

I Organizational Profile

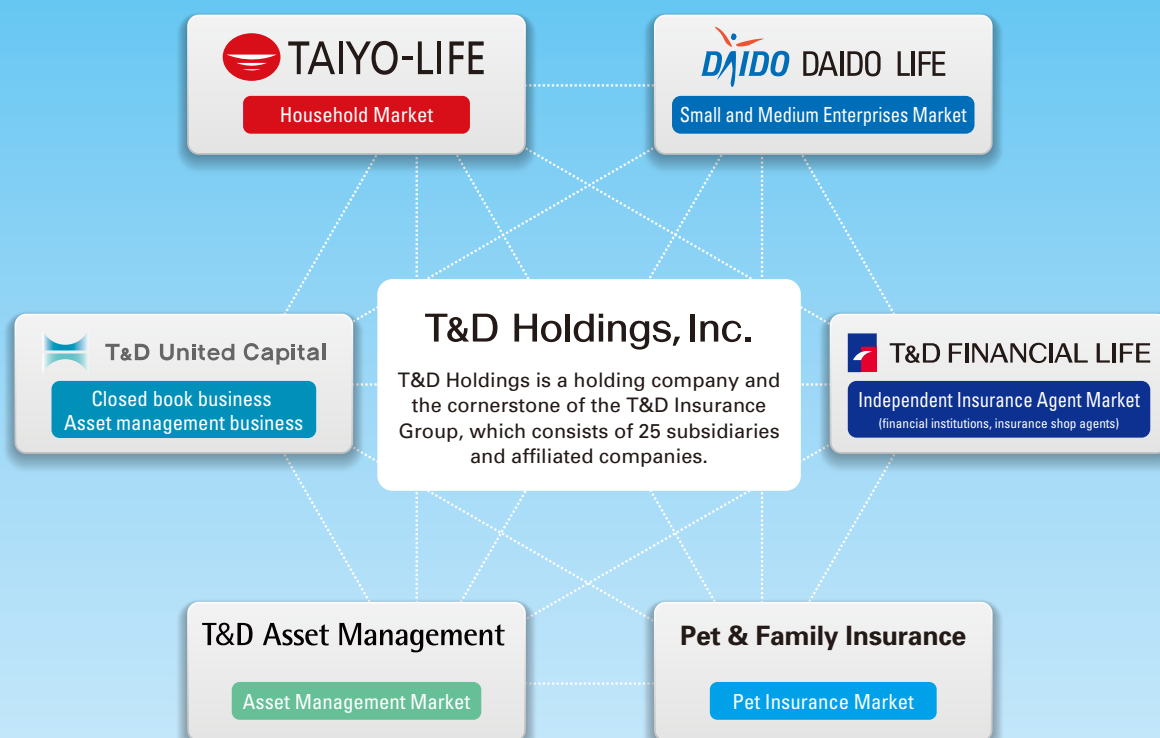
1. Organizational Profile

1-1 Outline of the T&D Insurance Group's Business

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The T&D Insurance Group is a unique grouping consisting of a core set of domestic life insurance businesses pursuing market-specific strategies together with other businesses with an affinity to the life insurance market, including a closed book business, an asset management business, and a pet insurance business, all under T&D Holdings, a holding company. This organization allows Group companies to work to fully exploit the strengths and uniqueness of their respective business models, in support of their customers' lives and businesses.

● Group Structure as of July 1, 2020



Main Group Companies Other Than Above

Insurance & insurance-related businesses

- T&D Confirm Ltd.
- Toyo Insurance Agency Co., Ltd.
- Daido Management Service Co., Ltd.
- Taiyo Life Aging Society Institute
- Capital Taiyo Life Insurance Limited
- Fortitude Group Holdings, LLC
- Fortitude Reinsurance Company Ltd.

Investment-related Businesses

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

Administration-related Businesses

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

Ordinary revenues

¥2,197.9

billion

Ordinary profit

¥125.4

billion

Profit*

¥67.1

billion

No. of employees

19,058

* Profit attributable to owners of parent

Figures for revenues and profits are from fiscal 2019 and the number of employees is as of March 31, 2020

1-2 T&D Insurance Group Companies and Foundations

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● Organizational Structure

The T&D Insurance Group consists of T&D Holdings, 19 consolidated subsidiaries and 6 affiliated companies that are engaged in life insurance and other businesses as described below.

(◎: Consolidated subsidiaries ◇: Equity method affiliate companies)

T&D Holdings, Inc.		https://www.td-holdings.co.jp/en/
Insurance & Insurance-related Businesses	Insurance	◎ Taiyo Life Insurance Company https://www.taiyo-seimei.co.jp/
		◎ Daido Life Insurance Company https://www.daido-life.co.jp/
		◎ T&D Financial Life Insurance Company https://www.tdf-life.co.jp/
		◎ Pet and Family Insurance Company https://www.petfamilyins.co.jp/
		◇ Capital Taiyo Life Insurance Limited
	Insurance-related	◇ Fortitude Group Holdings, LLC
		◇ Fortitude Reinsurance Company Ltd. https://fortitude-re.com/
		◎ T&D Confirm Ltd.
		◎ Toyo Insurance Agency Co., Ltd. https://www.sonpo.co.jp/toyohkdaiko/
		◎ Daido Management Service Co., Ltd. https://www.dms-hp.co.jp/
Investment-related Businesses	◎ Taiyo Life Aging Society Institute https://www.taiyo-institute.co.jp/company/	
	Investment Management and Advisory, etc.	◎ T&D Asset Management Co., Ltd. https://www.tdasset.co.jp/en/
	Other Investment-related	◎ T&D United Capital Co., Ltd. https://www.tduc.co.jp/en/
		◎ T&D Lease Co., Ltd. http://www.td-lease.co.jp/index.html
		◎ Taiyo Credit Guarantee Co., Ltd. https://www.taiyo-sinyo-hosyo.co.jp/
◇ Alternative Investment Capital, Ltd. https://www.aicapital.co.jp/english/		
Administration-related Businesses	Administration-related	◎ T&D Customer Services Co., Ltd.
	General Affairs and Calculation-related	◎ T&D Information System Ltd. https://www.td-system.co.jp/
		◎ Nihon System Shuno, Inc. https://www.nss-jp.com/
		◎ Zenkoku Business Center Co., Ltd. http://www.zbc-jp.com/
		◇ Thuriya Ace Technology Company Limited
Foundations	The Taiyo Life Welfare Foundation http://www.taiyolife-zaidan.or.jp/	
	Daido Life Welfare Foundation http://www.daido-life-welfare.or.jp/	
	The Daido Life Foundation http://www.daido-life-fd.or.jp/	

*1 Includes main Group companies and foundations as of July 1, 2020.

*2 Thuriya ACE Technology Company Limited is an affiliate company for designing and developing information technology systems in Myanmar.

*3 Fortitude Reinsurance Company, Ltd. is a wholly owned subsidiary of Fortitude Group Holdings, LLC.

1-3 Corporate Profile (as of March 31, 2020)

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《T&D Holdings, Inc.》

Established	April 2004
Head office location	7-1, Nihonbashi 2-chome, Chuo-ku, Tokyo 103-6031, Japan
Capital stock	207.1 billion yen
No. of employees	114
independent accounting auditor	Ernst & Young ShinNihon LLC
Description of business	Insurance holding company for the T&D Insurance Group conducting the following: <ul style="list-style-type: none"> • Management control of life insurance subsidiaries and affiliates under the Insurance Business Act and other laws and regulations • Other businesses associated with the above

《Taiyo Life Insurance Company》

Established	February 1948 (Founded May 1893)	
Head office location	7-1, Nihonbashi 2-chome, Chuo-ku, Tokyo 103-6031, Japan	
Capital stock	62.5 billion yen	
No. of employees	Sales:	8,071
	Administrative:	2,333
	Total:	10,404

《Taiyo Life's Business Model》

Households 

Protection-oriented products covering medical care, nursing care and death security that meet customer needs

Face-to-face consultations
Focus on major metropolitan areas and major local cities
8,071 in-house sales representatives TAIYO-LIFE

《Daido Life Insurance Company》

Established	July 1947 (Founded July 1902)	
Head office locations	2-1, Edobori 1-chome, Nishi-ku, Osaka 550-0002, Japan 7-1, Nihonbashi 2-chome, Chuo-ku, Tokyo 103-6031, Japan	
Capital stock	110 billion yen	
No. of employees	Sales:	3,746
	Administrative:	3,100
	Total:	6,846

《Daido Life's Business Model》

SMEs 

Products for corporate risk management (protection against death and disability)

Collaboration with tie-up groups in the SME market

Corporate organizations (NFCTA/TPA, etc.) 3,746 in-house sales representatives
1,282 non-life insurance agents

Professional organizations of tax accountants (TKC National Federation/ local branches of CPTA Associations) 13,018 tax accounting agencies

 DAIDO LIFE

《T&D Financial Life Insurance Company》

Established	July 1947 (Founded April 1895)	
Head office location	1-1, Shibaura 1-chome, Minato-ku, Tokyo 105-0023, Japan	
Capital stock	56 billion yen	
No. of employees	275	

《T&D Financial Life's Business Model》

Independent insurance agents (financial institutions and insurance shops) 

Products for securing a comfortable retirement life and for lower household budgets

Products offered through independent insurance agents (financial institutions, insurance shop agents)
100 financial institutions
46 insurance shop agents (including franchises) T&D FINANCIAL LIFE

◇ Industry Association to which the Three Life Insurance Companies Belong: The Life Insurance Association of Japan

《T&D Asset Management Co., Ltd.》

Established	December 1980
Head office location	Mita Bellju Building, 36-7, Shiba 5-chome, Minato-ku, Tokyo 108-0014, Japan
Capital stock	1.1 billion yen
No. of employees	162

《Pet & Family Insurance Company》

Established	August 2003
Head office location	27-3 Higashiueno 4-chome, Taito-ku, Tokyo, 110-0015, Japan
Capital stock	2.8 billion yen
No. of employees	81

《T&D United Capital Co., Ltd.》

Established	June 2019
Head office location	7-1, Nihonbashi 2-chome, Chuo-ku, Tokyo 103-6031, Japan
Capital stock	5.5 billion yen
No. of employees	23
Description of business	Investment business aimed at building an effective and efficient investment system across the Group <ul style="list-style-type: none"> • Closed book business • Asset management business

《T&D Asset Management's Business Model》



《Pet & Family Insurance's Business Model》



1-4 Number of Employees

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● Number of Employees (T&D Holdings, Consolidated)

Business sector	March 31, 2018		March 31, 2019		March 31, 2020	
Insurance & insurance-related businesses	18,546	(1,095)	18,275	(960)	17,827	(945)
Investment-related businesses	442	(23)	435	(19)	450	(15)
Administration-related businesses	769	(85)	779	(61)	781	(55)
Total	19,757	(1,203)	19,489	(1,040)	19,058	(1,015)

* The number of employees shows the number of employed staff excluding executive officers. The number of part-time workers is shown in parentheses as an annual average, which is not included in the number of employees.

* The figures for part-time workers differ from the Financial Report due to the rounding process.

● Number of Employees and Number of People Hired by the Group's Three Life Insurance Companies

	No. of employees			No. of employees hired		
	March 31, 2018	March 31, 2019	March 31, 2020	FY2017	FY2018	FY2019
No. of employees	18,394	17,979	17,525	3,913	3,773	3,377
Male	3,539	3,514	3,445	186	190	159
Female	14,855	14,465	14,080	3,727	3,583	3,218
Sales representatives	12,656	12,226	11,817	3,671	3,468	3,100
Male	320	341	312	70	80	56
Female	12,336	11,885	11,505	3,601	3,388	3,044
Administrative	5,738	5,753	5,708	242	305	277
Male (Managers)	3,219 (2,138)	3,173 (2,069)	3,133 (2,108)	116	110	103
Female (Managers)	2,519 (345)	2,580 (387)	2,575 (432)	126	195	174

* Managers include head office deputy division managers, assistant officers, and other officers.

1-5 Dialogue and Consultations with Labor Unions

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Each of the three life insurance companies in the T&D Insurance Group has an independent labor union and a collective agreement. On this basis, the companies have proactively discussed with the unions on a wide range of issues including business management, corporate policies, wages, working hours, holidays, personnel management systems, fringe benefits and so forth. We believe that a truly meaningful cooperative relationship between employees and company, that is based on the spirit of trusting each other, can be built only through straightforward discussions based on their respective viewpoints, and that kind of relationship will motivate employees and bolster the competitiveness of the company.

● Labor Unionization of the Administrative Personnel of the Three Life Insurance Companies

	FY2017	FY2018	FY2019
Labor unionization rate (%)	80.0	80.2	79.9

2. Supply Chain

2-1 Definition of Supply Chain

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T&D Holdings defines its supply chain as shown in the table below, and works toward widespread sustainability and CSR throughout that supply chain.

Activities		Supply chain
Sales of products and services	Media	Manufacturing of media to be used in the sales of products and services
	Sales agents	Sales agents
Contracting work		ICT systems, consulting, auditing
Office buildings	Buildings	Construction, maintenance, administration of office buildings
	Energy consumed	Petroleum refining and distribution, electric power providers
	Waste	Waste disposal companies
Delivery		Delivery company
Movement of employees	Business trips	Airplane, rail, bus, taxi, accommodation
	Commuting	Rail, bus
Investment		Investees

2-2 Cooperation with Suppliers

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● Management of Outsourcing of Business Operations

The T&D Insurance Group outsources some business operations to third parties. In order to maintain our management soundness and strengthen our management control capability, we have prepared the adequate management system for outsourcing, specifically by formulating the methodology to select outsourcing partners and supervise them.

T&D Holdings has formulated an Outsourcing Checklist as a part of the Guidelines for Outsourcing and Detailed Rules on Risk Evaluation for Outsourcing, based on the Procedural Guidelines for Implementation and Management of Outsourcing. The Group examines the risk-related issues, and assesses the suitability of each outsourcing partner with covered in the note respect to the issues including social aspects* such as human rights, labor conditions, and environmental initiatives.

* Social aspects refer to the occurrence of human rights violation, labor problems such as forced labor, excessive work hours, and health and safety, as well as measures to prevent and mitigate environmental pollution and climate change.

After the commencement of outsourcing, the Group checks the outsourcing partner more than once a year, monitors the performance of the outsourced operations, and, if necessary, asks for improvements.

● Initiatives for Green Purchasing and Procurement

The T&D Insurance Group takes various initiatives to protect the global environment, based on the 'T&D Insurance Group CSR Charter' and the 'T&D Insurance Group Environmental Policy.' As one facet of these efforts, the Group has formulated its Groupwide Green Purchasing Standards to be applied when the Group procures or purchases the goods or services needed for its business operations. The Group promotes green purchasing and green procurement, giving priority to the purchase of goods or services that help reduce its environmental impact.

Green purchasing mainly targets office furniture, equipment and consumable supplies, while green procurement targets printing of product brochures and policy documents and procurement of real estate facilities and system equipment. Results of these activities are reported to the Group SDGs Committee and its upper organization, the Board of Directors, every six months.