



**CREATE VALUE FOR PEOPLE AND SOCIETIES.**



# Corporate Responsibility Report 2018

[Digest Edition]

## Message from the President

# Aiming to be a corporate group that contributes to all people and societies

## Hirohisa Uehara

Representative Director and President,  
T&D Holdings, Inc.



The T&D Life Group (the Group) is mainly composed of three life insurance companies: Taiyo Life Insurance Company (Taiyo Life), Daido Life Insurance Company (Daido Life), and T&D Financial Life Insurance Company (T&D Financial Life). Their core businesses are life insurance. Since they all joined hands under the holding company T&D Holdings, Inc. in April 2004, the Group has contributed to all people and societies and achieved sustained growth by confronting changing social issues and providing insurance products and services that society requires.

## The Group that contributes to all people and societies

“Contributing to all people and societies” is the fundamental philosophy of the Group, which is mainly involved in the life insurance business with a spirit of mutual assistance. We believe our primary mission is to confront social issues and to contribute to the development of a sustainable society through our business. This mission has been passed on through the DNA of the Group companies,

which have a long history in the life insurance business. Under the Group’s corporate philosophy of “With our ‘Try & Discover’ motto for creating value, we aim to be a group that contributes to all people and societies,” we leverage our strengths to create both “value for society” and “value for the enterprise” to become a corporate group that contributes to all people and societies.

## The Group that grows with society

We view the period of the Medium-Term Management Plan starting in April 2016 as the first stage in our vision for the next 10 years: a three-year period for expanding our growth areas. Our goal in this plan is to contribute to

solutions to social issues through the life insurance business in pursuing maximization of “satisfaction of all stakeholders”. We are striving to achieve that goal.

## The Group where individuals can flourish

The Group’s corporate philosophy of “contributing to all people and societies” can be achieved through the abilities of the Group’s individual executives and employees. We think it is important that we disseminate the philosophy of “sharing the value with society” in all processes, ranging from management’s decision-making to day-to-day operations. The Group has established the Group CSR

Committee, which is chaired by the President of T&D Holdings and composed of the directors and general managers in charge of CSR at Group companies. Through this committee, we disseminate the philosophy of “sharing the value with society” and assist individual Group companies and individual executives and employees of the Group in their “Try & Discover” efforts through cooperation.

## The Group that can keep up with the world

There are significant roles expected of enterprises for attaining “Sustainable Development Goals (SDGs)” adopted by the United Nations (UN). The Group endorses the philosophy of the “UN Global Compact (UNGC),” a cooperative framework between the UN and enterprises to realize sustainable growth, and has signed a memorandum declaring its support. In addition, Taiyo Life, Daido Life, and T&D Asset Management, which are institutional investors, have signed the Principles for Responsible Investment (PRI), which were suggested by the UN for the

purpose of encouraging institutional investors to fulfill their social responsibilities.

Each executive and employee of the T&D Life Group will join hands to perform the unwavering practice of “Try & Discover” and to be a life insurance group that shares its values with society and grows sustainably.

We would appreciate our stakeholders’ continued support and understanding.

# Organizational Profile

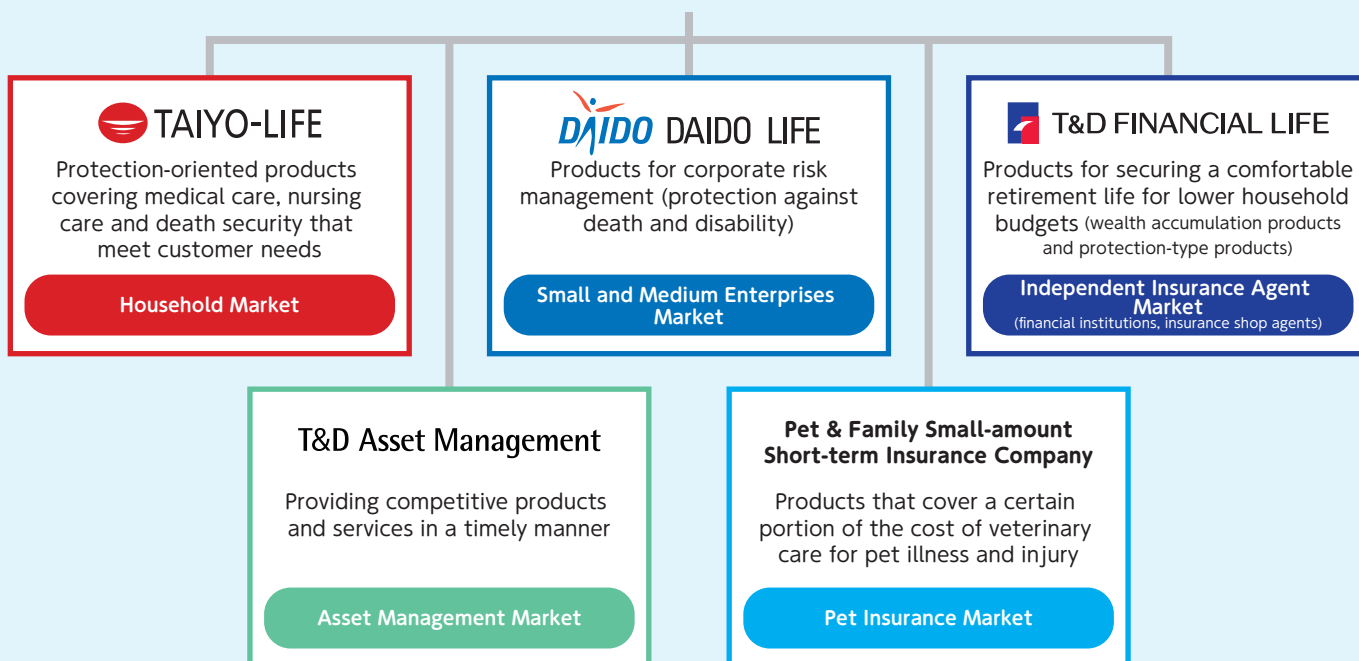
## Outline of the T&D Life Group's Business

The T&D Life Group is a corporate group mainly comprising three life insurance companies (Taiyo Life, Daido Life, and T&D Financial Life) under a group holding company, T&D Holdings. The three companies of Taiyo Life, with its strength in the household market; Daido Life, with its strength in the small and medium enterprise (SME) market; and T&D Financial Life, with its strength in the independent insurance agent market (financial institutions and insurance shops) work to fully exploit the strengths and uniqueness of their respective business models, in support of their customers' lives and businesses.

### ● Group Structure

## T&D Holdings, Inc.

T&D Holdings is the cornerstone of the T&D Life Group, which consists of 19 subsidiaries and affiliated companies.



### Main Group Companies Other Than Above

#### Insurance-related Businesses

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

#### Investment-related Businesses

- T&D Lease Co., Ltd.
- Taiyo Credit Guarantee Co., Ltd.
- Alternative Investment Capital, Ltd.

#### Administration-related Businesses

- T&D Customer Services Co., Ltd.
- T&D Information System Ltd.
- Nihon System Shuno, Inc.
- Zenkoku Business Center Co., Ltd.
- Thuriya Ace Technology Company Limited

As of June 30, 2018

Ordinary revenues  
**¥1,928.3**  
billion

Ordinary profit  
**¥156.4**  
billion

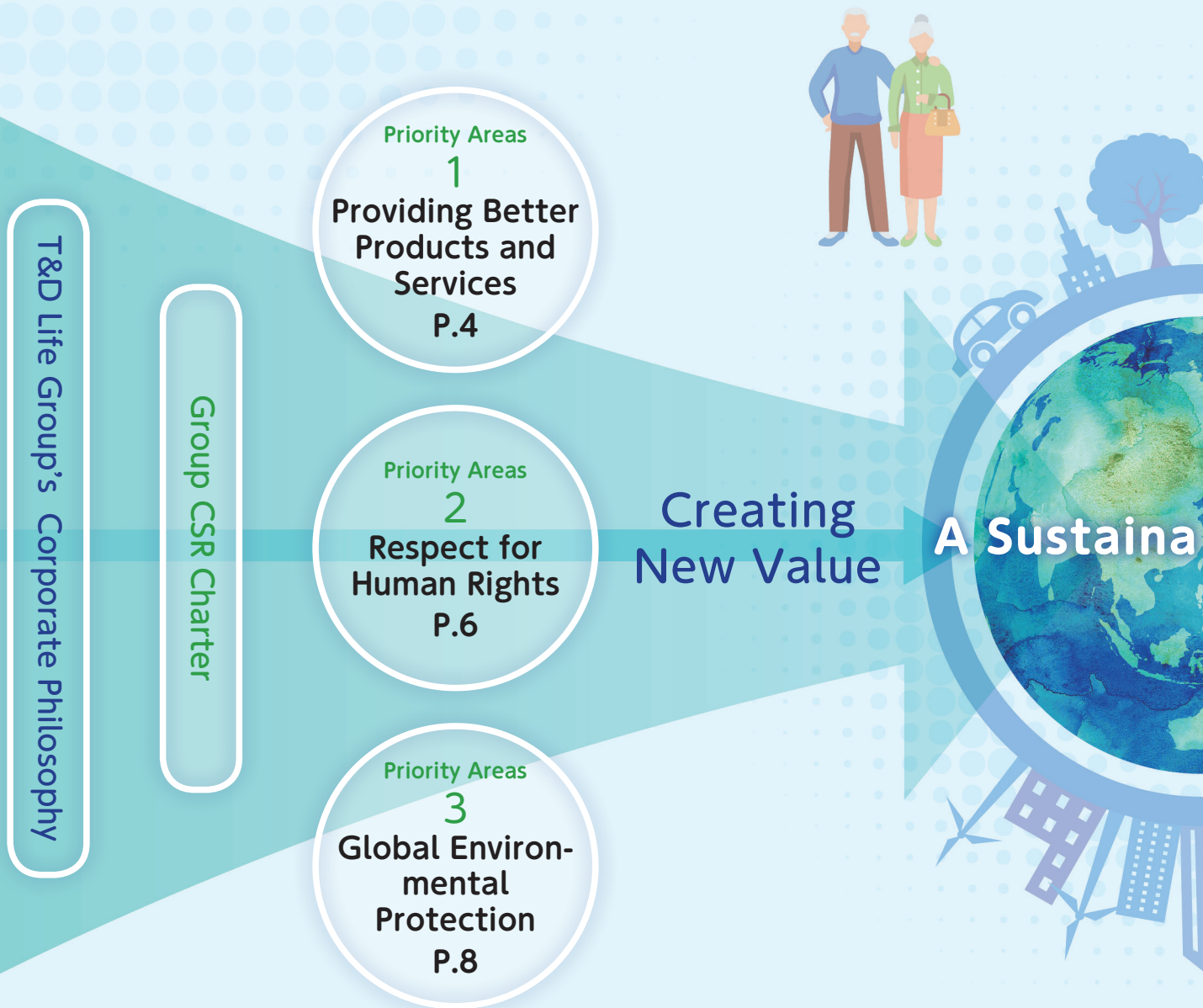
Profit\*  
**¥77.5**  
billion

No. of employees  
**19,757**

\* Profit attributable to owners of parent

Figures for revenues and profits are from fiscal 2017 and the number of employees is as of March 31, 2018

We will contribute to people and societies by creating value through our activities to address social issues.



We have selected three priority areas from among those areas material to an expansive range of stakeholders and those areas material to our corporate philosophy and growth. We are implementing activities targeting each priority area.

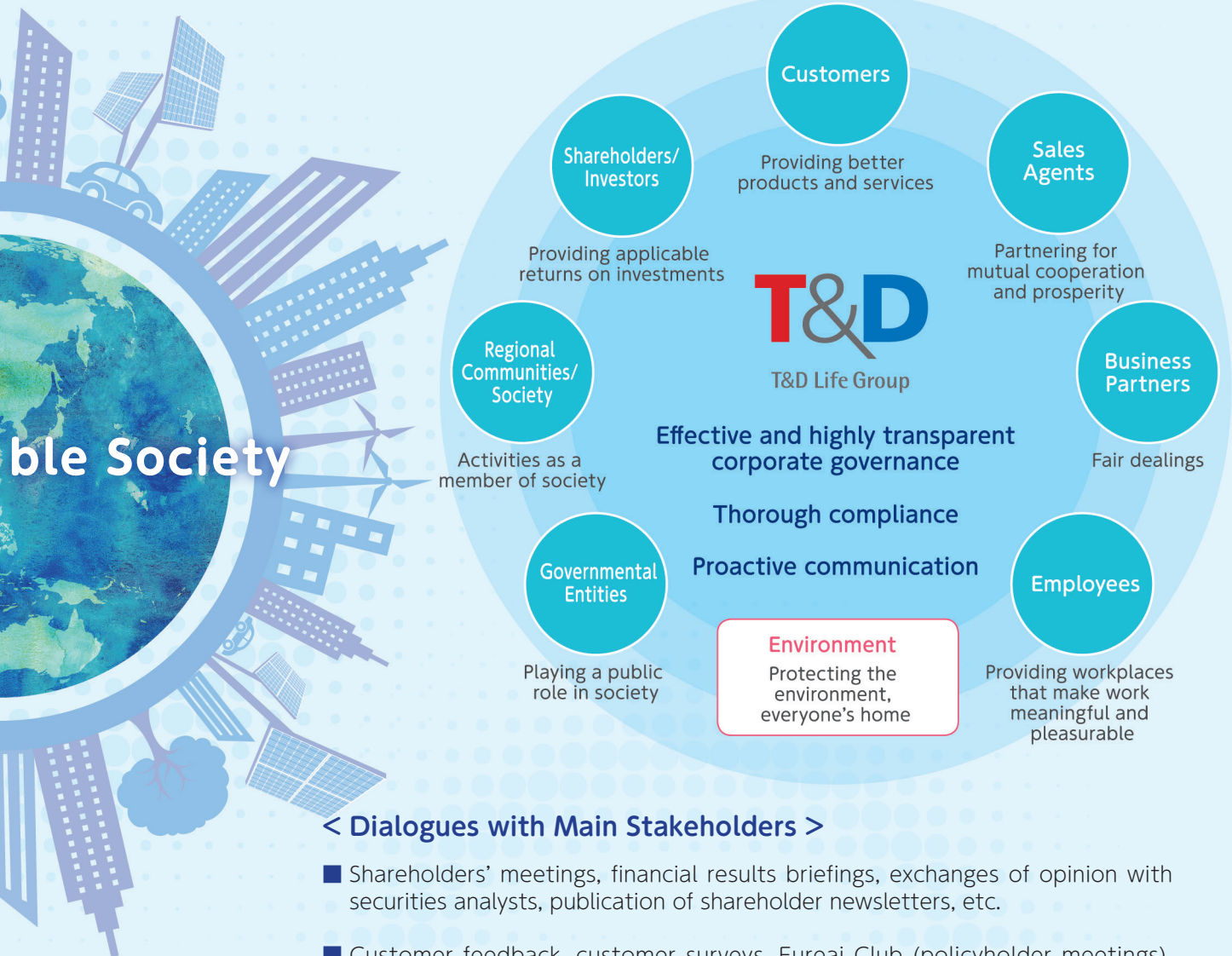


## The T&D Life Group and Its Stakeholders



The Group's commitment to holding proactive dialogue with stakeholders is clearly set out in the T&D Life Group CSR Charter.

By taking every possible opportunity to interact, the Group's three life insurance companies collect the opinions of policyholders, sales agents and other stakeholders and reflect them in their respective business management.



### < Dialogues with Main Stakeholders >

- Shareholders' meetings, financial results briefings, exchanges of opinion with securities analysts, publication of shareholder newsletters, etc.
- Customer feedback, customer surveys, Fureai Club (policyholder meetings), business reporting meetings, Service Quality Improvement Committee, Service Supervision Committee, etc.
- Employee awareness surveys, dialogues and consultations with labor unions, work-style meeting, an internal reporting system, etc.
- Participation in the UN Global Compact, the Principles for Financial Action for the 21st Century, and the Japan Association for the United Nations Environment Programme (UNEP), support for the Japan Down Syndrome Society, working with the Japan Philanthropic Association, implementing "Taiyo Seimei no Mori" (the Forests of Taiyo Life) activities.



## Priority Areas 1



The SDGs (Sustainable Development Goals) are 17 goals that countries around the globe have agreed to work on in order to realize a sustainable world.

# Providing Better Products and Services

## Basic Concept

The T&D Life Group believes that our most basic responsibility to society is to provide products and services that respond to the needs of society and the Group's customers that are changing in a variety of ways with the acceleration of Japan's declining birthrate and aging population.

### Initiatives by Taiyo Life

## Product Development which Preempts the Changes of the Times

Taiyo Life has launched its Centurion Pensions for Japan's rapidly aging society.

The company also offers *Kaketsuke-Tai* Service. Administrative personnel with specialized knowledge make personal visits to customers and their families. They provide support with relevant procedures so that customers in the senior market can complete procedures for receiving benefits at ease and conveniently. *Kaketsuke-Tai* Service realizes a paperless system for requesting benefits. It was used over 45,000 times as of the end of March 2018.



## Initiatives in Taiyo's GENKI Project

Looking ahead to era of the 100-year life, Taiyo Life has engaged in Taiyo's GENKI Project since June 2016. The aim is to address the social issue of longer healthy life spans.

As for specific approaches, the company has provided a smartphone app supportive of preventing dementia for customers. It also worked to learn "Universal Manners" so that its employees are more capable of offering assistance by taking the circumstances of each customer into account.

These activities have earned a fine reputation from outside assessment organizations. The company has been awarded numerous prizes for these efforts, including the "Award for Consumer-Oriented Activities" granted at the 3rd ACAP Commendation for Consumer-Oriented Activities hosted by the Association of Consumer Affairs Professionals (ACAP) in fiscal 2017.



### Initiatives by Daido Life

## Initiatives to Disseminate Health-oriented Management\* —DAIDO KENCO ACTION—

Daido Life assists SMEs in implementing Health-oriented Management. The aims are to contribute to creating a society where SMEs and their employees can actively perform and to solving issues faced by Japan's rapidly aging society.

In line with these efforts, the company works to raise SME managers' awareness of the principles of Health-oriented Management through seminars. It also offers the KENCO SUPPORT PROGRAM, a tool for implementing Health-oriented Management.

\* Health-oriented Management is a registered trademark of the Workshop for the Management of Health on Company and Employee, a specified non-profit organization.



## Comprehensive Support of Nursing-Care Burden

There are growing needs for nursing-care benefits as people age. In an attempt to meet the needs, Daido Life has sold *Shunyu Relief*, an insurance policy to protect against loss of income when long-term care is required by SME owners and individual business owners, and *Kaigo Relief*, an insurance policy to prepare for nursing-care costs.

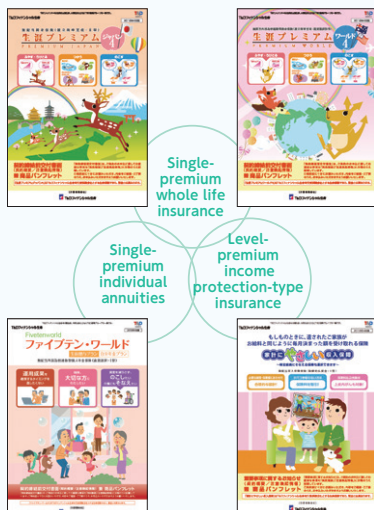
The company has also introduced *Kaigo Concierge*, a comprehensive support service for nursing care. This includes offering consultation on general nursing-care issues, and referrals to nursing-care facilities, by professional workers specializing in nursing care, such as care managers. In addition, the company started providing *Dementia Plus* in April 2017. This is a service that meets a wide range of requests, such as nursing care for patients with dementia and prevention of dementia.



## Initiatives by T&D Financial Life

### Products Responding to the Diversifying Needs of Customers

To respond to diversifying customer needs, T&D Financial Life enriches its product lineup and provides insurance products in a timely manner through banks and other financial institutions and insurance shops. For senior customers, it provides asset formation products to support a comfortable retirement life by preparing for post-retirement expenditures and the need for protection for bereaved families. For the working and childrearing generation, it offers protection-oriented products at an affordable price.



### Initiatives for Improving Customer Service Quality

T&D Financial Life is discussing and pushing ahead with a variety of efforts to further improve services for senior customers and customers with disabilities.

Since September 2017, the company has accepted the signature of parties other than an insured person's family members (such as home caregivers, facility committee members, and district welfare commissioners) on behalf of the insured if there is no specifiable family member at the time of signing. In addition, employees have been allowed to sign on behalf of a relevant insured person.

## Initiatives by T&D Asset Management

### Products that Contribute to the Formation of a Sustainable Society

T&D Asset Management manages the T&D Japanese Equity ESG Research Fund. The fund selectively invests in companies with an outstanding ESG (Environmental, Social and Governance) performance based on ESG research which seeks to generate investment returns that outperform the medium- to long-term market average while contributing to the formation of a sustainable society by investing in companies which contribute to the reduction of environmental impact and the achievement of a sound society.

In fiscal 2017, the company made contributions to the solutions for social issues by investing in companies that are proactively devoted to solving problems toward the realization of a healthy society. Besides, it started pursuing a strategy of health-related social contribution stocks that aims to acquire high investment income in the long term.



## Initiatives with Pet & Family Small-amount Short-term Insurance

### Insurance Protection for Precious Family Members

Interest in pet healthcare and its associated costs is increasing. Pet & Family Small-amount Short-term Insurance provides *Genki Number One* and *Genki Number One Slim*, products that compensate for a portion of the costs of treatments for pets at veterinary clinics due to illness or injury. These products help to ensure that pet owners can obtain veterinary treatment for their pets with peace of mind.

Since July 2017, Pet & Family Small-amount Short-term Insurance has posted on its website information for enriching pets' lives. The website also features special contents titled "Pet News Storage" that introduce questions closely related to pets' lives in an easily understandable fashion.



# Respect for Human Rights



## Basic Concept

The T&D Life Group believes that supporting and showing respect for the protection of human rights and promoting the creation of a comfortable working environment, where the individuality and diversity of employees are respected, will lead to the growth of the Company and the vitalization of society, and are important corporate responsibilities which the Company must fulfill.

## Initiatives to Provide Opportunities for Growth

Since its foundation, the T&D Life Group has been promoting the nurturing of a corporate culture where diverse human resources can feel job satisfaction and reach their potential. Each of the Group's affiliates formulates its own education and training plan and strives to develop and enhance the skills of its employees.

### Taiyo Life, Daido Life, T&D Financial Life

The three life insurance companies support employee career plan formation, by providing opportunities to actively pursue skill development.

#### ● In-house Recruiting

Under this system, employees can take up various challenges, such as application for dispatch to companies outside of the Group, positions of their choice and MBA programs.

#### ● Personnel Exchange within the Group

Personnel exchange is promoted among Group companies for facilitating the sharing of the well-developed skills and useful knowhow possessed by each Group company.

### ● Working Group Comprising Young and Mid-Career Employees from Group Companies

In fiscal 2011, we started the Working Group for the Active Participation of Women, an initiative to plan and propose group-wide measures to promote active participation of women. In fiscal 2016, this initiative was renamed the Working Group on Work Style Reform, and comprises both men and women. In fiscal 2017, the group conducted surveys and research on the theme of Balancing Childcare and Career, and proposed various childcare support measures. One of these proposals was to expand the system for short working hours (eligible children's age has been raised to grade 6). The proposal was put into practice in fiscal 2018, and the system is already being used by a number of employees.

## Initiatives to Support Active Participation of Women

Given that women represent the majority of the Group's employees, enabling them to further reach their potential is an important driver of sustainable growth in corporate value, and the T&D Life Group recognizes that their active participation is a crucial management priority.

The T&D Life Group has disclosed action plans for promoting the active participation of women and targets for promoting female employees to management positions. The ratio of female managers has been steadily increasing.

### Action Plan

- [Initiatives] → Implement systematic cultivation and promotion of female employees to management positions
- Enhance career development and work-life balance support measures
- Transform the mindset of managers

Targets set for promoting female employees to management positions  
Ratio of female managers (Achievement deadline)

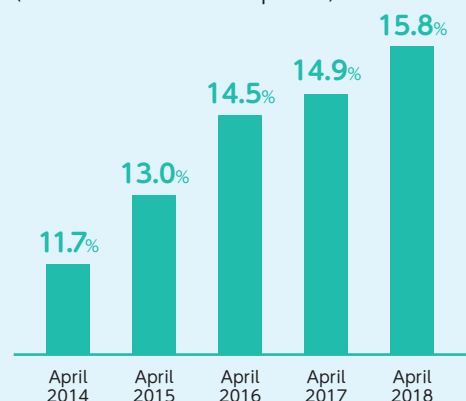
**TAIYO-LIFE**  
Systematically cultivate and promote motivated and talented female employees  
**More than 20%**  
(March 2021)

**DAIDO LIFE**  
Promote diverse work styles and support new challenges  
**More than 15%**  
(April 2020)

**T&D FINANCIAL LIFE**  
Become a company where female workers can work free from anxiety and reach their full potential  
**More than 15%**  
(April 2019)

Double the 7% level in 2013

Ratio of female managers  
(Total of the three companies)





## Work-Style Reforms, Work-Life Balance Initiatives

The T&D Life Group companies are strengthening various initiatives, including enhancement of childcare leave and other systems, as well as reduction of total working hours. Accordingly, employees can make full use of their skills and increase their performance at work, while fulfilling their responsibilities at home, such as housework, childcare, and nursing care.

### Taiyo Life

The company is continuing its efforts to reduce total working hours and encourage the use of paid leave. At the same time, it is making a flexible work system available. This allows employees to take half days for child caregiving or nursing-care leave, and expands eligibility for the flextime system to include employees on short working hours. In addition, because the number of employees who face the necessity of taking nursing-care leave is expected to increase along with the progress of demographic aging, the company has developed a nursing-care support system which includes the care leave of up to 3 years that exceeds laws and ordinances.

### Daido Life

Efforts are being made that are aimed at reducing working hours, such as "Challenge 19," (setting a target of 7 pm for leaving the office, with the implementation of automatic computer shut down). In addition, the company is promoting work styles that allow employees to balance their job and life at home, such as a campaign to slim down work. In 2017, the company received the Minister for Internal Affairs and Communications Award as one of the Top 100 Telework Pioneers for initiatives such as its home-based work system.

### T&D Financial Life

The company continues to implement measures to reduce overtime work hours, such as introducing a short working hour system, encouraging use of the flextime system, establishing a "No Overtime Day" and a "Go Home Early Day," and automatically shutting down computers. Though these efforts, the company seeks to create a workplace where employees can achieve work-life balance, with the aim of fostering a corporate culture where employees feel job satisfaction.

## Health and Productivity Management Initiatives

T&D Life Group companies aim to realize workplaces where all employees can work enthusiastically with a sound mind and body under the principles of health and productivity management.

Taiyo Life and Daido Life were among the "White 500" organizations recognized under the Ministry of Economy, Trade and Industry's Certified Health and Productivity Management Organization Recognition Program for the second consecutive year. This is established by the Ministry with the aim of disseminating Health and Productivity Management that encourages organizations to engage in initiatives to promote the health of their employees.



### Taiyo Life

The company promotes Taiyo's GENKI Project, an initiative aimed at energizing and promoting the health of employees, customers and society. This project provides various forms of support to encourage employees to be healthy, with the aim of preventing lifestyle diseases. In addition to conducting in-house anti-smoking campaigns, the company also cooperates with Kaminoyama City in Yamagata Prefecture to offer Kurort Health Walking and Smart Life Stay, accommodation packages that incorporate the government's specified health guidance, through the Kaminoyama Onsen Kurort (health resorts) Program. The company's health and productivity management initiatives have also included an increase in the subsidy for cancer screening since 2017, and MCI screening is performed along with regular health checkups to diagnose the risk of future dementia.

### Daido Life

The company introduced the KENCO SUPPORT PROGRAM for executives and employees in an effort to promote employee health and improve health literacy. The program provides wearable devices that measure personal status during everyday activities, such as heart rate and number of steps taken, and organizes talks on the company-wide non-smoking policy and other health topics. The company is strengthening its existing efforts to reduce working hours, prevent disease, and promote mental health. In addition, by expanding these initiatives on a company-wide basis, under the title, "DAIDO KOKO-KARA" the company fosters a corporate culture as a company that practices health and productivity management.

### T&D Financial Life

T&D Financial Life has implemented an in-house non-smoking policy and subsidizes the costs of engaging in sports through in-house club and other activities. The aim is to promote employee health. The company carries out a variety of initiatives to improve employee health, including subsidizing the cost of physical examinations for executives and employees aged 30 and over as a disease-prevention measure.



# Global Environmental Protection

## Basic Concept

The T&D Life Group formulated the T&D Life Group Environmental Policy\* to clarify the Group's stance on the environment and to publicize the policy among executives and employees and has promoted various activities to reduce our environmental impacts based on the policy. The T&D Life Group has announced that its policy is to carry out business activities with full awareness of the importance of environmental concerns and will give sufficient consideration to global environmental protection.

\*The T&D Life Group Environmental Policy is available at <http://www.td-holdings.co.jp/en/csr/csr-policy/environment.html>

## Environmental Impact-reduction Initiatives

### ● Reduction of CO<sub>2</sub> Emissions

As more than 90% of the CO<sub>2</sub> emissions derive from electricity use at the T&D Life Group, we have set targets for electricity use and are taking actions to cut our energy consumption.

#### ● Power-saving Efforts

Each year the T&D Life Group participates in a "Cool Biz" campaign from May to September (setting thermostats of air conditioners at 28°C) and a "Warm Biz" campaign from November to March (setting a room temperature at 20°C).

#### ● "Lights Down" Campaign

As an initiative to raise the environmental awareness of each of the Group's executives and employees, the T&D Life Group has been conducting a campaign in which it calls for a simultaneous switch-off of all the lights in offices twice a year. In fiscal 2017, this initiative was conducted in July and December. This initiative is being implemented in support of the "Reduce CO<sub>2</sub>: 'Lights Down' Campaign" initiated by the Ministry of the Environment to address for lit up facilities and individual homes to turn off lights in order to help combat global warming.

#### ● Promoting Paperless Office Work

At T&D Holdings headquarters, the conference room has been fitted with OA equipment to allow paperless meetings of the Board of Directors and the Executive Committee. The Company is working to promote a shift to a paperless format for other meetings as well, by distributing mobile computers, installing wireless LANs, and providing displays on meeting room tables.

#### ● Green Procurement Initiatives (Total Costs and Quantities of Procurement Intended for Environmental Protection)

In addition to green purchasing initiatives, which mainly target office supplies and other consumables, Green Procurement Standards that reduce environmental impact have been established for the printing of product brochures, policy documents and riders; procurement of lighting, air conditioning and other equipment for real estate; and for system equipment and office automation equipment. The Group gives priority to procurement of items that meet these standards.

### ● Efforts for Achieving Group-wide Targets

Group companies cooperate to reduce electricity consumption, reduce office paper consumption and improve the green purchasing ratio. The Group has set targets for these goals and is promoting measures to achieve them in its business activities.

#### 《Electricity Consumption》

We implement a multitude of measures to reduce electricity consumption. These efforts range from introducing a power demand monitoring system for controlling peaktimes use in each building and setting a no overtime day, encouraging employees to put their computers into standby mode when they are away from their desk and turn off printers and multifunction machines when leaving offices.

#### 《Office Paper Consumption》

We are striving to reduce the paper consumption in offices by promoting paperless meetings, two-sided and 2-in-1 printing, test printing and confirmations before printing a large quantity and rigorously insisting on printing only after confirming printing settings.

#### 《Green Purchasing Ratio》

When procuring office supplies and stationery, we promote green purchasing by giving priority to products that are compliant with the Act on Promoting Green Purchasing and to Eco Mark products. In addition to establishing Green Purchasing Standards and working to prioritize purchasing of products that meet those standards, initiatives include setting up a system that requires approval when ordering office supplies online that are not environmentally compliant.

### ● Initiatives Through Asset Management

The company pursues investment and lending initiatives to support financing for projects that play a role in reducing environmental impact. These include renewable energy projects and the creation of smart energy cities.

## Forest Conservation Activities

### Taiyo Life

Life insurance companies use vast amounts of paper including office paper, life insurance pamphlets, policy provisions and others in the course of its business operations. To restore forest resources and preserve greenery.

Name of Forest	"Taiyo Seimei no Mori" (the Forests of Taiyo Life) (Tochigi Prefecture)	"Taiyo Seimei Kutsuki no Mori" (Kutsuki Forest of Taiyo Life) (Shiga Prefecture)
Date of Establishment	March 2006	November 2007
Area	Approx. 4.8 ha	Approx. 12.7 ha
CO <sub>2</sub> Absorption	19t (Estimate by the Forestry Agency)	81t (Estimate by Takashima City)

#### <"Taiyo Seimei no Mori"(the Forests of Taiyo Life)>

At "Taiyo Seimei no Mori"(the Forests of Taiyo Life), in cooperation with the Enna District Forest Office and others, we conducted forest improvement activities including forest thinning and the maintenance of walking trails in July and November 2017. In addition, in May, we invited members of the Japan Down Syndrome Society and their families to take part in a forest studies class experience (total number of participants for the year: approx. 168).



#### <"Taiyo Seimei Kutsuki no Mori"(Kutsuki Forest of Taiyo Life)>

At "Taiyo Seimei Kutsuki no Mori"(Kutsuki Forest of Taiyo Life), we collaborated with the Asosatoyama Center, a local NPO, in conducting forest improvement activities, including the improvement of forest roads and the clearing out of fallen leaves in red pine forests, in September and December 2017. We also conducted Kurort Health Walking using the Kutsuki Forest course in September 2017, and hosted the "Dongri Project"(Acorn Project) in December 2017, whereby local elementary students grew broadleaf seedlings from acorns and then planted them in the forest at the time of graduation (total number of participants for the year: approx. 230).



## Environmental Communications and Educational Activities

T&D Holdings endorses the activities of the Japan UNEP Association which produces the Japanese edition of Our Planet, published by the United Nations Environment Programme (UNEP). This publication is distributed to all companies in the T&D Life Group as well as to local elementary and junior and senior high schools, public libraries, and other parties to raise awareness of environmental issues.





## Social Activities

### Taiyo Life

#### Sponsorship of the Japan Junior High School Rugby Football Tournament

Since fiscal 2011, Taiyo Life has been a special sponsor of the Japan Junior High School Rugby Football Tournament (Taiyo Life Cup) hosted by the Japan Rugby Football Union (JRFU). Taiyo Life chose this sponsorship in sympathy with the basic spirit of Rugby, "all for one, one for all" which is common to the basic principal of life insurance. At the same time, Taiyo Life agrees with the objective of the tournament, which can be summarized as "helping young rugby players and other youth to develop the quality and skills necessary for shaping a sound society." Accordingly, we are extending our support for the sound development of young people through promoting junior high school rugby in cooperation with the JRFU.



### Daido Life

#### Supporting Sports for People with Disabilities

The first National Sports Games for the Mentally Handicapped (Yuaipic)\* was held in 1992, when Daido Life celebrated its 90th anniversary. Since then, Daido Life has been a special sponsor of the National Sports Festival for People with Disabilities every year. It is the largest sports event for people with disabilities in Japan, aiming at helping the disabled experience the joy of playing sports, raising public awareness about their lives, and promoting greater social participation. Every year, Daido Life sets up a company booth in the Fureai Hiroba (Get-Together Plaza), a venue for interacting with participating athletes. The executives and employees of Daido Life, Taiyo Life, and other affiliated organizations work as volunteers to support this event.



We have been official partners of the Japanese Para-Sports Association since January 2015 and of the Japan Para Archery Federation since January 2018. As a partner, we have worked to develop sports for persons with disabilities and to spread awareness.

\* 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 Festival for People with Disabilities since then.

### T&D Financial Life

#### Official Partner Agreement Concluded with Japan Deaf Football Association (JDFA)

T&D Financial Life Insurance signed an official partner agreement with the Japan Deaf Football Association on June 1, 2018.

As an official partner, T&D Financial Life will contribute to and support the development and spread of deaf soccer and futsal in the future. Specifically it will support the activities of JDFA, which include the development of the Japan national deaf soccer and futsal teams, and the promotion of sports for persons with disabilities.



## External evaluation

### Evaluation by SRI and ESG assessment organizations

The Group makes efforts to disclose understandable and transparent information on its initiatives for addressing CSR and ESG issues. The Group is included in major SRI and ESG indexes after being highly evaluated by assessment organizations in and outside Japan.

\* SRI (socially responsible investment) and ESG (environmental, social, and governance) investment is an approach to select targets not only on the basis of financial data, but also on initiatives for environmental and social issues, governance, and other considerations.

International	Japan
 <p><b>FTSE4Good</b></p> <p>MSCI ESG 2018 Constituent MSCI ESG Leaders Indexes</p>	 <p><b>FTSE Blossom Japan</b></p> <p>MSCI ESG 2018 Constituent MSCI Japan ESG Select Leaders Index</p> <p>MSCI WIN 2018 Constituent MSCI Japan Empowering Women Index (WIN)</p> <p>MS-SRI Morningstar Socially Responsible Investment Index</p>

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**UD FONT**

Easy to read universal design  
 fonts are used.