

## Priority Theme 1



## Promote Healthy and Abundant Lives for People

With the main business of the T&D Insurance Group being the life insurance business, contributing to promote healthy and abundant lives for people is one of our most basic responsibility to society. We have positioned “Providing Better Products and Services” as the first principle of the T&D Insurance Group CSR Charter. The Group clearly states its commitment to fulfilling its responsibilities to society through the insurance business by offering well-suited, high-quality products and services that meet customer needs. The provision of products and services that contribute to solving various risks faced by our customers, which occur due to societal changes such as the acceleration of Japan’s declining birthrate and aging population, is both the Group’s mission and an opportunity for growth.

### Connected social issues and group initiatives to solve them

Social Issues	Primary Stakeholders	Initiatives
Reduce economic and social risks in an aging society	Customers, local communities	Provide insurance to support the prevention of dementia and insurance that covers a wide range of conditions requiring long-term care
Help people maintain good health	Customers, investors, local communities	Help spread and promote “Health and Productivity Management” and enhance welfare systems among SMEs Invest in funds that support businesses that contribute to improving people’s health
Promote the use of insurance and financial services for all	Customers	Integrate internet-based insurance enrollment with face-to-face customer services Promote the use of digital technology to meet diversifying customer needs
Encourage all people to engage in social and economic activities	Customers, local communities	Deliver asset formation products for seniors to enjoy their lives post retirement

### Our target

Customer satisfaction level  
at or above the fiscal 2020 level by fiscal 2025

### FY2023 results

Taiyo Life	91.4% (91.8%)
Daido Life	85.0% (82.3%)
T&D Financial Life	79.2% (72.8%)

\* Figures in parentheses indicate FY2020 results

### Initiative results and plans

#### Policy

To contribute to the sustainable growth of society and to the solution of social issues through the insurance business by offering high-quality, optimal products and services that meet customer needs

#### FY2023 Initiatives

- Launched *Preventive Insurance Series* to support initiatives aimed at customer prevention through insurance
- Enhanced online insurance product lineup including *Sma-Hoken* and Remote Application
- Provided *Kaisha Minnade KENCO+*, a new full range of health-promotion-type protection for promoting SME health and productivity management
- Provided *Hybrid Tsumitate Life*, asset formation insurance on a new axis that is closely attuned to the diversifying needs of the era of the 100-year life
- Deploying the Taiyo’s GENKI Project to encourage good health
- Launched the *Dodai?* web community for working on resolving social issues in collaboration with SMEs
- Bolstered product lineups to respond to diversifying customer needs, etc.

#### Planned for FY2024

- Continue to provide products and services that meet the needs of society
- Offer insurance products which even customers concerned about their health status can apply for
- Offer insurance products which meet the asset management and asset administration needs of the 100-year-life era
- Expand lineup of products offering a full range of protection to meet the needs of SME owners, modernize coverage, develop the insurance solicitation environment, and improve the sales tools, etc.

## Provision of Products and Services Which Meet the Needs of Society

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### Products and Services of Group Companies That Help Solve Social Issues

The T&D Insurance Group strives to provide the ideal high-quality products and services that meet the needs of customers in various markets, including those for households, SMEs and independent insurance agents. Through this approach, we contribute to solving social challenges stemming from social change, such as the declining birthrate, aging society, efforts to extend people's healthy lifespans, and the advance of IT technologies. The following table shows initiatives to address important social issues through the products and services of Group companies.

#### Initiatives Through the Products and Services of Group Companies to Address Important Social Issues

Important social issues	Corresponding products and services	
Reduce economic and social risks in an aging society	Taiyo Life	• Consideration for elderly customers (activities to pay visits to customers, initiatives when customers take out new policies or renew existing ones) <a href="#">P.40</a>
	Daido Life	• Consideration for elderly customers (initiatives during enrollment, after enrollment and during payment, improved service and hospitality) <a href="#">P.40</a>
	T&D Financial Life	• Insurance and services to prepare for the nursing care needs of business owners ( <i>Kaigo Relief a</i> ) <a href="#">P.33</a>
Help people maintain good health		• Consideration for elderly customers (initiatives when enrolling, taking out a policy or going through procedures) <a href="#">P.40</a>
	Taiyo Life	• Prevention Initiatives ( <i>Preventive Insurance Series</i> ) • Prevention Initiatives (services) <a href="#">P.28-29</a>
	Daido Life	• Initiatives to disseminate Kenkokeiei® (Health and Productivity Management) • Various other health and management support services, etc. <a href="#">P.34, 36</a>
Encourage all people to engage in social and economic activities	T&D Asset Management	• About Neuro HALFIT®, a HALFIT service <a href="#">P.33</a>
		• Contributing to the Promotion of a Healthy Society through Investment <a href="#">P.39</a>
Promote use of insurance and financial services for all	T&D Financial Life	• Provision of asset formation products encouraging all people to thrive socially and economically <a href="#">P.38</a>
	Taiyo Life	• Various initiatives that cater to diverse needs <a href="#">P.30</a>
Promote the use of digital technology to meet diversifying customer needs	Daido Life	• Procedural systems for foreign employees <a href="#">P.34</a>
		• Application procedures through DX utilization <a href="#">P.30</a>
	Taiyo Life	• Expansion of procedures available through <i>Taiyo Life My Page</i> (during policy term) <a href="#">P.31</a>
	Daido Life	• <i>Kaketsuke-Tai Service</i> supporting claim procedures (at time of payment) <a href="#">P.31</a>
Support the establishment and growth of SMEs and the improved health of their employees	T&D Financial Life	• Procedures that Connect <a href="#">P.34</a>
		• Initiatives aimed at improving customer satisfaction <a href="#">P.39</a>
	Daido Life	• Provision of protection that widely covers the human risks faced by SMEs <a href="#">P.32-33</a>
		• Initiatives toward support for the resolution of the management issues of SMEs <a href="#">P.34-36</a>

## Provision of Products and Services Which Meet the Needs of Society

### The Initiatives of Taiyo Life

Taiyo Life is a life insurance company that provides comprehensive products to the household market, including death benefits and medical/nursing care. Our management vision is to provide high-quality products and services to become a company that is needed and loved by customers, and, in this spirit, we provide various products and services to respond to diverse customer needs. In particular, to respond to diversifying customer needs and lifestyle changes—in addition to our in-house sales representative channel—we have launched fully-online insurance (*Sma-Hoken*) to respond to the needs of customers who want to handle procedures in a non-face-to-face way. In addition, we introduced Remote Application, which combines *Sma-Hoken* with consulting and application procedure support provided by in-house sales representatives. We also utilize digital information via infomercials, Internet ads, and similar kinds of promotion, and we provide hybrid sales service that combines face-to-face and non-face-to-face approaches.

In June 2016, in anticipation of the era of the 100-year life, we launched Taiyo's GENKI Project to respond to the social issue of longer healthy lifespans, that is, living a long, healthy life. We also promote various measures to help ensure that our employees are healthy so that they can support the health of customers and contribute to achieving a healthier society.

In this way, we are contributing to the realization of a sustainable society, which is the aim of the SDGs, through a variety of actions that consider the concepts of CSR, ESG, etc., such as the provision of products and services that contribute to enhancing the health and welfare of all people.



### Product Development Which Preempts the Changes of the Times

#### Prevention initiatives (Preventive Insurance Series)

Our goal at Taiyo Life is to help create a society where everyone can live long, healthy lives in the era of the 100-year life. To accomplish this goal, we are working on initiatives that not only support customers in terms of detecting and improving dementia and critical illnesses at an early stage, but also help prevent disease and improve customers' health.

We are developing a *Preventive Insurance Series* that supports customers' prevention



efforts through insurance. In October 2018, we launched our *Himawari Dementia Prevention Insurance* as the first of these products to help deal with dementia—a social issue—and enable customers to live their old age with peace of mind. At the end of March 2024, sales of our dementia-related products exceeded 950,000 policies, which shows that these products are well-received by many people, particularly by our senior customers.

Furthermore, in June 2021, we launched *Cancer and Critical Illness Prevention Insurance*, the second in our series of prevention insurance plans. This product covers certain conditions, including cancer, strokes, and acute myocardial infarctions, and has been well received by a wide range of customers of all ages, including the middle aged-generation.

Launched in October 2018



Himawari Dementia Prevention Insurance

**Benefit 1** Application with a simple declaration is possible even if there are health concerns

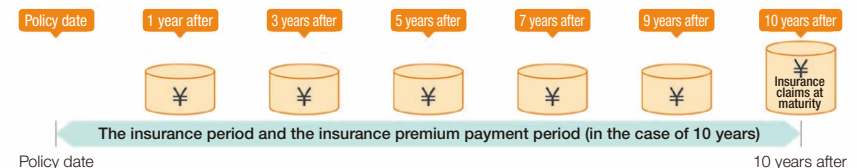
**Benefit 2** Coverage of dementia using double insurance claims (dementia diagnosis insurance claims and dementia treatment insurance claims)\*

**Benefit 3** Coverage of hospitalization, surgery, and the like due to certain diseases and the like which are common in seniors

\* When enrolling in both "relaxed-underwriting type dementia diagnosis insurance" and "relaxed-underwriting type dementia treatment insurance"

**Benefit 4** Special survival benefits (preventive benefits) that can be utilized for dementia prevention and various other purposes

[Preventive Benefits]



Our dementia prevention service can be used both **early** (during the first year) and **repetitively** (every two years)!

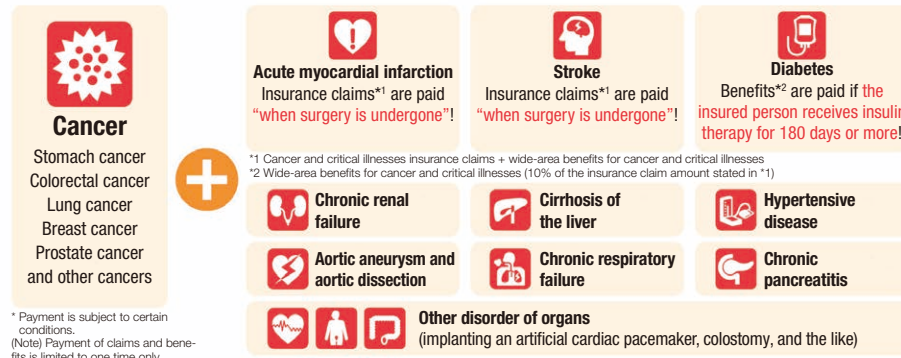
## Provision of Products and Services Which Meet the Needs of Society

Launched in June 2021



Cancer and Critical Illness Prevention Insurance

### Benefit 1 Broad coverage of cancer and certain critical illnesses



\* Payment is subject to certain conditions.  
(Note) Payment of claims and benefits is limited to one time only.

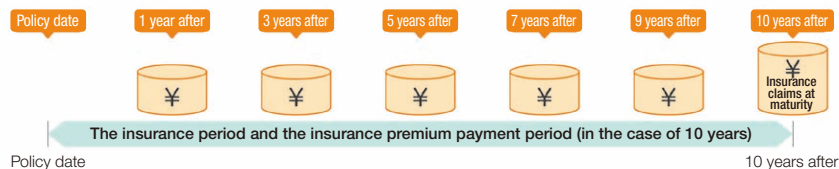
### Benefit 2 Even in the case of early-stage disease, 10% of the insurance claim amount (wide-area benefits for cancer and critical illnesses) is paid.

- |   |   |
|---|---|
| (1) Early-stage cancer  | (2) Hospitalization due to a stroke   |
| <ul style="list-style-type: none"> <li>Non-invasive cancer</li> <li>Cancer in situ, etc.</li> </ul> | (3) Hospitalization due to an acute myocardial infarction   |
|   | (4) Ongoing insulin treatment for diabetes for at least 180 days in response to a doctor's instructions |

\* Payment is subject to certain conditions.

### Benefit 3 Special survival benefits (preventive benefits) can be utilized for disease prevention services

[Preventive Benefits]

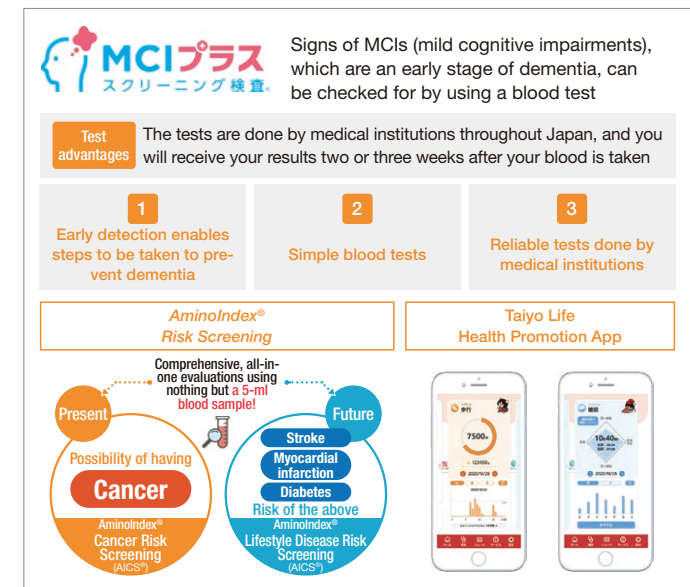


### Prevention initiatives (services)

For customers enrolled in our *Himawari Dementia Prevention Insurance*, we recommend dementia prevention services such as *MCI Screening Plus*, which determines the risk of mild cognitive impairments (MCIs) through a simple blood test, and the *Kurort® Health Walking Experience Tour*, which can prevent disease and improve health, among other benefits. In addition, in March 2021, we entered into a business agreement with Ajinomoto, H.U. Frontier, and H.U. Wellness, and began offering *AminolIndex® Risk Screening*, which can simultaneously evaluate the possibility of an individual currently having cancer and whether they are at risk of future strokes, myocardial infarctions, or diabetes.

Starting in August 2022, we also made it possible for customers to undergo *MCI Screening Plus* and *AminolIndex® Risk Screening* examinations as part of mobile medical services, thereby increasing opportunities for such testing and contributing to the health promotion of our customers.

Moreover, we have started providing the *Taiyo Life Health Promotion App* based on the concept of "improving health in a fun way using an app," which can support the health promotion of customers from a variety of perspectives, including walking and sleeping. This app has functions that give advice based on the number of steps walked and hours of sleep every day regarding possible illnesses and conditions that can be prevented and for health promotion, so that customers can confirm their own state of health.



### Kurort® Health Walking Experience Tour



Enjoy the fields and mountains of Japan during some laid-back walking, and refresh yourself mentally and physically!





## Provision of Products and Services Which Meet the Needs of Society

### Various initiatives that cater to diverse needs

Launched in May 2023



Simplified cancer diagnosis insurance



Simplified cancer treatment insurance

In May 2023, we launched *Simplified cancer diagnosis insurance* and *Simplified cancer treatment insurance*, which can be applied for even by persons for whom it is generally difficult to apply for cancer coverage, such as individuals who had cancer in the past. With *Simplified cancer diagnosis insurance*, a lump-sum payment is provided to pay for treatment costs, living expenses, etc. incurred after being diagnosed with cancer. Meanwhile, with *Simplified cancer diagnosis insurance*, benefits can be received for every month that certain kinds of treatment are undergone. This means that it is now possible to provide cancer coverage even to customers worried about their health.

Launched in May 2024



### 働けなくなったときの保険

Insurance for when unable to work, etc.

In May 2024, we launched *Long-term Care Income Protection Insurance*, a redesign of *Disability Income Protection Insurance* that is part of the *Hoken Kumikyoku Best* lineup. By newly establishing “14-day continuous hospitalization benefit special provisions” which cover short and continuous hospital stays, and “hospitalization and light disability benefits” that cover long-term continuous hospital stays of 180 days or more, while also newly covering designated situations involving light disabilities, customers are now even better equipped than before to prepare against the risk of not being able to work in the event of hospitalization or the need for nursing care.

### Application procedures through DX utilization

Taiyo Life has changed the way life insurance solicitation is done. For example, we introduced the Taiyo Life Concierge mobile terminal for the in-house sales representatives in August 2018, enhanced its functions utilizing the latest IT, equipped it with consulting and presentation functions which listen to the requests of the customers and propose the optimal plan on the spot, and made it fully paperless in all processes from concluding the policy to receipt of payment.

In August 2024, this was further evolved and transformed as *T-AI-Face*, a mobile terminal driven by AI technologies. A new way of developing proposals has been achieved, using AI to suggest the optimum protection plan, and doing so from anywhere, thanks to the use of digital technology.

Through the Internet sales channel, customers can obtain insurance quotes and apply online at a convenient time and from a convenient location. Building on this, we have launched *Sma-Hoken*, combining these options with the personalized in-person services we have cultivated over the years to develop a unique concept that allows us to provide online-only insurance with enhanced follow-up support. In addition to the *Simplified cancer diagnosis insurance* and *Simplified cancer treatment insurance* newly launched in 2023, we have started offering online-only *Sma-Hoken* for educational insurance and individual annuities.

Furthermore, in January 2021 we introduced Remote Application (non-face-to-face solicitation), which combines *Sma-Hoken* with sales-representative consultations and application procedure support. Through this Remote Application service, proposals to a greater number of customers, including customers requiring non-face-to-face services as well as distant customers for whom direct face-to-face applications are difficult, etc., are now possible, and these customers can now easily complete policy procedures from their own smartphones or computers anytime and anywhere.

We will continue to make use of information via internet advertising and other channels to promote hybrid sales combining in-person and non-in-person interactions, while also making use of DX in every field to evolve our business models, boost productivity and enhance service. We will also drive growth to become “a company that supports the healthy and long lives of customers through challenges and innovation,” as declared in our management plan.

### Delivering peace of mind to families

Taiyo Life is continuously working on various reforms and improvements to deliver trustworthy and reliable services to customers over the long term, from enrollment and the policy period up until a policy pays out.

### Consideration for elderly customers (activities to pay visits to customers, initiatives when customers take out new policies or renew existing ones)

We proactively recommend that the family members of a senior customer be present when he or she concludes a contract to prevent misunderstandings. Also, we offer the senior support desk service, where our in-house sales representatives make use of the videophone function for mobile devices so that our



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staff at the headquarters can contact customers directly and reconfirm the intention of the contract, application details, the notification details in the case of relaxed underwriting-type products, and more. We have also introduced the Family Registration Program, which allows the prior registration of contact information of customers' family members as preparation in case it ever becomes difficult to communicate with the policyholder due to the onset of dementia or hospitalization.

We are also implementing our *Senior Visit Service*, which involves visiting senior customers at least once a year during the enrollment period to confirm contract details and encourage customers to claim their benefits.

### Expansion of procedures available through *Taiyo Life My Page* (during policy term)

By using our dedicated customer service web portal *Taiyo Life My Page*, customers can complete procedures without having to visit the Company, including address changes and other insurance maintenance procedures, use of loans and other funds, hospitalization benefit, etc. claim procedures, and more. It is also possible to complete various procedures and benefit, etc. payments online.

In April 2022, we started providing a new *Taiyo Life My Page* service—the web insurance certificate and digital certificate—that enables not only policyholders but also insured members and registered family members to confirm policy details, and the total number of applications was past 160,000 as of March 2024.

### Services provided by *Taiyo Life My Page* (excerpt)

- Address changes
- Family Registration Program registration and detail inquiries
- Name changes
- Death insurance benefit, etc. beneficiary/preregistered proxy changes
- Addition of designated proxy application riders
- Insurance certificate reissuance
- Reissuance of certificates for life insurance premium deduction
- Repayment of policyholder loans
- Repayment of premium transfer loans
- Claim procedures for benefits, etc.
- Information on premium payment procedures
- Confirmation of policy details and viewing of web insurance certificates and digital certificates
- Account applications and changes
- Electronic barcode payments

#### Digital certificate features

##### Simple and convenient!

All you have to do is click the link to the information you want to know on your smartphone or computer screen. You can easily confirm your policy details on your My Page.

##### Secure and safe

Registering family members helps to ensure that procedures for insurance claims, etc. will all be handled smoothly even if something bad happens.

##### Environmentally friendly!

Because digital certificates are fully paperless, they help contribute to preserving the global environment and realizing a sustainable society.

In May 2023 we launched a new service that allows customers to access *Taiyo Life My Page* to create their own electronic barcode and use it to pay their second and subsequent insurance premiums at a convenience store. We also made it possible to use electronic barcodes for other payments, such as for first premium reserve payments in December 2023, and the repayment of policyholder loans in January 2024. As a result, the number of registered members for the *Taiyo Life My Page* service increased by approximately 500,000 from the end of fiscal 2022, reaching 1.72 million by the end of fiscal 2023.

An official LINE account was also set up in September 2023 to further improve convenience and enhance services. Registering the account has made it possible for customers to make use of our Internet-based services such as insurance-related procedures from LINE. We have also begun disseminating information on a regular basis through the account, and use it as a more intimate tool of communication to support customers in addition to existing services including service desks and our website.

### *Kaketsuke-Tai Service* supporting claim procedures (at time of payment)

We implement a *Kaketsuke-Tai Service* where office workers with specialized knowledge visit customers or their families directly to help them with various procedures, such as claiming benefits. With this service, which involves the use of sales terminal devices to generate paperless benefit claims, benefits can be paid in as little as ten minutes or so, thanks to the entirely paperless procedure\*. Additionally, with regard to dementia, we implement follow-up initiatives to ensure that if a customer fails to meet the payment criteria at one point despite having made a claim for benefits, they do not miss out on future claims. Since the service launched until the end of March 2024, we followed up on 3,274 cases, 1,298 of which led to benefits being paid out.

\* Results can vary depending on the nature of the claim, the situation under which the claim is received, and other factors.



## Provision of Products and Services Which Meet the Needs of Society

### The Initiatives of Daido Life

Daido Life is a life insurance company that specializes in the SMEs market. It provides products and services that take into account changes in the environment surrounding SMEs and has signed up some 370,000 corporate clients. In recent years, changes in the environment surrounding SMEs and the diversification of their needs has been progressing, including longer working lives for business owners due to medical technology advances and other changes, responses to inheritance and business succession, growing interest in social issues, in particular health-oriented management and the SDGs, etc. In the context of these changes in the environment, the company is working on “evolution of the provision of coverage” to protect SMEs and “being a partner in the resolution of issues” to support the resolution of the various issues faced by SMEs.

### Provision of protection that widely covers the human risks faced by SMEs

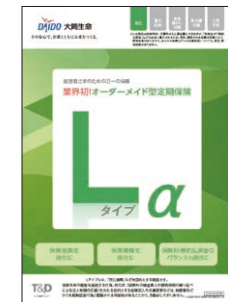
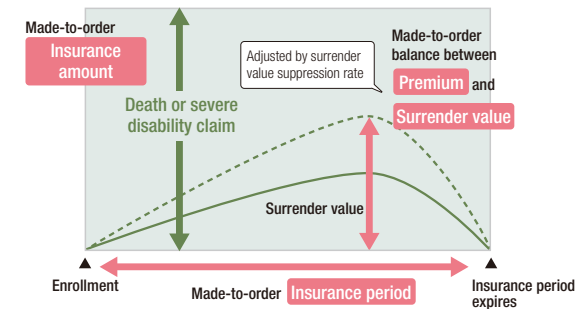
Proposal of reasonable integrated coverage for the corporation and individuals (a full range of protection)

There are many cases in which SMEs rely on the reputation and technical capabilities of the business owners themselves for their viability. For this reason, continuation of the business sometimes becomes difficult in the case that the business owner dies or becomes unable to work due to a major illness or injury, etc. In preparation for this kind of situation, Daido Life calculates the funds necessary to protect the company and family (“standard coverage” and “living support funds”) to propose reasonable integrated coverage for the corporation and individuals (a full range of protection).

### Made-to-order insurance to meet diverse coverage needs (*L-type*, *J-type*, and *T-type* products)

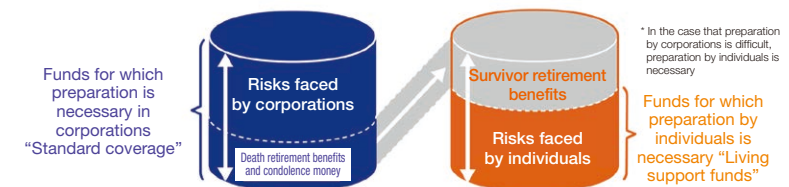
With the arrival of the era of the 100-year life and facing a serious lack of successors, a phenomenon including the aging of SME owners and the lengthening of their working careers is advancing. Meanwhile, structural changes in society and industry are presenting SMEs with more diverse management challenges and risks. These changes in the environment have brought about changes in the insurance needs of SMEs, in particular a growing need for products with coverage that can be flexibly configured according to business conditions and other factors. In response to this situation, we launched the industry's first “made-to-order” insurance products to provide SME owners with long-term coverage against death, critical illness (cancer, acute myocardial infarction, and strokes), and severe physical disability. Specifically, in July 2019, we began offering *L-type* [non-participating age-specific maturity term life insurance (specified surrender value suppression rate type)], *J-type* [non-participating critical illness insurance (specified surrender value suppression rate type)], and *T-type* [non-participating disability protection insurance (physical disability certificate-linked/specified surrender value suppression rate type)]. These products cater to the diverse needs of customers by allowing them to freely configure not only the insurance amount and period, but even the balance between premium and surrender value.

How it works (conceptual image)



### Main product lineup

Protect corporations	Insurance to prepare for death	Insurance to prepare for critical illnesses	Insurance to prepare for serious physical disability	Insurance to prepare for hospitalization and/or surgery
	R-type L-type α	J-type J-type α Stage-limited cancer J-type	T-type T-type α	Lump-sum payment M-type
	Kaisha Minnade KENCO+			
Protect individuals	Insurance to prepare for loss of income	Insurance to prepare for nursing care costs	Asset succession and inheritance preparation	Preparation for old age and asset formation
	Shunyu Relief	Kaigo Relief α	Life Gift α	Individual annuity Whole life insurance



### Medical insurance covering both corporate working capital and cost of hospitalization and surgery with a lump-sum payment (*Lump-sum payment M-type* products)

On June 1, 2023, we started selling *lump-sum payment M-type* [non-participating hospitalization lump-sum payment insurance (no surrender value)], which covers both corporate working capital in cases where managers are absent due to disease or injury as well as the costs of hospitalization by using a lump-sum payment. This insurance can also be freely combined with riders as necessary to cover surgery, radiation therapy, anticancer drug treatment, etc.

## Provision of Products and Services Which Meet the Needs of Society

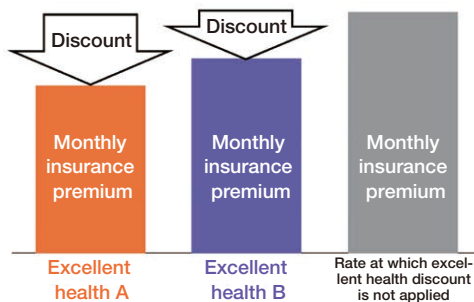
### Insurance and services to prepare for the nursing care needs of business owners (*Kaigo Relief a*)

As a result of the aging society, there has been an increase in the number of people requiring long-term care in the public long-term care insurance system, as well as the number of elderly people with dementia. Accordingly, the needs for nursing-care benefits of SME owners and individual business owners are also on the rise. To satisfy these needs, since April 2019, Daido Life has been offering *Kaigo Relief a* [non-participating whole life nursing care insurance (no surrender value type during premium payment period)] to provide wide coverage when long-term care is required, such as for dementia. This product ensures substantial coverage for times when long-term care is required, while realizing inexpensive insurance premiums by eliminating the surrender value during the premium payment period. By offering this product and the ancillary Kaigo Concierge service integrally, Daido Life is providing comprehensive support to relieve the financial, as well as psychological, burdens associated with nursing care.

### Kenko Yell Wari (excellent health discount rider)

To make it easier for all business owners, irrespective of their age, to secure the necessary protection, in December 2023 we released *Kenko Yell Wari* (excellent health discount rider), which combines two insurance premium categories, namely “insurance premium rates that carry a large discount,” and “insurance premium rates with a wide range of discounts.”

#### Image of insurance premium discounts



- ✓ **Excellent health A**, offering large discount to customers confident about their health
- ✓ **Excellent health B**, which applies to many customers

\* Rate ratio to which the excellent health discount is not applied

### HALFIT service

Since April 2020, free access to up to three sessions of the *Neuro HALFIT*® exercise program, which uses the wearable *Hybrid Assistive Limb (HAL)*® of CYBERDYNE, Inc., has been offered. This service, delivered as an ancillary service of *Kaigo Relief a*, etc., is intended to help prevent disease advancement and increase the independence of people who require relatively light levels of care while insuring them against financial risk in the event long-term care is needed.

#### About Neuro HALFIT®

The *Hybrid Assistive Limb*® is the world's first technology capable of reading signals from the human body to achieve movement in line with the wearer's intentions. Using the *Hybrid Assistive Limb*® enables even individuals for whom it is difficult to stand up or walk to move without too much trouble. *Neuro HALFIT*® is a program that supports day-to-day independence by facilitating repeated voluntary movements synchronized with the user's movement intentions.

#### A look at the different types of HAL® programs

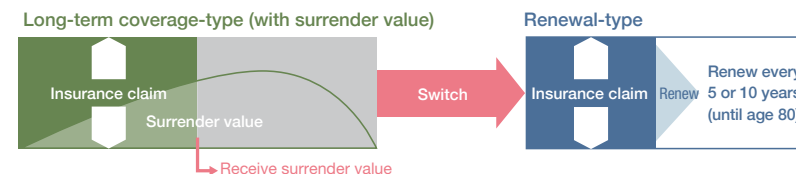


Provided by ©CYBERDYNE, Inc.

### Policy Conversion System (Switch)

To respond more flexibly to changes in needs after enrollment, in June 2023, we introduced the Policy Conversion System (Switch), which allows products in the same benefit field with different coverage periods to be switched (converted) between one another. The system applies not only to traditional death benefits, disability benefits, and health promotion but also to medical benefits. This has further improved the flexibility of policies, such as by allowing customers who are enrolled in medical insurance and riders, including the former M type, to update their insurance coverage with simple procedures (not requiring declarations) and to review coverage in accordance with business conditions.

#### Example of switch (conversion) from “long-term coverage-type” to “renewal-type”





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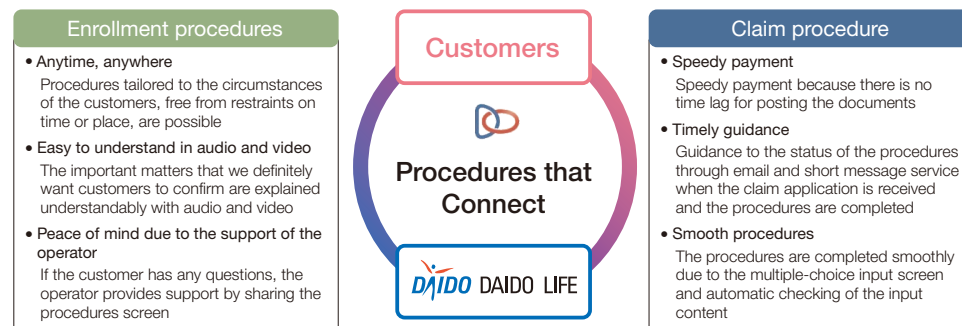
### Initiatives to improve the convenience of insurance procedures

#### ■ Procedures that Connect

To improve the convenience of customer procedures and respond to the “new normal” of coexistence with the COVID-19, we have introduced Procedures that Connect under which customers can carry out procedures related to insurance enrollment, insurance claims, benefit claims, and cancellation requests with their own smartphone and PC as well as Remote Examinations offering examinations by doctors over the videophone.

In addition, to make non-face-to-face procedures quick and simple for as many customers as possible, we expanded our Procedures that Connect starting in June 2023 to include policyholder loans and repayment.

We are continuing to try to make all insurance procedures non-face-to-face, so that customers can choose between the security of face-to-face procedures and the convenience of non-face-to-face procedures according to their needs.



#### ■ Procedural system for foreign employees

In order to respond to the wishes of SME owners to care for all employees regardless of nationality, Daido Life has developed a procedural application system that enables applications in foreign languages for life insurance as welfare benefits and is intended for foreign employees (insured members) who have difficulty understanding Japanese. This system is used by many employees.

(Explanatory materials in foreign languages, explanatory materials of important topics in foreign languages, telephone-based interpreter contact points, etc.)

#### Eight languages

Chinese, Vietnamese, Filipino, Portuguese, Nepalese, Korean, English, and Spanish

### Initiatives toward support for the resolution of the management issues of SMEs

#### ■ Initiatives to Promote Health and Productivity Management\*

Daido Life assists SMEs in implementing Health and Productivity Management. The aims are to contribute to creating a society where SMEs and their employees can be active and vigorous and to solving issues faced by Japan's rapidly aging society.

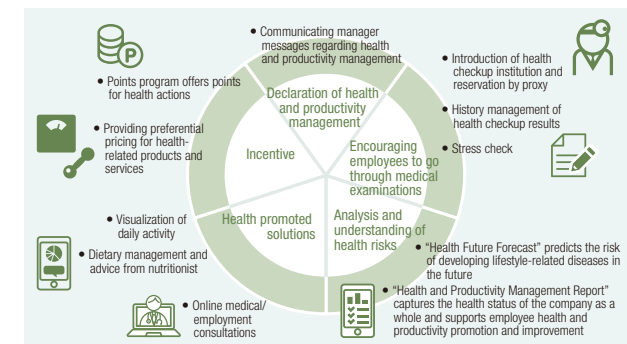
\* The Japanese term for “Health and Productivity Management” refers to a corporate management style of paying additional attention to employees' health and strategically implementing policies aimed at employees' health management and maintenance, and is a registered trademark of Non-Profit Organization Kenkokei.



#### KENCO SUPPORT PROGRAM

Since April 2017, Daido Life has been providing the Daido Life KENCO SUPPORT PROGRAM in cooperation with a multitude of companies, in particular Value HR Co., Ltd., that possess specialized technology and know-how.

It is a comprehensive program targeted at SMEs that supports continuous implementation of the PDCA cycle necessary for health-oriented management. This includes assisting companies in encouraging employees to go through health checkups, risk analysis of development of lifestyle disease, etc. for individual SME owners and employees, visualization of the company's overall health status, and provision of health promotion solutions and incentives that promote continuous health improvement efforts.



#### Kaisha Minnade KENCO+

To prevent illness through health and productivity management, and prepare for unforeseen retirements, since January 2022 we have been offering a health-promoting insurance integrating the KENCO SUPPORT PROGRAM with protection. This product widely protects against a variety of risks such as death, severe disability, physical disability, critical illness, etc.; moreover, it has introduced a mechanism which discounts the basic policy insurance premiums the following year in the case that the customer's “average number of steps per day is 8,000 steps or more every year.” We establish an “opportunity to start health-oriented management” by getting all of the owners, executives, and employees of SMEs to enroll in insurance together.



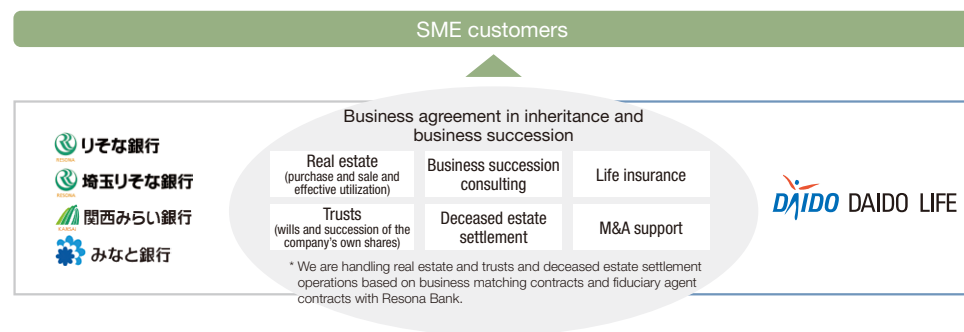
## Provision of Products and Services Which Meet the Needs of Society

### Support for inheritance and business succession

Recently, business owners have rapidly developed a growing interest in business succession. To accommodate business owners worried about whether they can smoothly hand on their business to a successor, since 2016 we have formed an organization of financial planning (FP) and inheritance consultants\* who are specialists in inheritance and business succession, establishing a system to provide ongoing support to help customers solve their issues.

Our FP and inheritance consultants provide advice about transferring a company's own shares and risk management based on financial analysis, reflecting the results of estimated company share valuations. Additionally, through collaboration with partners, we are offering a wide range of consulting tailored to the issues customers face as experts in inheritance and business succession. These include M&A support services for third-party succession, Daido Management Academy as a successor development program, and the provision of solutions from the banking sector through our collaboration with the Resona Group.

\* These are 1st-grade financial planning technicians (grade-1 FPs) or staff who have obtained CFP® qualifications, and who have been certified as inheritance and business succession experts after completing our dedicated training program



### A place of learning for SMEs

Starting in 2002—our 100th year in business—we started endowing annual open courses at universities, etc. throughout Japan as a way to enable participating SME owners to acquire knowledge and skills related to management and business.

In 2022—our 120th year in business—we renewed these courses to make them a place of learning, expanding the targets to include not just business owners and employees at SMEs, but also anyone aspiring to start their own business, including students. To date, the courses have been held a cumulative total of 155 times, with participants numbering around 18,000 in total.

In fiscal 2023, we launched a series of lectures at Meiji University, jointly hosted seminars with the University of Tokyo Hospital, held online courses together with Japan Women's University, Hito wo Taisetsu ni Suru Keiei Gakkai (the Human-centric Management Society) and the Organization for Small & Medium Enterprises and Regional Innovation, JAPAN, and also provided entrepreneurial support to students of Osaka University.



### Commencement of *Dodai?*, a site for business owners sharing their views with each other

In March 2022 we commenced the web community *Dodai?* for the owners of SMEs to meet and tackle the resolution of social issues together. Through this service, Daido Life, which has supported SMEs through protection until now, will put into practice the idea of "creating the future together with SMEs" going forward.

*Dodai?* comprises four functions: "Consult" (a community where business owners can share ideals and worries with each other), "Learn" (introduction of real examples close to home for business owners), "Utilize" (provide centralized guidance about the various services available to support management), and "Connect" (provide company and business introductions and messaging functions). We are aiming for a service that can connect the owners of all SMEs throughout Japan and that can be used free of charge regardless of whether the companies have a policy with Daido Life.

More than 70,000 companies!



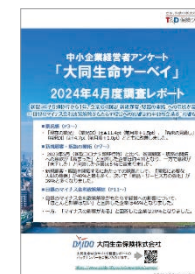
Web community *Dodai?*



Mascot *Dodai-kun*

### Daido Life Survey

Since October 2015, Daido Life has been conducting the Daido Life Survey, a monthly survey that collects the opinions of SME managers on such matters as business confidence and management issues. So far, Daido Life sales representatives have visited a total of approximately 9,000 SMEs across the country to hear the "unfiltered opinions" of their owners. Survey reports are sent to customers across Japan and also made available to the general public.



Daido Life website  
Daido Life Survey  
(Japanese only)



### Publication of a *Sustainability Management Implementation Guide* for SMEs

We have produced and distributed a new *Sustainability Management Implementation Guide* for SMEs that is designed to respond to feedback regarding sustainability management that has emerged from SME business owners, such as being unsure about the need to implement sustainability management at one's own company, or being uncertain of how to specifically put it into practice. This Guide includes basic knowledge and key points of sustainability management as well as case studies of SMEs that practice



*Sustainability Management Implementation Guide*



## Provision of Products and Services Which Meet the Needs of Society

sustainability management. It also clearly summarizes useful support and assistance available to SMEs that are getting to grips with sustainability management.

### ■ The DAIDO Sustainability INITIATIVE

In recent years, interest in sustainability has been growing in society, including the 2050 Carbon Neutrality Declaration by the government, and initiatives for the SDGs (Sustainable Development Goals) are becoming large management issues for not only major companies but also SMEs.

Given the above changes in the environment, we are providing a program that helps our customers deepen their understanding of the SDGs. This program also encourages the practice of sustainability management by creating points of contact between companies with an interest in the SDGs and companies possessing technologies and services that contribute to the resolution of social issues and supporting the introduction of services and cooperation among companies.



### ■ Recruitment and training support services

We offer “Free Consultation on Recruitment and Training of Human Resources (General Human Resources Consultation)” and four fee-based services in order to respond to a wide range of concerns regarding human resources, which is one of the management issues of SMEs.

#### General Human Resources Consultation [Free]

Free consultation regarding personnel hiring and development, advice about recruitment and hiring interviews, etc.



Guidance about the range of services based on the personnel difficulties companies face

Support for the recruitment of high school graduates



Support for mid-career hiring



Provision of an in-house manual creation tool (video)

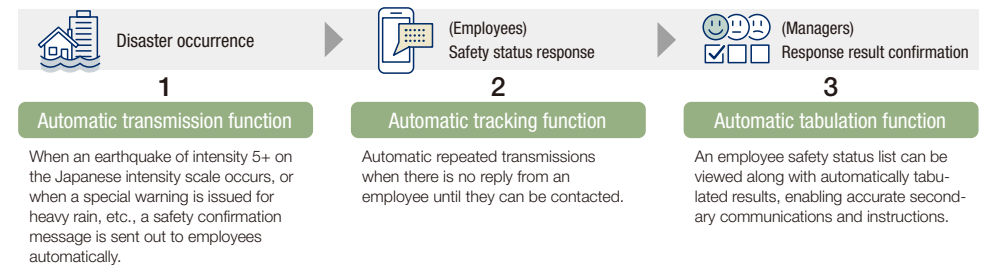


Provision of e-learning courses



### ■ Safety confirmation system

In recent years, large and unforeseen natural disasters have been on the rise. To respond to the wishes of SME business owners regarding the safety of their employees when disasters such as major earthquakes, typhoons or torrential rains strike, we provide a *Safety Confirmation System* that allows the safety status of employees to be promptly confirmed. This service is equipped with all of the functions necessary for safety confirmation at SMEs in the event of a disaster.



### ■ Various other health/management support services

To help SMEs resolve management issues, Daido Life provides various support services below.

#### Daido Life's health/management support services

##### Health support: more leisure time Supporting truly healthy daily living

- T&D Club Off
- Health Screening Referral Service
- Health Hotline 24
- Second Opinion Service
- Stress Check Service
- Simultaneous Cancer Treatment and Job Support Service
- Kaigo Concierge
- Daido Premier Concierge
- Welby My-Karte
- Cancer Rehabilitation Exercise Support

##### Management support

Providing services that are useful for corporate management

- Online Public Support Service
- Online Employment Regulation Diagnosis Service
- DAIDO Business Reports
- Internal Rule Template Providing Service
- Accounting Method Guidance Service
- Company Stock Evaluation Estimation Service
- Corporate Value Calculation Service
- M&A Support Service
- Daido Management Academy
- Targeted Attack Email Response Training Service
- SME-Oriented Information Security Service
- Overseas Expansion Support Service

## Provision of Products and Services Which Meet the Needs of Society

### TOPIC

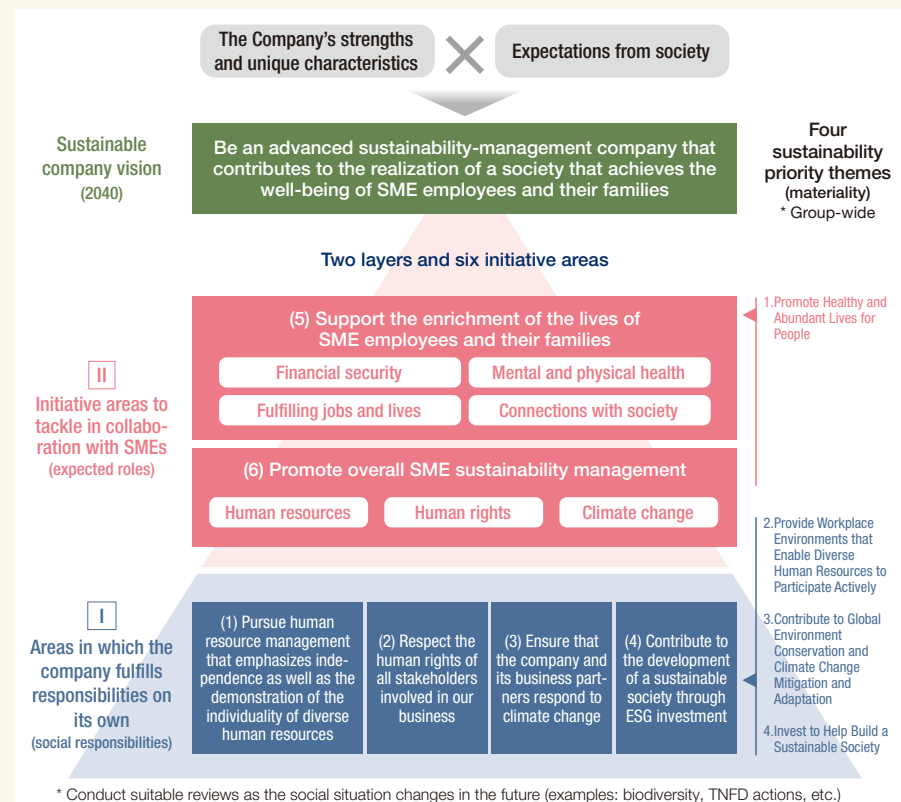
#### The Initiatives of Daido Life

### Initiatives Based on the Sustainability Promotion Plan

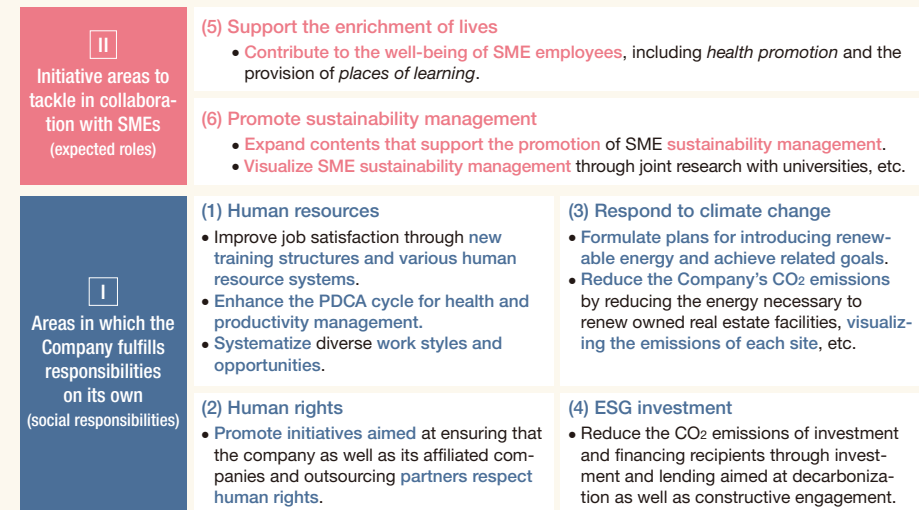
#### – Contributing to the realization of a society that achieves the well-being of SME employees and their families –

In March 2023, Daido Life formulated a Sustainability Promotion Plan spelling out two layers and six initiative areas to work on alongside SMEs to address social issues while continuing to fulfill its own social responsibilities. Daido Life continues to drive initiatives based on the plan with the aim of being a company that “contributes to the realization of a society that achieves the well-being of SME employees and their families.”

#### Sustainability Promotion Plan



#### Action plan leading up to 2025



#### KPIs (areas in which the company fulfills responsibilities on its own)

Initiative areas		KPIs
(1) Human resources	Job satisfaction	1) Employee satisfaction of at least 4.00 points by fiscal 2025
	Health	2) Presenteeism of at least 80% by fiscal 2025*1
	Diversity	3) Ratio of female managers of at least 25% by fiscal 2025 4) 100% paternity leave usage rate by fiscal 2025
(2) Human rights	Human rights	5) 100% human rights due diligence*2 implementation rate by fiscal 2025 (including business partners)
(3) Respond to climate change	Renewable energy	6) Transition to renewable energy to cover at least 60% of the Company's used power by fiscal 2030
(4) ESG investment	CO <sub>2</sub> emissions	7) 40% reduction in CO <sub>2</sub> emissions by fiscal 2025 compared to fiscal 2013
		8) 50% reduction in the CO <sub>2</sub> emissions of investment and financing recipients*3 by fiscal 2030 compared to fiscal 2020

\*1 Evaluated based on a questionnaire (Single-Item Presenteeism Question (SPQ)) concerning one's personal work in the last four weeks, with 100% assumed to be the quality of one's work assuming no illnesses or injuries

\*2 A continuous process used to identify and deal with the effects of companies on human rights

\*3 Japanese listed company stocks, bonds, and loans



## Provision of Products and Services Which Meet the Needs of Society

### The Initiatives of T&D Financial Life

T&D Financial Life has set out the management vision of “carefully giving attention to our customers and partners to become a chosen company: T&D Financial Life will partner with its sales agents to deliver future abundance and peace of mind in the lives of our customers.” It is working on bolstering its product lineup, timely provision, and the improvement of customer service to meet diversifying customers’ needs by “carefully giving attention” to financial institutions as well as insurance shops and other sales agents where customers can drop in for consultations, which are its customers and partners in all situations, including product development, service provision, and sales and administration.

### Provision of asset formation products encouraging all people to thrive socially and economically

Taking into account the attributes and diverse needs of customers, T&D Financial Life responds to various requirements such as growing and using funds after retirement, leaving assets to family members, and preparing for long-term care or dementia. At the same time, we develop products and services that help customers use their life insurance to form and manage assets, and have worked to bolster our product lineup.

#### Foreign currency-denominated whole life insurance *Shogai Premium World 5*

In July 2019, we launched *Shogai Premium World 5*, an update to our *Shogai Premium World* series of single-premium whole life insurance products that allows customers to utilize overseas interest and foreign exchange and leave money for family members while receiving money to use for themselves.

We have revised the content of the product so that it can meet the broader needs of customers. It inherits from its predecessor products the characteristic that the customers can enroll in the insurance without paying any foreign exchange fees, but it eliminates any initial fees previously borne by customers, and also adds a function minimally guaranteeing in yen the death benefits of the same value as a single premium for a certain period and other functions. From April 2024, we introduced a *Plan for Continuation Upon Target Value Attainment* for *Shogai Premium World 5*, which includes a *Whole Life Insurance Transition Rider Upon Target Value Attainment*. This allows customers, upon request, to resume asset management under the same currency as when they took out their policy once the target value has been attained.



#### Yen-denominated whole life insurance *Shogai Premium Japan 5*

In September 2020, we launched *Shogai Premium Japan 5*. This product is the latest renewal of our *Shogai Premium Japan* series of yen-denominated whole life insurance which enables customers to leave money for their family members while receiving money to use for themselves. In response to a rising awareness of nursing care and dementia coverage, we have newly established a Nursing

Care and Dementia Prepayment Rider, which, in addition to the prior *Nursing Care and Dementia Annuity Payment Transfer Rider*, offers advance payment of death benefits in the case that “Care Level 4” or above of the public long-term care insurance system has been authorized or a diagnosis of certain types of dementia has been confirmed. In addition to eliminating any initial fees previously borne by customers, we have made reforms such as introducing a discount system for high costs.

#### Whole life insurance *Minna Ni Yasashii Shushinhoken*

In July 2022, we launched a revised version of *Minna Ni Yasashii Shushinhoken*, a whole life insurance product that allows applications from customers without health declarations up to 95 years of age. The revised product enables customers of various ages to secure death benefits with peace of mind based only on an occupational declaration. While maintaining the original product feature allowing customers to choose from a yen-denominated course or currency diversification course, under the yen-denominated course customers can choose from two plans to suit their preferences, a bequeathment plan and a lifetime gifting plan. In this way, the product has evolved into an insurance product that allows customers to ensure bequeathment or lifetime gifting.



#### Variable insurance *Hybrid Series*

We provide the *Hybrid Series* to support asset formation through self-provision in the era of 100-year lifespans by combining an investment trust with life insurance.

In June 2021, we launched *Hybrid Asset Life*, a yen-denominated single-premium variable whole life insurance product. We developed the product to help customers enjoy life to the fullest by drawing down assets in a planned manner while continuing to invest, with a focus on long-term diversified investment. The product also helps customers prepare themselves and their families for nursing care, dementia and inheritance.

In December 2021, we launched *Hybrid Anshin Life*. This product inherits the product features of *Hybrid Asset Life*, but newly adds a *guaranteed minimum death benefit rider*, and as a service for long lifespans is a product specialized in asset succession and asset management functions.

In April 2022, we launched *Hybrid Tsumitate Life*. This product is “asset formation insurance on a new axis that is closely attuned to the diversifying needs of the era of the 100-year life,” and it incorporates product schemes on a new axis based on the market research questionnaire conducted during its development.



## Provision of Products and Services Which Meet the Needs of Society

This product can be used to manage funds through steady accumulation every month, while aiming for temporal diversification when forming assets, and it also adds *spot increase amount* and *dollar-cost average plus rider* functions, which enable customers to effectively utilize the surplus funds on hand, resulting in a product for which stabler and more efficient asset formation can be expected.

In March 2024, we launched *Hybrid Omakase Life*, a variable whole life insurance product. The product takes out existing variable whole life insurance and adds *Omakase Investment* that manages assets based on the individual customers' desires and needs.

### Individual annuities *Fiveten World 3*

In April 2023, we launched *Fiveten World 3*. This product is the result of renewing *Fiveten World 2*'s single-premium individual annuities utilizing overseas interest and foreign exchange. For this product, we have established the new Yen Currency Plan, which is aimed at steadily increasing funds in yen to prepare for future nursing care and dementia, and customers can now choose one of two plans depending on their needs: the Yen Currency Plan and Foreign Currency Plan.



### Initiatives to enhance customer satisfaction

T&D Financial Life has been working to further improve customer satisfaction by making administrative and system improvements that contribute to customer-oriented business operations, such as collecting customer feedback, conducting interviews with solicitation agents, and studying the market environment including various financial products, legal aspects and industry trends.

Since May 2023, we have adopted an AI-driven voice-based response system (*Voice Bot*) to promptly respond to customer inquiries. When a customer contacts our service center by telephone, they can answer questions from the *Voice Bot* verbally. This has made it possible to accept requests for some procedural documents and inquire about matters such as surrender values 24 hours a day, including on weekends and public holidays.

In February 2024, we launched the *AI Fund Prediction Service*. The service, the first of its kind in the industry, predicts unit price movement for separate accounts based on economic indicators and other data. Through the service, customers can view AI-driven predicted unit price change rates (versus the end of the previous month) for separate accounts being handled through the *Hybrid Asset Life*, *Hybrid Anshin Life* and *Hybrid Tsumitate Life* products.

In March 2024, we adopted *Gokazoku Anshin Service* (services that bring peace of mind to family members) as the informal name for our Family Registration Program and expanded the service to enable policy change procedures as well as the designation of accounts in the names of registered family members as payee accounts for insurance payouts and benefits.

## The Initiatives of T&D Asset Management

### Contributing to the promotion of a healthy society through investment

To ensure the long-term growth of the assets entrusted to the company by our customers, the active management of Japanese equities by T&D Asset Management emphasizes the analysis of not just financial information but also non-financial information such as ESG factors. In particular, the *T&D Japanese Equity ESG Research Fund*, which is a private placement fund and makes selective investments in companies that excel from an ESG viewpoint, has set "health, safety and security" as a materiality when evaluating investee companies, and actively invests in companies that contribute to solving social issues related to people's health. Furthermore, when T&D Asset Management analysts conduct materiality-driven dialogues with investee companies, they encourage the companies to take action to resolve social issues and contribute to building a society where people can live healthy and prosperous lives.

## Initiatives of Pet & Family Insurance

### Insurance protection for precious family members

More pet owners recognize their pets as family members, and therefore interest in pet healthcare and its associated costs is growing. To respond to this situation, Pet & Family Insurance offers *Genki Number One Smart*, *Genki Number One Slim* and *Genki Number One Best*, products that compensate for a portion of the cost of treatments for pets at veterinary clinics due to illness or injury. These products address the needs for pet medical care costs and ensure that pet owners and their pets can receive veterinary treatment with peace of mind. In March 2024, we began offering *Koredake Pet*, a pet insurance product that allows customers to enroll through PayPay Insurance, which is part of the PayPay cashless payment platform.



### Providing information on pets' lives

Pet & Family 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. It is regularly conveying information on various subjects related to pets in an attempt to deepen understanding of pets, which are precious family members. In March 2024, the number of articles topped 435.

In addition, information on preventing injuries and providing preventative care against disease is regularly disseminated via the Pet & Family Insurance website and official LINE account.

## Provision of Products and Services Which Meet the Needs of Society

### Best Senior Service

3-3

Based on the social situation that the aging of society is progressing, we are carrying out Group-wide efforts to improve the convenience and satisfaction of our elderly customers. The Group's three life insurance companies have named these initiatives the *Best Senior Service (BSS)*, and, through these initiatives, we are developing a variety of service improvements.

### Major initiatives by Taiyo Life

#### ■ (1) Home visit service

Taiyo Life launched the *Senior Anshin Support Activities* in July 2014 as a visiting service activity designed for customers who are seniors. Its staff visit them at least once a year. Confirmation of insurance contract coverage, and examination of whether claims have been fully submitted, are carried out in a careful and easily understandable manner. This service enables each of the senior customers to live with peace of mind.

#### ■ (2) Initiatives for securing peace of mind at the time of contract conclusion and during the insurance period

Taiyo Life proactively recommends the family members of a senior customer to be present when he or she enters into a contract. In addition, the person in charge at the headquarters reconfirms the intention of the contract and declaration (for some products) by using the videophone function of the terminal. Furthermore, Taiyo Life has adopted the Family Registration Program in the event contact with policyholders become impossible when large-scale disasters occur and recommends this service to policyholders. The family members whose contact information has been registered are entitled, on behalf of the policyholder, to inquire about coverage and the procedure for claiming benefits, and depending upon the circumstances of the policyholder, may also obtain application forms (some forms excluded). Starting in April 2022, we made it so that even family members who are registered for the Family Registration Program and are living separately can use digital certificates to view coverage details, thereby establishing a system that makes it easy for family members to share information with each other.

#### ■ (3) *Kaketsuke-Tai Service*

The *Kaketsuke-Tai Service* is provided by Taiyo Life's administrative personnel with specialized knowledge. They visit customers and their families to lighten the burdens of dealing with benefits claims and to provide meticulous support unique to administrative personnel. This service is very popular among many customers including senior customers. More than 200,000 home visits had been made through this service (as of the end of March 2024) since its launch in April 2016. Moreover, by making the procedures for claiming benefits paperless, customers can check the details of their claims and complete procedures by simply signing on their mobile device.

### Major initiatives by Daido Life

#### ■ (1) Initiatives for enhancing sense of ease during and after enrollment

##### <Presence of family members during procedures>

Daido Life recommends that family members of customers 70 years of age or older be present during the enrollment process. This is to ensure a full understanding of the content of insurance policies that customers are going to enroll in with a sense of ease. The company explains the content of the insurance coverage and important items that need extra attention in detail both to the customers and their families. It also carries forward the procedures by ensuring that the content is in line with the customers' intentions.

In addition, for changes made to a policyholder or beneficiary, we recommend family members to be present, so that they can understand what the procedures entail and continue with a policy with peace of mind.

##### <Designated Proxy Application Rider>

The Designated Proxy Application Rider is introduced to customers for insurance policies in which the insured is the beneficiary of insurance claims, etc. In cases where it becomes difficult for the insured to file an insurance claim due to sickness, accidents, or other reasons, a representative who is designated in advance (a preregistered proxy) can file a claim.

##### <Family Registration Program>

We propose that our individual customers register their family members in the Family Registration Program, under which a family member registered in advance may make an inquiry about policy details on behalf of the policyholder. We also send out a copy of the Daido Life Guide published annually to the registered family members if the policyholders request it.

#### ■ (2) Initiatives for receiving insurance claims, etc. reliably and promptly

Daido Life regularly checks if there are no unclaimed insurance claims, etc. for individual customers who are over a certain age so they can receive insurance claims reliably and promptly.

#### ■ (3) Improvement of treatment of customers and hospitality

In order to provide courteous and careful service in response to customers' situations, we formulated and use a service manual taking into account the general characteristics of our senior customers, such as changes in physical abilities and psychological aspects, as well as visual aides. Through these means, we are striving to provide an environment in which our customers can complete necessary procedures with peace of mind.

### Major initiatives by T&D Financial Life

#### ■ (1) Measures at the time of enrollment

During the enrollment process for customers who are 70 years of age or older, T&D Financial Life takes measures to confirm they have the intention of buying the insurance policy by recommending that a family member accompanies the customer, providing sufficient time for the customer to fully consider the

## Provision of Products and Services Which Meet the Needs of Society

features of a product, and similar. In addition, the company has employed universal color designs in the solicitation materials for customers with partial color-blindness, and universal design fonts that reduce reading mistakes. This helps customers to accurately understand the contents, systems, and important matters regarding recommended products. The *Shogai Premium World 5* and *Shogai Premium Japan 5* pamphlets have earned the “easy to look at” design certification from the UCDA. Furthermore, the company has prepared auxiliary solicitation materials that complement our pamphlets to clearly describe the risks and actual yields of foreign currency-linked single-premium whole life insurance with foreign exchange risks, as well as videos to introduce and explain our single-premium products, which are posted on our website.

### ■ (2) Measures during enrollment

We introduced the *Gokazoku Anshin Service* (Family Registration Program), which is a system that enables family members registered in advance by a policyholder (registered family) to act as a proxy to verify policy details, obtain various claim forms, and carry out certain claim procedures on behalf of the policyholder. In addition, the company implements its policy inspection system over the telephone for policyholders of a certain age and older to verify changes in contact information and identify unnoticed cases of eligibility for benefit claims, among other matters.

For customers whose postal items have not arrived, the Company looks up addresses and recommends making a bank deposit when the insurance premiums have not been paid, and for customers who have not claimed their hospitalization benefits, the Company implements a text message distribution service through short message service (SMS).

The Call Center, which serves as the point of contact with customers, has introduced an automatic voice response system in order to answer inquiries from its customers quickly.

In addition, our *Kaigo Concierge* ancillary service can now be used by a wider range of people in cases where there is an application by a policyholder who has added the Nursing Care and Dementia Annuity Payment Transfer Rider, Nursing Care Annuity Payment Transfer Rider, or Nursing Care and Dementia Prepayment Rider, an insured member, a related spouse, or a family member within two degrees of kinship.

### ■ (3) Measures during procedures

T&D Financial Life is working to improve convenience for customers to enable them to easily go through the procedures. It is taking steps to expand the procedures that can be completed by telephone, revise claim documents and use colors for them, and omit the submission of insurance certificates and seal registration certificates, and so on.

## Providing Wholehearted Reassurance 417-1

### T&D Insurance Group Basic Policy Related to Customer-oriented Business Operations

The T&D Insurance Group takes “customer-oriented” as a shared Group-wide value and has established the “T&D Insurance Group Basic Policy Related to Customer-oriented Business Operations” in order to conduct fair and adequate business activities with integrity and sincerity that lead to profits for our customers.

In addition, we are working on fostering a corporate culture which respects the intent and spirit of this policy.

### T&D Insurance Group Basic Policy Related to Customer-oriented Business Operations

Basic Policy	Description Location
<b>1. Providing better products and services</b> We provide optimal and high-quality products and services tailored to customers' situations and needs.	Provision of Products and Services which Meet the Needs of Society <a href="#">P.27</a>
<b>2. “Customer-oriented” proposals and sales</b> (1) We make proposals of suitable “customer-oriented” products taking into account customers' situations and intentions. (2) When selling the products, we work on more understandable information provision to ensure that our customers can correctly understand the important information pertaining to the products.	Establishment of Solicitation Policies <a href="#">P.42</a> Efforts to Offer Customer-oriented Services <a href="#">P.42</a>
<b>3. Improvement of the quality of business operations</b> In order to build enduring relationships of trust with our customers, we work on improving the quality of business operations, including readiness for after-sales services and development of the administration and systems.	Efforts to Offer Customer-oriented Service <a href="#">P.42</a> Working Toward Better After-sales Service <a href="#">P.43</a> Initiatives to Respond to Customer Feedback <a href="#">P.46</a>
<b>4. Appropriate management of conflict-of-interest transactions</b> In order to ensure that the interests of our customers are not unjustly prejudiced, we have formulated and announced a policy for appropriately managing transactions which could constitute conflicts of interest, and we are appropriately ascertaining and managing transactions which could constitute conflicts of interest.	Efforts to Offer Customer-oriented Services <a href="#">P.42</a>
<b>5. Development of human resources who practice “customer-oriented” actions and other activities</b> (1) We thoroughly instill “customer-oriented” attitudes in our corporate officers and employees, and in order to build enduring relationships of trust with our customers, we develop human resources who have high ethics and are also equipped with specialized knowledge. (2) We are working to build a framework which encourages actions based on this policy.	In Order to Provide Better Services <a href="#">P.44</a> Cooperation with Sales Agents and Cooperating Organizations <a href="#">P.45</a>
<b>6. Promotion framework</b> In order to promote “customer-oriented” corporate activities based on this policy, the group companies operating the financial businesses separately formulate policies pertaining to the initiatives of their own company, regularly report the status of their initiatives based on the policies to the Board of Directors and other bodies, and announce the content of the reports. In addition, we regularly carry out confirmations of whether revisions of this policy or the policies of each company are necessary.	The policies on implementing initiatives and specific content of the initiatives of the group companies can be seen at the Company's website. (Japanese only) <a href="https://www.td-holdings.co.jp/en/information/business_operations.php">https://www.td-holdings.co.jp/en/information/business_operations.php</a> T&D Insurance Group Basic Policy Related to Customer-oriented Business Operations / Site Information / T&D Holdings

\* The Group's *Basic Policy Related to Customer-oriented Business Operations* complies with all the *Principles for Customer-Oriented Business Conduct* published by the Financial Services Agency (FSA).



## Providing Wholehearted Reassurance

### Fairness in Offering Insurance Products to the Broader Public

Life insurance is a mutual aid system in which insurance premiums collected from a large number of policyholders are used to fund insurance payments and benefits in the event of someone's death or hospitalization. Life insurance companies use the law of large numbers to calculate fair premiums based on statistical data such as mortality rates and insurance accident rates presented in life insurance tables, which are calculated separately for each age and gender. Life insurance companies maintain the fairness of the life insurance system by adding some conditions such as additional premiums, or in the worst cases by not offering coverage, for those who do not meet the companies' predetermined standards due to health conditions or other factors. The Group's three life insurance companies respect customers' human rights, and develop and offer many unique insurance products which meet a wide variety of customer needs, health conditions, gender, enrollment age and other specific circumstances at a fair premium.

### Establishment of Solicitation Policies

The Group's three life insurance companies, T&D Asset Management, and Pet & Family Insurance have established individual solicitation policies for offering life insurance and other products to customers. Under these policies, each company strives to develop and offer applicable products that meet customers' needs and circumstances.

### Solicitation policies (In the case of Taiyo Life)

The following are Taiyo Life's basic solicitation policies for offering financial products, including life insurance, to customers. We always endeavor to develop and offer products in a proper and appropriate manner in due consideration of customers' desires, circumstances and privacy in order to provide customers with proper services through consultation.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• We will comply with the applicable laws, rules and regulations in solicitation activities.</li> <li>• We will endeavor to carry out adequate solicitation activities in consideration of the customer's circumstances.</li> <li>• We will give due consideration to the time and the place for solicitation activities.</li> <li>• We will explain the important issues properly.</li> </ul> | <ul style="list-style-type: none"> <li>• We will make efforts to enhance employee education and our training program.</li> <li>• We will safeguard customer information strictly in confidence.</li> <li>• We will make continuous efforts to establish an internal structure ensuring adequate solicitation activities.</li> </ul> |
|---|---|

### Efforts to Offer Customer-oriented Services

From contract procedures and after-sales service to payment of insurance claims and benefits, the three life insurance companies endeavor to provide services with an emphasis on understandability as an approach to earn trust from customers.

### Awards for customer service

#### ■ Daido Life

#### Obtaining Five-Star Certification for Call Center Operation in HDI-Japan's 2023 *Quality Ratings*

Point of contact for customers and point of contact for sales agents at Daido Life's call center both received the highest rank of 3 Stars in HDI-Japan's 2023 *Quality Ratings*, which evaluate service quality, for the fourth consecutive year. In addition, this marked the first time Daido Life has received *Five-Star Certification*, which can only be obtained when call center operations, management and other aspects are comprehensively recognized as being consistent with international certification standards.

### Receiving Various Awards at the 2023 UCDA Awards

Daido Life received the following awards in the 2023 UCDA Awards, at which the Universal Communication Design Association (UCDA) commends outstanding communication design.

Award	Explanation	What was Subject to Evaluation
2023 UCDA Awards	Eligible for the Grand Prize	<i>Lump-sum payment M-type</i> product pamphlet Video "Examples of use of <i>lump-sum payment M-type</i> benefits"
Another Voice Award	Awarded for something highly evaluated by consumers	KENCO SUPPORT PROGRAM app
Comprehensive Award (Bronze)	Award for universal communication design activities during a year	Company

### Initiatives by the three life insurance companies

#### At the Time of Making a Contract

We work to enhance the understandability of various documents regarding policy procedures.

#### [Major Documents (including Electronic Forms)]

- Clearly worded "Product Pamphlet"
- "Contract Summary" and "Proposals" describing insurance plans tailored to individual needs of customers
- "Warning Information (notifications of important matters when making a contract)" for calling the customer's attention to particularly important points
- "Policy Leaflet and Policy Provisions" describing the various procedures when making a contract, and the structure of the product
- "Understanding/Confirmation of Intent" as a final step to ensure that the customer's needs are met by the insurance product offered
- "Overview Materials" which provide a concise overview of the product as well as information about fees and other matters
- "Important Information Sheet" enabling easy comparisons among diverse products transcending the boundaries of each business category, including the description of products and the like, the anticipated purchasing demographic, risks and fund management performance, costs, cashing and surrender conditions, the possibility of conflicts of interest, and the overview of taxation.

## Providing Wholehearted Reassurance

### After-Sales Services

We work to ensure customer satisfaction by providing various kinds of information after contracts. We also work to enhance our services so that the policyholders can make insurance and benefit claims more easily.

#### [Major Information Provision Services]

- Notification of policy details (the three life insurance companies)
- Distribution of service guidebooks (Taiyo Life) (T&D Financial Life)
- Distribution of Security Guide (Taiyo Life)
- Notification of account transfer payment (the three life insurance companies)
- Accounting method guidance service for corporate clients (Daido Life)
- Confirming policy details by visiting customers (Taiyo Life) (Daido Life)
- Confirmation of policy details by using My Page (Taiyo Life) (Daido Life)
- Distribution of messages via LINE (T&D Financial Life)

#### [Examples of Measures to Facilitate Making Insurance and Benefit Claims]

- Handling of Direct Payment Service\* to Medical Institutions of advanced medical care benefits (Daido Life) (T&D Financial Life)

\* Through this service, the insurance company pays benefits directly to medical institutions for expensive and advanced medical treatment such as proton-beam therapy and heavy-particle radiotherapy to ease the temporary burden on its customers. These benefits help customers receive treatment with ease of mind.

- Distribution of booklets and leaflets that comprehensively describe insurance and benefit claims procedures as well as payable case examples (Taiyo Life) (Daido Life)
- Reimbursement of expenses for obtaining a medical certificate in the event that the related insurance claim is completely rejected despite that insurance and benefit claims (the three life insurance companies)
- If a claim satisfies certain requirements, submission of a medical certificate can be omitted or a copy of a medical certificate can be accepted (the three life insurance companies)
- Handling of Invoice-less Payment for paying maturity insurance claims and annuities without submitting claim forms in the case that certain conditions apply (Daido Life)
- Improvement of explanation and advice at Customer Service Center (call center) and branch offices (the three life insurance companies)
- Introduction of designated proxy application option to allow the pre-registered proxy to file insurance claims in the event that the policyholder is unable to file the claim for a certain reason (the three life insurance companies)
- Provision of insurance claim information and handling of annuity payments without requiring the submission of a life certificate based on the changed Individual Number Card information, etc. of customers who registered or agreed in advance (Taiyo Life) (Daido Life)
- Periodic follow-up of customers who take a long time to submit claim documents despite having declared an intention to make insurance claims (the three life insurance companies)
- Services include confirmation of customer intent to file a claim, after which office staff may fill out claim forms on behalf of the customer, as well as obtaining medical certificates needed for benefit claims (the three life insurance companies)
- Implementation of support services that cover everything from the arrangement to the submission of documents necessary to apply for a physical disability certificate and are provided to customers who cannot go to municipal offices, etc. due to disabilities (Daido Life)
- Made it possible to designate a signing proxy other than a family member in the event that a customer has physical difficulty in signing, filling out or affixing their seal to claim forms due to illness and suchlike (the three life insurance companies)
- Benefit claim procedures via My Page (Taiyo Life) (Daido Life)

### Working Toward Better After-Sales Services

The Group's three life insurance companies have each set up various systems aiming at providing quality after-sales services. At Customer Service Centers, professionally trained staff handle inquiries and insurance claims from customers nationwide over the telephone in a considerate, polite, prompt, and accurate manner. Also, each member of staff is dedicated to providing post-contract support to our customers. At Taiyo Life, employees visit homes of senior customers at least once a year and check the coverage and missing claims. In the case of senior customers who lack local branches and sales locations in their neighborhoods, Taiyo Life conducts confirmation activities that combine outbound calls with face-to-face distribution of brochures created for the purpose of, for example, checking unclaimed cases by courier. Daido Life conducts activities to confirm policy details where sales representatives and sales agents regularly give advice on and confirm the policy details and necessary amount of benefits with customers. In addition, the company is making efforts to provide detailed services such as suggesting to customers that they also take measures against a range of risks and have services useful for the solution of management issues.

### Other Services

As shown below, the Group's three life insurance companies and Pet & Family Insurance offer diverse services to meet the requests of customers.

#### T&D Club Off

T&D Club Off offers a range of services to the policyholders of the three life insurance companies and Pet & Family Insurance that are useful in daily life and enhancing free time activities. T&D Club Off members can take advantage of a varied selection of over 200,000 facilities and services, such as hotels inside and outside Japan, leisure facilities, sports clubs, medical checkups, and car rental, at special discount rates.

#### Main Service Details

Domestic hotels, Japanese inns

About 20,000 locations

Amusement and theme parks

About 1,000 locations

Housework services, pet sitting, and phone consultations on health and legal issues

For more details about these services, please visit each company's website.

#### Customer Service Center open for inquiries on Saturdays and Sundays

In order to provide services to customers who are busy on weekdays but would like to use such services, Taiyo Life's Customer Service Center, or call center, is open and handles inquiries on Saturdays and Sundays from 9:00 to 17:00 as well.

## Providing Wholehearted Reassurance

### Dedicated pet consultation center “Wan Nyan”

Through Pet & Family Insurance, we have established a pet consultation service that is only available to insurance policyholders and insured members (pet owners). The service handles inquiries or requests for information on everyday issues that arise when owning a pet. It is available 24 hours a day online. Advisors with specialized qualifications respond to a variety of concerns.

### Service on the Internet

The Group firms, including the three life insurance companies, provide various kinds of information on their websites. As part of our efforts to improve customers' convenience, we also offer online services for payment procedures, inquiries and change of registered information. At Pet & Family Insurance, customers can also purchase pet insurance on the company's website.

### Examples of Internet services

#### Taiyo Life

- Payment of insurance premiums through electronic barcode-based payments
- Inquiries about insurance policy details, Himawari Tsushin (general notice of policy terms), and life insurance premium deduction certificates (inquiries, downloads)
- Policy-related changer procedures (change of address, application or change of bank account for the automated deduction of insurance premiums, change of beneficiary or designated proxy claimant for death insurance benefits, etc., name change procedures, addition of designated proxy claim rider, PIN change)
- Reissue of insurance certificates, annuity payment certificates and deferred fund payment certificates
- Claims for hospitalization benefits, etc. and cancellation of foreign currency-denominated products (handled by financial institution agents)
- Use and withdrawal of funds (policyholder loans, accumulated dividends, various types of deferred funds, etc.)
- Sending application document (for loan repayment)

#### Daido Life

- Inquiries about insurance policy details, inquiries about accounts for automatic withdrawal of insurance premiums, various inquiries about guidance (guidance on insurance premiums accounting method, etc.)
- Change of information related to contracts and insurance claims such as changes of address, changes of account, making policyholder loans or repaying such loans, insurance claims and benefits, and surrender requests
- Life insurance premium deduction certificates (reissuance and electronic issuance)
- Web-ATM for withdrawing accumulated dividends or deposited money

#### T&D Financial Life

- Inquiries about summary and details of policies such as coverage details and change in accumulated funds
- Change of information related to insurance contracts and claim procedures (change of address, reissue of life insurance premium deduction certificate and other matters)
- Registration and changes for Gokazoku Anshin Service (family member registration system)
- Variable insurance change procedures (transfer of accumulated funds, change to details of periodic increase of amount, etc.)
- Sending out various forms for procedures (transfer of ownership, changing first or last name, reissue of insurance policy, etc.)

#### Pet & Family Insurance

- Online application for Genki Number One Slim pet insurance
- Inquiries about insurance policy details
- Changes and procedures related to contracts (pet naming and correction, changes to address/telephone number, changing first or last name of policyholder, changing credit card information, etc.)
- Renewal procedures (reducing value of enrollment plan, changing number of insurance premium payments (changing between yearly and monthly payments), changing enrollment type (dog's weight))
- Reception of demands for insurance claims

For more details, please contact the Customer Service Center of each insurance company

### Other services

We offer a wide range of services. Our *private nursing-home referral service* (from Taiyo Life) introduces over 340 facilities nationwide in collaboration with other industries. The best doctors service (from Taiyo Life) introduces trustworthy doctors and hospitals for when policyholders have serious illnesses. The *adult guardianship system introduction service* (from Taiyo Life and T&D Financial Life) introduces experts in the adult guardianship system, which supports people whose judgment ability has deteriorated. The *M3 Patient Support Program* (from T&D Financial Life) is a health consultation and support service.

\* For details on the various health/management support services provided by Daido Life for SMEs, see P.36.

### In Order to Provide Better Services

The Group's three life insurance companies are working to enhance the skills of their customer service staff based on a basic knowledge of life insurance, specialist knowledge and compliance essential to increase customer satisfaction. The Group's three life insurance companies have diverse staff members, including sales representatives and customer service staff, who are engaged in duties to provide the most suitable services to customers depending upon each individual business model. We have

## Providing Wholehearted Reassurance

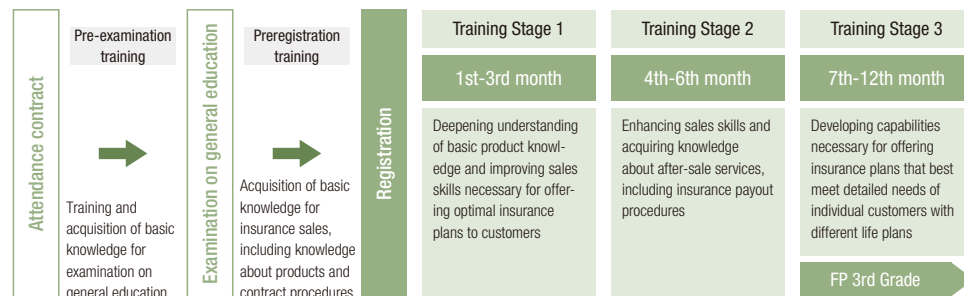
developed human capital training programs for such diverse staff, and we always work to provide them with the best educational and training opportunities.

### Education program for new employees (Taiyo Life)

Taiyo Life has established a range of training programs for its sales representatives to ensure we offer consulting tailored to each customer, along with reliable peace of mind and fulfilling services. Through internal training and the earning of qualifications, representatives acquire knowledge of products, taxation issues and financial planning (FP) so that they can plan and sell life insurance tailored to the needs of each customer, taking into account family composition, occupation, income, educational plans for children, insurance enrollment status, and other factors.

### Education programs for new sales representatives (progress)

New employees thoroughly learn the basics of sales, including the mindset needed to sell life insurance, along with related knowledge and technologies.



### Implementation of education and training for in-house sales representatives (Daido Life)

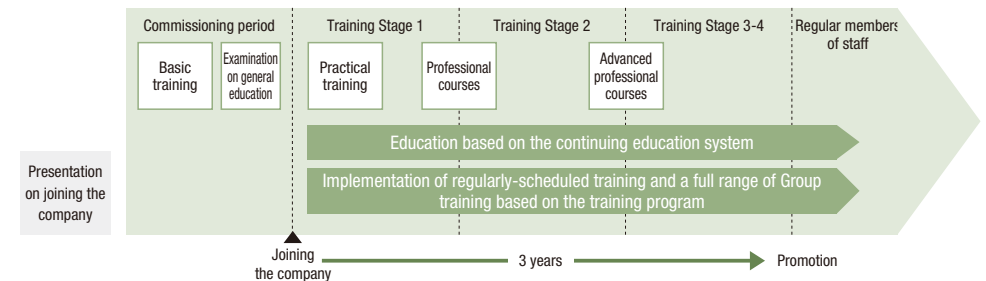
#### Training program in the development period

Daido Life is endeavoring to develop in-house sales representatives (sales staff) with a high level of knowledge and ethics so that they can comply with laws and regulations and other rules while meeting the variety of needs of the customers.

The company positions the three years after joining the company as the “development period” and is implementing education and training based on *D-STANDARD*, the company’s original early training program.

In addition to the industry-wide basic education,\* the education and training is mainly comprised of basic knowledge and sales techniques so that the sales staff can give understandable explanations to customers and practice appropriate sales and service activities.

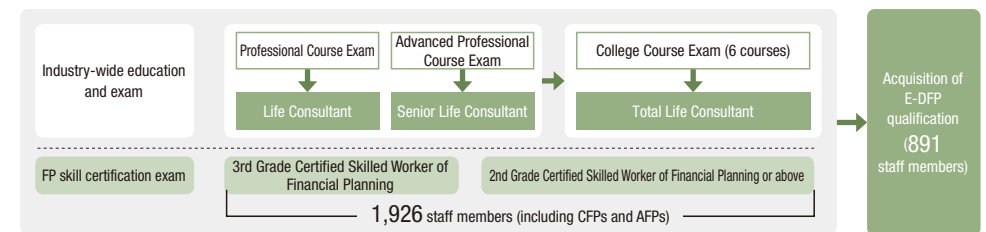
\* In addition to basic training and practical training, it implements professional courses, advanced professional courses, and education based on the continuing education system.



### E-DFP program (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) program with the purpose of enabling its sales representatives to obtain a wide range of professional knowledge including taxation, finance, and financial products. The E-DFP qualification is awarded to those who have passed all six life insurance college course examinations and are ranked as a 2nd Grade Certified Skilled Worker of Financial Planning or above, including AFPs and CFPs.

### E-DFP Program (As of March 2024)



### Cooperation with Sales Agents and Cooperating Organizations

#### Building a sales structure through collaboration with partner organizations (Daido Life)

Daido Life has formed partnerships with SME industry associations as well as the professional organizations of tax accountants, and has built a sales structure aimed at offering applicable life insurance products tailored to the needs of various member companies and the clients of those member tax accountants. Because these partner organizations, tax accountants, and other agents are key stakeholders of Daido Life, the company holds regular business meetings with its partners to report the latest business developments and to hear their views on Daido Life’s business operations.



## Providing Wholehearted Reassurance

### Sales agent support (Daido Life)

At Daido Life, the head office and branches work together closely to provide high-quality support for sales agents by assisting them in responding to customers' diversified needs. As a part of these efforts, the company develops programs to offer practical training by using its own e-learning materials, etc. to help sales agents acquire broad knowledge on the compliance and insurance business.

### Wholesaler activities (T&D Financial Life)

T&D Financial Life carries out elaborate support activities for its sales agents, such as financial institutions, through its sales staff assigned to assist sales agents in order to enable them to make the best proposals to customers. In addition, to win the trust of customers and sales agents, T&D Financial Life provides practical training to sales staff, to deepen knowledge about insurance and other financial products and enhance sales skills, overall asset management, related laws and regulations as well as improve presentation skills for accurately explaining features of our products to customers and sales agents.

### Proposal of welfare systems to companies and organizations (Taiyo Life)

Taiyo Life is engaged in proposal activities for group insurance in order to enhance the welfare systems of companies and organizations. As the environment changes dramatically, such as the arrival of the era of 100-year life due to the progress of an aging society with a declining birthrate, the needs with respect to the welfare systems of companies and organizations are diversifying.

Operating under these conditions, Taiyo Life offers the following products with a focus on third sector insurance.

- Non-participating group insurance for the three major diseases (launched in May 2024)

This insurance provides coverage for cancer (malignant neoplasm), acute myocardial infarction and stroke, and coverage can also be arranged for severe illnesses such as diabetes with the addition of riders.

- *Group Hospitalization Lump-sum Payment Insurance*

This is a hospitalization lump-sum insurance product covering everything from one-day hospitalization, and coverage can also be arranged for surgery with the addition of riders

- *Group Life Nursing-care Insurance*

Nursing care insurance that not only covers employees own nursing care needs but those of their parents

- *Monthly Fee Support Plan*

A group annuity system which offers lifetime annuity support for the fees charged by homes for the elderly and other expenses

## Initiatives to Respond to Customer Feedback

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417-1

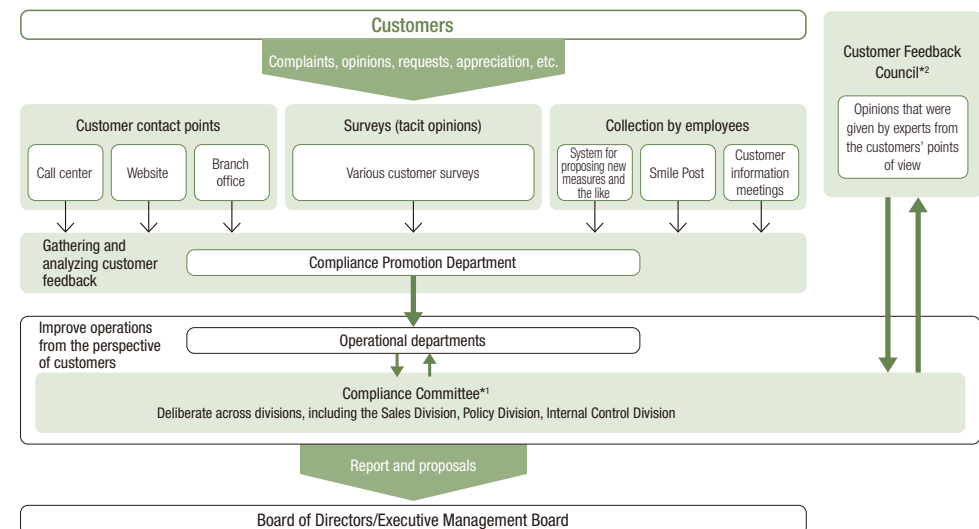
### Initiatives to Respond to Customer Feedback

To respond to the changing needs of society through the provision of better products and services, our three life insurance companies have set up a number of points of contact with customers, such as sales representatives, sales agents, call centers, and the Internet to collect as much customer feedback as possible. In addition, the company is conducting customer satisfaction surveys to inquire about the level of satisfaction provided by our products, services and after-sale services.

### System to reflect customer feedback in operations

The Group's three life insurance companies have set up dedicated departments and committees that include external members to oversee our customer-oriented business operations. We have built a comprehensive system ensuring customer satisfaction at all stages of interaction with customers, from making contracts to payment of insurance claims and benefits, based on our customer-oriented business operation policy and specific guidelines for the amelioration of customer complaints. All the feedback collected from customers is input into a centrally managed database and shared by the relevant units for the development and quality improvement of products and services, as well as for the improvement of business practices.

### System for reflecting customer feedback in operations (Illustration is an example from Daido Life)



\*1 Compliance Committee

We established the Compliance Committee with the objectives of developing and establishing a compliance promotion framework on a company-wide basis and further promoting our corporate motto of "customer-oriented corporate activities." In addition to continuously reviewing all processes from insurance solicitation to payments from the perspective of customers, the Compliance Committee makes reports and proposals for promotion of improvements to the Board of Directors and the Executive Management Board.

\*2 Customer Feedback Council

The company has established the "Customer Feedback Council" in order to utilize the insights of outside experts in sound business operations from the perspective of customers. The Customer Feedback Council monitors the situation with business operations related to improving customer service and reviews the adequacy and effectiveness of the content of deliberations by the Compliance Committee.

## Initiatives to Respond to Customer Feedback

### Examples of Reflecting Customer Feedback in Operations

#### Taiyo Life

##### Customer Information Meetings

Taiyo Life holds regular meetings with policyholders, called Customer Information Meetings, in order to help them gain a deeper understanding about Taiyo Life and life insurance, as well as to ask them for their opinions and requests regarding our products and services. At Customer Information Meetings, the company explains its management policy and yearly performance, information regarding the services it offers to customers, new products, and similar. The valuable opinions we have received from participating customers are used to improve our business practices and customer services.

##### Acquiring a third-party opinion on ISO 10002 compliance

In March 2008, Taiyo Life declared the introduction of ISO 10002, an international standard for handling complaints as regards quality management, customer satisfaction and guidelines for complaints handling in organizations, and since then has been committed to continually enhancing customer-oriented service and operations by utilizing customer feedback (including complaints). In March 2024, following on from March 2023, we obtained a third-party opinion on ISO 10002 compliance that recognized our complaint management system as complying with ISO 10002 and functioning effectively. We have been working to improve our business processes based on ISO 10002 and educate employees through training programs.

#### Customer complaints\* by type

(Units: no. of complaints received; proportion: %)

Type of feedback	FY2020		FY2021		FY2022		FY2023	
	No. received	%	No. received	%	No. received	%	No. received	%
New contracts	1,907	31.7	2,170	32.6	1,919	20.8	1,854	26.5
Payment of premiums	355	5.9	381	5.7	375	4.0	431	6.1
Conservation work	1,203	20.0	1,246	18.7	1,067	11.6	1,280	18.3
Insurance claims and benefits	1,060	17.6	1,508	22.6	3,947	42.8	1,646	23.5
Others	1,498	24.9	1,355	20.3	1,918	20.8	1,791	25.6
Total	6,023	100.0	6,660	100.0	9,226	100.0	7,002	100.0

\* "Complaints" refer to an expression of dissatisfaction by customers.

For details on examples of improvements Taiyo Life has made by utilizing customer feedback, please see Taiyo Life's website. (Japanese)

[https://www.taiyo-seimei.co.jp/company/activity/voice/voice\\_casestudy.html](https://www.taiyo-seimei.co.jp/company/activity/voice/voice_casestudy.html)

#### Daido Life

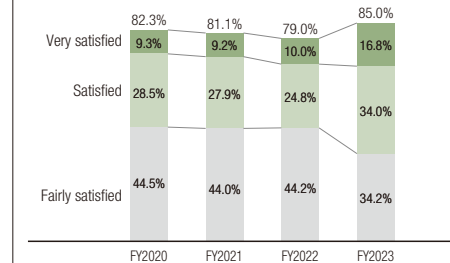
##### Customer satisfaction surveys

To help identify hidden issues related to Daido Life's business that are difficult to uncover by passively receiving customer opinions and requests, we conduct customer satisfaction surveys filled out by business owners/managers that inquire about the level of satisfaction provided by our products, services, and after-sales services.

##### Response to customer complaints

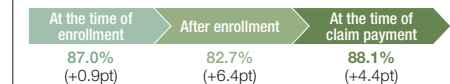
We define "complaint" as an expression of dissatisfaction by a customer regarding the company's operations. Upon receiving complaints, we immediately respond in a sincere manner, setting out to resolve such issues. At the same time we take these complaints as valuable information to be used for improving our business processes from the customer's perspective.

#### Customer Satisfaction Level (Corporate and Individual Business Owners)



\* The customer satisfaction level is a total of the top three items (Very satisfied, Satisfied, Fairly satisfied) out of seven levels: Very satisfied, Satisfied, Fairly satisfied, Cannot decide, Somewhat dissatisfied, Dissatisfied, and Very dissatisfied.

#### Satisfaction Level for Each Case



\* Figures in brackets show the comparison with fiscal 2022.

#### Customer complaints by type

(Units: no. of complaints received; proportion: %)

Type of feedback	FY2020		FY2021		FY2022		FY2023	
	No. received	%	No. received	%	No. received	%	No. received	%
Purchase of life insurance policy	809	13.1	802	13.4	774	12.3	638	12.9
Payment of premiums	429	6.9	454	7.6	355	5.6	315	6.4
Procedures after making a contract	2,200	35.6	2,015	33.8	1,815	28.9	1,550	31.3
Payment of insurance claims and benefits	980	15.9	1,087	18.2	1,556	24.8	936	18.9
Others	1,763	28.5	1,607	26.9	1,785	28.4	1,517	30.6
Total	6,181	100.0	5,965	100.0	6,285	100.0	4,956	100.0

\* As percentages are rounded to the second decimal place, totals will not necessarily add to 100.

For details on initiatives pursued by Daido Life to make business improvements based on customer feedback, please see Daido Life's website. (Japanese)

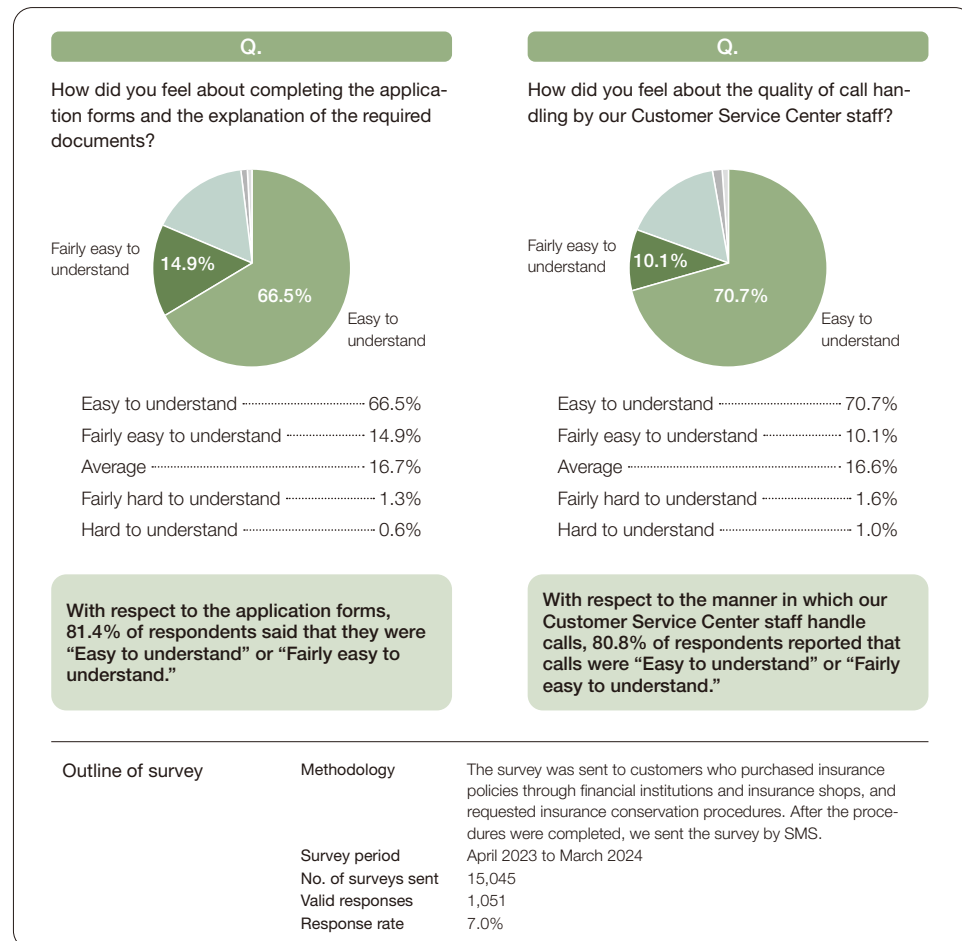
<https://www.daido-life.co.jp/company/satisfied/voice.html>

## Initiatives to Respond to Customer Feedback

### T&D Financial Life

#### Customer survey

T&D Financial Life conducts a customer satisfaction survey to proactively reflect customer feedback in customer service and operational quality improvements. This survey includes questions about the quality of T&D Financial Life's customer support such as the understandability of application forms and documents involved in various procedures and the quality of call handling by the Customer Service Center staff. Results of customer surveys are available on our website.



#### Provision of information on the Internet

T&D Financial Life discloses a summary of information regarding responses to customer feedback, such as frequently made complaints, comments requests and inquiries, on its website.

#### Customer complaints\* by type

(Units: no. of complaints received; proportion: %)

Type of feedback	FY2020		FY2021		FY2022		FY2023	
	No. received	%	No. received	%	No. received	%	No. received	%
New contracts	209	23.6	284	32.8	315	36.5	207	33.0
Payment of premiums	60	6.8	69	8.0	45	5.2	52	8.3
Procedures after making a contract	371	41.9	310	35.8	328	38.0	201	32.0
Insurance claims and benefits	146	16.5	118	13.6	105	12.2	85	13.6
Others	100	11.3	86	9.9	70	8.1	82	13.1
Total	886	100.0	867	100.0	863	100.0	627	100.0

\* "Complaints" refer to customers' complaints and dissatisfaction about products and services, and expressions of dissatisfaction.

For details on major initiatives pursued by T&D Financial Life in fiscal 2023 to make improvements based on customer feedback, please see T&D Financial Life's website. (Japanese)

<https://www.tdf-life.co.jp/company/solvency/2023.html>