

Third-party Opinion

Last year, I spoke in this "Third-party Opinion" column of my expectations for the T&D Life Group to "take a new turn," so any subsequent news that came out about the Group naturally caught my eyes. The term ended March 2012 saw solid results in premium revenues, base income, solvency margin ratio, etc., and the established magazine Nikkei Business even did a story on the untiring sales efforts of the employees at Daido Life and Taiyo Life. I should begin, then, by paying tribute to the staff of the T&D Life Group companies who overcame the difficulties caused by the Great East Japan Earthquake to underpin the Group's progress. This year's "Focus" could be termed a manifestation of the "Try & Discover" mindset. The new axis of challenge is distilling stakeholders' concerns down to key issues, presenting these issues and answering questions/doubts with succinct explanations illustrated in an easily understandable manner. Grasping the basics makes it easier to ascertain the current situation. Next, let me remark on several points that came to mind as I was reading.

- (1) With regard to "3. Respect for Human Rights" in the CSR Charter, I expect that careful attention will be paid to looking through "the lens of human rights" to determine whether the human rights of employees and of all relevant stakeholders (e.g., customers and business partners) are being respected.
- (2) With regard to "4. Communication" in the CSR Charter, I would like to emphasize that passing along information in written or electronic form alone is not enough; face-to-face communication is of fundamental importance. In addition, there is an urgent and growing need to create a workplace environment that allows people to frankly speak their minds, and to generate friendly competition and synergistic effects between Group companies by sufficiently engaging in unrestrained back-and-forth discussions.
- (3) The life insurance business is one very much of a public or social nature, given that mutual aid is its guiding principle, and one that fulfills the social responsibilities through its

core business in keeping with societal changes. The "Principles for Financial Action towards a Sustainable Society", released by Japan's Ministry of the Environment in October 2011, sees "the new role of finance in the 21st century as taking action towards the formation of a sustainable society." The T&D Life Group will be expected to make still more effective use of its financial functions to this end, and will be held accountable for its efforts.

- (4) As demographic trends change and markets expand and contract, how will the T&D Life Group respond? A more in-depth explanation of this might be advisable to give the report more pull.
- (5) The Corporate Philosophy, Management Vision, Fundamental Strategies and CSR Charter are cornerstones for consolidating the Group as well as starting points for action. The Group would be well served if employees would take this opportunity to check whether these basic principles are being respected with a sense of pride at their respective workplaces.



Mr. Takaji Hishiyama
Principal
Center for Corporate Behavior

Profile

Mr. Hishiyama was engaged in a variety of tasks inside and outside Japan as a senior executive before leaving Mitsubishi Oil Co. (the current JX Nippon Oil & Energy Corporation). After studying at the Center for Business Ethics at Bentley University in the US 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 three related non-profit organizations as a director, as well as teaching at universities as an adjunct instructor, in order to fulfill his mission of disseminating business ethics, corporate responsibility, and socially responsible investment. He has authored a number of books and articles in these fields, and collaborated on "ISO26000: A Practical Guide" (T. Matsumoto, supervising editor; Chuokeizai-sha, Inc. 2011).

CR Report 2012—Focus

Our CSR



T&D Holdings, Inc.

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Change for the future.
Change by Japan.



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

FOR ALL THE LIFE ON EARTH
We are considerate of biodiversity

GPN Green Purchasing Network
The T&D Life Group practices green purchasing.



This report was printed on Satoyama Monogatari paper, which contributes to preservation of biodiversity, with 100% vegetable oil (non-VOC) ink. The printing was done by the computer-to-plate (CTP) process, which makes no use of film, and a waterless method that does not generate any hazardous waste liquid.



This report has been certified by the non-profit Color Universal Design Organization (CUDO) as having been designed with colors that have good legibility.





What kind of group is the T&D Life Group?



Kenji Nakagome
President
T&D Holdings, Inc.

The T&D Life Group is a corporate group centered on three life insurance companies—Taiyo Life, Daido Life and T&D Financial Life—operating under the holding company T&D Holdings.

Taiyo Life's strength lies in insurance that helps families deal with the unexpected, Daido Life's in insurance for the small to medium enterprises that constitute the backbone of Japan, and T&D Financial Life's in insurance made available for sale at financial institutions.

Each company leverages the strengths and distinctiveness of its own business model to the maximum degree possible in support of its customers' livelihoods and businesses.

Group scale

Employees *1

23,160

Policy amount in force *2

58,414.6 billion yen

New policy amount *3

6,349.6 billion yen

*1 T&D Holdings on a consolidated basis (including temporary employees) as of the end of March 2012

*2 Non-consolidated total (individual insurance, individual annuity insurance) for all three life insurance companies as of the end of March 2012

*3 Non-consolidated total (individual insurance, individual annuity insurance) for all three life insurance companies for the term ended March 2012

Group financial soundness (Solvency margin ratios)

T&D Holdings
(consolidated)

810.6%

Taiyo Life
(non-consolidated)

747.3%

Daido Life
(non-consolidated)

851.9%

T&D Financial Life
(non-consolidated)

553.7%

As of March 31, 2012

The solvency margin ratio is an indicator used by regulatory authorities to judge whether an insurance company has sufficient financial capability to pay insurance claims in the event of unforeseeable risks. A solvency margin ratio of 200 percent and above demonstrates that the insurance company meets the criteria for financial soundness.

Group Profile

For families



Taiyo Life is engaged in the sale of comprehensive protection-oriented insurance products covering medical care, nursing care, and death. In-house sales representatives call on customers and suggest the most appropriate insurance products to them.

Principal products:
Comprehensive coverage including death protection, medical/nursing care products



For small to medium enterprises



Daido Life collaborates with many corporations and associations of tax accountants and CPAs to cover the various risks faced by owners and managers of small to medium enterprises and to provide corporate clients with robust benefit systems.

Principal products:
Individual term life insurance, insurances for serious illnesses, etc.

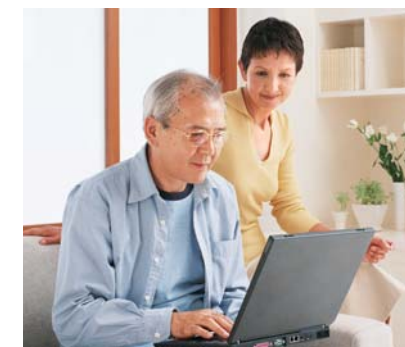


For middle and high-net worth individuals



Life insurance products suited to customer needs are made available for sale at financial institutions, etc.

Principal products:
Whole life insurance, etc.



Other Group companies

Insurance Business

Pet & Family Small-amount Short-term Insurance Company

Insurance-related Business

T&D Confirm Ltd., Toyo Insurance Agency Co., Ltd., Daido Management Service Co., Ltd.

Investment Management & Advisory Business

T&D Asset Management Co., Ltd., T&D Asset Management (U.S.A.) Inc.

Other Investment-related Business

T&D Lease Co., Ltd., T&D Asset Management Cayman Inc., Taiyo Credit Guarantee Co., Ltd., Alternative Investment Capital Ltd., AIC Private Equity Fund General Partner, Ltd.

Administration-related Business

T&D Customer Services Co., Ltd.

General Affairs and Calculation-related Business

T&D Information Systems, Ltd., Nihon System Shuno, Inc., Zenkoku Business Center Co., Ltd.

T&D Holdings

"T&D" is the abbreviation for "Try & Discover." This name symbolizes our fervent intent to be a corporate group of service to its customers by taking on challenges and making discoveries to create new value.



What ideas form the basis for the T&D Life Group's CSR?

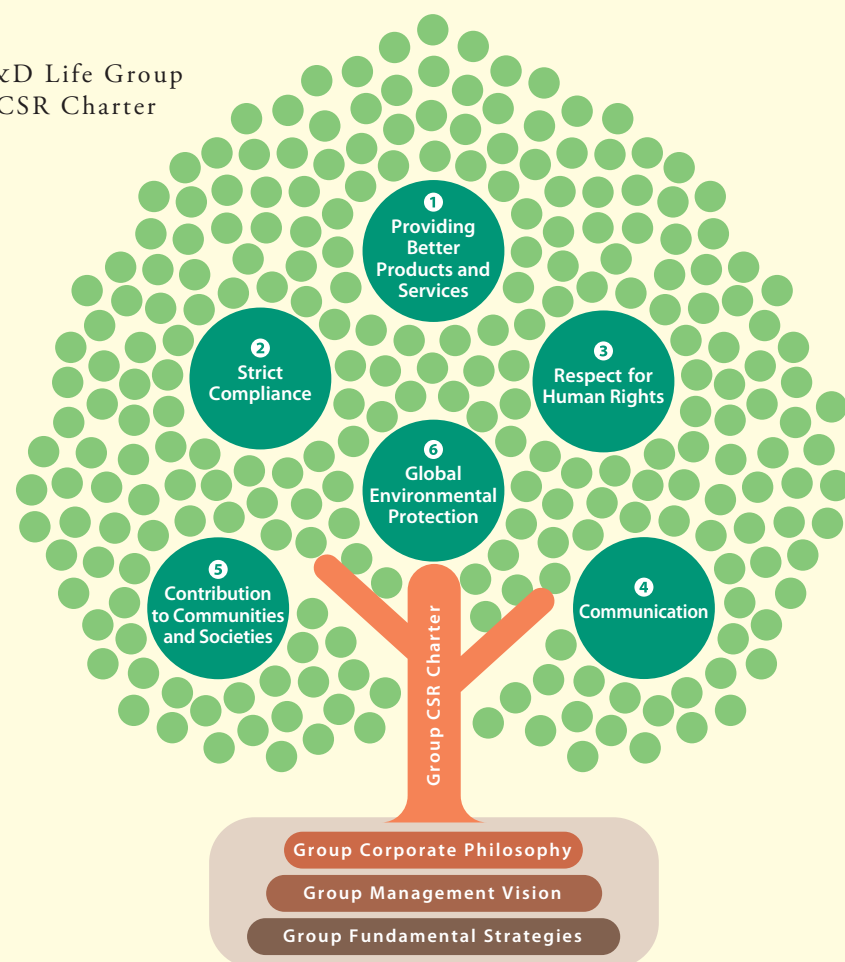


Yuji Doi
Deputy General Manager
Group Planning Department
T&D Holdings

For us, CSR means being a corporate group that remains the choice of customers and serving these customers through our business far into the future. Our CSR Charter declares this to be essential in order to gain trust of our customers from the bottom of their heart and to achieve new value creation and sustained growth.

Our Group shares common ground in the T&D Life Group's Corporate Philosophy, T&D Life Group's Management Vision and the Fundamental Strategies that stipulate how we will run our businesses.

T&D Life Group
CSR Charter



Each and every member of the T&D Life Group shares these ideas, performs the roles expected of them at their respective workplaces and endeavors to fulfill our CSR.

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 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 and services 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 decent 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.

Group Corporate Philosophy

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

Group Management Vision

<From the perspectives of customers>

We aim to be the top insurance company in terms of customer satisfaction by providing the best products and services.

<From the perspectives of shareholders, investors and financial markets>

We aim to be a major life insurance group with a strong market presence by increasing our corporate value in a steady and sustainable manner by taking on new challenges toward growth.

Group Fundamental Strategies

1. To provide products and services tailored to customer needs accurately and quickly in a kind and polite manner.
2. To maintain and develop the Group management to maximize the individual strengths of each Group company within the Group.
3. To establish an integrated management system of profit, risk, and capital for stable and sustainable EV growth.
4. To achieve the mid- and long-term growth of the Group by expanding the life insurance business and entering into new business areas through alliances and M&As.
5. To fulfill our public mission as a life insurance business and our corporate social responsibilities for the broader society including customers and shareholders.



How have the opinions of customers reflected in company management?

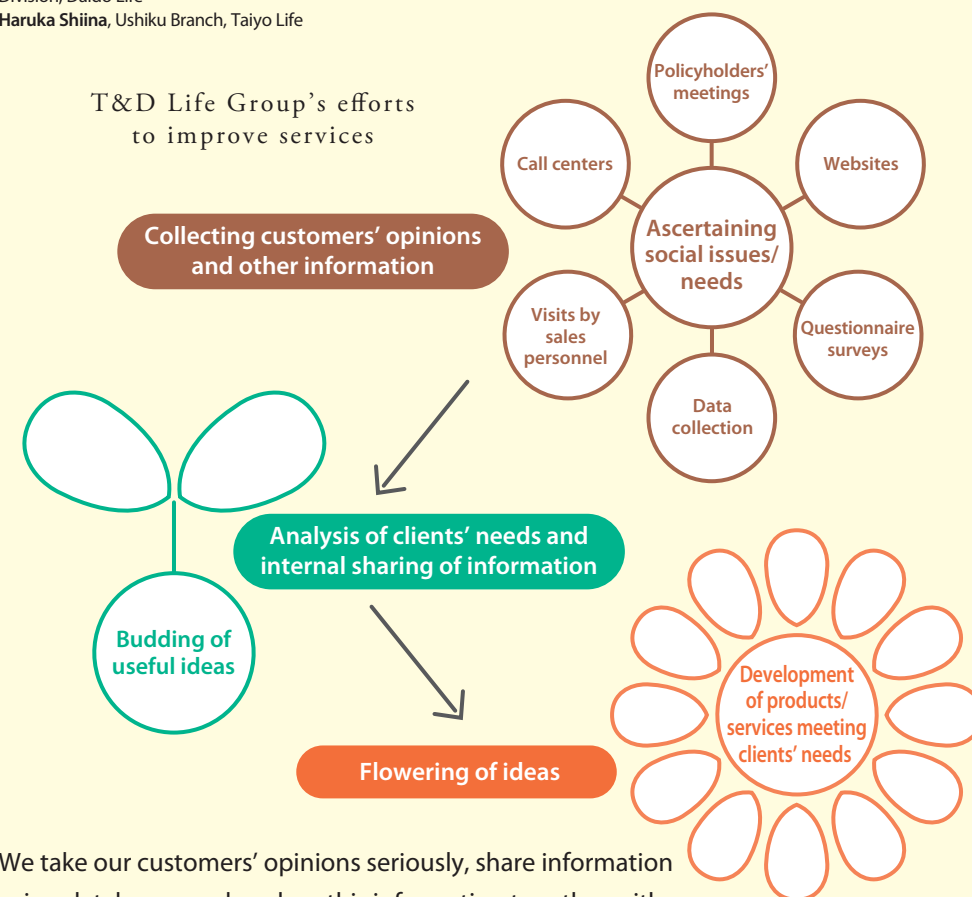


Clockwise from upper left:
Takuma Sawai, Customer Service
Division, T&D Financial Life
Kenji Uomoto, Marketing Planning
Division, Daido Life
Haruka Shiina, Ushiku Branch, Taiyo Life

We carefully listen to the voices of our customers and strive to be the top company in customer satisfaction by providing the most outstanding products/services.

Our three life insurance companies have established many points of contact with customers, and we are making every effort to listen to the views of as many customers as possible.

T&D Life Group's efforts to improve services



We take our customers' opinions seriously, share information using databases, and analyze this information together with data on society-wide issues, etc. We are striving to develop products/services, improve quality, and upgrade our operations to be of some help to our customers.

TAIYO LIFE

"Hoken Kumikyoku Best" continues to evolve

Hoken Kumikyoku Best launched by Taiyo Life in 2008 is a product developed with the idea in mind of wanting to go beyond the industry's long-standing "conventional wisdom" to provide the security that customers truly need. By treating each protection plan as a basic policy, customers can flexibly add or drop individual protection plans for any time period to meet their needs. Since its launch, *Hoken Kumikyoku Best* has evolved into a product capable of meeting a wide range of needs, with the addition in 2010 of "lifestyle support insurance" paying out annuities each year in the event of death or disability and in 2011 of a "nursing-care version" of "lifestyle support insurance." This *Hoken Kumikyoku Best* will be further developed in future to meet an even broader range of customer needs.



DAIDO LIFE

"J-Wide Rider" and "J-Type Product (no surrender value and death benefit type)" added to "J-Type" lineup

Since 2010 we have been offering "J-Type" insurance (nonparticipating insurance for serious illnesses) to small to medium business executives to protect against the possibility of temporary absence or forced retirement as a result of a serious illness (cancer, acute myocardial infarction, or stroke). In response to customer demands, our product lineup was enhanced in June 2012 with a "J-Wide Rider" that covers a broader range of serious illnesses and a "J-Type Product (no surrender value and death benefit type)" covering the risks of serious illness at a lower-than-normal premium.



Product pamphlet

T&D FINANCIAL LIFE

"Lifetime Premium Japan" launched

Lifetime Premium Japan, which went on sale in August 2011, is a single-premium whole-life policy in which a stipulated amount is added each year to the final insurance money over the lifetime of the insured, separately from reserve funds, and the customer can at any time withdraw the full amount of the final insurance money. Sales agents at 42 financial institutions* now handle this product, and we look forward to working in tandem with agents to meet the needs of customers anticipating an affluent "second life."

*As of August 31, 2012

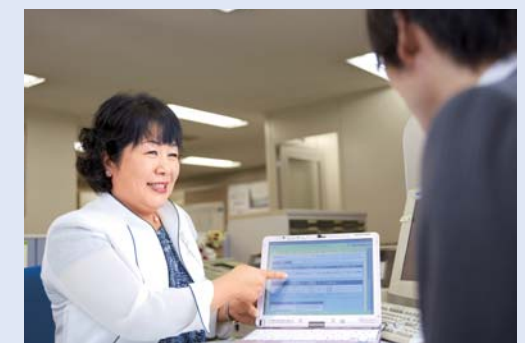


Product pamphlet

The information concerning insurance products on this page has been provided solely for the purpose of describing the T&D Life Group's CSR efforts and is not intended as a solicitation for insurance. Please see our product pamphlets and other such materials for more details on these products.

Making procedures and consultations "easy, convenient and quick" by introducing new portable terminals (Taiyo Life)

In March 2012 we began to digitize our policy application procedures using new portable terminals carried by sales personnel. We hope thereby to make policy application procedures paperless and initial insurance premium payments cashless, and to reduce the time between the start of application procedures and the start of insurance protection. We are also working to ensure high-quality service by utilizing the videophone functions of these portable terminals to connect customers at home with our specialists at our head office by videophone to respond to the inquiries from customers in real time.



Proposing a product using the new portable terminal

Company-wide activities to check up on customer needs (Daido Life)

Life insurance policies are long-term by nature, and customers' needs may change after purchasing of policies. Since 2011 Daido Life has been making annual company-wide confirmation of the compatibility of customers' current needs with their coverage by briefing policyholders on their current coverage and offering advice on the coverage needed.

Confirmation of the safety of customers after the Great East Japan Earthquake nearly 100% completed (All three life insurance companies)

Steady progress has been made in confirming the safety of customers in the areas afflicted by the Great East Japan Earthquake (Iwate, Miyagi and Fukushima prefectures), and we had nearly completed confirmation of the well-being of our customers by March 2012. We will strive to continue being of help to customers in the afflicted areas through our insurance business.



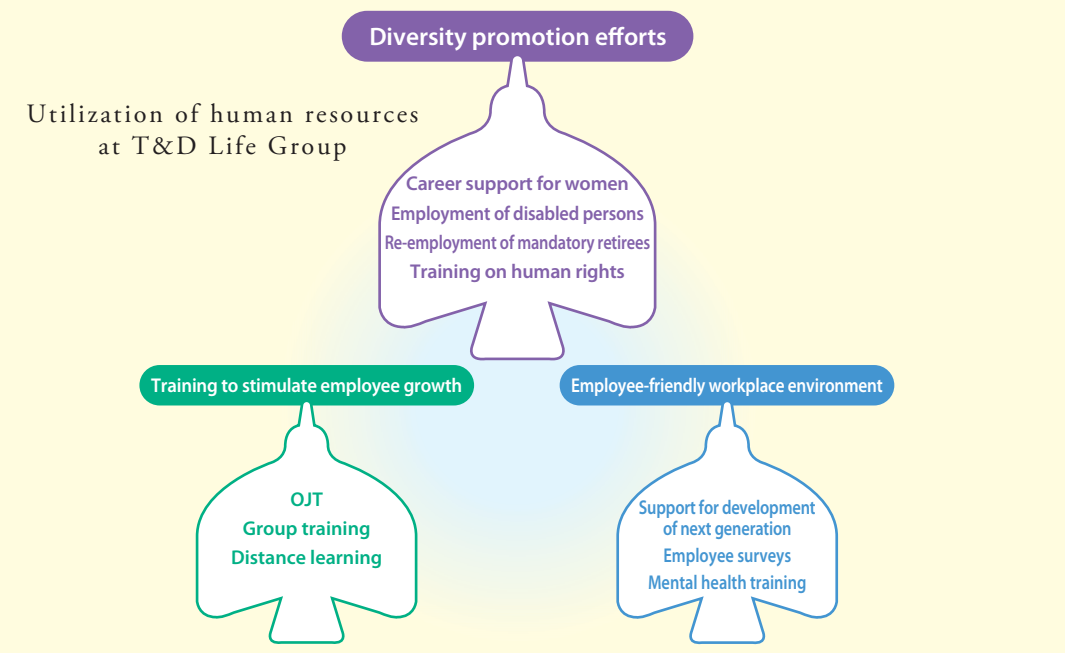
Is your Group one in which employees can work with vigor and enthusiasm?



Members of Women's Career Success Working Group*

One of the management policies we advocate is “the creation of a corporate culture in which diverse people can enjoy job satisfaction and fulfill their potential.”

We have been conducting a variety of training and instituting employee-friendly systems in an effort to create workplaces where anyone can fulfill his/her potential and work with vigor and enthusiasm. We must marshal the strengths of a variety of people if we are to help our customers and grow as a company via the intangible product of insurance. Accordingly, we have been actively introducing a number of systems to support employee activities, encouraging the utilization of these systems, and conducting training.



***Women's Career Success Working Group**
The T&D Life Group has been jointly engaged in efforts to advance the careers of female workers. In August 2011, female employees at T&D Holdings, Taiyo Life, Daido Life and T&D Financial Life put together a working group that has since been involved in planning and running joint Group seminars and conducting awareness raising activities throughout the Group.

Front row (from left to right)
Tomoko Ouchi (T&D Financial Life),
Kana Kobayashi, Michiko Kondou and
Tomoko Kuroda (Daido Life)
Back row (from left to right)
Akiko Kishida (T&D Holdings),
Tomoe Matsushima and Sakurako Yokoya (Taiyo Life),
Yukiko Inagaki (T&D Holdings)

TAIYO LIFE

Diversity Promotion Project Team established

Taiyo Life has been endeavoring to ensure that all employees, regardless of job or gender, can reach their full potential. In this context, a Diversity Promotion Project Team was organized in September 2012 to consider measures pertaining to human resource development and employee awareness and to implement these measures across the company on an ongoing basis. This Project Team has undertaken its tasks with the intent of making Taiyo Life a company in which all employees can play active roles and achieve personal and professional growth.

T&D Life Group

Joint Group seminars on women's career success held

On December 14, 2011, the T&D Life Group held a joint Group seminar for women, attended by 190 female executives and employees as well as mid-career professionals from the three life insurance companies, aimed at helping female employees take on challenges and boost their careers. Session 1 of the seminar featured a lecture entitled “Relish Challenges without Self-Imposed Restrictions” given by Mikie Yumoto, the life insurance industry's first female executive. Session 2 saw discussions held in groups of two or three on “Tasks We Can Start Tomorrow to Achieve Results and Grow,” followed by presentations offering up recommendations based on these discussions to subordinates and junior colleagues. On February 8, 2012, a joint Group seminar for division managers was held with participation by 223 management personnel, primarily executives and line division-manager level staff from T&D Holdings, the three core life insurance companies and T&D Asset Management, at which Ms. Yumoto gave a talk on the topic of “Diversity Management as a Strategic Issue—Creating an Environment Giving Women More Active Roles.”



Ms. Mikie Yumoto



Women's Seminar



Department Managers' Seminar

DAIDO LIFE

Family Job Transfer and Job Return Systems introduced

In 2012 Daido Life introduced a Family Job Transfer System and a Job Return System for the sake of enabling employees to better balance their work and private lives and promoting more active roles by women. The Family Job Transfer System allows employees, whose spouses are relocated to a distant area, to transfer to the same area in order to accompany spouses. The Job Return System facilitates the rehiring of persons who left work to get married, raise children, etc. Users of these systems have expressed appreciation for these systems as they were able to continue their work taking advantage of their previous working experience at Daido Life. We believe that this has helped raise employee motivation and will continue promoting these systems to increase the number of users in future.



Informal discussions among employees who have used the systems

T&D Life Group

Efforts to support the development of the next generation

The T&D Life Group has been seeking to establish a satisfactory work-life balance as a part of its efforts to create a workplace that enables employees to demonstrate their skills and enjoy job satisfaction. One important approach has been a measure to assist employees to continue working while raising children in order to support the development of the next generation. Since the Act on Advancement of Measures to Support Raising Next Generation Children went into force in April 2005, the three core life insurance companies have collaborated in the preparation of a unified action plan every two years, and they have been certified as standards-compliant general businesses. In April 2008 T&D Information Systems became the first information service company in Saitama Prefecture with less than 300 employees to receive certification as a standards-compliant general business, another milestone in our continuing efforts in support of the development of the next generation.



Comments from a Childcare Leave Taker (Male)

Masashi Sannohe
Claims and Benefits Planning Division
Claims and Benefits Department, Daido Life

I took childcare leave in order to take care of my three-year-old daughter when my second child was born. I had also taken leave when my first child was born, but this time I took off about two weeks. I very much appreciated the understanding of my boss and colleagues when I asked for time off. There is now an “ikumen” boom of men who actively take care of their children, and I would certainly recommend that men take any opportunity to become closer to their families during this special time that will never come again.





What activities have you undertaken for the Earth's future?



Daisuke Sato
Machida Branch
Taiyo Life

With the aim of contributing to a sustainable society through all our business activities, we have established our environmental guidelines to follow, think about what measures we can take, and put our thoughts into practice one by one.

We are making diligent efforts in our own workplaces to use as little electricity as possible and eliminate any waste of resources in our day-to-day operations, and we are acting on our ideas for a sustainable society as a financial institution and an investor.

Overview of the Group
Environmental Policy



T&D Life Group

■ Reducing our environmental impact

“Cool Biz” and “Warm Biz” campaigns implemented

Each year the T&D Life Group participates in a “Cool Biz” campaign from June to September (setting thermostats at 28°C) and a “Warm Biz” campaign from November to March (maintaining a room temperature of 20°C) to do its part in saving energy and preventing global warming. The Cool Biz period was extended in fiscal 2011, and ran from May to October.



Power use reduced by 15.8% via thorough power-saving efforts

The overwhelming majority of the environmental impact of the T&D Life Group's operations stems from the use of electric power, and efforts to save electricity are an extremely important aspect of environment-friendly business activities. In fiscal 2011 we sought to be even more thorough in carrying on with earlier efforts, including turning off the lights during lunch hour, setting PCs to standby mode when away from desks, stricter air conditioning control after regular business hours, and turning off copiers and printers when not in use. In response to the power shortages caused by the Great East Japan Earthquake, Group-wide power-saving measures have been introduced: expanding the Cool Biz period, turning lights down/off during daylight hours, and limiting the use of elevators. Taiyo Life and Daido Life took the extra step of scheduling days off by rotation at head offices and branches within the service areas of Tokyo Electric Power and Tohoku Electric Power. As a result, the electricity consumption of the Group as a whole was 109,570 MWh, representing a 15.8% reduction from fiscal 2010's figure of 130,174 MWh.



Power-saving measures pursued as a Group in FY2012 as well

With concerns persisting about power shortages in fiscal 2012, we are continuing Group-wide measures to save electricity such as joining in the Cool Biz campaign, turning lights down/off during the daytime, and restricting the use of elevators. Group companies devise their own approaches as well, with some offices switching to power-saving lighting (e.g., LED lighting) and monitoring power consumption to ensure that it does not exceed target figures. Our meticulous efforts include increasing awareness of the need to cut standby power usage by placing stickers on equipment to show their power consumption levels and encouraging power-saving efforts at home.

■ Two important principles signed

TAIYO LIFE

Signed the Principles for Financial Action for the 21st Century

On November 15, 2011, Taiyo Life signed the “Principles for Financial Action towards a Sustainable Society” (Principles for Financial Action for the 21st Century). With the Ministry of the Environment serving as secretariat, these Principles were compiled by a drafting committee comprising a wide range of financial institutions to support the development of industries that contribute to the environment and to improve environmental awareness among the public. Taiyo Life has also signed the United Nations Principles for Responsible Investment (PRI) and pursued its asset investment activities with the environment, society and governance in mind. The company is committed to creating a sustainable society from an even broader perspective.

■ Summary of Principles for Financial Action for the 21st Century

1. We will recognize our roles and responsibilities, taking into account the precautionary approach, and promote those actions that contribute towards shaping a sustainable society.
2. We will develop and provide financial products and services leading to the development of “industries contributing to a sustainable society.”
3. We will support the environmental programs of small and medium enterprises, back activities that will raise environmental awareness amongst citizens and support disaster readiness and community activities.
4. We will recognize the importance of cooperation with diverse stakeholders and endeavor to take a proactive role in activities aimed at bringing about a sustainable society.
5. We will take active steps to reduce our own environmental footprint through resource and energy savings as well as encouraging our suppliers to do likewise.
6. We will recognize activities that further profile sustainability as a business issue and will endeavor to disclose information on our activities.
7. To actively incorporate the above actions in our day-to-day operations, we will aim to raise our own board's awareness of environmental and societal issues.



Silvicultural activities

T&D Asset Management

Signed the United Nations Principles for Responsible Investment

T&D Asset Management, agreeing with the ideas of the United Nations' Principles for Responsible Investment (PRI), signed them in March 2012. By doing so, the company pledges to reflect the ESG (Environmental, Social and Governance) factors in its investment process unless contrary to its fiduciary responsibility. T&D Asset Management believes that companies that carry out ESG-conscious business activities are widely respected by society and can achieve a sustainable growth, and it is aiming to improve its long-term investment performance through incorporating the ESG factors into corporate evaluation.



Are there any ongoing efforts being made for communities and societies?



Satomi Inagaki
Gifu Promotion
Division
Chubu TKC
Corporate
Insurance Branch
Daido Life

We are contributing to society not only through life insurance business but also through ongoing efforts to create better communities and societies.

We are taking advantage of the Group's breadth to expand the activities of one company to the group-wide activities.

TAIYO LIFE

More than 9,000 participated in "Nationwide Clean Campaign"

Taiyo Life annually conducts a "Nationwide Cleanup Campaign" in which we undertake clean-up activities around the offices to show our appreciation to the local communities, and approximately 9,700 executives, employees and family members of the head office, branches, affiliated companies and other companies in the T&D Life Group participated in the fiscal 2011 campaign. The head office (Minato Ward, Tokyo) has been working in collaboration with local businesses, residents, and governments to implement efforts tailored to specific community needs. Taiyo Life is committed to continuing working hand-in-hand with the local communities of its business locations nationwide.



(Clockwise from upper left) Participants from Daido Life, T&D Financial Life, Taiyo Life, Pet & Family Small-amount Short-term Insurance

DAIDO LIFE

Special sponsorship of National Sports Games for the Disabled

Daido Life serves as a special sponsor for the National Sports Games for the Disabled, the largest sports event for handicapped athletes in Japan. The Sports Games is designed to provide disabled people with opportunities to experience the enjoyment of sports through competition, to deepen the public's understanding of disabilities, and to help promote social inclusion of the disabled. Daido Life has been a sponsor since the sports event's predecessor, the National Sports Games for the Mentally Handicapped (Yu-ai-pic), was first held in 1992.

A total of 191 executives and employees participated as volunteers at the 11th event held in 2011 (Oidemase! Yamaguchi Sports Games), and Daido Life will be a special sponsor for the 12th event (Gifu Seiryu Sports Games) to be held in Gifu Prefecture in 2012.



Scene from competition



Daido Life volunteers



Taiyo Life volunteers

Message from President



Kenji Nakagome

President
T&D Holdings, Inc.

Creating new value in the midst of change based on the Group's breadth and depth

The T&D Life Group, centered on a collection of companies having more than a century of experience in the life insurance business, has always acted in the belief that fulfilling its social responsibilities through its principal business is of the utmost importance.

"Social responsibilities" in this context refers to those responsibilities we bear with respect to customers, shareholders, local communities, employees and all other stakeholders connected with the conduct of our business. As a corporate group hoping to grow perpetually alongside society, we absolutely must be motivated by a self-awareness of our social responsibilities to demonstrate the corporate behavior needed by, and worthy of the trust of, all stakeholders. Our Group shares the Corporate Philosophy, Management Vision, Fundamental Strategies, and CSR Charter. Group companies are presently leveraging their own unique features and distinctive business models to expand their businesses. At the same time these shared beliefs underlie all of their business activities, linking these companies by strong bonds of trust that allow for mutual cooperation. We are convinced that we can become an even stronger Group by recognizing our mutual values, sharing information, improving by learning from each other and occasionally competing while Group companies take maximum advantage of their respective strengths.

Companies wishing to remain going concerns must always be thinking about what should be done to achieve growth five or ten years down the road, and they must adapt to an ever-changing society. Problems deriving from an aging population and declining birthrate as well as changes in employment patterns are becoming increasingly apparent in Japan. We must wholeheartedly face up to the changes in society, transform issues such as the provision of products/services and the utilization of diverse human resources into opportunities for creating new value, and exploit our Group's breadth and depth to meet the expectations of our stakeholders.

Operating on the principle of mutual aid, insurance is inherently a business with an extremely strong public/social nature, and our Group boasted a corporate culture of acting to fulfill its social responsibilities long before the term "CSR" ever caught on. Conscious and very much proud of that fact, the T&D Life Group will continue its unshakable adherence to the "Try & Discover" approach as it lends an ear to the voices of all its stakeholders and transforms together with society.

FY2011 Group CSR Activity Report

The T&D Life Group is pursuing CSR in a concerted fashion, centered on the Group CSR Committee, in order to share plans and progress reports on CSR activities carried out by individual companies and by the Group jointly and thereby improve the “breadth and depth” of these activities. Below are some examples of our efforts made in fiscal 2011 which are summarized corresponding to each item of our CSR Charter.

T&D Life Group CSR Charter Items	Examples of Our Efforts in FY2011	
(1) Providing Better Products and Services	▶ We improved products and services on the basis of customer feedback.	
	Began Sunday operations at customer service centers to deal with customers busy during weekdays	Taiyo Life
	Began offering new “cumulative capitalization figures” in the accounting assistance services provided for corporate customers filing their financial statements	Daido Life
	Reduced the workload associated with filling out forms by improving notifications, providing forms with pre-printed information, and revising the entries required on forms	T&D Financial Life
	▶ We continue to incorporate customers’ perspectives into our business operations.	
	Renewed third-party certification of ISO10002 (Complaints Handling Management)	Taiyo Life
(2) Strict Compliance	Conducted questionnaire surveys on products and services, after-sales services, etc.	Daido Life
	Conducted questionnaire survey on customer satisfaction	T&D Financial Life
	▶ We continue to take the following steps pertaining to all Group executives and employees to ensure that we do business in good faith and in strict compliance with laws and regulations.	
	<ul style="list-style-type: none">● Revised compliance manuals and distributed new editions● Conducted compliance training● Disseminated information on compliance through in-house magazines and newsletters, etc.	All companies
	<small>* A “Compliance News” section was included in the Group newsletter distributed to all executives and employees in order to provide information on the following topics: Dealing with anti-social forces, handling personal information, addressing complaints/inquiries, resolving harassment issues</small>	
	(3) Respect for Human Rights	▶ We are conducting periodic training through study group sessions and e-learning to actively promote human rights.
<ul style="list-style-type: none">● Workplace communication, harassment prevention● Social class discrimination issues		All companies
▶ We are taking steps to help our diverse human resources achieve job satisfaction and fulfill their potential.		
<ul style="list-style-type: none">● Complied with the Act on Advancement of Measures to Support Raising Next Generation Children● Promoted work-life balance● Encouraged active roles for women		All companies
<small>*We will continue progressive efforts in fiscal 2012 to encourage active roles for women.</small>		

The T&D Life Group has produced a “T&D Life Group CR Report—Data Edition” with further details on CSR that can be found on the T&D Holdings website (<http://www.td-holdings.co.jp/en/csr/report>).



T&D Life Group CSR Charter Items	Examples of Our Efforts in FY2011	
(4) Communication	▶ We are actively pursuing information disclosure and dialogue with customers, shareholders, business partners as well as employees.	
	Conducted meetings with policyholders	Taiyo Life Daido Life
	Held business partner meetings to communicate with partner organizations as well as with tax accountants/CPAs and other agents	Daido Life
	Undertook proactive IR activities aimed at shareholders and investors	Group as a whole
	Shared information within the Group through in-house magazines and newsletters as a means of communication aimed at enhancing understanding of CSR	All companies
(5) Contribution to Communities and Societies	▶ We are actively engaged in efforts that contribute to communities and societies.	
	<ul style="list-style-type: none">Conducted Nationwide Cleanup CampaignProvided assistance to Japan Down Syndrome Society	Taiyo Life
	<ul style="list-style-type: none">Provided special sponsorship to National Sports Games for the DisabledHosted open lectures at universities funded through donations	Daido Life
	<ul style="list-style-type: none">Dispatched support personnel to branches in areas afflicted by the Great East Japan EarthquakeDonated relief funds	All companies
	Dispatched “recovery assistance volunteers” to tsunami-struck Rikuzentakata City in Iwate Prefecture	Group as a whole
(6) Global Environmental Protection	▶ We give sufficient consideration to global environmental protection in all our business activities.	
	Implemented Cool Biz (May – Oct) and Warm Biz (Nov – Mar) campaigns	All companies
	Turned down/off office lighting, ceased operation of some escalators/elevators	All companies
	Set up a new “Power-saving corner” on the intranet to visualize daily power consumption data	T&D Financial Life
	<small>*Endeavored to decrease power usage and achieved the Group’s shared reduction targets. *Worked to decrease office paper usage and achieved the reduction targets. *Established green purchasing targets, made priority use of eco-friendly goods/consumables, and achieved a green purchasing ratio above 80%.</small>	
	Conducted forest conservation/reforestation activities in “Taiyo Life Forest” and “Taiyo Life Kutsuki Forest”	Taiyo Life
	Supported NPO “Satoyama Conservation/Revival Project” through questionnaire-linked fundraising	Group as a whole
	<small>*We are continuing our forest protection and cultivation efforts.</small>	
	Supported “Associates of the Earth” (a public-interest incorporated foundation) in such efforts as publishing official periodicals for the United Nations Environmental Programme (UNEP)	T&D Holdings