economy.

MSIADI Food Loss Reduction Endorsement	This endorsement provides coverage for losses and additional costs incurred in the resale or recycling of products that, although unaffected in quality, are disposed of due to reasons such as damaged packaging or delivery delays caused by disrupted logistics routes. By supporting food-related businesses in reducing food loss, we help build more sustainable supply chains.
MSI Coverage for Clothing Circulation Expense (insurance to avoid clothing incineration)	This insurance covers additional costs borne by businesses to recycle or upcycle clothing items that would otherwise have been incinerated as waste. By promoting clothing recycling, it contributes to the realization of a circular economy.
MSI Endorsement for Recycled or Reused Product Collection Expenses	Conventional product recall insurance covers collection and disposal costs for recalled products. This endorsement goes further by providing coverage for additional costs incurred when recalled products are recycled or reused instead of discarded, thereby encouraging resource circulation and supporting waste reduction and the transition to a circular economy.

Initiatives to be Promoted in Cooperation with Our Stakeholders

Our initiatives for reducing our impact on the environment are also promoted in conjunction with our customers and key business partners. We, together with our stakeholders, will aim at contributing to realization of a sustainable society.

MSI ADI Mitsui Direct General MSI Aioi Life MSI Primary Life Paperless initiatives for policies and clauses	We are encouraging use of paperless insurance policies and policy clauses. Mitsui Sumitomo Insurance, Aioi Nissay Dowa Insurance, and Mitsui Sumitomo Primary Life Insurance make donations to environmental conservation activities, etc. based on the progress of each initiative. MS&AD Green Earth Project/ Eco-insurance policies and Web clauses (MSI) (in Japanese only)  Paperless insurance policies and Web clauses (ADI) (in Japanese only)  Web clauses (MSI Aioi Life) (in Japanese only)  Web clauses and notification regarding policy status (MSI Primary Life) (in Japanese only)  e-Service (Non-issuance of Policies) Endorsement (Mitsui Direct General) (in Japanese only) 
MSI ADI Initiatives to promote EVs	With regard to environment-friendly Electric Vehicles (EVs), we are promoting expansion of the EV maintenance network through partnerships with relevant automotive manufacturers.
MSI Eco-Safety Driving	We prepare and propose support tools to promote Eco-Safety Driving, an eco-friendly approach designed to reduce fuel costs and vehicle accidents.
MSI ADI Recycled parts	We promote the use of recycled automobile parts to repair vehicles in the event of an accident.

Basic Policy on the Environment

The MS&AD Insurance Group has established the following Environmental Basic Policy.

MS&AD Insurance Group Basic Policy on the Environment

Under its Group Mission Statement, “Through our insurance and financial service businesses, bringing security and safety to people and businesses around the world and making a lasting contribution to the enrichment of society,” the MS&AD Insurance Group has made the environment a part of its corporate strategy. The Group has established the following Key Issues and is advancing efforts in these areas in line with the Standards of Conduct listed below.

The Group is committed to ongoing improvement through its environmental management system, and to abiding by environment-related laws and regulations, and the principles and guidelines agreed to by all members of the MS&AD Insurance Group.

1. Key Issues

- (1) Mitigation of and adaptation to climate change
- (2) Sustainable use of resources
- (3) Reduction of environmental burden
- (4) Preservation of biodiversity

2. Standards of Conduct

- (1) Initiatives via our insurance and financial services

We will create insurance and financial services that contribute to the Key Issues, and work to resolve social issues and thus enhance corporate value.

- (2) Initiatives as part of the business process

Through an innovative reassessment of our business processes, we will work to enhance quality and improve business operations while making more efficient use of resources and energy.

- (3) Environmental awareness and protection activities

By raising environmental awareness among all of our executives and employees, our communities and the next generation, we will work with stakeholders to promote environmental protection activities, gaining their trust and building sympathy for these issues.

We will work to ensure that all executives and employees of the MS&AD Insurance Group are familiar with this Environmental Basic Policy, which we are also disclosing to the public.

Established April 1, 2010

Revised April 1, 2016

Revised March 1, 2019

Improvement of Sustainability of Natural Capital

The severity of damage caused by natural disasters is influenced not only by weather conditions but also by the health of the impacted natural environment. The loss of natural areas such as forests and seaweed beds also contribute to global warming. Accordingly, the issues of climate change and natural capital protection are interrelated. This is why the MS&AD Insurance Group is taking an integrated approach to climate change actions and the improvement of biodiversity and natural capital sustainability and taking measures to create shared value with society, known as CSV initiatives.

Our daily lives and business activities depend on many benefits provided by nature, making the sustainability of natural capital essential for ensuring resilience. The Group is committed to “Green Resilience,” a term that covers its efforts to harness the multifaceted functions of nature in disaster risk reduction, decarbonization, and promoting regional revitalization. These initiatives are summarized in the TCFD/TNFD Report 2025 (MS&AD Green ResilienceReport), which outlines risks and opportunities related to climate and nature, along with the Group’s response measures and initiatives.

- > Climate/Nature-related Financial Disclosure (TCFD/TNFD Report 2025)
- > Action on Climate Change
- > Reduction on Environmental Burden
- > Basic Policy on the Environment

Products and Services Contributing to the Enhancement of Natural Capital

Nature-related risks can have a profound impact on corporate management, and the loss of ecosystem services threatens regional sustainability. Accordingly, the conservation and enhancement of natural capital are strategic challenges for both companies and communities. We provide insurance products and services that cover costs and risks associated with these challenges, supporting ecosystem preservation and environmental protection initiatives.

MSI Endorsement for Additional Expenses for Dealing with Marine Contamination	Ship collisions and groundings can cause large-scale marine pollution with serious ecological impacts. This endorsement provides coverage for restoration and conservation costs related to damage to the natural environment—costs that were previously excluded from standard policies—thereby helping vessel operators fulfill their social responsibilities.
MSI ADI Endorsement for Coverage of Reforestation Expenses, etc. (“Forest Keeper”)	In Japan, the number of forest fires has been rising due in part to drier conditions caused by climate change. Forest fires not only result in economic loss but also, if left unaddressed, increase the risk of landslides. This endorsement provides coverage for reforestation costs to restore and conserve forests affected by fire.

MSI Controlled burning insurance	In the Aso region of Kumamoto Prefecture, <i>noyaki</i> (controlled grassland burning) is an essential traditional practice for maintaining grassland ecosystems. By providing insurance coverage for the risk of fire spreading during <i>noyaki</i> activities, we help preserve this tradition, which is deeply connected to local nature and history, while supporting agriculture, livestock production, and the conservation of abundant water resources.
MSI Corporate Green Space Support Package	We offer this integrated package consisting of guided tours of the Group's Surugadai Green Spaces, corporate green space consulting services, and corporate green space insurance. This package supports the green initiatives of companies that consider natural capital and biodiversity. Our Corporate Green Space Insurance provides compensation for any damage or expenses incurred due to unexpected and sudden accidents in corporate green spaces.
ADI Joint development by ADLab and NatCap	Aioi R&D Lab-Oxford has entered into a capital and business alliance with Natural Capital Research Ltd. to strengthen joint research and the development of biodiversity and natural capital risk solutions. The new natural capital and biodiversity risk disclosure support service analyzes over 1,000 risk types across business locations worldwide, supporting companies in both disclosure and risk management.
InterRisk TCFD/TNFD disclosure support service	Through consulting services that help companies identify climate and natural capital-related risks and opportunities and organize disclosures in line with international frameworks, MS&AD InterRisk Research & Consulting aims to enhance corporate value and promote a sustainable society. It provides specialized services tailored to specific sectors, including freshwater resources, urban real estate, financial institutions, and regional financial organizations.

TNFD Consultation Group Japan

HD

The TNFD Consultation Group Japan was established in 2022 to promote understanding and awareness of the TNFD disclosure framework. MS&AD Group, Keidanren Nature Conservation Council (KNCC), and Norinchukin Bank serve as Japan's conveners, providing a forum for discussions and supporting companies and organizations participating in TNFD efforts. To raise awareness of TNFD's mission and the progress of its activities, the Consultation Group actively hosts webinars and in-person events, encourages participation in global capacity-building events, and facilitates local information sharing. Furthermore, in collaboration with the TNFD Secretariat, the Consultation Group disseminates information on nature-related issues.



Initiatives Through Partnerships

To effectively protect and utilize natural capital while addressing relevant issues, it is essential to build partnerships with various companies and organizations. The Group is leveraging existing networks while also creating new ones to advance its initiatives.

Japan Business Initiative for Biodiversity (JBIB)

HD

With the aim of actively promoting biodiversity conservation, MS&AD Group has participated as the chair (currently: representative director) company of the Japan Business Initiative for Biodiversity (JBIB) since its founding in 2008. JBIB has advanced research on disclosure and impact assessment, developed tools and guidelines, and, through participation in COP meetings and collaboration with government ministries, has engaged in pioneering initiatives as a leading Japanese biodiversity initiative. Additionally, JBIB conducts joint research on biodiversity conservation from an international perspective and, based on the results, engages in dialogue with corporate members and other stakeholders to promote initiatives that make a genuine contribution to biodiversity conservation.



Finance Alliance for Nature Positive Solutions (FANPS)

HD

Established in 2023 by four financial institution groups—MS&AD Group, Sumitomo Mitsui Financial Group, Inc., Development Bank of Japan, Inc., and Norinchukin Bank—this Alliance aims to support corporate nature-positive initiatives and foster momentum within Japan. The Alliance publishes a Solution Catalogue and engages in dialogue and collaboration with companies toward a nature-positive transition.



Association for Business Innovation in harmony with Nature and Community (ABINC)

InterRisk

Based on the Living Things Symbiosis Business Establishment® Promotion Guidelines created by the Japan Business Initiative for Biodiversity (JBIB), the Association was established in 2013 with the aim of encouraging businesses to work toward a society in harmony with nature. Its activities include the certification of corporate green spaces (ABINC certification). As of August 2025, the number of certified businesses has reached 200.



“The Story of Biodiversity Told by Companies”

HD

Every year until 2023, the Company held its annual symposium, “The Story of Biology Told by Companies.” The symposium program was launched in 2007 as an opportunity to provide information on corporate initiatives for biodiversity and, in February 2025, we hosted the 17th symposium. This program has been highly rated with the symposiums featuring in the Guidelines for Private Sector Engagement in Biodiversity.

- > 2023 “The Story of Biology Told by Companies” symposium
- > 2022 “The Story of Biology Told by Companies” symposium

Initiatives Toward Water Positivity at the River-Basin Level

Since natural conditions vary widely by region, efforts to enhance the sustainability of natural capital must include assessing nature on a regional basis while collaborating with diverse stakeholders connected to local ecosystems. With the rapid growth of the AI industry, for example, which relies heavily on water-intensive facilities like semiconductor plants, regions where such businesses cluster increasingly require sustainable basin-level water management.

The Group is participating in a multi-stakeholder collective action in the Kumamoto region, an area undergoing development with the construction of new semiconductor plants and other facilities. The initiative aims to achieve water positivity across the basin through the use of green infrastructure. By analyzing natural conditions such as groundwater levels, it evaluates the ecosystem functions delivered by initial green infrastructure installations, including groundwater recharge, reduced flood risk, and mitigation of heat stress. Based on these evaluations, the initiative seeks to promote public-private investment in further green infrastructure through new financing mechanisms, with the ultimate goal of achieving water positivity.

This initiative is being implemented as a commissioned research project under the Japanese government’s Programs for Bridging the gap between R&D and the ideal society (Society 5.0) (“BRIDGE”). In line with this, we are committed to preventing research misconduct and promoting fair research practices. For details, please refer to our Basic Policy on the Prevention of Misconduct.

- > Basic Policy on the Prevention of Misconduct (in Japanese only)  (215KB)

MS&AD Green Earth Project (Environmental Conservation Initiatives)

MS&AD Green Earth Project is a project through which the Group has been addressing conservation/restoration of natural environments, environmental burden reduction, disaster prevention and mitigation, and regional revitalization in a unified manner. We are working to promote “Green Resilience,” a concept to address climate change and improve the sustainability of natural capital in an integrated manner. These efforts include reduction of resource utilization through paperless business processes, etc. and resource circulation through recycling, and drawing out the functions of nature, such as disaster prevention/mitigation and decarbonization, by preserving the natural environment toward resolving social issues (Nature based Solutions) utilizing the power of nature.

Environmental Conservation and Restoration Initiatives at Three Sites in Japan

Group-wide

To promote collective action toward a nature-positive approach, the Group is engaged in nature conservation and restoration activities in wetlands, *satoyama* foothills, and seaweed beds, in collaboration with research institutions and local businesses, NPOs, and other stakeholders. These initiatives aim to implement various solutions, such as disaster prevention and mitigation by utilizing the benefits of nature, water resource conservation, and becoming nature positive. The goal is to establish models that help ensure safe, secure, and vibrant communities.

Support for Reforestation and Establishment of Sustainable Local Communities (Indonesia)

MSI

Over the past 19 years, starting in FY2005, we have been working with the Indonesian government to restore wildlife reserve forests and to recover tropical forests in the Special Region of Yogyakarta on Java Island. We have also been endeavoring to stimulate the local economy by, for instance, planting trees to revive degraded forests, and to form sustainable local communities, maintaining/managing protected forests and pursuing cooperative forestation initiatives with local residents by offering them technical guidance on planting and cultivating trees.



Local elementary school students participating in conservation activity

[Indonesia Reforestation Project](#)

Afforestation Activities at the Aioi Nissay Dowa Insurance Forest

ADI

In FY 2019, we launched a tree-planting activity called the Aioi Nissay Dowa Insurance Forest in Bihoro Town, Hokkaido, as an activity for Connecting a Healthy Global Environment to the Future. Our environmental donation initiatives through customers' selection of paperless insurance/Web policies, etc. are being utilized for tree-planting activities. We planted three types of moisture-resistant, broad-leaved trees (Mizunara: *Quercus cuspidate*, Japanese white birch: *Betula platyphylla* Sukaczew, and Manchurian Ash) on 15.5 hectares of land in accordance with the soil characteristics of the plantation area.



Mitsui Sumitomo Insurance Surugadai Green Spaces as OECMs / Corporate Green Space Support Package

MSI InterRisk

The green zones surrounding Mitsui Sumitomo Insurance’s Surugadai Building and the Surugadai New Annex (Surugadai Green Spaces) are highly regarded as corporate green spaces that reflect consideration for biodiversity. In October 2023, the Ministry of the Environment designated these green spaces as a “nature symbiosis site.” In September 2025, these green spaces were once again certified as a “nature symbiosis site” under Japan’s Act on Promoting Activities to Enhance Regional Biodiversity. The Group aims to help achieve the global “30 by 30” goal of conserving at least 30% of land and sea by 2030. With this designation, the Surugadai Green Spaces have been registered in an international database.

Mitsui Sumitomo Insurance and MS&AD InterRisk Research & Consulting provide a "Corporate Green Space Support Package", utilizing the know-how and experience of both companies, to support corporate green space initiatives through corporate green space insurance and related services.

- > Surugadai Building Green Spaces 
- > Supporting corporate green space initiatives through corporate green space insurance and related services (in Japanese only) 
- > Green zones surrounding the Surugadai Building and the Surugadai New Annex of Mitsui Sumitomo Insurance certified as OECMs by the Ministry of the Environment (in Japanese only) 

Participation in Initiatives

Biodiversity conservation is as a key focus area of the MS&AD Insurance Group Basic Policy on the Environment. In addition, we actively participate in various initiatives aimed at enhancing the sustainability of natural capital, advancing efforts aligned with these goals.

- > Initiatives and External Assessment

Measures to Address New Risks Occurring in Line with Social Changes

Adaptation to technological innovation and changes in lifestyles and business styles is essential to realizing a resilient and sustainable society. Construction of sustainable energy systems through efficient and smart use of distributed energy resources such as renewable energy, storage batteries, electric vehicles, and heat pumps, development of technologies for energy conservation, decarbonization, resource circulation, and biotechnology, etc., and research and development, etc. related to AI to support widespread deployment of such technologies are progressing, and risks are diversifying in response to environmental changes and social conditions.

The rapid changes in social conditions in recent years are having a major impact on our lifestyles and on the way we do business. Digitalization of industry and society is accelerating, and the number of platforms that facilitate people's online interactions, e-commerce, online education, remote work, etc. is rapidly increasing. Improving digital safety and preparing for the “new normal” is becoming increasingly important. To prepare for new risks, it is important to assess risks using reliable models and to control them based on such assessments. The MS&AD Insurance Group has been supporting transformation of society by providing new risk preparedness through activities such as collaboration with other industries, while making maximum use of the Group’s knowledge and accumulated information.

We also believe that it is important for people's lifestyle stability and for efficient business activities to predict, prevent, and appropriately manage new risks associated with progress in innovation and changes in industrial structure. We will contribute to realization of a resilient and sustainable society through providing products/services that respond to new risks.

Providing Research, Studies, Development and Information on New Risks

We offer effective information and implementation of research and investigation, such as surveys on evolving technologies and the environment, research on utilization of big data and assessment and identification of risks.

ADI

Promoting drone adoption to address social issues

Aioi Nissay Dowa Insurance (ADI) has entered into a business alliance with KDDI SmartDrone Inc. with the aim of promoting drone adoption and contributing to the resolution of social issues. Through the KDDI SmartDrone Academy, the partners are fostering the development of professionals with specialized drone knowledge and technical skills. Participants in the program are provided with dedicated insurance designed to reduce the risk of drone-related accidents, covering both repairs for damaged drones and liability in the event of an accident.

The two companies are also expanding their collaboration in a variety of areas, such as offering packaged solutions that combine KDDI SmartDrone’s infrastructure inspection services with insurance products. Through these joint efforts, ADI and KDDI SmartDrone are accelerating initiatives to promote the broader use of drones and address social challenges from multiple perspectives.

[KDDI SmartDrone and Aioi Nissay Dowa Insurance Collaborate to Promote Drone Technology Adoption \(ADI\) \(in Japanese only\)](#) 

ADI Development of insurance products using battery degradation prediction technology	Aioi Nissay Dowa Insurance (ADI), in collaboration with Panasonic Holdings, is developing a new insurance product that leverages battery degradation prediction technology. This product recognizes the growing importance of stationary battery systems in a renewable energy-driven society and aims to support their role in storing generated electricity to help balance supply and demand. Traditional insurance products have required long-term failure data. By contrast, ADI's new product uses degradation prediction technology, enabling companies to obtain insurance coverage without relying on historical failure data. This initiative provides companies with a secure environment in which to adopt stationary battery systems and serves as an important driver toward achieving a zero-carbon society. Agreement on the Development of an Insurance Product Using Battery Degradation Prediction Technology and Call for Demonstration Partners (ADI) (in Japanese only) 
ADI Promoting the adoption of perovskite solar cells	Perovskite solar cells are lightweight, flexible, and capable of generating electricity stably even under cloudy or low-light conditions. Because they can be installed on rooftops, building facades, automobiles, small mobility devices, and even IoT equipment, they are expected to significantly expand the scope of solar power utilization. Aioi Nissay Dowa Insurance and EneCoat Technologies Co., Ltd. are working together to improve the performance and durability of perovskite solar cells. By appropriately analyzing the risks associated with these solar cells, the companies aim to develop optimal insurance products and services that support their adoption and contribute to achieving a carbon-neutral society. Supporting the Adoption of Perovskite Solar Cells through Insurance (ADI) (in Japanese only) 
MSI Initiatives for innovation in the space industry	Mitsui Sumitomo Insurance (MSI) is investing in the Frontier Innovations Fund I to strengthen support for space-related startups and other emerging companies. This fund aims to contribute to the development of Japan's space industry by investing in seed and early-stage startups, thereby reinforcing the country's scientific and technological foundation. Drawing on its long-standing experience in providing insurance products and risk management services covering a wide range of space-related risks, MSI enhances the value of the insurance products and services offered to startups taking on challenges in the space industry, delivering greater safety and peace of mind. Contributing to the Development of Japan's Space Industry through Support for Space-Related Startups (MSI) (in Japanese only) 

Providing Solutions to Risks

To prepare for new risks, it is imperative to assess risks through reliable models and to control them based on the results of such assessments, as well as understanding the social situation and having advanced expertise in the target area. The Group provides solutions to prepare for risks through consulting done by MS&AD InterRisk Research & Consulting, which is capable of advanced investigation and research as well as practical consulting.

Consulting menu offered by MS&AD InterRisk Research & Consulting

A list of online and remote risk management services is also available.



[> Consulting Menu by MS&AD InterRisk Research & Consulting \(in Japanese only\)](#)

Offering of risk information/reports

In addition to delivering the latest and most practical information related to corporate and organizational risk management initiatives, we also provide solutions tailored to specific risks.



[> InterRisk RM NAVI \(in Japanese only\)](#)

Support for Research and Development of Next-generation Mobility Services

“Next-generation mobility” refers to different forms of transportation that utilize cutting-edge technologies, and research and development thereof has been active in recent years.

Next-generation mobility is not only changing the conventional means of transportation but is also attracting attention as a means of addressing energy issues such as utilization of renewable energy, including solar power generation. The Group is participating in research and collaboration initiatives in cooperation with other industries, local government bodies, etc. with the aim of implementing next-generation mobility services and developing new insurance products and services that match those mobility services.

InterRisk

Promoting public readiness for flying cars

On June 3, 2025, MS&AD InterRisk Research & Consulting Yamanashi Prefecture, Japan Airlines (JAL), University of Yamanashi, and Kyushu University signed a collaborative agreement to advance societal readiness for uncrewed aerial passenger vehicles — commonly called flying cars or air taxis — an innovative and emerging mode of transportation. The agreement aims to systematically enhance public readiness and accelerate implementation in Japan through the establishment of a societal acceptance model.

Under the agreement, Yamanashi Prefecture seeks to improve regional mobility and capitalize on synergies with the future opening of the Linear Chuo Shinkansen (Tokyo–Nagoya maglev line). JAL will leverage its aircraft maintenance expertise to conduct safety verification, while InterRisk will evaluate societal readiness through consumer awareness surveys. The University of Yamanashi will study the transportation improvement effects with consideration of regional characteristics, and Kyushu University will contribute to the development of a societal readiness model.

[Yamanashi Prefecture, Japan Airlines, MS&AD InterRisk Research & Consulting, University of Yamanashi, and Kyushu University Sign Five-Party Collaborative Agreement to Improve Public Readiness for Flying Cars \(InterRisk\) \(in Japanese only\)](#) 



左から九州大学 総長 石橋達朗、MS&ADインターリスク総研 代表取締役社長 宮岡拓洋、山梨県 知事 長崎幸太郎、JAL 執行役員/JALエンジニアリング 代表取締役社長 濱本隆士、山梨大学 学長 中村和彦

ADI

Establishment of an association for promoting various mobility safety

Aioi Nissay Dowa Insurance and BRJ Inc. jointly established an association for promoting mobility safety in September 2024. The association aims to promote the spread and safety of micro-mobility vehicles, such as electric kick scooters, and to raise public awareness of traffic safety across society.

The initiative comes in response to the revision of Japan’s Road Traffic Act, which introduced new regulations for “specified small motorized bicycles.” While the revision has improved convenience—for example, by removing the requirement for a driver’s license—it has also raised concerns about an increase in traffic accidents.

The association conducts traffic safety awareness programs and implements safety improvement measures using data-driven approaches, with the goal of helping to create a society free from traffic accidents. In addition, part of its proceeds is donated to a fund that supports traffic accident victims and their families.

[Establishment of an Association for Promoting Mobility Safety \(ADI\) \(in Japanese only\)](#) 

ADI

Social implementation of on-demand autonomous driving services

Aioi Nissay Dowa Insurance (ADI) is conducting demonstration testing of autonomous driving technology. In a pilot project in Kasugai City, Aichi Prefecture, partially automated vehicles (Level 2) were monitored remotely from an autonomous driving control center located in Shibuya Ward, Tokyo. The demonstration tested effective coordination methods between remote monitoring operators and the insurance company in responding to simulated accident scenarios.

The project brought together experts from multiple organizations, including ADI, MS&AD Grand Assistance, Soliton Systems K.K., XXADE Inc., and Nagoya University. Drawing on the insights and expertise gained through these trials, the participants are working together to build safer remote monitoring systems and faster accident response frameworks.

ADI will continue working to promote the widespread adoption of safer and more comfortable mobility services by utilizing data derived from autonomous driving technologies.

[Japan First — Demonstration for the Social Implementation of On-Demand Autonomous Driving \(Level 4\) Services \(ADI\) \(in Japanese only\)](#) 

Overview of the demonstration test



Providing Products and Services that Address New Risks

Use of automated driving and automatic delivery robots is attracting attention as a means of resolving regional issues including population decline, aging, and logistics and disaster prevention due to an increase in natural disasters as well as improving efficiency and labor-saving in of transportation. Accordingly, various local governments and companies are accelerating efforts to commercialize autonomous drones

Responses to new risks related to actions on climate change and nature capital are posted in the content below:

- Action on Climate Change
- Improvement of Sustainability of Natural Capital

Main Products and Services



Addressing cyber risk

- Group companies cooperate closely in the area of cyber risk to develop a comprehensive service.
- Consulting service by MS&AD InterRisk Research & Consulting to offer one-stop support for companies to build a multi-layered system to protect against risks.
- Provision of a menu of services to offer, through both insurance products and services, comprehensive support for countermeasures against cyberattacks perpetrated on not only individual companies but also entire supply chains.



[Launched the MS&AD Cyber Risk Finder \(MSI, ADI, InterRisk\) \(in Japanese only\).](#)

[Launched the “MS&AD Cyber Risk Finder: Business Partner Assessment Service” \(MSI, ADI, InterRisk\) \(in Japanese only\).](#)

In 2025, Mitsui Sumitomo Insurance and Sumitomo Mitsui Financial Group jointly established SMBC CyberFront Inc. to support cybersecurity measures for small and medium-sized enterprises. Through regular consulting and solution proposals, the joint venture aims to help strengthen corporate security.

[Establishment of a Joint Venture in the Cybersecurity Field \(MSI\) \(in Japanese only\).](#)

MSI Insurance coverage for frozen unfertilized eggs	Mitsui Sumitomo Insurance (MSI) and LifeBank Co., Ltd. jointly offer a dedicated insurance policy for users of LifeBank’s egg bank service.* This insurance covers frozen human eggs and is provided to users free of charge, with premiums paid by LifeBank. As public interest in egg freezing grows—with some companies offering financial support as an employee benefit and the Tokyo Metropolitan Government offering subsidies for related costs—this insurance aims to support more women in their career and life planning. By expanding options and opportunities, it also seeks to enhance peace of mind for users. *The egg bank service, launched by LifeBank Co., Ltd. in July 2020, is a comprehensive unfertilized egg freezing and storage service that provides counseling, coordination and referral to partner medical institutions, as well as transportation and storage. Promoting the Use of Egg Banks — Launch of Insurance Coverage for Frozen Eggs (MSI) (in Japanese only) 
ADI New insurance for safe use of generative AI	Aioi Nissay Dowa Insurance (ADI) and Archaic Co., Ltd. began offering Japan’s first insurance policy dedicated to generative AI in March 2024. This insurance serves as an important means of mitigating risks associated with the use of generative AI and promoting its safe application. Generative AI is an innovative technology that automatically creates new content through data analysis and is increasingly being adopted by companies to improve operational efficiency. However, its use also entails risks such as intellectual property infringement and information leakage. The insurance provides coverage for various costs arising from intellectual property violations or confidential information leaks caused by generative AI, while also offering consulting services to help prevent incidents and enable prompt recovery when they occur. Japan First — Insurance Covering Risks of Generative AI — Supporting Safe and Secure AI Development by Reducing Concerns at the Introduction Stage (ADI) (in Japanese only) 

MSI

World’s First Lunar Insurance Covering
Voyage and Landing on the Moon

In 2022, Mitsui Sumitomo Insurance (MSI) and ispace, inc. jointly developed the world’s first lunar insurance, strengthening risk management in the expanding space development market. The insurance covers the entire process from launch to lunar landing, playing a key role in ensuring the safety of space missions.

The initiative comes amid growing global momentum in space exploration, including NASA’s Artemis campaign, and anticipates an increase in deep-space missions far beyond Earth.

The lunar insurance provides comprehensive coverage for risks associated with long-duration space travel and lunar landing. It monitors the condition of the lander through data communications, and in the event that a mission fails to complete its planned lunar voyage or landing, the policy provides a payout.

Through this initiative, MSI aims to offer new business opportunities for companies seeking to engage in lunar development and contribute to the further advancement of the space industry.

[Mitsui Sumitomo Insurance and ispace Develop the World’s First Lunar Insurance Covering Voyage and Landing on the Moon \(MSI\)](#) 

Loss Prevention/Mitigation through the Utilization of Data and AI

Research and Results through Industry-Government-Academia Collaboration in Relation to Loss Prevention and Reduction

In order to build a safe and secure society, we are conducting joint research with government agencies and universities on loss prevention/mitigation, and providing new services as a result of this research.



Development of a natural disaster damage estimation system

To enable faster response to natural disasters, Mitsui Sumitomo Insurance, MS&AD InterRisk Research & Consulting, and the National Research Institute for Earth Science and Disaster Resilience jointly developed a damage estimation system utilizing machine learning and insurance data, with support from the PRISM program. The system swiftly and accurately estimates the scale of damage caused by events such as earthquakes and floods, improving the efficiency of insurance claim payments. Going forward, it will be expanded into a disaster risk information platform for municipalities and businesses, contributing to the enhancement of local community resilience.

[Developed a natural disaster damage estimation system utilizing non-life insurance data and machine learning \(MSI, InterRisk\) \(in Japanese only\)](#)



Real-time loss prediction website, cmap.dev

Publicly available cmap.dev website, conceived from industry-academia joint research by Aon Group Japan and Yokohama National University, can predict the potential number of buildings damaged by typhoon, heavy rain, or earthquake. The website can be accessed from any device, computer or smartphone, 24 hours a day, 365 days a year. It provides forecasts for each municipality of the potential number of buildings damaged and the rate of damage caused prior to typhoon (up to 7 days before landfall), and immediately after heavy rain or earthquake strikes. The website can also display flood, landslide and tsunami hazard maps as well as information on warning levels (equivalent to 3, 4, 5), evacuation areas and shelters nationwide.



[Real-time loss prediction website, cmap.dev \(ADI\) \(in Japanese only\)](#)

Since 2024, a free alert service has been offered through the cmap app to warn users when their water pipes are in danger of freezing. With the aim of preventing frozen water pipes that can occur during winter, the service assesses localized freezing probabilities based on the Water Pipe Freezing Index provided by the Japan Weather Association. The service is available not only in Japan's colder regions but throughout the country. The notifications include advice on preventive measures and emergency response, helping to keep residents and their homes safe.

[Free Water Pipe Freeze Alert Service Launched on the cmap App \(ADI\) \(in Japanese only\)](#)

MSI Japan Consortium for Adaptation Finance	In 2024, Mitsui Sumitomo Insurance and NEC Corporation established the Japan Consortium for Adaptation Finance. The consortium aims to visualize the impacts of climate change and quantify the effects of disaster mitigation and environmental improvement through the use of digital technologies. By providing investors with clear, easy-to-understand information and promoting the development of new financial instruments—such as insurance products, bonds, and loan schemes—based on climate adaptation measures, it aims to help realize a sustainable society. Amid growing awareness of the need for both climate risk response measures and financial mobilization, this joint initiative supports the reduction of disaster risks and the sound development of the economy. It also strives to help address social challenges across Asia by promoting the implementation of adaptation measures at the community level. Japan Consortium for Adaptation Finance established by NEC and Mitsui Sumitomo Insurance (MSI) (in Japanese only) 
MSI Loss prevention alerts and hailstorm alerts Vehicle submersion emergency alert demonstration	Since October 2023, Mitsui Sumitomo Insurance (MSI) has been offering an emergency alert service to notify policyholders of imminent property damage risks due to extreme wind and snow, as well as the potential for freezing water pipes. It uses AI to make predictions based on weather forecasts and building information for properties covered under MSI fire insurance policies. In June 2024, MSI also launched an alert service that notifies users of the potential for hailstorm damage. The system predicts sudden hail events with pinpoint accuracy for insured addresses and provides loss prevention advice as part of the alerts. Developed in response to the recent rise in hailstorm damage, the service helps minimize losses for many policyholders. MSI plans to further improve the service based on actual performance data. Launched Hailstorm Alerts (MSI) (in Japanese only)  MSI also launched an alert service that notifies drivers of the risk of hail damage while driving or parked, via their dashboard cameras. The service is offered as part of the “Mimamoru” dashcam-based automobile insurance and the fleet insurance program “F-Drive.” When a vehicle equipped with a dashcam drives through an area where hail is predicted, a voice alert is triggered. If the vehicle’s most recent parked location overlaps with a forecasted hail zone, an alert email is sent to the address registered by the customer on the portal site. In recent years, incidents of vehicle submersion have become increasingly common due to flooding of low-lying areas and underpasses caused by heavy rainfall. Such “guerrilla rainstorms” are notoriously difficult to predict. To help mitigate this risk, MSI conducted a pilot test of its Vehicle Submersion Emergency Alert from April to September 2025. The system sends SMS notifications to alert customers of potential vehicle submersion risks based on heavy rain forecasts. The company will evaluate the service’s effectiveness and work toward full-scale implementation. Pilot Test Launched for Vehicle Submersion Emergency Alerts — Reducing Flood Damage to Vehicles in Low-Lying Areas and Underpasses (MSI) (in Japanese only) 

InterRisk Development and demonstration of a hailstorm prediction model	MS&AD InterRisk Research & Consulting and SBI Insurance Co., Ltd. conducted a proof of concept (PoC) trial to develop a prediction model for hailstorm disasters. This initiative aims to leverage big data related to weather and past hail damage records to forecast hail occurrences in advance and deliver alerts to policyholders. With hail-related damage on the rise in recent years, there is a growing need for efficient forecasting and notification systems. Specifically, the companies plan to begin sending hail alerts to policyholders during fiscal 2025 and continue working to refine the prediction model for greater accuracy. The alerts will enable customers to take preventive measures, such as moving their vehicles to covered parking, before hail occurs. Through these efforts, both companies seek to minimize losses by preventing damage in advance and enhance customer satisfaction. Proof of Concept (PoC) Conducted to Develop and Validate a Hailstorm Prediction Model (InterRisk) (in Japanese only) 
ADI AI-based seismic risk indexing program	Aioi Nissay Dowa Insurance (ADI), in collaboration with Hiroshima University and the nonprofit Retrofitting Japan Institute, has developed a technology for assessing earthquake risk. This technology uses microtremor data to easily quantify ground shaking and building resonance risks as index values. By identifying the type of ground on which a structure stands and understanding its resonance characteristics, the system enables more precise risk management. In 2025, ADI plans to roll out this assessment service and introduce a new discount program when underwriting earthquake insurance for businesses. Development of an AI-Based Program for Quantifying Ground and Building Seismic Risks (Ground and Resonance Risks) (ADI) (in Japanese only) 
MSI ADI InterRisk Estimation of flood inundation areas using fire insurance accident data and big data from social media	Aioi Nissay Dowa Insurance (ADI) and MS&AD InterRisk Research & Consulting developed a flood inundation area prediction algorithm utilizing the fire insurance accident data and having big data from social media collected and analyzed by JX Press Corporation. Leveraging methods to enhance the accuracy of predictions, Mitsui Sumitomo Insurance and ADI implement a demonstration experiment to quickly identify risk areas and customers who may be impacted. Launched a demonstration experiment for estimating flood inundation areas using fire insurance accident data and big data from social media (MSI, ADI, InterRisk) (in Japanese only) 

Service Utilizing Data Analysis or AI for Risk Assessment/Analysis and Mitigation of Natural Disaster Risks

Services for Assessment and Analysis of Natural Disaster Risks

As natural disasters continue to increase in frequency, it has become an important management issue for companies to prepare for such emergencies. We support resilient business activities by providing services to assess and analyze the risks of various natural disasters.

InterRisk Flood disaster countermeasure support service	(1) Assessing inundation risks by identifying locations with a high risk of inundation based on hazard maps. (2) Simulations to evaluate inundation conditions in the vicinity of target sites with a fine mesh. (3) Training simulated for before and past wind and water disasters hit. (4) Comprehensive support menu consisting of advice and support for simulated training on identifying dangerous areas through on-site checks, implementation of countermeasures and other actions. Water-related disaster risk consulting(in Japanese only) 
InterRisk Sediment-related disaster risk diagnosis	Simulations of slope failures at individual sites based on largest recorded and potential largest rainfall scenarios are used for risk assessments. Sediment-related disaster risk assessment services(in Japanese only) 
InterRisk Wind disaster risk diagnosis	A 3D model is prepared using 3D CAD based on drawings and exterior photographs and a report including visualized wind load on the building and wind flow during strong winds is submitted, with the surrounding terrain and buildings taken into consideration. In order to reduce the damage caused by strong winds, it can be used to examine measures for buildings and outdoor equipment that should be taken daily. Wind disaster risk diagnosis(in Japanese only) 
InterRisk Collective confirmation system for flood disaster risk information(Sui Search)	Sui Search is a website that enables automatic judgments on the timing of various responses and decisions (warning stage judgments) by acquiring various types of information related to water disasters at multiple sites collectively and in real time. Flood risk information integrated confirmation system (Sui Search)(in Japanese only) 
InterRisk Volcanic eruption measures service	In line with the 2021 revision of the Hazard Map of Mt. Fuji, which had not been revised for about seven years, we are providing a service to comprehensively support identification of risks relating to volcanic eruption, emergency responses, business continuity measures, training in normal times, etc. Launch of service relating to volcanic eruption measures(in Japanese only) 
MSI Inland flooding prediction system	Based on rainfall forecast data from the Japan Meteorological Agency, this system simulates flood activity to predict inland flood locations and floodwater levels. Development of an Inland Flooding Prediction System to reduce the damage from urban inundation disasters (MSI) (in Japanese only) 

Products and Services for Mitigating Natural Disaster Risks

We are providing products and services to support preparation against natural disasters and implementation of safe and secure actions when they occur.

InterRisk

Natural disaster response support service

In 2024, MS&AD InterRisk Research & Consulting developed the Natural Disaster Action Support Service to help companies respond swiftly and appropriately when natural disasters occur. This service supports companies in taking initial response actions to ensure employee safety and maintain business continuity during frequent natural disasters such as earthquakes and typhoons. The service includes a “To-Do Registration” function for organizing the actions that site managers need to take, an “Automatic Information Collection” function that displays weather and disaster information on a map, a “Summary” function for consolidating information, a “Decision Guidance” function that provides reference points for judgment, and a “Record Management” function for tracking response progress. Together, these features enable more efficient and effective disaster response.

[Launched the Natural Disaster Response Support Service \(InterRisk\) \(in Japanese only\)](#) 

MSI

Weather information alert service

In collaboration with Weather News Co., Ltd., the largest weather information company in Japan, Mitsui Sumitomo Insurance provides policyholders of corporate fire insurance (Property Master, Business Keeper), construction insurance (Business Construction Guard), liability insurance (Business Protector), or transport insurance (Full Line, Support One) with the following services for free:

- Customers can use an exclusive website to access at any time weather information and forecasts for up to five preset locations
- Customers can select locations that are to be monitored and alert e-mail messages are sent out to customer-stipulated e-mail addresses when, for instance, rainfall, wind speed or snowfall forecasts exceed predetermined values or when lightning strikes have been observed within a predetermined distance from monitored locations.

MSI

Evacuation Support Insurance for supporters/persons requiring assistance

Mitsui Sumitomo Insurance offers an insurance product that supports evacuation assistance activities based on individual evacuation plans. The policy is designed to ease the concerns of those assisting people who have difficulty evacuating on their own during disasters, while also promoting the development of mutually supportive local communities. The initiative stems from lessons learned during the Great East Japan Earthquake, when delays in evacuating people requiring assistance became a major issue. In response, Japan’s Basic Act on Disaster Management was amended in 2021 to require the formulation of individual evacuation plans.

This new insurance provides compensation of up to 100 million yen for accidents that occur during evacuation assistance activities, helping create an environment where support providers can carry out their duties with greater confidence and peace of mind.

[Launched insurance for supporting evacuation activities based on individual evacuation plans \(MSI\) \(in Japanese only\)](#) 

ADI

Products/Services for supporting rapid evacuation in the event of large-scale disasters

Aioi Nissay Dowa Insurance (ADI) provides the “Endorsement for Lump-sum Payment in the Event of Evacuation Due to Specific Emergency Disasters, etc.,” whereby a lump sum payment will be made in the event of need to relocate to an evacuation shelter, etc. due to a disaster of a certain size or greater, such as a locality being designated as a specified emergency disaster area, regardless of whether or not there is damage to the insured object. ADI also provides the “TOUGH Housing Insurance App,” which is equipped with functions to support disaster preparedness during normal times, dissemination of disaster information and warning information in the event of a disaster, and accident reporting and claims settlements after a disaster occurs.

[Support for prompt evacuation in the event of a large-scale disaster with insurance and apps – Developed “Endorsement for Lump-sum Payment in the Event of Evacuation Due to Specific Emergency Disasters, etc.” and “TOUGH Housing Insurance App” \(ADI\) \(in Japanese only\).](#) 

In response to growing customer interest in storm/flood and earthquake compensation due to the more frequent occurrence of natural disasters in recent years, we are now proposing preparing against natural disasters. As part of efforts to prevent or reduce damage, accidents, and equipment failures caused by natural disasters, we are promoting initiatives to issue advance information and raise awareness among customers—not only after disasters occur, but also beforehand—to encourage them to be well prepared.

Furthermore, we support the Cabinet Office’s disaster preparedness collaboration initiative and further promote awareness-raising activities to enhance national disaster preparedness awareness through business activities.

[Endorsed the Cabinet Office's Disaster Preparedness Collaboration Initiative \(InterRisk\) \(in Japanese only\).](#) 

MSI

ADI

Mitsui Direct General

InterRisk

Preparing against natural disasters



(MSI)

Flyer highlighting the need for coverage



(ADI)



(MSI)



(ADI)

Information on preventing and mitigating disasters

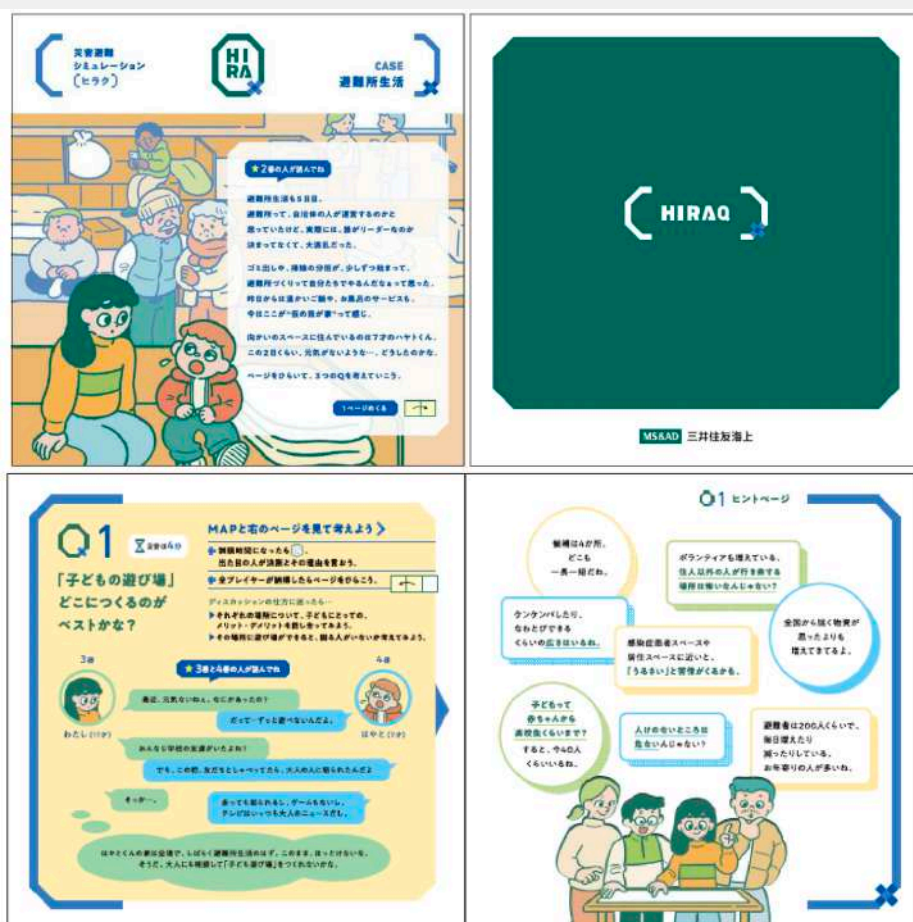
InterRisk ResiRead: BCP development subscription service for SMEs	We provide long-term support for small and medium-sized enterprises to develop business continuity plan (BCP) initiatives independently, which are often abandoned due to time constraints and the challenges involved. Launched ResiRead: BCP development subscription service for small and medium enterprises (InterRisk) (in Japanese only) 
ADI DX solutions package	Aioi Nissay Dowa Insurance provides a combined package of solutions and coverage designed to prevent and reduce corporate accidents while supporting the creation of a sustainable business environment. The DX Solutions Package leverages digital technologies to address the specific challenges faced by companies in an increasingly diverse risk landscape. The initiative, which promotes sustainable business practices, was recognized with a special award in the sustainability transformation category at the Japan DX Awards 2024. Full-scale deployment of the DX Solutions Package to support corporate loss prevention and mitigation (ADI) (in Japanese only)  External Assessment
MSI Provision of disaster prevention support services	Mitsui Sumitomo Insurance has partnered with Sagawa Express Co., Ltd. to launch a new disaster prevention support service for municipalities and businesses. The service visualizes and analyzes risks at relief supply centers, enhancing disaster response capabilities and contributing to improved business continuity. Amid the increasing frequency of natural disasters due to global warming and the urgent need for corporate disaster preparedness, the two companies have entered into a comprehensive partnership agreement to develop new solutions aimed at realizing a sustainable society. Specifically, by combining logistics consulting with risk consulting, the service provides current-state analyses and improvement proposals for relief supply centers, supporting the implementation of efficient disaster countermeasures. Launch of Disaster Prevention Support Service Jointly Developed with Sagawa Express Co., Ltd. (MSI) (in Japanese only) 
MSI ADI Coverage for costs to prevent incident recurrence and support for effective loss prevention and mitigation efforts	Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance provide a product that covers costs incurred by customers for actions to prevent the reoccurrence of large-scale incidents, such as fires or explosions, on company premises, thereby supporting their proactive efforts for reoccurrence prevention. Began sales of an incident reoccurrence prevention cost rider for corporate fire insurance (MSI, ADI) (in Japanese only) 

Mitsui Sumitomo Insurance has developed “HIRAQ,” an experiential disaster education program designed to build participants’ response capabilities during disasters. Taking into account the risks of natural disasters in Japan, the program helps participants think and act based on realistic disaster scenarios. Specifically, it uses three scenarios—life in an evacuation shelter, emergency evacuation, and difficulty returning home—where participants discuss and explore solutions based on the information provided. By sharing ideas among participants and introducing expert knowledge, the program deepens disaster awareness and encourages the development of practical countermeasures. HIRAQ is also provided in schools and during community events, offering more opportunities for people to think about disaster preparedness.

[Launch of Experiential Disaster Education Content “HIRAQ” \(MSI\) \(in Japanese only\)](#) 

MSI

Provision of experiential disaster
education content



Assisting in Swift Post-disaster Recovery

In light of a series of large-scale disasters, the Group is working to facilitate swift claims settlement. We are also accelerating digital transformation and endeavoring to pay insurance claims promptly.

MSI ADI Damage surveys utilizing drones (unmanned aerial vehicles)	In conducting damage surveys in areas inaccessible by road due to flooding or landslides or of solar panels spread out over an extensive area, we analyze aerial images taken by drones to quickly assess the degree of damage.
MSI ADI InterRisk Support for early disaster certificate issuance	In light of increased severity and frequency of natural disasters, we provide a service to help local governments take actions in relation to the victims' life reconstruction support system: in particular, prompt issuing of disaster certificates and working efficiently to deliver the certificates in order to support early resettlement for disaster victims. Industry First — Start of a supporting service for victims' life reconstruction support in the event of a flood disaster (MSI) (in Japanese only)  Nationwide deployment of support in applying disaster certificates through fire insurance claims settlement (ADI) (in Japanese only)  Launch of "Support Service for Formulation of Damage Identification Investigation Plan" for local governments (InterRisk) (in Japanese only) 
InterRisk Support for rapid issuance of disaster certificates	Beginning in 2023, MS&AD InterRisk Research & Consulting and NTT EAST, Inc. have been providing the Damage Assessment Planning Support Service for local governments. The service supports the preparation of survey plans to enable the rapid issuance of disaster certificates after such an event. By leveraging AI algorithms, it quickly estimates the number of affected properties after an earthquake or flood and forecasts the number of surveys to be conducted. This reduces the burden on local governments and facilitates a quicker return to normal life for disaster victims. Launched the Damage Assessment Planning Support Service for local governments (InterRisk) (in Japanese only)  調査計画策定上の課題 - 被害の様相が把握できないため、調査の実施件数が見積もれず、調査方針も決められない - どのくらいの応援を要すればよいかわからない - 何をいつまでに準備したらよいのか分からない - 庁内協力体制を構築したいのに調査計画書がすぐに作成できず、共有できない 本サービスによる解決策 - 地震や洪水の発生時に被害推定を実施し、調査の実施件数と被災分布に関する情報から調査方針を検討することができます - 調査の実施件数をもとに調査要員数を推定して、必要な応援者数を提示します - 調査計画書の項目を埋めることで、調査開始から罹災証明書発行までのスケジュールが作成できます - 災害発生時にWebブラウザからエクセルベースの調査計画書（ひな形）が手軽にダウンロードでき、すぐにご利用できます

MSIADI Useful smartphone apps in times of disaster	We provide smartphone apps for use during disasters and are endeavoring to help our users ensure their safety and security when large-scale natural disasters strike. Apps are provided for anyone to use free of charge, with real-time push notifications of disaster prevention information, such as weather information and evacuation instructions, and functions that support prompt information gathering. *Apps can be used free of charge; provided, however, that the communication fee for using the apps shall be user-paid. Smartphone Disaster Navigator (MSI) (in Japanese only)  cmap app (ADI) (in Japanese only) 
MSIInterRisk Development of new coverage and a service to support the establishment and operation of special needs evacuation centers	Mitsui Sumitomo Insurance and MS&AD InterRisk Research & Consulting have developed a new insurance service to support the establishment and operation of special needs evacuation centers during natural disasters. The service includes liability coverage for these centers and training for evacuation center set-up for relevant staff. The aim is to ensure the safety of evacuees who require special considerations, such as the elderly and those with disabilities. The coverage protects against any harm that evacuees may suffer due to management deficiencies at the centers. In addition, the training program promotes smooth operation of the evacuation centers and aims to improve the quality of disaster response going forward. Development of New Coverage and Services to Support the Establishment and Operation of Special Needs Evacuation Centers (MSI, InterRisk) (in Japanese only) 

Products and Services for Safe Driving and Reduction of Automobile Accidents

Identifying and then avoiding the risks that lead to accidents is vital for preventing traffic accidents. Utilizing telematics, we are providing insurance products and services which contribute to accident prevention, safe driving, and reduction of accident frequency by identifying/analyzing our customers' driving situations, etc. and also reduce impacts in the event of accidents and support recovery.



Provision of applications that support safe driving

We provide a variety of services that utilize smartphone apps, and telematics technology with connected drive recorders for greater security and safety.

[Launched Accident Risk AI Assessment \(MSI, ADI, InterRisk\) \(in Japanese only\)](#) 

Mitsui Direct General Insurance offers two services aimed at promoting safe driving and reducing automobile accidents: “Early Warning” and “Safe Driving Tips.”

The Early Warning service provides timely local natural disaster information to support disaster prevention and mitigation. It also encourages proper vehicle maintenance through information on inspections and repairs, helping to reduce environmental impact.

Additionally, it offers information on coupons tailored to individual customer needs, easing financial burdens.

The Safe Driving Tips service summarizes driving precautions according to season and weather conditions, supporting safe and secure driving.

[Tips for safe driving that leads to mitigation/prevention of disasters \(Mitsui Direct General\) \(in Japanese only\)](#) 



MSI ADI

Telematics- based automobile insurance

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Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance offer the “Mimamoru” dashcam-based automobile insurance which encourages customers to drive more safely by utilizing the latest telematics technology with our original communicable dash cameras. In addition to the video recording function that comes with the dash cams, we provide safe driving assistance warnings that alert drivers to driving conditions, as well as a “guardian service” that shares information, such as driving habits, with family members and others living apart from the driver. Furthermore, when the dash cam detects a large impact in the unlikely event of an accident, the location of the vehicle is relayed to a dedicated call center. The operator can then contact the driver to render assistance such as initial accident response and dispatching a recovery vehicle to the scene. (MSI, ADI)
- Since 2022, we have been providing “Mimamoru” premium dashcam-based automobile insurance with the highest standards of functions/services in the industry. This added higher functionality such as 360-degree filming and parking monitoring to functions of dashcams provided by non-life insurance companies such as a constant reporting function and a portability function, to increase safety and security. (MSI)
- Automobile insurance with a comprehensive lineup of features to meet customer needs that provides incentives for safe driving (driving characteristics discounts) and a range of services leading to safety and security. (ADI)

[“Mimamoru” dashcam-based automobile insurance/“Mimamoru” premium dashcam-based automobile insurance \(MSI\) \(in Japanese only\)](#) 

[Launched “Mimamoru” premium dashcam-based automobile insurance \(ADI\) \(in Japanese only\)](#) 

Initiatives for reducing CO₂ emissions in relation to Telematics auto insurance are posted in the content below:

[Action on Climate Change](#)

MSI ADI

Demonstration experiments with local governments using data

In collaboration with local governments, we are conducting a demonstration experiment to enhance and streamline firefighting and emergency response activities using video and driving data. We are also exploring traffic accident prevention measures for elderly drivers. (MSI, ADI)

[Launched a demonstration experiment utilizing dashcam footage for firefighting and emergency response activities \(MSI\) \(in Japanese only\)](#) 

[Initiated a demonstration experiment in collaboration with the Miyazaki Prefectural Police to prevent traffic accidents among elderly drivers by visualizing driving behaviors using telematics technology \(ADI\) \(in Japanese only\)](#) 

Creation of a Resilient and Inclusive Society (Regional Revitalization)

The “Creation of a resilient and inclusive society,” which MS&AD Holdings is aiming for, entails realizing sustainable residential spaces that are safe and able to recover from disasters. In order to support people's safety and security, it is very important to predict the risks that could be incurred in the event of a disaster and to develop communities that are prepared against emergencies. To that end, we are supporting local governments to develop disaster-resilient communities.

Under the banner of “Green Resilience,” the Group has also been an early adopter of nature-based solutions, which utilize ecosystems to tackle challenges such as mitigating and adapting to climate change. We aim to create a virtuous cycle in which the benefits of nature are utilized to mitigate the damage caused by natural disasters while protecting biodiversity, and in which the inherent appeal of nature is used to help revitalize local communities. We are advancing a variety of initiatives to promote inclusive society where everyone can enjoy peace of mind, wherever they live.

- Green Resilience: Initiatives Related to Disaster Prevention and Mitigation, and Regional Revitalization, through Conservation/Restoration of Nature
- TCFD・TNFD Report (Green Resilience Report) 

Contribution to Disaster-resilient Community Development

Revitalizing local communities is also important for creating communities capable of coping with disasters. Declining vitality among local communities is leading to a number of issues such as depopulation and a shortfall in social services. Regional revitalization is a key government policy. Accordingly, we are working in collaboration with local governments and various stakeholders around each region to take industrial promotion measures based on each region's particular characteristics, support risk management for resilient community development, taking advantage of the natural capital, and to take other forms of action toward creation of a resilient and inclusive society.

Initiatives in Collaboration with Local Governments

Collaborating with local governments and utilizing the accident and disaster information collectively acquired by non-life insurers, we are promoting initiatives which will assist in predicting loss, and developing evacuation plans for local residents in the event of disasters.

- Real-time loss prediction website, cmap.dev
- Initiatives for loss prevention/mitigation

Support for Rapid Post-disaster Recovery

With disasters now occurring every year as a result of climate change, it is important to prepare for post-disaster situations. We are taking such approaches for rapid post-disaster recovery as development of new products to respond to needs which up to now have not been covered, rapid damage investigation and claims settlement, and provision of support, including donations, to disaster victims.

- Assisting in Swift Post-disaster Recovery

 Launch of training program for local governments: Residential Damage Assessment Certification Investigator Training	In Japan, mayors of municipalities are responsible for developing staff capable of conducting residential damage certification surveys, which are essential for issuing disaster damage certificates. However, during past large-scale disasters, 74% of local governments and related organizations reported challenges in areas such as issuing certificates and training personnel for damage assessment. In response, MS&AD InterRisk Research & Consulting now offers a practical training service designed to enable efficient and smooth implementation of damage assessments in the event of a disaster. The program is available in three formats tailored to the circumstances and needs of each municipality: a Lecture Edition focusing on explanations, a Training Edition combining explanations and exercises, and an Exercise Edition consisting of exercises only.
 Donations in response to disasters	In order to help disaster-affected policyholders rebuild their lives as quickly as possible, we collect donations from employees of the Group companies. Utilizing our Disaster Relief Donation Matching Gift Program, through which we make additional donations to match employee contributions, a total of some JPY910 million, including company contributions, has been donated since the system was established in 2004. Disaster Relief Donation Matching Gift Program
 Disaster recovery support activities	We are continuing our initiatives to provide aid to the victims of the Great East Japan Earthquake, as exemplified by sales events, co-sponsorship of marathon, etc. aimed at generating funds for reconstruction assistance. Furthermore, in support of Ishikawa Prefecture, which has been recently struck by a series of major disasters including the Noto Peninsula Earthquake and the Oku-Noto torrential rain, the Group organized employee events such as fund-raising sales of Ishikawa products and an Ishikawa Fair, where the employee cafeteria featured a different local specialty from the prefecture each day. To also encourage employees interested in volunteering in the affected areas, the MS&AD Unison Smile Club—a social contribution activity group made up of employee volunteers—also provided subsidies for part of their transportation expenses.

Creation of Communities where People can Continue to Live Their Lives with Safety and Security

In order to help create a community in which everyone can live with safety and security, it is critical to develop an environment that enables people to continue working.

Revitalization of local industries will lead to creation of employment opportunities. It will also generate the capacity to create an environment whereby people and things can be shifted to places where they are needed in a manner which suits the various lifestyles of those engaged in industrial activities. Through our insurance and financial service businesses, we are supporting a wide range of initiatives such as infrastructure development, business continuity, access improvement, and lifestyle diversification.

Support for Regional Revitalization through Conclusion of Collaboration Agreements

The Group is providing support for various risks, consulting services for regional revitalization, and conducting other activities to support realization of regional revitalization through agreements with relevant partners, including prefectural and municipal governments, local commercial/industry groups, and financial institutions. We are working to create common value with society (CSV) by addressing social issues faced by local communities through our strengths in cooperation with local stakeholders.

InterRisk Research project on measures to prevent choking accidents during meals at educational and childcare facilities	In recent years, there have been serious and fatal accidents at educational and childcare facilities caused by choking on food items such as raw apples served during school lunches and other meals. Commissioned by Japan’s Children and Families Agency, this research project examined measures suitable for today’s educational and childcare settings to prevent choking accidents. The study was conducted based on discussions by an expert panel on ways to prevent recurrence of such incidents. It also drew on advanced initiatives by municipalities that have conducted post-incident reviews and on reference materials related to choking prevention beyond existing guidelines. Research report, awareness video, and educational materials (in Japanese only) 
MSI ADI InterRisk Provision of business continuity plans (BCP)	The increasing frequency and severity of disasters necessitates the development of business continuity plans (BCPs) by local companies and organizations to enhance regional resilience. Working with Group companies, we conduct seminars and workshops on BCP development for businesses. Provision of BCP/BCM (Business Continuity Management) Support (InterRisk) (in Japanese only) 

> Mitsui Sumitomo Insurance - Contributing to Regional Revitalization (in Japanese only) 

Ongoing Support in Line with the Characteristics of Regions and Regional Industries

In order to revitalize society, it is necessary to provide support for sustainable growth of local communities. We have been offering insurance products and services that meet needs focusing on particular issues which each region is facing.

MSI Support for optimization of road inspection and management services through automatic detection of road damage using AI analysis "DORA-RECO (Dashcam) Road Manager"	This service uses AI to detect and analyze road damage locations nationwide captured by Mitsui Sumitomo Insurance’s dashcams, automatically linking and centrally managing the road surface conditions in the cloud, to streamline and enhanced road patrol operations, which were previously conducted visually by municipalities and businesses. DORA-RECO (Dashcam) Road Manager (MSI) (in Japanese only) 
MSI ADI Automobile insurance for ride-share businesses	In line with the launch of the Japanese government’s new “Private Vehicle Utilization Business regime” (ride-sharing deregulation), which is expected to help address the shortage of taxis and drivers in meeting local transportation needs, Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance have begun offering the “Automobile Insurance Rider for Mobility Support Service Businesses” as a dedicated insurance product for ride-share operators. Supporting the Use of Private Vehicles by Non-Professional Drivers to Provide Local Public Transportation: Launch of Automobile Insurance for Ride-Share Businesses (MSI, ADI) (in Japanese only) 

Support for a Variety of Lifestyles

In order for anyone including elderly citizens, disabled persons and people living in underpopulated areas or remote islands to continue living anywhere with safety and security, we are implementing a range of initiatives, including provision of insurance products and services, investment, and social contribution activities.

MSI ADI InterRisk Contribution to addressing issues in remote island areas	We participate in demonstration experiments aimed at addressing issues in remote island areas, including mobility, logistics, and medical care, that arise due to population decline and aging. Drones are increasingly being considered and used as a means of delivering daily necessities, pharmaceuticals, and other goods. However, their use entails risks such as liability for damage to third parties caused by falls or collisions, as well as the risk of damage to the drones themselves. To address these risks, we are developing and providing insurance products, related services, and risk assessment solutions. Through this initiative, we contribute to the creation of sustainable environments and revitalization of remote island areas. Support for demonstrations of drones and automatic delivery robots (InterRisk) (in Japanese only) 
Group-wide Provision of easy-to-understand information	In addition to utilization of personal computers and smartphones, we are instituting procedures that give due consideration to the needs of the elderly and people with disabilities by adopting eye-friendly, easily readable fonts (Universal Design Font, etc.) for use in brochures for our primary products, together with easy-to-understand language, figures, and illustrations to convey information. We also provide sign language, interpretation services in 17 languages, and translation services in 12 languages.
MSI Primary Life Introduction of Heartful Line Service	We introduced the Heartful Line Service for customers aged 80 years and older, which, when they phone the call center, connects directly to the operator without going through the voice guidance.
MSI Primary Life Handling of endorsement for social contribution	In response to customers' wide variety of values in relation to asset inheritance, such as goodwill through contributing to society by donating their assets, in a joint effort with Sumitomo Mitsui Banking Corporation, we developed the industry's first Endorsement for Social Contribution, which enables designated public interest groups* to be appointed as beneficiaries of insurance claims (September 2019). In April 2025, Mitsui Sumitomo Primary Life began offering the product through regional banks, further expanding its reach. In addition, in July 2023, the company made the first-ever donation utilizing an insurance contract to the CiRA Foundation (Foundation for the Center of iPS Cell Research and Application) at Kyoto University, and to date the company has also made three donations to the Japanese Red Cross Society. *The current designated public interest organizations: • Japanese Red Cross Society • Japan Committee for UNICEF • Kyoto University's CiRA Foundation

Mitsui Direct General Mitsui Direct General Insurance Tsuyoyasa (Strong and Kind) Fund, which donates to organizations according to the number of votes cast by policyholders	Starting in 2014, we have been offering the Mitsui Direct General Insurance Tsuyoyasa Fund, allowing policyholders to easily make social contributions with a single click. Total donations: 37.4 million yen Number of participants: Approx. 440,000 (as of November 2024) Mitsui Direct General Insurance Tsuyoyasa Fund (Mitsui Direct General) (in Japanese only) 
ADIInterRisk Contribution to realization of an inclusive society	We implement initiatives that contribute to realization of a sustainable society wherein all people, including the elderly and those with disabilities, can live comfortable lives. Provided support for verification of autonomous driving and MaaS (InterRisk) (in Japanese only) 
Group-wide Social contribution activities carried out nationwide	The Group companies are actively carrying out global environmental conservation/social contribution activities tailored to the needs of individual communities.
Group-wide MS&AD Unison Smile Club	A social contribution activity organization operated by MS&AD Insurance Group employees who support the organization by undertaking volunteer activities and making donations in 100-yen units out of their monthly salaries. The club is developing donations to NPOs and other organizations, together with employee volunteer activities. MS&AD Unison Smile Club  MS&AD Unison Smile Club activities (MSI) (in Japanese only)  Fundraising activities by executives and employees (ADI) (in Japanese only) 

Products and Services to Support Customer Well-being

Japan’s birthrate is declining, society is aging, and total population is declining. According to the Population Projections for Japan (2023) by the National Institute of Population and Social Security Research, the country’s population will drop below 92 million in 2065, with an elderly population rate – the percentage of the population aged 65 and older – of approximately 38%. The rising elderly population necessitates an environment in which the elderly can live with safety and security. This living environment must give consideration to an urban structure that makes it easy to get about, supports access to information on health and preventive medical care, and is adapted to the decline of bodily functions that comes with age and nursing care. At the same time, urban structures need to facilitate the slowing of population decline by creating an environment in which pregnant women, children, and people with children can live safely and with confidence. The MS&AD Insurance Group is promoting business activities that can help sustain a super-aging society and will continue to provide products and services that support the well-being of its customers.

Support for Corporate Health and Human Capital Management

While providing support for individual customer well-being and corporate health management, the MS&AD Insurance Group continues to enhance its workplace environments so that all employees can thrive. The health of employees is not only essential for improving their own quality of life, but it is also a key element in realizing the Group's management philosophy (Our Purpose). Accordingly, employee health management is part of the Group’s Medium-Term Management Plan, and efforts are being made to create workplace environments that prioritize the health and safety of employees, thereby maintaining and enhancing their physical and mental well-being.

 Consulting services for human capital management and disclosure in line with SSBJ standards	With the publication of disclosure standards by the Sustainability Standards Board of Japan (SSBJ), more advanced responses are now required for human capital management and disclosure. MS&AD InterRisk Research & Consulting supports the formulation of talent strategies based on risk and opportunity analysis and assists in creating “impact paths” that illustrate the relationship between human capital and financial performance. InterRisk also provides a system infrastructure that enables disclosure on a major consolidated company basis, helping organizations implement human capital management practices aligned with SSBJ standards. This allows stakeholders to receive highly transparent information. Consulting Services for Human Capital Management and Disclosure in Line with SSBJ Standards (InterRisk) (in Japanese only) 
 Global supplier human rights risk survey service	Covering almost all nations worldwide, excluding North Korea and Iran, this service investigates the presence of human rights violations in companies and provides the results in a report. Over 2,500 investigators around the world collect information in local languages, supporting Japanese companies in strengthening human rights due diligence across their supply chains. The service addresses challenges faced by Japanese businesses and provides highly accurate information. Launch of Global Supplier Human Rights Risk Survey Service (InterRisk) (in Japanese only) 



Launch of human rights awareness training service

MS&AD InterRisk Research & Consulting began offering a “Human Rights Sensitivity Workshop — Noticing Words that May Hurt Someone.” It is designed to raise awareness and promote behavioral change among employees, enhancing the prevention of human rights violations in corporate activities. As employee and customer diversity increases and supply chains globalize, respecting human rights has become a critical issue. For companies finding traditional lecture-based training insufficient, InterRisk has developed this experiential training program that emphasizes case studies and discussion.

[Launch of Training Service to Enhance Human Rights Awareness through Case Studies and Discussion \(InterRisk\) \(in Japanese only\)](#)

Promoting Good Health and Preventing Illness

We provide services that promote fitness so that people can enjoy long and active lives, and we collaborate with universities to carry out studies and research on promoting good health.

Principal Approaches



MSA Care

Since October 2022, we have been expanding a healthcare service brand, MSA Care, which is aimed at providing total support for customers' health.



New features have been added to MSA Care Web Services, which are comprehensive healthcare services that support corporate health management. This platform provides advice from experts and proposes the best healthcare services for each individual based on the results of health checkups. In addition, through the dashboard function for corporate managers, it is possible to visually understand the health status of employees and download detailed data. MSA Care has been adopted by approximately 3,500 corporations and is helping to address various social issues.

[MSA Care Web Services Release New Features to Support Corporate Health Management \(MSI Aioi Life\) \(in Japanese only\)](#)

In addition to providing life insurance coverage in the event of illness, we provide support before and after illness, such as prevention/early detection of illness, prevention of serious illness/recurrence, and consultation regarding health, as “a set of services.”

(Examples of services)

[Z4C \(zen place for cancer\) for prevention of serious illness/recurrence \(MSI Aioi Life\) \(in Japanese only\)](#)

[Instant self health-check snapshot \(in Japanese only\)](#)

[Handy Blood Sugar Advice \(in Japanese only\)](#)

[e-CogniCare \(in Japanese only\)](#)

[Lifestyle Improvement Support Program LITE \(in Japanese only\)](#)

MSI

Assisting in maintaining physical and
mental well-being

We began offering the healthcare app “HELPO” that assists employees in addressing their mental and physical health concerns. By providing solutions to support employee health and supporting the management of small and medium-sized enterprises, we aim to improve employee productivity and ensure talent retention.

[Healthcare app “HELPO” \(MSI\) \(in Japanese only\)](#)



Expanding Various Business Lines to Support a Super-Aging Society

We are contributing to the development of businesses that support super-aging societies by making available measures and support to address various issues related to nursing care and medical care. Furthermore, a super-aged society means we will have a continuously declining workforce. Recognizing the increasing importance of mechanisms to back up workers, we are actively supporting health and productivity management by companies in all sectors, together with realization of family/work balance.

Principal Approaches to Resolving Risk Issues such as Medical and Nursing Care

ADI

InterRisk

Services for welfare and nursing care
providers

We provide products that offer compensation for various risks related to welfare/nursing care providers (risk of compensation liability, information leakage risk, property damage risk, etc.), which also covers consulting costs for prevention of accident recurrence.

We also help nursing care providers to establish BCPs and hold abuse prevention training sessions, which are obligatory for nursing facilities/offices.

[Medical Care, Nursing Care, Welfare for the Disabled, etc. \(InterRisk\) \(in Japanese only\)](#)

[Support for Abuse Prevention Training \(InterRisk\) \(in Japanese only\)](#)

MSI ADI MSI Aioi Life InterRisk

Promoting health and productivity management and offering consulting services

In order to promote health and productivity management, we hold seminars and offer a consultation service. We support further promotion and improve the quality of health and productivity management by helping companies apply to the Certified Health & Productivity Management Outstanding Organizations Recognition Program the Certified Health and Productivity Management Organization Program established by the Ministry of Economy, Trade and Industry (METI), and taking incentive measures linked to METI's recognition program.

[Health support insurance consulting services \(InterRisk\) \(in Japanese only\)](#) 

MSI ADI InterRisk

Support services for work/family balance for companies

An increasing number of employees are faced with major life challenges such as caring for an elderly parent or receiving treatment for a serious illness while continuing to work. Companies need to develop internal systems and promote awareness in the workplace so that such employees can continue to work with confidence.

MS&AD InterRisk Research & Consulting conducts surveys on employees' needs for work-life balance support and provides seminars and other programs useful for managing these life events with work responsibilities. In doing so, InterRisk supports companies that are helping employees to balance their work and personal lives.



[Support for Balancing Work and Family Life \(Nursing Care, Treatment\) \(InterRisk\) \(in Japanese only\)](#) 

The “Childbirth and Childcare Leave Support Expense Coverage Rider” offered under work accident insurance by Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance provides financial support to employees taking childcare leave and to their colleagues, helping employees balance work and childcare. If an employee takes a total of 31 days or more of statutory leave, the rider offers up to 300,000 yen in benefits, including a childbirth benefit for the employee on leave and an allowance for each of that person's co-workers. This rider fosters a workplace culture where employees support each other during times of childbirth and childcare, and encourages the taking of childcare leave. It also helps create a better employment environment, while facilitating the hiring of new talent, and promoting a more comfortable and supportive workplace.

[Support for Balancing Work and Childcare: Launch of the “Childbirth and Childcare Leave Support Expense Coverage Rider” \(MSI, ADI\) \(in Japanese only\)](#) 

Principal Approaches to Support for Making Proposals Based on Our Understanding of Customers



Proposing Training Courses to Financial Institutions/Agents

Mitsui Sumitomo Primary Life Insurance has developed and provides the My 100-Year Life Training which is designed to enhance the consulting skills of insurance agents in an age of super-longevity. The training curriculum helps insurance agents enhance their ability to offer proposals that meet a variety of insurance needs by giving the agents opportunities to experience a realistic sense of what it might be like to live to the age of 100.

[Developed the My 100-Year Life Training \(MSI Primary Life\) \(in Japanese only\)](#)



Providing Services That Help Ensure Home Safety and Support Family Care

With the aim of realizing a safe society where everyone can live with peace of mind, the MS&AD Group provides services that help ensure the safety and security of customers' homes and families.

Principal Products/Services



Japan's first IoT platform service by a non-life insurance company: "MS LifeConnect"

Mitsui Sumitomo Insurance has launched "MS LifeConnect," the first IoT platform service developed by a Japanese property and casualty insurance company. The service allows policyholders to connect IoT devices in their homes—such as AI smart cameras and sensors—to the MS LifeConnect platform. The platform's AI analyzes the collected data and, through a dedicated app, sends notifications when needed to registered smartphones or other devices in accordance with pre-set rules. It can be used for home security and family member monitoring, helping to reduce everyday risks.

[MS LifeConnect: Mitsui Sumitomo Insurance's AI Smart Camera \(in Japanese only\)](#)

Providing Products and Services to Support a Society of Healthy Longevity

We provide means for asset-building and products/services related to nursing and dementia, tailored to customers' needs, aiming to help people live fulfilling second lives in safe societies with safety and security.

Principal Products/Services



Individual pension insurance with stable premiums for long-term survival assurance: “Ashita mo Jujitsu 2”

Mitsui Sumitomo Primary Life Insurance offers “Fulfilling Tomorrow (Ashita mo Jujitsu) 2,” individual pension insurance with stable premiums for long-term survival assurance. It is a foreign-currency-denominated annuity insurance product that supports customers’ asset building through long-term, installment, and diversified investment. The product includes features such as a premium payment waiver rider for the three major critical illnesses (applicable to level-premium, fixed-benefit insurance) and new functions that enhance premium payment flexibility. These features allow policyholders to adapt their plans to life changes that may occur during long-term asset building.

[Launched “Fulfilling Tomorrow \(Ashita mo Jujitsu\) 2,” individual pension insurance with stable premiums for long-term survival assurance \(interest rate-linked\) \(MSI Primary Life\) \(in Japanese only\).](#)



Smartphone-completed variable annuity insurance

The variable annuity insurance “AHARA” is designed for customers who want to begin asset building easily through their smartphones. It uses the application programming interface (API) of Minna no Ginko, Japan’s digital-only bank. All contract procedures and premium management can be completed entirely on a smartphone, and policies can be purchased for as little as 500 yen. A robo-advisor service was launched in March 2024, followed by the release of a smartphone app version in May 2024.

[Launch of Smartphone-Completed Variable Annuity Insurance “AHARA” \(MSI Primary Life\) \(in Japanese only\).](#)



Smartphone-completed asset-building and investment-type life insurance products

Two asset-building life insurance products—“Shiawase, Zutto” (variable insurance, fixed term) and “Tsumitate Annuity Insurance” (individual pension insurance with stable premiums for long-term survival assurance, interest rate-linked)—have been added to the Mitsui Sumitomo Card “V-Point Accumulating Insurance” lineup and have been available since April 2025. Applications can be completed entirely on a smartphone, and issued insurance policies are available in digital format for easy access. This streamlines procedures while also providing an environmentally conscious service.

[Addition of Two Asset-Building Insurance Products from MSI Primary Life to the Mitsui Sumitomo Card “V-Point Accumulating Insurance” Lineup \(MSI Primary Life\) \(in Japanese only\).](#)



New currency-selectable, rate-reset whole life insurance: “Shiawase, Zutto 4”

The “Shiawase, Zutto” series is a foreign-currency-denominated single-premium whole life insurance that allows customers to grow their assets in favorable interest currencies while providing coverage in the event of death. The new “Shiawase, Zutto 4” adds Japanese yen as a contract currency and introduces features such as partial surrender options for unexpected cash needs and an increased maximum single premium amount, allowing the product to meet a broader range of customer needs.

[Launch of New Currency-Selectable, Rate-Reset Whole Life Insurance “Shiawase, Zutto 4” \(MSI Primary Life\) \(in Japanese only\)](#)



Currency-selectable whole life insurance: “Ookina, Magokoro 3”

“Ookina, Magokoro 3” is a single-premium whole life insurance that enables customers to grow a lump-sum asset while ensuring coverage for death. The “Basic Plan” increases the death benefit after the first insurance period. The “Withdrawal Plan” allows policyholders to freely access funds starting one year into the contract. The “Three Major Diseases, Nursing Care, and Dementia Plan” provides a lump-sum insurance payout if the policyholder is diagnosed with one of the three major diseases, requires nursing care, or develops dementia.

[Launch of Currency-Selectable Whole Life Insurance \(with Coverage Restriction Period\) “Ookina, Magokoro 3” \(MSI Primary Life\) \(in Japanese only\)](#)



Preparing for cancer

Mitsui Sumitomo Aioi Life Insurance launched “&LIFE Medical Insurance A (Ace) Select” and “&LIFE Cancer Insurance S (Smart) Select” in November 2022. These products provide enhanced lump-sum benefits and early coverage for cancer, offering users more tailored options to meet their needs. Additionally, the company introduced the new healthcare service “MSA Care,” which focuses on prevention, early detection, and halting disease progression. These initiatives aim to deliver better medical services while addressing broader societal challenges.

[Announcement of New Products: “&LIFE Medical Insurance A \(Ace\) Select” and “&LIFE Cancer Insurance S \(Smart\) Select” \(MSI Aioi Life\) \(in Japanese only\)](#)

MSI

Launch of new coverage supporting early detection of illness and appropriate treatment choices

As Japan's population continues to age and the trend toward raising the retirement age grows, maintaining good health during one's working years has become increasingly important for both employees and companies. For individuals, being healthy contributes to improved quality of life and long-term career development. For companies, it supports human capital management and employee health management initiatives, thereby enhancing corporate value. Failing to undergo recommended follow-up examinations after a health check or not receiving appropriate treatment for detected illnesses can result in significant losses for both individuals and companies.

In response, Mitsui Sumitomo Insurance introduced a new rider and service under its Group Comprehensive Life Compensation Insurance through a revision in October 2025. The new offering comprehensively supports employees, from early detection of illness to the selection of appropriate treatment.

[Launch of New Coverage Supporting Early Detection of Illness and Appropriate Treatment Choices \(MSI\) \(in Japanese only\)](#) 

MSI Aioi Life

New income protection insurance adapted to social changes

In March 2025, Mitsui Sumitomo Aioi Life launched the "Death, Nursing Care, and Disability Selectable Income Protection Insurance," designed to meet customer needs arising from social changes. In addition to death coverage, this product is structured to broadly cover income loss risks due to nursing care needs or disability. Recognizing recent societal trends, it also provides enhanced protection for hospitalization costs and short-term income reductions. Coverage for stress and mental health issues has also been strengthened, expanding the scope of protection. With diverse coverage options, customers can tailor plans according to their individual needs, helping them and their families live with greater peace of mind under a variety of life circumstances.

[Launch of New Income Protection Insurance \(MSI Aioi Life\) \(in Japanese only\)](#) 

MSI

Providing coverage tailored to an aging society

We offer endorsements and services to address various new issues that are emerging in an aging society, including losses arising from solitary deaths of elderly residents in rental housing, liability for non-property damages such as losses due to train service disruptions, which has been increasing in line with the growing number of dementia patients, search costs when elderly persons go missing, and coverage for heat attacks, which are on rise, etc. to encourage preemptive measures such as evacuation before a disaster occurs.



MSI Supporting seniors and their families	Since January 2025, Mitsui Sumitomo Insurance has been offering a “Senior Lifestyle Support Service,” which provides comprehensive assistance for the challenges faced by seniors and their families. Under this service, insurance agents who have completed specialized training in senior support are certified as “MS Senior Lifestyle Partners” and provide expert advice on a wide range of issues. Working closely with community-based insurance agencies, they offer personalized guidance on matters such as inheritance, selection of nursing care facilities, and real estate management, addressing customers’ concerns with care and expertise. One-Stop Support for the Challenges Faced by Seniors and Their Families – Launch of the “Senior Lifestyle Support Service” (MSI Aioi Life) (in Japanese only) 
MSI Aioi Life Preemptive preparation for long-term care and dementia	Under its healthcare service MSA Care, which aims to provide total support for customer health, MSI Aioi Life has introduced new services well-suited for potential long-term care and dementia needs. Taking the form of a comprehensive package, the product offers integrated services for health maintenance, disease prevention, early detection, health consultations, and prevention of disease worsening or recurrence, and includes both pre- and post-coverage services. New product launch — &LIFE Long-Term Care Insurance C (Care) Select — and introduction of new services under MSA Care: Offering both insurance coverage and pre/post-coverage services (MSI Aioi Life) (in Japanese only)  MCI Screening Plus (MSI Aioi Life) (in Japanese only)  Long-Term Care Health Desk (MSI Aioi Life) (in Japanese only)  Care Facility Referral Service (MSI Aioi Life) (in Japanese only)  Meal Delivery Service (MSI Aioi Life) (in Japanese only) 

Financial Inclusion: Improving Access to Insurance and Financial Services

The MS&AD Insurance Group strives to improve access to our insurance products and financial services for people who face difficulties in accessing financial institutions or conducting financial transactions. By developing and offering suitable products and engaging in financial and insurance education, we aim to support people and their families who are in difficult situations, thereby contributing to the improvement of their living standards.

MSI Provision of insurance for small loans to micro-entrepreneurs (Philippines)	Launched Micro-insurance for loans in Autumn 2019, in cooperation with BPI Direct BanKo, which provides small loans to micro-entrepreneurs. The insurance supports the operations of micro-entrepreneurs through insurance even in the event of an unforeseen occurrence such as an accident or disaster. Number of policies sold in FY2024: 199,610 Total premium amount approximately: PHP 10,700,000 (Philippines Peso)
MSI Provision of fire insurance dedicated to housing for indigenous people (Malaysia)	We packaged insurance related to the support scheme undertaken by the social enterprise EPIC Homes with the aim of helping to improve the living conditions of indigenous people. Housing with this coverage provides safety and security to the indigenous people living there and encourages participation in the support scheme by potential donors. Cumulative total of houses for indigenous people covered by our insurance in FY2024: 202 Cumulative fire insurance premiums for indigenous homes: MYR 29,886 (Malaysian Ringgit) Press release (MSIG Malaysia) 
MSI Promotion of insurance and job creation (India)	We have set up small shops equipped with insurance kiosks in villages, towns, and small and medium-sized cities across the country. Through this, we are contributing to promotion of insurance in regions where access to such services had previously been difficult. We have also entrusted groups that are working to create jobs in farming communities through issuance of insurance policies. This contributes to improving employment prospects for people in farming communities with few job opportunities other than agriculture. Cumulative total number of shops in FY2024: 296 Cholamandalam MS General Insurance official website 
MSI Insurance for small loans to micro-entrepreneurs (India)	The microinsurance is needed to be an affordable (Prices are determined by the customer's ability to pay) and meets to priority for risk protection (Examples: property insurance, health insurance, life insurance). Total of houses for the people covered by our insurance in FY2024: 194,758 Fire insurance premiums for homes: IRN 54,466,237 (Indian Rupee)
MSI Provision of financial education (non-life insurance) for young people (Japan)	We conduct classes to improve financial literacy for high school students following the April 2022 revision of the Civil Code that lowered the adult age from 20 to 18. These classes provided opportunities for students to learn life skills to achieve an independent, secure and prosperous life, and contributed to the improvement of living standards in the future. FY2024: 34 schools (47 classes/4,054 participating students)

Para-athlete lecture program	In collaboration with para-athletes, since March 2024, Mitsui Sumitomo Insurance has been providing a Financial Literacy Course (Property & Casualty Insurance Edition) to schools for students with visual impairments (schools for the blind). As of October 2025, the program has been delivered at six special support schools in Tokyo, Hokkaido, Osaka, and other locations. The program includes not only classroom lectures but also group work aimed at improving financial literacy. In addition, it provides hands-on experiences with disaster preparedness items such as portable toilets and emergency supplies, helping students enhance their disaster literacy and reduce anxiety in the event of a disaster. Each lesson is tailored in consultation with the participating schools.
Special lectures and social experience opportunities for local schools	Mitsui Direct General Insurance actively engages in community-based social contribution activities. In January 2025, in collaboration with Tokyo Metropolitan Bunkyo School for the Blind, students and employees participated in a clean-up activity at Koishikawa Korakuen Garden. A total of 55 participants collected approximately 9,000 liters of fallen leaves. Students and teachers reported feeling a sense of growth and fulfillment through the activity, noting that interaction with employees helped boost students' motivation. In March 2025, Mitsui Sumitomo Insurance and Mitsui Direct General jointly provided a financial literacy lecture in which para-athletes shared practical financial knowledge tailored for people with visual impairments. These initiatives are part of efforts to create shared value with local communities and contribute to the realization of a sustainable society. Mitsui Direct General will continue its community contribution activities under the brand concept of “Strong and Kind.” Clean-up Activity at Koishikawa Korakuen Garden in Collaboration with Tokyo Metropolitan Bunkyo School for the Blind  Financial Literacy Lecture for Students at a School for the Blind, Delivered by Para-Athletes 

Customer-Oriented Business Operations

In accordance with the “Principles for Customer-Oriented Business Conduct” published by the Financial Services Agency, we have created manuals pertaining to insurance solicitation for elderly and person with disability. This is to promote appropriate customer service and to improve our operations through the analysis of survey data provided by customers and dialogue with insurance agents. Additionally, by providing meticulous responses tailored to each customer's situation, we work to prevent complaints and offer reasonable accommodations. Furthermore, we conduct training on dementia for both internal and external audiences to deepen understanding of dementia, utilizing these efforts to improve quality with a focus on a diverse range of customers. In addition, we engage in exchanges of opinions with external experts and have external specialists evaluate our customer-facing tools, aiming to incorporate customer perspectives into our operations. The promotion of such customer-oriented business operations and the various issues related to quality improvement are discussed within the Quality Improvement and Compliance Committee.

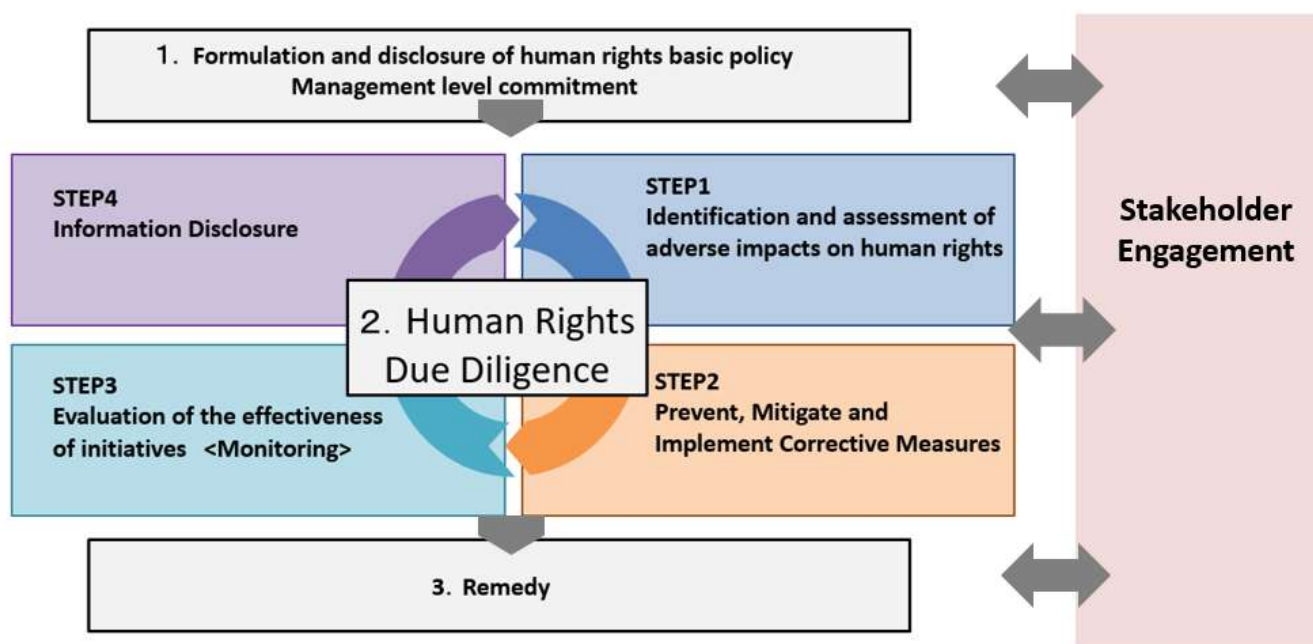
Implementing Activities and Dialog that Respect Human Rights

MS&AD Group will fulfill its corporate responsibility to respect human rights and contribute to the realization of a sustainable society based on the United Nations “Guiding Principles on Business and Human Rights.”

In order to achieve the Group’s management philosophy (mission), which 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 services business, it is important to consider and act on the mutual impact between our business activities and society, including the environment and human rights. In the “MS&AD Insurance Group Human Rights Policy,” which applies to all employees of the Group, business partners such as agents, and a wide range of stakeholders associated with the Group, we clarify that the Group has a responsibility to respect and protect human rights. Under this human rights policy, we identify and evaluate the adverse impacts on human rights that may occur in our business activities, and work with a wide range of stakeholders to prevent and mitigate them through our commitment to respecting human rights (human rights due diligence).

Human Rights Management System

The Group is committed to respecting human rights and is promoting initiatives in accordance with the management system for respecting human rights, such as the formulation of human rights policies, implementation of human rights due diligence, and providing remedies.



Created with reference to the Ministry of Economy, Trade and Industry’s “Reference Material on Practical Approaches for Business Enterprises to Respect Human Rights in Responsible Supply Chains”

MS&AD Insurance Group Basic Policy on Human Rights

In February 2017, MS&AD Group established the “MS&AD Insurance Group Basic Policy on Human Rights” following the approval of Board of Directors.

The Group fulfills its responsibility to respect human rights in accordance with this policy.

The initiatives for respecting human rights are reported to and overseen by the Board of Directors.

MS&AD Insurance Group Basic Policy on Human Rights

The MS&AD Insurance Group is committed to enhancing the enterprise value and contributing to the creation of a sustainable and resilient society through behavior that takes into account interaction with the environment and society in all business activities, with the aim of realizing Our Mission.

We recognize our responsibility for the actual and potential adverse impact our business activities have on human rights, including the impact of value chain, and we have pursued activities and dialogues that respect human rights. This Basic Policy has been adopted to prepare for this.

1. Basic Approach

(1) Compliance with laws, regulations and norms related to respect for human rights

(i) The Group respects international norms on human rights such as the United Nations International Bill of Human Rights*1, the corporate code of conduct in the United Nations Global Compact*2, and the principles concerning fundamental rights set out in the International Labour Organization Declaration on Fundamental Principles and Rights at Work*3.

(ii) In addition to complying with laws and regulations in countries and regions where we conduct business activities, we seek ways to respect the principles of internationally recognized human rights when these laws and regulations conflict with the principles, while considering the circumstances in such countries and regions.

(2) Non-discrimination

We respect basic human rights in all business activities, and not discriminate based on race, nationality, gender, age, ethnic origin, descent (family origin), social status, creed, religion, physical characteristics, disability, sexual orientation, gender identity or pregnancy.

(3) Corporate culture that respects human rights

(i) With “achieving mutual growth by respecting one another’s individuality and opinions, and by sharing knowledge and ideas” as one of Our Values, we will foster a corporate culture that respects human rights.

(ii) We respect diverse values and engage in the creation of a friendly working environment with consideration for the mental and physical health and safety of every single employee.

2. Human Rights Due Diligence

We will create a system for human rights due diligence in accordance with the United Nations Guiding Principles on Business and Human Rights, and engage in dialogue, consultation and reporting.

(1) Assessment and prevention

We will identify and assess any actual and potential human rights risks, and take prioritized steps to prevent and mitigate them.

(2) Remedy, remediation and dialogue

If the Group causes adverse human rights impacts, we will perform appropriate remedy and remediation through appropriate procedures, and engage in the prevention of recurrence. Moreover, if it is found that we are involved in such impacts through the value chain, we will sincerely engage in dialogue.

(3) Education and Training

We will engage in a broad range of activities to raise awareness of human rights through every opportunity to ensure our officers and employees have a deeper understanding of global, country-specific or regional issues related to human rights and their involvement with our business activities and have respect for human rights.

3. Responsibilities as a Global Insurance and Financial Services Provider

(1) Protection of privacy

In light of the importance of personal information and in accordance with our Basic Policy for Management of Customer Information we will protect personal information to ensure that there is no adverse impact on human rights including privacy.

(2) Reflection in business processes

As a founding signatory to the UN Principles of Sustainable Insurance (PSI) and a signatory to the UN Principles for Responsible Investment (PRI), we will consider environmental, social and governance (ESG) aspects in order to meet our responsibility to respect human rights in our insurance underwriting and investment decision-making processes.

*1 International Bill of Human Rights consists of the Universal Declaration of Human Rights and the main instruments through which it has been codified: the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights

*2 Ten Principles on human rights, labour, environment and anti-corruption. The principles of Human Rights and Labour include: (1) support and respect for the protection of human rights; (2) non-complicity in human rights abuses, (3) recognition of freedom of association and the right to collective bargaining; (4) elimination of forced labour; (5) effective abolition of child labour; and (6) elimination of discrimination in employment and occupation.

*3 Fundamental Principles and Rights at Work in five categories : (1) freedom of association and the effective recognition of the right to collective bargaining, (2) elimination of all forms of forced or compulsory labour, (3) the effective abolition of child labour, (4) elimination of discrimination in respect of employment and occupation, and (5) safe and healthy working environment.

Established, February 1, 2017

Revised on March 1, 2019

Last Amended, October 11, 2022

UK Modern Slavery Act 2015 and Australia Modern Slavery Act 2018

MS&AD Holdings, has been publishing annual statements since 2015 in accordance with the UK Modern Slavery Act 2015. Similarly, Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance have also published statements based on the UK Modern Slavery Act 2015 and the Australian Modern Slavery Act 2018, respectively, for their overseas operations. In order to prevent human rights abuses in value chains and supply chains, such as forced labor and child labor, we will continue to conduct reporting and engage with our business partners.

MS&AD Holdings UK Modern Slavery Act 2015 Statement

[FY2024 Slavery and Human Trafficking Statement](#) 

[FY2023 Slavery and Human Trafficking Statement](#) 

[FY2022 Slavery and Human Trafficking Statement](#) 

[FY2021 Slavery and Human Trafficking Statement](#) 

[FY2020 Slavery and Human Trafficking Statement](#) 

- > FY2019 Slavery and Human Trafficking Statement 
- > FY2018 Slavery and Human Trafficking Statement 
- > FY2017 Slavery and Human Trafficking Statement 
- > FY2016 Slavery and Human Trafficking Statement 
- > FY2015 Slavery and Human Trafficking Statement 

Implementation of Human Rights Due Diligence

The Group relies on the UN “Guiding Principles on Business and Human Rights” and has established a human rights due diligence mechanism as part of our management system for respecting human rights. We are committed to implementing this mechanism continuously. In line with our Human Rights Policy, established on February 2017, we are conducting human rights due diligence as follows.

STEP1: Identification and Assessment of Adverse Impacts on Human Rights

In principle, we review the identification and assessment of adverse impacts on human rights regularly every three years. Each time, we determine key issues based on changes in society and the environment surrounding the Group and its value chain. The initial assessment was conducted in fiscal 2021. Following the publication of the Ministry of Economy, Trade and Industry’s “Practical Reference Materials for Respecting Human Rights in Responsible Supply Chains” in April 2023, and reflecting on the overall efforts to respect human rights at overseas bases, we conducted a reassessment of the 2021 evaluation in fiscal 2023.

In fiscal 2024, we carried out a comprehensive review starting from the stage of identifying adverse impacts on human rights, increasing the number of dialogues with stakeholders in the identification and assessment process to incorporate their opinions into the evaluation, thereby revising the impact assessment to better align with the actual business conditions of the Group.

In the fiscal 2024 review, we organized the points of contact where human rights issues may arise from the Group’s value chain and stakeholders, and through the following process of impact assessment on human rights, we redefined the following three priority issues for respecting human rights. In fiscal 2025, we will promote efforts to based on these new priority issues.

<Priority Issues for Respecting Human Rights to be Applied from Fiscal 2025>

- (i) Fair and impartial customer service
- (ii) Consideration of human rights measures at insurance agencies, external contractors, corporate clients and investee companies
- (iii) Consideration for employees’ mental and physical health and the realization of a safe and secure workplace environment

Reference Information <Priority Issues Applied until Fiscal 2024>

- (i) Fair and impartial customer service
- (ii) Consideration of human rights measures at corporate clients and investee companies
- (iii) Consideration for employee health and a workplace environment free of discrimination.

Process of identification and assessment of adverse impacts on human rights

Process 1 Identification	The Group (including overseas entities) organized the points of contact in the value chain and stakeholders where human rights risks may arise. We analyzed the number of anticipated cases and incidents occurring in the same industry to identify human rights issues. These issues were comprehensively identified by referring to multiple international norms to ensure thorough coverage. Value Chain (1) Provision of products/services development and sales (including collection of insurance premiums), risk consulting services, insurance payment (including accident investigation personnel) (2) Management Process: Asset management (including investments and loans), information management, procurement (materials and real estate), human resources/recruitment, External contractors, investees, financing destinations, and local communities (including local residents) Stakeholders Customers both individual and corporate, shareholders, business partners, agents, own employees, local communities, the international community, and the environment impacted by our products and services. Human rights issues (human rights issues with high relevance to the Group business) Based on international standards, we comprehensively list human rights issues and evaluate those highly related to the Group's products, services, and business from multiple perspectives in three levels (high, medium, low), extracting those categorized as medium and high. <Identified Human Rights Issues> categorized as medium and high Forced labor and human trafficking, child labor, occupational health and safety, harassment (including inhumane treatment), other high-risk situations, rights to privacy, rights to privacy (employees), access to remedies, impact on local communities, treatment of migrant workers/foreign workers, discrimination, responsible advertising and marketing, wages, customer rights regarding insurance enrollment and receipt of insurance benefits, human rights issues related to technology and AI, working hours, access to financial services, freedom of association and the right to collective bargaining
Process 2 Assessment	Regarding the human rights issues identified in Process1, we evaluate and implement them based on two axes: the severity for rights holders and the likelihood of occurrence in our business. Severity: We analyze and assess each human rights risk based on three elements: scale, scope, and remediability. Likelihood of occurrence: We evaluate this on three levels—high, medium, and low—considering elements such as frequency of occurrence, effectiveness of remedial actions, results from individual stakeholder hearings (both face-to-face and written), and future foreseeability. ※This is based on the standards referenced in the Ministry of Economy, Trade and Industry's "Practical Reference Materials for Respecting Human Rights in Responsible Supply Chains."
Process 3 Risk Mapping	As a result of Process 2, a risk map based on severity and likelihood was created. Human rights issues that are both highly severe and likely to occur were classified as human rights risks to be prioritized. These issues were organized according to relevant stakeholders, and priority issues for respecting human rights were established to visualize the areas and human rights issues that require priority attention. <Priority Issues for Respecting Human Rights to be Applied from Fiscal 2025> 1. Fair and impartial customer service 2. Consideration of human rights measures at insurance agencies, external contractors, corporate clients, and investee companies 3. Consideration for employees' mental and physical health and the realization of a safe and secure workplace environment <Reference: Priority Issues Applied until Fiscal 2024> 1. Fair and impartial customer service 2. Consideration of human rights measures for corporate clients and investee companies, and external contractors 3. Consideration for employee health and a workplace environment free of discrimination *Please refer to the link below for details of the risk map.

STEP 2 : Prevent, Mitigate and Implement Corrective Measures

(Examples of initiatives from STEP 2 are based on the fiscal 2024 activities.)

In fiscal 2024, we undertook initiatives based on:

1) Fair and impartial customer service, 2) Consideration of human rights measures for corporate clients and investee companies and external contractors and 3) Consideration for employee health and a workplace environment free of discrimination. Updates on the fiscal 2025 initiatives will be provided as they become available.

For each identified priority issue in our human rights-respecting initiatives, we have taken preventive and mitigating measures, as well as corrective actions when necessary. Practical measures for prevention and mitigation include conducting training programs, educational and awareness activities, and establishing internal systems and environments are examples.

■ Key preventive and mitigating measures for each priority issue in human rights initiatives

Operational sites with preventive and mitigating measures 46 Entities*	Key preventive and mitigating measures
Fair and impartial customer service	■ Comprehensive implementation of customer-first operations - Implementing initiatives in accordance with A Customer-first Policy in the Business Operations and strive for continuous quality improvement and business enhancement ■ Comprehensive Customer Information Management - Implementation of information management training to improve information literacy and training on e-mail targeted attacks - Promoting understanding of human rights initiatives while confirming the information management system through regular inspections and audits for insurance agents, outsourcers, and employees Information Management Group Basic Policy for Management of Outside Vendors ■ Consideration for the elderly and persons with disabilities - Adoption of universal design principles - Establishment of a dedicated dial-up call service for the elderly and preparation of a response manual - Introduction of sign language interpretation services
Consideration of human rights measures for corporate clients and investee companies and external contractors	■ Underwriters and investors In September 2020, we formulated the “Business Activities Considering Sustainability” group policy and implemented business activities considering ESG factors. We consider human rights, including respect for human rights, in insurance underwriting and financing. In July 2022, we established that we will not engage in insurance underwriting and financing for cluster munitions manufacturers that can lead to indiscriminate killings and for manufacturers of inhumane weapons such as biological and chemical weapons and anti-personnel landmines that can lead to indiscriminate killings. We globally conduct insurance underwriting and financing in line with these guidelines. Additionally, for businesses that may potentially violate the human rights of indigenous peoples and local communities, we carefully assess the appropriateness of conducting transactions based on considerations for the local communities of our business partners. ■ External Contractors/Agents To ensure that our business partners (all external contractors) understand the Group’s commitment to respecting human rights, we distribute our human rights basic policy. For external contractors selected based on risk assessment, we conduct investigations into their organizational structure and provide human rights awareness training tools (such as the human rights policy development guide and internal training materials), as well as communicate and share relevant information on human rights initiatives.

Consideration for employee health and a workplace environment free of discrimination

- Promotion of health management
 - Interviews with industrial physicians regarding long working hours, reinforcement of measures to prevent mental illness (use of educational activities and rehabilitation programs that contribute to prevention), utilization of flexible work management, and promotion of health checkups
- Measures against harassment
 - In addition to systematic management of working hours, the Group is promoting workstyle reforms for employee health and safety
 - A speak-up system (internal reporting system) and consultation desks have been established. Dissemination of the reporting system and creation of an environment that makes it easy to consult with contact points [Speak-Up system](#)
- Promotion of understanding and awareness concerning LGBTQ
 - Implementation of internal seminar to promote understanding of LGBTQ
- Protecting employees from unreasonable customer complaints (mainly in Domestic Companies)
 - Develop and implement manuals at each group company based on the Group's Basic Human Rights Policy
 - Conduct harassment awareness training to employees
 - Implement a system in the claims service department to detect keywords that correspond to malicious complaints in real-time and notify managers
 - Establish a support system with lawyers for claims service departments

*The primary businesses undertaken by MS&AD Holdings and its Group companies (subsidiaries and affiliates), and the main Group companies undertaking each business as of March 31, 2023

■ Organizational Structure for Promoting Human Rights Initiatives

The Sustainability Promotion Department of MS&AD Holdings takes the lead and collaborates with the department responsible for overseas compliance and the department responsible for promoting human rights awareness in business companies to promote human rights initiatives both domestically and internationally. Business companies, primarily organized around officers in charge of human rights awareness, aim to deepen the understanding of human rights and corporate social responsibility, foster a culture of human rights within the organization, and enhance awareness of respecting human rights among employees.

<Major initiatives>

- Planning and formulating as well as implementing and managing workplace training programs for all employees
- Raising role awareness of employees involved in human rights education.

[ESG Data / Reference Material \(Human Rights\)](#)

■Promotion of a Sound Relationship with the Labor Union

In the MS&AD Group, the Company and the labor union respect each other's position by complying with agreements in good faith and by engaging in efforts to maintain and improve the company's democratic and healthy development, the employee's working conditions, and their position. Based on the agreement, negotiations and consultations are carried out in the context of wages, personnel systems and operations, work environment, and management plan.

<Measures to prevent various types of harassment>

In the Group, we declare our commitment to respect human rights, in accordance with our Human Rights Policy and Compliance Policy. We pledge not to engage in discrimination or harassment based on race, nationality, gender, age, occupation, region, creed, disability, or any other factor, including sexual harassment, workplace harassment, and other forms of harassment. In the event that a case requiring remedy arises, we have established the following system to receive reports and consultations from employees and others and provide appropriate remedial measures.

[ESG Data/Reference Material \(Labor union membership rate\)](#)

[ESG Data / Reference Material \(Speak-up System\)](#)

STEP3: Evaluation of the Effectiveness of Initiatives (Monitoring)/ STEP4: Information Disclosure

We conduct regular evaluations (monitoring) on the effectiveness and implementation of prevention, mitigation, and corrective measures for human rights issues identified and assessed through STEP 1 and STEP 2. Additionally, we provide explanations and disclose information on various initiatives related to respecting human rights through our annual Sustainability Report, website, and other channels.

■Example initiatives of evaluations(monitoning)

Fair and impartial customer service

■Protection of personal information

Each Group company establishes internal regulations on information management, introduces security measures, and provides education to employees and agents, according to the MS&AD Insurance Group Basic Policy for Management of Customer Information.

To verify the management systems, we regularly conduct inspections and audits of agents, outside vendors, and employees, and promptly implement remedial measures against any found problems.

<Fiscal 2023 inspections and audits>

Internal inspections were carried out at the Company and the Group's domestic insurance companies. We inspected and audited around 25,000 agents and outside vendors, and provided instructions including to strengthen security to approximately 393 companies.

[Information Management](#)

[Group Basic Policy for Management of Outside Vendors](#)

Consideration of human rights measures for corporate clients and investee companies and external contractors	■ Underwriting and Investments Based on our “Business Activities with Consideration for Sustainability” group policy, we annually review the underwriting situation to ensure compliance with the policy and make improvements or corrections as necessary, including suspending underwriting if needed. In the regular reassessment of the impact on human rights, we identify countries or regions with high human rights risks based on the Fragile States Index. For our business operations in Myanmar, we conduct due diligence on our investees to confirm that there are no human rights issues. ■ External Contractors/Agents We regularly confirm the implementation of a system for respecting human rights and provide support for necessary organizational improvements as needed. ■ Agents/ Foreign technical intern trainees Regarding the employment status of foreign technical intern trainees, we conducted interviews with relevant departments within the Group. While no specific problem cases have been identified, we will continue to follow up on this matter. Additionally, we regularly conduct audits of the labor environment and conditions by third parties to ensure and maintain appropriate working conditions.
Consideration for employee health and a workplace environment free of discrimination	■ Creating a safe workplace environment (compliance with labor safety and health laws) Within the Group’s domestic insurance companies, we have established hygiene committees based on the Labor Safety and Health Act to investigate and deliberate on matters related to preventing occupational health disorders and promoting health. These committees hold monthly. • We conduct an annual survey to gauge the awareness of the Group’s employees, which we use to consider improvements to company systems, policies, and environmental arrangements. Since fiscal 2019, this survey has also been extended to employees based in overseas locations Targets (KPI) and Results

Remedy (Consultation Desk)

In the Group, we have established a system to promptly address any voices or reports regarding potential human rights violations and ensure appropriate remedial measures are taken if necessary.

■ Schemes for receiving feedback from customers

Schemes for Receiving Feedback from Customers	We widely accept various voices such as “consultations,” “requests,” and “complaints” from customers, and stipulate that they will be used to improve quality. Quality that Earns the Trust of Society
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■ Reporting system for employees (Speak-up System)

In the Group, we declare our commitment to respect human rights, in accordance with our Human Rights Policy and Compliance Policy. We pledge not to engage in discrimination or harassment based on race, nationality, gender, age, occupation, region, creed, disability, or any other factor, including sexual harassment, workplace harassment, and other forms of harassment. In the event that a case requiring remedy arises, we have established the following system to receive reports and consultations from employees and others and provide appropriate remedial measures.

Reporting System for Employees (Speak-up System)	In order to prevent violations of laws and regulations, violations of internal regulations and inappropriate conduct from being neglected, the MS&AD Insurance Group has in place a reporting and Internal and external consultation services, the Speak-up System, through which employees can report any concerns so the company can promptly identify the facts and take necessary measures. With this system, the Group pushes ahead with compliance with ethics, laws, and regulations. <Examples of cases which could be reported and consulted> • Any matters related to non-compliance • Issues related to violation of MS&AD Insurance Group Basic Policy on Human Rights • Issues related to employees' mental and physical health and other issues caused by sexual harassment, power harassment, or any other types of harassment • Any matters related to working environment, such as work hours and overtime work We have made efforts to enable informers and consulters to easily use the system. We protect the informers and consulters by ensuring the informers and consulters' privacy and protect their information. We also make sure the informers are not treated disadvantageously. We have also set up an external contact point at an outside law firm. For officers and employees working at overseas entities, we have established a global reporting contact in addition to the reception desks at our domestic offices. We respond to reports in 17 languages, and it is possible to report to the Japanese head office from overseas. <Corrective Measures> In response to reports or consultations: - Depending on the nature of the report or consultation, the appropriate department will conduct a factual investigation. - If the reported information is confirmed to be violating laws and regulations, internal regulations and inappropriate conduct from being neglected, appropriate actions will be taken, such as disciplinary measures, warnings, or guidance. ESG Data / Reference Material (Speak-up System)
Harassment Consulting Desk	We have set up a dedicated harassment consulting desk to make sure that employees who feel victimized can consult staff with peace of mind about sexual harassment, power harassment, and maternity harassment cases. Based on verification of facts through prompt investigation, if deemed necessary, corrective measures and actions will be taken in accordance with internal regulations. The company is also making efforts toward prevention of harassment by providing education such as workplace training programs for all employees, level-specific training programs, and e-learning.
■ Whistleblowing and consultation system for value chain and supply chain (external contractors)	
Human Rights Issues Consulting Desk	Establishment of consultation desk mainly for the Group's outsourcing partners to insurance agencies (Dedicated URL), utilizing the platform of a specialized organization that relies on the UN "Guiding Principles on Business and Human Rights." Through this consultation desk, we are working to promptly identify information on human rights violations in our value chain, further strengthen the corrective activities, and improve transparency in problem-solving processes. Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)

Engaging Dialogue with Our Various Stakeholders

In order to promote our commitment to respecting human rights, it is important to understand how our business activities are perceived by stakeholders and the impact they have. In the Group, we engage in dialogue with stakeholders throughout the processes of human rights due diligence, which is our management system for respecting human rights. We leverage these dialogues to inform and enhance our initiatives.

Dialogue1: Discussion with NGO on the Group's Human Respect Initiatives

In December 2023, a discussion on “Respect for Human Rights Initiatives” took place between Mr. Hideki Wakabayashi (Board member of the Japan NGO Center for International Cooperation (JANIC) / Director of THINK Lobby) and MS&AD Holdings CSuO and members from the Sustainability Promotion Department.

【Outline of the Discussion】

- Date: December 2023
- Method: In-person meeting. Prior to the discussion, a survey was conducted to gather opinions on the Group's initiatives. The discussion was based on the survey questions.
- Participants: Mr. Hideki Wakabayashi, board member of the Japan NGO Center for International Cooperation (JANIC) and Director of THINK Lobby, MS&AD Holdings CSuO and members from the Sustainability Promotion department.

【Human rights due diligence and operations】

After receiving a briefing on the latest developments in business and human rights in Japan and various countries from Mr. Wakabayashi, we had a lively exchange of opinions based on the questionnaire on our company group's commitment to respecting human rights that was previously answered. It was pointed out that human rights risks are risks to people, and that enhancing corporate value should ultimately be achieved through addressing these risks. It was also emphasized that all employees need to understand that human capital, including human rights, is supported by social and natural capital.

MS&AD Holdings will reflect the insights and opinions obtained through the discussion, and strive for further enhancement of our commitment to respecting human rights and disclosure of information.

- The risks pointed out through this dialogue have been reflected in the risk map revised on March 2024



Dialogue2: Discussion with NPO on the Group's LGBTQ Rights Initiatives

In December 2023, a discussion on “Respect for LGBTQ Rights Initiatives” took place between Ms. Maki Muraki (Founder/Director of NPO Nijiirō Diversity) and members of the Sustainability Department at MS&AD Holdings.

【Outline of the Discussion】

- Date: December 2023
- Method: Online meeting. Discussion on the Group efforts and issues under review.
- Participants: Ms. Maki Muraki, Founder and Director of NPO Nijiirō Diversity, and members of the Sustainability Department at MS&AD Holdings.

【The Group's LGBTQ Rights Initiatives】

Ms. Muraki briefed us on the latest developments in LGBTQ-related issues in the Japanese government and companies, as well as the difficulties and mental/physical health faced by LGBTQ people. Following that, we held a discussion on the Group's LGBTQ rights initiatives, focusing mainly (i) Initiatives for customers and (ii) Initiatives for the Group employees.

(i) Initiatives for customers

It was pointed out that as expected from insurance companies, we need to recognize the LGBTQ issues in underwriting and procedures, promote understanding of LGBTQ initiatives for the Group employees and agents, and improve our responsiveness to LGBTQ people.

(ii) Initiatives for the Group employees

We discussed various initiatives, including the establishment of employee groups for LGBTQ understanding and support (ALLY), the operation of an employee consultation desk, employee education and awareness programs, and recruitment practices. We also exchanged opinions on the specific methods of these initiatives and effective ways to inform them to our employees.

MS&AD Holdings will reflect the insights and opinions obtained through discussions into the development of internal guidelines and take specific initiatives, to promote the Group's LGBTQ Rights Initiatives.

- Valuable insights discussed through this dialogue have been reflect to the making of inhouse guidelines.



Ms. Maki Muraki

Initiatives to Promote Deeper Understanding of Business and Human Rights

It is important that executives and employees across the MS&AD Group become knowledgeable about human rights in a corporate context and apply it to business operations as well as the development and provision of our products and services. The Group is advancing initiatives that help enhance employees' awareness of human rights protection, with the aim of deepening understanding of human rights and corporate social responsibility and fostering a corporate culture that is conscious of human rights issues.

Executive Study Session

In May 2025, the Company held an executive study session on the theme of basic understanding of “business and human rights” and human rights risks learned from specific cases with guest speaker attorney Sakon Kuramoto of Kuramoto International Law Office. We promoted executives' comprehension of human rights through lectures incorporating real-world case studies to deepen understanding of the responsibilities that companies should fulfill in response to the growing global awareness of human rights.



Executive study session

| Business and Human Rights Information Sharing Sessions for Employees

In fiscal 2025, the Company initiated Business and Human Rights Information Sharing Sessions as a regular opportunity for employees to enhance their CSR knowledge. The sessions aim to improve understanding of business and human rights, enabling employees to learn fundamental concepts and principles and apply them in their work. By regularly sharing information on the latest standards, laws and regulations, developments in international frameworks, and industry best practices, employees are better equipped to respond quickly and appropriately. Themes range widely, from the basics of business and human rights to AI governance and human rights, and the sessions include not only expert explanations but also discussion forums where employees exchange views on various issues.

Employee Well-being

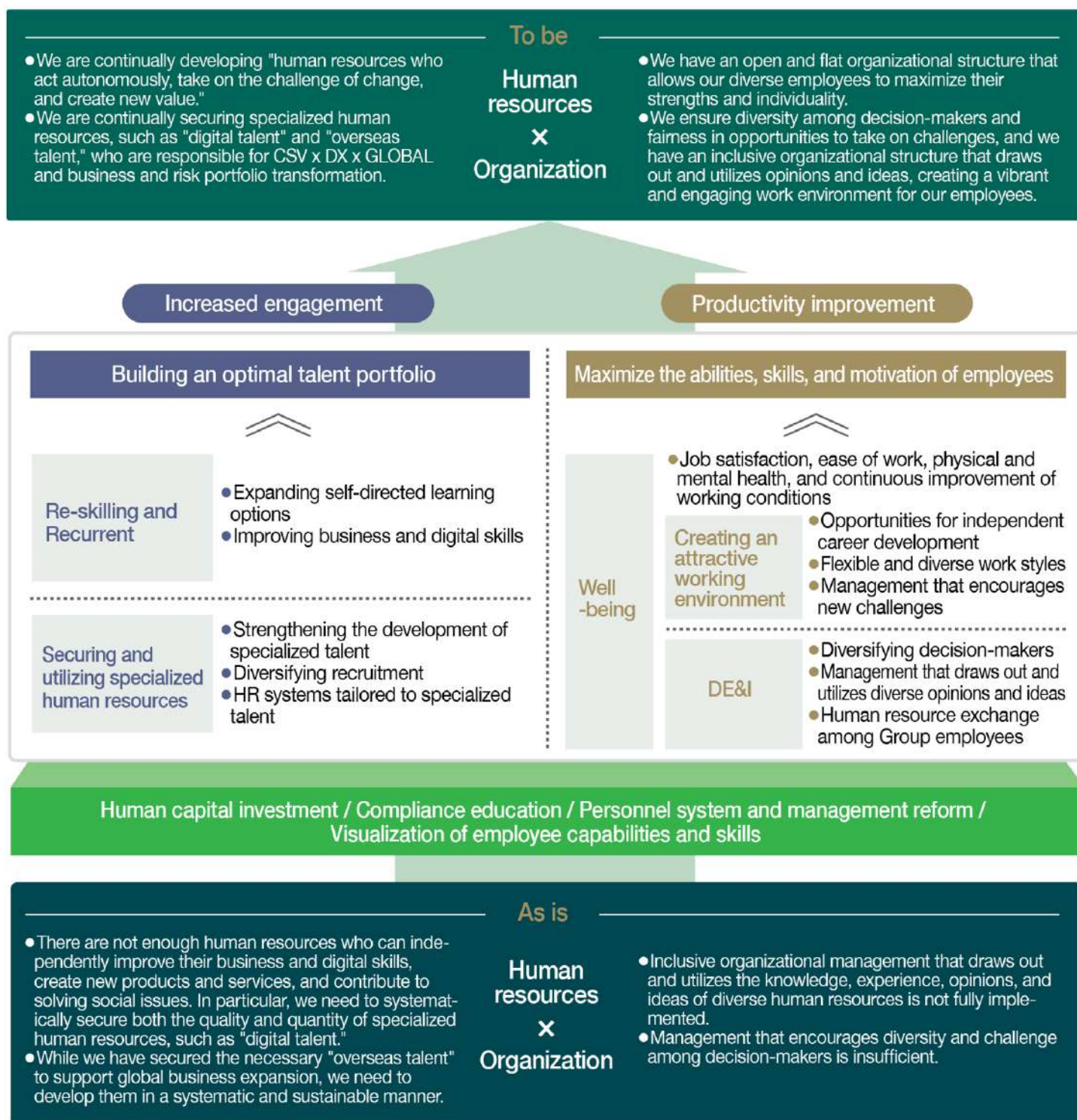
The Group's greatest asset is its human resources, and every employee of the Group is the driving force behind the improvement of corporate value.

Under our human asset strategy linked to the basic strategy of the Medium-Term Management Plan (2022–2025), we are working on “building an optimal portfolio of human resources” and the “full demonstration of employees’ abilities and skills and fulfillment of their ambitions,” and we are focusing on “Value (value creation),” “Transformation (business reforms),” and “Synergy (pursuit of Group synergies).”

In addition, to improve employee engagement, we are developing a working environment that includes opportunities for self-directed career development; flexible, efficient, and effective work styles; and a corporate culture that encourages a spirit of taking on new challenges.

Human Resource Strategy

In the Medium-term Management Plan (2022–2025), for realizing our aspiration of becoming a “corporate group that supports a resilient and sustainable,” we have set forth “Value (Creation of value),” “Transformation (Business reforms)” and “Synergy (Demonstration of Group synergy)” as basic strategies. Those who will realize the strategies are individual Group employees and we will identify any gaps between the Group’s aspiration (To be) and the current situation (As is) of human resources and/or the organization, which is necessary for implementation of the strategies, and we will execute a human resources strategy that will serve as a roadmap for eliminating any such gaps.



➤ Human resource strategy linked to the basic strategies details

➤ Targets (KPI) and Results

Human resource strategy linked to basic strategies

Quantitative assessment of As-is vs. To-be gaps	We quantitatively assess the gap between the “desired state (To-be)” of talent and organizations required to execute our basic strategies and the “current state (As-is),” and implement a talent strategy that serves as a roadmap to close this gap.
Building an optimal talent portfolio capable of responding agilely and flexibly to changes in the business environment	Alongside talent development through expanded investment in self-directed learning programs such as reskilling and recurrent education, we are building an optimal talent portfolio by securing and promoting the success of specialized talent, including external hires.
Maximizing employees’ abilities, skills, and motivation	We are promoting expanded opportunities for employees to autonomously shape their careers, such as Post Challenge assignments and free-agent programs, while also enhancing skill development and utilization through job-based employment and allowing side jobs or concurrent positions. In addition, we advance initiatives that support flexible work styles and embrace diversity, creating an environment where employees can fully leverage their unique strengths and individuality.

KPI Setting

Key performance indicators (KPIs) are set for particularly important elements of the talent strategy, enabling the strengthening of initiatives and monitoring of progress.

Digital human resources

In addition to ensuring that all employees acquire basic digital skills, we are promoting the development of digital human assets from both the business and data analysis sides by utilizing training programs.

Human resources for the international business

In order to secure sufficient human resources, both in terms of quality and number, for overseas operations, we are working to continuously develop and secure human resources while promoting a generational shift.

Diversity

In addition to diversifying the decision-making layer by increasing the ratio of female managers and female line managers, we have established a KPI for male childcare leave, thereby creating a working environment that embraces diverse values and promotes the success of diverse human assets.

Building an Optimum Human Resource Portfolio

We aim to be a company that continues to produce human assets who are not bound by the existing framework of the insurance business, but who act autonomously and take on the challenge of reform utilizing advanced knowledge and cutting-edge technology. We will build an optimal human resources portfolio through employee development by expanding investment in self-directed learning menus such as reskilling and recurrent training, and by securing specialist human resources and promoting their playing active roles, including hiring external human resources.

- Reskilling and recurrent training
- Retention and active participation of specialized human resources

Reskilling and Recurrent Learning

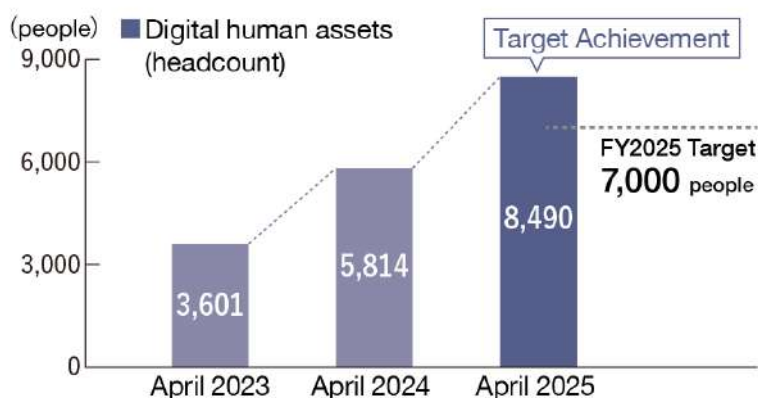
Development of Digital Talent

In addition to ensuring that all employees acquire basic digital skills, the Group promotes the development of digital talent from both the business and data analysis perspectives, utilizing collaborative development programs with universities and other institutions.

Digital human resources	Personnel profile
Business side	Human assets capable of creating and expanding business by leveraging DX
Data analysis side	Human assets who possess and can demonstrate high skills and expertise in realizing business, such as advanced data analysis

- Business-related initiatives: We are systematically advancing digital skill development by expanding online education tools, implementing digital talent certification systems across Group companies, and leveraging collaborative courses with universities and other institutions.* These initiatives help a large number of employees acquire and enhance their skills.
- Data analysis-related initiatives: We are fostering development through collaborative courses with universities and other institutions* and certification systems for advanced data science skills. In addition, we are establishing job-based employee categories and creating environments suitable for securing and enabling the success of specialized talent recruited externally.

Digital human resources



* MS&AD Digital Academy (INIAD: Faculty of Information Networking for Innovation and Design, Toyo University)

Cumulative number of participants: 1,081 (FY2018–24)

* MS&AD Digital College from Kyoto (KUAS: Kyoto University of Advanced Science)

Cumulative number of participants: 643 (FY2018–24)

Development of Overseas Talent

It is essential to secure sufficient numbers of high-quality talent to manage overseas operations. Currently, the necessary headcount has been secured, and programs are in place to develop and maintain talent sustainably while facilitating generational succession.

Specifically, for the senior management talent and specialized talent (e.g., accounting and finance, IT, and risk management) required for overseas operations, the Group is implementing the following initiatives in order to foster talent in a multi-faceted and systematic manner.



- Implementation of Nomination-based (Invitation-only) Training

	Program	Cumulative Number of Participants
Management Talent Development	Global Leader Development Program	88 (FY2013–24)
Specialized Talent Development	Global Expert Development Program	107 (FY2014–24)
Development of Management Talent among Overseas Employees	Global Management Training	106 (FY2021–24)

- Overseas Assignment Training Program: Cumulative participants FY2013–24: 417
This is an open-recruitment overseas assignment program for Japanese employees. The assignment period is generally one year or longer, aimed at developing talent who will support overseas business operations from a medium- to long-term perspective
- Global Trainee Program: Cumulative participants FY2013–24: 1,338
A program in which Japanese participants experience simulated global business interactions through approximately one-week collaborative experiences with overseas employees, aimed at acquiring the skills and competencies required of global talent

In addition to the above, talent development is promoted through global talent exchanges, including providing headquarters and management experience to Japanese employees with overseas assignment experience, sending young Japanese employees on overseas assignments, and hosting overseas employees in Japan.

Securing and Empowering Specialized Talent

We have established a job-based employment system for specialized talent and are creating an environment that promotes their active contribution. In securing specialized talent, it is necessary not only to recruit external professionals but also to develop internal talent who have a deep understanding of the Group's business. Beyond in-house development, we promote skill enhancement through talent exchanges across the Group.

Standardization of recruitment, placement, and training of specialized talent across the Group

In response to intensifying competition for specialized professionals such as digital talent, each Group company has introduced job-based systems suitable for specialized talent. Through recruitment, placement, and training of specialized talent, we aim to strengthen our competitiveness in hiring and allocate talent to growth areas.

Talent development linked to personnel transfers

We conduct talent development linked to personnel transfers, including the planned development of employees who will manage overseas operations and the growth and expansion of digital talent.

Mechanisms to enhance expertise and promote new skill acquisition

We have established and expanded human resource systems and practices that support employees' self-development and reskilling, including incentives related to treatment, encouragement for obtaining qualifications, and leave programs for self-improvement, fostering enhanced expertise and acquisition of new skills.

Group-wide Talent Initiatives

Standardization of system infrastructure

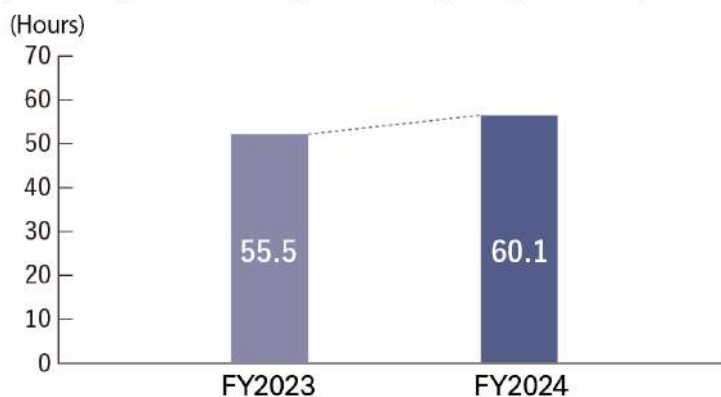
By building a Group-based talent data platform, we are introducing systems that enable visualization of employees' abilities and skills and facilitate agile talent deployment. These systems are utilized to standardize HR operations, promote talent exchanges across the Group, and strengthen disclosure related to human capital.

Group-wide and collaborative talent development

The talent development operations of Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance have been consolidated under the holding company. Additionally, by integrating training programs and standardizing learning menus across the Group's five core insurance companies, we are enhancing efficiency, for example by increasing training hours per employee.

* As a result of standardization, investment in education and training has also been reduced
(FY2023: 1.28 billion yen⇒FY2024: 1.26 billion yen)

Investment in human development (average training hours per person)



<Highlight>

An Example of the Group’s Digital Talent Development

MS&AD Digital College from Kyoto (KUAS: Kyoto University of Advanced Science)

Launched in April 2020, this fully online original training program for the MS&AD Group was developed primarily by the Faculty of Engineering at Kyoto University of Advanced Science (KUAS). In this program, instructors specializing in IoT, data science, and related fields provide practical exercises that cultivate immediately applicable skills. Through online hands-on training, participants engage with technologies such as drones and IoT sensors, acquiring knowledge from data collection to utilization. This enables them to help create business models suited to today’s needs and develop innovative products and data solutions.

Initiatives to Develop Specialist Human Resources

Development of digital-specialist human resources	We have implemented the Group's unique digital human asset development program in collaboration with educational institutions such as universities. Examples of training and programs: • MS&AD Digital Academy • MS&AD Digital College from Kyoto • Data Scientist Training Course • Agile Methodology-related Certification Training • System x Design Thinking Workshop • Research with Shiga University Graduate School (ADI) Initiatives that will not only improve the efficiency and convenience of processes and services using digital technology, but also transform the Group’s overall business.
Support for acquiring actuarial qualifications	We are encouraging and supporting employees to take qualification examinations conducted by the Institute of Actuaries of Japan (IAJ) as part of our efforts to develop actuarial professionals capable of applying probability, statistics and other methods to product development, risk management, etc. ESG Data/Reference Material (Number of actuaries)
MSI Support for companies to provide recurrent training aimed at creating innovation	We have introduced "MS&AD Digital College from Kyoto," a recurrent education program in the digital and EV (electric vehicle) fields jointly developed by Kyoto University of Advanced Sciences and MS&AD Insurance Group Holdings and have been marketing this program to companies/organizations/local governments since April 2023. Launched a Recurrent Education Program in Partnership with a University (MSI) (in Japanese only) 

Maximization of Ability, Skill and Motivation of Employees

Development of Attractive Workplace Environment

Provision of opportunities for self-directed career development

Under a skills-based human resource system, we are expanding the use of an open-recruitment transfer program (Post Challenge), which allows employees to move to the positions or departments they desire and broaden their opportunities for contribution. This initiative also revitalizes personnel transfers, talent development, and career-building efforts across Group companies. We are also providing more opportunities for self-directed career development such as utilization of a free agent program whereby employees, based on the abilities/skills, etc. that they have cultivated to date, can promote themselves to several departments designated by them as immediate assets to the company, and provision of a mechanism to enable employees to participate in company measures beyond the frameworks of their current organizations.

- **Post Challenge applications: 970 participants (FY2024)**

Promotion of diverse and flexible working styles

We are promoting business operations that utilize remote work by efficiently combining telecommuting and on-site working, as well as flex and shift work. We will also expand opportunities to improve and utilize skills by introducing job-based employment and relaxing restrictions on side and second jobs. In addition, we promote work styles that do not assume overtime and enable flexible arrangements, such as allowing employees to choose whether to relocate or transfer based on their career vision or personal life events.

[Implementing a completely location-free call center system \(ADI\) \(in Japanese only\)](#) 

Management that encourages employees to take on new challenges

We conduct management that changes the mindset and fosters a culture, which in turn encourages people to tackle challenges and draws out and utilizes the motivation of employees. By providing training for management and operating meetings with supervisors and subordinates, we will ensure that a culture of taking on challenges without fear of failure takes root and engage in challenging tasks.

Performance appraisal system in employee development

Management by objectives and review meetings

As a system for employee development aimed at achieving job satisfaction and growth for each employee, we set objectives and career visions and manage them through review meetings with managers. All employees act based on the Group's "Mission, Vision, and Values" and set individual goals that incorporate sustainability perspectives. Employees engage in several dialogues with their managers every year. By sharing goals, challenges, and achievements, we aim to enhance the transparency and fairness of performance evaluations, while also fostering employee development through the sharing of career visions.

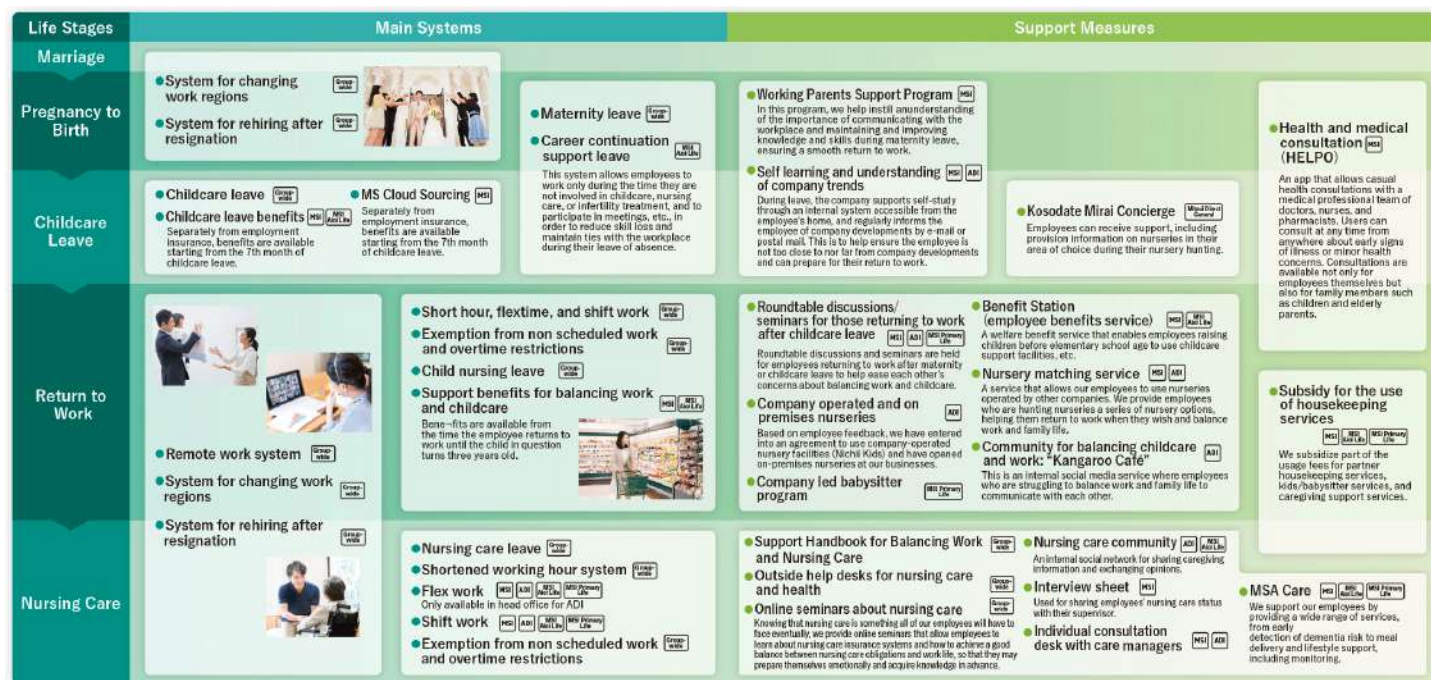
Training and Education Initiative Examples

MS&AD Open College	Classroom training to acquire business skills, such as problem-solving.
Trainee programs	These internal programs allow employees to gain short-term experience in other departments or companies, aimed at skill development and future career building, as well as to further cultivate Group solidarity and improve communication. ESG Data/Reference Material (Number of participants of the trainee system)
Post-challenge programs	Open recruiting programs through which employees considering their own career paths can convey their plans and wishes to their companies and take on challenges to progress down these paths. Efforts to actualize autonomous career development.
In-house free agent program	A program whereby employees, with skills, experience and their own blueprints of career-building, can promote themselves to particular departments or sections they feel best fit their talent and abilities.
Corporate University Program “AD University”	A program that visualizes employee skills in all categories and which supports independent, self-directed learning for acquiring the abilities and skills that need to be strengthened for employee growth not bound by work or work roles.

Human Resources Development for Addressing Social/Regional Issues

ADI Required acquisition of qualification regarding CO₂ emissions calculation methods	We have enhanced human resources development aimed at addressing social/regional issues by making it mandatory for approximately 10,000 employees to acquire Level 3 qualification in the "Carbon Accounting Advisor Qualification System" related to CO₂ emissions calculation methods. Made it mandatory for approximately 10,000 employees to acquire qualification related to CO₂ emissions calculation methods (ADI) (in Japanese only) 
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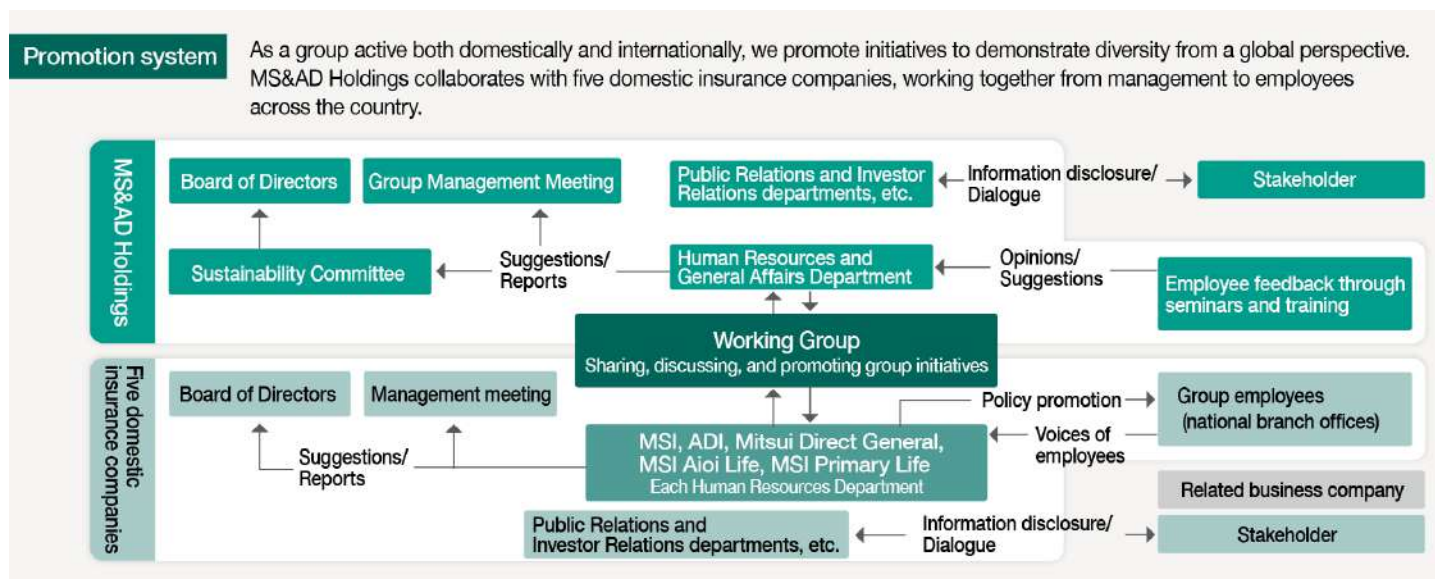
Examples of Systems and Support According to Life Stage



[Initiative to promote one month childcare leave for male employees \(MSI\) \(in Japanese only\)](#) 

Initiatives for Embracing and Leveraging Diversity

The Group creates workplace environments where individual differences can be fully utilized and pursues initiatives in four priority areas to foster new innovation and enhance corporate value.



Diversifying of Decision-making Positions (Advancement of Women)

Talent Pipeline Creation

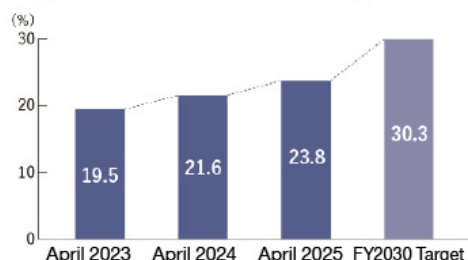
Group-wide

We are strengthening initiatives to build a pipeline for promoting women to executive and managerial positions. As a KPI to be achieved by the end of FY2030, we have set the proportion of female managers at 30% and that of female line managers, who are the heads of individual organizations, at half of that number in order to promote diversity among decision makers.

	KPI	As of April 2025
Proportion of female managers	30% (by the end of FY2030)	23.8%
Proportion of female line managers	15% (by the end of FY2030)	21.3%

(Total for the holding company and five Group insurance companies in Japan)

Proportion of female managers



Proportion of female line managers



Female department heads are being appointed as part-time directors at subsidiaries directly owned by the holding company, providing them with opportunities to gain experience in decision-making at the senior management level. The Group companies concerned also gain new insights from these female department heads with diverse backgrounds.

Examples of pipeline development initiatives	As of April 2025
Appointment of female directors to direct holding affiliated companies	8 new people appointed in April 2025, A total of 40 people since 2019
Assigning women to deputy general manager and deputy branch manager positions	32 people

Mentor Program

HD MSI ADI MSI Aioi Life

The mentor program aims to develop more women managers and change mindsets among executives and department managers. Under this program, executives, department managers, and female line managers who are not already direct supervisors of the participants concerned, serve as their mentors and advisors. They support the career development of female employees and newly appointed line managers.

Acquired the certification mark "Eruboshi (2 stars)" based on the Act on Promotion of Women's Participation and Advancement in the Workplace.



Mitsui Sumitomo Insurance
Aioi Nissay Dowa Insurance
Mitsui Direct General Insurance
Mitsui Sumitomo Aioi Life Insurance

Appointment of External Talent

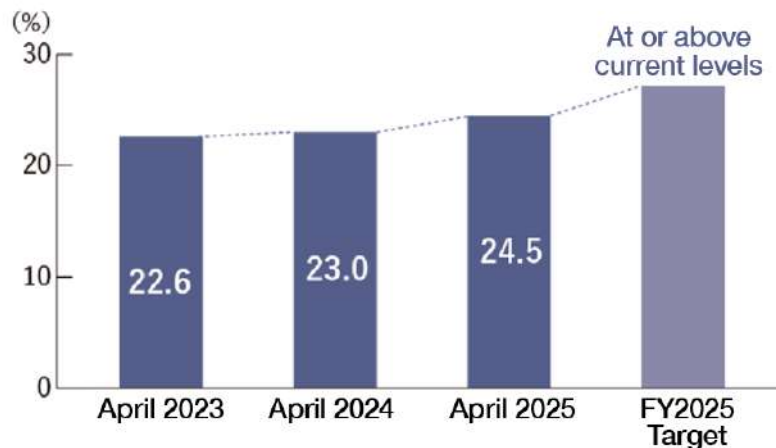
Group-wide

We are promoting initiatives that leverage diverse experiences in decision-making, including increasing the proportion of external talent in managerial positions.

	KPI	As of April 2025
Proportion of managerial positions filled by experienced hires	At or above current levels	24.5% (As of April 2024: 23.0%)

(Total for the five Group insurance companies in Japan)

Proportion of managerial positions filled by experienced hires



Work-Life Balance

Group-wide

The Group has established systems that enable employees to balance their work and personal responsibilities, feel a sense of fulfillment and growth, and work energetically.

> Main systems and support measures by life stage

Paternity Leave for Male Employees

Group-wide

Promoting the utilization of paternity leave by male employees is both a corporate social responsibility and a contribution to society. It is also an opportunity for men to deepen their understanding of childcare and parental leave. As part of creating a workplace environment that embraces diverse values, a KPI has been set to advance this initiative.

	KPI	FY2024
Take-up rate	100%	93.2%
Number of days taken	Aim for four weeks	13.1 days

(Total for the holding company and five Group insurance companies in Japan)

> Initiative to Encourage Eligible Male Employees to Take One Month of Paternity Leave (MSI) (in Japanese only) 



"Platinum Kurumin" (Ministry of Health, Labour and Welfare)
This is a top-level certification granted to companies that have demonstrated particularly outstanding efforts to promote work-life balance.

- Mitsui Sumitomo Insurance
- Aioi Nissay Dowa Insurance
- Mitsui Direct General Insurance
- Mitsui Sumitomo Aioi Life Insurance

Diverse and Flexible Work Styles

> Attractive Workplace Environment

Building an Inclusive Organization Where Diversity Thrives

Overseas Training Program

MSI

ADI

The MS&AD Group has an operational network spanning 48 countries and regions, with approximately 9,000 employees at locations outside Japan. To develop specialists with international awareness and expertise, we have established a system that enables employees to engage in mutual exchange and growth between Japan and other countries.

Fostering Inclusive Leadership through the e-Business Seminar

Group-wide

e-Business Seminar

“e-Business Seminar” is a small-group online seminar conducted by officers of the holding company. The purpose of this seminar was to draw out opinions and ideas based on the knowledge, experience, and sense of values of diverse human resources, and systematize the processes and methods to reach them. We have applied this know-how as “inclusive leadership” in training for managers at each Group company and implement it in the workplace.

Employment and Empowerment of People with Disabilities

Group-wide

The Group creates workplace environments where people with disabilities can find joy in working and fully demonstrate their abilities. Group company MS&AD Ability Works Co., Ltd. upholds the philosophy of leveraging abilities through work and promotes the employment and active participation of people with disabilities

Group employment rate of people with disabilities: 2.71% (as of June 2025)

Support for LGBTQ Employees

Group-wide

Through human rights training across the Group, open seminars, and the operation of ALLY communities, we deepen understanding of the human rights of sexual minorities (people who identify as LGBTQ), create supportive work environments, and foster diverse values.

Active Participation of Seniors (Reemployment of Retirees)

Group-wide

The Group has a reemployment system that enables retirees to utilize their experience and skills. Various options, including different job types, working days, and hours, are offered to allow flexible work arrangements

Trends in Major Indicators

Three-year Trends



Initiatives to Realize an Inclusive Society through Support for Athletes

MSIADI Mitsui Direct GeneralMSI Aioi LifeMSI Primary Life

We have been striving to realize an inclusive society in which a variety of people can play active parts by supporting Paralympic sports. Initiatives taken thus far include fostering and supporting athletes who are actively engaged in competitions, co-sponsoring Paralympic sports organizations, and attending competitions around Japan to cheer on the participants. In this context, we have been employing abled and disabled athletes, many of whom take part in the Olympics, Paralympics, Deaflympics, world championships, and other international competitions in order to create an environment in which people are able to dedicate themselves to both work and sports.



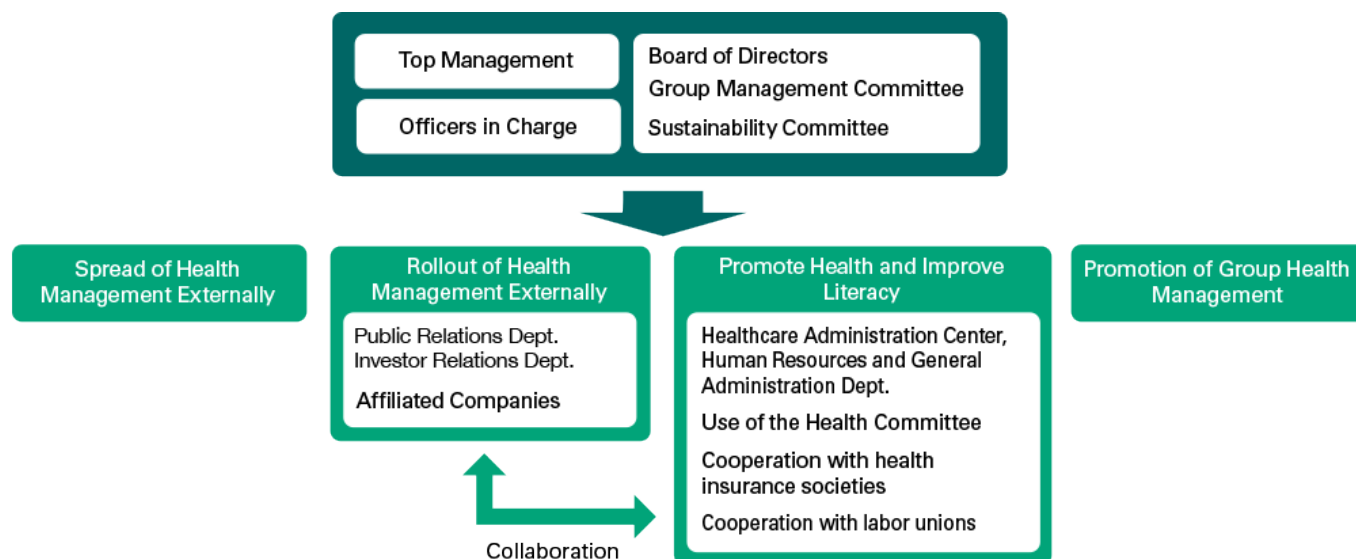
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> Sports support from Group companies (in Japanese only)

Promotion of Health and Productivity Management

Keeping working employees healthy is essential, not only to improve their quality of life (QOL) but also to realize the Group Corporate Philosophy.

The Group provides venues that enable various personnel with a wide range of values to work together, and we increase productivity while making workplaces more amenable and work more satisfying, thereby creating health- and safety-conscious working environments in order to maintain and improve the physical and mental well-being of all employees. In addition, we have established a system whereby workplaces, health management centers (occupational health personnel), health insurance unions, labor unions, etc. cooperate and collaborate to promote health management.



Promotion of Varied and Flexible Work Style

We have been promoting business operations such as efficient combination of telecommuting and physical attendance, remote working, etc. at any location. In addition, we plan to provide more opportunities for improving and utilizing skills through easing of restrictions on side business and by-business activities. Additionally, we are working to prevent long working hours and encourage employees to take paid holidays.

Diversification of work locations/hours	We are diversifying previously fixed work locations and pursuing more diverse work styles for our employees. Example initiatives: • Promoting remote work (use of thin client computers, phones and smartphones for business use, and use of web conferencing tools) • Implementing work from home programs and utilizing satellite offices • Introducing shift work and short-term work systems
Employee choice for relocation or transfer	In order to realize flexible working styles that suit different employee life stages, we have introduced a personnel system that allows employees to choose whether or not to relocate or transfer.
Prevention of long-term working hours	We are maintaining the health of individual employees and supporting work-life balance by preventing long working hours. Example initiatives: • Promoting work styles where employees leave work promptly at 5 p.m. (MSI) • Industrial physicians provide one-to-one guidance to employees who work on their computers beyond a certain number of hours Using prompt work day finishing at 5 p.m. as a management target (MSI) (in Japanese only). 

Encouraging employees to take paid leave

We encourage employees to take paid leave by formulating plans for regular leave in advance, and periodically confirming that employees are in fact taking leave.

[Targets and Results \(Number of annual paid holidays taken\)](#)

[ESG Data/Reference Material \(rate/days of paid leave taken\)](#)

Maintaining and Improving Employee Health and Creating Safe Workplaces (Compliance with the Industrial Safety and Health Act)

We are working to maintain and improve the physical and mental health of employees and to create better working environments. In addition, we are striving to ensure safety-conscious workplaces with the Group insurance companies in Japan setting up industrial health committees in accordance with the Occupational Health and Safety Act. The committees investigate/deliberate on matters pertinent to preventing health hazards and maintaining/improving health each month.

Support to improve health

We conduct campaigns that encourage and support employees to carry out behaviors and lifestyle habits that improve health (self-care).

Example initiatives:

- Revamping day-to-day lifestyle habits by introducing and encouraging use of a healthcare app
- Planning health promotion and other campaigns, providing support to employees quitting smoking (subsidies to cover teletherapy expenses), etc.
- Encouraging employees to come to work in sneakers, stair climbing (the 2-Up/3-Down campaign, displaying stickers on staircases showing calories burned), etc.
- Disclosing data related to initiatives for promotion of health and productivity management, and enhancing employees' health consciousness

[Data on initiatives \(MSI\) \(in Japanese only\)](#) 

Improving health literacy

Creating an environment that promotes lifestyle habits needed to improve health and which prompts employees to acquire greater knowledge and skills on mental health, etc.

Example initiatives:

E-learning, videos featuring top athletes promoting exercise, providing information on lifestyle habits that include physical and mental well-being, diet, exercise, sleep, smoking, and providing health education as part of health consultations and tier-specific training.

Mental health care	We have set up a health and productivity management center and an employee consultation office to provide care for the mental health of employees. In addition to carrying out stress checks uniformly across the Group and bolstering mechanisms to prevent mental disorders, we are using the findings of group analysis to establish better workplace environments. Example initiatives: Preventive activities: training, e-learning, stress checks, health consultations at workplaces Support for afflicted persons: consultations during rehabilitation Return-to-work support: preparations for returning to work during recovery periods, etc.
Support systems for balancing medical treatment and recuperation	Establishing a system to support the balance between work and treatment of illness or injury*. [Leave system] • Paid leave (up to 32 days) is granted every year. Up to 20 unused days can be carried over, and employees can take consecutive leave for medical treatment and recuperation • Up to a total of 65 remaining days of carried over leave can be accumulated, and can be taken as consecutive leave for treatment of personal injury or illness [Support system] If an employee faces limitation due to injury or illness, s/he is allowed to work from home, work shorter hours, commute by personal vehicle, etc. * The support system and number of days of leave that can be taken or saved varies depending on the Group company and employee classification
Uniform Group-wide medical checkup system	MS&AD Holdings operates a uniform Group-wide medical checkup system so that employees can undergo standardized medical exams and analyses. For employees with adverse findings, based on the results of medical checks, we take measures to prevent conditions becoming severe and to follow-up through such means as health guidance and encouragement to undergo further examinations provided by industrial physicians/nurses. ESG Data/Reference Material (Consultation rate of medical checkup)
Establishment of a suitable working environment	To improve operational efficiency among employees while ensuring their physical and mental health, we are establishing comfortable working environments with due consideration for lighting, circulation, temperature, humidity, noise, and ergonomics.
Prevention of workplace accidents	We conduct monitoring and risk assessments at workplaces in order to put in place the workplace environments needed to prevent falls and other accidents. Group insurance companies that use company-owned vehicles are managing accident rates and ensuring that employees engage in safe driving practices in keeping with the safe driving management rules for company-owned vehicles. ESG Data/Reference Material (Number of workplace accidents)

Communicating with Employees

We think it is vital that all employees understand the direction in which the company wishes to proceed and that working environments are created in such a way that the employees can maximally apply their enthusiasm and skills to helping the company along its course, and we are arranging various opportunities for communication among employees to this end. We also incorporate opinions expressed by employees in to our efforts to improve corporate management and upgrade the quality of our products/services.

Employee satisfaction surveys Employee Satisfaction	We conduct annual opinion surveys of all Group employees at fixed time points and utilize the results when considering company systems/measures and environmental improvement. In FY2019, we began carrying out the same surveys for employees of overseas entities. Targets and Results (Employee Awareness Survey)
Mechanisms to make use of employee opinions in improving operations	We have set up a bulletin board on the in-house system where employees can post improvement proposals and other messages. The posted content is then examined by the various head office divisions, who then provide feedback on the proposals.
Dialogue with executives	We periodically arrange opportunities for employees and top-level executives to exchange views so that the employees' views can be incorporated into company management.

External Assessment

> Initiatives and External Assessment (Employee Well-being)

Quality that Earns the Trust of Society

Meeting the Trust of Society with High Quality

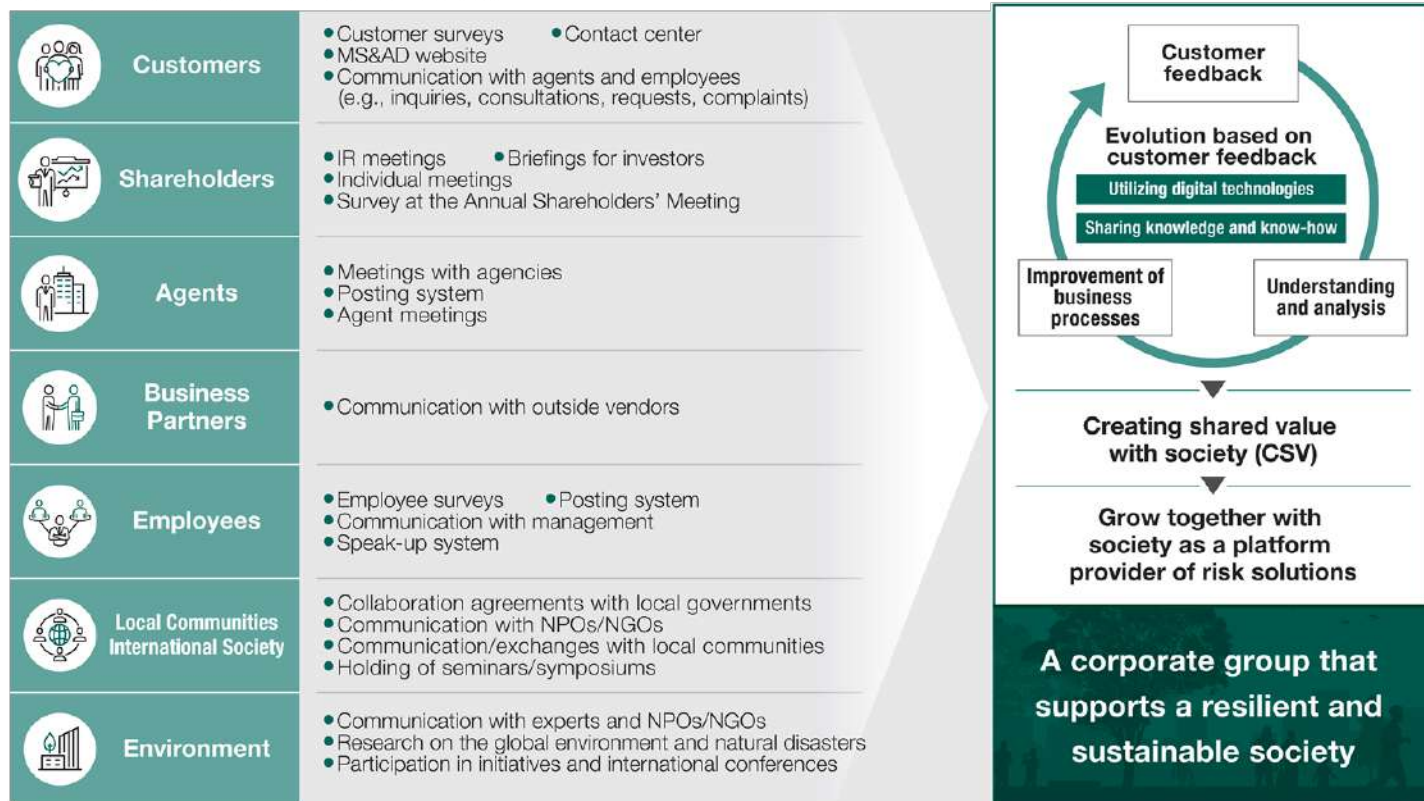
The MS&AD Insurance Group believes it important to pay close attention to the expectations and needs of customers and other stakeholders and to put information derived from this in to good use in improving the quality of its products/services in order to continue being a corporate group needed by society.

By putting in place a variety of schemes to solicit the views of stakeholders, we are continuing to improve our quality and operations through executive-level discussions to prove ourselves worthy of the public's trust. For example, we provide easy-to-understand product explanations, use advanced technology to make procedures more convenient, adopt approaches that meet the needs of a diverse range of customers, including the elderly and people with disabilities, and work to improve the skills of employees.

Quality Improvement through Communications with Stakeholders

The Group has established the "MS&AD Insurance Group Basic Policy for Responding to Customer Communications" and provided a scheme and opportunity to listen to the voice of customers and other stakeholders for quality improvement of products and services, as well as compliance, respect for human rights and environmental initiatives.

Communication with Stakeholders



Schemes for Receiving Feedback from Customers

The MS&AD Insurance Group has formulated a Basic Policy for Responding to Customer Communications and is receiving a wide range of feedback from customers including through consultations, requests, and complaints. The received feedback is then used for quality improvements. In line with the aforementioned policy, Domestic Group insurance companies utilize the customers' views to improve their business processes so they can provide products and services that better satisfy customers.

> MS&AD Insurance Group Basic Policy for Responding to Customer Communications

We disclose the substance and results of the improvement activities on our website so that the customers can see the status of the improvements.

Reasons for Customer Feedback (Complaints)

We listen to a wide range of customer feedback and are making company-wide improvements to provide better insurance products and services.

Customer feedback is all feedback received from customers, including inquiries, consultations, requests, complaints, disputes, compliments and words of thanks, etc. Of this feedback, complaints are defined as an expression of dissatisfaction from the customer.

	Insurance solicitation and contract	Contract management	Insurance payments	Managing customer information	Other	Total
Number of complaints*	6,588	5,815	25,139	703	2,430	40,675

*Combined number received in fiscal 2024 for Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance

> Customer feedback (MSI) (in Japanese only) 

> Customer Feedback (ADI) (in Japanese only) 

Customer-First Policy in the Business Operations

The five Group insurance companies in Japan have formulated and published customer-first policy in the business operations based on the Financial Services Agency's Principles for Customer-oriented Business Conduct. These policies align with the framework for consumer-oriented voluntary declarations advocated by the consumer-oriented management promotion organization composed of the Consumer Affairs Agency and other members.

Please see individual companies' official websites for further information regarding these policies.

Customer-First Policy in the Business Operations (in Japanese only)

- > Mitsui Sumitomo Insurance 
- > Aioi Nissay Dowa Insurance 
- > Mitsui Direct General Insurance 
- > Mitsui Sumitomo Aioi Life Insurance 
- > Mitsui Sumitomo Primary Life Insurance 

Specific Initiatives in Customer-First Business Operations

The five Group insurance companies in Japan have formulated and published customer-first policy in the business operations based on the Financial Services Agency’s Principles for Customer-oriented Business Conduct. These policies align with the framework for consumer-oriented voluntary declarations advocated by the consumer-oriented management promotion organization composed of the Consumer Affairs Agency and other members.

Please see individual companies’ official websites for further information regarding these policies.

Customer-First Business Operations — FY2023 Overview (in Japanese only)

- > Mitsui Sumitomo Insurance 
- > Aioi Nissay Dowa Insurance 
- > Mitsui Direct General Insurance 
- > Mitsui Sumitomo Aioi Life Insurance 
- > Mitsui Sumitomo Primary Life Insurance 

MSI ADI Mitsui Direct General MSI Aioi Life

Initiatives to enhance customer convenience in obtaining policies

We have been developing and adopting more convenient and comprehensible procedural methods to provide information on insurance and services to a variety of customers

- Reinforcement of product explanation videos for customers (MSI, ADI)
- Procedures for applying for and obtaining policies available online (MSI, ADI, Mitsui Direct General, MSI Aioi Life)
- Procedures for obtaining policies without paper utilizing tablets and other devices. (MSI, ADI, MSI Aioi Life)
- “Your Concierge” service to answer customers questions about insurance products (Mitsui Direct General)
- [Mitsui Direct General Insurance Releases Next-Generation Core System for “Strong and Kind \(Tsuyokute Yasashii\)” Product Brand — Refurbishing the 20-Year Legacy System Used Since its Establishment \(Mitsui Direct General\) \(in Japanese only\)](#) 
- Customers can now change account information online (MSI Aioi Life)
- [Procedures for claims settlement online \(MSI Aioi Life\) \(in Japanese only\)](#) 

MSI ADI Prompt and courteous customer service during natural disasters	We are helping to rebuild customers' livelihoods as promptly as possible by increasing manpower and improving administration at our Accident Claims Center and Insurance Claim Payment Center in line with the scale of disasters and the types of disasters, such as earthquakes, typhoons, flooding, and heavy snowfall, and through rapid claims settlement. We have realized meeting customer needs, streamlining investigations, and speeding up the whole process through promoting digital surveys on water-related disasters utilizing chatbots and developing a smartphone reservation system for survey visit dates and times. Introduced a reservation system for visit days and times in the event of large-scale natural disasters (MSI, ADI) (in Japanese only) 
Group-wide Screening of insurance payments	Claims determined not to be eligible for insurance payments but which nevertheless satisfy certain conditions are examined by a Screening Committee comprising outside attorneys and other experts. MSI and ADI disclose the number of claims examined and the cases examined on their websites. Insurance Payment Screening Committee (MSI) (in Japanese only)  Usage status of application system for appeal review and status of screening performed by the Payment Screening Committee (ADI) (in Japanese only) 
Group-wide Operational improvements utilizing customer suggestions	In accordance with MS&ADI Insurance Group Basic Policy for Responding to Customer Communications, customers' opinions that are received through consultations, requests and complaints are collected, centrally managed and analyzed, then actively implemented to improve business operations. The details and outcomes of these improvement initiatives are disclosed on the website in sequence. We are continually upgrading our services in response to customer feedback. MS&AD Insurance Group Basic Policy for Responding to Customer Communications
HD Use of customer satisfaction based on customer questionnaire surveys as a KPI	Among the indicators used for measuring the level the five Group insurance companies in Japan have continued their initiatives in customer-first business operations, customer satisfaction from customer questionnaires (completed by customers when signing up for policies or being paid insurance money) has been designated as one of the indicators for Group sustainability that earns the trust of society ESG data and document collection: "Customer satisfaction survey about insurance contract procedures" and "Customer satisfaction survey about payment of insurance claim"

Group-wide

Integrating customer-focused values among employees and agents

We have been fostering a suitable corporate climate by integrating customer-first values into our operations through education for employees and agents.

For employees:

- We conduct workplace meetings and arrange training and contests aimed at improving skills in all departments.

For agents:

- We provide agents with various training and online learning opportunities, and we seek to motivate them via an agent quality certification system.
- Developed training for customer-oriented after-sales service (MSI Primary Life)
- Developed training for financial institution agents, “Realizing My Vision for Myself,” to help improve their work engagement (MSI Primary Life)

Quality Improvement Utilizing Cutting-edge Technologies

To satisfy a variety of customer needs to a high degree, we develop products/services utilizing cutting-edge ICT and other technology and employ new technologies such as artificial intelligence (AI), Big Data, and voice recognition to revamp our operational flow.

MSI

Mitsui Direct General

Improvement of customer convenience

We have developed and provided support apps and services using AI in order to provide insurance products and services more quickly.

[Launched an accident report receiving service using AI-based automated voice response \(MSI\) \(in Japanese only\)](#) 

[Providing personal support videos to resolve common customer questions and difficulties \(Mitsui Direct General\) \(in Japanese only\)](#) 

Mitsui Direct General

Improving the quality of customer service

Leveraging our marketing system, we provide optimal product proposals and services based on the attributes of each individual customer and the contact information obtained from our websites, emails, and customer centers, etc.

These efforts have been recognized, and Mitsui Direct General Insurance ranked first in both the Oricon Customer Satisfaction Rankings (“Direct Auto Insurance — Customers in Their 40s”) and the kakaku.com Auto Insurance Satisfaction Rankings 2025 (“Overall – Customers in Their 50s”). The company’s “Strong and Kind (Tsuyokute Yasashii) Auto Insurance” uses an IT-driven marketing system to provide each customer with tailored proposals and services. In particular, its highly rated accident response, comprehensive roadside assistance, and extensive benefits for policyholders have been especially well received.

[Mitsui Direct General Insurance Ranked No. 1 in the 2025 Oricon Customer Satisfaction Rankings in the “Direct Auto Insurance — Customers in Their 40s” category for its “Strong and Kind \(Tsuyokute Yasashii\) Auto Insurance” \(Mitsui Direct General\) \(in Japanese only\)](#) 

[Ranked No. 1 in the kakaku.com Auto Insurance Satisfaction Rankings 2025 in the “Overall – Customers in Their 50s” category \(Mitsui Direct General\) \(in Japanese only\)](#) 

[Built a marketing system that supports our “Strong and Kind \(Tsuyokute Yasashii\)” product brand \(Mitsui Direct General\) \(in Japanese only\)](#) 

MS&AD Insurance Group Basic Policy for Responding to Customer Communications

MS&AD Insurance Group Basic Policy for Responding to Customer Communications

The MS&AD Insurance Group shall respond to all customer communications quickly, appropriately and in good faith based on the Group's management ideology. The following principles for conduct are hereby promulgated to contribute toward greater customer satisfaction.

1. Definitions

(1) Definition of Customer

As used herein, "customer" shall refer to "a customer having a relationship with the activities of the MS&AD Insurance Group" with respect to both individuals and companies.

(2) Definition of Customer Communication

As used herein, "customer communication" shall refer to "any and all expressions from customers (inquiries, consultations, requests, complaints, disputes, praise, expressions of gratitude, etc.)." Here, "complaint" shall mean "an expression of dissatisfaction from a customer."

2. Principles for Conduct

(1) Basic Stance

- (i) All officers and employees shall respond to all customer communications quickly, appropriately and in good faith.
- (ii) All officers and employees shall be conscious of the fact that customer communications constitute "important information for assuring trust from customers, realizing corporate growth and further improving quality."
- (iii) All officers and employees shall compile and analyze information relating to customer communications, and while making effort to reduce complaints, shall also use this information to create measures that improve quality and raise the level of customer satisfaction.

(2) Management of Responses to Customer Communications

- (i) Domestic Group insurance companies shall prescribe policies for responding to customer communications that factor in the business conditions present at their respective companies consistent with the "MS&AD Insurance Group's Mission Statement" and the "MS&AD Insurance Group Basic Policy for Responding to Customer Communications."
- (ii) Domestic Group insurance companies shall prepare rules, manuals and the like regarding the procedures and specific individual actions for responding to customer communications.
- (iii) When necessary, the other Group companies shall prepare measures for responding to customer communications and put these into practice as appropriate.

ESG Information

The following is a supplement to the MS & AD Insurance Group's sustainability approach.

Subject period:

FY2024 (April 1, 2024 - March 31, 2025)

> ESG Data 

Corporate Governance

Supplement to the performance-based remuneration for directors

See "[Corporate Governance](#)" for an overview of the system.

1.Share of the CEO's short-term incentive

- Performance-linked remuneration shall be linked with the business performance of the company and determined based on financial*1 and non-financial*2 indicators. The standard ratio between financial and non-financial indicators used in the calculation of performance-linked remuneration shall be“50:50.”
- The stock-based remuneration components of performance-linked remuneration shall be calculated as follows, based on standard amounts for each position
Standard amount per position × business performance coefficient
(financial indicators × 20% + non-financial indicators × 80%)
- The standard ratios of the components of compensation for the President and Director are as follows:

[Fixed remuneration] 50%	[Performance-linked remuneration] Monetary remuneration 25%	[Performance-linked remuneration] Stock-based remuneration 25%
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<Breakdown of 25% of Stock-based remuneration>

The ratio of financial indicators (indicators reflecting single fiscal year performance) is

$25\% \times 20\% = 5\%$.

The ratio of non-financial indicators (indicators to reflect medium- to long-term performance

contributions) is $25\% \times 80\% = 20\%$.

*1 Financial indicators are indicators that are used to reflect business performance in a single fiscal year in officer remuneration.

*2 Non-financial indicators are indicators that are used to reflect initiatives contributing to medium- to long-term business performance in officer remuneration.

2. Performance Period for Variable CEO Compensation

- Performance-linked remuneration shall be linked with the business performance of the company and determined based on financial and non-financial indicators.
- Financial and non-financial indicators have been selected after taking into consideration the Group's Medium-Term Management Plan (FY2022-2025), which began in fiscal 2022 and will end in fiscal 2025 for a period of 4 years.

3.Claw back Clause

- We have a claw back clause in place. (click [here](#))

Management Ownership

Individuals whose total consolidated compensation (including compensation received as officers of major consolidated subsidiaries) is 100 million yen or more in fiscal 2024

Name(s)	Position	Fixed remuneration (million yen)	Shares of the Company owned(*)		Value equivalent to Market Value of the shares held / fixed compensation
			Number of shares of the Company owned	Fair value* (million yen)	
Noriyuki Hara	Director	64	196,385	633	10.88
Yasuzo Kanasugi	Director	55	204,954	661	
Shinichiro Funabiki	Director	59	161,875	522	8.85

* March 31, 2025 end-of-day basis

Risk Management

Impact of Material Risks and Mitigation Measures

Changes in the environment surrounding human resources

The Group recognizes changes in the environment surrounding human resources as one of the important risks in light of the following:

- A gap between management strategies and the human resources portfolio, as well as a shortage in securing or developing human resources to eliminate the gap due to external changes in the human resources market, labor supply-demand, and changes in the skills and expertise necessary for implementing strategies such as DX promotion.
- A decline in employee engagement and an outflow of human resources due to insufficient organizational response to harassment and a lack of employee support program that accurately captures changes in employees' attitudes toward autonomous career opportunities, flexible / diverse work styles, and respect for diversity.

Impact	• The Group's medium-term management plan calls for the value creation through the global expansion of CSV×DX and the transformation of the business by reforming the structure of the business and adapting to changes in the business environment, including the creation of new businesses. • The greatest asset of the Group pursuing this strategy is human resources, and each employee is responsible for the concrete implementation of the strategy. In particular, "digital human resources" and "overseas human resources" are the cornerstones of the strategy, as they are responsible for the global expansion of CSV×DX and the transformation of business and risk portfolios. • In order to realize changing structure of the business and creation of new businesses in adapting to business environment, it is important to elicit and utilize the opinions and ideas of various employees. If there is a shortage of such human resources or if employees are unable to demonstrate their abilities, skills, and motivation, it will be impossible to execute the strategy and the achievement of the goals set forth in the medium-term management plan.
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Mitigation Measures

Promote digital human resources development programs which all employees acquire basic digital skills with the aim of fostering human resources leading the CSV×DX strategy. Based on our in-house certification system and education programs, we are systematically improving our skills in both business and digital fields. We are implementing the Group's unique Digital Human Resources Development Program in cooperation with universities and other institutions.

- We are implementing the initiatives for management personnel and "Professional human resources (Accounting, Finance, IT, Risk Management, etc.)" necessary for overseas businesses, including nomination-based training, overseas dispatch training, and the global trainee system, to develop in a multifaceted and planned manner.
- For digital and overseas personnel, we set KPIs and focus on the development of human resources while confirming the progress of their development.
- In order to improve employee engagement, it is important to develop a work environment that includes opportunities for autonomous career development, flexible, efficient, and effective working styles, and a corporate culture that supports individual's endeavors. We are promoting the provision of opportunities for autonomous career development and diverse and flexible working styles.

At the same time, we are working to pursue embracing diversity by promoting women and young personnel to decision-making positions, and by developing management know-how that actively draws on opinions and ideas.

Please refer to [ERM and Risk Management](#) for other important risks.

Utilization of Generative AI

The technology of AI (Artificial Intelligence) that operates and learns autonomously is advancing daily and is being utilized to drive innovation in many industries. Among these, generative AI, which can generate text, images, programs, and more, has been gaining attention in recent years, making it easier for many people to use AI. Our company group is also advancing the use of generative AI.

Impact

Generative AI facilitates tasks such as document summarization and translation, transcription of speech, and image creation. Therefore, our company group is leveraging generative AI with the aim of improving operational efficiency and productivity. Specifically, we are using it for tasks such as compiling meeting minutes and creating illustrations for presentation materials, and we are working to further expand its use. On the other hand, as the use of generative AI in business and the advancement of technology progress, there are medium-term risks associated with the potential for human rights and intellectual property violations, information leaks, and the dissemination of false or misleading information. Should such issues arise, there is a risk that our company group's corporate value could be significantly damaged, leading to a loss of social trust.

Mitigation Measures

In utilizing generative AI, our company group is taking the following measures to mitigate these risks:

Developing guidelines for risk management in the use of AI within the Group, including those specific to generative AI.

Mandating that employees receive training on the risks associated with generative AI before they utilize it.

Having the headquarters' management department obtain logs of employees' use of generative AI and conduct regular risk monitoring.

To strengthen AI governance, establishing meetings comprising relevant departments from the Holdings and domestic insurance subsidiaries to regularly share the actual use of generative AI and discuss the direction of governance.

In addition to monitoring the Group's situation, we are also keeping an eye on external environmental changes such as trends in domestic and international regulations and technological advancements. We are advancing our efforts with agile governance in mind to continually improve AI governance.

Risk Culture

We are implementing the following initiatives to cultivate a risk culture.

- Dissemination and explanation from the top management on business plans and promotion of ERM
- Implementation of training and learning programs for employees on ERM and risks related to our business [Providing mandatory online training programs for all employees and face-to-face hierarchical training program on topics such as information management and cybersecurity, human rights, crisis management, compliance, quality improvement, sustainability, etc.]
- Posting explanations, policies, and commentary about ERM on the intranet
- To further promote employees' understanding, the ORSA report (Own Risk and Solvency Assessment) is posted on the intranet (internal homepage). An English version and a summary version are also posted for employees.
- Incorporating a risk management perspective into the rules and standards in the process of developing products and services [Risks related to customer protection, underwriting risks, market risks, risks related to damage support operations, administrative and system risks, risks related to information management, etc.]
- Introduction of financial incentives incorporating risk management and compliance indicators [Evaluating the performance of branches in terms of enhancing underwriting, implementing risk solutions and complying with regulations for the sustainable provision of insurance]

Contribute to Climate Change Mitigation and Adaptation

Governance changes from previous year

We maintain a climate-related governance structure composed of the Board of Directors, the Group Management Committee, and Task-Specific Committees such as Sustainability Committee. Since fiscal 2023, the Group Chief Sustainability Officer (CSuO) has served as the person responsible for chairing the Sustainability Committee.



Climate Activities through initiatives and Trade Associations

Our memberships of industry associations and outside initiatives will promote "Initiatives to Achieve Net Zero By 2050." While ascertaining the decarbonization pathways that these organizations are pursuing, the status of their membership and activities are managed by the line of control, and important information is reported to the director in charge. After management of the status of membership and activities by the line of control, material matters are reported to the officer in charge. We will respond through discussions with the organizations when found necessary to confirm consistency with our policy.

TCFD Task Force in Climate-related Financial Disclosures

Value chain stages covered by climate risk assessment

We consider the effects of physical changes in weather conditions and the transition to a net-zero society to be risks in our business operations including value chain including both upstream and down stream, and are working to ensure stable earnings and financial soundness.

Scenario Analysis

Scenario Analysis has been updated in August 2023 in our TCFD/TNFD disclosure (link below).

[> Climate/Nature-related Financial Disclosure](#)

Scenario Analysis excerpt

	Business area	Contents	Result Examples	Scenario used
Physical Risk	Insurance Underwriting	Fluctuation in loss paid by typhoon and storm surge in Japan	Typhoon 2050 Effects of change +5 to +50% Effects of changing frequency of occurrence -30 to +28%	RCP4.5 RCP8.5
Transition Risk	Investment	Impact on investee companies by carbon costs	EBIT at Risk Equity 2030 Low Carbon Price Scenario: 10.5% Medium Carbon Price Scenario: 15.1% High Carbon Price Scenario: 16.5%	Developed by Trucost referring to Nationally determined contributions (NDCs), OECD and IEA.

Physical Climate Risk Adaptation (Context Specific Plan)

To cope with this changing environment and to take as much benefits out of it, we have been developing and launching a number of products and services related to physical risks of climate change. We are expanding the geographical areas abroad by tackling climate change as an opportunity. For example, we offer a variety of financial products and services that adapt towards climate change and also considering behavior change of consumers by providing products such as Weather derivatives, Weather index insurance platform for farmers, and so on (Refer “Providing Coverage for Damage/Loss Caused by Natural Disasters” on “Action on Climate Change” page of “Sustainability Report” web site).

We have conducted scenario analysis. In 2050 under the 4 °C scenario (RCP 8.5), insurance loss arising from typhoons could vary from approximately + 5% to approximately + 50% due to changes in "intensity," and from approximately 30% to approximately + 28% due to changes in "frequency of occurrence".

We utilizes reinsurance alternative methods such as cat bonds (bonds that incorporate a function to receive funds in the event of a natural catastrophe) and accumulate catastrophe reserve. In FY 2019, Group companies MSI and Aioi Nissay Dowa Insurance have secured a joint common reinsurance option. This option ensures stability of Group profits and losses over the period even when payments for insurance claims due to natural catastrophe reach a large amount throughout the year.

ESG Data / Reference Material

The following are the materials and data about sustainability approaches of the MS&AD Insurance Group.

■ ESG Data Book (PDF) can be found [here](#). 

■ Subject period :

FY2024 (April 1, 2024 - March 31, 2025) For Overseas insurance subsidiaries, FY2024 (Jan 1, 2024 - Dec 31, 2024)

Subject organizations and data coverage:

Company name	abbreviation	Group Domestic (Domestic consolidated subsidiaries)		Consolidated (MS & AD Group total)	
		Subject	Employee-based coverage	Subject	Employee-based coverage
Mitsui Sumitomo Insurance Co., Ltd.	MSI	○	72.9%	○	100%
Aioi Nissay Dowa Insurance Co., Ltd.	ADI	○		○	
Mitsui Direct General Insurance Co., Ltd.	Mitsui Direct General	○		○	
Mitsui Sumitomo Aioi Life Insurance Co., Ltd.	MSI Aioi Life	○		○	
Mitsui Sumitomo Primary Life Insurance Co., Ltd.	MSI Primary Life	○		○	
MS & AD Holdings	MS&AD Holdings	○		○	
Overseas insurance subsidiaries	Overseas			○	
Other *	Other			○	

* Domestic group companies operating such as risk-related services

Third-Party Assurance

Since 2015, the MS&AD Insurance Group has engaged KPMG AZSA Sustainability Co., Ltd. to perform assurance of selected environmental and social data in order to assure credibility of reported figures. The data subject to the third-party assurance for this fiscal year is indicated with .

-  KPMG's Independent Assurance Report  (3,669KB)
-  The Calculation Methodology  (157KB)

ISO 26000 Core Subjects (Organizational Governance)

Corporate Governance

Following approval at the 17th Annual Shareholders Meeting held on June 23, 2025, MS&AD Insurance Group Holdings transitioned from a Company with an Audit & Supervisory Board to a Company with an Audit and Supervisory Committee. Through this change in governance structure, the Company aims to strengthen the supervisory and checking functions of its Board of Directors, enhance the objectivity of management decisions, and facilitate swifter decision-making and business execution. In addition, the Company is working to further enhance its governance through proactive information disclosure.

- MS&AD Insurance Group Basic Policies on Corporate Governance
- MS&AD Insurance Group Basic Policy Pertaining to System for Internal Controls 
- MS&AD Insurance Group Basic Policy for Management of Conflicts of Interest
- MS&AD Insurance Group Basic Policy Concerning Antisocial Forces

Directors (as of 23 June 2025)

Chairperson of the Board	Chairman (except holding concurrent post of President)
Number of Directors	13 (*1)
Number of Outside Directors	7 (*2)
Number of independent Directors	7 (*3)
Number and ratio of women at the Board of Directors	4 / 30.8%

- (*1) Board members average tenure 3.8years
- (*2) Outside directors average tenure 3.4years
- (*3) The number of outside directors with relevant work experience in our company's sector : 1

Corporate Auditors (as of 23 June 2025)

Number of Directors Who Are Audit and Supervisory Committee Members	3
Number of Full-time Directors Who Are Audit and Supervisory Committee Members	1
Number of Outside Directors Who Are Audit and Supervisory Committee Members	2
Number of independent Directors Who Are Audit and Supervisory Committee Members	2
Number and ratio of women in Directors Who Are Audit and Supervisory Committee Members	1 / 33.3%

Nomination and Remuneration

> Detailed Information

Number of Meetings of Board of Directors etc.

Function			FY2024
Business Execution, Oversight	Board of Directors		14 (*1)
	Governance Committee		4
	Group Management Committee		13
	Task-Specific Committees		
		Sustainability Committee	4
		Quality Improvement and Compliance Committee	5
		Digitalization Committee	4
		Group Systems Committee	12
		Group International Business Committee	3
		Risk Management Committee	7
		Group standardization Committee	3
Auditing, Oversight	Board of Auditors		11 (*2)

(*1) Outside Directors average attendance rate 98.6%. All directors average attendance rate 99.4% (We are operating to ensure an attendance rate of at least 75%)

(*2) Outside Corporate Auditors average attendance rate 95.5%

> Detailed information of Corporate Governance

Information Voting Right

Classification	Number of shares (shares)	Number of Voting Rights	Description
Non-Voting shares	-	-	-
Shares with Restricted Voting Right (treasury shares, etc)	-	-	-
Shares with Restricted Voting Right (others)	-	-	-
Shares with Full Voting Right (treasury shares, etc)	(Treasury Shares) Common Stock 93,530,000	-	Share Unit Number (100 shares)
Shares with Full Voting Right (others)	Common Stock 1,511,213,000	15,112,130	Same as above
Fractional Shares	Common Stock 3,655,708	-	Fractional Shares (Less than 100 shares)
Total number of Outstanding Shares	1,608,398,708	-	-
Total number of Vote	-	15,112,130	-

Political Donations*1

Name of Organization	Coverage	Unit	FY2022	FY2023	FY2024
The People's Political Association (Liberal Democratic Party)	Consolidated	thousand JPY	21,100 (*2)	21,000	21,000

*1 As a member of society, MS&AD Insurance companies believe that it is necessary to pay an appropriate share, and we make political donations to the extent permitted by law.

*2 The figures for the fiscal year 2022 have been corrected due to errors. (Correction made on July, 2024) Before correction : 21,000 After correction : 21,100

Amount of Contributions to Initiatives

MS&AD Insurance Group contributed to the following initiatives to achieve environmental conservation on a global scale and the realization of a sustainable society.

Name of Organization	Unit	FY2022	FY2023	FY2024
UNEP Finance Initiative	thousand JPY	2,942	3,615	3,934
Global Compact Network Japan	thousand JPY	1,510	2,810	2,010
Total		4,452	6,425	5,944

Compliance

- [MS&AD Insurance Group Compliance Basic Policy](#)
- [MS&AD Insurance Group Basic Policy for Management of Customer Information](#)
- [MS&AD Insurance Group Basic Policy for Shared Use of Customer Information](#)
- [MS&AD Insurance Group Basic Policy for Management of Outside Vendors](#)
- [MS&AD Insurance Group Tax Policy](#)

Reporting on Breaches

Items	Coverage	FY2023	FY2024
Corruption or Bribery	Consolidated	0	0
Conflicts of Interest		0	0
Money Laundering or Insider trading		0	0

* Number of reports to the meeting

Speak-Up System (Whistleblowing System)

Items	Coverage	Units	FY2022	FY2023	FY2024
Number of cases reported *1	Consolidated	cases	298	333	315 *2

*1 Including Consultation

*2 Of the cases received in FY 2024, 150 were related to harassment (including suspicious cases).

> [Speak-up system \(Whistleblowing system\)](#)

Risk Management

> [MS&AD Insurance Group Risk Management Basic Policy](#)

Information Disclosure

> [MS&AD Insurance Group Basic Policy for Disclosure of Information](#)

ISO 26000 Core Subjects (Consumer Issues)

> [MS&AD Insurance Group Basic Policy for Responding to Customer Communications](#)

Progress and KPI(Key Performance Indicators) in Relation to Our Customer-First Policy in the Business Operations (in Japanese only)

The Group's five domestic insurance companies have disclosed their initiatives based on their Customer-first Policy in the Business Operations and KPI used to evaluate the result of their initiatives.

- > [Mitsui Sumitomo Insurance Co., Ltd.](#) 
- > [Aioi Nissay Dowa Insurance Co., Ltd.](#) 
- > [Mitsui Direct General Insurance Co., Ltd.](#) 
- > [Mitsui Sumitomo Aioi Life Insurance Co., Ltd.](#) 
- > [Mitsui Sumitomo Primary Life Insurance Co., Ltd.](#) 

Indicators	FY2022 Achievement	FY2023 Achievement	FY2024 Achievement
Customer satisfaction survey about insurance contract procedures	98.0%	98.0%	97.6%
Customer satisfaction survey about payment of insurance claim	95.7%	96.1%	95.0%

For details of the questionnaire on customer satisfaction survey of each company, please visit their website.

ISO 26000 Core Subjects (Environment)

> MS&AD Insurance Group Environmental Basic Policy

Greenhouse Gas (GHG) Emissions in Business Activities

With our support for the Paris Agreement adopted in 2015, we have signed the Paris Pledge for Action that calls on its signatories to address climate change and global warming. On May, 2021 we have set a goal of Net Zero GHG emissions by FY 2050. In order to achieve the goal, we also set 2030 interim targets for GHG emission reduction (Scope 1, 2 and part of 3) and renewable energy use (60% in 2030) . For Net Zero it is essential to reduce GHG emission in supply chain as in our own business operation. We will promote initiatives together with our customers, agents and other stakeholders.

(Percentage change from the previous year in parenthesis)

Items		Coverage	Units	FY2022	FY2023	FY2024	Third-Party Assurance
GHG emissions (Scope1,2,3)		Consolidated	t-CO2	189,989 (▲4.2%)	187,177 (▲1.5%)	178,706 (▲4.5%)	
	GHG emissions (Scope 1)	Group Domestic + Other	t-CO2	14,102 (▲5.5%)	12,439 (▲11.8%)	11,204 (▲9.9%)	✓
		Consolidated	t-CO2	16,804 (▲4.4%)	15,589 (▲7.2%)	14,370 (▲7.8%)	✓
	GHG emissions (Scope 2)	Group Domestic + Other	t-CO2	45,263 (▲12.3%)	38,965 (▲13.9%)	37,093 (▲4.8%)	✓
		Consolidated	t-CO2	47,956 (▲11.0%)	41,634 (▲13.2%)	38,744 (▲6.9%)	✓
	GHG emissions (Scope 1 and Scope 2 combined)	Group Domestic + Other	t-CO2	59,364 (▲10.8%)	51,404 (▲13.4%)	48,297 (▲6.0%)	✓
		Consolidated	t-CO2	64,760 (▲9.4%)	57,222 (▲11.6%)	53,114 (▲7.2%)	✓
	GHG emissions (Scope 3)	Consolidated	t-CO2	125,229 (▲1.3%)	129,955 (3.8%)	125,593 (▲3.4%)	

GHG Emissions (Scope 3)

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2022	FY2023	FY2024	Third-Party Assurance
Category 1 Purchased goods and services *1	Group Domestic + Other	t-CO2	41,509 (▲5.4%)	39,607 (▲4.6%)	38,379 (▲3.1%)	✓
Category 2 Capital goods	Consolidated	t-CO2	48,107 (▲5.3%)	48,766 (1.4%)	46,626 (▲4.4%)	
Category 3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	Consolidated	t-CO2	12,744 (▲9.2%)	11,760 (▲7.7%)	10,911 (▲7.2%)	✓
Category 5 Waste generated in operations	Consolidated	t-CO2	1,568 (33.8%)	1,498 (▲4.5%)	1,108 (▲26.0%)	✓
Category 6 Business trip	Consolidated	t-CO2	9,115 (115.4%)	15,232 (67.1%)	15,495 (1.7%)	✓
Category 7 Employee commuting	Group Domestic + Other	t-CO2	6,712 (▲3.9%)	7,733 (15.2%)	7,693 (▲0.5%)	✓
Category 13 Downstream leased assets	Consolidated	t-CO2	5,473 (▲6.0%)	5,360 (▲2.1%)	5,381 (0.4%)	✓
Category15 : investments	Group Domestic	Please refer to 【Underwriting・Investments】 for details *2				

*1: Subject: Paper and mail

*2: Please refer [HERE](#) for the Underwriting Investment details.

Data on Environmental Burden

Scope 1 & 2 Coverage [the Group’s consolidated figures (including overseas companies)]

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2022	FY2023	FY2024	Third-Party Assurance
Electricity	Consolidated	MWh	124,892 (▲4.8%)	114,653 (▲8.2%)	109,597 (▲4.4%)	✓
Heat supply	Consolidated	GJ	61,824 (▲4.7%)	58,699 (▲5.1%)	58,795 (0.2%)	
City gas	Consolidated	thousand m3	1,955 (0.1%)	1,997 (2.2%)	2,081 (4.2%)	
Liquefied Petroleum Gas	Consolidated	t	51 (10.5%)	11 (▲78.2%)	16 (42.6%)	
Heavy oil	Consolidated	kℓ	40 (▲11.6%)	41 (3.5%)	32 (▲23.3%)	
Kerosene	Consolidated	kℓ	24 (▲21.4%)	16 (▲31.9%)	16 (0.1%)	
Diesel oil	Consolidated	kℓ	0.6 (7.4%)	0.5 (▲12.9%)	0.5 (▲15.5%)	
Gasoline	Consolidated	kℓ	5,237 (▲6.0%)	4,938 (▲5.7%)	4,335 (▲12.2%)	✓
Total energy consumption *	Consolidated	MWh	217,863 (▲4.6%)	202,038 (▲7.3%)	190,005 (▲6.0%)	✓
		GJ	784,307 (▲4.6%)	727,336 (▲7.3%)	684,019 (▲6.0%)	✓

*: The calculation of the total energy consumption in MWh and GJ is based on unit heat values specified in Japan’s Act on the Rational Use of Energy except for purchased electricity, for which 3.6GJ/MWh is used.

Scope 3 Coverage (major items)

(Percentage change from the previous year in parenthesis)

Items		Coverage	Units	FY2022	FY2023	FY2024	Third-Party Assurance
Paper usage		Group Domestic + Other	t	8,301 (▲8.7%)	7,646 (▲7.9%)	6,913 (▲9.6%)	
Proportion of paper with forest certification		MSI, ADI, Mitsui Direct General, MSI Primary Life	%	34.4 (21.7%)	32.6 (▲5.1%)	36.2 (10.9%)	
Total water usage		Consolidated	thousand m3	683 (▲3.4%)	690 (1.1%)	638 (▲7.6%)	✓
Disposed waste	Total	Consolidated	t	8,760 (20.2%)	7,752 (▲11.5%)	6,112 (▲21.2%)	✓
	Recycled		t	5,498 (30.1%)	4,558 (▲17.1%)	3,581 (▲21.4%)	✓
	Final disposal amount		t	3,262 (6.6%)	3,193 (▲2.1%)	2,530 (▲20.8%)	✓
	Incinerated		t	3,173 (6.2%)	3,153 (▲0.6%)	2,488 (▲21.1%)	
	Landfilled		t	89 (23.6%)	41 (▲54.3%)	43 (4.8%)	
Business trip		Consolidated	thousand passenger -km	108,917 (147.6%)	159,721 (46.6%)	185,315 (16.0%)	✓

Renewable Energy Generation

We have installed solar power generation systems in our ten domestic buildings, and are promoting to reduce GHG emissions by using these renewable energy.

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2022	FY2023	FY2024	Third-Party Assurance
Energy Generation	10 Buildings *1	kWh	91,134 (33.2%)	136,169 (49.4%)	131,731 (▲3.3%)	✓
Energy Consumption *2	Consolidated	kWh	26,393,327 (45.5%)	26,426,580 (0.1%)	29,584,944 (12.0%)	✓
Renewable energy introduction rate	Consolidated	%	21.1% *3 (52.9%)	23.0 ※3 (9.1%)	27.0 (17.1%)	

*1: MSI Surugadai bldg. & Surugadai Annex, Tamagawa Training Center, MSI Osaka Yodoyabashi bldg, MSI Kooriyama bldg, MSI Omiya Higashi-cho bldg, MSI Okayama bldg, MSI Kanazawa Building, MSI Takamatsu Building, ADI Tokyo Customer Center

*2: Includes power generation from renewable energy sources and use of renewable energy certificates. Note that 574,000kWh of the certificates are issued under multi-countries.

*3: Correction made on August, 2023 Before correction : 24.1 After correction : 21.1

Carbon Credit

Items	Coverage	Units	FY2022	FY2023	FY2024
Voluntary Credit	1 entity * (Business travel offset)	t	150	106	0

*: MS Amlin

Cost Effect

Items	Coverage	Units	FY2022	FY2023	FY2024
Electricity *1	Consolidated	thousand JPY	▲247,086	▲373,343	▲182,937
Gasoline *2	Consolidated	thousand JPY	▲57,121	▲52,318	▲106,843
Copy Paper	Group Domestic + Other	thousand JPY	▲80,187	10,525	▲15,265

*1: Calculated from the average unit price at MS&AD Holdings.

*2: Calculated from the petroleum products price survey gasoline nationwide annual average unit price (Agency for Natural Resources and Energy).

Environmental Approaches through Supply Chain

Our efforts to reduce the environmental burden are also promoted in conjunction with key business partners. We are engaged in green purchasing, prioritizing eco-friendly products in procuring the materials used in our operations, and our entire value chain is working to establish a sustainable society. In addition, we are working with policyholders on Eco insurance certificates and web policy clauses that reduce the environmental burden of business activities and, at the same time, improve the convenience of policyholders.

Items	Coverage *2	Units	FY2022	FY2023	FY2024
Ratio of Web Policy Clause *	MSI, ADI, MSI Aioi Life, MSI Primary Life	%	80.3	84.7	89.2
Number of trees corresponding to the reduced amount of paper	MSI, ADI, MSI Aioi Life, MSI Primary Life	tree	26,897	29,958	31,400

*: Online "Terms & Conditions" in consideration of environment

ISO 26000 Core Subjects (Community Involvement and Development)

MS&AD Group has been providing an environment that nurtures imagination, allows our employees to engage more deeply with their communities and society, and encourages their participation in and support for community development through our social contribution activities.

Through these activities, our employees have the opportunity to broaden their horizons, think from diverse perspectives, and build a strong network within the local community.

We are committed to supporting the growth of our employees by providing these activity opportunities, while simultaneously promoting contribution to local communities.

Items		Coverage	Units	FY2022	FY2023	FY2024
Number of acquirer of Volunteer leave		MSI, ADI, MD, MSI Aioi Life	people	3	20	2
Number of acquirer of Volunteer suspension		MSI, ADI, MSI Aioi Life	people	0	0	0
Number of employees engaged in social contribution activities		Group Domestic	people	22,553	21,231	21,406
Disaster Relief Donation Matching Gift Program	Donated amount *1	Group Domestic	thousand yen	25,092	64,238	46,709
	Number of participants *2	Group Domestic	people	9,213	19,006	16,853
Corporate philanthropic contributions		Group Domestic	thousand yen	1,287,754	1,387,288	1,416,362
(Breakdown) Purpose	Charitable Donations			41,146	62,848	36,490
	Community Investments			870,053	922,873	786,274
	Commercial Initiatives			376,555	401,567	593,598
(Breakdown) Money conversion	Cash contributions			1,227,540	1,321,214	1,367,467
	Employee volunteering during paid working hours			90	750	420
	In-kind donation, facility opening etc			13,180	13,210	13,120
	Management overheads			46,944	52,114	35,354

*1: Total amount of Donation Matching Gift and Donation from employees

*2: Total participants

ISO 26000 Core Subjects (Human Rights) (Labor Practices)

Breakdown of employees

Items	Coverage			Units	FY2022	FY2023	FY2024	Third-Party Assurance	
Number of Group employees *1 Temporary employees are superscripted as the average number of annual temporary hires in the bracket.	Consolidated	male-female combined total		people	38,584	38,391	38,247		
					(7,177)	(6,448)	(5753)		
			male		17,718	17,373	17,269		
			female		20,866	21,018	20,949		
	Group domestic	male-female combined total			29,030	28,456	27,894		
					(6,414)	(5,706)	(5081)		
			male		13,298	12,692	12,388		
			female		15,732	15,764	15,506		
		companies	MSI		12,572	12,143	12,093		
			ADI		12,741	12,502	11,977		
			Mitsui Direct General		498	536	523		
			MSI Aioi Life		2,391	2,410	2,441		
			MSI Primary Life		410	415	407		
		holding company	HD		418	450	453		
	Domestic employees (including group companies) /Consolidated employees				%	75.2	74.1	72.9	
	Overseas	male-female combined total			people	9,217	9,558	9,888	✓
				(717)		(675)	(614)		
			male	4,172		4,417	4,577		
			female	5,045		5,141	5,282		
		Overseas employees/ Consolidated employees			%	23.9	24.9	25.9	✓
	Others *2	male-female combined total		people	337	377	465		
			male		248	264	304		
			female		89	113	161		
		Other employees/ Consolidated employees			%	0.9	1.0	1.2	

*1: The number of employees refers to the number of working personnel. Excludes executive officers and employees on leave.

*2: Risk-related service businesses operated by the Group Companies other than those in the domestic insurance industry. From 2019, Leadenhall Capital Partners LLPUK will be included Overseas.

Number of Employees by Age

Items	Coverage			Units	FY2022	FY2023	FY2024
Number of Employees by Age (Group Domestic)	Under 30	male-female combined total		people	5,491	4,984	4,778
			male		1,881	1,724	1,835
			female		3,610	3,260	2,943
	30～39	male-female combined total			6,682	6,742	6,616
			male		2,734	2,644	2,495
			female		3,948	4,098	4,121
	40～49	male-female combined total			6,772	6,576	6,439
			male		2,820	2,660	2,598
			female		3,952	3,916	3,841
	50～59	male-female combined total			7,730	7,655	7,527
			male		4,226	3,991	3,789
			female		3,504	3,664	3,738
	60 and above	male-female combined total			2,334	2,481	2,516
			male		1,621	1,659	1,657
			female		713	822	859
	Others *					21	18

*: No further classification due to privacy

Employment

Items	Coverage			Units	FY2022	FY2023	FY2024
Average age *1	Group domestic	male-female combined total		age	42.8	43.1	43.2
	Group domestic		male		45.3	45.5	45.3
	Group domestic		female		40.7	41.2	41.6
Average length of service	Group domestic	male-female combined total		year	14.2	14.4	14.7
	Group domestic		male		15.0	15.1	15.3
	Group domestic		female		13.5	13.8	14.2
New-graduate recruits *2	Group domestic	male-female combined total		people	460	675	729
	Group domestic		male		194	367	408
	Group domestic		female		266	308	321
Number of experienced hires *3	Group domestic	male-female combined total		people	309	859	680
	Group domestic		male		173	348	319
	Group domestic		female		136	511	361

Total turnover rate		Group domestic	male-female combined total	%	5.4	4.4	4.5
Turnover Rate (Voluntary) *4		Group domestic	male-female combined total	%	3.5	3.3	3.3
The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation	Total annual compensation of the Chief Executive Officer	HD	male-female combined total	million JPY	127	139	134
	Mean employee compensation			JPY	11,013,816	11,013,096	11,435,904
	Ratio			times	11.5	12.6	11.7

*1: The end of March of each year

*2: The number of new hires in April of each next year

*3: The number of new employees in fiscal year

*4: Exclude retirees and are calculated based on voluntary resignees.

Efforts to Promote a Workplace Where Everyone Can Thrive

Our group’s domestic insurance companies are committed to fostering an environment where all employees, regardless of their diverse backgrounds, personalities, and values, can thrive and contribute to their fullest potential. Having achieved the target of 15% female representation in managerial roles by FY 2020, we have set a new goal to increase this to 30% by FY2030, and continue to actively promote related initiatives.

Items	Coverage		Units	FY2022	FY2023	FY2024	Third-Party Assurance
Employment rate and number of employees with disabilities*1	Group domestic		%	2.59	2.63	2.71	✓
			people	702	702	763	✓
Rehiring Program after retirement Number of users * 2	Group domestic		people	1,795	1,947	2,097	
Percentage and number of females among board members and corporate auditors*3	HD	Board members	%	27.3	27.3	27.3	
			people	3	3	3	
		Corporate Auditors	%	50.0	50.0	50.0	
			people	2	2	2	

Percentage and number of females in managerial positions*4	Consolidated	General Managers	%	17.4	20.0	22.2	
			people	338	407	404	
		Managers	%	27.0	28.6	29.8	
			people	1,641	1,783	2,068	
		Total managerial positions	%	24.7	26.6	28.2	✓
			people	1,976	2,188	2,472	✓
	Group domestic	General Managers	%	6.5	8.4	9.3	
			people	78	100	89	
		Managers	%	22.9	24.9	26.4	
			people	1,060	1,178	1,399	
		Total managerial positions	%	19.5	21.6	23.8	✓
			people	1,138	1,278	1,488	✓
		Division that contributes to sales: Total managerial positions *5	%	18.5	19.8	21.7	
			people	651	693	759	
Percentage and number of females in non-managerial positions	Group domestic		%	-	65.4	65.7	
			people	-	14,628	14,619	
Percentage of females in STEM-related departments*6	Group domestic +Overseas		%	-	27.1	25.4	
Percentage of women among employees who were promoted*7	Group domestic		%	-	65.9	66.9	

*1: June 1st of each next year

*2: Number of people newly or consecutively re-employed.

*3: Approved at shareholders meeting held each next fiscal year.

*4: As of April 1st next fiscal year for Group Domestic. As of December 31st for Overseas insurance subsidiaries

*5: Number of sales and insurance payers

*6: Number of sales and insurance payers

*7: STEM (Science, Technology, Engineering, Mathematics) related departments

Wages of Employees

Items	Coverage				Units	FY2022	FY2023	FY2024	Third-Party Assurance
Gender wage gap *1	Group domestic	companies	MSI *2	All employees	%	43.6	46.3	48.8	✓
				Full-time employees	%	50.7	53.0	55.7	✓
				Non-full-time employees	%	30.6	32.7	30.7	✓
			ADI *3	All employees	%	52.8	55.2	58.6	✓
				Full-time employees	%	56.7	58.6	62.0	✓
				Non-full-time employees	%	65.5	64.4	64.7	✓
			Mitsui Direct General *4	All employees	%	61.9	63.6	65.8	✓
				Full-time employees	%	56.3	56.3	61.4	✓
				Non-full-time employees	%	65.7	80.1	77.0	✓
			MSI Aioi Life *5	All employees	%	56.0	58.8	63.4	✓
				Full-time employees	%	56.1	58.8	63.5	✓
				Non-full-time employees	%	44.0	45.8	43.4	✓
			MSI Primary Life *6	All employees	%	64.9	69.1	72.9	✓
				Full-time employees	%	64.3	68.3	73.0	✓
				Non-full-time employees	%	84.9	72.5	39.4	✓
		holding company	HD *7	All employees	%	65.1	64.7	66.0	✓
				Full-time employees	%	65.7	63.0	63.7	✓
				Non-full-time employees	%	84.1	91.2	90.3	✓

*1: Female's wage / Male's wage (Wages do not include commuting expenses)

*2: Excludes seconded employees (But includes employees seconded from other companies whose wages are paid by MSI) ; Full-time: excludes executive officers and directors; Non-full-time: excludes temporary employees, but includes insurance consultants, directors and professional employees (industrial physicians, highly skilled professionals, etc.)

*3: Excludes seconded employees; Full-time: excluding executive officers and including directors; Non-full-time: excluding temporary employees.

*4: Excludes seconded employees; Full-time: excluding executive officers and including directors; Non-full-time: excluding temporary employees.

*5: Excludes seconded employees; Full-time: excluding executive officers, directors and senior managers, including career LC employees; Non-full-time: excluding temporary employees, including directors, senior managers and LC employees.

*6: Excludes seconded employees (But includes employees seconded from other companies whose wages are paid by MSI Primary Life); Full-time: excluding executive officers and advisors; Non-full-time: excluding temporary employees.

*7: All employees are seconded from subsidiaries, etc.; Full-time: excluding executive officers, Non-full-time: excluding temporary employees

Human Rights

In February 2017, the Group established MS & AD Insurance Group Basic Policy on Human Rights and implemented the Group's human rights due diligence system. We provide our employees with human rights training every year in order for them to understand human rights better and to develop an organizational culture that respects human rights.

Items	Coverage	Units	FY2022	FY2023	FY2024
Human rights seminars*	Group domestic	%	100.0	100.0	100.0

*: Rate of departments that conducted human rights trainings that required all employees to participate

Items	Coverage	Units	FY2022	FY2023	FY2024
Labor union membership rate	Group domestic	%	93.8	93.7	93.2

Human Asset Development

Items	Coverage		Units	FY2022	FY2023	FY2024
Total training hours*1	Group domestic		hours	1,402,280	1,580,536	1,675,054
Average training hours per person*2	Group domestic		hours	48.3	55.5	60.1
Total training cost*3	Group domestic		thousand JPY	2,575,357	1,279,462	1,258,126
Average training cost per person*4	Group domestic		JPY	88,714	44,963	45,104
Number of participants of the Trainee System*5	Group domestic		people	539	645	2,590*6
Number of participants of the Global Trainee System*7	Consolidated	Total	people	190	129	124
		Domestic employee		90	60	65
		Local employee		100	69	59
Number of participants of the overseas career training program*8	Group domestic		people	30	40	40
Number of participants of the Temporary Transfer System to Headquarters from Overseas Branches*9	Consolidated		people	4	9	10
Number of actuaries*10	Group domestic	male-female combined total	people	135	145	142
		male	people	130	138	136
		female	people	5	7	6
Digital human resources*11	Group domestic		people	3,601	5,814	8,490
Global human resources *12	Group domestic		people	1,182	1,189	1,243

- *1:A correction was made due to a calculation error (August 2025). FY 2023: Before correction: 1,524,914 After correction: 1,580,536
- *2:A correction was made due to a calculation error (August 2025). FY 2023: Before correction: 53.6 After correction: 55.5
- *3,*4: The calculation method has been changed from FY2023
- *5: Short-term program which allows employees to experience work they have never done before, at the request of the employee.
- *6: At MS, the program was not implemented in fiscal years 2022 and 2023 due to the impact of the COVID-19 pandemic. Starting from fiscal year 2024, the program will be expanded and implemented.
- *7: Short-term program which allows employees at the head office in Japan to experience working at overseas subsidiaries, as well as local employees at overseas subsidiaries to experience working at the head office.
- *8: MBA dispatch program, and training program which allows employees to experience working for a year at overseas subsidiaries or insurance companies.
- *9: Transfer system for which allows the local employees from overseas experience the jobs at the head office for 6 months to 1 year in Japan.
- *10: Number of professional actuaries employed by the MS&AD Group with specialized skills for making full use of probability, statistical and other mathematical techniques used in product development, risk management and other processes (as of April 1 of the subsequent fiscal year).
- *11: Employees who can utilize the latest digital technology and data (as of next April 1 of every fiscal year)
- *12: Employees who have experienced expatriates and potential candidates (as of next April 1 of every fiscal year)

Employee satisfaction *1

Items	Coverage	Units	FY2022	FY2023	FY2024
Employee satisfaction (questionnaire results), "Pride, Job satisfaction"*2	Group domestic	point	4.4	4.4	4.4
Employee satisfaction (questionnaire results), "Working Vigorously"*3		point	4.7	4.7	4.7

- *1: The results of the opinion poll asking all Group employees (all-employee average on a 6-point scale, Scope: 42,039 all domestic employees including temporary employees at the time of survey, Response rate: 95.9%).
- *2: Ratio of employees feeling pride or job satisfaction
- *3: Ratio of employees, regardless of sex and age, feeling free and lively at workplaces.

Programs for Promoting Work-life Balance

Items	Coverage *1		Units	FY2022	FY2023	FY2024	Third-Party Assurance
Temporary leave before / after childbirth Number of acquirers	Group domestic		people	833	733	829	
Number of employees taking childcare paid leave	Group domestic	male-female combined total	people	1,143	1,013	1,093	
		male		383	311	340	
		female		760	702	753	
Acquisition rate of childcare paid leave	Group domestic	male-female combined total	%	97.0	96.4	97.7	
		male		92.5	89.9	93.2	✓*2
		female		99.5	99.6	99.9	
Flexible working hours for childcare Number of acquirers	Group domestic	shorter hours	people	1,303	1,292	1,308	
		flextime		112	140	184	
		change of Starting / finishing time		191	157	165	
Employee retention rate one year after taking childcare leave	Group domestic		%	-	64.5	39.5	
Temporary retirement for nursing Number of acquirers	Group domestic	male-female combined total	people	23	22	18	
		male		3	2	1	
		female		20	20	17	
Flexible working hours for nursing Number of acquirers	Group domestic	number of acquirers	people	43	24	37	
Paid leave	Group domestic	ratio of days taken*3	%	74.6	75.1	77.0	
		days taken	days	16.4	16.4	16.9	

*1: Includes temporary employees

*2: Third-Party Assurance has been obtained since FY2022

Number of employees who took childcare leave/Number of the employees whose spouses gave birth

*3: Number of days acquired / granted

Occupational Health and Safety (OHS)

In accordance to the Occupational Safety and Health Act, a health committee has been established to research and discuss relevant topics to preventative measures for OHS-related concerns and initiatives to support employees' health. We strive to provide a workplace environment that considers employee's health and safety. In addition, we have a group-wide health checkup system, a health management center, and a consultation room for employees in order to ensure that our employees can maintain their good health even better.

Items	Coverage			Units	FY2022	FY2023	FY2024	Third-Party Assurance
Number of claims for work related injuries	Group domestic	Total		cases	208	204	170	
			Work-related accident	cases	79	72	52	
			Accident during commute	cases	128	132	118	
			Fatality accident	cases	1	0	0	
Consultation rate of Medical Checkup*1	Group domestic			%	100.0	100.0	100.0	
Absentee rate*2	Group domestic			%	0.599	0.534	0.589	✓

*1: Number of employees undergoing medical checkup consultation / number of employees

*2: Total days lost due to absenteeism / Total days scheduled to be worked

Underwriting/Investments

- > ESG Integration and Sustainability Approach
- > Transition to 2050 Net Zero  (3,488KB)

Premium Income of Products that Contribute to a Decarbonized and Circular Economy and Products which Help Improve the Resilience of Society

Item	Scope	Unit	FY2023	FY2024
Premiums of Products that contribute to a decarbonized and circular economy and products which help improve the resilience of society*	MSI、 ADI	million yen (%)*	205,883 (4.8%)	300,695 (6.4%)

*:Percentage of net premium written

Products that Contribute to a Decarbonized and Circular Economy

Item	Scope	FY2022	FY2023	FY2024
Premium growth rate of products which contribute to decarbonization and circular economy	MSI、ADI	17.9%	24.5%	20.6%

Products which Help Improve the Resilience of Society

Item	Scope	FY2022	FY2023	FY2024
Rate of increase in the number of underwritten policies for products which help improve the resilience of society	MSI、ADI	29.4%	17.6%	25.0%

Greenhouse Gas Emissions of Key Japanese Domestic Corporate Clients

Greenhouse Gas Emissions of Key Japanese Domestic Corporate Clients*1	Coverage	Units	FY2022	FY2023
Underwriting	Key Japanese domestic corporate clients of MSI and ADI*2	kt-CO2	1,153	1,064
Investments			3,125	2,686

*1 Calculated based on the PCAF's (Partnership for Carbon Accounting Financials) GHG Measurement Standards for Financial Institutions. The measurement target categories for underwriting are automobile insurance, fire insurance, casualty insurance (excluding construction insurance), cargo insurance, marine insurance, and aviation insurance, with the GHG emissions of key Japanese domestic corporate clients calculated. The measurement target assets for investments and loans include domestic listed equities, corporate bonds, and corporate loans, with the GHG emissions of all targets with investments and loans among key Japanese domestic corporate clients calculated.

*2 Key Japanese domestic corporate clients selected based on insurance premium (approx. 3,300 companies)

Engagement in Dialogue with Key Japanese Domestic Corporate Clients

The Number of Key Japanese Domestic Corporate Clients	Coverage	Units	as of the end of October 2025*2
Underwriting	Key Japanese domestic corporate clients of MSI and ADI*1	companies	68
Investments			307
Both(Underwriting and Investments)			45

*1 Key Japanese domestic corporate clients selected based on insurance premium(approx. 3,300 companies)

*2 Cumulative total from November 2023 (interim target announcement) to the end of October 2025.

Greenhouse Gas Emissions in Investment Portfolio(Scope3 Category15)

Our company is upgrading our methodologies in line with developments. The Group calculates the greenhouse gas (GHG) emissions from our investments and loans in accordance with the methodology developed by the Partnership for Carbon Accounting Financials (PCAF), which specializes in creating standards for financial institutions to measure GHG emissions.

The emissions in the table below are calculated using Trucost's analytical tools, which determine greenhouse gas (GHG) emissions based on disclosure information from the investee companies. In the absence of available disclosure information, proprietary modeling approaches are used. Additionally, the estimates provided by PCAF are utilized. The calculations are based of target Scope 1 and Scope 2 emissions of the investee companies.

(Absolute Unit : kt-CO2e, Intensity Unit:t-CO2e/US\$M)

Asset Class		FY2022 *1	FY2023 *2	FY2024 *3
Stocks	Absolute	2,302	2,111	2,111
	Intensity	114.5	100.1	99.6
Corporate bonds	Absolute	2,400	1,944	1,463
	Intensity	221.5	152.2	135.4
Business Loans	Absolute	286,451	225	199
	Intensity	273.2	184.3	217.3

(Absolute Unit : kt-CO2e, Intensity Unit:t-CO2e/US\$M)

Region			FY2022 *1	FY2023 *2	FY2024 *3
Japan	Stocks	Absolute	2,124	2,009	2,010
		Intensity	87.5	85.5	84.6
	Corporate bonds	Absolute	1,589	1,428	1,021
		Intensity	117.7	88.1	76.2
	Business Loans	Absolute	247.0	204.9	182
		Intensity	224.1	165.6	196.9
Americas	Stocks	Absolute	141	77	70
		Intensity	23.4	10.7	12.5
	Corporate bonds	Absolute	499	301	241
		Intensity	77.0	45.4	39.9
	Business Loans	Absolute	39.4	20.3	17
		Intensity	48.8	18.7	20.3
Asia	Stocks	Absolute	32	21	26
		Intensity	3.2	2.7	2.1
	Corporate bonds	Absolute	130	83	84
		Intensity	17.9	9.3	10.3
	Business Loans	Absolute	0.4	0.0	0
		Intensity	0.0	0.0	0.0
Europe	Stocks	Absolute	5	3	3
		Intensity	0.3	0.0	0.2
	Corporate bonds	Absolute	75	85	85
		Intensity	6.4	6.7	6.7
	Business Loans	Absolute	0.1	0.0	0
		Intensity	0.2	0.0	0.2

Other	Stocks	Absolute	1	0	1
		Intensity	0.0	0.0	0.1
	Corporate bonds	Absolute	108	47	31
		Intensity	2.4	4.0	2.3
	Business Loans	Absolute	0.0	0.0	0
		Intensity	0.0	0.0	0.0

(Absolute Unit : kt-CO2e, Intensity Unit:t-CO2e/US\$M)

Industry (GICS Code)			FY2022*1	FY2023*2	FY2024*3
Energy (10)	Stocks	Absolute	128	111	163
		Intensity	3.9	2.7	5.3
	Corporate bonds	Absolute	426.9	244.6	172
		Intensity	42.2	21.4	13.0
	Business Loans	Absolute	15	2	0
		Intensity	12.8	1.3	0.4
Materials (15)	Stocks	Absolute	981	838	810
		Intensity	36.7	36.1	35.3
	Corporate bonds	Absolute	738	598	450
		Intensity	38.7	30.7	27.4
	Business Loans	Absolute	80	58	55
		Intensity	48.2	29.4	37.6
Industrials (20)	Stocks	Absolute	562	564	527
		Intensity	29.6	28.0	25.6
	Corporate bonds	Absolute	177	194	171
		Intensity	21.6	18.7	19.6
	Business Loans	Absolute	40	37	31
		Intensity	28.0	21.4	27.5

Consumer Discretionary (25)	Stocks	Absolute	245	232	241
		Intensity	9.4	8.0	9.2
	Corporate bonds	Absolute	48	45	41
		Intensity	5.0	4.0	3.3
	Business Loans	Absolute	2	3	3
		Intensity	5.4	4.0	3.7
Consumer Staples (30)	Stocks	Absolute	83	146	134
		Intensity	3.0	4.0	3.4
	Corporate bonds	Absolute	82	87	74
		Intensity	6.8	5.3	5.4
	Business Loans	Absolute	7	5	4
		Intensity	1.7	4.0	3.6
Health Care (35)	Stocks	Absolute	12	8	7
		Intensity	2.1	1.3	0.9
	Corporate bonds	Absolute	11	5	6
		Intensity	2.3	1.3	1.0
	Business Loans	Absolute	2	1	1
		Intensity	4.6	1.3	1.6
Financials (40)	Stocks	Absolute	13	11	13
		Intensity	0.8	1.3	0.8
	Corporate bonds	Absolute	57	33	29
		Intensity	3.0	2.7	2.8
	Business Loans	Absolute	7	10	11
		Intensity	10.0	12.0	24.0

Information Technology (45)	Stocks	Absolute	49	46	44
		Intensity	3.9	4.0	3.7
	Corporate bonds	Absolute	31	30	19
		Intensity	3.3	4.0	3.1
	Business Loans	Absolute	1	1	1
		Intensity	1.9	0.0	0.9
Communication Services (50)	Stocks	Absolute	5	4	3
		Intensity	0.6	0.0	0.4
	Corporate bonds	Absolute	10	10	10
		Intensity	1.6	1.3	1.4
	Business Loans	Absolute	2	3	2
		Intensity	2.0	2.7	2.4
Utilities (55)	Stocks	Absolute	215	148	160
		Intensity	23.6	13.4	13.9
	Corporate bonds	Absolute	813	693	486
		Intensity	95.1	61.4	55.6
	Business Loans	Absolute	128	106	90
		Intensity	153.9	98.8	110.4
Real Estate (60)	Stocks	Absolute	9	4	9
		Intensity	0.8	0.0	1.0
	Corporate bonds	Absolute	7	5	6
		Intensity	1.9	1.3	2.8
	Business Loans	Absolute	2	3	2
		Intensity	4.8	9.3	5.2

*1: Calculated in FY2022 using portfolio as of end of March 2022. Coverage for Stock 99%, Corporte Bonds 67%, Business loans 48%, Total 98.4%.

*2: Calculated in FY2023 using portfolio as of end of March 2023. Coverage for Stock 99%,Corporte Bonds 97%, Business loans 95%. Total 97.6%.

*3: Calculated in FY2024 using portfolio as of end of March 2024. Coverage for Stock 99.2%,Corporte Bonds 99.5%, Business loans 99.9%. Total 99.3%.

Governance

The MS&AD Insurance Group have established “Our Mission, Our Vision and Our Values” as aspirations that all Group officers and employees should prioritize in all aspects of their work, and we are working to disseminate these aspirations to all of the officers and employees of the Company and Group companies. In addition, we have set corporate governance, compliance, and risk management as priority issues within our Group Medium-Term Management Plan and are making active efforts to promote them.

Outline of the Group	Corporate Governance
Compliance	ERM and Risk Management
Information Management	Transaction Responsibilities
Information Disclosure	Medium-Term Management Pl

Outline of the Group

The MS&AD Insurance Group supports the business and life activities of its customers with the all-around capability of its Group companies.

Company Information >	Financial and Non-Financial H >
> Company Overview > Organizational Chart > History	
Group Structure >	Our Business >

Company Overview

MS&AD Insurance Group Holdings, Inc. is the insurance holding company of the new Group formed in April 2010 through the merger of Aioi Insurance Co., Ltd., Nissay Dowa General Insurance Co., Ltd., and Mitsui Sumitomo Insurance Group.

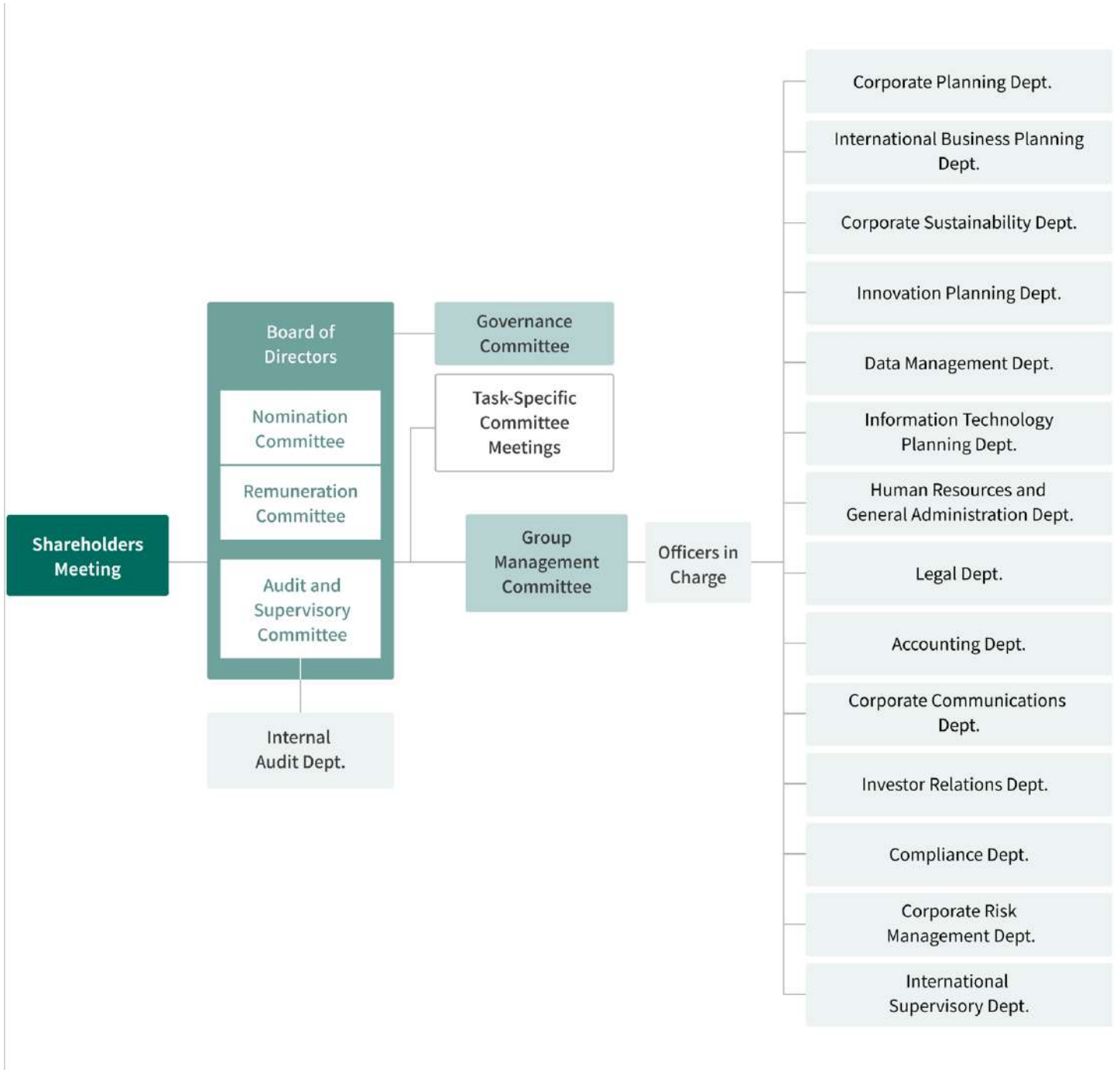
The purpose of MS&AD insurance Group is to achieve sustainable growth and to enhance enterprise value through the creation of a world-leading insurance and financial services group that operates globally, by rapidly and significantly improving quality and expanding its operating presence and corporate resources.

Corporate Name	MS&AD Insurance Group Holdings, Inc. Abbrev.: MS&AD Holdings
Date Established	Apr. 1, 2008 (Name changed in Apr. 1, 2010)
Headquarters	Tokyo Sumitomo Twin Building (West Tower) 27-2, Shinkawa 2-chome, Chuo-ku, Tokyo, Japan Map
Representative	Shinichiro Funabiki, Representative Director, President & CEO
Paid-in Capital	101,367 million yen (As of July 23, 2024)
Number of Employees	453 (As of March 31, 2025)
Business Description	Our activities as an insurance holding company are: 1. Management and administration of non-life insurance companies, life insurance companies and companies that it may own as its subsidiaries under the Insurance Business Act, and business incidental thereto 2. In addition to the business provided for in the preceding item, business in which an insurance holding company may engage in under the Insurance Business Act.
Stock Listing	Tokyo Stock Exchange (Prime Market) Nagoya Stock Exchange (Premier Market)

Related Information

- > Corporate Video
- > Group Structure

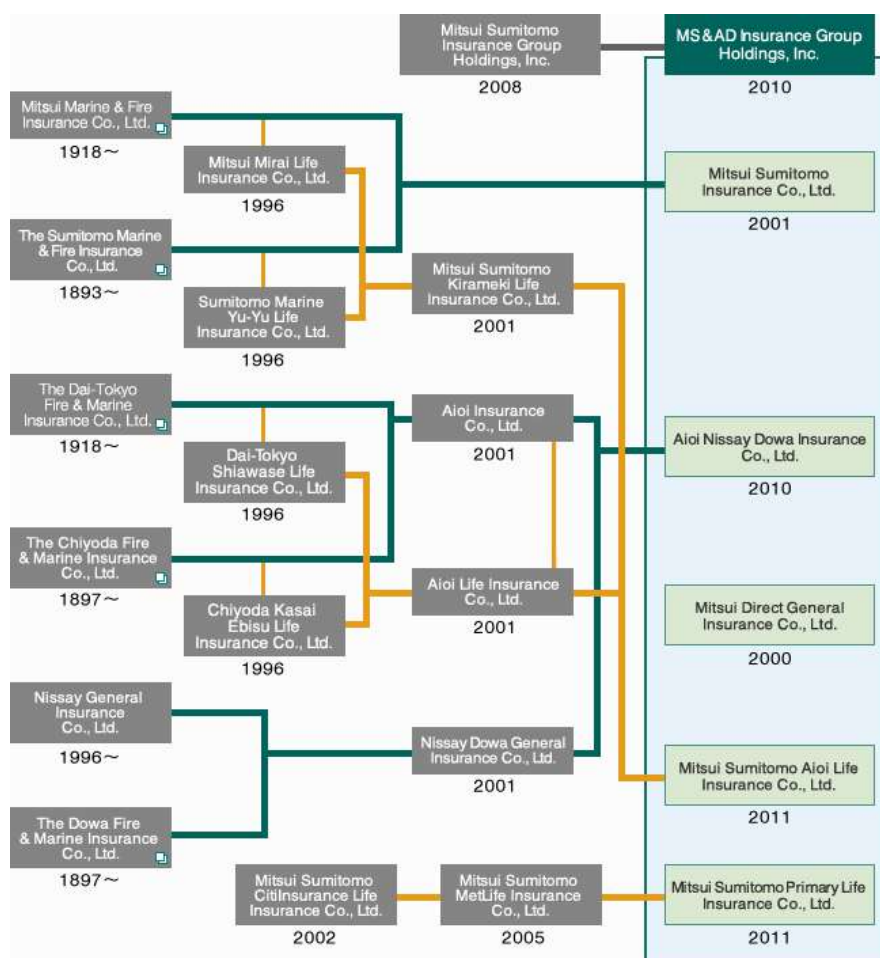
Organizational Chart



History

- ▼ Background of Group Integration ▼ History of Holdings

Background of Group Integration



History of Holdings

April 2008	Mitsui Sumitomo Insurance Group Holdings, Inc. is incorporated.
	Mitsui Sumitomo Insurance Group Holdings, Inc. Listed on Tokyo Stock Exchange and Osaka Securities Exchange and Nagoya Stock Exchange.
September 2009	Aioi Insurance Co., Ltd., Nissay Dowa General Insurance Co., Ltd., and Mitsui Sumitomo Insurance Group Holdings, Inc. reach basic agreement on business integration. In conjunction, announced integration plan, president of the holding company, address, descriptions and corporate name, etc.
April 2010	Mitsui Sumitomo Insurance Group Holdings, Inc. changed its name to MS&AD Insurance Group Holdings, Inc.
October 2010	Aioi Insurance Co., Ltd. and Nissay Dowa General Insurance Co., Ltd. merged into “Aioi Nissay Dowa Insurance Co., Ltd.”
April 2011	MS &AD Insurance Group Holdings, Inc. converted Mitsui Sumitomo MetLife Insurance Co., Ltd. into a wholly owned subsidiary and renamed it Mitsui Sumitomo Primary Life Insurance Company, Limited
October 2011	Mitsui Sumitomo Kirameki Life Insurance Co., Ltd. and Aioi Life Insurance Co., Ltd. merged into “Mitsui Sumitomo Aioi Life Co., Ltd.”

>

History of Mitsui Sumitomo Insurance (link to website)



Business Overview

Five business domains drive our continued growth, underpinned by the platform of the domestic non-life insurance business.



▼ Domestic Non-life Insurance Business

▼ Domestic Life Insurance Business

▼ International Business

▼ Financial Services Business

▼ Risk-Related Services Business

Domestic Non-life Insurance Business

We are developing and providing appealing products and services that are suitable for our diverse sales and customer base. We are improving business efficiency through business integration.

Domestic Life Insurance Business

By utilizing our expanded sales base, we provide appealing products and services pivoting around cross-selling with non-life insurance. In the area of personal annuities, we have established our position as a leading company through our ability to provide unique products.

International Business

We are conducting business by utilizing the strength of our network spanning 48 countries and regions including the Asian region where we boast top-class business foundations.

Financial Services Business

We are conducting business in a wide range of areas in financial and capital markets to respond to increasingly sophisticated needs.

Risk-Related Services Business

We provide services other than insurance that contribute to customers' risk solutions.

Related Information

- > [Group Adjusted Profit](#)
- > [Five Business Domains](#)
- > [Group Structure](#)

Group Structure

MS&AD Holdings is a listed holding company with five directly invested Group insurance companies in Japan: Mitsui Sumitomo Insurance Co., Ltd. (MSI), Aioi Nissay Dowa Insurance Co., Ltd. (ADI), Mitsui Direct General Insurance Co., Ltd. (Mitsui Direct), Mitsui Sumitomo Aioi Life Insurance Co., Ltd. (MSI Aioi Life) and Mitsui Sumitomo Primary Life Insurance Co., Ltd. (MSI Primary Life); and eight affiliated operating companies: MS&AD InterRisk Research Institute & Consulting, Inc., MS&AD Business Support Co., Ltd., MS&AD Staffing Service Co., Ltd., MS&AD Systems Co., Ltd., MS&AD Business Service Co., Ltd., MS&AD GRAND ASSISTANCE Co., Ltd., MS&AD ABILITYWORKS Co., Ltd., and MS&AD VENTURES INC.

MS&AD Insurance Group Holdings, Inc.

[➤ Company Overview](#)

[➤](#) MITSUI SUMITOMO INSURANCE CO., LTD. (MSI)

Responsible for non-life insurance business, which is a core business of the MS&AD Insurance Group, MSI is exercising its comprehensive capabilities to offer insurance and financial services business globally.

[▼ Outline](#)

[➤](#) AIOI NISSAY DOWA INSURANCE CO., LTD. (ADI)

Responsible for non-life insurance business, which is a core business of the MS&AD Insurance Group, ADI is leveraging its strong relationships with the Toyota Group and the Nippon Life Group and engaging in business based on close relationships with local communities.

[▼ Outline](#)

[➤](#) MITSUI DIRECT GENERAL INSURANCE CO., LTD. (Mitsui Direct General)

Mitsui Direct General is a non-life insurance company that specializes in directly selling personal voluntary automobile insurance to customers via the Internet and phone calls.

[▼ Outline](#)

> MITSUI SUMITOMO AIOI LIFE INSURANCE CO., LTD. (MSI Aioi Life)

MSI Aioi Life is a life insurance company that offers protection-type life insurance products, while leveraging the Group's marketing network and customer base. The company is realizing a growth model that involves a combination of strategies to utilize unique marketing channels.

▼ Outline

> MITSUI SUMITOMO PRIMARY LIFE INSURANCE CO., LTD. (MSI Primary Life)

Specializing in the over-the-countersales via financial institutions, MSI Primary Life is a life insurance company that offers asset-building products centered on individual annuity insurance and whole life insurance.

▼ Outline

Directly Invested Affiliated Operating Companies

> MS&AD InterRisk Research & Consulting, Inc.

MS&AD InterRisk Research & Consulting is one of the major risk consulting companies in Japan. It provides companies and government entities with consulting, risk survey, research and investigation, information provision and other services related to diverse kinds of risks.

With overseas bases in Singapore, Thailand, and China, the company is seeking to provide risk solutions throughout the world.

▼ Outline

> MS&AD Business Support Co., Ltd.

MS&AD Business Support provides the MS&AD Insurance Group with such infrastructure support as printing and logistics and also provides employee welfare services and real estate management services, etc.

▼ Outline

> MS&AD Staffing Service Co., Ltd.

As the MS&AD Insurance Group's comprehensive human resource company, MS&AD Staffing Service provides each Group company with human resource services and also dispatches and introduces staff to insurance agencies and other customers.

▼ [Outline](#)

> MS&AD Systems Co., Ltd.

MS&AD Systems supports each MS&AD Insurance Group company by taking responsibility for information systems strategy and by planning, designing, developing, and operating information systems.

▼ [Outline](#)

> MS&AD Business Service Co., Ltd.

MS&AD Business Service delivers contract administration services, services related to data entry, the creation of documents and forms, and other services to MS&AD Insurance Group companies.

▼ [Outline](#)

> MS&AD GRAND ASSISTANCE Co., Ltd.

As a top-quality call center specializing in assistance services, MS&AD GRAND ASSISTANCE provides such support services as roadside assistance, home assistance and overseas medical assistance.

▼ [Outline](#)

> MS&AD ABILITYWORKS Co., Ltd.

MS&AD Insurance Group is promoting Diversity, Equity & Inclusion by creating a working environment where employees with disabilities can fully utilize their potential and competence.

▼ Outline

> MS&AD VENTURES INC.

MS&AD Ventures Inc. is a corporate venture capital firm. It seeks to invest in startups that may lead to new business models and technologies, enabling MS&AD Insurance Group to establish a competitive advantage as an innovation leader across different markets and global territories.

▼ Outline

Corporate Governance

- ▼ Basic Policies on Corporate Governance
- ▼ Corporate Governance Stance
- ▼ Supervision System (Board of Directors)
- ▼ Support Systems for Outside Directors
- ▼ Auditing
- ▼ Nomination and Remuneration
- ▼ Remuneration Committee
- ▼ Criteria for the Selection and Independence of Outside Directors
- ▼ Appointment of Outside Directors and Related Matters

Our group aims for a "resilient and sustainable society" by 2030, and is working to achieve this through corporate activities that create "stories of value creation."

As a management foundation to support this, we will implement transparent and highly effective corporate governance in our medium-term management plan (2022 -2025).

- > Basic Policies on Corporate Governance
- > Responses to the Corporate Governance Code
- > Internal Control
- > Internal Control Systems
- > Corporate Governance Report (last update : November 21, 2025)  (723KB)

Basic Policies on Corporate Governance

- In line with its Corporate Philosophy (Mission), MS&AD, as a holding company overseeing all group businesses, has established a management framework that ensures transparent, fair, swift and decisive decision-making that takes into account the standpoint of all stakeholders. The Company's objectives are to sustain stability and consistent growth over the long term by using corporate resources efficiently and managing risks properly and ultimately, to further increase enterprise value.
- To this end, the "MS&AD Insurance Group Corporate Philosophy (Mission), Corporate Vision, and Values" were formulated as something all officers and employees of the Group should adhere to in all situations. In addition to working to disseminate these principles among all officers and employees of the Company and its Group companies, corporate governance, compliance, and risk management are positioned as important management issues in the medium-term management plan, and efforts shall be made to actively promote that plan.

※There is a movement to set "Purpose" as an expression of the raison d'être of a company separate from the management philosophy. However, because our group's Management Philosophy (Mission), which expresses the raison d'être of a company in a simple and easy to understand manner, has already permeated throughout the Group, our group has determined that "Purpose" is the same as the Management Philosophy.

Corporate Governance Stance

- As a Company with an Audit and Supervisory Committee, the Company aims to expedite decision making and business execution by appropriately exercising the supervisory function of the Board of Directors and delegating part of important business execution decisions to Directors. In addition, the Audit and Supervisory Committee has the function of auditing the execution of duties by Directors as part of the Board of Directors, and will endeavor to improve governance through strengthening of each functions and actively disclosing information.
- The Company forms the Nomination Committee, the Remuneration Committee, and the Governance Committee (The majority of each committee's members and each chairperson have been appointed from among the Independent Outside Directors) as internal committees of the Board of Directors, thus building a highly effective and transparent corporate governance system.
- The Company has introduced an Executive Officer System and is proceeding to delegate authority over business execution to these Executive Officers to ensure rapid execution.

 Management Structure of MS&AD Insurance Group Holdings, Inc.

Supervision System (Board of Directors)

Role of the Board of Directors

- In addition to matters specified by laws and regulation and the Companys articles of in corporation, the Board of Directors discusses and decides upon important matters involving Group management strategy and corporate management, including the Group's management policies, management strategies and capital policy, in addition to overseeing the duties of Directors and Executive Officers.
- The Board of Directors allocates management resources according to risk appetite controlled with a balance of risk, return and capital, and aims to increase corporate value in the medium to long term by achieving sustainable growth and improvement in profitability and capital efficiency with a foundation of soundness.
- The Board of Directors determines the extent to which some decisions related to the execution of important business operations are delegated to Directors. In addition to appointing Executive Officers, the Board of Directors aims to separate management ecision making and oversight by the Board of Directors from business execution by Executive Officers by clarifying their respective roles.
- Executive officers are responsible for executing business in the respective areas of business entrusted to them by the Board of Directors, and report on the status of business execution to the Board of Directors.

Composition of the Board of Directors

A majority of the Board of Directors which has thirteen members (nine men and four women) are nominated as Outside Directors to incorporate perspectives independent from management, strengthen monitoring and oversight functions, and conduct highly transparent management. As shown below, we are striving to ensure diversity including gender, race, and nationality, while considering the balance of knowledge, experience and abilities of the Board of Directors as a whole. Please refer to Policies on the Board of Directors' Overall Balance of Expertise, Experience, Capabilities, Diversity, and Scale below.

Expected Roles of Outside Directors

Outside Directors are expected to perform the following roles:

- Provision of advice from a broad perspective on management policies and management improvement based on their knowledge and experience, with the aim of promoting sustainable corporate growth and increasing enterprise value over the medium-to-long term
- Supervising of management through important decision making at the board level
- Monitoring of conflicts of interest between the Company and related parties such as management* and/or major shareholders
- Realizing supervising from a standpoint independent of management by fulfilling accountability for stakeholders, including shareholders

* Collectively refers to the directors, Audit & Supervisory Board Members, and executive officers of the Company and domestic insurance companies in the Group in which the Company has a direct investment.

Committees Comprised Mainly of Outside Directors / Providing Opportunities for Opinion Exchanges

Aiming to enable Outside Directors to engage freely in constructive discussions and opinion exchanges, we have formed the following committee and meetings.

- Governance Committee (meets about twice a year)
- Outside Directors Council (meets about multiple times a year)

Support Systems for Outside Directors

Outside Directors (excluding those who are Audit Committee members) are supported by the General Planning Department, and Outside Directors who are Audit and Supervisory Committee Members are supported by the Internal Audit Department.

Regarding proposals to be submitted to the Board of Directors, a person in charge of each Outside Director is assigned to the General Planning Department, which is the secretariat of the Board of Directors, to provide advance explanations and provide necessary information in an appropriate manner.

In addition, important risk information, etc. is reported to all Directors regardless of whether they are internal or external.

Support Systems for Directors / Training Policy

The Company has the following systems in place as required for Directors to effectively fulfill their roles and responsibilities:

1. The Company has assigned a person in the secretariat of the Board of Directors to each of the Outside Directors to provide support in areas such as providing briefings in advance.
2. The Company has established a system to provide continuous information and training on the business environment surrounding the Company, risk management, etc. to Directors upon their assumption of office and during their term of office.
3. The Company provides appropriate opportunities for Outside Directors to share information and exchange opinions with management and senior employees.
4. The Company shall bear the expenses necessary for Outside Directors to fulfill their roles.

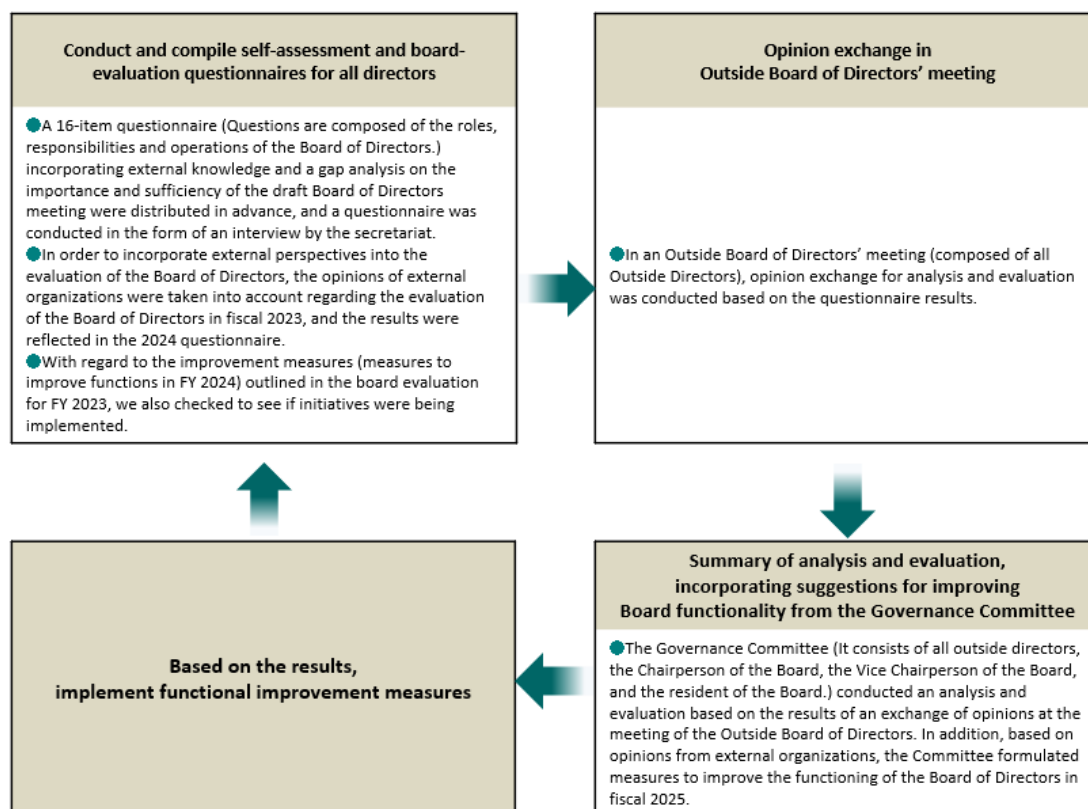
In fiscal 2024, 9 seminars and study sessions were held for directors.

< Main themes >

“Exchange of views with overseas management,” “Trends in overseas insurance markets (including reinsurance),” “Use of generated AI,” “Extreme weather,” “IFRS,” etc.

Evaluation of Board of Directors Effectiveness and the Analysis Process

Analysis and evaluation process



(1) Conduct and compile self-assessment and board-evaluation questionnaires for all directors

- A 16-item questionnaire (Questions are composed of the roles, responsibilities and operations of the Board of Directors.) incorporating external knowledge and a gap analysis on the importance and sufficiency of the draft Board of Directors meeting were distributed in advance, and a questionnaire was conducted in the form of an interview by the secretariat.

In order to incorporate external perspectives into the evaluation of the Board of Directors, the opinions of external organizations were taken into account regarding the evaluation of the Board of Directors in fiscal 2023, and the results were reflected in the 2024 questionnaire.

- With regard to the improvement measures (measures to improve functions in FY 2024) outlined in the board evaluation for FY 2023, we also checked to see if initiatives were being implemented.

(2) Opinion exchange in Outside Board of Directors' meeting

- In an Outside Board of Directors' meeting (composed of all Outside Directors), opinion exchange for analysis and evaluation was conducted based on the questionnaire results.

(3) Summary of analysis and evaluation, incorporating suggestions for improving Board functionality from the Governance Committee

- The Governance Committee (It consists of all outside directors, the Chairperson of the Board, the Vice Chairperson of the Board, and the resident of the Board.) conducted an analysis and evaluation based on the results of an exchange of opinions at the meeting of the Outside Board of Directors. In addition, based on opinions from external organizations, the Committee formulated measures to improve the functioning of the Board of Directors in fiscal 2025.

(4) Based on the results, implement functional improvement measures.

Summary of the Results of Analysis and Evaluation

Based on the content of discussions and the performance of functions at the Board of Directors meetings in fiscal 2024, as well as operational aspects and the training and information provided to outside officers, the performance of functions at the Board of Directors meetings was generally well received. The following is a summary of the activities and results of the evaluation of the Board of Directors in fiscal 2024 and the measures to improve functions in fiscal 2025.

Fiscal 2024 Initiatives and Board of Directors Evaluation Results	• All Directors strongly recognize that the Medium-Term Management Plan is a commitment to internal and external stakeholders, and sufficient information is shared and constructive discussions are held on the management of progress and countermeasures. • There are ample opportunities for frank exchange of opinions among Directors, which contributes to the improvement of the quality of discussions at the Board of Directors as a whole. It was appropriate to set up study meetings to acquire and improve knowledge necessary for directors. In the future, it is desirable to increase the opportunities for exchanging opinions and discussing the strategies of each insurance company, with a view to expanding the scope of participants in study meetings for Directors. • Business investment projects have been sufficiently discussed and examined at an early stage. In order to deepen the discussion in the future, it is necessary to expand the amount of information and points of attention regarding business investment targets. • Instillation of the management philosophy among Group employees is insufficient, and issues remain. • The problem is that the ratio of Outside Directors does not reach the majority.
Measures to improve functions in fiscal 2025	• For the purpose of strengthening group governance, we will expand the range of participants in executive study meetings, exchange of opinions and discussions on strategies of each insurance company, and increase opportunities for contact among executives of insurance companies. • With regard to large-scale business investment projects, whether in Japan or overseas, the GOJ will enhance the amount of information shared and provide opportunities for further discussion, including considerations regarding the market environment and business investment execution. (Also use opportunities such as executive study meetings) • In order to confirm the penetration and implementation of the Management Philosophy among Group employees, the Company will continue to analyze employee awareness surveys, conduct tours of front-line insurance companies, and exchange opinions with overseas management. • Change the institutional design from "Company with an Audit & Supervisory Board" to "Company with an Audit and Supervisory Committee". Also, establish a structure to ensure that the ratio of Outside Directors is a majority.

Auditing

Audit and Supervisory Committee

1 . Responsibilities of Audit and Supervisory Committee

As a statutory independent organization, the Audit and Supervisory Committee is entrusted by shareholders to audit the execution of duties by Directors. It is responsible for establishing a good corporate governance system that meets the trust of society by properly executing its duties, and plays a part in the supervisory function of the Company in cooperation with the Board of Directors.

2 . Composition and Roles of the Audit and Supervisory Committee

- The number of Directors who are Audit and Supervisory Committee Members is a majority of which shall be Outside Directors in accordance with the law. Candidates for Directors who are Audit and Supervisory Committee Members are nominated by the Board of Directors with the approval of the Audit and Supervisory Committee, based on the “Criteria for the Selection of Director Candidates”.
- The Audit and Supervisory Committee makes decisions regarding auditing policies and auditing plans.
- The Audit and Supervisory Committee makes decisions regarding proposals to be submitted to the General Shareholders Meeting on the appointment or dismissal of Accounting Auditors, and the non reappointment of Accounting Auditors. It also has the right to consent to decisions regarding remuneration of the Accounting Auditors.
- The Audit and Supervisory Committee determines the opinions regarding the appointment, dismissal, and resignation of Directors (excluding those who are Audit and Supervisory Committee Members.)
- The Audit and Supervisory Committee determines the opinions regarding the remuneration, etc. of Directors (excluding those who are Audit and Supervisory Committee Members.)

3. Organizational Auditing

- The Audit and Supervisory Committee exercises its audit and supervisory functions by utilizing internal audits by the Internal Audit Division under an organizational audit structure that has the authority to direct and command the Internal Audit Division. The Audit and Supervisory Committee ensures the effectiveness of audits by having the authority to give prior consent when formulating or revising important policies, internal audit rules, and internal audit plans of the Internal Audit Division and instructing the Internal Audit Division to conduct internal audits and monitoring as necessary.

Internal Auditing

- The Company has established the “MS&AD Insurance Group Basic Policy for Internal Audits.
Under this basic policy, the Company and domestic Group insurance companies have formed the Internal Audit Department that acts as an independent body with auditing functions.
This department conducts internal audits encompassing a wide range of risks arising from business activities.
The internal auditors, who are members of the internal audit department, are continuously committed to maintaining and improving their professional competence.
The department formulates annual internal audit plans, taking into account management objectives and risk assessments based on internal and external information. These plans encompass risks arising from business activities, including ERM and data governance such as privacy policies. In addition to implementing these plans on an annual basis, the department may also take proactive measures to address significant risks. The results of these activities are provided as feedback to the audited organization, contributing to improvement efforts.
- Under the direction and direction of the Audit and Supervisory Committee, the Internal Audit Division of our company supervises the internal audit divisions of the Group's domestic insurance companies and affiliated companies, and flexibly examines important Group risks. The results of internal audits are regularly reported to the Group Management Committee, the Audit and Supervisory Committee, and the Board of Directors to ensure the sharing of information among all directors.

Accounting Auditors

- The Company has appointed KPMG AZSA LLC as its independent audit corporation. Please note that there are no special conflicts of interest between this company and MS&AD Holdings.
- The Board of Directors and the Audit & Supervisory Committee endeavor to take appropriate action to ensure adequate auditing by the Accounting Auditors.
- The Audit & Supervisory Committee makes decisions regarding proposals submitted to the General Shareholders' Meeting on the appointment or dismissal of Accounting Auditors. It also has the right to consent to decisions regarding remuneration of the Accounting Auditors.
- The Audit & Supervisory Committee prepares criteria for appropriately selecting and evaluating Accounting Auditor. To promote appropriate accounting by the Accounting Auditors, measures are taken to confirm the independence, specialist capabilities, and other requisite characteristics of the Accounting Auditors.

Accounting Auditor Remuneration

(¥ million)

Scope	FY2023		FY2024	
	Compensation for audit services	Compensation for non-audit services	Compensation for audit services	Compensation for non-audit services
The Company	134	0	124	9
Consolidated subsidiaries	712	0	818	40
Total	847	1	942	50

*Compensation for audit and attestation services at our company and consolidated subsidiaries includes compensation for voluntary audit contracts in preparation for adoption of International Financial Reporting Standards (IFRS).

The non-audit function in our company is to support compliance.The content of non-audit operations at consolidated subsidiaries includes agreed procedural operations.

Nomination and Remuneration

For the purpose of maintaining high transparency, the Company has formed the Nomination Committee and Remuneration Committee as internal committees of the Board of Directors. Please note that these two committees comprise eight members each, and the chairpersons and other members are appointed from among members of the Board of Directors. With respect to each of the two committees, Five of the members and the chairperson have been appointed from among the Outside Directors. (However, there must be at least one audit and supervisory committee member, including the chairman of the audit and supervisory committee.) .

*In fiscal 2025, both the Nomination Committee and the Compensation Committee consisted of 5 outside directors and 8 members, including the Chairperson of the Board, the Vice Chairperson of the Board and the President.

Nomination Committee (Nomination Process)

- The Nomination Committee deliberates on major management personnel matters and provides advice on these matters to the Board of Directors. Such matters include the selection of candidates for the positions of Director and Executive Officer of the Company as well as the selection of Directors and Audit & Supervisory Board Members for domestic insurance companies in which the Company has direct investments.
- With respect to the evaluation of candidates for Director and candidates for Executive Officer, evaluation items include performance evaluations (corporate performance and personal performance) and other items.
- The Board of Directors appoints candidates for Director as well as candidates for Executive Officers based on advice from the Nomination Committee.
- From the perspective of making effective discussions to strengthen corporate governance at the Nomination Committee, policy for selecting candidates for Directors is added to the deliberation items. It has been clarified that the Nomination Committee shall meet at least once a year.
- The committee met 5 times in fiscal 2024. Discussions were held regarding consideration of candidates for outside directors.

Remuneration Committee

- This committee advises the Board of Directors regarding the remuneration of Directors and Executive Officers of the Company as well as the remuneration systems for management of domestic insurance companies in which the Company has direct investments.
- From the perspective of making effective discussions to strengthen corporate governance at the Remuneration Committee, policy for remuneration of Directors and Executive Officers is added to the deliberation items. It has been clarified that the Remuneration Committee shall meet at least once a year.
- In fiscal 2024, the Remuneration Committee met 5 times.

Policies for determining the content of individual remuneration for Directors, etc.

The Board of Directors of the Company passed the following resolution on policies for determining the content of individual remuneration for Directors, etc. at its meetings held on February 14, 2019, May 20, 2019, May 20, 2021, December 27, 2022 and March 28, 2025 after deliberation by the Remuneration Committee of which a majority of the members are Outside Directors.

a. Basic policy

- The purpose is to strengthen governance and enhance the medium- to long-term corporate value of the Group.
- The officer remuneration system shall function as an appropriate incentive for sustainable growth, linking with the business performance of the Company.
- The level of remuneration shall be competitive as a global company.

b. Decision process

(a) Remuneration for Directors

- To ensure transparency, it shall be decided by resolution of the Board of Directors after deliberation by the Remuneration Committee, of which a majority of the members are Outside Directors, within a range determined by resolution of the Shareholders Meeting.
- The Remuneration Committee provides advice to the Board of Directors on the amount of remuneration for Directors and policies regarding decisions on the determination of officer remuneration.
- The Board of Directors respects the advice of the Remuneration Committee to the maximum possible extent. And the amount of remuneration is determined after confirmation that it is in line with the remuneration system established by resolution of the Board of Directors.

Furthermore, the Board of Directors has confirmed that, in regard to the individual remuneration of Directors for the relevant fiscal year, the advice of the Remuneration Committee has been respected to the maximum possible extent and it is in line with the remuneration system established by resolution of the Board of Directors. The Board of Directors has therefore judged that it is in line with this basic policy for determining the remuneration of Directors.

(b) Remuneration for Directors who are Audit and Supervisory Committee Members

- It shall be decided by discussion among Directors who are Audit and Supervisory Committee Members within a range determined by resolution of the Shareholders Meeting, taking into consideration full-time/part-time, operation assignment, the details and level of Directors’ who are not Audit and Supervisory Committee Members’ remuneration.

c. Overview of remuneration

(a) Composition of remuneration

	Fixed remuneration	Performance-linked remuneration	
		Monetary remuneration	Stock-based remuneration
Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members)	○	○	○
Outside Directors	○	—	—
Directors who are Audit and Supervisory Committee Members	○	—	—

- Composed of fixed remuneration and performance-linked remuneration. Outside Directors and Directors who are Audit and Supervisory Committee Members shall be provided only fixed remuneration.
- Fixed remuneration is determined in accordance with officers’ position.
- Performance-linked remuneration is determined based on business performance.
- Performance-linked remuneration is composed of monetary remuneration and stock-based remuneration.
- Fixed remuneration is paid on a monthly basis, and performance-linked remuneration is paid after the end of each fiscal year.
- The standard proportions of the components of officer remuneration differ depending on the officer’s position, as shown below. (This excludes Outside Directors and Directors who are Audit and Supervisory Committee Members.)

<Chairman & Director • Vice Chairman & Director • President & Director>

The proportion of performance-linked remuneration is higher than for other positions.

(Standard ratios)

[Fixed remuneration] Approx. 33%	[Performance-linked remuneration] Monetary remuneration Approx. 33%	[Performance-linked remuneration] Stock-based remuneration Approx. 33%
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<Other positions>

The composition is such that the proportions of fixed remuneration and performance-linked remuneration differ depending on the officer’s position

(Standard ratios)

[Fixed remuneration] Approx. 40% - approx. 50%	[Performance-linked remuneration] Monetary remuneration Approx. 25% - approx.30%	[Performance-linked remuneration] Stock-based remuneration Approx. 25% -approx. 30%
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(b) Contents of stock-based remuneration

- Restricted stock shall be provided as stock-based remuneration and in principle, the Transfer Restrictions shall be released upon retirement of the related Director.
- If it is found that a Director was involved in a fraudulent act while in office, the Company acquires the restricted stock for free during the Transfer Restriction Period or the Director is made to return it after the transfer restriction is released. (Malus Clawback Clause)

Overview of restricted stock remuneration plan	
Eligible Directors	Directors excluding Outside Directors and Directors who are Audit and Supervisory Committee Members.
Amount of monetary remuneration to be provided (maximum)	200 million yen per year
Type of shares to be allotted	Common shares (with transfer restrictions under a restricted stock allotment agreement)
Number of shares to be allotted (maximum)	390,000 shares per year
Transfer restricted period	Period from the allotment date to the date on which the related Eligible Director resigns or retires as the Company's Director or from another position which the Board of Directors has determined.

d. Key performance indicators pertaining to performance-linked remuneration

- Performance-linked remuneration shall be linked with the business performance of the Company and determined based on financial and non-financial indicators.
- Financial and non-financial indicators have been selected after taking into consideration the Group's Medium-Term Management Plan, "FY 2022-25," and the details of indicators and reasons for their selection are as follows.

(a) Financial indicators

- Financial indicators are indicators that are used to reflect business performance in a single fiscal year in officer remuneration.

Indicator	Reasons for selection
Group Adjusted Profit(*1)	The selected indicators were Group Adjusted Profit as a measure of shareholder returns, Group Adjusted ROE as a measure of capital efficiency, and Consolidated Net Income as a key performance indicator for the Group.
Consolidated Net Income	
Group Adjusted ROE (*2)	
* After the adoption of IFRS, the indicators at the left will be changed to “IFRS net income” and “Adjusted ROE” on an IFRS basis.	

*1: Group Adjusted Profit

Consolidated net income + provision for catastrophe loss reserve and others — other incidental factors (amortization of goodwill and other intangible fixed assets, and others) + equity in earnings of the non-consolidated group companies

*2: Group Adjusted ROE

Group Adjusted Profit ÷ average of beginning and ending amounts on BS of adjusted net assets (consolidated net assets + catastrophe reserves, and others — goodwill and other intangible fixed assets)

(b) Non-financial indicators

- Non-financial indicators are indicators that are used to reflect initiatives contributing to medium- to long-term business performance in officer remuneration.

	Evaluation item	Reasons for selection
Basic strategies	○ Value (creating value) ○ Transformation (business transformation) ○ Synergy (demonstrating Group synergy)	"Basic strategies" and "Platforms" that support the basic strategies have been selected as non-financial indicators in order to realize "A corporate group that supports a resilient and sustainable society," which is an aspiration of the Group's Medium-Term Management Plan (2022-2025).
Platforms	○ Sustainability ○ Quality ○ Human resources ○ ERM	

(c) Application methods for financial and non-financial indicators

- The standard ratio between financial and non-financial indicators used in the calculation of performance-linked remuneration shall be “50:50.”
- The application coefficients for financial and non-financial indicators shall vary within ranges of 0.5 to 1.5, respectively, with 1.0 as the standard.
- The monetary remuneration and stock-based remuneration components of performance-linked remuneration shall each be calculated as follows, based on standard amounts for each position.

Monetary remuneration: Standard amount per position × business performance coefficient (financial indicators × 80% + non-financial indicators × 20%)

Stock-based remuneration: Standard amount per position × business performance coefficient (financial indicators × 20% + non-financial indicators × 80%)

- Monetary remuneration is structured such that it more strongly reflects business performance in a single fiscal year, by having a higher ratio for financial indicators than non-financial indicators.
- Stock-based remuneration is structured such that it more strongly reflects an evaluation of initiatives contributing to the enhancement of corporate value over the medium-to long-term, by having a higher ratio for non-financial indicators than financial indicators.

(d) Actual financial and non-financial indicators in the fiscal year under review

<Financial indicators>

	Actual	Target	Vs. target
Group Adjusted Profit	¥731.7 billion	¥670.0 billion	109.2%
Consolidated Net Income	¥691.6 billion	¥630.0 billion	109.8%
Group Adjusted ROE	15.7%	14.3%	+1.4 point

<Non-financial Indicators>

Evaluation item	Results of evaluation
Basic strategies	As a result of evaluation based mainly on the following points, performance is evaluated to be at a standard level: • Developing and deployment products and services before and after compensation/guarantee leading to solutions to social issues • Expansion of overseas business and domestic life insurance business, transformation of business portfolios and risk portfolios and pursuit of new business utilizing digital data • Improvement of work quality and productivity and demonstration of group synergy through the execution of the one platform strategy
Foundations	As a result of evaluation based mainly on the following points, performance is evaluated to be at a below-average level: • Initiatives related to the key three sustainability issues of coexistence with the global environment, a safe and secure society, and the well-being of diverse people • Thorough implementation and establishment of customer focus business operations, and efforts to improve compliance awareness and knowledge • Initiatives related to human assets aimed at "building an optimal human asset portfolio" and "maximizing employees' abilities, skills, and motivation • Initiatives to strengthen the risk management system and capital efficiency

e. Resolutions related to officer remuneration at the Shareholders Meeting

<Remuneration for Directors Who Are Not Audit and Supervisory Committee Members>

Shareholders Meeting held on June 23, 2025 [17th Annual Shareholders Meeting]

- It has been resolved that the amount of remuneration, etc., for Directors who are not Audit and Supervisory Committee Members shall be within an annual limit of 510 million yen (excluding salaries for Directors concurrently serving as employees) (of which the annual limit for Outside Directors is 100 million yen).

At the conclusion of the said Annual Shareholders Meeting, the number of Directors who are not Audit and Supervisory Committee Members is 10 (of which 5 are Outside Directors).

- It has been resolved to implement a post-delivery restricted stock compensation system and set the annual limit for total monetary compensation claims, intended for the allocation of restricted stock to directors who are not Audit and Supervisory Committee members, excluding Outside Directors, at 200 million yen.

At the conclusion of the said Annual Shareholders Meeting, there were 5 directors not serving on the Audit and Supervisory Committee, excluding Outside Directors.

<Remuneration for Directors Who Are Audit and Supervisory Committee Members>

- It has been resolved that the amount of remuneration, etc., for Directors who are Audit and Supervisory Committee Members shall be within an annual limit of 100 million yen.

At the conclusion of the said Annual Shareholders Meeting, the number of Directors who are Audit and Supervisory Committee Members is 3 (of which 2 are Outside Directors)

Performance-Based Remuneration

- The Company has introduced performance-based remuneration (linked to corporate and personal performance) into its corporate officer remuneration system.
- In order to realize a director remuneration system functioning as an appropriate incentive for improving linkage between director remuneration and business performance and achieving sustainable growth for the purpose of strengthening governance and increasing medium term corporate value of the Group, the Company has introduced a restricted stock remuneration plan for Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members.). The plan involves granting treasury stock or new stock (allotment of restricted stock) by replacing a portion of the Company's performance-based monetary remuneration with monetary remuneration receivables provided by means of contribution in kind.
- The Company introduced the same system as mentioned above and granted treasury stock or new stock (allotment of restricted stock) to the Company's executive officers and the Directors (excluding Outside Directors) and Executive Officers of Group domestic insurance companies in which the Company has direct investments, by replacing a portion of the Company's performance-based monetary remuneration with monetary remuneration receivables provided by means of contribution in kind.

Directors' and Audit & Supervisory Board Members' Remuneration

We disclose the total amounts of remuneration to all Directors and to all Audit & Supervisory Board Members according to the category (Directors/Audit & Supervisory Board Members) and according to the types of remuneration. We also disclose total amounts of consolidated remuneration to officers amounting to 100 million yen or more.

Total Amount of Remuneration by Directors/Audit & Supervisory Board Members Category, and the Number of Recipients (fiscal 2024)

Category	Number	Total Remuneration (¥ million)
Directors (excluding Outside Directors)	7	270
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	2	56
Outside Directors/Audit & Supervisory Board Members	8	96

Persons with consolidated Remuneration (including remuneration for corporate officer posts at main subsidiaries, etc.) of ¥100 Million or More (fiscal 2024)

Name	Corporate Officer Posts	Company	Total consolidated remuneration, etc. (¥ million)
Noriyuki Hara	Director	The Company	134
	Director	MSI	
Yasuzo Kanasugi	Director	The Company	117
	Director	ADI	
Shinichiro Funabiki	Director	The Company	128
	Director	MSI	

Our company has established the Guidelines for Ownership of Treasury Shares in order to enhance corporate value over the medium to long term by encouraging directors and executive officers (excluding outside officers) to own treasury stock and further raising the motivation and morale of directors and executive officers.

Criteria for the Selection and Independence of Outside Directors

1. Policies on the Board of Directors' Overall Balance of Expertise, Experience, Capabilities, Diversity, and Scale

- Seven of the thirteen Directors (nine men and four women) and two of the three Directors who are Audit and Supervisory Committee Members (2 men and woman) have been appointed from outside the Company to incorporate perspectives independent from management, strengthen monitoring and oversight functions, and conduct highly transparent management. Please note that there are no concerns that the interests of these Outside Directors and Outside Audit & Supervisory Board Members of the various companies will be in conflict, in terms of human, capital, transactions, or other relationships, with the interests of shareholders in general. These Directors and Audit & Supervisory Board Members are independent, and their names as independent outside officers have been filed with the Tokyo Stock Exchange Co., Ltd., and Nagoya Stock Exchange Co., Ltd.
- Outside Director candidates must satisfy the eligibility requirements as defined in the Companies Act and the Insurance Business Act. In addition, with the goal of selecting candidates able to accurately and fairly supervise the overall management of insurance companies, candidates are selected based on consideration of specialized expertise such as that stemming from experience working as a general business company corporate officer, government administration officer, lawyer, and academic as well as specialized expertise regarding social, cultural, and consumer issues.
- Director candidates other than Outside Director candidates must meet legal eligibility requirements. In addition, with the goal of selecting candidates able to accurately and fairly supervise the overall management of insurance companies, candidates are selected based on consideration of specialized expertise, such as that stemming from extensive experience working as a manager in an insurance company as well as on consideration of varied experience, highly specialized experience, and the ability to exercise leadership in accordance with the Company's corporate philosophy.

2. Criteria for the Selection of Director Candidates and Criteria for Determining the Independence of Outside Corporate Officers

- The Company has instituted the “Criteria for the Selection of Director Candidates” below. The determination of “independence” when selecting Outside Director candidates is undertaken in accordance with the criteria described in section “1. (3) Independence” below.

Criteria for the Selection of Director Candidates

1. Outside director candidates

Candidates must meet the following requirements.

- Must not be disqualified from serving as a director pursuant to the Companies Act.
- Must not be disqualified from serving as a director of an insurance holding company pursuant to the Insurance Business Act.
- Must have a sufficient level of public credibility.

Additionally, candidates must satisfy the following three requirements

(1) Eligibility

A candidate must have the qualities listed below that are necessary to monitor the overall management of the company and provide advice, based on a general knowledge of company management and a basic understanding of the way Directors and Board of Directors ought to be.

- Ability to discern facts from materials and reports
- Capability to detect problems and risks and apply own knowledge to solve them
- Capacity to appropriately monitor and provide advice on management strategy
- Mental independence to openly question, debate, re-examine, continuously deliberate, and propose ideas in opposition to a resolution

For Outside Directors who are Audit and Supervisory Committee Members, in addition to the above, it is required that they possess the knowledge and experience necessary to accurately, fairly, and efficiently audit the execution of duties by directors of insurance companies.

(2) Expertise

Must have knowledge in a specialized field such as management, accounting, finance, law, administration, or social/cultural affairs, and have a record of achievement in that field.

(3) Independence

The following persons are ineligible.

- [1] An executing person of the Company or a subsidiary of the Company.
 - [2] A Director or Audit & Supervisory Board Member of a subsidiary of the Company.
 - [3] A person for whom the Company is a major business partner (i.e. a person who received payments from the Company or subsidiaries of the Company that represent 2% or more of annual consolidated sales for the most recent fiscal year), or an executing person thereof (in the case of a consulting firm, auditing firm or law firm, a consultant, accounting professional, or legal professional who belongs to said corporation, partnership, etc.).
 - [4] A major business partner of the Company (a person who made payments to subsidiaries of the Company representing 2% or more of the consolidated net premiums written during the most recent fiscal year of the Company (excluding premiums of saving-type insurance)), or an executive thereof.
 - [5] Any of the Company's top 10 largest shareholders (or, if the shareholder is a corporation, an executing person thereof).
 - [6] An executive of a company to which the Company or a subsidiary of the Company has appointed a Director.
 - [7] A consultant, accounting professional, or legal professional who has received, other than officer remuneration, monetary or other financial benefits of average at least 10 million yen per year for the past three years from the Company or subsidiaries of the Company.
 - [8] A person falling under any of the items [1] through [7] during the past five years.
- (Note) "During the past five years" means five years from the time the content of a proposal to the General Shareholders Meeting to elect the Outside Director was resolved by the Board of Directors.
- [9] An executive of the Company or subsidiaries of the Company in the past (in the case of an Outside Directors who are Audit and Supervisory Committee Members, including an individual who has been a Director who are not Audit and Supervisory Committee Members of the Company or a subsidiary of the Company.)
 - [10] A spouse or second-degree or closer relative of a person listed in items [1] through [9] above (an executing person means an executive Director, executive Officer or an employee in a position of general manager or higher.)

(4) Term limits

The total terms of office for newly elected Outside Directors who are not Audit and Supervisory Committee Members and Directors who are Audit and Supervisory Committee Members from the close of the 17th Annual Shareholders Meeting are as follows.

- [1] For Outside Directors who are not Audit and Supervisory Committee Members, the total terms of office are four terms, four years, and are renewable for a maximum of eight terms, eight years.
- [2] For Outside Directors who are Audit and Supervisory Committee Members, in principle the total terms of office are two terms, four years, but they are renewable for a maximum of four terms, eight years.

2. Director candidates other than Outside Director Candidates must meet the following requirements.

Candidates must meet the following requirements.

- Must not be disqualified from serving as a Director pursuant to the Companies Act.
- Must not be disqualified from serving as a Director of an insurance holding company pursuant to the Insurance Business Act.
- Must satisfy the eligibility requirements for a Director who engages in daily business at an insurance company pursuant to the Insurance Business Act.
- For Directors who are Audit and Supervisory Committee Members, in addition to the above, it is required that they possess the knowledge and experience necessary to accurately, fairly, and efficiently audit the execution of duties by directors of insurance companies.

Additionally, a candidate must have varied experience as well as highly specialized experience and must embody our corporate philosophy in the exercise of leadership.

Appointment of Outside Directors and Related Matters

Outside Directors

Name	Date of Selection	Reason for Selection	Attendance at Board of Directors Meetings*
Junichi Tobimatsu	June 2018	Mr. Junichi Tobimatsu has a wealth of insight and experience concerning overall corporate legal affairs including those of overseas companies as an attorney-at-law. The Company expects to continue to draw from that insight and experience and have him supervise management and provide advice on overall management from his expert perspective, particularly in regard to securing the management soundness of the Group.	14 of 14 meetings
Rochelle Kopp	June 2020	Ms. Rochelle Kopp has a wealth of insight into cross-cultural communication and experience as a management consultant in both Japan and the U.S. as a management consultant. The Company expects to continue to draw from that insight and experience and have her supervise management and provide advice on overall management from her expert perspective, particularly in regard to the Group's global expansion.	14 of 14 meetings
Akemi Ishiwata	June 2022	Ms. Akemi Ishiwata has a wealth of insight on sustainability gained from previously serving as Executive Officer of Kao, leading its ESG activities. She also has experience as a general manager in charge of public relations and corporate branding. The Company expects to continue to draw from that insight and experience and have her supervise management and provide advice on overall management from her broad perspective.	14 of 14 meetings
Jun Suzuki	June 2023	Mr. Jun Suzuki has a wealth of knowledge on international business and experience as a manager of a listed company by having served as Chief Representative in Europe and the Representative Director, President & CEO of Teijin Limited, etc. The Company expects to continue to draw from that insight and experience and have him supervise management and provide advice on overall management from his broad perspective.	14 of 14 meetings

Atsuko Okajima	June 2025	Ms. Atsuko Okajima has a wealth of insight and experience in government administration, gained through many years of service as Councillor of Minister’s Secretariat, Ministry of Agriculture, Forestry and Fisheries, Councillor of Minister’s Secretariat, Ministry of Health, Labour and Welfare, and Director General of Gender Equality Bureau, Cabinet Office, etc. The Company expects to draw from that insight and experience and have her supervise management and provide advice on overall management from her expert perspective.	-
Taisei Kunii	June 2025	Mr. Taisei Kunii has been practicing as a certified public accountant for many years, including as CEO of Deloitte Touche Tohmatsu LLC. The Company expects to draw from that insight and experience in finance and accounting and have him audit and supervise management and provide advice on overall management from his expert perspective.	Board of Directors meetings 10/12 Audit & Supervisory Board meetings 8/9 *2
Yukari Murayama	June 2025	Ms. Yukari Murayama has a wealth of insight and experience concerning overall corporate legal affairs as an attorney-at-law. The Company expects to draw from that insight and experience and have her audit and supervise management and provide advice on overall management from her expert perspective.	-

*1 The number of Board of Directors' meetings attended during fiscal 2024.

*2 Mr. Taisei Kunii was newly elected and assumed the position of Audit & Supervisory Board Member at the 16th Annual Shareholders Meeting held on June 24, 2024, and his attendance at the Board of Directors meetings and the Audit & Supervisory Board meetings held after that date is shown.

Skills Matrix of Directors and Executive Officers

In order to promote debate from diverse viewpoints in our efforts to reach the goal of achieving growth strategy for the MS&AD Group, the Group deliberated regarding skills necessary to assure the effectiveness of the Board of Directors (knowledge, experience, and capability), and from the standpoint of supervising the decisions made and execution of duties on matters required for management strategy, we set forth the following.

- (1) Base skills that are generally required
- “Corporate management,” “human resources and human asset development,” “legal and compliance and internal audit,” “risk management,” and “finance and accounting”
- (2) Skills complementing the fact that the core business of the MS&AD Group is insurance, and that we engage in business globally
- “Insurance business” and “internationality”
- (3) Skills that take into account our current business environment and that are necessary to address business reform and issues considered important by the market
- “IT and digital” and “sustainability”

Skills matrix of Directors and Executive Officer

■ Skills matrix of Directors

Skill Officers	Corporate management	International	IT / digital	Sustainability	Personnel affairs / HR development	Legal and compliance and internal audit	Risk management	Finance / accounting	Insurance business
Director Hara	○	○		○	○	○	○		○
Director Kanasugi	○	○		○	○	○			○
Director Funabiki	○	○	○	○	○	○			○
Director Kudo				○		○	○		○
Director Niino	○	○		○	○				○
Outside Director Tobimatsu		○				○			
Outside Director Kopp	○	○		○	○				
Outside Director Ishiwata				○					
Outside Director Suzuki	○	○		○	○				
Outside Director Okajima					○	○	○		
Audit and Supervisory Committee Member Kawatsu			○	○		○			○
Outside Audit and Supervisory Committee Member Kunii	○							○	
Outside Audit and Supervisory Committee Member Murayama						○			

In addition, we have installed an executive officer system. The skills for Executive officers who are not Directors are as follows.

Skill Officers	Corporate management	International	IT / digital	Sustainability	Personnel affairs / HR development	Legal and compliance and internal audit	Risk management	Finance / accounting	Insurance business
Executive Officer Tamura			○	○	○	○	○	○	○
Executive Officer Motojima	○			○	○				○
Executive Officer Higuchi	○	○	○	○	○	○	○	○	○
Executive Officer Hayakawa	○	○						○	○
Executive Officer Tsuda	○	○	○		○				○
Executive Officer Arakawa	○			○					○
Executive Officer Motoyama			○		○				○
Executive Officer Hori		○				○	○		○
Executive Officer Morimoto	○	○			○				○
Executive Officer Matsuda				○		○			○
Executive Officer Umiyama		○						○	○
Executive Officer Hirano		○	○						○
Executive Officer Kadoya	○			○	○	○			○
Executive Officer Doisaki		○	○	○					○

Related Information

[➤ Board Members](#)

Compliance

Compliance Basic Policy

We position compliance as one of the most important issues in group management, and all board members and employees of the MS&AD Group are committed to always recognizing the company's social responsibility and establishing a framework for practicing compliance. We have established the "MS&AD Insurance Group Compliance Basic Policy," which serves as the group's basic policy and compliance standards. Our company and group companies work positively to develop thorough compliance.

- > MS&AD Insurance Group Compliance Basic Policy
- > Basic Policy Concerning Antisocial Forces
- > Basic Policy for Management of Conflicts of Interest

Compliance Promotion Structure

The Company has formed Quality Improvement and Compliance Committee, as one of the task-specific committees under the Board of Directors, to monitor as well as discuss and make necessary adjustments in the compliance structure. For important matters related to compliance, Quality Improvement and Compliance Committee reports to the Board of Directors after discussion in the committee.

The Company established its Compliance Department as the organizational unit to centrally supervise Group compliance matters. In addition, we have established the International Supervisory Department as a division responsible for supervising the promotion of overseas compliance efforts based on the "MS&AD Insurance Group Compliance Basic Policy" for our group's overseas entities. We are working to enhance and strengthen our overseas compliance efforts in collaboration with the Compliance Department.

Each group companies that is in charge of compliance matters is responsible for the preparation and implementation of policies, internal rules, and measures related to compliance and for planning and operating activities related to business operating rules pertaining to insurance solicitation and sales. These units are also the focal points for fact finding and confirmation as well as conducting investigations related to activities where there are concerns about violations of internal rules and other compliance issues.

In case of any misconduct or violation committed by board members and employees, the Company implements disciplinary actions in accordance with the employment regulations. Disciplinary may be disclosed internally as a means of raising awareness and caution. Furthermore, depending on the nature and severity of the violation, it may have an impact on the compensation of board members and employees.

Activities

Compliance Program

We and group companies, as a part of the compliance implementation plan, develop the Compliance Program and pursue the specific issues. The implementation and issues of the Program and responding issues are regularly submitted to each company's Compliance Committee and/or the Board Meetings.

Compliance Manual

We and group companies have each Compliance Manual that states their compliance-related policies and regulations, with examples and interpretations, for board members and employees. The manual content is familiarized through training and examinations. Procedures for reporting inappropriate behavior is stipulated in the Manual for the speedy handling of misconduct.

Compliance-related Training

Based on the Compliance Program, we and group companies organize annual education / training programs for employees and agencies to raise the knowledge of laws and company internal rules and to enhance the knowledge of compliance.

Compliance-related Inspection

Group companies conduct compliance-related inspections for prevention and early detection of unlawful acts that may violate laws or company internal rules.

Monitoring Group Companies

The Compliance Department monitors and reports on compliance-related activities of group companies. Group Compliance Division Meetings are held to share knowledge and know-how on compliance-related issues in order to reinforce compliance throughout the group. The International Supervisory Department monitors the progress of compliance initiatives at overseas entities, provides guidance and support, and regularly reports on the status of overseas compliance to the Board of Directors, etc. We also engage in discussions with relevant departments to work towards the establishment and enhancement of overseas compliance measures.

Speak-up system (Whistleblowing system)

Our corporate group has established the "Speak-Up System (Whistleblowing System)" to allow officers and employees, etc., of group companies to report directly, in addition to the usual reporting lines, when there are violations of laws or regulations, breaches of internal rules, inappropriate actions, or potential risks of such actions by organizations or individuals. We have set up various reporting channels both within and outside the group, ensuring they are accessible 24 hours a day, 365 days a year. In order to make them user-friendly for anyone wishing to report, we take great care to maintain the confidentiality of the whistleblowers and consulters, and handle the information with the utmost caution. Furthermore, we strive to protect these individuals so that they do not suffer any disadvantageous treatment as a result of reporting or consulting.

Also, for officers and employees working at our overseas entities, we have established a global reporting channel in addition to their local reporting channels. This system supports reports in 17 languages, and it allows for direct reporting to our headquarters in Japan from overseas.

Anti-Money Laundering, Countering the Financing of Terrorism and Countering the Proliferation Financing (AML/CFT/CPF)

The MS&AD Insurance Group has formulated a “Policy on AML/CFT/CPF” and is promoting initiatives to prevent the products and services of Group companies from being used in money laundering, terrorist financing or proliferation financing.

Moreover, measures to prevent money laundering, terrorist financing or proliferation financing are implemented at overseas entities of the MS&AD Insurance Group, where “Measures for Anti-Money Laundering, Counter Financing of Terrorism and Counter Proliferation Financing” are stipulated in the “Compliance Manual for International Operations”.

[➤ Policy on AML/CFT/CPF](#)

Prevention of Corruption and Bribery

The MS&AD Insurance Group has formulated a “Policy on Fair Operating Practices” and implements fair operating practices (“prevention of Corruption including bribery” and “compliance with laws and regulations regarding political activities and political funds”).

As for the international operation of MS&AD Insurance Group, “counter measures of Anti-Bribery” are stipulated in the “Compliance Manuals for International Operations” and the establishment of adequate rules and training has been implemented properly.

[➤ Policy on Fair Operating Practices](#)

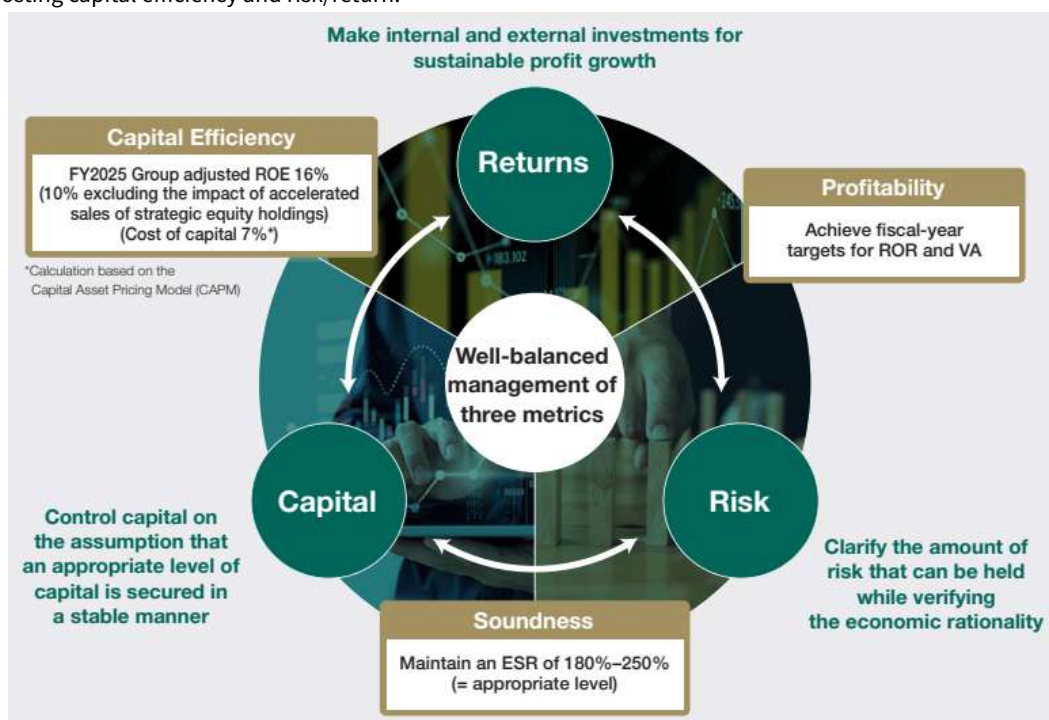
ERM and Risk Management

ERM-based Group Management

The MS&AD Group endeavors to increase its earnings power and capital efficiency while maintaining financial soundness. Toward this end, it practices Group management based on an enterprise risk management (ERM) cycle. It allocates capital to its businesses in accord with its Group Risk Appetite Statement. Its businesses take risks with the allocated capital. The Group exercises appropriate risk control, through the monitoring of return on risk (ROR) and other metrics. Under the Medium-Term Management Plan (2022–25), the ERM Committee will work to enhance the evaluation and management of each business in the Group, considering capital, risk, and return, and to improve the Group’s capital efficiency by flexibly allocating capital to more capital-efficient business opportunities, such as investments in growth businesses.

Integrated Management of Risk, Returns and Capital

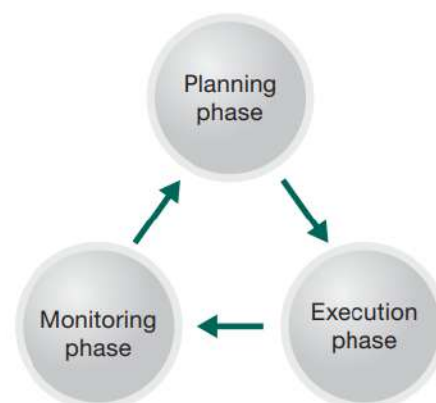
To realize its management vision, the Group formulates medium-term management plans in accord with its Group Risk Appetite Statement and holistically manages risk (integrated risk amount), returns (Group Adjusted Profit), and capital (NAV) with the aim of maintaining financial soundness and boosting capital efficiency and risk/return.



Capital Efficiency	Profitability (return on risk)	Soundness
Group Adjusted ROE Return (Group Adjusted Profit) Capital (adjusted net assets)	ROR Return (Group Adjusted Profit) Risk (integrated risk amount)	1/ESR Risk (integrated risk amount) Capital (NAV)
$\left[\frac{\text{Return (Group Adjusted Profit)}}{\text{Capital (adjusted net assets)}} \right] \div \left[\frac{\text{Return (Group Adjusted Profit)}}{\text{Risk (integrated risk amount)}} \right] \times \left[\frac{\text{Risk (integrated risk amount)}}{\text{Capital (NAV)}} \right]$		

ERM Cycle

Planning phase	① Formulate strategies based on the Group Risk Appetite Statement and establish capital allocation amounts after confirming the amount of risk that can be taken.
Execution phase	② Take risks within the risk limits based on the capital allocation amounts and others.
Monitoring phase	③ Conduct regular monitoring of financial soundness, profitability, capital efficiency, etc.* ④ Based on the outcome of monitoring, examine and implement any necessary measures.



*In the Monitoring phase, the Company quarterly reviews Group Adjusted ROE, ROR, ESR and other indicators, including compliance with the risk limits.

Group Risk Appetite Statement and ERM practices

To achieve its management vision, the Company sets out the direction and basic concepts of initiatives related to matters such as capital policy and risk appetite, in the Group Risk Appetite Statement which is resolved by the Board of Directors and manages risk, return and capital in a unified manner.

The Company formulates the Group Medium-Term Management Plan consistent with the Group Risk Appetite Statement, and aims to ensure soundness, improve capital efficiency and increase return on risk through an ERM cycle.

When allocating capital for each business and making the Group income and expenditure plan, the Company confirms these are consistent with the Group Risk Appetite Statement.

The Company periodically reviews the necessity of a revision of the Group Risk Appetite Statement in light of the results of stress tests, environmental changes and other factors.

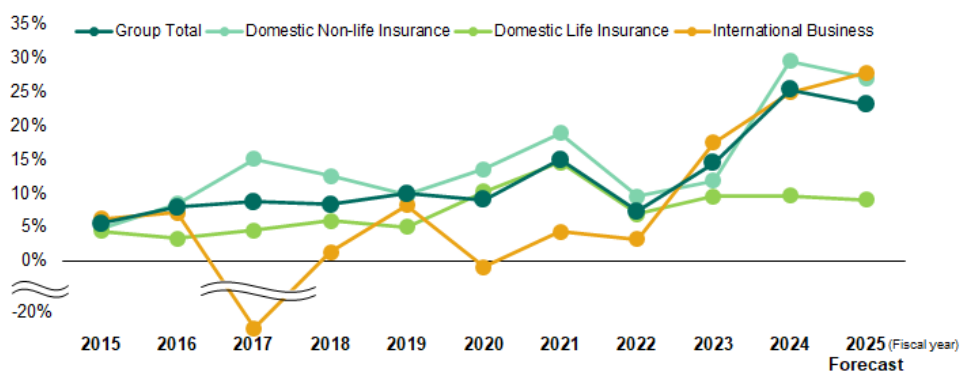
Initiatives to Boost Profitability

To boost capital efficiency while maintaining financial soundness, the MS&AD Insurance Group seeks to earn adequate risk/return through the following initiatives in each of its business domains.

Product development/ sales/ initiative management	P/L management by product/line	
	Domestic non-life insurance	Strengthening risk/return management according to insurance line attributes and P/L management of new types of insurance, which have a large impact on major accidents and are growth drivers
	MSI Aioi Life*	Assessing ROR for new policies when products are developed and revised and a sales policy is formulated
	MSI Primary Life*	Product-by-product profitability assessment (estimated value at the start of sales and actual value after sales)
Asset management strategy	Promoting diversified investment in assets with relatively high expected returns coupled with appropriate risk control through comprehensive asset and liability management (ALM)	
Retention/ reinsurance policy	Establishment of a retention and outward reinsurance scheme that maintains financial soundness and stability of periodic profit and loss and contributes to improving profitability. Control the net retained risk amount associated with natural disasters	

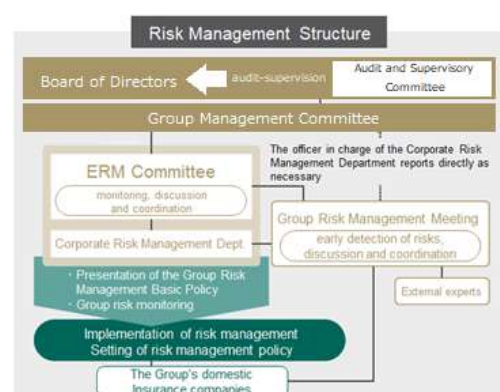
*MSI Aioi Life: Mitsui Sumitomo Aioi Life Insurance; MSI Primary Life: Mitsui Sumitomo Primary Life Insurance

ROR trends



Implementation and promotion of risk management

Our Group has established the MS&AD Insurance Group Risk Management Basic Policy and is implementing risk management based on the basic philosophy shared within the Group. Specifically, our Group promotes risk management by identifying major risk events affecting our business portfolio and evaluating their risk factors both quantitatively and qualitatively.



> Risk Management

- Risk Management Basic Policy
- Risk Management Structure
- Three Lines of Defense Structure for Risk Management
- Insurance Business Risks
- Risk Management in International Business
- Crisis Management System (Including Business Continuity Management System)

Identification and Management of Risks

Our Group designates important risk events that should be addressed by management as “Group Material Risks,” formulates a management action plan, and periodically monitors the status of each risk. In addition to considering the correspondent relationship of each risk event, we are working to control risks based on the scenario of the occurrence of the risk event to be addressed.

No.	FY2025 Group Material Risks (The dotted areas show "main scenarios assumed" for the respective Group Material Risks. Considerations are points to keep in mind when considering the main scenarios.)
1	Occurrence of large-scale natural catastrophes (Considerations: Climate Change) - Increase in claims paid due to the occurrence of large-scale windstorms, floods, forest fires, blizzards, hailstorms, droughts, earthquakes, volcanic eruptions and other natural catastrophes in Japan and overseas, in part due to climate change - Development of a situation in which it is difficult to control risks in line with the Group policy due to rising outward reinsurance premiums and reduced reinsurers' underwriting capacity mainly as a result of the occurrence of large-scale natural catastrophes - Development of a situation in which the occurrence of a large-scale natural catastrophe prevents the Group from properly executing business or delivering services
2	Significant changes in financial markets (Considerations: Inflation) - Fall in the value of stocks and other assets held due to a possible stagnation of the global economy and economic activities - Decrease in capital adequacy due to fluctuations in interest rates and currency exchange rates as a result of changes in monetary policy of the respective governments in light of price trends, the downgrading of the credit rating of the government bonds due to a lack of fiscal discipline, etc.
3	Significant increase in credit risk (Considerations: Climate Change) - Deterioration in performance and default of investees due to factors such as deterioration in the actual economy, interest rate hikes, financial institutions tightening their credit standards, tighter regulations in view of the transition to a decarbonized society and delay in the necessary actions - Fall in value of bonds and other instruments held due to increased risk aversion among investors amid concerns about a global economic slowdown
4	Occurrence of an act that might result in serious damage to the Group's enterprise value and the loss of social credibility (Considerations: Conduct Risks, Digitalization, Climate Change, Human Rights) * Acts that might result in serious damage to the Group's enterprise value and the loss of social credibility are those that violate laws or regulations, disregard the perspectives of customers and other stakeholders, deviate from social norms, or contradict the values of the MD&AD Group (including inaction and acts based on industry practices) - Loss of the Group's social credibility because its mission, vision, values, and customer-focused approach to business operations have failed to permeate the actions of officers and employees, leading to the Group being unable to achieve a customer-oriented approach or a healthy competitive environment - Loss of the Group's social credibility because its actions based on industry practices, its action objectives (including business goals and targets related to sales and claims service) or employee evaluation systems (including systems to assess personnel and agents) disregard the perspectives of customers and other stakeholders - Disadvantages for customers due to the design of products or services (including the designs of administrative work and systems) failing to consider their perspectives (needs, suitability, convenience, ease of understanding, etc.) - Increase in business disruption or complaints as a result of reorganization, business reforms or system development for the execution of the Group strategies - Violations of domestic or local laws or regulations in regions where the Group operates (including laws or regulations regarding unfair competition, unreasonable trade restrictions and the abuse of dominant bargaining positions), and serious labor issues such as excessive working hours or harassment - Information leakage, etc. by our Group (including seconded employees) or by subcontractors (including agents or employees seconded from the Group) - Occurrence of infringement of rights, inappropriate disclosure, violations of guidelines created by relevant authorities, damage to the Group's reputation, etc., due to the increasing utilization, changes of regulatory guidelines, changes in public awareness, etc. regarding generative AI. - Damage to the Group's reputation or an increase in financial burdens as a result of insufficient responsiveness to sustainability issues, including climate change, information disclosure within the Group or violations of human rights and other rights in the course of business activities (including violations involving business partners), as well as any resulting litigation - Material errors in disclosed information due to significant deficiencies in internal control over financial reporting, as well as delays or inadequacies in the preparation of the systems required for disclosing consolidated financial statements in accordance with International Financial Reporting Standards (IFRS), and the implementation of economic value-based capital regulations

5	Large-scale and serious business delay and/or information leakage as a result of cyber attack (Considerations: Digitalization) - Occurrence of business holdups or information leakage within the Group or at a subcontractor or other business partner due to the global escalation of damage caused by cyber attacks as a result of further digitalization, increasingly sophisticated and diverse cyber attacks (including attacks using generative AI etc., where technological progress is remarkable), and the expansion of the range of the impact of cyber attacks with the expanding use of cloud technology and supply chains.
6	Frequent occurrence of system failure or occurrence of serious system failure, or progress delay and non-attainment of target, budget overrun or failure to achieve expected outcome in large system development (Considerations: Digitalization) - Business and services holdups caused by simultaneous failures of systems for customers and agents due to increased digitalization, damage of system-related facilities due to a large-scale natural disaster or other event, the suspension of fund settlement infrastructure or a communication failure due to a problem or incident involving communications satellites or communications lines, which could also be affected by space weather phenomena - Occurrence of a large-scale fault of a system operating for customers and insurance agents in a non-business hours which leads to delays in dealing with customers and others - Failure to accomplish the management plan due to progress delay, non-attainment of targets, budget overrun or failure to achieve expected outcome in large system development
7	Spread of a new strain of influenza or other infectious disease (Considerations: Climate Change) - Development of situation in which the Group is prevented from properly executing business or delivering services caused by spread of new strains of infectious diseases and protraction of the impact of infectious disease events partly due to the impact of global warming - Decline in profitability caused by an increase in claims and benefits paid amid a rise in infections worldwide and long-term stagnation of economic activity due to protraction of the impacts of infectious disease events
8	Changes in the insurance market (Considerations: Digitalization, Climate Change, Falling Birthrate and Aging Population, Inflation) - Having a competitive disadvantage in the insurance market due to an inability to implement expected reforms of business models (including sales channels) and business styles in response to changes in industry practices and changes in the environment (including changes in customer awareness and the demands of society) - Impact on profit structure caused by decline in the number of car accidents resulting from the advances in driver assistance and autonomous driving technologies - Impact on sales strategy from constraints on the supply of equipment or reputational damage as a result of problem with applications, system, IoT equipment or other technology or fraud or administrative error at a subcontractor or other business partner in line with expansion of services before and after coverage and protection - Increase in claims paid due to new insurance products relating to responses to climate change such as low-carbon and decarbonization technologies, the development of a circular economy, and health and environmental damage caused by chemical substances, etc. - Impact on business portfolio from changes in market size and structure caused by declining birthrate, aging population, and depopulation - Increase in claims paid and business expenses due to the rise or accumulation of risks associated with changes in the external environment (including changes in the needs of society, the aging of the buildings and equipment of enterprises, etc., and the emergence of cross-country/regional risks such as climate change and cyber risks) or other factors such as inflation (including social inflation)

9	Changes in environment surrounding human capital (Considerations: Falling Birthrate and Aging Population, Digitalization) - Gap between management strategies and human capital portfolio, insufficient recruitment and training/upgrading of human resources to eliminate such gap, due to external changes in areas such as the human capital market / labor supply and demand and changes in the skills and expertises necessary for the execution of strategies such as the promotion of DX and international business - Decrease in employee engagement, loss of human capital and a decline in hiring capabilities due to insufficient development of environments (including working conditions) that accurately reflect changes in what employees value in their working life such as autonomous career development opportunities, flexible and diverse work styles and respect for diversity and human rights, and inadequate systematic responses to harassment (including harassment by customers)
10	Intensifying confrontation and political, economic and social division and polarization between countries and in overseas countries and national security crises - Decline in the value of the assets held by the Group, due to concerns regarding financial market fluctuations caused by intensifying confrontation and political, economic and social division and polarization between countries and in overseas countries (including those caused by changes in world leaders, such as the presidents of countries, and the rise of the Global South) - Deterioration in performance and default of investees due to situations including but not limited to deterioration in the actual economy as a result of supply chain disruptions and other obstacles caused by tighter economic security-related regulations around the world - Damage to the Group's reputation as a result of an economic security-related issue within the Group or at a subcontractor or other business partner - Occurrence of business holdups or information leakage within the Group or at a subcontractor or other business partner and financial burdens due to stricter cybersecurity laws and regulations due to the expansion of damage caused by a global cyber attack resulting from intensifying confrontation between major powers - Restriction or suspension of business or withdrawal from business (including personal harm) in a specific country or region due to a change to regulations, military action or other development associated with intensifying confrontation between major powers and the rise of protectionism, subsequent insurance claims paid based on special war risk clauses, and financial burdens due to increased taxation

Listed below are events with the potential for medium- to long-term impacts on Group management and events for which the impact and timing are difficult to grasp at present but about which we need to maintain awareness. As Group Emerging Risks, our Group periodically monitors these events.

No.	Group Emerging Risks
1	Appearance or emergence of new systems or innovative technologies that will significantly change or transform the economy, consumer behavior and business models
2	Damage to natural capital (depletion of resources, ecological degradation and crisis, man-made pollution or accident which causes enormous damage to the environment)
3	Establishment, revision or abolition of Japanese or foreign laws, regulations, systems, regimes, etc. which may significantly affect the Group
4	Significant holdups or delays in the maintenance, management or renewal of social capital (bridges, tunnels, river facilities, port facilities, sewers, etc.) or significant and chronic supply shortages of energy, etc.

Management of Natural Catastrophe Risk

Climate/Nature-related Financial Disclosure >

Control of the Retained Amount of Natural Catastrophe Risk

Climate/Nature-related Financial Disclosure >

Information Security

Basic View and Policy

The MS&AD Insurance Group will observe the laws and regulations for information security, and will continuously implement measures to strengthen information management. These measures include setting internal rules, upgrading system security, conducting thorough information management training for staff and agents, and taking steps to mitigate the risk of information leakage.

In order to proactively strengthen information security management to the entire group, we have established the "MS&AD Insurance Group Information Security Management Basic Policy."

In light of the importance of protection for personal information, and in the interest of compliance with related laws and regulations as well as proper handling of customer information, we have formulated the "MS&AD Insurance Group Basic Policy for Management of Customer Information" and the "MS&AD Insurance Group Basic Policy for Shared Use of Customer Information".

[Information Security Management Basic Policy](#) >

[Basic Policy for Management of Customer Information](#) >

[Basic Policy for Shared Use of Customer Information](#) >

Structure of Information Security Management

The holding company appoints the Group Chief Information Security Officer (CISO) to build a framework and enhance information security management. The MS&AD Group maintains a framework to detect threats to information assets and always understands changes in the external environment, such as those related to cybersecurity, to ensure information security and respond to emergencies quickly.

In accordance with the "MS&AD Insurance Group Basic Policy for Management of Customer Information", the domestic insurance companies in the Group determine guidelines and internal rules related to information management, and instate security initiatives. They also plan and operate programs for the education of employees and agents, and perform related checks and monitoring. In addition, they make arrangements for response in the event of incidents such as information leaks, take steps for prompt post-incident correction and recurrence prevention, and otherwise work for appropriate handling in this respect.

Monitoring Activities

The holding company monitors the status as regards arrangements for information security management at domestic insurance companies in the Group, and reports of its findings to management. In addition, it applies the findings of its monitoring activities in its efforts to reinforce arrangements for information security management in the entire Group, through steps such as sharing of know-how with and provision of requisite support to domestic insurance companies in the Group.

MS&AD Insurance Group Holdings, Inc. Declaration of Personal Information Protection (Privacy Policy)

The holding company and the domestic insurance companies in the Group have formulated privacy policy for various items related to the handling of customer information, including a declaration of commitment to compliance with related laws and regulations, appropriate acquisition, and limitation of the purposes of use. They have disclosed these declarations on their respective websites.

In case of any misconduct or violation committed by board members and employees, the Company implements disciplinary actions in accordance with the employment regulations. Disciplinary may be disclosed internally as a means of raising awareness and caution. Furthermore, depending on the nature and severity of the violation, it may have an impact on the compensation of board members and employees.

[➤ Declaration of Personal Information Protection \(Privacy Policy\)](#)

Tax Governance

In achieving a resilient and sustainable society, we believe that MS&AD Insurance Group should build trust as a social entity by supporting people to live in stability and encouraging companies to develop their business. We believe that this is the basis of insurance business and our value to become a trusted and reliable partner.

In order to earn the trust from the society, we always consider tax compliance. The environment surrounding taxation has changed significantly in recent years, with the increasing focus on securing transparency in taxation as a corporate responsibility and strengthening of the international tax framework. Our Group believes it is important, as a responsible insurer, to fully recognize the importance of fair and transparent taxation and to disclose the Group's approach to and initiatives for tax matters both throughout the Group and to the outside.

■MS&AD Insurance Group Tax Policy

In order to ensure that each and every employee of the Group has high ethical standards concerning taxation, and to implement appropriate tax practice and procedures, all employees are expected to work in accordance with the "MS&AD Insurance Group Tax Policy" adopted by the Board of Directors in April 2018.

Pursuant to the "Tax Management Principles" (please see below), MS&AD Insurance Group will aim to enhance our awareness of tax compliance in conducting our business activities, to contribute to the development of society through proper tax payments, and to build trust from all stakeholders."

Basic Policies ("Tax Management Principles")

1. MS&AD Group values the trust and confidence of its stakeholders and is committed to managing tax matters with integrity and responsibility while recognizing the importance and social significance of appropriate tax payments.
2. MS&AD Group, in performing our business operations, complies with all applicable tax laws and the relevant regulations of each jurisdiction in which it operates.
3. MS&AD Group is committed to both optimizing tax-related costs as well as making appropriate tax filings and tax payments.
4. MS&AD Group does not conduct any transactions only intended to avoid tax without business purposes in a way contrary to the national and local tax laws.
5. MS&AD Group develops and maintains trusting relationships with the tax authorities in each jurisdiction in which it operates through sincere and transparent behavior in a timely and appropriately cooperative manner.

■Our Approaches Underpinned by "MS&AD Insurance Group Tax Policy"

"MS&AD Insurance Group Tax Policy" is managed and operated by the Group's tax department under the responsibility of the Director/Senior Executive Officer in charge of tax and practical management of global tax governance.

Based on the "MS&AD Insurance Group Basic Policy Pertaining to System for Internal Controls", the Group's tax department annually inspects whether a system has been developed in accordance with the "MS&AD Insurance Group Tax Policy" and appropriately operated and report to the responsible Director/Senior Executive Officer and the Board of Directors.

- **Global tax governance framework**

- **Global tax governance framework**

Our Group is working to strengthen its tax governance framework on a global level by creating a system in which the Group's tax department monitors the status of tax compliance and tax risks at major Group companies on a regular basis and checks tax treatment prior to the execution of important transactions.

Moreover, for manage tax risks appropriately, we carry out any necessary due diligence and consult with external experts and tax authorities.

- **Tax compliance**

We endeavor to make all appropriate tax filings and tax payments in compliance with tax-related laws and regulations in the countries and regions where we operate, as well as the standards published by international organizations such as the OECD.

- **Tax transfer pricing**

We understand the purpose of the OECD's BEPS (Base Erosion and Profit Shifting) project. We are committed to ensuring that we meet our tax obligation in the jurisdictions where we engage in business activities. Intragroup transactions are conducted at appropriate prices determined on an arm's length basis under the group transfer pricing policy. We pay a fair allocation of taxes corresponding to profits reported to the tax authorities in the jurisdictions where value is created within commercial activity.

- **Optimizing tax-related costs**

In order to optimize tax-related costs and improve corporate value, we utilize tax incentives within the scope of rational business activities and apply tax treaties in each country to avoid double taxation.

- **Tax planning**

We do not conduct tax planning only intended to avoid tax, such as through the transactions or organizations without business purposes or economic substance, using tax-free or low tax jurisdictions (known as tax havens).

- **Relationship with tax authorities**

We endeavor to reduce unexpected tax risks by developing sound relationships with the tax authorities in each country through sincere behavior, such as providing appropriate information in response to requests from the tax authorities in each country.

Current income tax by country (FY2024)

(Unit : 100 million yen)

Country	Number of employees (persons)	Main revenue	Income before tax	Current income tax	
					Share
Japan	28,359	47,873	7,769	1,906	88.7%
U.S.A.	716	1,328	215	62	2.9%
Belgium	595	1,844	149	36	1.7%
Singapore	738	531	301	32	1.5%
Malaysia	968	455	164	23	1.1%
Switzerland	252	5,241	520	21	1.0%
U.K.	1,956	3,666	387	16	0.7%
Taiwan	1,305	568	63	3	0.1%
Other	3,358	1,855	249	47	2.1%
Consolidation adjustments	-	-74	-747	-	-
Total	38,247	63,291	9,073	2,148	100%

*Country by country data is aggregated by country where headquarters of group companies are located.

*"Main revenue" represents the total of net premiums written for non-life insurance business and premium income for life insurance business.

*Income tax paid for major countries (FY2023, The figures shown are based on the Country-by-Country Report (CbCR))

(Unit : 100 million yen)

Country	Income tax paid
Japan	93
U.S.A.	35
Singapore	28
Malaysia	20
U.K.	18
China	18
Other	9
Total	223

Transaction Responsibilities

Basic Concept and Policy

In the MS&AD Insurance Group Compliance Basic Policy, the MS&AD Insurance Group stipulates that all of our officers and employees should take sincere, fair, and proper actions to respond to the expectations and requests of society by complying with all laws and regulations related to our corporate activities with a constant awareness of our corporate social responsibility.

> Compliance Basic Policy

Furthermore, we established the MS&AD Insurance Group Basic Policy on Human Rights in February 2017, in which we recognize our responsibility for the actual and potential adverse impact that our business activities have on human rights, including in the value chain. We have begun efforts to implement activities and dialog that respect human rights.

> Basic Policy on Human Rights

Based on the fact that there are situations in business activities where various activities are entrusted to outside vendors, we have formulated the MS&AD Insurance Group Basic Policy for Management of Outside Vendors as our basic policy regarding outsourcing. Based on the above, the Group companies maintain and properly control the management of outside vendors.

> Basic Policy for Management of Outside Vendors

Under the “MS&AD Insurance Group Basic Policy on the Environment,” the Group has established the following Key Issues and is advancing efforts in these areas, together with its stakeholders, making environmental issues part of its corporate strategy:

1. Mitigation of and adaptation to climate change, 2. Sustainable use of resources, 3. Reduction of environmental burden, and 4. Preservation of biodiversity

> Basic Policy on the Environment

Specific Initiatives

Initiatives for Human Rights

Through its human rights due diligence, the MS&AD Insurance Group carries out regular monitoring and implements risk reduction measures on the following key areas: 1. Fair and impartial customer services, 2. Consideration of human rights practices at agencies, contractors, insurance underwriters, and investee companies, 3. Ensuring employees’ physical and mental well-being and providing safe and secure workplace environments.

> Human Rights Due Diligence and Remedial Measures

Confirming the Appropriateness of Outside Vendors

The Group’s domestic insurance companies have established standards for selecting new outside vendors and conduct regular inspections of vendors, in principle annually, to check the vendors’ customer personal information management system, the soundness of business management, and the appropriateness of business execution.

Initiatives for the Environment

The MS&AD Insurance Group has set “Symbiosis with the Global Environment — Planetary Health” as one of its key sustainability issues and is undertaking various initiatives to address climate change and natural capital

- Action on Climate Change
- Improvement of Sustainability of Natural Capital

Initiatives in the Value Chain

| Consideration for Human Rights

- Basic Policy on Human Rights

The MS&AD Insurance Group urges related parties such as business partners, including suppliers, who are involved in the procurement of services, and agencies, to prevent and/or reduce the risk of adverse impacts on human rights through their business activities.

| Environmental Consideration

We have signed the Paris Pledge of Action. To achieve net zero in 2050, we have established a policy that consideration for sustainability in all business activities.

In order to achieve net zero emissions in 2050, it is important to reduce emissions not only in our company but also throughout the supply chain. We will therefore work with our customers, agents, and other stakeholders to promote initiatives that contribute to the transition to a net-zero society and the reduction of CO2 emissions in society.

As the chairman of the Japan Biodiversity Initiative (JBIB), we are demonstrating leadership in improving the sustainability of natural capital. Each Group company is promoting paperless in-house processes such as use of paperless insurance policies and policy clauses, expansion of Web pages exclusively for policyholders, and digitalization of notices that formerly were sent by postal mail, in cooperation with customers. We are also actively engaged in green procurement of stationery and other items used in our business.

Group Basic Policy for Management of Outside Vendors

Based on the fact that there are situations in business activities where various activities are entrusted to outside vendors, the MS&AD Insurance Group has formulated the Group Basic Policy for Management of Outside Vendors as the basic policy regarding outsourcing. Based on the above, the Group companies maintain and properly control the management of outside vendors.

MS&AD Insurance Group Basic Policy for Management of Outside Vendors

The MS&AD Insurance Group maintains proper management of outside vendors based on the below management policy in situations when it entrusts work externally.

1. Outside Contracting Subject to This Policy

When the MS&AD Insurance Group delegates all or part of the administrative work necessary for it to conduct business to an outside vendor, there must be an assurance that such is appropriate in conjunction with the execution of business bearing in mind the need to assure that customers are protected and management is conducted soundly. As used herein, "customer" shall refer to "a customer having a relationship to the activities of the MS&AD Insurance Group" with respect to both individuals and companies.

2. System for Management of Outside Vendors

MS&AD Holdings and the domestic Group insurance companies shall create the following system for managing outside vendors and properly implement the same:

- (1) Establish a supervisor and business unit responsible for managing outside vendors.
- (2) Establish and disseminate rules pertaining to the management of outside vendors.
- (3) Conduct inspections and supervision over outside vendors.
- (4) Conduct appropriate management of subcontractors.
- (5) Establish procedures for responding to inquiries, complaints and other communications from customers pertaining to outside vendors.
- (6) Create other procedures necessary for managing outside vendors and revise the same as appropriate.

Other Group companies shall also create system for managing outside vendors and properly implement the same consistent with the above.

3. Appropriate transactions with outside vendors

The MS&AD Insurance Group will establish a management system to prevent abuse of a superior position in its relationships with outside vendors.

Based on the "Guidelines for Price Negotiations for Appropriate Pass-on of Labor Costs" (Cabinet Secretariat and Fair Trade Commission), we will establish appropriate transaction prices through appropriate price transfer with outside vendors.

Information Disclosure

The MS&AD Insurance Group stipulates its external information disclosure policy for each Group domestic insurance company in “MS&AD Insurance Group Basic Policy for Disclosure of Information”. In accordance to the policy, each Group company has thoroughly put the disclosure rules in practice as set forth by the Financial Instruments Exchange and is engaged in disclosing information so that respective stakeholders can have a correct understanding of the true status of the Group companies without delay.

[➤ Basic Policy for Disclosure of Information](#)

Disclosure of Information and Investor Relations (IR)

We are conducting investor relations (IR) activities according to the basic policies (IR policy) to win trust from shareholders and other investors as well as to have our corporate value assessed fairly and properly.

[➤ Disclosure of Information and Investor Relations \(IR\)](#)

Capital Management Policies and Shareholder Return Policy

On the premise of ensuring the soundness of its operations, our Group aims to increase its corporate value through sustained growth and to provide continuous and stable returns to shareholders.

[➤ Capital Policy and Shareholder Return Policy](#)

<References>

We provide reference materials for our shareholders/investors, such as the dividends trend of recent years and basic information, which includes the securities identification code and the number of MS&AD Holdings shares.

[➤ Dividend Policy](#)

[➤ Stock Overview](#)

Climate/Nature-related Financial Disclosure

The MS&AD Insurance Group endorses "Task Force on Climate-related Financial Disclosures" (TCFD) and "Taskforce on Nature-related Financial Disclosures" (TNFD), and promotes information disclosure.

[➤ Climate/Nature-related Financial Disclosures](#)

Disclosure of Information and Investor Relations (IR)

The MS&AD Insurance Group is actively conducting appropriate information disclosure to earn trust from a wide variety of stakeholders, including our customers, shareholders, investors, and business partners, so that our corporate value is assessed fairly and properly.

Basic Policy and the Structure of Our Approach

Our Group has compiled its stance relating to information disclosure in the “MS&AD Insurance Group Basic Policies on Corporate Governance.” Based on this basic policy, we have established the “Policy for Constructive Dialogue with Shareholders” as a guideline for dialogue with shareholders, and the “MS&AD Insurance Group Basic Policy for Disclosure of Information,” etc. as a guideline for adequate disclosure, to ensure that the Group implements accurate, timely, and fair information disclosure.

[➤ MS&AD Insurance Group Basic Policies on Corporate Governance](#)

Basic Policies

MS&AD Insurance Group Basic Policy for Disclosure of Information

The "MS&AD Insurance Group Basic Policy for Disclosure of Information" is an external information disclosure policy established for domestic Group insurance companies. In accordance with this policy, all domestic Group insurance companies strive to thoroughly comply with the disclosure rules stipulated by laws, regulations and the disclosure rules of financial instruments exchange. At the same time, the domestic Group insurance companies disclose information to ensure that their respective stakeholders can be made aware of important information in an accurate, timely, and fair manner.

[➤ MS&AD Insurance Group Basic Policy for Disclosure of Information](#)

Policy for Constructive Dialogue with Shareholders

Towards sustainable growth and improvement of corporate value in the medium and long term, our Group works to carry out constructive dialogue with shareholders, and is working to further create value by taking advantage of the dialogue in management.

[➤ Policy for Constructive dialogue with shareholders](#)

IR Policy

The "IR Policy" is the basic policy for IR activities established by MS&AD Holdings. Not only disclosing corporate information required under statutes and regulations of financial instruments exchanges, our Group proactively releases information for investment decisions, ranging from basic policies and management plans to business strategies of the Group, thereby improving the quality of our disclosure. In addition, by disclosing such information, we strive to put out information that is timely, fair, and easy-to-understand.

[➤ IR Policy](#)

Information Disclosure Framework

To ensure timely and adequate disclosure and evaluate the effectiveness of information disclosure controls, our Group has established a “ERM Committee” and built a timely disclosure system.

| ERM Committee

The ERM Committee was established by a resolution of the Board of Directors, and it is the institution at the core of the timely disclosure system.

The Committee is composed of directors and general managers responsible for the planning, accounting, and other departments involved in information disclosure. It convenes to deliberate on information disclosure and verify the appropriateness of disclosed information.

The overview of the structure for timely disclosure is provided in the Corporate Governance Report.

[> Corporate Governance Report](#) 

Communication with Shareholders and Investors

Our Group is actively engaging in dialogues with shareholders, investors, and analysts with the Group management at its core. In addition to holding the various information meetings for institutional investors and analysts, we provide highly convenient and clear information disclosure to shareholders and investors via the MS&AD Holdings website. The Group responds in good faith to enquiries from investors/shareholders and securities analysts. We will share the requests and opinions that we received during the course of our IR activities within the Group companies and will use them to enhance our corporate value.

[> Policy for Constructive dialogue with shareholders](#)

The Medium-Term Management Plan

MS&AD Group Medium-term Management Plan (FY2022-FY2025) Stage 2 Grow Together with Society As a Platform Provider of Risk Solutions

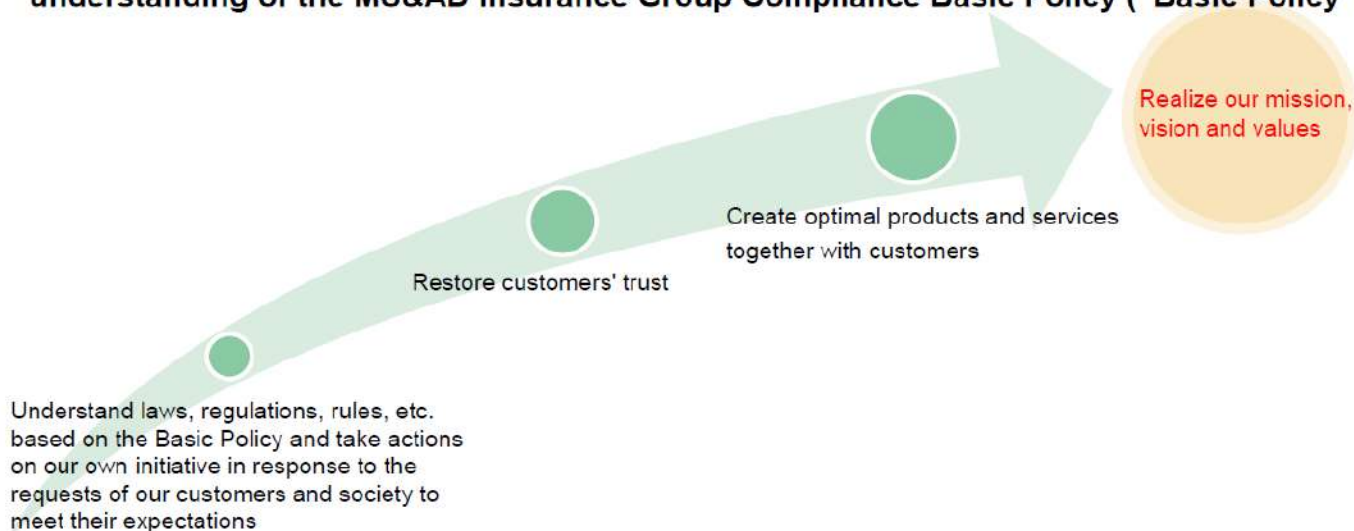


[The Medium-term Management Plan \(FY2022-FY2025\) Stage 2](#)  (5,098KB)

Main Points of the Review of the Plan in Stage 2

After the insurance premium adjustments incident and fraudulent insurance claims incident by agents

- We take seriously the insurance premium adjustments Incident and the fraudulent insurance claims Incident by agents. All employees, agents and business partners are committed to restoring customers' trust.
- We will review the activities of all employees, agents and business partners in light of the Group's mission, vision and values.
- We are committed to fulfilling the Group's mission, vision and values based on a correct understanding of the MS&AD Insurance Group Compliance Basic Policy ("Basic Policy").



Significant Business Style Revolution

- We will review the way that we do business and drastically change our business style, including the value we provide, business structure, productivity and profitability. The new style will be based on customer-focused operations, robust governance and compliance.

Changing the value we provide

- **Establishing an appropriate competitive environment**
Increasing our competitive advantage in the provision of products and services
- **Strengthen ability to propose risk solutions**
Enhancing our core insurance functions and solutions before and after coverage and protection
- **Improving underwriting management**
Promoting underwriting using risk-related information and data

Changing business structure

- **Implementing new growth investments**
Increasing investments in businesses that can be developed and in markets that are expected to grow
- **Investing in digital technologies and human resources**
Increasing digital transformation investment in new solutions, including generative AI, and investments in human resources

Changing productivity and profitability

- **Fully implementing the One Platform strategy**
Promoting the integration of head office functions and expanding the integrated functions to the entire Group
- **Reviewing overdesigned operations**
Promoting paperless operations and digitalization
- **Strengthen asset management**
Pursuing profitability based on changes in the market environment

Customer focused business operation

- Re-emphasizing customer-focused operations
- Taking actions on our own initiative in response to the requests of our customers and society to meet their expectations

Strengthen governance

- Strengthening the governance framework by senior management
- Enhancing the functions of the second and third lines of the three-line defense

Compliance

- Enhancing awareness and knowledge of compliance
- Enhancing the ability to foresee risks and detect risk indicators
- Monitoring, accumulating knowledge and sharing knowledge within the Group

Our Aspirations: (1) Qualitative Targets

A corporate group that supports a resilient and sustainable society

As a platform provider of risk solutions,

we will help solve climate change and other social issues while growing together with society.

- In addition to covering economic losses, seamlessly provide products and services before and after coverage and protection.
- Offer optimal solutions through marketing, underwriting, claim services and risk consulting that utilize digital technologies.

Story of Value Creation

By facing social issues and providing products and services through our business model to realize our mission, we will help create an environment where customers can live and conduct business in a secure manner.

Our Management Philosophy (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

Our Business Model



Our Aspirations: (2) Qualitative Targets

- Achieve net income of JPY 450.0 billion on an IFRS basis in FY2025 and a Group Adjusted Profit of JPY 760.0 billion (JPY 450.0 billion if the effect of the sale of strategic equity holdings is excluded).
 - Achieve an Adjusted ROE of 12% and a Group Adjusted ROE of 16% (10% if the effect of the sale of strategic equity holdings is excluded).
- (Note) The Group plans to change its accounting standards to IFRS in FY2025.

Target

IFRS-based net income

FY2025 **JPY 450.0 billion**

Group adjusted profit

FY2025 **JPY 760.0 billion**
(JPY 450.0 billion excluding the effect of the accelerated sale of strategic equity holdings)

Adjusted ROE*1

FY2025 **12%**

Group Adjusted ROE*2

FY2025 **16%**
(10% excluding the effect of the accelerated sale of strategic equity holdings)

*1. Net profit on IFRS basis ÷ (Net assets on IFRS basis – Unrealized gain/loss from strategic equity holdings)

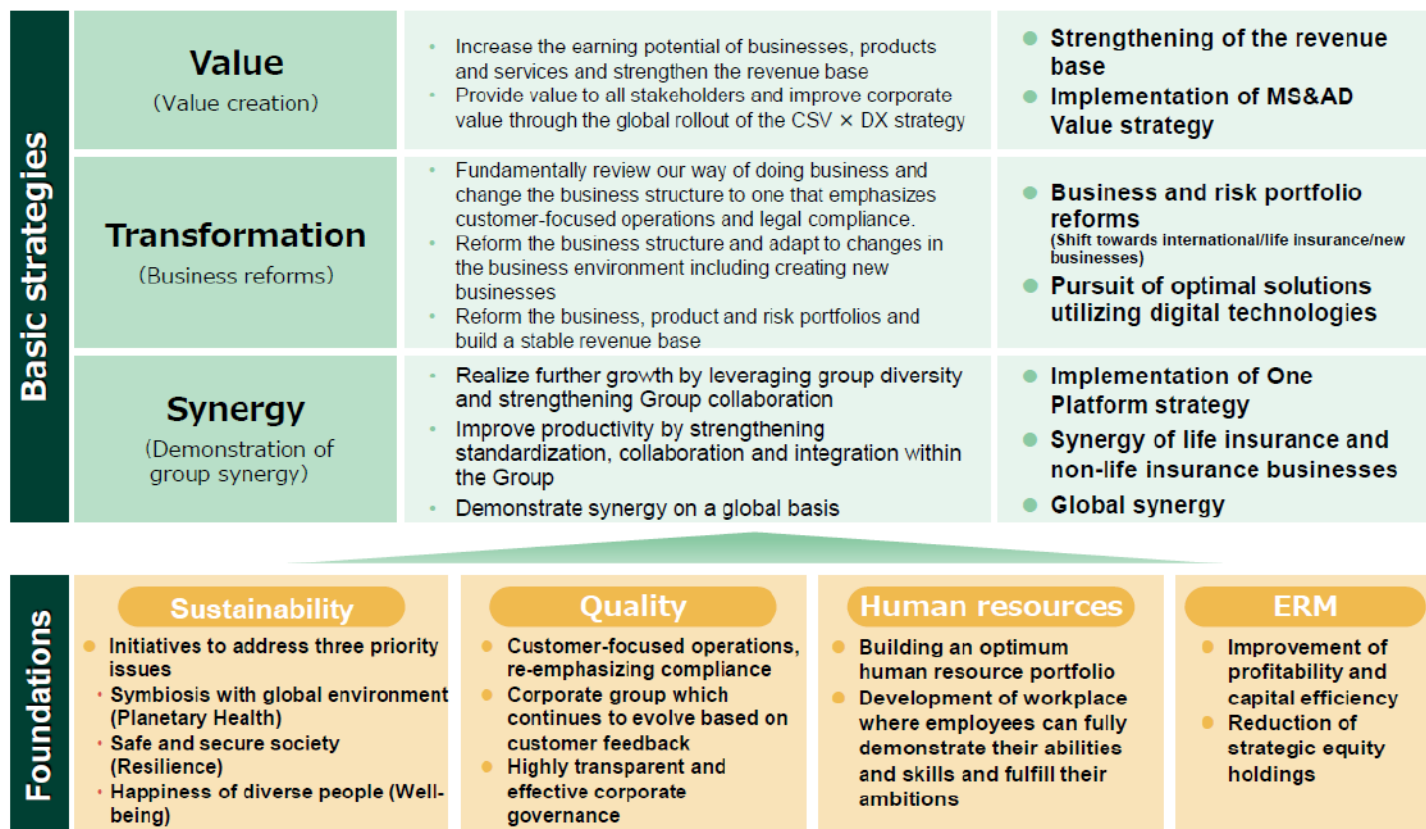
(Since, under IFRS, gain/loss on sale of strategic equity holdings is no longer included in net profit, unrealized gain/loss from strategic equity holdings is excluded from net assets to align the denominator (net assets) and numerator (net profit) used to calculate ROE.)

*2. Group Adjusted Profit ÷ Group Adjusted Net Assets

Adjusted net assets = Consolidated net assets + Catastrophe loss reserve, etc. – Goodwill and other intangible assets

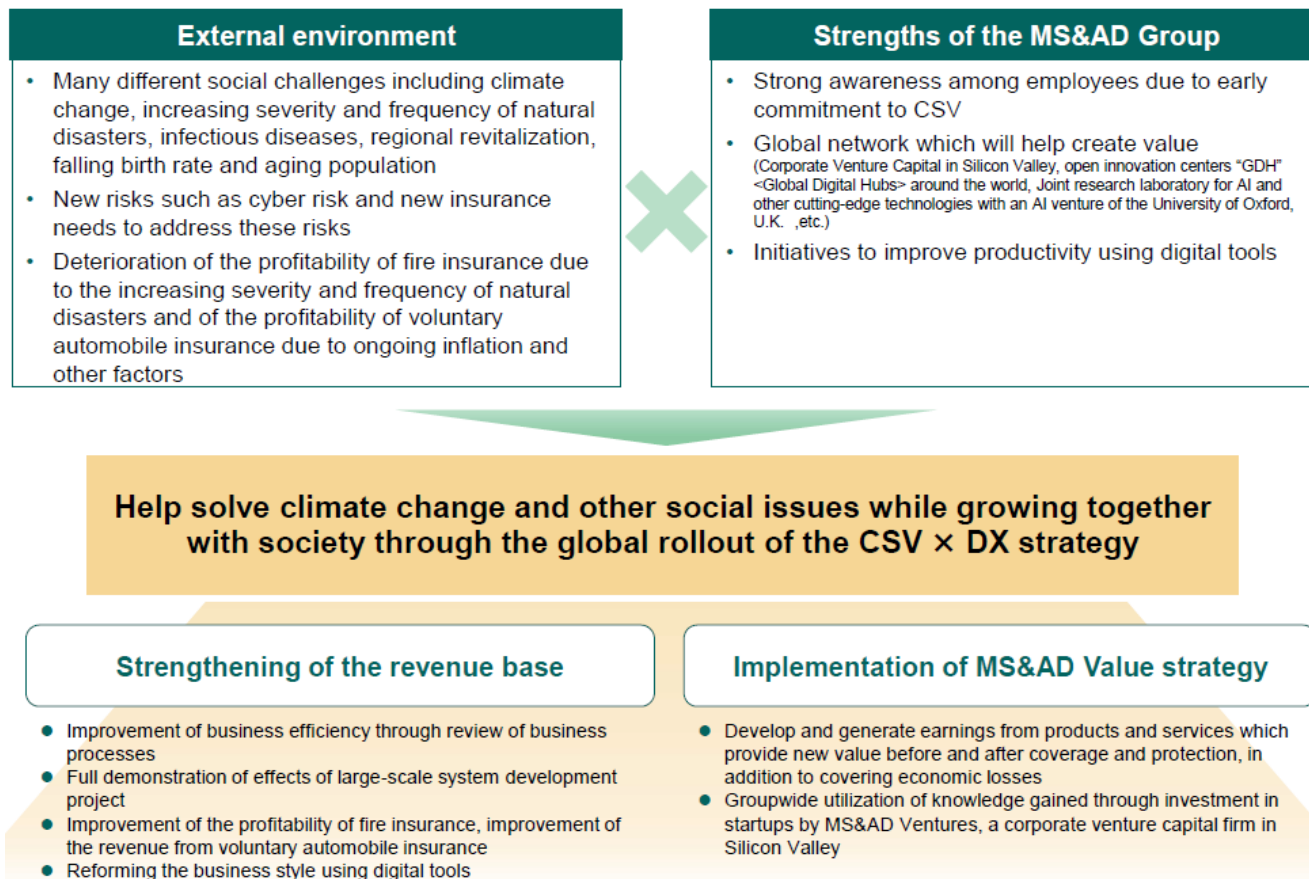
Basic Strategies and Foundations Supporting Basic Strategies

- Our basic strategies for realizing our aspiration of becoming a “corporate group that supports a resilient and sustainable society” are “Value (value creation),” “Transformation (business reforms)” and “Synergy (demonstration of group synergy).”
- “Sustainability,” “Quality,” “Human Resources” and “ERM” are the foundations supporting the basic strategies.

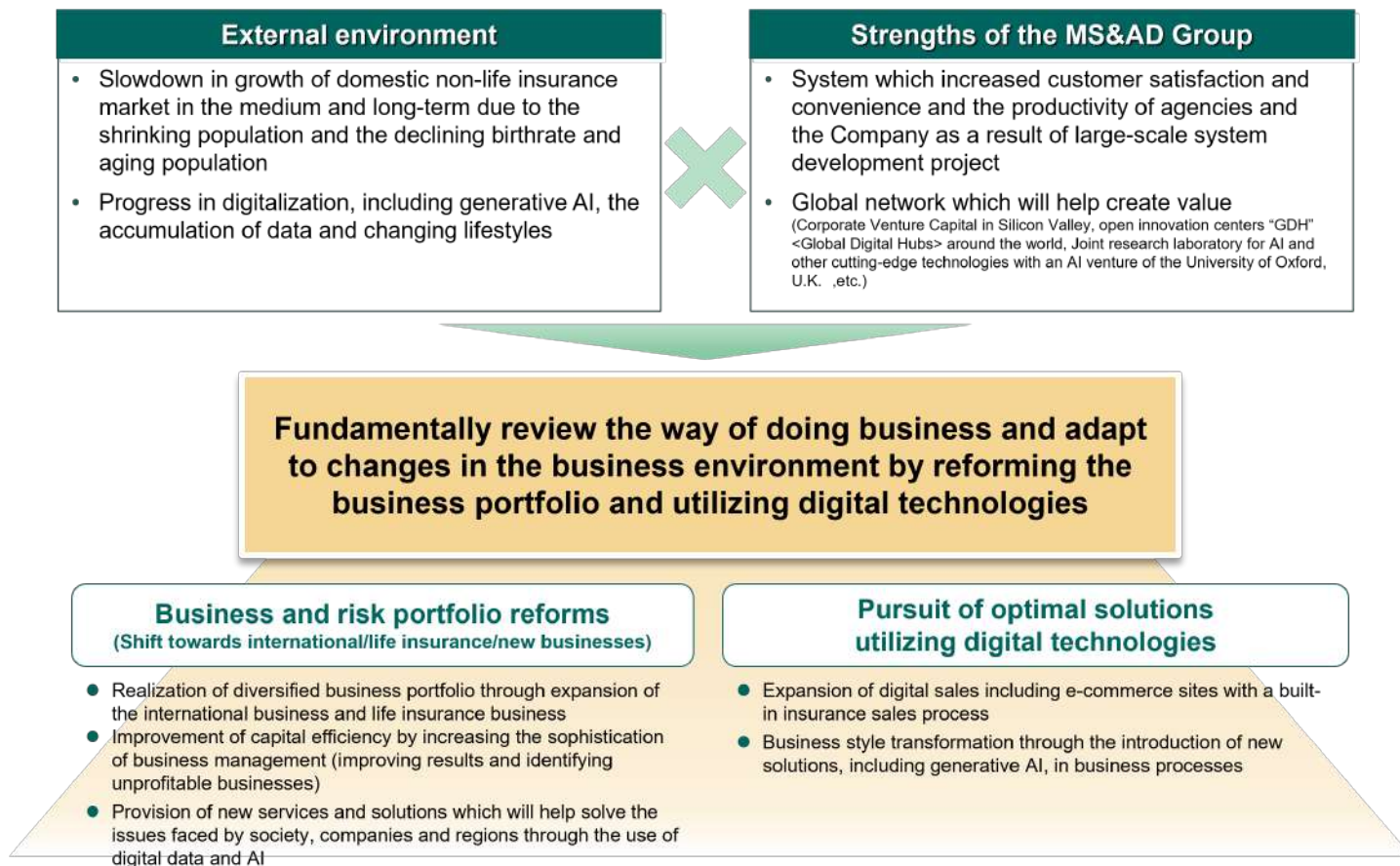


Basic Strategy: Value (Value Creation)

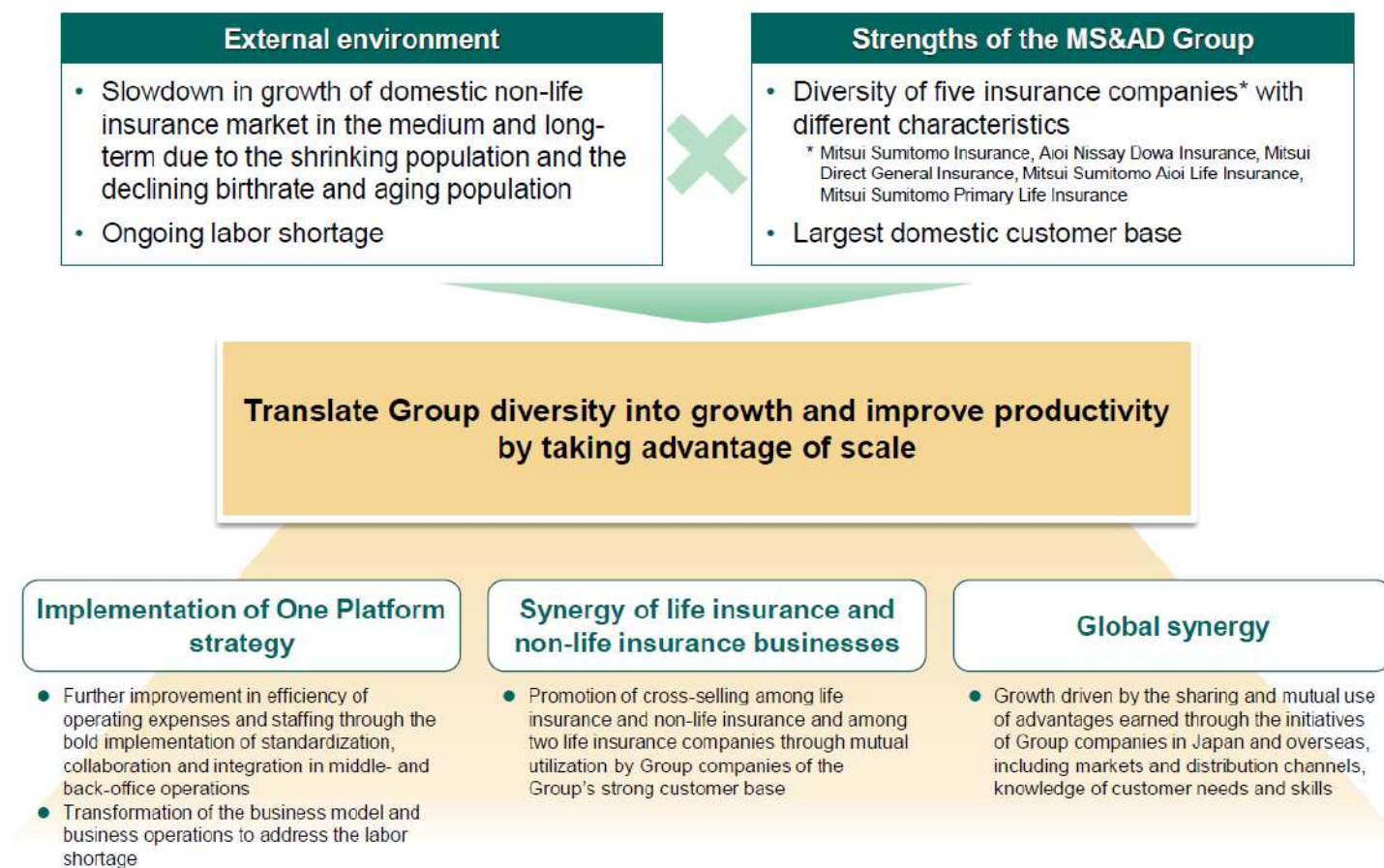
Basic Strategy: Value (Value Creation)



Basic Strategy: Transformation (Business Reforms)



Basic Strategy: Synergy (Demonstration of Group Synergy)



Foundation Initiatives: Sustainability

- Aim to solve social issues that are important both for stakeholders and for the Company, and focus on the three priority issues

Foundation Initiatives: Sustainability

- Aim to solve social issues that are important both for stakeholders and for the Company, and focus on the three priority issues



Symbiosis with global environment (Planetary Health)

Action on climate change

– Aiming for net zero greenhouse gas emissions by 2050

- Reduction of greenhouse gas emissions created by Group and its supply chain
- Reduction of greenhouse gas emissions in cooperation with our client companies and investee companies
- Provision of products and services and investment and financing that will support technological innovation and its implementation in society for a transition towards a circular economy which will lead to decarbonization and the control of environmental pollution
- Provision of solutions for adapting to the effects of climate change
- Support for the transition to business based on the restoration and protection of biodiversity and the utilization of sustainable resources

Improvement of sustainability of natural capital

KPI		
Greenhouse gas emissions reduction rate FY2030 Our Group: Down 50% (from FY2019) Clients and investees*: Down 37% (from FY2019) FY2050: Net zero	Renewable energy usage rate FY2030 60% FY2050: 100%	Premium growth rate of products which contribute to decarbonization and a circular economy Annual average of 18%

* Major domestic client companies. We manage their greenhouse gas emissions reduction rate, as well as numbers of our engagement with them and the number of provided service to them that contribute to the reduction of GHG emissions.

Safe and secure society (Resilience)

Measures to address new risks that emerge with the transformation of society

- Addressing new risks associated with innovation and changes in the industrial structure such as cyber risks

Loss prevention/mitigation through the utilization of data and AI

- Support to prepare for accidents, natural disasters and major earthquakes, including risk visualization and the provision of solution based on data analysis

Creation of a resilient and inclusive society (regional revitalization)

- Social implementation of green resilience, the use of the diverse functions of nature to prevent disasters, disaster mitigation, GHG emissions reduction, regional revitalization and physical and mental health
- Collaboration with local governments, commerce and industry associations and other stakeholders in communities to address social issues
- Regional revitalization through initiatives such as transition to a sustainable infrastructure, activation of regional industries, and realization of diverse mobility services

Happiness of diverse people (Well-being)

Provision of products and services that support customers' well-being

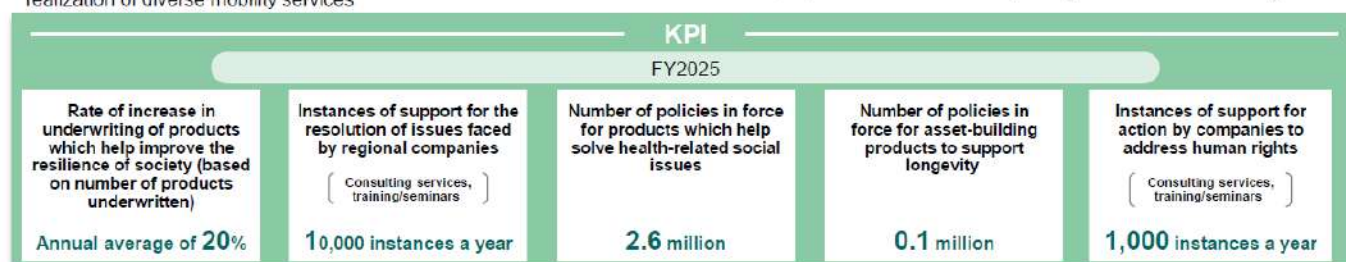
- Support for companies' health & productivity management
- Provision of products and services that will help promote customers' health, adapt to an aging society and improve QOL
- Financial inclusion: improving access to insurance and financial services

Respect for human rights

- Promotion of human rights due diligence (identification and assessment of human rights risks and prevention, mitigation and implementation of corrective activities that impact human rights within business activities) and establishment of remedy system

Employee well-being

- Improvement of mental and physical health, fulfillment and ease of working
- DE&I initiative: Creating a work environment that values diversity, equity and inclusion
- Employees and customers respecting each other's human rights



Foundation Initiatives: Quality

- Establish clear business operation rules, strengthen risk management in second- and third-line activities, put customers and agents first in business operations and re-emphasize compliance

Customer-focused operations, re-emphasizing compliance

- Customer-focused operations, specific training and education programs for employees and agents that will contribute to raising compliance awareness and improving knowledge, and investigations of business partners
- Clarify rules to ensure proper operations
- Strengthen the risk management framework for second- and third-line activities to ensure legal compliance (monitoring, internal audits, establishing a new organization to strengthen the ability to detect risks)

Corporate group which continues to evolve based on customer feedback

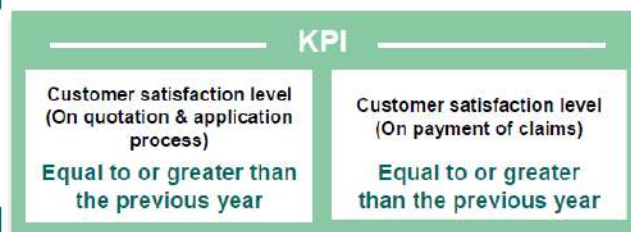
- Initiatives to improve customer experience value through the improvement of business processes and the utilization of digital technologies based on customer feedback
- Advancement of the Group as a whole through the groupwide sharing of knowledge and knowhow for improving customer satisfaction gained through the initiatives of each Group company

Practice of highly transparent and effective corporate governance

- Continuous enhancement of the oversight function of the Board of Directors and the audit function of the Audit & Supervisory Board Members
- Implementation of fair, accurate and prompt information disclosure

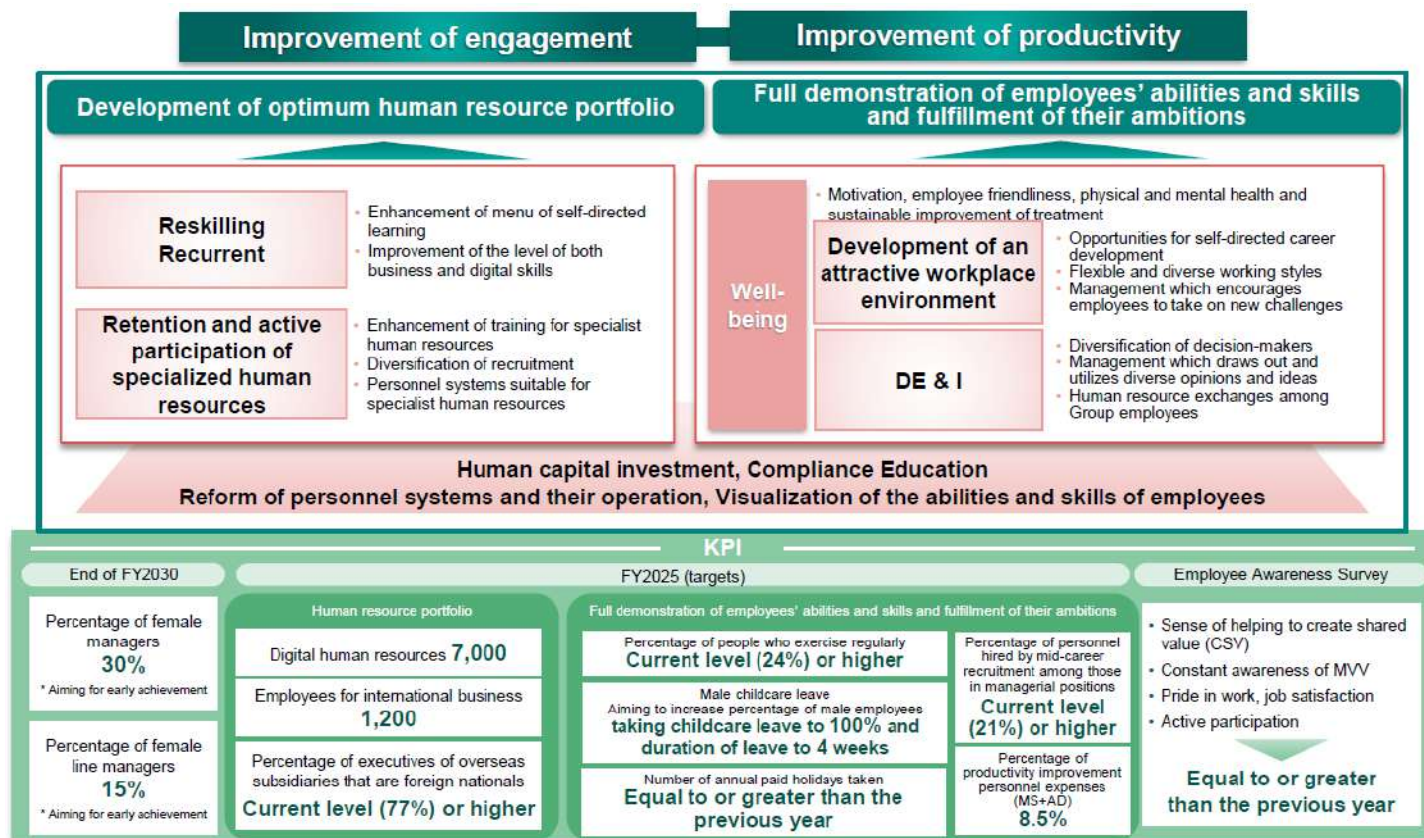
MS&AD Insurance Group Compliance Basic Policy
3.Code of Conduct for Officers and Employees Concerning Compliance (excerpt)

- We will comply with laws and regulations, etc., and if we discover any behavior with the potential to break laws and regulations, etc., we will have the courage to point out the behavior and correct it in cooperation with related persons and authorities where necessary.
- When considering an action, we will ask ourselves if the action is ethical, if we can explain the action to our customers, friends and family with confidence, and if the action will preserve confidence in the MS&AD Insurance Group and its brand.
- We treat every person faithfully, fairly, and appropriately in every situation.



Foundation Initiatives: Human Resources

- Increase human capital investment and strive to improve employees' well-being
- Secure human resources to support the execution of strategies and also develop an environment for their active participation and career advancement



Foundation Initiatives: ERM

- Quantitatively and qualitatively identify risks held by the entire Group and strengthen the risk management framework.
- Allocate management resources in such a way that strikes the right balance between risk, returns and capital by using the ERM cycle

Strengthening risk management

- **Strengthening risk management**
Sharing information about risks detected by Group companies within the Group and strengthening the framework for identifying risks using external advisors and other methods
- **Forward-looking risk detection**
Qualitatively assessing risks that are hard to quantify, such as legal and conduct risks, and strengthening initiatives to detect risks at an early stage and uncover risks
- **Fostering a risk culture**
Fostering a risk culture that will be a basis for governance, enhancing enterprise value and creating a sustainable businesses

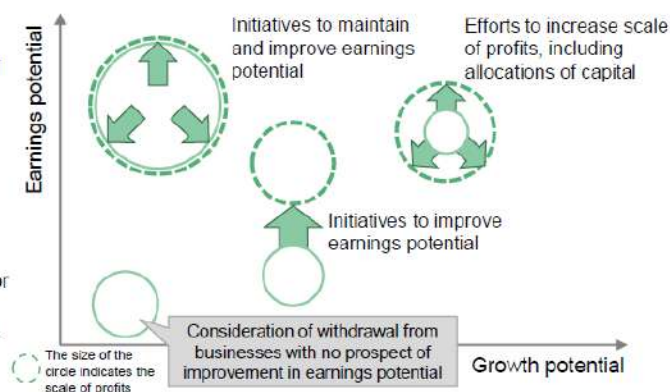
Reduction of strategic equity holdings

- **Initiatives to further reduce strategic equity holdings***
We plan to accelerate the reduction of strategic equity holdings and sell all remaining strategic equity holdings by the end of the period of the next medium-term management plan (March 31, 2030) This is to reduce risk and improve capital efficiency.
While returning 50% of Group Adjusted Profit to shareholders, we will invest the proceeds from the sale of strategic equity holdings for growth (We will invest in businesses, systems and digital transformation.).
- * Strategic equity holdings do not include stocks that are deemed to be held for rational purposes, including stocks that are held for business investments, such as investments in the development of insurance products and services, and stocks that are held purely for investment purposes.

Improvement of profitability and capital efficiency through the integrated management of risk, returns and capital

- **Improvement of corporate value through enhancement of business management**
Improvement of corporate value by monitoring each business segment of every Group company to clarify issues and implementing initiatives to solve issues, with a view to improving ROE
- **Effective utilization of capital within the Group**
Flexible movement of capital within the Group for the allocation of capital to more capital efficient business opportunities, including investment in growth businesses
Optimization of Group capital and improvement of Group's capital efficiency

Conceptual diagram of sophistication of business management



Capital Strategy

Shareholder returns policy

- Provide shareholder return based on shareholder dividends and repurchase of own shares by adopting a benchmark of 50% of Group Adjusted Profit from FY2022 to FY2025
- For the basic return, we increase dividends per share in line with the growth of profit. In principle, the Company does not reduce ordinary dividends. It will distribute a portion of the profits gained from the acceleration of sales of strategic equity holdings to shareholders as special dividends.*
*Extra dividends paid to shareholders when exceptional profits are posted in addition to the ordinary dividends paid each accounting period.
- Provide additional returns in an agile and flexible manner, in light of market trends, the business environment, capital status and other factors

Investment policy

Strengthen

Investment to strengthen the competitiveness of existing businesses

- We will carry out investments that demonstrate a strong awareness of ROI, including investments aimed at promoting digitalization, such as investments in information systems.

Expand

Investment to diversify and expand the business portfolio

- We will consider the investments from the perspectives of shared values, sustainable growth models and risk diversification in terms of geography and business category.
- Targets will include specialty investments and MGAs in the United States and the retail insurance market in Asia

Innovate

Investment to create new business territories

- Investment to search for technologies and business models that will be game changers over the next 3 to 5 years

ESR

- Set target range at 180-250%.

Previous Medium-Term Management Plan

- > Medium-term Management Plan (FY2022-FY2025)  (5,340KB)
- > Vision 2021-Stage2 (2020~2021)  (4,032KB)
- > Vision 2021 (2018~2021)  (5,655KB)
- > Next Challenge 2017-Stage2(FY2016-FY2017) (May 26, 2016)  (451KB)
- > Next Challenge 2017 (June3, 2014)  (5,709KB)

*1.Net profit on IFRS basis ÷ (Net assets on IFRS basis — Unrealized gain/loss from strategic equity holdings)
(Since, under IFRS, gain/loss on sale of strategic equity holdings is no longer included in net profit, unrealized gain/loss from strategic equity holdings is excluded from net assets to align the denominator (net assets) and numerator (net profit) used to calculate ROE.)

*2.Group Adjusted Profit ÷ average of beginning and end amounts on BS of adjusted net assets (consolidated net assets + balance of catastrophe reserves etc. - balance of goodwill and other intangible fixed assets)

Third-Party Assurance

Third-Party Assurance

Since 2015, the MS&AD Insurance Group has engaged KPMG AZSA Sustainability Co., Ltd. to perform assurance of selected environmental and social data in order to assure the credibility of reported figures. The data subject to the third-party assurance for this fiscal year is indicated with .

-  [KPMG's Independent Assurance Report](#) 
-  [The Calculation Methodology](#) 



Independent Practitioner's Limited Assurance Report

To the President and CEO of MS&AD Insurance Group Holdings, Inc.

Conclusion

We have performed a limited assurance engagement on whether selected environmental and social performance indicators (the "subject matter information" or the "SMI") presented in MS&AD Insurance Group Holdings, Inc. (the "Company") ESG Data/Reference Material webpage (www.ms-ad-hd.com/en/csr/data.html) (the "Webpage") as of and for the year ended December 31, 2024, April 1, 2025, June 1, 2025 and for the period from April 1, 2024 to March 31, 2025 have been prepared in accordance with the criteria (the "Criteria"), which are established by the Company and are explained on the Webpage. The SMI subject to the assurance engagement is indicated in the Report with the symbol "✓".

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's SMI as of and for the year ended March 31, 2025 is not prepared, in all material respects, in accordance with the Criteria.

Basis for Conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA).

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other information

Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI (hereafter referred to as "other information"). We have read the other information but have not performed any procedures with respect to the other information.

Responsibilities for the SMI

Management of the Company are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation of the SMI that is free from material misstatement, whether due to fraud or error;
- selecting or developing suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used; and
- preparing the SMI in accordance with the Criteria.

Inherent limitations in preparing the SMI

As described in Note to the Calculation Methodology (https://www.ms-ad-hd.com/en/csr/data/main/00/teaserItems1/00/linkList/00/link/2025method_en.pdf) contained in the Webpage, GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials. Hence, the selection by management of a different but acceptable measurement method, activity data, emission factors, and relevant assumptions or parameters could have resulted in materially different amounts being reported.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to management.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SMI that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- assessing the suitability of the criteria applied to prepare the SMI;
- conducting interviews with the relevant personnel of the Company to obtain an understanding of the key processes, relevant systems and controls in place over the preparation of the SMI;
- performing analytical procedures including trend analysis;
- identifying and assessing the risks of material misstatements;
- evaluating whether the Company's process for developing estimates as well as its use of data, selection of the methods and assumptions were appropriate;
- performing site visit at the Osaka Yodoyabashi Building of Mitsui Sumitomo Insurance Company, Limited of the Company which was determined through our risk assessment procedures;
- performing, on a sample basis, recalculation of amounts presented as part of the SMI;
- performing other evidence gathering procedures for selected samples; and
- evaluating whether the SMI was presented in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Takashi Fujisawa

Takashi Fujisawa, Engagement Partner

KPMG AZSA Sustainability Co., Ltd.

Tokyo Office, Japan

August 21, 2025

Scope and Method of Calculating Environmental Data

Item	Method of calculating amounts of energy used, amounts of disposed waste, and passenger-kilometers traveled		CO ₂ emission factor
Amount of electricity, Heat supply, city gas, liquefied petroleum gas, heavy oil, and kerosene used	Japan	Actual measured energy usage	Emission factor by energy source based on the Act on Promotion of Global Warming Countermeasures as published by Japan's Ministry of the Environment and emission factor by electric power utility. For overseas electric power, emission factor by country published by IEA (*2).
	Overseas	Actual measured energy usage or calculated from energy purchase costs and unit price by country as published by JETRO (*1).	
Amount of gasoline and diesel oil used	Japan	In principle, actual measured amounts of gasoline and diesel oil are used. When an actual measured amount of gasoline is unknown, the amount is calculated from the gasoline purchase cost and the domestic national average unit price as published in a survey of gas station retail prices conducted by Japan's Agency for Natural Resources and Energy.	
	Overseas	In principle, the amount used is calculated from gasoline purchase costs and unit price by country as published by JETRO. When the cost of gasoline is unknown, it is calculated from the amount of gasoline used per car and the number of cars at overseas sites.	
Amount of total waste	Japan	The percentage of the actual measured amount of general waste disposed from Company-owned buildings is 93.3%. When an actual amount is unknown, it is estimated from the cost of waste disposal and the unit cost. The amount of general waste disposed from non-Company-owned buildings is calculated from the amount of disposed general waste per person in Company-owned buildings and the number of employees in non-Company-owned buildings. The amount of disposed industrial waste is the actual measured amount.	
	Overseas	Calculated from the amount of disposed general waste per person in Company-owned buildings in Japan and the number of employees overseas.	
Amount of recycled waste	Consolidated	The actual measured amount of recycled waste	
Amount of final disposal waste	Consolidated	Total amount of waste minus actual measured amount of recycled waste	
Total water usage	Japan	The percentage of the actual measured amount of water used in Company-owned buildings is 90.9%. The amount of water used in non-Company-owned buildings is calculated from the amount of water used per person in Company-owned buildings and the number of employees in non-Company-owned buildings.	
	Overseas	The amount used is calculated from water purchase costs and unit price by country as published by JETRO. When the cost of water is unknown, it is calculated from water use per person in Company-owned buildings in Japan and the number of employees in each overseas site.	
Business trip	Japan	Calculated from domestic air travel expenses estimated	

		from domestic business travel expenses (assuming that 10% of domestic business travel expenses are air travel expenses), train travel expenses (assuming that 60% of domestic business travel expenses are train travel expenses), taxi travel expenses and international air travel expenses estimated from international business travel expenses (assuming that 50% of international business travel expenses are air travel expenses), emissions unit values per amount of transportation costs incurred as published by Japan's Ministry of the Environment, and emissions unit value per thousand passenger-kilometers traveled by type of transportation.	
	Overseas	Calculated from air travel expenses, train travel expenses and taxi travel expenses, emissions unit values per amount of transportation costs incurred as published by Japan's Ministry of the Environment, and emissions unit value per thousand passenger-kilometers traveled by type of transportation.	

Organizational boundary: MS&AD Insurance Group Holdings, Inc. and its consolidated subsidiaries.

As for gasoline and diesel oil only, Aioi Nissay Dowa Claims Adjusting Company, Limited Co., Ltd., which is in charge of insurance payment business, is included as non-consolidated affiliated companies.

*1 JETRO: Japan External Trade Organization

*2 IEA: International Energy Agency

Scope and Method of Calculating Scope3

Category	Subject	Calculation method	Emission source unit
Purchased goods and services	MS&AD Insurance Group Holdings, Inc. (hereinafter Holdings) and its major domestic consolidated subsidiaries	○Cost of paper materials Cost × emission source unit ○Postal charges Postal charges × emission source unit	The Ministry of the Environment's database*3 [5] Input-output table base emission source units (paper) (post)
Capital goods	Holdings and its consolidated subsidiaries	Facility investment amount x emission source unit per price of capital goods	The Ministry of the Environment's database*3 [6] emission source units per price of capital goods (financial/insurance)
Fuel- and energy-related activities (not included in scope 1 or scope 2)	Holdings and its consolidated subsidiaries	Usage amount of fuel and energy Usage amount x emission source unit	①The Ministry of the Environment's database*3 [7] emission source units per usage of electricity and heat ②IDEA DB *4 emission source units per amount of fuel
Waste generated in operations	Holdings and its consolidated subsidiaries	Amount of recycled industrial waste, incineration processing, and direct landfill processing x waster type/emission source unit by processing method	The Ministry of the Environment's database*3 [8] emission source units by waste type / processing method (including waste transportation), [9] emission source units by waste type (including waste transportation)
Business trip	Holdings and its consolidated subsidiaries	○Cost of business travel Cost of air flight/ train/ taxi × Emission source unit per transportation expenses	The Ministry of the Environment's database*3 [11] Emission source unit per transportation expenses
Employee commuting	Holdings and its major domestic consolidated subsidiaries	○Commutation allowance Calculate the commuting fare primarily by multiplying the employee's commuting pass cost with their attendance rate Commutation allowance × emote working rate × Emission source unit per transportation expenses	The Ministry of the Environment's database*3 [11] Emission source unit per transportation expenses
Downstream leased assets	Holdings and its consolidated subsidiaries	○Electricity and gas used in the lease property • energy and gas consumption amount × Emission source unit per consumption amount for electricity and gas	Emission factor by energy source based on the Act on Promotion of Global Warming Countermeasures as published by Japan's Ministry of the Environment

GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

*3 : The Ministry of the Environment's emission source unit database (ver. 3.5) for calculating greenhouse gas emissions through the supply chain (May 2025)

*4 : IDEA Database (for calculating greenhouse gas emissions through the supply chain) ver.2.3 (27, Dec, 2019)

Editorial Policy

Concept of Sustainability Information Disclosure

The MS&AD Insurance Group issues an annual Sustainability Report so that stakeholders can better understand the sustainability-related activities at the Group. In addition to including information that is considered important by stakeholders and the Group, the report is published on the website that focuses on conservation of natural resources.

1.Toward realization of “Group which Supports a Resilient and Sustainable Society,” the MS&AD Insurance Group will contribute to resolution of social issues such as climate change as a platformer of risk solutions, and will grow together with society.

- In addition to coverage for economic losses, we seamlessly provide products and services before and after compensation, and security.
- We aim to offer the best solutions through marketing that utilizes digital technology, underwriting, claims settlement, risk consulting.

2.This report focuses on the following three key priority issues that constitute “sustainability,” which is one of the foundations stated in the Medium-Term Management Plan (2022 -2025): Symbiosis with global environment (Planetary Health), Safe and secure society (Resilience) and Happiness of diverse people (Well-being).

3.The report also mentions unique initiatives being carried out at Group companies (please refer below for the scope of the report).

4.The report includes a collection of sustainability-related data.

Scope of the Report

Target period
Fiscal 2024 (April 2024 through March 2025) * Also includes some activities in and after April 2025.
Target organizations and abbreviations
The Company and Group companies are abbreviated as follows. (The Group’s domestic insurance companies are indicated with a star symbol.) • MS&AD Insurance Group Holdings, Inc. ⇒“MS&AD Holdings” or “HD” • Mitsui Sumitomo Insurance Co., Ltd. (★) ⇒“Mitsui Sumitomo Insurance” or “MSI” • Aioi Nissay Dowa Insurance Co., Ltd. (★) ⇒“Aioi Nissay Dowa Insurance” or “ADI” • Mitsui Direct General Insurance Co., Ltd. (★) ⇒“Mitsui Direct General Insurance” or “Mitsui Direct General” • Mitsui Sumitomo Aioi Life Insurance Co., Ltd. (★) ⇒“Mitsui Sumitomo Aioi Life” or “MSI Aioi Life” • Mitsui Sumitomo Primary Life Insurance Co., Ltd. (★) ⇒“Mitsui Sumitomo Primary Life” or “MSI Primary Life” • MS&AD InterRisk Research & Consulting, Inc. ⇒“MS&AD InterRisk Research” or “InterRisk”

Timing of Publication

This issue
December 2025
Previous issue
January 2025

Referred Guidelines

- GRI, Sustainability Reporting Guidelines (Standard)
- Linkage with GRI Guideline
- ISO26000:2010 Guidelines on social responsibility (Japanese Standards Association)

Sustainability Reports

- MS&AD Insurance Group Sustainability Report
- Mitsui Sumitomo Insurance (MS&AD Insurance Group Sustainability report) 
- Aioi Nissay Dowa Insurance Communication Report (in Japanese only) 