

# The Insurance Group You Can Trust

Corporate Responsibility Report 2010

Special Topics



**Words each and every one of us in the  
T&D Life Group always takes to heart.**

**Try —— take up the challenge,  
Discover —— open up a new frontier.**

People encounter all sorts of things in their lives  
and sometimes quite unforeseen events happen.

We always want to shine the way for them.

To make happy times even happier.

To make warm moments even warmer.

To help people make their dreams come true.

To help them overcome difficult times.

To protect our customers and provide them with peace of mind  
in keeping with these wishes — that is our job.

That is why we constantly work to enhance our ability,  
and broaden our scope step by step.

**Try —— take up the challenge,  
Discover —— open up a new frontier.**

Our “Try & Discover” story continues.

This year we publish our Corporate Responsibility Report in two separate documents, “Special Topics” and “Data Edition.” This Special Topics brochure focuses on three aspects of our activities while the Data Edition figures out details of our corporate responsibility activities in accordance with the GRI Guidelines. The Data Edition is available on our website at <http://www.td-holdings.co.jp/e/csr/>.



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## T&D Life Group’s Corporate Philosophy

With our “Try & Discover” motto for creating value, we aim to be a group that contributes to all people and societies.

## T&D Life Group’s Management Vision

1. Aim to provide the best products and services to increase customer satisfaction.
2. Aim to increase the value of the group by expanding and creating value in areas where the group can take full advantage of its strengths.
3. Broadly fulfill our social responsibilities with high ethical standards and strict compliance practices.
4. Aim to be an energetic group whose employees are encouraged to be creative and to take action.

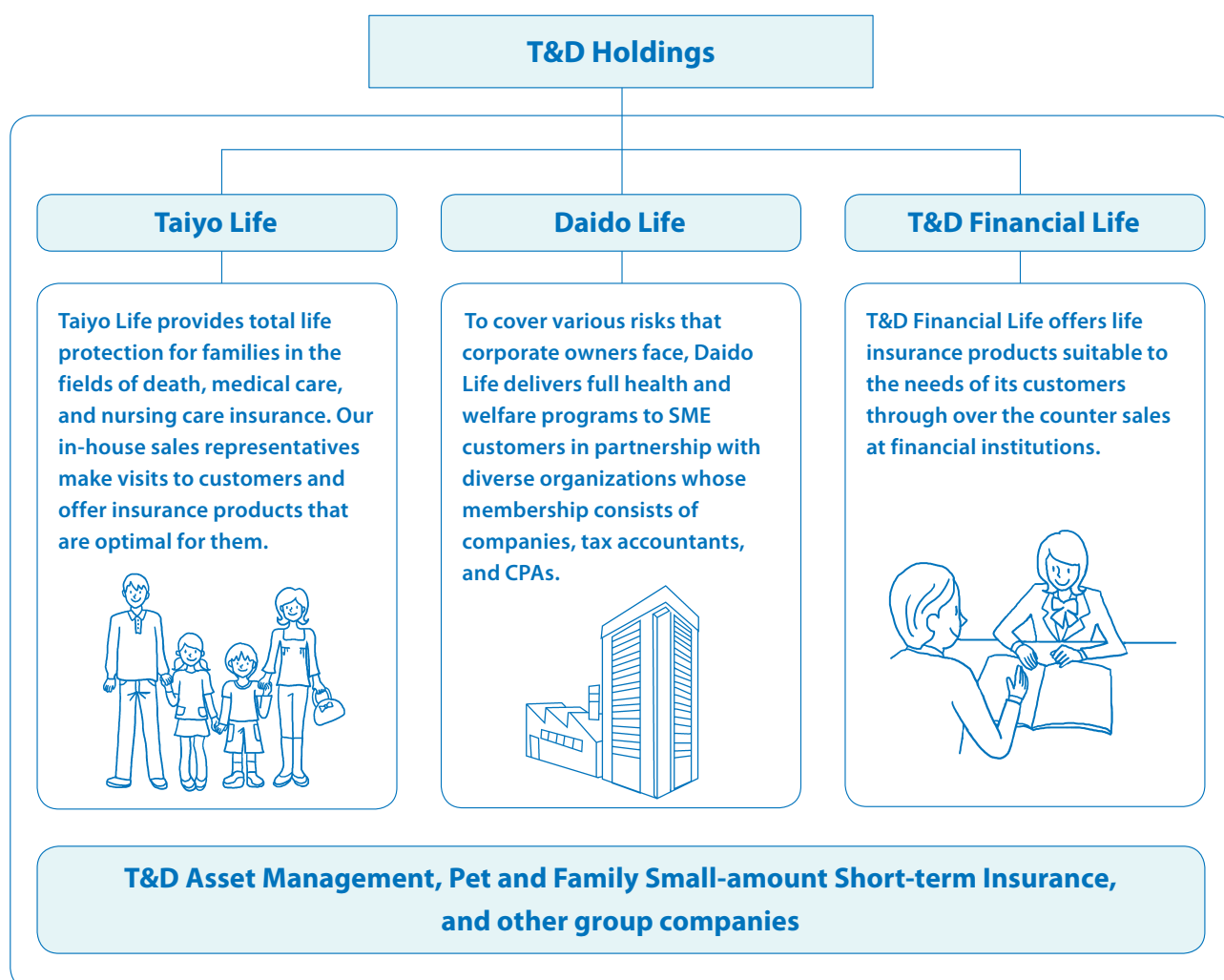
Chapter  
1

# “Try & Discover” for Our Customers



## About the three life insurance companies in the T&D Life Group

The T&D Life Group is a corporate group mainly consisting of three life insurance companies (Taiyo Life, Daido Life and T&D Financial Life) under the group holding company, T&D Holdings.



The three companies make the most of the strengths and uniqueness of their respective business models in a continuous process of “Try & Discover” to be of assistance to customers in various situations requiring insurance.

## Working to improve employees' consulting skills to enable them to make proposals matching the life plans of customers



**Megumi Yamamoto**  
Sales representative  
Machida Branch

After joining the company, I first learned about the role and importance of insurance in the eCompass training program. You can only make recommendations about insurance to customers if you have a good knowledge of it yourself. Each and every encounter with customers is a special one. Some customers say they realized the importance of insurance by listening to my remarks. This gives me a keen appreciation of how vital it is to try and deliver your message to the customer surely and accurately. I have now been with the company about a year, and hope to draw on what I have learned and experienced so far to be of assistance to customers by thinking from their perspective. Although it may be hard for me to discharge my homemaker duties as well, I also want to take up the challenge of qualification as an FP (financial planner) with the company's encouragement in order to obtain knowledge of finance as a whole.

\* Ms. Yamamoto passed the qualifying exam of 3rd Grade Certified Skilled Worker of Financial Planning in May 2010.



**Masami Murota**  
Sales representative  
Toyonaka Branch

I once heard a person from another insurance company giving a customer a very involved explanation other than insurance products, and realized that I still had a lot to learn. And I tried for FP qualification without any hesitation. All sorts of knowledge are definitely needed to propose means of protection for customer contingencies. And now when I tell customers they need insurance, I can give them detailed figures about survivorship annuities and others. When some customers consulted me about succession, they were really grateful as I told them about tax deductions utilizing life insurance, which needs advance preparations.



**Tamae Misato**  
Sales Education Division  
Sales Department

By working to get qualified as an FP, all sales representatives really grow. Personnel who can make efforts toward various goals also can make efforts on behalf of their customers. I would like to see all of them grow into employees who are always determined to protect the interests of all Taiyo Life customers, take pride in their work, and know how to convey the worth of life insurance. We in the Sales Education Division are going to offer support to our sales representatives for continued incorporation of new knowledge in areas such as public security systems and legislative amendments.

Taiyo Life aims for the early development of employees after their hiring into personnel equipped with the capabilities and wide-ranging knowledge needed to formulate funding plans in line with the life plans of their customers. To this end, it has introduced FP education curriculums into eCompass, its program for educating new hires, and encourages employees to obtain FP qualification.

### Other companies in the T&D Life Group are also putting effort into education

#### Daido Life

Sales representatives must get a firm grasp of customer needs, which are diversifying and becoming more sophisticated, and practice high-quality consulting-oriented sales. For this reason, Daido Life has set up its own E-DFP (Executive Daido Financial Planner) system whose purpose is enabling its sales representatives a wide range of specialized knowledge in areas including taxation, finance, and financial products. Employees who pass exams in six courses of the Life Insurance University program and exams for Certified Skilled Worker of Financial Planning (on the level of 2nd grade or above) are certified under this system.

#### T&D Financial Life

T&D Financial Life offers practical trainings to wholesalers (staff assigned to assist agents) including knowledge on insurance and other financial products, asset management, laws and regulations, and financial systems as well as presentation skills for accurately explaining features of our products to customers and agents.





## Making sincere efforts to serve corporate owners from the perspectives of our customers



Yoko Suzuki  
Kawasaki-Kita Sales Office  
Shin-Yokohama Branch

### Customers give me energy—building firm relations with integrity and sincerity

This is my 17th year of continuous work in sales to people who run small and medium enterprises. When dealing with customers, I always strive for integrity and sincerity. I believe that putting the customer's interests first instead of your own helps you build relationships with customers that stay firm into the long term. While a review of existing policies might have led to cancellation, once I made the rounds of all customers whose policies were up for review, along with proposals of new products. I did this because I considered it part of my duty, but it also pleased my customers. My source of energy is my customers. I am glad to have made their acquaintance, and feel fortunate to be able to do this job day in and day out. Even when I am feeling low, talking with a customer brings me up. It's as if they recharge my batteries.

### Pursuing ease of understanding for the customer

After experiencing sales for five years in Hiroshima, I took my present post in April 2010. I prepare sales materials and other aids for use in explaining the need for protection and specific products to customers. My goal is to keep producing materials that are easy for customers to understand and interesting to them. When thinking, I always try to put myself in the customer's shoes in the process. If you are at the desk too long and don't get out, you are apt to be bound by fixed ideas. I try to get actual opinions from the front lines of sales while drawing on my own experience. While remaining thankful to our customers for choosing Daido Life, I am going to continue striving to grow myself in my routine work of serving as a bridge between them and our company.

Yukari Amano  
Sales Support Division  
Product Department



Daido Life has always aspired to the practice of easy-to-understand sales and service activities that make good sense to customers in all areas, from product offering to post-sales services and payments. We are striving to remain solidly supported by our customers as a company they patronize with complete peace of mind.

### Other companies in the T&D Life Group are also working to build and keep the trust of customers

#### Taiyo Life

Taiyo Life obtained third-party certification under ISO 10002, the international standard related to Quality management—Customer satisfaction—Guidelines for handling of complaints within organizations, in March 2008. It is working to improve its business through efforts grounded in customer views. Since obtaining its certification, it has undergone regular conformity assessment by a third-party certifying organization once a year.

#### T&D Financial Life

The employees at our customer service center are communicators who have received training of a both sophisticated and practical nature. They aspire to politeness, speed, and accuracy in their handling of inquiries and requests phoned in from customers across the country. Their goal is provision of customer services of the highest quality.



## Supporting wealth building of customers in collaboration with financial institutions and trying to achieve customers' wishes through concerted company-wide efforts



**Junichi Fujiwara**  
Wholesaler  
Sales Team Leader  
East Japan Sales  
Promotion Office No. 2  
Business Promotion  
Department

### Constantly taking up challenges while cherishing "relationships" and the "three perspectives"

I am assigned to support for sales of products over the counters of banks and other financial institutions. While I deal directly with my assigned counterparts at these institutions, beyond them are the end-user customers. Although they may want to increase their assets, the customers themselves may not have any specific idea of how and when to use their funds, surprisingly enough. In such cases, the task is to elicit the latent needs of the customer in order to select the optimal plan and product for them. This requires work with thought from three perspectives—your own, that of the counterpart, and that of the customer. The linkage among the different people is critical to the job. I therefore take step after step for communication, and feel gratified when it gets results. I hope to continue treasuring ties with the people I meet and forging strong bonds with them.

### Product development begins with listening to the customers

Our job is to develop products that meet the wants and needs of customers. It begins with the process of listening to customer views in the form of questionnaire responses and feedback from customer service centers. We also try to stay constantly apprised of customer wants and needs through agents. In considering proposed products, we learn about the tasks required for commercialization from the concerned in-house units, and coordinate things in order to discharge them, one by one. We check items such as the understandability of the product and appropriateness of the protection, and also make calculations of insurance prices in drafting products. Our company actively incorporates new schemes and is working to bring out life insurance that meets wants and needs that have been present but remained unmet so far. Through concerted efforts every single day, we continue to take up the challenge of delivering peace of mind and satisfaction to customers through products that are better and a step ahead.

**Yoshihiro Hatakeyama**  
Product Planning  
Division Manager  
Product Business  
Department



T&D Financial Life offers a rich assortment of products to address needs related to preparation of funds for a comfortable second life and protection for surviving family. We hope to build a solid position for ourselves in the field of life insurance sales through over-the-counter channels at financial institutions and others.

### Other companies in the T&D Life Group also offer better products in response to customer wishes

#### Taiyo Life

In its product development activities, Taiyo Life rigorously pursues ease of understanding by the customers. With its "Hoken Kumikyoku Best" lineup, it is able to propose policies tailored to the requirements of the individual customer. In March 2010, the line-up was further strengthened by the addition of "Life Support Insurance."

#### Daido Life

In October 2010, Daido Life is going to launch sales of non-participating insurance for serious illnesses, to hedge the risk of cancer, acute myocardial infarction, and strokes among corporate owners.

The information concerning insurance products on this page is provided for the purpose of describing corporate responsibility activities in the T&D Life Group, not for that of insurance product offering. For more detailed information on products, please see the product pamphlets and others.

Chapter  
2

## “Try & Discover” as a Good Corporate Citizen



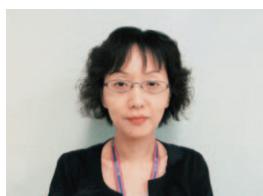
### National Sports Games for the Disabled @ Niigata

**Daido Life is a special supporter of the National Sports Games for the Disabled. It set up a game area in the Fureai Plaza, a space for communication with the participating athletes and others. Executives and employees of both Daido Life and Taiyo Life did volunteer work for the event.**



Opening ceremony (upper), Racing event (lower)

In the Fureai game area, visitors enjoyed bowling, ring tossing, and yo-yo fishing.



Midori Miura  
Niigata Branch  
Taiyo Life

#### Positive about volunteer activities

It was the first time for me to volunteer, and I was worried about what I could do to make myself useful. There was a very good turnout and everybody enjoyed themselves. Before I knew it, the event was over. I realized that, although I hadn't had any such opportunities in my own life, I could be of some help by participating on such occasions. This has given me a positive attitude about doing volunteer work.

### About National Sports Games for the Disabled

In 1992, when the company celebrated its 90th anniversary, the first National Sports Games for the Mentally Handicapped (Yuaipic)\* was held in Japan, and Daido Life has been a special supporter of this annual event ever since. It is the largest sports event for people with disabilities in Japan, aimed at helping the disabled experience the joy of sport, deepen public understanding about the disabled and promote greater social participation by the disabled. Every year, Daido Life sets up a site called Daido Life Corner in the Fureai Plaza where the athletes and others interact. Many executives and employees

of Daido Life volunteer at this event. Since 2000, Taiyo Life has also taken part in volunteer activities at the Games and is thereby widening the circle of participation by the T&D Life Group.

\*The National Sports Games for the Mentally Handicapped merged with the National Sports Games for the Physically Disabled in 2001, and has been held as the National Sports Games for the Disabled since then.



## Nationwide Clean Campaign @ Shiodome

Concerned employees from other companies of the T&D Life Group also participated in the Nationwide Clean Campaign, a community clean-up drive initiated by Taiyo Life. Throughout the Group, employees shared the desire to take care of the area and environment where they work.



### Having fun while working for the community and environment



Yuiko Itagaki  
Real Estate General  
Affairs Division  
Daido Life

People are apt to have the preconception that you cannot do volunteer work without a keen sense of serving others, but my participation with senior employees and peers on good terms with me surprisingly turned out to be a lot of fun. Picking up litter in the heat gives you a graphic lesson in the importance of not littering in the first place. Companies use large quantities of paper, electricity, and water, and I intend to continue taking an active part in such activities while enjoying myself, with the idea of making a commensurate contribution to the community and environment.



Yasumi Chiba  
Business Administration  
Division  
Customer Service  
Department  
T&D Financial Life

### Real feelings of responsibility and gratitude to the community

While I was picking up litter, people on the street thanked me and told me I was doing a good job. Experiencing this kind of warmth from the community, I felt a sense of responsibility and gratitude to the area where I work. With volunteer work, the important thing is to take the first step, beginning by doing what you can. It feels good to tackle a single task together with all sorts of people beyond the corporate framework. I look forward to taking part in the campaign every time.

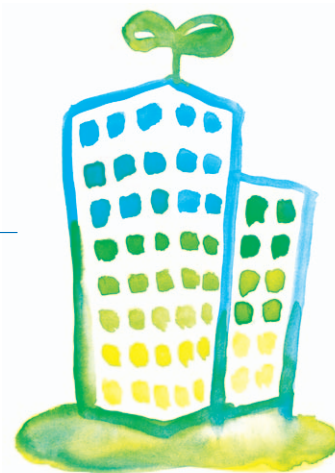
## About the Nationwide Clean Campaign

As part of its activities for contribution to the community, Taiyo Life began the annual cleaning of the vicinity of its Head Office in 1982. In 2004, it renamed this activity the "Nationwide Clean Campaign," and its branches in all parts of the country, from Hokkaido in the north to Okinawa in the south, began clean-up campaigns in the surrounding community. In fiscal 2009, the Campaign attracted the participation of 8,704 persons (executives, employees and their families) from the Head Office, affiliated firms, and branches.

With the cooperation of Tokyo's Minato Ward Office and the participation of corporate members of the Minato Eco-conscious Consortium and local residents, the Head Office (in Tokyo's Shiodome district) conducted the "Big Clean-up Project" coordinated with the activity promoting thorough compliance with the Minato Tobacco Rule (prohibition on smoking outside the designated areas, smoking while walking, and littering of cigarette butts). On the day of the project, executive and employee volunteers from the Group companies (including Daido Life, T&D Financial Life, T&D Asset Management, and T&D Holdings and others) took part in the event.

Chapter  
3

## “Try & Discover” to Protect the Global Environment



### Concern for environmental burden by our business activities is part of our social responsibility

Each and every executive and employee of the T&D Life Group is keenly aware of the environmental consequences of our business and striving to reduce environmental burden.

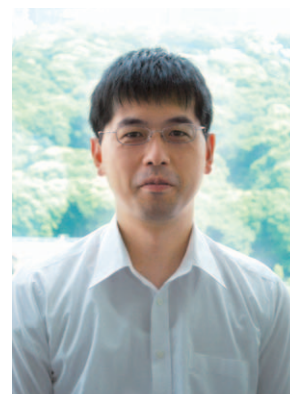
#### Communication measures as also effective for group-wide approaches

As part of my duties at T&D Holdings, I am involved in group-wide approaches to environmental management, which requires management of data on environmental burden and the setting of common targets in coordination with Group companies and building owners, and activities such as the “Lights Down” Campaign.

To help these approaches take effect, I believe it is also important to take special steps in the aspect of communication by repeatedly encouraging even routine acts and putting together programs that make an impression. For example, the monthly environmental report published by T&D Holdings always carries reminders about little things such as putting your computer on the energy-saving mode when away from your desk and making sure to reuse clips that do not bear the eco mark. We waged an in-house competition to reduce the use of paper for making copies. I think the commendation by the president did much to heighten awareness of the need to eradicate unnecessary copying.

Takashi Fujiwara

General Affairs  
Department  
T&D Holdings



#### Environmental targets and achievements (FY2009)

##### Electricity consumption



**2,648,000 kwh**

**-0.9% less than the  
yearly target**

\* Subject scope: Head Offices of T&D Holdings, Taiyo Life, Daido Life, T&D Financial Life, and T&D Asset Management (Shiodome Shibarikyu Building)

##### Volume of office paper consumed



**203 t**

**-13.2% less than the  
yearly target**

\* Subject scope: Head Office units of T&D Holdings, Taiyo Life, Daido Life, T&D Financial Life, and T&D Asset Management

##### Green purchasing ratio

Rate of purchase of environmentally friendly office supplies etc.



**90.1%**

**Target: Above 80%**

\* Subject scope: T&D Holdings, Taiyo Life, Daido Life, T&D Financial Life, and T&D Asset Management

## Doing now what we can for the environment in various aspects

We are promoting all sorts of activities to protect the global environment together with the national government, paper-making companies, environmental NGOs, and other parties.

### Devising various ways of using paper as well as constantly reducing volumes to help preserve forests

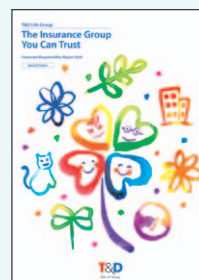
The T&D Life Group uses large quantities of paper in its business. For this reason, we strive to reduce these quantities by various measures. Besides switching to paperless arrangements in office work, these include installation of printers to shrink and print out several pages on a single page and use of less documents in conferences. At the same time, we have adopted the idea of choosing paper that is linked to forest preservation when paper use cannot be avoided. Just what is this all about?

In Japan, most of the chips that are used to make paper are imported from other countries. About two-thirds of Japan's land is covered by forests, and about 40 percent of these forests were deliberately planted for the purpose of supplying lumber. For a long time now, use of domestic lumber has been less cost-effective than use of the low-priced imports, and some of these artificial forests have consequently been left unexploited and untended, and even gone to ruin. To enable forests to fully demonstrate their benefits for absorption of CO<sub>2</sub>

and prevention of natural disasters, and to preserve them as nearby habitats for a diversity of wildlife, we reasoned that it would be effective to smoothly perform the cycle of “planting, raising, harvesting, and wisely using” them. This gave birth to a setup for paper that contributes to forests by its use. Under this setup, part of the paper price is applied to the costs of transporting domestic lumber and activities for preservation of community forests. The Group Corporate Responsibility Report was printed on this kind of paper.



The 3.9 Green style mark standing for the “KIZUKAI-UNDOLU (Wood Products Use Campaign of Ministry of Agriculture, Forestry and Fisheries)” to promote the spread and awareness of using domestically produced lumber.



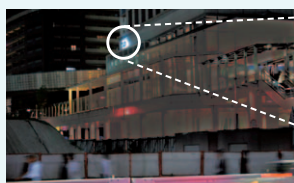
Corporate Responsibility Report 2010

### “Lights Down” Campaign

At 8:00 PM on July 7, 2010, the T&D Life Group staged the “Lights Down” Campaign, in which it called upon employees to turn off all lights in offices, mainly in the Shiodome Head Office Building. This was done in support of the “Reduce CO<sub>2</sub>: “Lights Down” Campaign” resting on partnership between the Ministry of the Environment and the “Candle Night” movement organized by a private-sector group. The Campaign exhorts business to turn off both indoor and outdoor lights to encourage concern for environmental problems, with a view to preventing global warming. On the day in question, executives and employees were encouraged to leave the office early, turn lights off in the home as far as possible to get a better idea of how much lighting they normally use, and consider the implications for the problem of global warming. In the conviction that repeated approaches of this type would help to heighten awareness among all executives and employees, we are implementing it twice a year, in July and December.



“Lights Down” Campaign poster



Group logo mark on the Shiodome Head Office Building (before lights were turned off)



The logo mark was turned off at the same time as the lights in offices.

### Activities with Associates of the Earth

T&D Holdings endorses the activities of Associates of the Earth, a Japanese environmental NGO which produces the Japanese edition of *Our Planet* and *TUNZA*, both published by the United Nations Environment Programme (UNEP). These two publications are distributed not only to all companies in the T&D Life Group but also to local junior and senior high schools, public libraries, and other parties, to raise awareness of environmental issues.

We also support the UNEP Global Environment Information Display, which is staged by Associates of the Earth. The Display exhibits photos and panels at airports and other places where a lot of people gather, and is aimed at heightening environmental consciousness. We consider it an important part of our corporate responsibility also to provide support for approaches aimed at protection of the global environment that we could not mount all by ourselves. We are going to continue assisting such activities by external organizations.



Our Planet, TUNZA



UNEP Global Environment Information Display

# The T&D Life Group CSR Charter and Major Approaches

The T&D Life Group is committed to further promotion of corporate responsibility activities in accordance with its Corporate Philosophy and Management Vision. To this end, it formulated the T&D Life Group CSR Charter as a basic policy. This section presents a digest of the major approaches undertaken in line with the CSR Charter.

## T&D Life Group CSR Charter

The T&D Life Group is firmly committed to fulfilling the public mission of life insurance and other businesses and to undertaking its corporate social responsibilities based on its management philosophy and by achieving sustainable growth along with society.

### 1 Providing Better Products and Services ●

The T&D Life Group will offer well-suited and high-quality products that meet customer needs.

### 2 Strict Compliance ●

- The T&D Life Group will strictly observe laws, regulations and rules, and act with integrity.
- The T&D Life Group will maintain and promote fair and free competition.
- The T&D Life Group will stand firmly against antisocial forces and groups that may threaten the order or safety of civil society.

### 3 Respect for Human Rights ●

- The T&D Life Group will respect human rights, and make efforts to enlighten all its employees on human rights.
- The T&D Life Group will respect the individuality of all its employees, ensure a safe and rewarding work environment, and develop its human resources.
- The T&D Life Group will respect privacy, and will strictly control and protect personal information.

### 4 Communication ●

The T&D Life Group will widely disclose its management information in an appropriate and timely manner to the public as well as to its customers and shareholders, and will actively strive to maintain a dialog with all its stakeholders.

### 5 Contribution to Communities and Societies ●

The T&D Life Group will implement social action programs as a good corporate citizen, and will make contributions to the sound development of regional communities and society.

### 6 Global Environmental Protection ●

The T&D Life Group will carry out its activities with full awareness of the importance of environmental concerns, and with sufficient consideration given to global environmental protection.



## Providing Better Products and Services

- Approaches reflecting customer feedback into management
- Quality control and ongoing improvement of products and services based on the customers' perspectives
- Efforts to enhance the skills of service staff

Special Topics p.3-6, and Data Edition p.18-26



Daido Life poster for CS improvement campaign—"Prompt, Understandable, and Simple for All Customers"

## Strict Compliance

- Observance of Compliance Code of Conduct
- Implementation of training and other activities based on the compliance program
- Whistleblower system

Data Edition p.12-13



The compliance manual serves as both a guide for use in daily business operations and a textbook for compliance training.

## Respect for Human Rights

- Better utilization and development of human resources
- Approaches for a good work-life balance and diversity
- Better workplace environments facilitating works
- Human rights education
- Protection of personal information

Data Edition p.23, 27-29



The three life insurance companies and T&D Information Systems are striving to support the growth of the next generation.

## Communication

- Active information disclosure
- IR activities
- Communication with stakeholders

Data Edition p.15-16



We engage in communication with stakeholders through Policyholder Meetings, Business Partner Meetings, etc.

## Contribution to Communities and Societies

- Blood donation
- Special support for the National Sports Games for the Disabled
- Nationwide Clean Campaign
- Support for the Japan Down Syndrome Society
- Voluntary activities of contribution based on employee donations

Special Topics p.7-8, and Data Edition p.30-32



The T&D Life Group cooperates with the Japanese Red Cross Tokyo Metropolitan Blood Center to solicit blood donations.

## Global Environmental Protection

- Approaches to forest conservation and afforestation
- Environmental education and awareness
- Approaches based on numerical targets

Special Topics p.9-10, and Data Edition p.33-36



To restore forest resources and preserve greenery, Taiyo Life conducts afforestation projects. It has established "Forest of Taiyo Life" in Nasu-Shiobara (Tochigi Prefecture) and Takashima (Shiga Prefecture).

For disclosure of information on our corporate responsibility activities, we prepared two editions of the T&D Life Group Corporate Responsibility Report: 1) the Special Topics (this document), which was prepared with a view to making the main information we want to convey easier to understand and read for all, and 2) the Data Edition, which is a more detailed and comprehensive presentation of the Group approaches. The Data Edition is available on the T&D Holdings website.

<http://www.td-holdings.co.jp/e/csr/>

## Top Message

### Living up to stakeholder trust based on our motto “Try & Discover”



Representative Director and President  
T&D Holdings, Inc.

**Naoteru Miyato**

Life insurance, the core business of the T&D Life Group, has a critical public and social mission of providing assurance to support people's lives and society.

To discharge this mission, all the members of the Group are striving to bolster the foundation of their activities by taking full advantage of the strengths of their respective original business models. At the same time, they have mounted approaches to qualitative improvement of products and services anticipating the needs of the times and society, while having each and every one of the executives and employees prize the customer's perspective and give the earnest thoughts to the question of what is currently expected from us.



To achieve sustainable growth, it is essential for enterprises to earn and keep the trust of, and advance with, society at large. To this end, we in the T&D Life Group endeavor to enable our executives and employees to properly execute their duties with a keen sense of mission and pride in their work. At the same time, I believe we must never forget our indebtedness to the society and global environment as the bases of our activities, and strive to make a positive contribution to a sustainable and better tomorrow through a concerted effort by the entire Group.

We in the T&D Life Group practice a corporate philosophy advocating contribution to people and society by creating value with our “Try & Discover” motto. If we do not try and take up challenges in keeping with this philosophy, there can be no discovery. We must take this logic as our starting point, and constantly ask ourselves what we can do for further growth, however slight. I intend to see that each and every one of our executives and employees always thinks and acts in his or her own capacity, so that we can live up to the trust placed in us by all the stakeholders.

## Third-party Opinion



Mr. **Takaji Hishiyama**

Principal, Center for Corporate Behavior

The following observations of mine derive from my wish to see the T&D Life Group achieve sustainable growth and discharge its responsibility to society. I hope the readers share this wish, and urge them to offer constructive opinions when given the opportunity through questionnaires and the like.

Corporate Responsibility Report 2010, this year's report, is divided into the Special Topics and the Data Edition. This may be considered as a new step in the "Try & Discover" process. Further progress appears, I hope, to be in store for next year as well in response to various feedback.

The first page of the Corporate Responsibility Report Special Topics (hereinafter referred to as the "Corporate Responsibility Report") takes up the corporate philosophy, and states that the "Try & Discover" motto is taken to heart by each and every employee. In content, the material in all chapters, right from the first, is presented from the "Try & Discover" perspective. There is something refreshing about this stance of mounting approaches while keeping the corporate philosophy at the basis of all activities. This is because it clearly shows that the "Try & Discover" philosophy is at the core of routine management. To my regret, it is not hard to find companies that put their management philosophies on the shelf and allow their managerial decisions to be swayed by circumstances, with many of them ending up embroiled in financial scandals as a result of blind pursuit of merely higher profits. I would like to reiterate my hope that the T&D Life Group will continue to practice sound and steady management firmly rooted in its philosophy. The T&D Life Group CSR Charter begins with the following words: "The T&D Life Group is firmly committed to fulfilling the public mission of life insurance and other businesses and to undertaking its corporate social responsibilities based on its corporate philosophy and by achieving sustainable growth along with society." The first item of the Charter is "Providing Better Products and Services." I therefore had no trouble understanding the reason for the emphasis on approaches developed rigorously from the customer's

perspective in the first chapter of the Corporate Responsibility Report. Nevertheless, I would have liked to see some general description, even if brief, of the Group's medium- and long-term outlook and strategy for life insurance business as its main line, in order to deliver the peace of minds to stakeholders and contribute to society, given that its contribution to society is made chiefly through this business.

Nowadays, there are expectations of a new expansion of the role of finance for protection of the global environment. Cases of investment and lending for environmental projects and environmental rating loan are being cited as examples of corporate responsibility activities through the business operations of financial institutions. There have also been reports about a movement to formulate "Principles of Environmental Financial Behavior" by 25 Japanese financial institutions. The stakeholders of the T&D Life Group would undoubtedly be interested to learn about the kind of action it intends to take as regards the environment-related role of finance. I think it would have been advisable to include a concise account of this area in Chapter 3, entitled "'Try & Discover' to protect the global environment."

Overall, the Corporate Responsibility Report attained the objective of descriptions with higher levels of understandability and legibility. I also like the design (and illustration) on the cover, which are novel and have the special warmth of hand-drawn pictures.

Lastly, I would like to express my gratitude for the opportunity to participate in the Corporate Responsibility Report in this capacity.

### [Biography]

Mr. Hishiyama was engaged in a variety of tasks inside and outside Japan as a senior executive before leaving Mitsubishi Oil Co. (current JX Nippon Oil & Energy Corporation). After studying at the Center for Business Ethics at Bentley University in the U.S. as a Visiting Executive Scholar, he established the Center for Corporate Behavior in Japan. He is now engaged in consultancy work for corporations and the operations of a related non-profit organization as its director, as well as teaching at universities as an adjunct instructor in order to fulfill his mission of disseminating business ethics, corporate social responsibility, and socially responsible investment. He has authored a number of books and articles in these fields.

# Try & Discover

**T&D** T&D Life Group

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Change by Japan.

**CHALLENGE**  
**25**

T&D Holdings is participating in the Challenge 25 Campaign, a national movement to mitigate global warming.

FOR ALL THE LIFE ON EARTH



Biodiversity

**GPN** Green Purchasing Network

The T&D Life Group practices green purchasing.



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