






# Products and services that contribute to achieving Sustainable Development Goals (SDGs)















The MS & AD Insurance Group provides products and services to support the industries required to realize a sustainable society. We are promoting efforts to create common values with society, including the discovery and prevention of risks.















The main products and services aimed at further contributing to the resolution of social issues reached about 48% of income premium in the non-life insurance business in 2018.















The 17 Sustainable Development Goals (SDGs) are based on a recognition of the natural limits of the Earth. Social and economic issues are closely intertwined in the SDGs, and it is crucially important to work on these goals with an integrated approach. The MS&AD Insurance Group is contributing to the achievement of the SDGs by providing risk consulting services, insurance and other services for safety and security from a multifaceted perspective centered on sustainability.

















- ▼ <Non-Life Insurance> Products for individuals ▼ <Non-Life Insurance> Products for business
- ▼ <Non-Life Insurance> Services for individuals ▼ <Non-Life Insurance> Services for business ● <Life insurance and Medical Insurance>
- ▼ <Financial Services and Other Businesses>

















Products and Services (★)link is "Japanese only"	Outline	 Major relevant SDGs *Goal 17 is common to all the products/services.
<Non-Life Insurance>		
○Products for individuals*1		
Earthquake insurance	Support the restructuring of the livelihood of earthquake victims and the early recovery of areas hit by earthquakes.	
One-day Insurance/One-day Supporter	Promote the reduction of accidents caused by uninsured vehicles through the sales of automobile insurance for borrowed vehicles that is available from one day.	
One-day Leisure Insurance	Leisure insurance providing only the required coverage only when needed to contribute to enriching customer life.	
TOUGH Connected automobile insurance	Car insurance provided with a reasonable insurance premium calculated in consideration of the distance traveled and discounts based on safe driving scores by using the most advanced telematics technology. These new "safe driving incentives (discounts)" and "safe and secure services" have a synergy effect of preventing traffic accidents. Applied for Toyota connected cars.	










<p>Automobile insurance with eco-mark ★ </p>	<p>Have obtained Eco-Mark certification through promotion of eco-insurance certificates and web policy clauses, provision of information for safe driving, and initiatives to reduce environmental burdens such as encouraging the use of recycled automobile parts.</p>	 
<p>GK Mimamoru (Safeguards) Automobile Insurance, TOUGH Connected Automobile Insurance</p>	<p>Provide an automobile insurance with the concept of "supporting customers' safe driving and safeguarding their driving against an accident" by utilizing the latest telematics technology. In addition to a driving diagnosis by analyzing the driving data of the contracted car, a wide range of alert service on safe driving are provided. In the event of an accident, our operator will reach them to confirm their safety and provide advice on the necessary procedures to take.</p>	
<p>Fire insurance products that respond to aging society</p>	<p>Provided a fire insurance including a rider for a landlord liability insurance in order to compensate for the cost of a damage caused by the lonely death of elderly people in rental housing. In addition, an incidental service (furniture movement and light bulb replacement service) that supports the elderly's daily life is provided by fire insurance. Responding to the increasing risk associated with the increase in patients with dementia, riders covering "liability for damage due to inoperability of trains without damage to property" are provided.</p>	 
<p>Agricultural insurance (India)</p>	<p>Provide agricultural insurance scheme Pradhan Mantri Fasal Bima Yojana (PMFBY) , in order to contribute to income stability for the low income earning farmers, who have financed purchases of fertilizers and farm equipment through loans, by compensating possible decreases of income caused by bad weather.</p>	 
<p>Animal insurance for cattle breeders (India)</p>	<p>Compensation for the death of cows and so on which provides income stability for the low income earning cattle breeders.</p>	 
<p>○Products for business*1</p>		
<p>Special contract on the status of safety management (applied to transportation companies)</p>	<p>Discount on insurance premiums is applied to transportation companies that took road safety management certification seminar promoted by Ministry of Land, Infrastructure, Transport and Tourism, and take preventative measures to reduce traffic accident.</p>	 
<p>Comprehensive food &amp; agribusiness compensation plan ★  </p>	<p>We provide compensation for major risks surrounding food and agribusiness, in order to support the development of food and agribusiness.</p>	












<p>Comprehensive Coverage plan for Mega-solar Power Generation</p>	<p>Comprehensively cover risks faced by renewable energy producers. Promote lower CO2 emissions (reducing environmental burdens) with alternative energy.</p>	
<p>Comprehensive small wind power generation compensation plan ★ </p>	<p>Comprehensively cover risks faced by renewable energy producers. Promote lower CO2 emissions (reducing environmental burdens) with alternative energy.</p>	
<p>Comprehensive offshore wind power generation system compensation</p>	<p>Comprehensively cover risks faced by renewable energy producers. Promote lower CO2 emissions (reducing environmental burdens) with alternative energy.</p>	
<p>Comprehensive biomass power generation compensation plan ★ </p>	<p>Comprehensively cover risks faced by renewable energy producers. Promote lower CO2 emissions (reducing environmental burdens) with alternative energy.</p>	
<p>Comprehensive small and medium hydro power generation compensation plan (P.2) ★ </p>	<p>Comprehensively cover risks faced by renewable energy producers. Promote lower CO2 emissions (reducing environmental burdens) with alternative energy.</p>	
<p>Comprehensive medical institute compensation plan ★ </p>	<p>Provide a package that comprises various types of insurance and risk consulting services for medical institutions. Contribute to the stable business development of medical institutions, thereby supporting the aging society.</p>	
<p>Comprehensive welfare/long-term care business operators compensation plan</p>	<p>Comprehensively cover risks faced by welfare and nursing care business operators. Contribute to the stable business development of welfare and nursing care business operators, thereby supporting the increasing demand for welfare and nursing care in an aging society.</p>	
<p>Cyber protector, Cyber security insurance</p>	<p>Comprehensively cover risks of cyberattacks. Contribute to stable management of companies, thereby supporting the development of society.</p>	
<p>Comprehensive demonstration experiment of autonomous driving compensation plan ★ </p>	<p>Comprehensively cover risks related to demonstration experiment of autonomous driving vehicles. Facilitate the innovation of autonomous driving technology to support the realization of a safe, secure, and comfortable automobile society.</p>	

<p>Comprehensive drone compensation plan ★ </p>	<p>Comprehensively cover risks associated with the commercial use of drones. Contribute to the expansion of drone use in industries and public, such as luggage distribution, damage surveys, agriculture, forestry and fisheries, thereby supporting the development of society.</p>	
<p>Comprehensive global business compensation plan ★ </p>	<p>Comprehensively cover risks related to overseas business expansion for small and medium-sized enterprises (SMEs). Facilitate the smooth operation of business activities overseas to support the stabilization of SMEs' business operations overseas and the development of local communities.</p>	
<p>Compensation plan for sharing economy-based business</p>	<p>As the sharing economy spreads, needs of companies for personal liability insurance valid only for the user and only for the period of use have been increasing. In response, we have developed a product with conditions for compensation that can be custom-designed depending on business activities, with the aim of contributing to the development of sharing economy-based business.</p>	
<p>Support menu for inbound tourism entrepreneurs ★ </p>	<p>Provide insurance and various services such as in-house training (hospitality service) support and risk consulting, etc. for businesses (travel agencies, hotels, etc.) that serving foreigners visiting Japan. Contributing to the community development by supporting the acceptance of foreigners visiting Japan.</p>	
<p>Comprehensive clinical research like regeneration medicine compensation plan ★ </p>	<p>Cover risks related to clinical research of regenerative medicine. Contribute to the development of medical technology, thereby supporting to extend healthy life expectancy in the aging society.</p>	 
<p>&lt; Services for individuals &gt;</p>		
<p>Smartphone app: Suma-Ho (Smartphone Insurance)</p>	<p>This app allows users to check the details of their insurance policy, contact their agents, and to use their smartphone's GPS functions to arrange tow-truck services after accidents or breakdowns.</p>	 
<p>Smartphone app: Suma-Ho Disaster Navigator</p>	<p>This app helps users to remain safe and secure during large-scale natural disaster. The smartphone's GPS functions are used to determine the user's location and to display information regarding nearby evacuation shelters and other information on a map. Camera functions can even be used to ascertain directions in the dark including directions to the user's house, evacuation location, or other spots. Disaster prevention information for the user's current location is also sent out in real-time by push notifications. The app supports in English, Chinese (simplified and traditional characters), and Korean as well except for some functions.</p>	
<p>Smartphone app: Suma-Ho Driving Ability Diagnosis</p>	<p>Provide analysis of driving skill characteristics, drive recorder, eco drive diagnosis, audio warnings when drivers are approaching locations where accidents frequently occur, wild weather forecast delivery, and other services.</p>	











<p>(Suma-Ho) "KokoKara Diary" smartphone app</p> <p>MSI MSI Aioi Life ★ </p>	<p>For Customers their own health management, this app can be used through its features such as measurement of stress status, display of calorie consumption calculated from the number of steps automatically taken, record of meals consumed, height, weight, sleep time and confirmation of their own medical information.</p>	
<p>Free "Support NAVI" smartphone app</p>	<p>Service providing a driving ability diagnosis system equipped with Dashcam Type and an emergency accident reporting system.</p>	
<p>Free "Suma-Ho" smartphone app with "Animal Alert" function ★ </p>	<p>This is a service that provides a voice alert when the driver is approaching a black spot for traffic accidents involving animals. The service was first launched in Okinawa Prefecture, where the Yanbaru kuina (Okinawa rail: an endangered bird) lives, and later rolled out to other regions in Japan.</p>	
<p>Smartphone application by Mitsui Direct General</p>	<p>A free app featuring a driving ability diagnosis system equipped with Dashcam Type that records and checks driving data, a driving aptitude diagnosis system that analyzes and diagnoses driving tendencies, and Jutai-gaku Kentei (traffic congestion learning system), which helps understand the mechanism of traffic congestion, with the aim of preventing traffic accidents and reducing congestion.</p>	
<p>Efforts to prevent and reduce traffic accidents by utilizing "Accident Map" ★ </p>	<p>Provide "accident maps" created by analyzing and identifying locations where accidents frequently occur based on accident data held by the Company and data from external institutions.</p>	
<p>Free smartphone application "Suma-Ho", "Safety cycle" (providing diagnosis tool of safe bicycle driving) ★ </p>	<p>Support the safe use of bicycles by providing warnings about excessive speed, check lists for inspection and maintenance, etc.</p>	
<p>Eco insurance certificate/web policy clause</p>	<p>A system that enables policyholders to view their policy certificates and policy clauses on the website of each company. Promote the reduction of environmental burdens through paperless operation.</p>	
<p>Electronic contract method</p>	<p>Complete the contracting procedure on the screen of a PC brought in by an agent. Promote the reduction of environmental burdens through paperless operation.</p>	
<p>Family Eye (Notification System for Relatives)</p> <p>MSI ★  ADI ★  MSI Aioi Life ★ </p>	<p>This is a system in which one relative of a policyholder is registered as an emergency contact for insurance policies. It makes it possible to contact the registered relative and ensure more reliable delivery of important notifications for insurance policies to the registered relative in an emergency, such as when we cannot contact the policyholder, or to have the relative share contract information after a simple identification procedure when inquiries are made.</p>	























<p>Dealing with car accident claims using sign language interpretation services ★ </p>	<p>We use sign language interpretation services to deal with car accident claims for customers with a hearing and/or speech impairment. The customer and an operator communicate using sign language via videophone, which is simultaneously voice translated and sent to our in-house employee.</p>	
<p>Dealing with car accident claims in 14 different languages  MSI · ADI ★  Mitsui Direct General ★ </p>	<p>To respond to consultations and inquiries regarding insurance from customers involved in accidents who have difficulties in communicating in Japanese, translators are available in 14 different languages.</p>	
<p>Web QQ Unit for customers with hearing disabilities ★ </p>	<p>Services that enable customers with hearing disabilities to utilize online functions to request road services</p>	 
<p>&lt; Services for business &gt;</p>		
<p>Suma Navi</p>	<p>A telematics service that supports companies in their safe driving initiatives.</p>	
<p>Sasaeru Navi</p>	<p>A telematics service for fleet policyholders that supports corporate customers in their vehicle operation management and accident reduction initiatives.</p>	
<p>Four Safety – Support service to prevent distracted driving ★ </p>	<p>By installing a smartphone app and plugging a designated terminal into the automobile's cigarette lighter socket, smartphone operations (including telephone and apps) will be automatically controlled once a certain speed (20kph) is exceeded. Sharp acceleration/deceleration and other driving data of individual employees can be checked by administrators via an exclusive website. Hence, this service can be used by companies to ensure safe driving practices. It also supports the creation of corporate value by helping to prevent distracted driving, a serious social issue.</p>	
<p>Sleep apnea syndrome (SAS) predictive check ★ </p>	<p>This is a service for company employees that checks on snoring, an indication of sleep apnea syndrome (SAS), which can be easily used by just activating the smartphone app when going to bed and placing the smartphone next to the pillow.</p>	
<p>Kokokara Diary - smartphone app  MSI MSI Aioi Life ★ </p>	<p>An exclusive website provided to managers that features functions that allow managers to view employees' life log data and to send out health advice and other notices to the app, thereby supporting health and productivity management at companies. The app also encourages communication between employees by hosting health events by utilizing a function ranking the employees by steps walked.</p>	














<p>Smartphone app: Disaster Navigator Smartphone Insurance Navigator</p>	<p>This app helps users to remain safe and secure during large-scale natural disasters. The smartphone's GPS functions are used to determine the user's current location and then to display information regarding nearby evacuation shelters and other information on a map. Camera functions can be used to ascertain directions in the dark, including direction to the user's house, an evacuation location or other spots. Disaster prevention information for the user's current location is also sent out in real-time by push notifications. The app supports in English, Chinese (simplified and traditional characters), and Korean as well except for some functions, and is utilized by local governments nationwide to keep residents informed.</p>	
<p>Navigational support services for domestic vessels ★ PDF</p>	<p>We support safe navigation of domestic vessels using the dedicated smartphone provided by Weathernews Inc., which alerts ships when they navigate in dangerous waters and provides weather and oceanic forecasts and images of the area around the vessel.</p>	
<p>Weather information alert service</p>	<p>Email alerts are sent when rainfall, wind speed, or snowfall is forecasted to exceed the standard values at a monitored location, or when lightening is observed at a location within the standard distance from the monitored location, to help prevent and mitigate damage from natural disasters.</p>	
<p>Supporting companies in expanding overseas operations ★</p>	<p>We provide small and medium-sized companies expanding their business overseas with risk management services to support their overseas operations.</p>	
<p>Repair service for damaged equipment under the corporate fire insurance plan (P.66) ★ PDF</p>	<p>Reduce recovery costs and ensure early recovery by enabling the repair of damaged devices and equipment, which previously had to be replaced with new ones, with emergent corrosion inhibition measures and full-scale recovery work.</p>	
<p>Abbreviation of claims documents service</p>	<p>Omit the submission of claim documents, etc. for car accidents that meet certain conditions. Promote the reduction of environmental burdens through paperless operation.</p>	
<p>RisTech, a service that solves social and corporate problems by data analysis ★ PDF</p>	<p>A service that uses big data and the latest analysis algorithms to visualize and optimize the risks companies have and help solve problems. Data scientists use various statistical data from the service provider in addition to data related to accident held by the company to provide risk analysis and reports, and develop risk models</p>	
<p>&lt; Life insurance and Medical Insurance &gt;</p>		
<p>"&amp;LIFE" New income guarantee insurance wide ★</p>	<p>An insurance to prepare for a monthly pension not only for the event of emergency but also for the risk of becoming unable to work or being in need for nursing care due to illness or injury.*2</p>	
<p>"&amp;LIFE" New medical insurance Ace premia ★</p>	<p>In addition to offer the coverage for hospitalization and surgery, we also provide support for lifestyle-related diseases, cancer, female diseases, and nursing care. Customer can choose which coverage to combine based on their needs.*2</p>	

<p>Whole life care/dementia plan</p>	<p>An insurance plan that provides against long-term care risks, such as treatment for dementia. Under this plan, dementia care, which imposes a particularly significant burden, is added to the conditions covered under the whole life care-specified policy for insured events in line with the long-term care insurance system of Japan. This plan aims to help people be better prepared for long-term care needs, which have become a serious social issue, in light of the aging society.</p>	
<p>“Fulfilling Tomorrow” existence protection oriented-type individual annuity insurance (with variable interest rate, level premium payment)</p>	<p>Flat payment-type individual annuity insurance. Customers pay a fixed amount of insurance premiums in Japanese yen every month, and then it is converted into a foreign currency with a favorable interest rate, so that they receive pensions based on the increased fund.</p> <p>Customers can take advantage of the “dollar cost averaging” method to reduce foreign exchange risk, and the “tontines” method, a system to increase pension funds by suppressing death protection then transfer that amount to the pension.</p>	
<p>Joy for Tomorrow 2” currency option-type existence protection-oriented individual annuity insurance</p>	<p>Lump sum individual annuity insurance which can be chosen from four courses according to customer’s funding needs: “Amount receivable oriented course”, “Pre-pension benefit/whole life death protection course”, the industry’s first fixed term annuity with whole life protection guarantee, “Fulfillment at maturity course”, and “Target course.”</p>	
<p>Cheering team for your perfect life ★ </p>	<p>Provide telephone consultation services on health/medical care, living, and nursing care for policyholders and their relatives who live together.</p> <p>Supporting customers’ lives with health and peace of mind through helping solve their problems and providing necessary information.</p>	
<p>Service to provide information on medical treatment/nursing care ★ </p>	<p>Information provision service using virtual reality images seen on smartphones. Customers can have simulated experiences with a sense of reality, such as visiting medical facilities that perform proton beam therapy, how things are seen if they have cataracts, and what the daily life is like if they have dementia (as if their own experience) and if a member of their family has dementia. Aiming to help customers live better, providing easy-to-understand information on medical care and nursing care and supporting “know correctly.”</p>	
<p>Seiho Kantan Mode, an electronic contracting process ★ </p>	<p>By paperless (electronic) procedures called Seiho Kantan Mode, we have improved convenience and reduced environmental burdens by converting various paper forms into electronic formats.</p>	
<p>&lt; Financial services and other businesses &gt;</p>		
<p>○ Financial products</p>		
<p>Weather derivatives</p>	<p>A financial derivative that covers damage caused by extreme weather. Actively deploying “Global Weather Derivative Sales” utilizing the global weather risk underwriting function of our US subsidiary “MSI Guaranteed Weather,” focusing on Japanese companies expanding their operations overseas.</p>	 



<p>CAT bond (catastrophe bond) issuance support service ★ </p>	<p>Service to support the issuance of CAT bond*3. In addition to reducing the burden of cumbersome administrative procedures related to the issuance of CAT bonds, we provide our customers with advice on optimal issuing conditions and help them to diversify catastrophic risk hedging instruments.</p>	
<p>○Support systems</p>		
<p>Pacific Catastrophe Risk Assessment and Financing Initiative (PCRAFI) Insurance Facility</p>	<p>Under this program, which was set up jointly by the Japanese government and the World Bank, MSI, as one of the risk underwriting insurance companies provides reconstruction funds to the nations in the Pacific Islands that are afflicted by natural disasters to promote the restructuring of the livelihood of disaster victims and the early recovery of areas hit by disasters.</p>	
<p>Pandemic Emergency Financing Facility (PEF) ★ </p>	<p>We participate in the Pandemic Emergency Financing Facility (PEF) established by the World Bank with the support of Japan and Germany, etc. as one of the risk underwriting companies. The objectives of PEF include: to protect people in developing countries around the world from the threat of infections; and in case of an outbreak of serious infection, to promptly provide funds for the initial response in order to mitigate human and economic losses and promote early recovery from these losses.</p>	
<p>○Risk consulting services</p>		
<p>ESG risk management ★ </p>	<p>We provide comprehensive consulting services covering everything from general ESG-related issues, such as enhancement of ESG strategies and efforts, to specific ESG themes.</p>	
<p>Human rights risk management support services ★ </p>	<p>Help our customers to manage human rights issues by supporting them in the formulation of human rights policies based on international standards, human rights impact assessment, organization of lectures and trainings on human rights risks, collection of information and support of surveys related to human rights risks, and other efforts related to human rights risk management.</p>	
<p>Supporting establishment of Business continuity management system (BCMS)  MS&amp;AD InterRisk ★ </p>	<p>Support the establishment of a system that ensures the resumption of operations within a target time frame in the event that business activities are suspended due to a large earthquake, infectious disease, or other reasons, and the formulation of business continuity plans (BCPs).</p>	

<p>Consulting services against earthquake and Tsunami risk ★ </p>	<p>Supporting customers to strengthen the countermeasures based on simulation and on-site survey etc., assessing the earthquake risks in consideration of impacts of Tunami.</p>	
<p>Climate change risk analysis services</p>	<p>Companies are now expected to identify risks and opportunities associated with climate change and to disclose relevant information. In response, we provide consulting services regarding analysis and information disclosure expected of companies on a global level on issues including physical risks, such as climate change-induced floods and droughts, and transition risks, associated with socioeconomic transitions toward a decarbonized economy in line with achieving the two-degree goal, such as energy structure transformation.</p>	 
<p>Map of Forecasted Flood Frequency Change Due to Climate Change</p>	<p>This map was developed in corporation with Prof. Yukiko Hirabayashi of the Shibaura Institute of Technology and Associate Professor Dai Yamazaki of the Institute of Industrial Science at The University of Tokyo in response to the need companies have to understand the impacts on them by potential flood risks, one of the many types of climate change risks if climate change is actualized. The map shows the degree of change in the frequency of floods induced by global climate change.</p>	 
<p>Consulting service for water disaster prevention ★ </p>	<p>Support companies in developing their business continuity management (BCM) plans and their countermeasures for loss prevention and mitigation through assessing risks focusing on river flooding, inundation inside a levee, and high tides.</p>	
<p>Real-time loss prediction website cmap.dev ★ </p>	<p>As part of joint research with Aon Benfield Japan Co., Ltd. and Yokohama National University, a system has been established to predict the number of buildings damaged and damage rate by each municipality due to typhoons, heavy rains, and earthquakes immediately after the disaster occurred. This online information service is free of charge for the purpose of being widely used for early assessment of the scale of damage and quick rescue and support activities</p>	
<p>Supporting system for victims of natural disasters to relief ★ </p>	<p>Provide local governments with seminars regarding the research of loss assessment needed for issuance of Disaster Victim Certificates.</p>	
<p>Services for risk management of automobile insurance ★ </p>	<p>Various effective programs and solutions to prevent and reduce accidents.</p>	 
<p>Seminar for automobile transportation management ★ </p>	<p>Accident prevention and reduction seminar, conducted by a group company certified by the Ministry of Land, Infrastructure and Transport and Tourism as an implementing agency, targeting automobile transportation business operators.</p>	  
<p>Risk consulting services abroad ★ </p>	<p>Assume possible material risks overseas, such as accidents and natural disasters, and support measures against these risks.</p>	 

Consulting services against environmental risk	Service for quantitative assessment of impacts on natural capital (lost benefits and recovery costs) and service for simple assessment of water risks such as water depletion, drought, flood and decline in water quality (present/future).	 
Supporting service for energy related business ★ 	Support initiatives such as electricity and energy conservation, improving comfort in the working environment, and reducing energy costs, in addition assess business risks for renewable energy stemmed from solar power, wind power and biomass etc.	
Environmental CSR management consulting services	Support the acquisition of accreditation for and improvement of environmental management systems and the formulation of environmental CSR reports.	
Consulting services on biodiversity	Support companies' efforts to preserve biodiversity and assess biodiversity risks in business activities.	
Water risk assessment service	Simple assessment of exposure to water risk such as water depletion, drought, flood and decline in water quality (present/future) on individual manufacture point (domestic/ overseas) bases.	
○Other businesses		
Nursing care homes for the aged ★ 	Operate "You Life Yokohama" and "You Life Setagaya".	
In-home nursing care business ★ 	Operate in-home nursing care support business and home-visit nursing care business offices at a total of three locations one in Yokohama and two in Nagoya.	
Visit nursing business ★ 	Operate three day-service centers in Shinagawa, Mizuho, and Ibaraki.	

(\*1) Products in <Products for individuals> and <Products for business> are categorized based on their main scope.

(\*2) Donations are made to the Authorized nonprofit organization—Japan Committee Vaccines for the World's Children to provide funds for purchasing vaccines etc., with the amount depending on the number of new contracts acquired.

(\*3) A CAT bond is a mechanism through which the risk of a large-scale disaster such as earthquake or typhoon is transferred from one party to the capital markets. As long as no disaster exceeding a predetermined threshold occurs, investors (CAT bond purchasers) receive coupons periodically and have principal repaid at maturity. However, in the event that a disaster exceeding such threshold occurs, the principal to be repaid is reduced partially or entirely so that it is used to compensate customers for their losses.

# Deal with New Risks

The risks facing society are becoming more diverse and more complex with every passing day. The World Economic Forum's Global Risk Report 2019 showed that, in line with last year's results, environmental risks are included in the top five risks in terms of both likelihood and impact. Concerns about data fraud and cyber-attacks ranked higher for the third year in a row, with many other technical vulnerabilities also being regarded as significant risks. Also in the survey results in relation to technology were concerns about the rising risks associated with fake news and identity theft as well as privacy infringements by corporations and governments.






Changes in lifestyles may have heightened the risk of outbreaks of infectious diseases. There are also potential risks arising from accidents that occur while using new technologies and from biological threats due to artificial factors. Revolutionary technologies do lead to dramatic progress, but at the same time they require careful management and precaution.




The MS&AD Insurance Group believes that forecasting, preventing, and suitably managing new risks is essential for stable livelihoods and dynamic business activities, and we will provide products/services that address these concerns as well as products/services that satisfy diversifying customer needs. Through examination and research in support of innovation, we will do our part in realizing a sustainable society and economic development.

## Providing Information and Conducting Research and Studies on Diverse Risks

We offer information, research, and studies that are effective for identifying and assessing risks, including surveys on continuously evolving technologies and environment as well as research on the utilization of Big Data.

### < Principal Approaches >

<p style="text-align: center;"></p> <p style="text-align: center;"><b>Provision of risk information/reports</b></p>	<p>The magazine provides practical up-to-date reports and information on the risk management efforts of various companies and organizations, and offers preparation support for a variety of risks</p>	  <p style="text-align: center;">RM FOCUS - risk management magazine</p>
<p style="text-align: center;"> </p> <p style="text-align: center;"><b>Joint research with universities</b></p>	<p>Implementing efforts and support for the development and commercialization of advanced technologies through industrial-academic partnership agreements with universities engaged in cutting-edge surveys and research useful to the next generation</p>	

- > [InterRisk – Risk information/reports \(Japanese only\)](#) 
- > [Conclusion of an industry-academia partnership agreement between Tokyo Denki University and Mitsui Sumitomo Insurance \(Japanese only\)](#) 
- > [Special joint research on MaaS by Aioi Nissay Dowa Insurance and Kagawa University \(Japanese only\)](#) 

## Providing solutions to risks

With the progress of technological development, the impacts of climate change, aging population, and changes in the environment have diversified the risks we face. To prepare for new risks, risk assessment through reliable risk models and risk control based on the results is critical. Through consulting done by MS&AD InterRisk Research & Consulting, which is capable of advanced investigation and research functions as well as practical consulting, our Group provides risk preparation solutions.

### List of consulting services offered by MS&AD InterRisk Research & Consulting

Compliance, internal control	Risk management	D&O risks, legal risks, CS, and complaints
Product safety, food safety	Enterprise Risk Management (ERM)	Data security, data privacy
BCP, BCM (Business Continuity Management)	Risks in welfare and medicine	Measures against new strains of influenza
Sustainability	Natural Disaster	Due diligence for real estate
Fires, explosions	Risk of theft	Personnel and organizational risks
Occupational health and safety	Transportation risks	

## Provision of Goods/Services that Meet Risks

We offer products/services to cope with the changing customer needs due to diversifying risks and changes in the social environments.

### < Principal Products/Services >

MSI



ADI


InterRisk

Responses to cyber risks

- Group companies unflinchingly collaborate in the area of cyber risks to offer comprehensive services
- In collaboration with Verizon Japan (hereinafter, "Verizon") and BitSight Technologies (hereinafter, "BitSight"), we launched a new service in February 2018 to provide companies with comprehensive assessments of their cyber-risks. Consulting services are also provided by MS&AD InterRisk Research & Consulting, Inc., which offers companies with one-stop support for building systems to defend against multi-tier risks.
- We have launched a service to provide intelligence information in collaboration with IntSights Cyber Intelligence, Inc.
- We supply products that are also compliant with the new personal information protection rules ("GDPR") enacted by the European Union (EU) in May 2018.

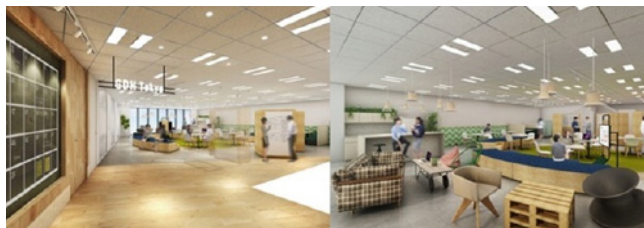
[Business partnership with an innovation organization in Israel \(Japanese only\)](#) [Cyber-intelligence information service begun in collaboration with IntSights Cyber Intelligence \(Japanese only\)](#)

<p style="text-align: center;"><b>MSI</b></p> <p style="text-align: center;"><b>On-demand "1-day Leisure Insurance"</b></p>	<p>In April 2018 we began offering the 1-Day Leisure Insurance, a policy that cover 24-hour periods, targeted for customer who want coverage in daily units and for obtaining coverage for leisure activities.</p>	
<p style="text-align: center;"><b>MSI</b>   <b>ADI</b></p> <p style="text-align: center;"><b>Coverage on sharing businesses</b></p>	<p>To help sharing businesses steadily develop, we have been working with the Sharing Economy Association, Japan to offer services to certified companies, products to vacation rental companies, and products/services to individual members who work in the sharing economy.</p>	
<p style="text-align: center;"><b>MSI</b></p> <p style="text-align: center;"><b>Derivative products to cope with new strains of influenza</b></p>	<p>In August 2018, we became the first insurance company in Japan to begin offering solutions to joint-stock companies capitalized at one billion yen or more to reduce their risks during major outbreaks of new types of influenza.</p>	

## Global Digital Hubs Opened

Our Group opened global digital hubs in Tokyo and Singapore to promote digitalization globally. The Tokyo hub was opened in April 2019 to encourage employees and agents to make greater use of digital technologies, while the Singapore hub was opened in February 2019 to support digital business approaches in various ASEAN countries.



[Establishment of Global Digital Hubs in Tokyo and Singapore](#) 

## MS Digital Academy Established

In July 2018, our Group joined with Toyo University's Faculty of Information Networking for Innovation and Design (INIAD) to open the MS Digital Academy, a specialized training program, in order to foster industry-ready digital business creators and data scientists. Utilizing both the hardware and software resources of INIAD, we are looking to create opportunities that enable employees to acquire proficient skills in specialized knowledge and technologies.

[Collaboration with Toyo University's Faculty of Information Networking for Innovation and Design \(INIAD\) \(Japanese only\)](#) 

# Create Mobility Society without Accidents

The 2018 figures for fatal traffic accidents in Japan showed more fatalities among people of 65 years of age or older than among people below 65 years, and that the elderly have accounted for an increasing number of traffic fatalities over the past 10 years. About half of the traffic fatalities are pedestrians or cyclists, a high percentage in comparison to major Western countries. There has also been an upward trend in recent years in traffic accidents attributable to the use of mobile phones or other devices while driving; 2,790 such accidents occurred in 2018, which is more than double the number ten years prior. The most common cause of these traffic accidents is human error. Mindless or inattentive driving, improper vehicle operation, and failure to confirm safe operating conditions can all be prevented by eliminating inattention and complacency. Advances in automated driving technology are also key to safer driving.

The MS&AD Insurance Group is working to reduce traffic accidents and to ensure that everyone has access to comfortable mobility by utilizing telematics technology, smartphones, and other devices, and by providing insurance products/services that support safe driving.

## Services, Studies and Research to Prevent Traffic Accidents

Identifying and then avoiding the risks that lead to accidents is vital for preventing traffic accidents. We provide services that visualize elements connected to preventing traffic accidents and that support safe driving in an effort to prevent traffic accidents.

We are also engaged in joint research with a variety of institutions in anticipation of wider adaption of self-driving cars in future.

### < Principal approaches >

MSI

ADI

Insurance for automobiles with onboard dashcams

We have launched “Observe and Protect Automobile Insurance (Dashcam Type)”, an insurance product that utilizes the latest in telematics technology in dedicated dashcams outfitted with proprietary communications functions to support safe driving by customers. These drive recorders offer video recording functions, and we provide safe driving assistance alerts that call drivers’ attention to driving conditions as well as a guardian service that share information including driving tendencies with family members and others living apart from the driver. If the drive recorder detects a major collision, information about the accident site and other relevant information will be relayed to a dedicated safety confirmation desk, and an operator will contact the customer to offer advice on initial responses to the accident.

見守るクルマの保険 見守るクルマの保険

Number of Observe and Protect Automobile Insurance (Dashcam Type) policies tops 100,000! (Japanese only)

[GK Mimamoru \(MSI\) \(Japanese only\)](#)

[TOUGH \(ADI\) \(Japanese only\)](#)



Providing applications that support safe driving

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

\*Please see the official websites and news releases of the pertinent companies for further details.

- For corporate customers

We provide services that use telematics technology (functions to ascertain information about the vehicle's location, functions to prevent distracted driving, safety driving consulting services, etc.) to help customers reduce accidents.

Number of smartphone applications for Suma Navi tops 10,000

(MSI) (Japanese only)

Developed a smartphone app to prevent distracted driving (MSI)

(Japanese only)

Sales of Telematics Automobile Insurance strong (ADI) (Japanese

only)

Created a new service for companies utilizing telematics technology – Biz Safety (ADI) (Japanese only)

- For individual customers

We analyze data related to the customers' driving tendencies to assess their driving ability and competence, including functions capable of recording/checking videos of dangerous driving locations, and then provide information and functions useful for preventing accidents and encouraging safety driving .

Suma-Ho (MSI) (Japanese only)

Sapo NAVI (ADI) (Japanese only)

Mitsui Direct General App (Mitsui Direct General) (Japanese only)



R&D for next-generation automobile insurance

We have concluded an industrial-academic collaboration agreement with Gunma University for research aimed at helping to bring about the next-generation of mobility society. Through pursuing technological development and verification testing on self-driving cars, we are conducting joint research aimed at developing insurance products for self-driving cars and formulating claims handling methodologies pertinent to accidents involving self-driving cars.





Next-Generation Mobility Accident/Service Research Laboratory located on the Gunma University site (Japanese only)



# Providing Insurance Products and related Services to Create a Comfortable Mobility Society without accidents


With the growing number of cars employing autonomous driving technologies that is causing changes to our mobility society, we are utilizing telematics technology to gather and analyze customers' driving practices and then providing customers inside and outside Japan with insurance products that lead to safety driving and fewer accidents in addition to insurance products for reducing economic burden on customers, which meet a variety of other needs.

## < Principal Products/Services >

<p style="text-align: center;"><b>ADI</b></p> <p style="text-align: center;"><b>Telematics-based Automobile Insurance</b></p>	<p>This is the first automobile insurance policy in Japan that reflects in its premiums the degree to which policyholders have engaged in safety driving each month as measured by driving data obtained through telematics technology. Holders of this policy have seen a lower accident frequency than customers using our Tough Automobile Insurance, highlighting the effect the new policy has had on preventing traffic accidents.</p>  <p><a href="#">TOUGH Connected Automobile Insurance (Japanese only)</a> </p> <p>Began the sales of Thailand's first automobile insurance linked to driving distance (TOYOTA Care PAYD) (Japanese only) </p> <p>First telematics automobile insurance launched in Europe by a Japanese non-life insurer (ADI) (Japanese only) </p>
<p style="text-align: center;"><b>MSI</b> <b>ADI</b></p> <p style="text-align: center;"><b>One-day automobile insurance policies</b></p>	<p>We have begun offering automobile insurance allowing persons with no car of their own to obtain one-day policies when driving cars borrowed from acquaintances or others.</p> <p><a href="#">Number of 1-Day Insurance policies tops 5 million! (Japanese only)</a> </p> <p><a href="#">1-Day Insurance (MSI) (Japanese only)</a> </p> <p><a href="#">One-day Supporter (ADI) (Japanese only)</a> </p>
<p style="text-align: center;"><b>MSI</b> <b>ADI</b></p> <p style="text-align: center;"><b>Automobile insurance for truck convoys operating with unmanned trailing vehicles</b></p>	<p>Verification testing of truck convoy operations on highways has been undertaken with the aim of making practical use of fully self-driving trucks in future. However, convoys operating with unmanned trailing vehicles pose certain unconventional risks for which we have developed a new automobile insurance.</p>  <p><a href="#">Developed an automobile insurance for truck convoys operating with unmanned trailing vehicles (Japanese only)</a> </p> <p>Source: Ministry of Land, Infrastructure, Transport and Tourism website</p>
<p style="text-align: center;"><b>MSI</b> <b>ADI</b></p> <p style="text-align: center;"><b>Coverage for accidents while cycling</b></p>	<p>In light of the rising amounts of compensation being sought in the wake of accidents as well as due to other social circumstances, we provide insurance that covers cyclist's liability for damages and injuries.</p> <p><a href="#">Net de Hoken@Cycle, bicycle insurance for traffic injuries (MSI) (Japanese only)</a> </p> <p><a href="#">TOUGH Injury Insurance (ADI) (Japanese only)</a> </p>

## [External Evaluation]

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> “TOUGH Connected Automobile Insurance” won the 2018 Good Design Award (Japanese only) 

The concept of preventing traffic accidents by providing “safety driving incentives (discounts)” and “security and safety services” was well-received by the judges and as a result we were given the 2018 Good Design



## Strive for Resilient Community Development

Weather damage from heavy rains, flooding, cyclones, and other disasters has intensified due to climate change, thus making it urgent that steps are taken to reduce the number of people killed or injured in these disasters and to lessen the economic losses.

Forecasting the risks of potential disasters and preparing communities for their contingencies is of great significance in ensuring the safety and security of people's livelihoods.

The "resilient community development," for which the MS&AD Insurance Group is aiming for, entails realizing sustainable residential spaces that are safe and able to recover from disasters. To that end, we are conducting studies and research on disaster prevention/mitigation, providing products/services that lessen disaster damage, and endeavoring to support rapid recovery from any disasters that do occur. Furthermore, 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, among them a shortage of social services due to depopulation. Regional revitalization is a key governmental policy, and we will be working on revitalizing local communities and developing communities resilient to disasters by working with local governments and stakeholders by implementing industrial promotion measures tailored to the local requirements and supporting risk management that helps to create disaster-resilient communities.

## Preventing/Mitigating Disasters

### [National Conference for Promoting Disaster Risk Reduction 2018]

HD

We participated and conducted a session at the "National Conference for Promoting Disaster Risk Reduction 2018: Preparing for Large-Scale Disasters – Strengthening Collaboration Networks in Communities" hosted by the Cabinet Office and other offices.

This conference enabled a broad range of people from families to experts to learn about disaster prevention. Our Group held sessions combining presentations and panel discussions on the concept of, and approaches to, "green resilience" which links the bounties of nature with disaster prevention/regional revitalization. The idea of making disaster prevention the linchpin to regional revitalization was a novel one and local government officials, university researchers, and other participants commented on its usefulness.



### [Weather Information Alert Service]

MSI

In collaboration with Weather News Co., Ltd., the largest weather information company in Japan, we provide corporate fire insurance (Property Master, Business Keeper), construction insurance (Construction All-in, Civil Engineering All-in), or transport insurance (Full Line, Support One) policyholders the following services for free:

- Customers can use an exclusive website to access at any time weather information/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 pre-determined values or when lightning strikes have been observed within a pre-determined distance from monitored locations.

## [Preparing Against Flooding/Earthquakes]

MSI   ADI

In response to rising interest among customers for flooding/earthquake coverage against a backdrop of repeated disasters, we have been running a Flooding/Earthquake Preparation Proposal Campaign. The campaign calls on agents to explain flooding and earthquake risks to customers with the aim of having their customers review the details of their existing coverage and prepare against said contingencies. We are also encouraging the use of Internet services to ensure a communication channel between customers and agents, and making proposals to help customers prepare during ordinary times, through means such as presenting hazard maps and urging customers to confirm suitable evacuation routes.



Flyer highlighting need for coverage





Providing information on disaster prevention/mitigation

## [Useful Smartphone Applications for Disaster Strikes]

MSI



We provide smartphone services for use during disasters and are endeavoring to help our users ensure their safety and security when large-scale natural disasters strike.

- > [Smartphone Disaster Navigator \(Japanese only\)](#) 
- > [Launched "Earthquake! Where Are You Now?" an industry-first service \(Japanese only\)](#) 

## Assisting in Swift Post-disaster Recovery

Against the backdrop of large-scale disasters occurring one after the other, our Group has rapidly conducted damage investigations, paid out insurance claims, and taken other steps to provide relief to disaster victims. We have also introduced a variety of new technologies to accelerate payments of insurance money.

### < Principal Approaches >

<p style="text-align: center;"> <span>MSI</span> <span>ADI</span> </p> <p style="text-align: center;"><b>Damage surveys utilizing drones (unmanned aerial vehicles)</b></p>	<p>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 grasp the degree of damage.</p> <p><a href="#">Full-scale damage surveys using drones started (Japanese only)</a> </p>
<p style="text-align: center;"> <span>MSI</span> <span>ADI</span> </p> <p style="text-align: center;"><b>Real-time damage surveys using smartphones</b></p>	<p>We use video chat and view-sharing systems to rapidly confirm damage and pay out insurance money by transmitting real-time videos and still images to property loss assessors and technical adjusters (employees responsible for investigating property accidents)</p> <p><a href="#">Introduced a nationwide view-sharing system to enable real-time damage surveys utilizing smartphones (Japanese only)</a> </p>
<p style="text-align: center;"> <span>MSI</span> <span>ADI</span> </p> <p style="text-align: center;"><b>Operational automation by software robots</b></p>	<p>By introducing RPA (Robotic Process Automation) for registering accident claim information received via a dedicated website and automating the simple administrative tasks, we have developed a system that allows us to assign more personnel to higher value-added operations such as customer service and damage surveys during large-scale disasters</p>

## [Donations in Response to Disasters]

### Group-wide

We are soliciting donations to help out victims of disasters in Japan, to whom the Disaster Relief Act applies, as well as of large-scale disasters overseas. We also run a Disaster Relief Donation Matching Gift Program under which we supplement contributions made by Group company employees.

### < Group-wide Donations in Response to Disasters >

	Number of donation drives	Contributors	Total amount (including matched funds)
FY2018	4	21,129	50,230,000 yen


### > Disaster Relief Donation Matching Gift Program


## Revitalizing Regions by Finalizing Collaboration Agreements

We are assisting in regional revitalization efforts through agreements with partners that include prefectural, city, town, and village governments, local commercial/industry groups and financial institutions. In total, the Group has concluded 453 of such agreements, in accordance with which the Group has been offering consultations to assist in addressing various risks and promoting regional revitalization. We are also involved in the creation of shared value (CSV) with society by leveraging our strengths in cooperation with local stakeholders to resolve the social issues faced by the communities.

### < Principal Approaches >

<p style="text-align: center;"> <span style="border: 1px solid black; padding: 2px;">MSI</span> <span style="border: 1px solid black; padding: 2px;">ADI</span> </p> <p style="text-align: center;"><b>Providing support menus for SDGs efforts</b></p>	<p>We support SDGs initiatives by local governments, commercial/industrial groups, regional financial institutions, and small/medium-size companies</p>
<p style="text-align: center;"> <span style="border: 1px solid black; padding: 2px;">MSI</span> <span style="border: 1px solid black; padding: 2px;">ADI</span> </p> <p style="text-align: center;"><b>Providing business continuity plans (BCP)</b></p>	<p>We hold seminars and other events to help companies formulate BCP that will allow them to quickly restore and continue their businesses even when natural disasters or unexpected accidents occur</p>
<p style="text-align: center;"> <span style="border: 1px solid black; padding: 2px;">MSI</span> </p> <p style="text-align: center;"><b>Developing/providing cattle coverage for beef cattle ranches</b></p>	<p>We are developing/providing injury insurance that offers compensation for losses stemming from the death during transport of beef cattle after being fattened for 20 months or even more. A key business issue for beef cattle ranchers</p>
<p style="text-align: center;"> <span style="border: 1px solid black; padding: 2px;">MSI</span> <span style="border: 1px solid black; padding: 2px;">ADI</span> </p> <p style="text-align: center;"><b>Developing/proposing “Japanese Sake Manufacturer Insurance”</b></p>	<p>We are developing/providing insurance designed specifically for Japanese sake manufacturers that offers comprehensive coverage in a single insurance policy for risks inherent to the manufacturing/sale processes for Japanese sake, which has been gaining in popularity overseas as a feature of Japanese culinary culture</p>
<p style="text-align: center;"> <span style="border: 1px solid black; padding: 2px;">ADI</span> </p> <p style="text-align: center;"><b>Contributing to the realization of “an inclusive society” for regional revitalization</b></p>	<p>We support efforts to bring about regional inclusive communities whose members respect each other’s personality and individuality by using the know-how we have gained through organizing sports events for people with disabilities, etc., and by collaborating with local governments nationwide (hosting universal manner seminars, engaging in activities to support sports for people with disabilities)</p>

> MSI: Contributions to regional revitalization (Japanese only) 

> Regional revitalization by ADI (The local AD Club) (Japanese only) 

## External Evaluation

> In FY2018, for the second consecutive year, we received the Minister’s Award presented for “distinctive efforts” by financial and other institutions assisting in regional revitalization. (Japanese only) 


# Support “Good Health and Longevity”



Japan's birthrate is declining, its society is aging, and its total population is declining. It has been forecasted that the country's population will drop below 90 million by 2060, with the elderly population rate – the percentage of the population aged 65 and older – reaching nearly 40%. The rising elderly population necessitates an environment in which the elderly can live with a 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, the urban structures needs 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 peace of mind. The MS&AD Insurance Group will promote good health so that people can remain active throughout their entire lives, provide asset-building means to support a fulfilling “second life,” and help develop business activities that lay the foundation for a super-aging society and thereby support “good health and longevity.”

## 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/research on promoting good health.

### < Principal approaches >






<p style="text-align: center;"> <span>MSI</span> <span>MSI Aioi Life</span> </p> <p style="text-align: center;"><b>Assisting in maintaining physical and mental fitness</b></p>	<p>We have created the Kokokara Diary, a smartphone app that supports physical and mental fitness. The app can measure stress, automatically calculate and display calories burned by measuring steps, record meals, height, weight, sleep time, and other data. It can also be used to check medical care information. The application can be utilized by customers to manage their health. We also provide an exclusive website for corporate customers that can be utilized for health and productivity management.</p>	
<p style="text-align: center;"> <span>HD</span> <span>MSI</span> <span>ADI</span> <span>MSI Aioi Life</span> </p> <p style="text-align: center;"><b>Promoting good health in collaboration with the University of Tokyo's Center Of Innovation</b></p>	<p>MS&amp;AD Holdings, MSI,ADI and MSI Aioi Life Insurance have commenced efforts aimed at promoting good health nationwide in collaboration with the University of Tokyo's Center of Innovation's (COI) Self-Managing Healthy Society locations. MSI and ADI are currently developing insurance products to support health and productivity management that combine consulting services with a health management app based on an AI-driven health risk forecasting model.</p>	
<p style="text-align: center;"> <span>MSI Aioi Life</span> </p> <p style="text-align: center;"><b>Seminars to provide information on human life and medical care</b></p>	<p>To give customers a better understanding of the importance of health, medical care, and precautions, we have been holding variety of open seminars on health and medical care topics in addition to seminars as part of our joint project Cerebral Stroke Project with the Japan Stroke Association in locations nationwide.</p>	
<p style="text-align: center;"> <span>MSI</span> <span>ADI</span> <span>InterRisk</span> </p> <p style="text-align: center;"><b>Promoting health and productivity management and offering consulting services</b></p>	<p>We are partnering with local governments, chambers of commerce and industry nationwide, and the Japan Health Insurance Association to popularize and promote health and productivity management by holding seminars presented by instructors from MS&amp;AD InterRisk and by offering consulting services that support corporate health and productivity management.</p>	



- > Kokokara Diary developed to support physical and mental fitness. (Japanese only) 
- > Health & Productivity Management Support Products developed in collaboration with the University of Tokyo's COI (Japanese only) 

## Expanding business to support a super-aging society

We are contributing to the development of businesses that support super-aging societies by making available a variety of solutions and support relating to nursing and medical care.

### < Principal Approaches >

<div style="text-align: center;">  <p><b>Products for welfare/nursing care providers</b></p> </div>	<p>We provide a comprehensive compensation plan 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 the prevention of accident reoccurrence. Furthermore, we provide another comprehensive insurance package that includes risk consulting options so that policyholders can receive the compensation that suits their needs.</p>
<div style="text-align: center;">  <p><b>Work and Nursing Care Dual Support Service for companies</b></p> </div>	<p>We provide Work and Nursing Care Dual Support Service to human resources departments.</p> <div style="display: flex; align-items: center;">   </div>
<div style="text-align: center;">  <p><b>"My 100-Year Life Training" for financial institutions</b></p> </div>	<p>We have developed and are providing 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 improve their ability to put forth proposals that meet a variety of insurance needs by using original business games (card games) designed to give the agents a realistic sense of what might be required for an unexperienced 100-year life.</p>


- > We started providing our Future Nursing Care Management Head Office support service for nursing care providers. (Japanese only) 
- > Developed My 100-Year Life Training (Japanese only) 






# Providing Products and Services to Support “Good Health and Longevity”

We provide means for asset-building and products/services tailored to customers' needs designed to help people live fulfilling second lives in safe societies with peace of mind.

## < Principal Products/Services >

<div style="text-align: center;">  <p>Self-help-style asset building</p> </div>	<ul style="list-style-type: none"> <li>• We provide individual defined contribution (IDeCo) pensions through means that include financial institutions and agents. (MS, AD)</li> <li>• We provide products that support customers' self-help efforts to build the assets needed for 100-year lifespans, including tontine-like* pension insurance capable of satisfying the need for long-term living benefits.</li> </ul> <p>(* ) A type of insurance in which the indemnities paid for by deceased policyholders are reduced and the reductions are allocated to the pensions of still-living policyholders who receive more pension money the longer they live</p>	
<div style="text-align: center;">  <p>Coverage for nursing care and dementia</p> </div>	<p>We provide a Lifelong Nursing Care/Dementia Plan, a product that addresses nursing care risk for the treatment of dementia (official name: Lifelong Insurance (Reduced Cancellation Refund) with Non-Dividend/Lifelong Nursing Care Coverage Special Rider (No Cancellation Refund) (18) and Special Provisions on Lump-Sum Payments for Dementia). This plan offers coverage for persons requiring nursing care for dementia, a particularly expensive type of nursing care, and enables them to prepare more robustly and alleviate anxieties about nursing care.</p>	
<div style="text-align: center;">  <p>Provision of coverage tailored to an aging society</p> </div>	<ul style="list-style-type: none"> <li>• We offer special landlord expense riders to fire insurance policies to cover expenses incurred from dealing with the losses arising from solitary deaths of elderly residents in rental housing. We also provide incidental services (furniture moving, light-bulb replacement services) through fire insurance to support the elderly in their day-to-day lives.</li> <li>• We are providing special riders that cover the liability for train delays not involving property damage to deal with the increasing risks arising from a growing number of dementia sufferers.</li> </ul>	

- > Launched A Fulfilling Tomorrow Existence Security-Oriented Level Payment Individual Pension Insurance (Variable Rate-Type) (Japanese only) 
- > Launched Joy for Tomorrow 2 Currency Selection-Type Existence Security-Oriented Individual Pension Insurance (Japanese only) 
- > Lifelong coverage of dementia and nursing care risks offering lump-sum payment + pension! Lifelong Nursing Care/Dementia Plan whole life insurance policy now available (Japanese only) 

# Work toward Realization of “Leaving No One Behind”






At the heart of the SDG-focused 2030 Agenda for Sustainable Development lies the mission of ensuring that everyone can enjoy productive and satisfying lives toward the future while leaving no one behind as the society progresses. These are also essential elements for a resilient and sustainable society that is to be achieved by 2030 through realizing the MS&AD Insurance Group’s Mission of “contributing to the development of a vibrant society and helping secure a sound future for the planet, by enabling safety and peace of mind through the global insurance and financial services business.”

Our Group will partner with various sectors in taking on the challenges of making insurance/financial services more widely available and utilizing insurance to resolve such issues as poverty, social disparities, and discrimination.

## Supporting Developing Countries

We are transferring insurance technologies to expand the communities and the number of individuals able to obtain insurance and engaging in social contribution activities in those areas that cannot be covered by insurance products or services.


### < Principal Approaches >

<p style="text-align: center;"><b>MSI</b></p> <p style="text-align: center;"><b>Offering fire insurance specifically for the housing of indigenous inhabitants in Malaysia</b></p>	<p>This package covers assistance schemes operated by Social Enterprize, EPIC Homes which is aimed at improving the living environment of indigenous people. By offering compensation, we provide peace of mind to the local indigenous people and support the participation of donors in the support scheme.</p> <p><a href="#">Press release (MSIG Malaysia)</a> </p>
<p style="text-align: center;"><b>MSI</b></p> <p style="text-align: center;"><b>Greater access to insurance and job creation in India</b></p>	<p>We have set up small shops equipped with insurance kiosks in villages, towns, and small and medium-sized cities across the country, and are thus helping to expand access to insurance in regions where insurance had been previously difficult to obtain.</p> <p>We have also contracted groups that are striving to create jobs in farming communities to issue insurance policies. This contributes to the process of creating jobs for women in farming communities where few job opportunities outside agriculture exist.</p> <p><a href="#">Cholamandalam MS General Insurance official website</a> </p>
<p style="text-align: center;"><b>MSI</b></p> <p style="text-align: center;"><b>Provision of Doreming Insurance Sales Service</b></p>	<p>We have begun collaborating to offer services linked to Doreming* in order to provide more people have not been able to access to insurance.</p> <p>(* ) A work attendance management system that enables employees to receive their wages via electronic money on a per-diem basis, thereby stabilizing and improving the livelihoods of low-income people who do not have bank accounts and are unable to utilize financial services.</p> <p><a href="#">The Japan Unisys Group, MSI, and Doreming Asia begin collaborative efforts to provide Doreming Insurance Sales Service (Japanese only)</a> </p>
<p style="text-align: center;"><b>MSI Aioi Life</b></p> <p style="text-align: center;"><b>Donations to help supply vaccines to the world's children</b></p>	<p>For each new policy sold among our &amp;LIFE brand of insurance products, we make a donation to the Japan Committee - Vaccines for the World's Children who use the donation to purchase vaccines.</p> <p><a href="#">Results of FY2018 sustainability efforts (Japanese only)</a> </p> 



## Efforts in Support of "Leaving No One Behind" in Japan

Through our business endeavors, we are aiming to ensure that no one is left behind, focusing on issues such as poverty, disparities, and discrimination in Japan.

### < Principal Approaches >

<p style="text-align: center;"><b>Group-wide</b></p> <p><b>Provision of easily comprehensible information</b></p>	<p>In addition to utilizing 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 and easily readable fonts (Universal Design Font, etc.) for use in pamphlets for our primary products together with easy-to-understand words, figures, and illustrations to convey information.</p>
<p style="text-align: center;"><b>MSI</b></p> <p><b>Support for raising public awareness about foster care systems</b></p>	<p>We have supported efforts to raise public awareness about Osaka's foster care system, which had the lowest foster placement rate in Japan.</p> <p>&lt; Specific efforts &gt;</p> <ul style="list-style-type: none"> <li>• Co-sponsorship of the Foster Care Forum (August 2017) hosted by Osaka Prefecture</li> <li>• Establishment of a new foster care insurance system (made-to-order- liability insurance) to strengthen the foster care support system</li> </ul>
<p style="text-align: center;"><b>MSI</b></p> <p><b>Development of an accident relief system linked to dementia ordinances (dementia "Kobe Model")</b></p>	<p>Having been entrusted with the administration of the accident relief system linked to Kobe's dementia ordinances, we have developed Japan's first comprehensive three-pronged coverage scheme for dementia: (1) accident relief (insurance), (2) system expansion (encouragement of early dementia testing), and (3) accident prevention (GPS tracking services by security companies).</p>
<p style="text-align: center;"><b>ADI</b></p> <p><b>Traffic safety training sessions for foreign residents in their native language</b></p>	<p>We have teamed up with Toyohashi City, home to numerous foreign residents, to hold panel sessions on traffic safety education for the Brazilian community that makes up the city's largest segment of foreign residents. We are preparing texts in Portuguese that explain Japan's traffic rules and expand on the need for sign up for insurance.</p>
<p style="text-align: center;"><b>ADI</b></p> <p><b>Affixing of Bell Marks to insurance products</b></p>	<p>As the only co-sponsor from the non-life insurance sector (as of April 2019), we are participating in the Bell Marks campaign which is designed to ensure that all children equitably receive education in productive environments. We have affixed the Bell Marks to all of the Tough-series products.</p> <p><a href="#">Guide to Bell Marks-designated insurance products (Japanese only)</a> </p>
<p style="text-align: center;"><b>Group-wide</b></p> <p><b>Fostering of Dementia Supporters</b></p>	<p>We are encouraging employees and agents to attend training classes for dementia supporter so that they can acquire accurate knowledge about dementia and the know-how needed to support dementia sufferers and their family members. We also encourage them to go to participate in monitoring activities as dementia supporters in their respective communities. In FY2018, the Group worked to encourage employees to attend the training classes for dementia supporters (approximately 8,000 employees have taken part in these classes as of the end of FY2018).</p>


## External Evaluation

- > Our automobile insurance claim forms have received User Universal Design certification. (Japanese only) 
- > We received the Gold Medal in the Japan Resilience Awards 2019 (Kobe Model). (Japanese only) 

## Cultivating a Sustainability Mindset among Employees

Employee participation in social contribution activities in their local communities not only advances the personal growth of the employees but also prompts them to learn more about social issues and consider the solutions needed to achieve a sustainable society. Social contribution activities carried out by corporate citizens extend the employees' antennas into communities and societies, foster ability to image, and build networks with communities. We, as a company, are providing opportunities for employees to engage in a variety of local activities alongside community residents both inside and outside Japan.

### < Principal Approaches >

<p style="text-align: center;"><span style="border: 1px solid black; padding: 2px;">Group-wide</span></p> <p><b>Social contribution activities carried out nationwide</b></p>	<p>Group companies are actively taking part in global environmental conservation/social contribution activities tailored to the needs of individual communities.</p>
<p style="text-align: center;"><span style="border: 1px solid black; padding: 2px;">Group-wide</span></p> <p><b>MS&amp;AD Unison Smile Club</b></p>	<p>This social action organization is operated by MS&amp;AD Group employees who support its activities by making donations in 100-yen units from their monthly salaries. The club makes donations to NPOs and other organizations and undertakes employee volunteer activities.</p> <p style="text-align: center;"><a href="#">MS&amp;AD Unison Smile Club</a></p> 
<p style="text-align: center;"><span style="border: 1px solid black; padding: 2px;">Group-wide</span></p> <p><b>Disaster volunteer activities</b></p>	<p>We are continuing our efforts to provide aid to the victims of the Great East Japan Earthquake as exemplified by our co-sponsorship of soccer classes featuring J-League players as well as sales events and running events to generate funds for reconstruction assistance. When floods or other disasters strike, employees obtain information on volunteer activities from their companies and disaster-hit areas, and then participate on their own in relief efforts in the disaster-hit areas.</p>

# Quality that Earns the Trust of Society

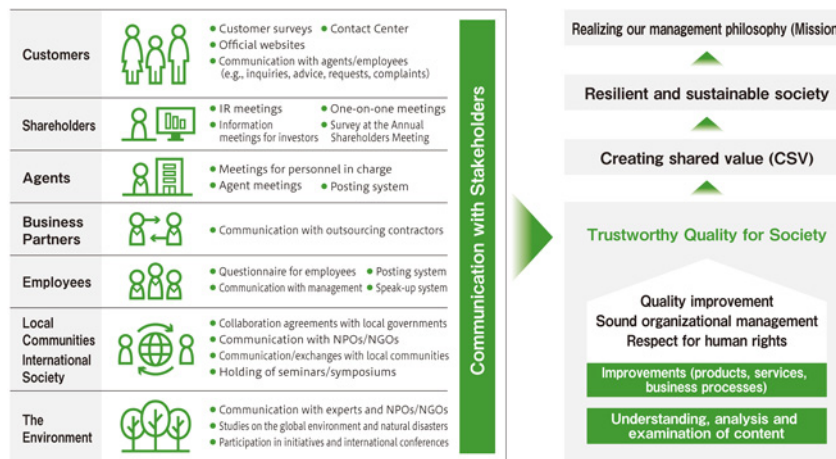
## Meeting the Trust of Society with High Quality

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.






## A 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. Because these policies align with the framework for consumer-oriented voluntary declarations called for by consumer-oriented management promotion organization comprising the Consumer Affairs Agency and other members, we announced the voluntary declaration in May 2019.

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

[Consumer-oriented voluntary declarations made by Group insurance companies in Japan \(Japanese only\)](#) 

**< Customer-first policy in the business operations > (Japanese only)**






- [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.](#) 

## Specific Initiatives in Customer-first Business Operations

Our Group is striving to manage its business affairs by placing high value on a "customer-first" attitude to ensure quality that earns the trust of society. The five Group insurance companies in Japan are engaged in efforts based on customer-first policy in the business operations and are periodically disclosing key performance indicators (KPI) that are used to objectively assess these efforts and the progress made.

Please see the official websites of these companies for specific information regarding the efforts/progress being made.

**< Customer-first Business Operations – FY2018 Overview > (Japanese only)**

- [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.](#) 












## < Principal Approaches >

<p style="text-align: center;"> <span>MSI</span> <span>ADI</span> <span>MSI Aoid Life</span> </p> <p style="text-align: center;"><b>Efforts to enhance customer convenience in obtaining policies</b></p>	<p>We have been developing and adopting more convenient and comprehensible procedural methods to provide information on insurance and services to a variety of customers.</p> <ul style="list-style-type: none"> <li>· Procedures for applying for and obtaining policies are available online</li> <li>· Procedures for obtaining policies without paper utilizing tablets and other devices.</li> <li>· Dissemination of information on insurance products using LINE</li> </ul>
<p style="text-align: center;"> <span>MSI</span> <span>ADI</span> </p> <p style="text-align: center;"><b>Prompt and courteous customer service during natural disasters</b></p>	<ul style="list-style-type: none"> <li>· We are helping to rebuild customers' livelihoods as soon 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, including earthquakes, typhoons, flooding, and heavy snowfall, and by rapidly settling insurance claims.</li> <li>· We have developed a RPA system which helps register accident claim information and settling insurance claims.</li> <li>· We have been sending out post-disaster messages of sympathy and condolence as well as information on insurance claims by LINE.</li> </ul>
<p style="text-align: center;"> <span>Group-wide</span> </p> <p style="text-align: center;"><b>Screening of insurance payments</b></p>	<ul style="list-style-type: none"> <li>· 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.</li> <li>· MSI and ADI disclose the number of such claims examined and the cases examined on their official websites.</li> </ul>
<p style="text-align: center;"> <span>Group-wide</span> </p> <p style="text-align: center;"><b>Operational improvements utilizing customer suggestions</b></p>	<ul style="list-style-type: none"> <li>· In accordance with the MS&amp;AD Insurance Group Basic Policy for Responding to Customer Communications, customers' opinions that are received through consultations, requests and complaints are collected, managed, and analyzed centrally, and then utilized to improve operations. The details and outcomes of these improvement efforts are being disclosed in sequence.</li> <li>· We have issued a declaration of conformity with ISO10002, guidelines for quality management, customer satisfaction, and complaint response at organizations that also serve as international standards for customer service. We are continually upgrading our services in keeping with customer views.</li> </ul> <p><a href="#">Basic Policy for Responding to Customer Communications</a></p>
<p style="text-align: center;"> <span>HD</span> </p> <p style="text-align: center;"><b>Use of customer satisfaction based on customer questionnaire surveys as a KPI*</b></p> <p style="text-align: center;">(*) Key Performance Indicator: an indicator used to quantitatively evaluate efforts</p>	<p>Among the indicators used for measuring the level the five Group insurance companies in Japan have continued their efforts 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</p> <p><a href="#">Targets and Results: "customer satisfaction indicated in a questionnaire survey when purchasing policies" and "customer satisfaction indicated in a questionnaire survey when receiving insurance payments"</a></p>
<p style="text-align: center;"> <span>Group-wide</span> </p> <p style="text-align: center;"><b>Inculcation of customer-first value orientation among employees/agents</b></p>	<p>We have been fostering a suitable corporate climate by infusing customer-first values into operations through education for employees and agents.</p> <p>&lt; For employees &gt;</p> <p>We conduct workplace meetings and arrange training and contests aimed at improving skills in all departments.</p> <p>&lt; For agents &gt;</p> <p>We provide agents with various training and online learning opportunities, and we seek to motivate them via an agent quality certification system.</p>

## 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.

### < Principal Approaches >

<p style="text-align: center;">   <b>Improvement of customer convenience</b> </p>	<p>We have utilized AI to develop a chatbot* that automatically responds to inquiries from customers 24/7 on our official website.</p> <p>(*) Chatbot, a portmanteau of “chat” and “(ro)bot,” is an AI-based automated conversation program.</p> <p> <a href="#">Launched a chatbot-based inquiry response service (Japanese only)</a>   <a href="#">Introduced a manned chat service to respond to customer inquiries (Japanese only)</a>  </p>
<p style="text-align: center;">   <b>Improvement of telephone response quality at call centers</b> </p>	<p>· To achieve higher-quality customer service, we have joined with Persol Works Design Co., Ltd., to develop and introduce an automated model for assessing the quality of telephone responses which can be installed at the Group company call centers.</p> <p> <a href="#">Developed an automated model for assessing telephone response quality at call centers (Japanese only)</a>  </p>
<p style="text-align: center;">   <b>Enhancement of accident responses</b> </p>	<p>We have developed and introduced a system to automatically and accurately describe accident conditions with text and illustrations by utilizing AI and telematics technologies.</p> <p> <a href="#">Introduced AI-based system to be used for automatically transcribing accident conditions from dashcams (Japanese only)</a>   <a href="#">Introduced a new claims handling system utilizing telematics (Japanese only)</a>  </p>
<p style="text-align: center;">   <b>Enhancement of claim settlement operations</b> </p>	<p>We have begun employing a solution provided by Shift Technology, a French start-up company, to detect fraudulent insurance claims.</p> <p> <a href="#">[An industry first] Solution to detect fraudulent insurance claims now in operation (Japanese only)</a>  </p>
<p style="text-align: center;">   <b>Strengthening of information security management</b> </p>	<p>In line with MS&amp;AD Insurance Group Information Security Management Basic Policy, we have been pursuing consistent system security management across the Group to ensure that service can be reliably provided in the face of rising cyber risks stemming from technological advances. We are also working to develop more robust information management system through activities such as establishing in-house regulations and educating employees.</p> <p> <a href="#">Information Management</a> </p>

## External Evaluation (Japanese only)

- We were selected as a Competitive IT Strategy Company in 2019. 
- We received the IT Special Award (Technology Application Award) in the 2018 Information Technology Award. 
- MSI obtained three-star ratings (the highest rating) in the HDI Rating Benchmarks in inquiry desks, and online support categories. 
- ADI obtained three-star ratings (the highest rating) in the HDI Rating Benchmarks in monitoring (telephone response) category. 
- Mitsui Direct General obtained three-star ratings (the highest rating) in the HDI Rating Benchmarks in inquiry desks, and online support categories. 
- MSI Aioi Life obtained three-star ratings (the highest rating) in the HDI Rating Benchmarks in inquiry desks, and monitoring categories. 



# 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.

# Promotion of Diversity & Inclusion

The MS&AD Insurance Group is convinced that providing all employees with opportunities to grow through work and to demonstrate their capabilities will result in greater corporate competitiveness. Creating management platforms that enable employees to play active roles, a business infrastructure needed for employees to take on dynamic roles, in addition to the use of diversity & inclusion key performance indicators (KPIs) to set numerical management targets, has been positioned as a priority in the Vision 2021 Medium-term Management Plan, and we are moving ahead with efforts to make this the source of the Group's comprehensive capabilities.

## Issuing the Diversity & Inclusion (D&I) Promotion Report

Group-wide

Our Group issues a D&I Promotion Report and makes it publicly available on our official website. This report presents the directions the Group has taken toward D&I, the projects being pursued by Group companies toward their common goals, and introduces specific D&I measures being implemented at individual Group companies.

### < Content of “Diversity & Inclusion (D&I) Promotion Report” >

> D&I Promotion Report 2019 (Japanese only) 

- Message from Group CEO
- D&I Promotion at the MS&AD Group
- Group's Current Data and Target Values
- Systems and Efforts to Promote Active Roles for Women
- Global Human assets Activities
- Active Roles for People with Disabilities, Support for LGBT Staff, Active Roles for Seniors
- Work-life Balance (Programs to Enable Employees to Continue Working)
- Creation of Environments Conducive to D&I
- Message from Diversity & Inclusion Officer
- Principal Awards Received from Government Ministries/Agencies




- > KPIs for Sustainability Initiatives: Ratio of females in managerial positions, Ratio of taking fully paid paternity/secondary leave
- > ESG Data/Reference Material: percentage and number of females among board members and corporate auditors, percentage and number of females in managerial positions

## Registration as Member of the 30% Club Japan

HD

In agreement with the vision put forth by the 30% Club Japan, our Group regards gender diversity as an urgent business issue that companies should address and, accordingly, is making committed efforts to cultivate female executives within the Group.

> MS&AD Joins "30% Club Japan" 

## Efforts to Realize an Inclusive Society through Support for Athletes

MSI

ADI

MSI Aioi Life

MSI Primary Life

We have been striving to realize an inclusive society in which a variety of people can play active parts by supporting sports for people with disabilities. Among the initiatives taken thus far include fostering and supporting athletes who are actively engaged in competitions, co-sponsoring sports organizations for people with disabilities, and attending competitions around Japan to cheer on the participants. In this context, we have been employing abled and people with disabilities 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.

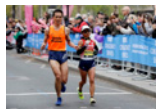




Photo: Reuters/Aflo



Photo: ©JEF United





> MSI x Sports (Japanese only) 

> AD Challenge Support, athlete support website (Japanese only) 


> MSI Aioi Life: Promotion and Support of Sports (Japanese only) 


## External Evaluation (Japanese only)

> We became the first non-life insurance company ever to receive an award in the Diversity & Inclusion Category at the 4th White Company Awards (2019). 

> We received the Minister of Internal Affairs and Communications Award recognizing us as one of the Top 100 Telework Pioneers. 

> We received a Gold rating (the highest) in Pride Index 2018, an index evaluating LGBT-related efforts. 

> We are the only non-life insurance company to be certified as a Tokyo Sports Promotion Company for four consecutive years! 

> We were certified as a 2018 Sports Yell Company for the second year in a row by the Japan Sports Agency. 

> For other awards and certifications, see the Diversity & Inclusion (D&I) Promotion Report.

# Encourage Employees to Learn and Think by Themselves, Take on Challenges and Continue to Grow

We live in a drastically changing society that can also be seen in our diversifying workforce. To ensure that our employees grow and play active roles, it is important that they find their work satisfying and rewarding, that they remain healthy and dynamic, and that they exercise originality and ingenuity to achieve their work goals so that both the individuals and the organizations can grow and better meet the expectations of society.

MS&AD Insurance Group aims to develop human assets(\*) with the goal of elevating the level of professionalism of each employee, pursuing betterment as opposed to remaining complacent with the status quo, and maximizing the organizational level power through the aggregation of individual capabilities.

(\*) Human assets: In the spirit of valuing the individual, the MS&AD Insurance Group refer to our employees as "human assets" rather than "human resources."

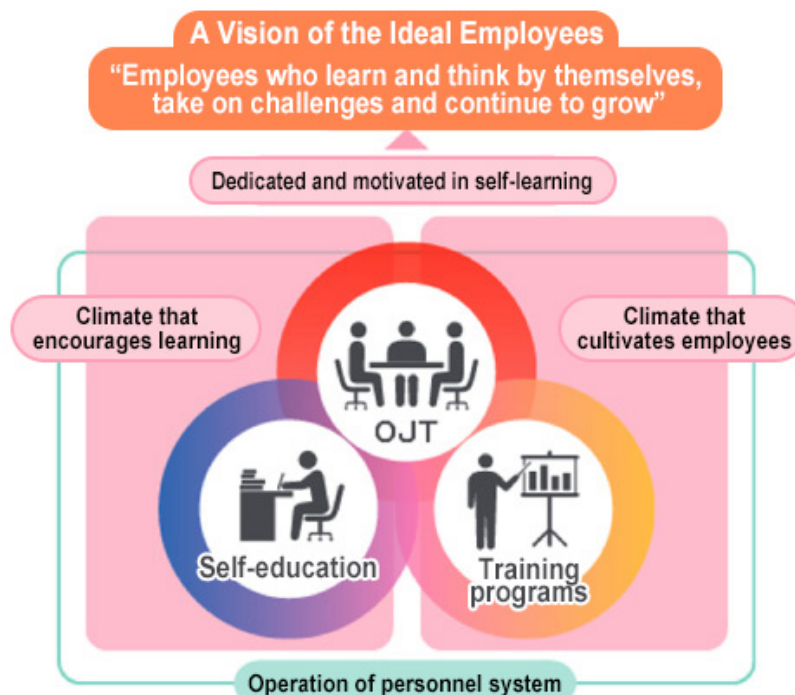
## A Vision of the Ideal Employees

Envisioning ideal employees as those "who learn and think by themselves, take on challenges and continue to grow", Group insurance companies in Japan have been offering education and assistance to promote training, OJT\*, and self-improvement so that our employees can work as professionals with pride and satisfaction. We provide a wide range of opportunities, including obligatory courses for all employees in an e-learning format that is more convenient for course participants.

More specifically, individual employees sketch out their career visions, undertake new efforts to realize these visions and bolster their own capabilities and skills through a target management system. Superiors engage in career dialogue during target challenge interviews (interviews with subordinates utilizing career vision sheets) and in other approaches to help employees achieve their career visions and to enhance communication between superiors and subordinates.

(\*) OJT: On-the-Job Training

### < Conceptual Image of Human Asset Development System >



## Enhancing Individual Strengths (Enhancing Individuals)

Group insurance companies in Japan provide training programs as well as outside correspondence courses and other opportunities for self-education in support of self-directed learning and growth to individual employees.

### < Our Development Program >



<b>MS&amp;AD Open College</b>	Classroom training to acquire business skills, such as problem-solving
<b>Trainee programs</b>	Voluntary in-house programs that enable employees to experience working in other departments/companies for short periods; among the aims of these programs are to further cultivate Group solidarity and improve communication  <a href="#">ESG Data/Reference Material (number of participants of the trainee system)</a>
<b>Post-challenge programs</b>	An open recruiting program 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.

## Enhancing Organizational Strengths (Enhancing Teamwork)

To maximize the performance of organizations (workplaces), we are conducting a variety of stratified training programs for employees at all levels to support improvement in their way of thinking and behavior.


### < Our Development Program >

<b>New employee training</b>	We have a fair and impartial approach to hiring personnel that respects diversity. Additionally, we are operating OJT programs to enable employees to smoothly integrate into their workplaces after joining the company and to put their workplace experience to good use in obtaining the needed knowledge/skills
<b>Training for managerial personnel</b>	We offer training to help employees understand their unconscious biases and to learn methods for recognizing and controlling their own biases. We also endeavoring to support the improvement of management and workplace communication capabilities to support human resources development across the board
<b>Training for female employees</b>	We have stepped up training and educational programs for female employees to promote career development of women (leaders' school, management seminars, and mentor programs for women, etc.)

 Support for "Meeting of male leaders to accelerate the success of leading female" (Japanese only) 

## Development of professional human assets

To respond to the advance of digitalization, the emergence of new risks, and other changes in social structure, we are systematically cultivating human assets with specialized skills who are capable of excelling on the world stage.

<p><b>Development of global human assets</b></p>	<p>We have put in place a framework for employees to mutually interact and improve themselves through friendly competition between overseas locations and Japan in order to foster internationally-minded specialists with expertise</p> <p>&lt; Examples of training and programs &gt;</p> <ul style="list-style-type: none"> <li>• Overseas training (learning business skills, languages, etc.)</li> <li>• Global trainee system</li> <li>• Temporary Transfer System for employees hired at overseas branches</li> </ul> <p><a href="#">ESG Data/Reference Material (number of participants in global trainee system, etc.)</a></p>
<p><b>Development of personnel to oversee digitalization*</b></p>	<p>We offer training programs designed to foster industry-ready personnel (digital business creators and data scientists)</p> <p>(*)Digitalization should not be limited to improving the efficiency and convenience of processes, services, etc., via digital technology but it should also help reform the Group's overall business operations</p> <p>&lt; Examples of training and programs &gt;</p> <ul style="list-style-type: none"> <li>• MS Digital Academy</li> <li>• Data science education programs for all employees</li> </ul> <p><a href="#">MS Digital Academy Established</a></p> <p><a href="#">Stepped up efforts to hire/train data scientists (Japanese only)</a> </p>
<p><b>Support for acquiring actuarial qualifications</b></p>	<p>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.</p>



## Fostering Personnel to Shoulder the Future (Internships)

We offer internships from the perspective of developing human assets through industrial-academic collaboration, and help students grow by ensuring that these internships provide them with opportunities to gain a deeper understanding of the significance and appeal of the non-life insurance industry through group work and workplace experiences.

Our proprietary internship program has been deemed noteworthy by serving as a model for other companies, and it has been selected by students to receive awards for excellence in the Internship Award, organized by Mynavi Corporation as the secretariat.

(2018 – MSI; 2019 – ADI)



 Selected by students to receive an Award for Excellence in the Internship Award 2019 (Japanese only) 

# Work Style Reform and Health and Productivity Management

As Japan’s birthrate declines and its society ages, securing an adequate workforce to enable our company to stay in business has become a major issue.

Keeping working employees healthy is essential not only to improve the quality of life (QOL) of the employees themselves but also to realize the MS&AD Insurance Group’s Corporate Philosophy.

Our Group provides venues for diverse personnel with a wide range of values to work together and pursue work style reform that will increase productivity while making their workplaces more comfortable and their work more satisfying, and creates health- and safety-conscious workplace environments to maintain and improve the physical and mental health of all employees.

## Promoting Work Style Reform

Work style reform is being implemented across the board by diversifying work locations and hours, restructuring employee roles, and adopting creative approaches to prevent long working hours.

### < Principal Approaches >

<p><b>Diversification of work locations/hours</b></p>	<p>We are diversifying previously fixed work locations and pursuing more diverse work styles for our employees</p> <p>&lt; Example efforts &gt;</p> <ul style="list-style-type: none"> <li>• Promoting mobile work (installation of thin-client PCs)</li> <li>• Implementing work from home programs and utilizing satellite offices</li> <li>• Introducing shift work and short-term work systems</li> </ul>
<p><b>Restructuring of roles</b></p>	<p>We are seeking to reform employees’ thinking and behavior to ensure that they perform their work even better, further improving their productivity and strengthening their competitiveness.</p>
<p><b>Prevention of long-term working hours</b></p>	<p>We are maintaining the health of individual employees and supporting work-life balance by preventing long working hours</p> <p>&lt; Example efforts &gt;</p> <ul style="list-style-type: none"> <li>• As a rule, employees must leave work before 19:00</li> <li>• Finishing times are shared within workplaces using “finishing time declaration cards” to foster awareness of differences in working hours</li> <li>• Industrial physicians provide one-to-one guidance to employees who operate PCs beyond a prescribed number of hours</li> </ul>
<p><b>Encouragement of paid leave</b></p>	<p>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</p> <p><a href="#">Targets and Results [the number of annual paid holidays taken]</a>  <a href="#">ESG Data/Reference Material (rate/days of paid leave taken)</a></p>

## Maintaining and Improving Employee Health

We are working to maintain and improve the physical and mental health of employees and to create better working environments.

### < Principal Approaches >

<p><b>Support to improve health</b></p>	<p>We conduct campaigns that encourage and support employees to carry out behaviors and lifestyle habits that improve health (self-care)</p> <p>&lt; Example efforts &gt;</p> <ul style="list-style-type: none"> <li>· Revamping day-to-day lifestyle habits by encouraging use of “Koko Kara Diary,” our proprietary app</li> <li>· Providing meal campaigns, walking plans, health challenge rally (health point system) plans, support to help people who are quitting smoking (subsidies to cover teletherapy expenses), etc.</li> <li>· Encouraging sneaker commuting, stair climbing (conducting a “2-Up/3-Down” campaign, displaying stickers on staircases showing calories burned), etc.</li> </ul>
<p><b>Improving health literacy</b></p>	<p>Establishing an environment that promotes the lifestyle practices needed to improve health and prompts employees to acquire greater knowledge/skills on mental health, etc.</p> <p>&lt; Example efforts &gt;</p> <p>E-learning, videos featuring top athletes promoting exercise, provision of information on lifestyle practices that include physical/mental health, diet, exercise, sleep, smoking, and provision of health education as part of health consultations and tier-specific training</p>
<p><b>Mental health care</b></p>	<p>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</p> <p>&lt; Example efforts &gt;</p> <p>Preventive activities: training, e-learning, stress checks, health consultations at workplaces</p> <p>Support for afflicted persons: consultations during rehabilitation</p> <p>Return-to-work support: preparations for returning to work during recovery periods, etc.</p>

## Creating Safety-conscious Workplaces (Compliance with Occupational Health and Safety Act)

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.

### < Principal Approaches >

<p><b>Uniform Group-wide medical checkup system</b></p>	<p>MS&amp;AD Holdings operates a uniform Group-wide medical checkup system so that employees can undergo standardized medical exams and analyses. For employees whose exam results require follow-up measures, we provide health guidance and encourage them to undergo further examinations by industrial physicians/nurses.</p> <p><a href="#">ESG Data/Reference Material (Consultation rate of medical checkup)</a></p>
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<p><b>Establishment of a suitable working environment</b></p>	<p>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</p>
<p><b>Prevention of workplace accidents</b></p>	<p>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.</p> <p><a href="#">ESG Data/Reference Material (Number of claims for work-related injuries)</a></p>




## 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.

### < Principal Approaches >

<p><b>Employee satisfaction surveys [Employee Satisfaction]</b></p>	<p>We periodically conduct opinion surveys of all Group employees. These surveys are used to instill the concepts of the Group's Corporate Philosophy, Corporate Vision, and Code of Conduct, to confirm whether a sense of Group solidarity is being fostered, and to check whether employees feel satisfaction and a genuine sense of growth with their work</p> <p><a href="#">Targets and Results (Employee satisfaction)</a></p>
<p><b>Mechanisms to make use of employee opinions in improving operations</b></p>	<p>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.</p>
<p><b>Dialogue with executives</b></p>	<p>We periodically arrange opportunities for employees and top-level executives to exchange views so that the employees' views can be incorporated into company management</p>

## External Evaluation (Japanese only)

- > We were recognized by the Ministry of Economy, Trade and Industry as one of the outstanding organizations in their health and productivity management certification program in 2019. 
- > We received the highest award for excellence (the Minister of Health, Labour and Welfare Award) at the 2nd Comfortable and Productive Company/Workplace Awards. 
- > We became the first insurance company ever to receive the Grand Prize at the 10th Work-Life Balance Awards. 

# ESG Data / Reference Material

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

Subject period:

FY2018 (April 1, 2018 - March 31, 2019)

Subject organization 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	○	77.6%	○	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 is indicated with ✓.

- [Organizational Governance](#)
- [Consumer Issues](#)
- [Environment](#)
- [Community Involvement and Development](#)
- [Human Rights/Labor Practices](#)

## ISO 26000 Core Subjects (Organizational Governance)

### Corporate Governance

As a company with a Audit & Supervisory Board, the Company will endeavor to improve governance by ensuring that independently appointed Audit & Supervisory Board Members appropriately act in their auditing functions, in addition to ensuring that the Board of Directors appropriately acts in its oversight functions, while strengthening the functions of each and actively disclosing information.

- [MS&AD Insurance Group The Basic Policies on Corporate Governance](#)
- [MS&AD Insurance Group The Basic Policy Pertaining to the System for Internal Controls](#)
- [MS&AD Insurance Group The Basic Policy for Management of Conflicts of Interest](#)
- [MS&AD Insurance Group Basic Policy Concerning Antisocial Forces](#)

### Directors (as of 24 June 2019)

Chairperson of the Board	Chairman (except holding concurrent post of President)
Number of Directors	12(*1)
Number of Outside Directors	5(*2)
Number of independent Directors	5(*3)
Number and ratio of women at the Board of Directors	2 / 16.7%

(\*1) Board members average tenure 3.9years

(\*2) Outside directors average tenure 2.4years

(\*3) The number of outside directors with relevant work experience in our company's sector : 1

## Corporate Auditors (as of 24 June 2019)

Establishment of Board of Auditors	Established
Number of Audit and Supervisory Board Member	4
Number of Outside Audit and Supervisory Board Member	2
Number of independent Audit and Supervisory Board Member	2
Number and ratio of women in corporate auditors	2 / 50.0%

## Nomination and Remuneration

[Detailed Information](#)

## Number of Meetings of Board of Directors etc.

Function		FY2018
Business Execution, Oversight	Board of Directors	12*1
	Governance Committee	4
	Group Management Committee	12
	Task-Specific Committees	
	Sustainability Committee	4
	Quality Improvement and Compliance Committee	4
	Group Management and Monitoring Committee	9
	Digitalization Committee	4
	Group Systems Committee	5
Auditing, Oversight	Group International Business Committee	2
	Risk Management Committee	4
Auditing, Oversight	Board of Auditors	11*2

(\*1) Outside Directors average attendance rate 93.1%.

All directors average attendance rate 97.2%

(\*2) Outside Corporate Auditors average attendance rate 100%

[Detailed information of Corporate Governance](#)

## Information Voting Right

Classification	Number of shares (shares)	Number of Voting Rights	Description
Shares without Voting Rights	-	-	-
Shares with Restricted Voting Right (treasury stock, etc)	-	-	-
Shares with Restricted Voting Right (others)	-	-	-
Shares with Full Voting Right (treasury stock, etc)	(Treasury Stock) 9,580,000 shares of Common Stock	-	Share Unit Number (100 shares)
Shares with Full Voting Right (others)	582,026,400 shares of Common Stock	5,820,264	Same as above
Shares Representing Less than One Unit	Common Stock 1,685,354	-	Fractional Shares (Less than 100 shares)
Number of Issued Shares	593,291,754	-	-
Total number of Voting Rights	-	5,820,264	-

## 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](#)

## Speak-up system (Whistleblowing system)\*1

Items	Coverage	Units	FY2016	FY2017	FY2018
Number of cases reported	Consolidated	cases	50	93	164*2

(\*1) We conducted an employee surveys to raise awareness of the whistleblowing system and to create a workplace where everyone feels comfortable speaking up (number of respondents to the 2018 survey: approximately 46,000 in Japan and 9,000 overseas)

(\*2) The number of reports has significantly increased as we revised the system to allow anonymous reporting and consultation in 2018.

[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 (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.](#)

## ISO 26000 Core Subjects (Environment)

### CO2 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. In line with this, we have established a target of 70% CO2 emissions reduction by FY2050 and 30% by FY2020 (Total of Scope 1 and 2) compared to the base year (FY2009). Even though we had several large-sale natural disasters which resulted in quite increased number of payouts, we have reduced our CO2 emissions (Total of Scope 1 and 2) from the previous year as a result of our continuous efforts for energy saving activities at our offices and data centers through initiatives such as work style reforms and our unique environmental management system, which is the MS&AD Our Earth Project.

With regard to data, we have obtained third-party assurance for the following new data items starting from FY2018: 1) the Category 3 in Scope 3, upstream emissions of purchased energy, 2) Total amount of waste recycling, and 3) Final disposal amount of waste. We strive to regularly assess our performance, identify the root course of problems, and take the next steps for further improve our operations.

(Percentage change from the previous year in parenthesis)

Items		Coverage	Units	FY2016	FY2017	FY2018	Third-Party Assurance
CO2 emissions (Scope1,2,3)		Consolidated	t-CO2	514,833 (7.4%)	513,320 (▲0.3%)	529,913 (3.2%)	
CO2 emissions (Scope 1)	Group Domestic + Other		t-CO2	19,717 (▲3.4%)	18,389 (▲6.7%)	17,174 (▲6.6%)	✓
	Consolidated		t-CO2	26,315 (5.2%)	27,948 (6.2%)	25,508 (▲8.7%)	✓
CO2 emissions (Scope 2) *	Group Domestic + Other		t-CO2	81,629 (▲2.4%)	65,196 (▲20.1%)	62,196 (▲4.6%)	✓
	Consolidated		t-CO2	94,615 (▲0.3%)	76,721 (▲18.9%)	71,897 (▲6.3%)	✓
CO2 emissions (Scope 1 and Scope 2 combined)	Group Domestic + Other		t-CO2	101,346 (▲2.6%)	83,586 (▲17.5%)	79,370 (▲5.0%)	✓
	Consolidated		t-CO2	120,930 (0.8%)	104,669 (▲13.4%)	97,405 (▲6.9%)	✓
CO2 emissions (Scope 3) *		Consolidated	t-CO2	393,904 (9.5%)	408,652 (3.7%)	432,508 (5.8%)	

(\* ) From FY2017 onwards, we report CO2 emissions associated with energy used by the tenants of MS&AD-owned buildings as Scope 3 emissions.

## CO2 emissions (Scope 3)

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2016	FY2017	FY2018	Third-Party Assurance
Category 2 Capital goods	Consolidated	t-CO2	39,376 (▲2.7%)	39,560 (0.5%)	60,904 (54.0%)	✓
Category 3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	Consolidated	t-CO2	11,219 (11.9%)	10,434 (▲7.0%)	10,132 (▲2.9%)	✓
Category 5 Waste generated in operations	Consolidated	t-CO2	2,948 (-)	2,750 (▲6.7%)	3,463 (25.9%)	✓
Category 6 Business trip by airplane	Consolidated	t-CO2	10,192 (-)	9,740 (▲4.4%)	4,295 (▲55.9%)	✓
Category 7 Employee commuting	Group Domestic + Other	t-CO2	7,332 (▲3.4%)	7,489 (2.1%)	7,388 (▲1.3%)	✓
Category 13 Downstream leased assets *	Consolidated	t-CO2	- (-)	8,013 (-)	7,352 (▲8.2%)	✓

(\*) From fiscal 2017 onwards, we report CO2 emissions associated with energy used by the tenants of MS&AD-owned buildings as Scope 3 emissions.



## 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	FY2016	FY2017	FY2018	Third-Party Assurance
Electricity *1	Consolidated	MWh	171,826 (0.1%)	144,737 (▲15.8%)	142,338 (▲1.7%)	✓
Heat supply	Consolidated	GJ	67,842 (15.1%)	62,426 (▲8.0%)	68,684 (10.0%)	✓
City gas *1	Consolidated	thousand m <sup>3</sup>	2,258 (11.9%)	2,113 (▲6.4%)	2,439 (15.4%)	✓
Liquefied Petroleum Gas	Consolidated	t	203 (7.5%)	183 (▲9.7%)	151 (▲17.3%)	✓
Heavy oil	Consolidated	k ℓ	107 (12.0%)	58 (▲45.8%)	51 (▲12.3%)	✓
Kerosene	Consolidated	k ℓ	192 (0.9%)	80 (▲58.4%)	50 (▲37.3%)	✓
Diesel oil	Consolidated	k ℓ	5.9 (▲4.5%)	6.5 (8.6%)	7.4 (14.6%)	✓
Gasoline	Consolidated	k ℓ	8,585 (3.7%)	9,256 (7.8%)	8,334 (▲10.0%)	✓
Total energy consumption *2	Consolidated	MWh	305,002 (2.5%)	282,737 (▲7.3%)	274,292 (▲3.0%)	✓
		GJ	1,098,008 (2.5%)	1,017,853 (▲7.3%)	987,452 (▲3.0%)	✓

(\*1) From FY2017 onwards, we report CO<sub>2</sub> emissions associated with energy used by the tenants of MS&AD-owned buildings as Scope 3 emissions.

(\*2) 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	FY2016	FY2017	FY2018	Third-Party Assurance
Paper		Group Domestic + Other	t	13,005 (▲6.6%)	11,085 (▲14.8%)	10,545 (▲4.9%)	
Proportion of paper with forest certification		MSI, ADI, MSI Aioi Life	%	17.2 (4.8%)	13.6 (▲20.9%)	12.8 (▲6.1%)	
Total water use		Consolidated	thousand m3	1,074 (18.1%)	961 (▲10.5%)	998 (3.8%)	✓
Disposed waste	Total	Consolidated	t	10,551 (17.8%)	10,962 (3.9%)	10,157 (▲7.3%)	✓
	Recycled		t	5,837 (26.5%)	4,804 (▲17.7%)	4,523 (▲5.8%)	✓
	Final disposal amount		t	4,714 (-)	6,158 (30.6%)	5,634 (▲8.5%)	✓
Business trip (Aircraft use only)*		Consolidated	thousand passenger -km	45,025 (-)	46,759 (3.9%)	47,127 (0.8%)	✓

(\* ) We have revised the calculation method based on the results for fiscal 2018. Using the same method on the results for fiscal 2017, it would be 113,224 thousand passenger-kilometer.

## Renewable Energy Generation (Photovoltaic Power)

We have installed solar power generation systems in our four major buildings, and are promoting to reduce CO2 emissions by using such renewable energy.

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2016	FY2017	FY2018	Third-Party Assurance
Energy Generation*1	4 Buildings*2	kWh	56,212 (▲0.7%)	57,109 (1.6%)	57,275 (0.3%)	✓

(\*1) All generated electricity is for self-consumption.

(\*2) MSI Surugadai Main & New bldgs, MSI Osaka Yodoyabashi bldg, ADI Tokyo Customer Center bldg.

## Cost Effect

Items	Coverage	Units	FY2016	FY2017	FY2018
Electricity *1	Consolidated	thousand JPY	▲24,098	▲414,372	▲69,920
Gasoline *2	Consolidated	thousand JPY	38,316	91,525	▲138,144
Copy Paper	Group Domestic + Other	thousand JPY	▲5,265	▲45,825	▲15,463

(\*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	Units	FY2016	FY2017	FY2018
Ratio of Web Policy Clause *	MSI, ADI	%	75.2	76.8	76.4
Number of Agents and companies with certification under Eco Action 21	MSI, ADI	companies	241	132	121
Number of maintenance shops implementing Eco-inspection, Eco-maintenance	MSI	companies	391	386	379

(\* ) Online "Terms & Conditions" in consideration of environment

## ISO 26000 Core Subjects (Community Involvement and Development )

Through our Group's social contribution activities and involvement in and support for community development, companies can help their employees become interested in understanding the community and society, be creative, and be able to build a network with the communities. Based on these ideas, the Group provides our employees with opportunities to take part in social contribution activities, and we have seen the number of participants is increasing. In fiscal 2018, over 70% of employees in Japan joined the social contribution activities. If our employees think it difficult to spare time to physically participate in these activities, they can alternatively make a monetary contribution through the employees' social contribution activity team. The monetary contributions start at 100 yen, and the contributions are withdrawn from their monthly salaries. We also strive to disclose social contribution expenditures, including conversion of social contribution activities.

Items		Coverage	Units	FY2016	FY2017	FY2018
Number of acquirer of Volunteer leave		MSI, ADI, MSI Aioi Life	people	7	26	23
Number of acquirer of Volunteer suspension		MSI, ADI, MSI Aioi Life	people	1	2	0
Number of employees engaged in social contribution activities		Group Domestic	people	19,861	20,022	23,601
MS & AD Unison Smile Club Number of members		Group Domestic	people	16,159	15,701	15,414
Disaster Relief Donation Matching Gift Program	Donated amount *1	Consolidated	thousand yen	53,691	29,455	50,230
	Number of participants *2	Consolidated	people	21,010	10,594	21,129
corporate philanthropic contributions		Group Domestic	thousand yen	1,719,120	1,271,451	1,519,660
(Breakdown) Purpose	Charitable Donations			675,620	614,930	821,730
	Community Investments			327,410	303,441	303,330
	Commercial Initiatives			716,090	353,080	394,600
(Breakdown) Money conversion	Cash contributions			1,607,340	1,155,290	1,413,220
	Employee volunteering during paid working hours			7,690	15,749	750
	In-kind donation, facility opening etc			7,340	16,270	14,600
	Management overheads			96,750	84,142	91,090

(\*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	FY2016	FY2017	FY2018	Third-Party Assurance		
Number of the Group employees *1  Temporary employees are superscripted as the average number of annual temporary hires in the bracket.	Consolidated	male- female combined total		people	40,641	41,295	41,467			
					(10,150)	(9,745)	(9,142)			
					20,350	20,173	19,914			
					20,291	21,122	21,553			
	Group domestic	male- female combined total			31,591	31,823	32,182			
					(9,458)	(9,108)	(8,612)			
					16,057	15,772	15,598			
		companies				MSI	14,650	14,572	14,577	
						ADI	13,052	13,287	13,657	
						MD	581	571	545	
						MSA	2,595	2,609	2,604	
						MSP	384	394	400	
		holding company				HD	329	390	399	
		Domestic employees (including group companies) /Consolidated employees				77.7%	77.1%	77.6%		
		Overseas	male- female combined total				8,759	9,184	8,958	✓
(656)	(603)			(507)						
4,072	4,190			4,073						
4,687	4,994			4,885						
Overseas employees/ Consolidated employees				21.6%	22.2%	21.6%	✓			

	Other *2	male-female combined total		people	291	288	327	
			male		221	211	243	
			female		70	77	84	
	Other employee/ Consolidated employees				0.7%	0.7%	0.8%	

(\*1) Excludes executive officers and employees on leave.

(\*2) Risk-related services businesses operated by the Group Companies other than those in the domestic insurance industry

## Number of Employees by Age

Items	Coverage			Units	FY2016	FY2017	FY2018
Number of Employees by Age (Group Domestic)	Under 30	male-female combined total		people	-	6,428	6,919
			male		-	2,097	2,235
			female		-	4,331	4,684
	30~39	male-female combined total			-	7,172	7,121
			male		-	3,128	3,101
			female		-	4,044	4,020
	40~49	male-female combined total			-	9,124	8,694
			male		-	4,579	4,137
			female		-	4,545	4,557
	50~59	male-female combined total			-	7,348	7,620
			male		-	4,481	4,602
			female		-	2,867	3,018
	60+	male-female combined total			-	1,751	1,828
			male		-	1,487	1,523
			female		-	264	305

## Employment

Items	Coverage		Units	FY2016	FY2017	FY2018
Average age *1	Group domestic	male-female combined total	age	41.7	41.6	41.5
		male		44.6	44.6	44.6
		female		38.6	38.7	38.7
Average length of service	Group domestic	male-female combined total	year	12.6	12.8	12.8
		male		13.5	13.7	13.8
		female		11.7	11.9	11.9
New-graduate recruits *2	Group domestic	male-female combined total	people	1,327	1,352	972
		male		377	417	311
		female		950	935	661
Turnover rate *3	Group domestic	male-female combined total	%	2.8	2.7	2.8
The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation *4	HD	male-female combined total	times	9.7	9.4	12.4

(\*1) The end of March of each year

(\*2) The number of new hires in April of each next year

(\*3) Exclude retirees and are calculated based on voluntary resignees

(\*4) The total CEO Compensation / The mean employee compensation

## Diversity

We are promoting diversity and inclusion (D&I) initiatives in order to create a working environment where all employees with different backgrounds, characteristics, and values can fully demonstrate their abilities and play active roles. The percentage of females in managerial positions is steadily improving, with the aim of achieving the target of 15% in FY2020.

Items	Coverage		Units	FY2016	FY2017	FY2018	Third-Party Assurance
Employment rate and number of employees with disabilities	Group domestic		%	2.52	2.37	2.37	✓
			people	755	719	711	✓
Rehiring Program after retirement Number of users *1	Group domestic		people	1,008	1,133	1,173	
Percentage and number of females among board members and corporate auditors *2	HD	Directors	%	16.7	16.7	16.7	
			people	2	2	2	
		Corporate Auditor	%	50.0	50.0	50.0	
			people	2	2	2	
Percentage and number of females in managerial positions *3	Group Consolidated	Total managerial positions	%	12.7	15.7	18.1	✓
			people	1,200	1,292	1,514	✓
	Group domestic	General Managers	%	2.8	3.4	4.1	
			people	35	36	47	
		Managers	%	7.9	11.3	14.3	
			people	516	577	735	
		Total managerial positions	%	7.1	9.9	12.4	✓
			people	551	613	782	✓

(\*1) Number of people newly or consecutively re-employed

(\*2) Approved at shareholders meeting held each next fiscal year.

(\*3) As of April 1st next fiscal year for Group Domestic. As of December 31st for Overseas insurance subsidiaries



## Human Rights

In February 2017, the Group established the 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	FY2016	FY2017	FY2018
Training of Human rights *	Group domestic	%	100	100	100

(\*) Ratio of the business units that completed mandatory human rights trainings which require all employee participation

Items	Coverage	Units	FY2016	FY2017	FY2018
Labor union membership rate	Group domestic	%	90.2	93.8	93.9

## Human Asset Development

Items	Coverage	Units	FY2016	FY2017	FY2018
Number of participants of the Trainee System*1	Group domestic	people	522	568	794
Number of participants of the Global Trainee System*2	Consolidated	Total	90	118	112
		Domestic employee	38	67	51
		Local employee	52	51	61
Number of participants of the overseas career training program*3	Group domestic	people	41	55	52
Number of participants of the Temporary Transfer System to Headquarters from Overseas Branches*4	Consolidated	people	11	9	11

(\*1) Short-term program which allows employees to experience work they have never done before, at the request of the employee.

(\*2) Short-term program which allows employees in Japan to experience working at overseas subsidiaries, as well as local employees at overseas subsidiaries to experience working at the head office.

(\*3) MBA dispatch program, and training program which allows employees to experience working for a year at overseas subsidiaries or insurance companies.

(\*4) 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.

## Employee satisfaction \*1

Items	Coverage	Units	FY2016	FY2017	FY2018
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	4.2	4.3	4.3

(\*1) The results of the opinion poll asking all Group employees (all-employee average on a 6-point scale, Scope: 36,546 all domestic employees including temporary employees at the time of survey, Response rate: 96.1%).

(\*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

We have been developing an effective system that helps employees actively work with satisfaction and with the feeling of growth by balancing their work and personal life. In particular, we have set KPI for the rate of male employees taking childcare leave, and encouraged them to take part in the program.

Items	Coverage*1		Units	FY2016	FY2017	FY2018
Temporary leave before / after childbirth Number of acquirers	Group domestic		people	646	708	788
Number of employees taking childcare paid leave	Group domestic	male-female combined total	people	849	994	1,026
		male	people	204	304	289
		female	people	645	690	737
Acquisition rate of childcare paid leave	MSI, ADI	male-female combined total	%	74.3	78.0	85.2
		male	%	44.8	58.0	63.9
		female	%	95.4	98.6	98.0
Flexible working hours for childcare Number of acquirers	Group domestic	shorter hours	people	851	982	1,126
		flextime	people	78	41	70
		change of Starting / finishing time	people	34	44	65
Temporary retirement for nursing Number of acquirers	Group domestic	male-female combined total	people	17	9	17
		male	people	5	1	1
		female	people	12	8	16
Flexible working hours for nursing Number of acquirers	Group domestic	number of acquirers	people	9	13	22
Paid leave	Group domestic	ratio of days taken*2	%	56.1	54.7	66.2
		days taken	days	15.7	16.0	15.6

(\*1) Includes temporary employees

(\*2) 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	FY2016	FY2017	FY2018	Third-Party Assurance	
Number of claims for work related injuries	Group domestic	Total	cases	227	178	162	
		Work-related accident	cases	113	76	66	
		Accident during commute	cases	114	102	96	
		Fatality accident	cases	0	0	0	
Consultation rate of Medical Checkup*1	Group domestic	%	100	100	100		
Absentee rate*2	Group domestic	%	-	0.561	0.565	✓	

(\*1) Number of employees undergoing medical checkup consultation / number of employees

(\*2) Total days lost due to absenteeism / Total days scheduled to be worked