



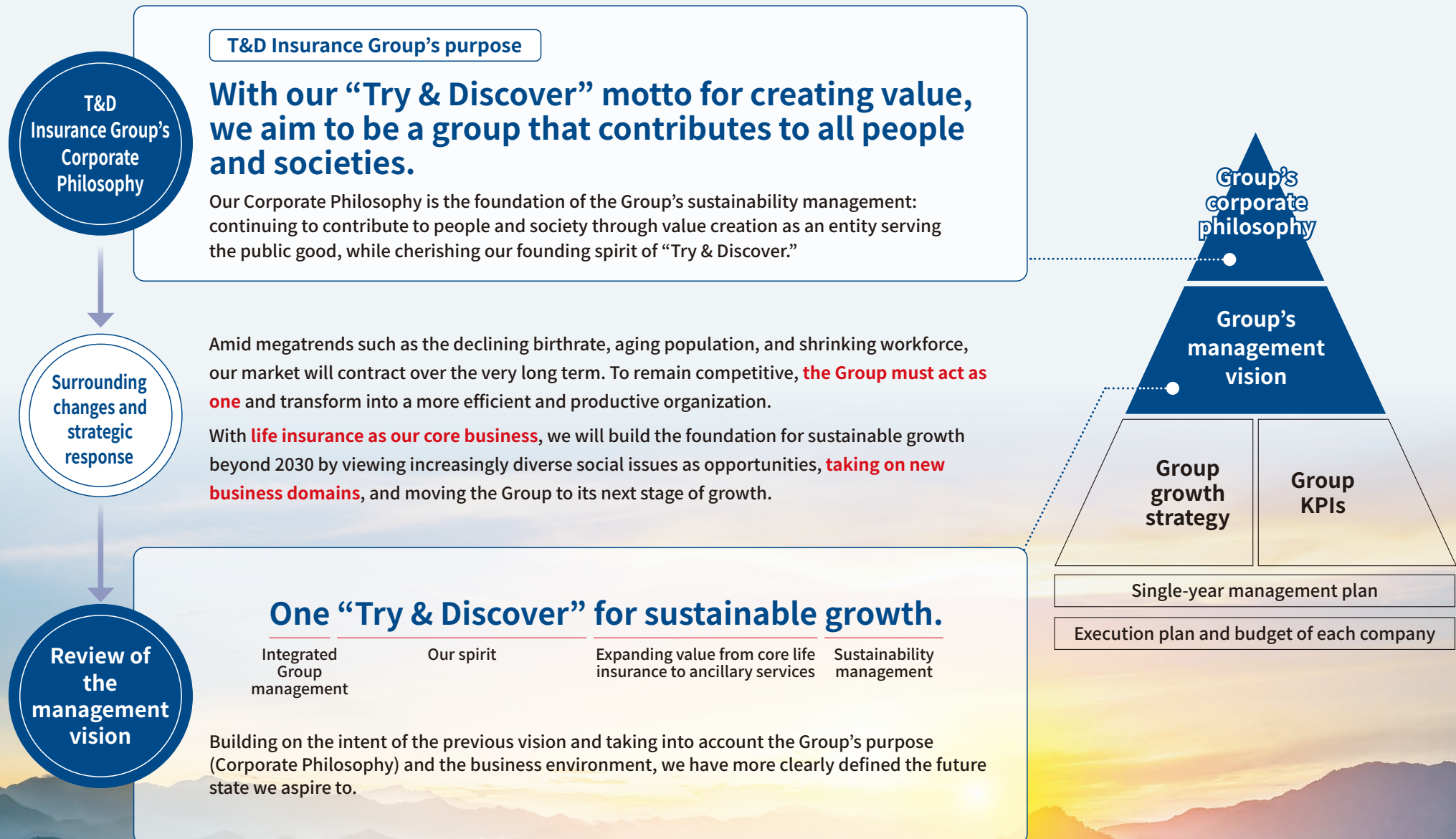
Try & Discover

Introduction

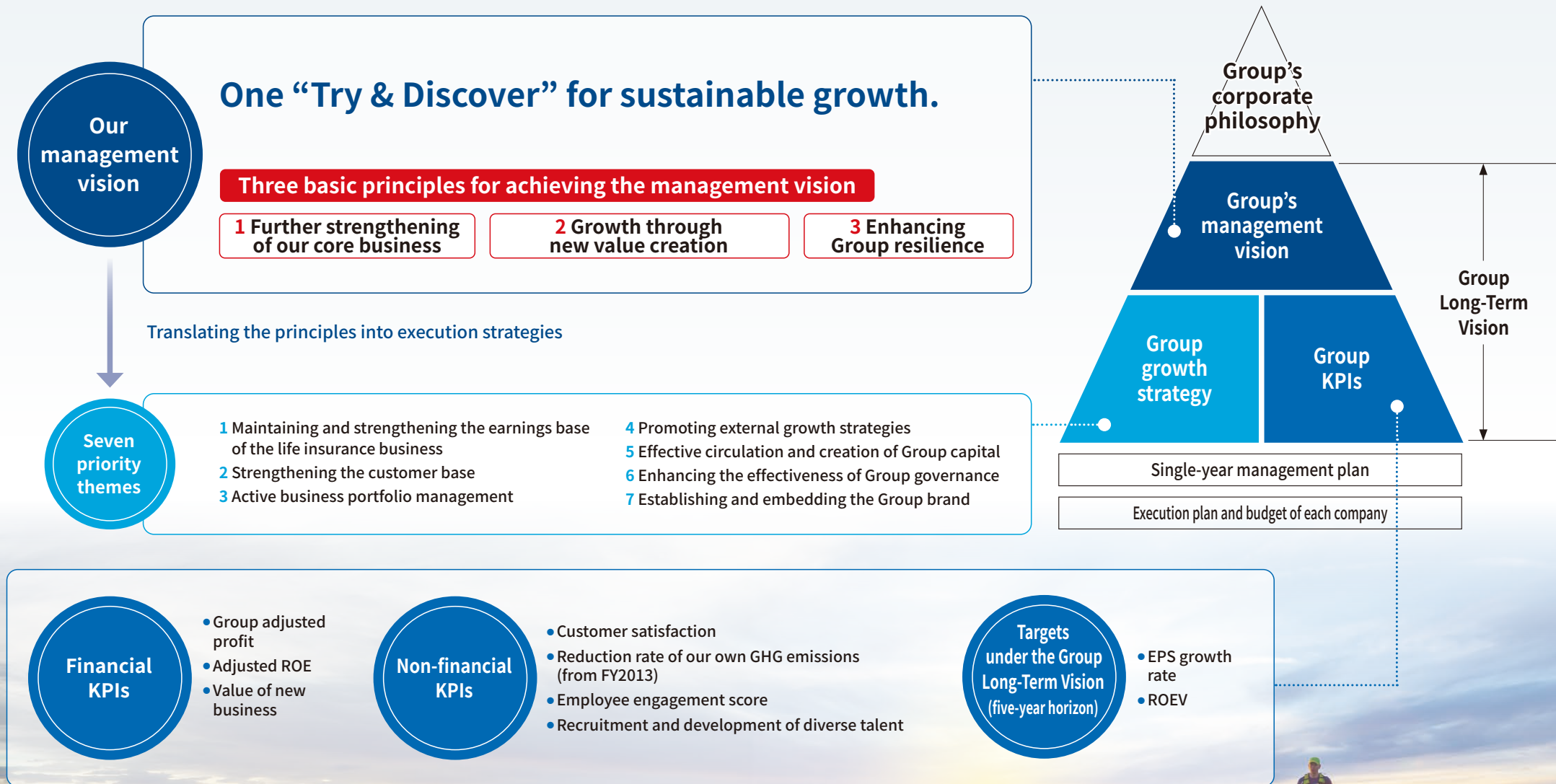
- 1 T&D Insurance Group's Corporate Philosophy
- 2 Overview of the Group Long-Term Vision
"Try & Discover 2030 —Breaking Beyond—"
- 3 Editorial Policy / Contents
- 4 Origins of T&D — History of "Try & Discover"
Motto of Taiyo Life and Daido Life
- 5 T&D's Trajectory of Value Creation
- 6 T&D at a Glance



T&D Insurance Group's Corporate Philosophy



Overview of the Group Long-Term Vision “Try & Discover 2030 —Breaking Beyond—”



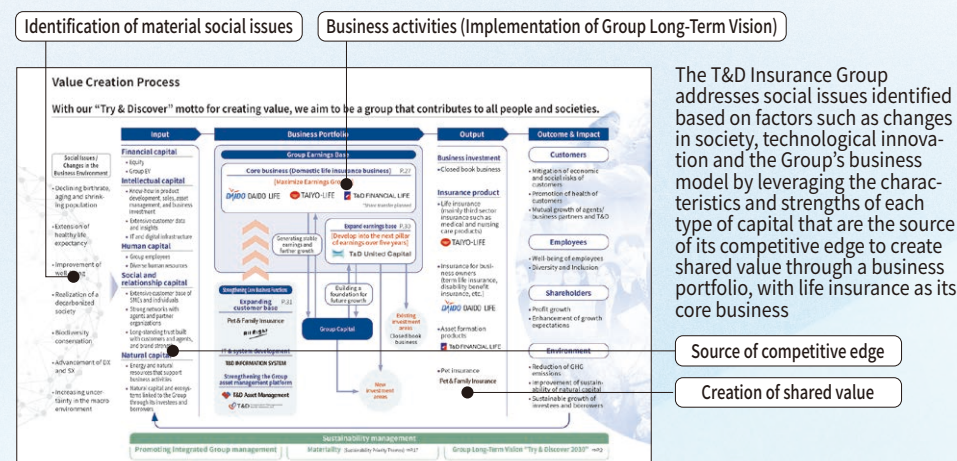
Editorial Policy

The purpose of this report is to give a clear briefing, from the perspectives of both financial and non-financial information, about how the T&D Insurance Group's business and actions are linked to the Group's medium- to long-term growth, and to value creation for all our stakeholders.

The Positioning of the Integrated Report 2026

The Integrated Report is intended to foster understanding of the T&D Insurance Group among shareholders and investors, by encapsulating important information on elements such as financial information, non-financial information, and company information. This report is disclosure material prepared in accordance with the Insurance Business Act (Article 271-25) and the Regulation for Enforcement of the Insurance Business Act (Article 210-10-2).

Value Creation Process (see page 14 for details)



Reporting period: Fiscal 2025: April 1, 2025 – March 31, 2026 (Some information on periods outside this range is included)

Scope of reporting: T&D Holdings, Inc. and its subsidiaries and affiliated companies

Reference guidelines: The “International Integrated Reporting Framework” by Value Reporting Foundation, and “Guidance 2.0 for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation” by the Ministry of Economy, Trade and Industry of Japan, and “GRI Standard.”



Abbreviations used in this material

HD T&D Holdings **TDF** T&D Financial Life **TDUC** T&D United Capital
TDAM T&D Asset Management **P&F** Pet & Family Insurance **TDS** T&D Information System
TDIM T&D Investment Management North America Inc.

Contents

Main Story (P.1-115)

Introduction

- 1 T&D Insurance Group's Corporate Philosophy
- 2 Overview of the Group Long-Term Vision “Try & Discover 2030—Breaking Beyond—”
- 3 Editorial Policy / Contents
- 4 Origins of T&D — History of “Try & Discover” Motto of Taiyo Life and Daido Life
- 5 T&D's Trajectory of Value Creation
- 6 T&D at a Glance

Value Creation Process and Sustainability Management

- 8 Top Message
- 14 Value Creation Process / Commentary
- 16 Sustainability Management
- 17 Materiality (Sustainability Priority Themes)
- 18 Sustainability Advisory Committee

Strategies for Realizing the Group Long-Term Vision

- 20 Review of the Previous Group Long-Term Vision “Try & Discover 2025”
- 22 Group Long-Term Vision “Try & Discover 2030—Breaking Beyond—”
- 24 Business Portfolio Strategy (Message from the Head of Corporate Planning)
- 27 Domestic Life Insurance Business
- 30 External Growth Strategy
- 31 Strengthening Core Business Functions through Group Companies
- 32 Financial Capital (Message from the Head of Finance)
- 38 Intellectual Capital
- 40 Human Capital (Message from the Head of Human Resources)
- 47 Roundtable Discussion Between Group Employees

- 51 Social and Relationship Capital
- 56 Natural Capital

Governance Framework Supporting Value Creation

- 61 Roundtable Talk of Outside Directors
- 65 Message from a Newly Appointed Outside Director
- 66 Corporate Governance
- 78 Management Organization
- 80 Stakeholder Engagement
- 82 Risk Management
- 85 Compliance

Corporate Data

- 87 Selected Financial Data
- 95 Glossary
- 98 Status of Stock Holdings
- 115 Stock Information

Data (P.116-168)

Forward-looking Statements

This report contains forward-looking statements about T&D Holdings' future revenue plan, strategy, philosophy, and earnings forecasts which involve factors of risk and uncertainty. Such statements are based on the Company's current expectations which could cause actual results to differ materially from those described in the forward-looking statements. Factors which could influence the actual results include, but are not limited to, (I) general economic conditions, in particular, conditions in the life insurance market on which the T&D Insurance Group centers, (II) financial market trends, (III) levels and trends in mortality rate and morbidity rate, (IV) persistency rate, (V) interest rate levels, (VI) fluctuation in currency exchange rates, (VII) other general competitive factors, (VIII) changes in laws and regulations, including the tax treatment of insurance premiums, and (IX) changes in the policies of the government and/or regulatory authorities. The Company, therefore, wishes to caution readers not to place undue reliance on these forward-looking statements. Furthermore, the Company undertakes no obligation to update any forward-looking statements as a result of new information, future events, or other developments.

Contact: T&D Holdings, Inc. Investor Relations
Department, Investor Relations Division
Telephone +81-(0)-3-3272-6103

Origins of T&D — History of “Try & Discover” Motto of Daido Life and Taiyo Life

T&D Insurance Group has its origins in the over-100 year histories of Daido Life and Taiyo Life. In face of a dramatically changing social environment, both companies have provided value to customers through implementation of the “Try & Discover” cycle.

The spirit of “Try & Discover” of T&D has been developed through the business journeys of the two companies and their histories.



1902–

Founding of Daido Life

1902
Daido Life Insurance Company founded. Daido Life is founded by Asako Hirooka and other founders. Daido Life has its roots in Kajimaya, a large family business in the Edo period.

1947

Daido Life reestablished as a mutual company.



Asako Hirooka, one of Daido Life's founders

Founding

Emergence of life insurance supporting the modernization of society

Establishment of Taiyo Life

1893

Taiyo Life founded as Nagoya Life Insurance Co., Ltd. Nagoya Life Insurance Co., Ltd. is founded in Nagoya.

1908

The company's headquarters is moved to Tokyo and its name is changed to Taiyo Life Insurance Company.

1893–



Establishment of the business foundation

Postwar reconstruction and development of the business foundation

Development in Japan's high-growth postwar period

- After the war, a business model in which sales representatives visit homes in pairs is established.

1948

Taiyo Life reestablished as a mutual company.

1968

Launch of *Himawari Hoken*, a savings insurance product that provides coverage for death or disasters.

1940–

1970–

Reinvention as provider of individual term life insurance for SMEs

- 1970s A product is launched that provides SME owners with substantial coverage at affordable premiums to meet the needs of these business owners.
- Partner-specific products for SME-related organizations and CPTA organizations begin to be sold.

1971

A partnership is formed with the National Federation of Corporate Taxpayers Associations (known as the Hojinkai), a national organization representing corporate taxpayers associations which are made up of SMEs from all over Japan. “Keieisha Ogata Sogo Hosho Seido,” provided by the National Federation of Corporate Taxpayers Associations and the Tax Payment Associations started being handled.

1974

A business partnership is formed with the TKC National Federation, which is the national federation of certified public tax accountants (CPTAs) and certified public accountants (CPAs).

2000–

Development and cultivation of disability benefit sector

- 2000s Critical illness coverage for SME owners is pioneered by Daido Life.
- Not only developing the term life insurance (death benefit), but also actively cultivating the disability income insurance field.

2010

J-type critical illness insurance launched.

2012

M-type comprehensive medical insurance product launch.

2014

Launch of the *T-type* disability protection insurance

1999
Broad business
alliance between
Taiyo Life and
Daido Life
announced

Formation of the Group

Pursuing the Group's collective strengths while leveraging each company's distinctiveness

2004
T&D Holdings, Inc.
established

Full-scale shift to protection-type products

2008

Hoken Kumikyoku Best is launched as the industry's first insurance product that allows customers to freely choose and customize various coverage options.

Pioneering insurance that allows customers to freely customize the coverage they need: *Hoken Kumikyoku Best*



2000–

Present

Evolution of total protection integrating corporate and individual coverage

- Expanding Daido Life's role from “supporting SME owners in solving management issues” to “supporting their growth.”
- Developing products that address increasingly diverse management issues and customer needs.

2019

Launch of *L-type α*, *J-type α*, and *T-type α* as the industry's first made-to-order insurance products that allow customers to freely set not only the coverage amount and coverage period, but also the balance between premiums and surrender value.

2022

Launch of *Kaisha Minnade KENCO+*, a disability protection insurance product for employees that enables companies to promote and advance Health and Productivity Management.

Addressing social issues

Strengthening the business foundation through the provision of distinctive products

Differentiation strategy in anticipation of a super-aged society

2016

Himawari Dementia Treatment Insurance, pioneering coverage for specified conditions caused by dementia, is launched.

2018

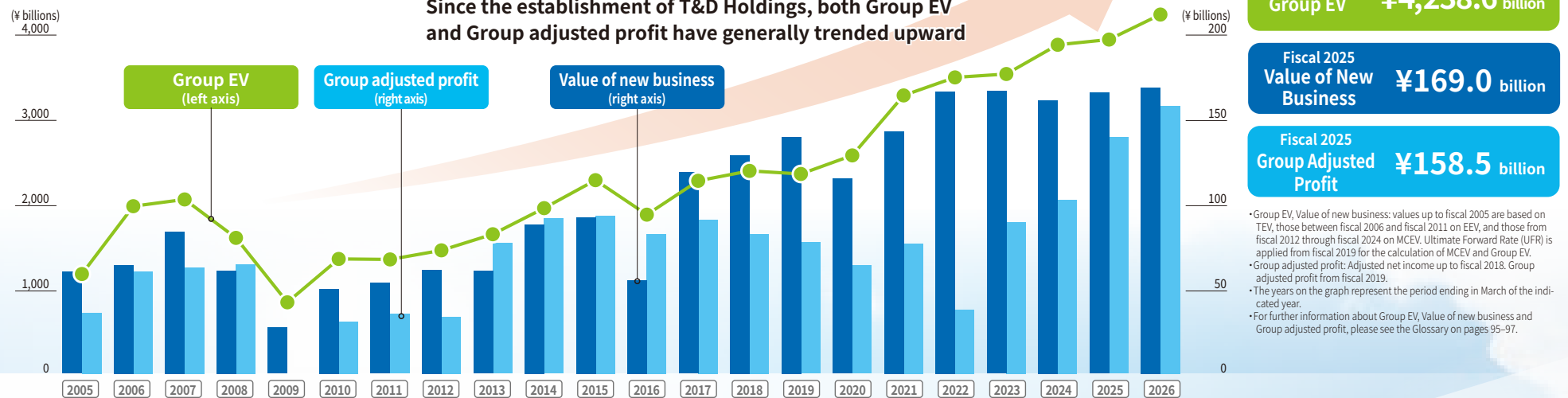
Launch of *Himawari Dementia Prevention Insurance*, the life insurance industry's first product designed to support customers in preventing dementia before its onset.

Transformation of business model

- A hybrid sales approach that combines face-to-face and non-face-to-face sales operations is adopted, alongside traditional methods where sales representatives visit homes in pairs, in response to the COVID-19 pandemic and other significant changes in society

Present

T&D's Trajectory of Value Creation



History of the T&D Insurance Group

Taiyo Life was founded. TAIYO-LIFE

Taiyo Life former head office (Tokyo)
Construction completed in 1930.



Daido Life was founded. DAIDO LIFE

Daido Life former Higobashi head office (Osaka)
Construction completed in 1925.



1999 T&D Insurance Group was established.

Daido Life and Taiyo Life formed a broad business alliance and decided on T&D Insurance Group as the Group name.

T&D Holdings, Inc.

Japan's first life insurance holding company was established and listed on the Tokyo Stock Exchange and Osaka Securities Exchange (now Osaka Exchange)

2004 T&D Holdings, Inc. was established.

T&D Asset Management

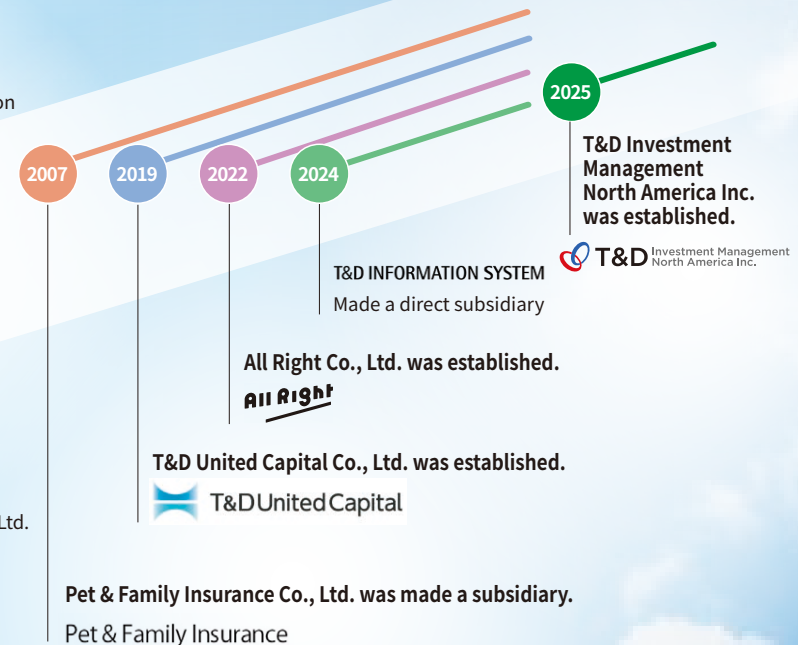
The Group's asset management companies were concentrated within T&D Asset Management Co., Ltd.

T&D Asset Management

T&D Financial Life joined T&D Insurance Group

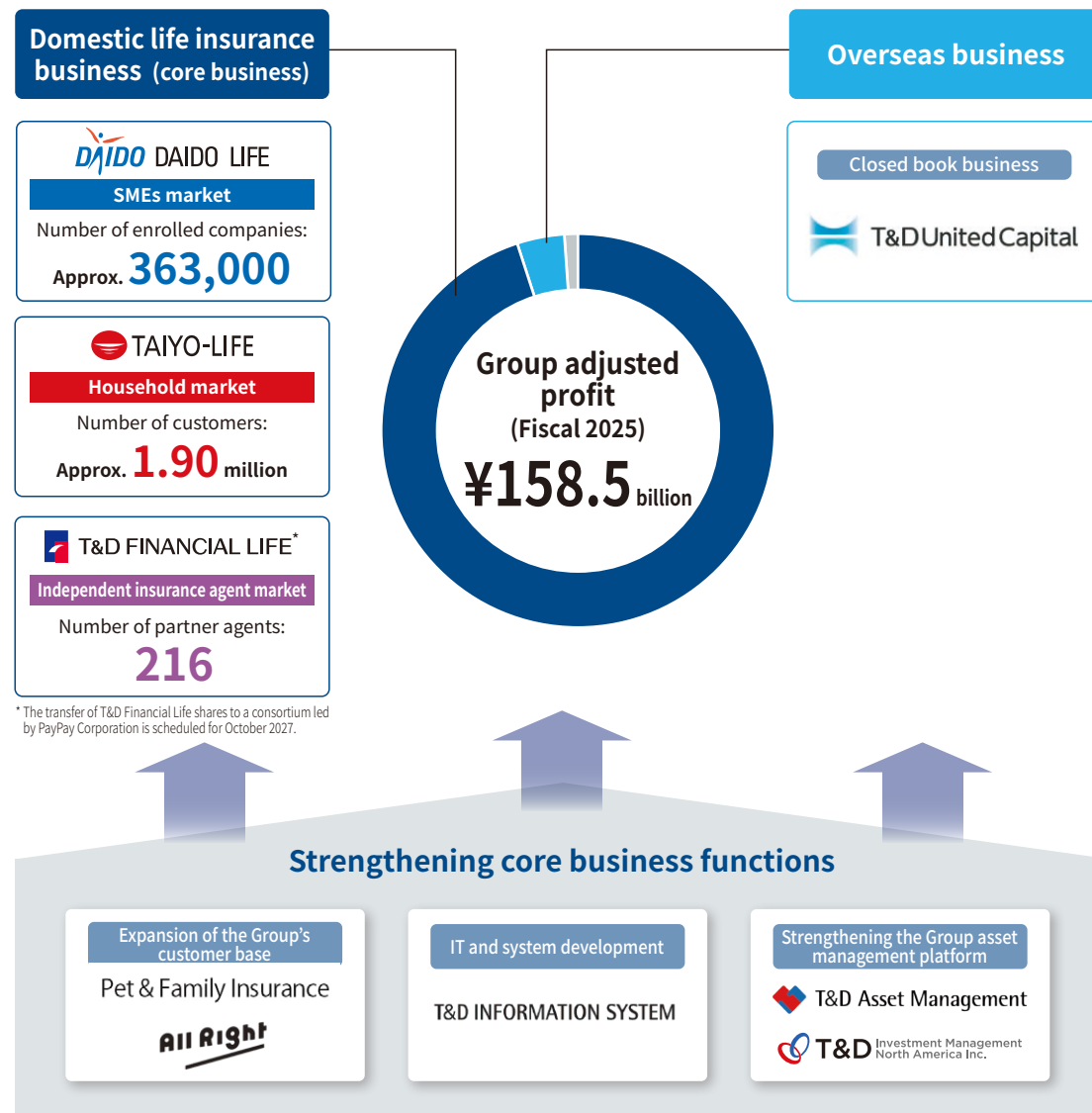
Daido Life and Taiyo Life jointly acquired shares of T&D Financial Life (former Tokyo Life Insurance Company), which started operations as a member of the T&D Insurance Group.

T&D FINANCIAL LIFE



T&D at a Glance

- Our core domestic life insurance business achieves stable profit growth, with each company leveraging its strengths in its distinctive market.
- Building on the domestic life insurance business, we pursue further growth through investments in overseas closed book businesses.



T&D in numbers

Scale 	Consolidated total assets	Number of Group employees
	¥17.3 trillion	21,268
Soundness 	Group EV	Market capitalization (as of June 30, 2026)
	¥4,238.6 billion	¥2,300.8 billion
Profitability 	ESR (internal management model)	Rating (Japan Credit Rating Agency, Ltd. (JCR))
	222%	AA
Growth 	Adjusted ROE	Group adjusted profit
	10.5%	¥158.5 billion
Insurance performance 	EPS growth rate (FY2021–FY2025 CAGR)	ROEV (FY2021–FY2025 average)
	Approx. 20%	8.8%
Insurance performance 	Value of new business (total for the three domestic life insurance companies)	Annualized premiums of policies in force (total for the three domestic life insurance companies)
	¥169.0 billion	¥1,751.8 billion

* Figures are as of March 31, 2026, unless otherwise indicated.

Value Creation Process and Sustainability Management

- 8 Top Message
- 14 Value Creation Process / Commentary
- 16 Sustainability Management
- 17 Materiality (Sustainability Priority Themes)
- 18 Sustainability Advisory Committee



Top Message



Breaking Beyond

In April 2026, the new Group Long-Term Vision, Try & Discover 2030 -Breaking Beyond-, was launched. My goal is not only to steadily achieve the targets set for the next five years, but also to evolve the Group so that it can continue to grow sustainably beyond that period. Precisely because our earnings base is sound today, now is the time to make our next move for future growth. While protecting what must be protected, we will boldly change what must be changed, and I myself will drive transformation forward with determination.

Masahiko Moriyama

Representative Director and President

Top Message

Turning Change into Growth and Taking the Next Step

Making Change a Tailwind for Growth

Since its formation, the T&D Insurance Group has upheld the corporate philosophy, “With our ‘Try & Discover’ motto for creating value, we aim to be a group that contributes to all people and societies.” This philosophy is our unchanging point of origin, regardless of how much the business environment evolves, and a core value underpinning Group management. At the same time, the way we realize this philosophy must continue to evolve with the times.

Our new Group Long-Term Vision, Try & Discover 2030-Breaking Beyond-, gives concrete form to precisely this thinking. In setting a new direction, we first looked back on the achievements and challenges of the previous Group Long-Term Vision.

Under the previous Group Long-Term Vision, we worked to strengthen earnings capacity, with a focus on the domestic life insurance business, and improve capital efficiency. Taiyo Life in the household market, Daido Life in the SME market, and T&D Financial Life (TDF) in the multi-company agency

market each refined a business model deeply rooted in its distinctive market, expanding policies in force and improving profitability. As a result, we achieved our KPI targets for Group adjusted profit, adjusted ROE, and ROEV. In addition to reducing asset management risk and enhancing shareholder returns, we also diversified our sources of earnings through investments in Fortitude Re and Viridium. In sustainability management, we have worked to both provide value to a broad range of stakeholders and enhance corporate value through initiatives such as advancing our human resources strategies and governance and responding to climate change.

On the other hand, value of new business fell short of its target, leaving us with the challenge of further strengthening the future earnings capacity of the domestic life insurance business. While we made a certain degree of progress in diversifying the business portfolio, we also need to further develop another pillar of earnings alongside the domestic life insurance business. Precisely because we were able to steadily improve earnings capacity and capital efficiency under the previous Group Long-Term Vision, I believe the challenges we must address next have become clearer.

Based on these achievements and challenges, I do not believe that simply continuing along the same path as before will deliver the growth that lies beyond. With change accelerating, now, while our earnings base is sound, is the time to make our next move for future growth. That

recognition of the challenge was the starting point for formulating the new Group Long-Term Vision.

What I focused on most was our assessment of the long-term external environment. First is the major structural change represented by population decline. The declining birthrate and aging population will affect not only the size of the market, but also our ability to secure sales personnel and specialists in the future. Continuing to do things in the same way will make medium- to long-term growth increasingly difficult. Second is the accelerating pace of discontinuous change in the external environment. Rising geopolitical risks, financial market volatility, changes in inflation and the interest rate environment, and rapid technological advances including AI are making the business environment more uncertain than ever. In an era when it is difficult to predict the future accurately, what matters is preparing on the assumption that change will occur and responding flexibly and swiftly. I believe periods of change create opportunities for new value creation. Rather than passively viewing change as a threat, it is important to turn it into an opportunity for our own growth.

One “Try & Discover” for Sustainable Growth

Based on this understanding, in the new Group Long-Term Vision we defined the Group Management Vision for 2030 as “One ‘Try & Discover’ for sustainable growth.” This Management Vision embodies two ideas. One is to bring the full strength of the Group together. Until now, each of our operating companies has grown by demonstrating its own distinctive strengths. We will continue to value those strengths while deepening collaboration across the Group and creating new growth opportunities that no single company could generate on its own. The other is to connect the value we provide to each individual customer with growth for society as a whole. Our business begins by supporting the peace of mind



Our business begins by supporting the peace of mind of each customer. The accumulation of these efforts supports corporate activity and local communities and, ultimately, contributes to the sustainable development of society as a whole.

Top Message

of each customer. The accumulation of these efforts supports corporate activity and local communities and, ultimately, contributes to the sustainable development of society as a whole. We want to be a Group that creates this virtuous cycle.

In formulating the new Group Long-Term Vision, we deliberately removed the words “through insurance” from the Management Vision. Of course, insurance remains the core of the Group. However, not all of the issues our customers face can be resolved through insurance alone. The issues our customers face are becoming increasingly diverse, spanning health, retirement funding, long-term care, asset building, and more. We must therefore evolve into a corporate group that contributes to society more broadly than ever before, without limiting ourselves to the framework of insurance. We will help solve the challenges our customers face through insurance-related services, digital touchpoints, health support, asset-building support, and other means, and link the creation of social value to the enhancement of corporate value. This is the kind of Group we aspire to become.

Sharpening Our Core Business and Opening the Way to Future Growth

To realize the Group Long-Term Vision, we established three basic policies: Further Strengthening of Our Core Business, Growth through New Value Creation, and Enhancing Group Resilience.

Further Strengthening Our Core Business

The domestic life insurance business, centered on Taiyo Life and Daido Life, is both the Group’s most important business supporting value creation and its largest source of earnings. No matter how actively we pursue new businesses,

sustainable growth will not be possible if the competitiveness of our domestic life insurance business weakens. Taiyo Life specializes in the household market and Daido Life in the SME market, and each has built its own distinctive customer base, brand, and sales network. I believe these strengths are the Group’s greatest competitive advantages. Going forward, we will further refine these strengths, strengthen our customer touchpoints, and provide greater added value. By deepening our relationships with customers not only as a provider of insurance products but also as a partner that supports them in solving their issues, we aim to build long-term relationships of trust.

Achieving Growth through New Value Creation

However, I do not believe that strengthening the core business alone will deliver long-term growth. Structural change in Japan’s life insurance market is unavoidable as the population declines and ages. Against this backdrop, we must strengthen our current earnings base while also taking on the challenge of creating new value with an eye to what lies beyond. Over the next five years, we will steadily achieve profit growth centered on the domestic life insurance business. But the question is what comes after that. To continue growing 10

and 20 years from now, and beyond, amid population decline, we will develop a second pillar through growth investments and further diversify our sources of earnings.

Specifically, we have established a ¥500 billion growth investment budget for the Group Long-Term Vision period and aim to raise the share of Group adjusted profit generated by businesses other than the domestic life insurance business to 20% or more. We will not invest simply to use the full ¥500 billion; we will maintain strict discipline and carefully assess investment quality. For growth investments, we will focus on opportunities in (1) life insurance businesses in advanced markets aimed at generating stable cash flow, (2) life insurance businesses in emerging markets aimed at capturing medium-to long-term growth potential, and (3) investment opportunities in life-insurance-related and financial areas that contribute to strengthening the Group’s businesses. Through these initiatives, we will diversify and stabilize our earnings base and pursue sustainable enhancement of corporate value.

Enhancing Group Resilience

To support these efforts, one aspect of the new Group Long-Term Vision to which I attach particular importance is strengthening Group resilience. Life insurance is inherently a long-term business, and management decisions made today can affect corporate value 10 or 20 years from now. At the same time, the environment around us is changing at an unprecedented pace. We need to build an organization capable of continuing to grow while combining a long-term perspective with the agility to respond to change. The DX strategy is central to this effort.

We initially envisioned integrating the administrative systems of Taiyo Life and Daido Life and spent about a year examining the feasibility of doing so. We found that while integration itself was possible, it would require considerable



Top Message

time and cost. During that period, AI also evolved rapidly, and its potential applications expanded significantly across a wide range of operations. We therefore decided to revise our DX strategy and adopt a new approach centered on fully leveraging AI across the Group, rather than being bound by conventional methods premised on systems integration.

This review is not simply about changing the way systems are built. What we mean by strengthening Group resilience is using our DX strategy to comprehensively rethink business operations, organization, and people, thereby raising productivity and value-creation capabilities across the Group.

The capital circulation we seek also extends beyond financial capital. With our DX strategy as the starting point, we will circulate human, intellectual, and financial capital, drawing out the strengths of each to create new value. By driving this cycle across the Group, we will build the capabilities needed to respond to changes in the environment.

Harnessing AI to Expand the Potential of People and Knowledge

I do not view AI merely as a means of improving operational efficiency. Of course, greater efficiency is essential if we are to continue providing high-quality services with limited human resources. But I believe that efficiency alone fails to capture the fundamental changes that AI will bring.

The evolution of AI represents a major opportunity for companies, but it is also a threat that could redefine competition itself. The factors that determine competitiveness - including customer touchpoints, how products and services are delivered, and the use of data - are changing significantly, and companies we had never considered competitors may emerge as new rivals. That is why AI must be positioned

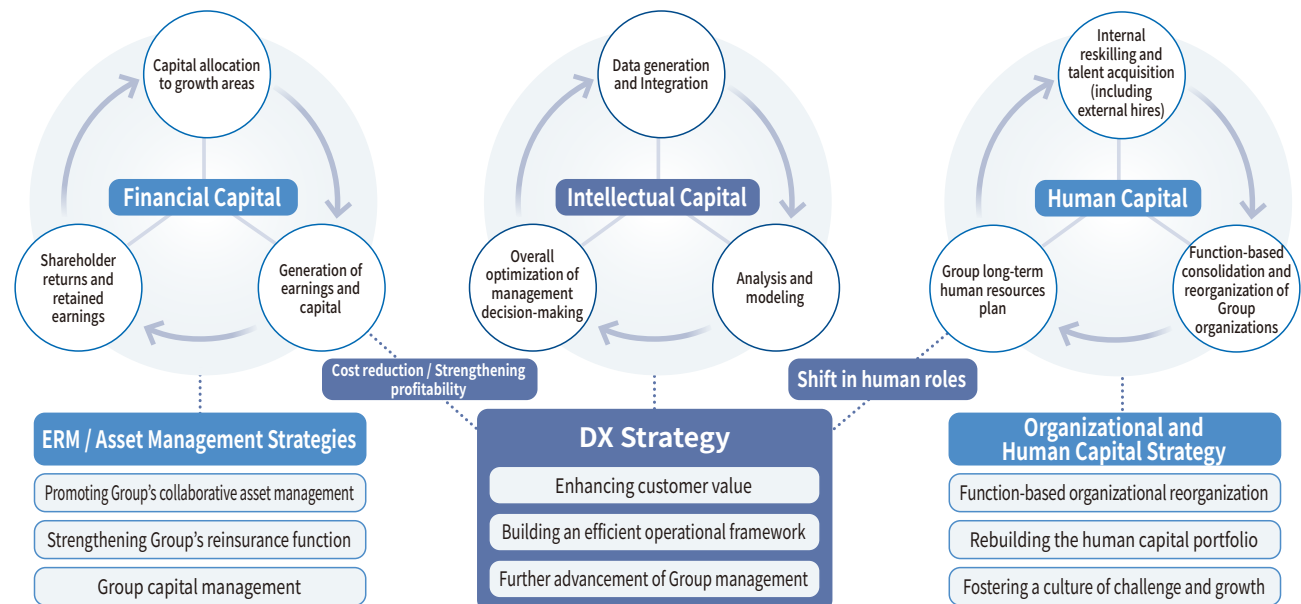
at the core of management strategy rather than treated simply as a tool for improving individual operations.

To truly link AI to enhanced corporate value, we must continually review our business models, organization, and human resources strategies. This does not mean changing the essence of the Group's business. The essence of life insurance - staying close to each customer over the long term and providing peace of mind - and the conviction embodied in our corporate philosophy will remain unchanged. At the same time, the ways in which we deliver value, and the organization and people that support them, must evolve with the times. We will preserve what is essential while boldly changing the means by which we realize it. I believe this philosophy of preserving the enduring essence while embracing change will be a source of the Group's competitiveness in the AI era.

Our aim is to harness AI to enhance our value-creation capabilities. Rather than treating the time and management resources freed up by AI merely as cost savings, we will reallocate personnel to higher value-added areas, strengthen our capabilities in customer proposals, product and service development, data analysis, and risk management, and enhance management decision-making. In this way, we will improve productivity and expand added value at the same time, strengthening earnings capacity across the Group.

The use of AI will also significantly change how we think about human capital. Expanding human capital is not simply about increasing headcount; it is about increasing the value created by each individual. As the range of tasks that can be made more efficient through AI expands, the roles expected of people will become more sophisticated, making the ability

Group Capital Cycle Creation of Group Synergies through Effective Group Capital Utilization



Top Message

to engage with customers, identify issues, and create new value increasingly important. In particular, I believe the value of roles that involve direct engagement with customers and building relationships of trust will continue to increase. In light of these changes, we will continuously review the human resources portfolio and organizational structure we need.

With regard to intellectual capital, we will share and leverage the intangible assets we have accumulated - including data, IT systems, operational know-how, brands, and customer touchpoints - across the Group, and use them to support management decision-making and product and service development.

Investment in AI may look like a cost in the short term. I see it, however, as an investment in strengthening our future value-creation capabilities. AI does not automatically produce results simply because it is introduced. It becomes a source of corporate competitiveness only when we actively adopt it, learn to use it effectively, and transform our operations, organization, and people accordingly. We will turn AI into a source of strength, expand the potential of people and knowledge, and build competitiveness for the future.

Reviewing the Business Portfolio with the Future as the Starting Point

A symbolic decision in giving concrete form to the value-creation story set out in the Group Long-Term Vision was the transfer of shares in T&D Financial Life (TDF). This was by no means an easy decision for me. Since the formation of the Group, TDF has played a part in our domestic life insurance business. It went through difficult periods, but thanks to the efforts of many officers and employees, the business was rebuilt and has in recent years reached the point of generating

stable earnings. It is therefore only natural that people ask, “Why transfer the shares now?” I myself spent a long time thinking this through. It is also true that I have mixed emotions about parting with colleagues with whom we have shared both good times and difficult times for more than 20 years.

However, what I must ultimately confront as a manager is how to maximize corporate value. Throughout the previous Group Long-Term Vision period, we continued to discuss what the optimal allocation of management resources should look like for the Group as a whole. Where should our limited human and financial capital be deployed to create value in the future? From that perspective, we have continually reviewed the entire business portfolio. I believe the bancassurance market will continue to offer growth opportunities. However, accelerating that growth further will require a larger customer base and greater management resources. We therefore considered carefully whether the best course was for the Group to continue investing capital and people on an ongoing basis, or for TDF to pursue growth under a new partner.

The conclusion we reached was a partnership with PayPay. PayPay has a massive customer base and digital ecosystem that the Group does not possess. For TDF, this will open up new growth opportunities in addition to its bancassurance business. At the same time, the Group will be able to concentrate management resources on strengthening its core business and growth investments. I do not view this transaction as simply a business divestiture. I see it as a forward-looking decision that enables both parties to move toward their next stage of growth by leveraging their respective strengths, and

As a manager, what I must ultimately confront is how to maximize corporate value. Rather than simply extending the past, I will take the future as my starting point and consider the optimal allocation of management resources.

as a choice to create value for the future. At the same time, it reflects my own determination to manage the Group by starting from the future rather than simply extending the past.

Of the after-tax cash generated by the share transfer, our policy is to allocate approximately half to shareholder returns and the remaining half to strategic investments aimed at strengthening Group resilience. Returning value to the shareholders and investors who have supported TDF over many years is only natural for us as a listed company. At the same time, to put the management resources made available by this transaction to work for the future, we will direct them toward AI and DX investments, human capital investment, and investments that create Group synergies. We placed importance on striking a balance between improving capital efficiency and building the capabilities that will support future growth.

“Breaking Beyond” - Enhancing Corporate Value through the Power of Trust

Effective governance that supports decision-making is also critically important to enhancing corporate value. No matter how strong a strategy may be, sustainable growth



Top Message

cannot be achieved without appropriate oversight and constructive tension. Conversely, if a company can continue making appropriate decisions in response to changes in its environment, it can sustain growth over the long term.

Based on this thinking, the Group is further advancing the separation of execution and oversight and strengthening the supervisory function of the Board of Directors. Specifically, in April 2026, we changed the Chair of the Board from the Representative Director and President to the Chairman, who does not have representative authority. We also aim to have outside directors constitute a majority at an early stage during the Group Long-Term Vision period. Through these initiatives, we will establish a framework that enables the Board to focus less on involvement in individual business execution and more on discussing important management issues from the perspective of enhancing corporate value over the medium to long term and overseeing management decision-making. We also place importance on making full use of the knowledge and experience of outside directors. Today's management environment is too complex to address with knowledge of the financial industry alone. We need to view management from diverse perspectives, including AI and technology, human

resources strategies, sustainability, and geopolitical risks. We therefore aim to incorporate the insights of outside directors with diverse backgrounds into management and thereby raise the quality of our decision-making.

Our share price has remained firm recently, reflecting market recognition of our efforts to improve earnings capacity and capital efficiency. However, I am not satisfied with the current situation. I believe the Group has further room to grow and earn a higher valuation from the market.

A key to further increasing our share price is management driven by the twin engines of economic value and financial accounting. By accumulating new business value and improving the asset management portfolio, we will expand EV, which is a source of future earnings, and steadily realize that value as financial accounting profit, thereby achieving sustainable EPS growth. At the same time, through disciplined growth investment, capital policy, and dialogue with the market, we will raise expectations for the Group's growth and strengthen trust in the Group with the aim of improving our P/E ratio. By steadily accumulating results toward the targets set out in the Group Long-Term Vision and demonstrating to the market the increasing certainty of achieving them, we aim to further improve our market valuation.

At the same time, I believe corporate value is not only the valuation assigned by the stock market, but also "the sum total of the trust placed in us by our stakeholders." As a listed company, it is naturally our responsibility to improve capital efficiency and achieve steady profit growth. But corporate value cannot be explained by these factors alone. Trust from customers, trust from agents, trust from employees, and trust from local communities - I believe corporate value is built through the accumulation of each of these forms of trust. I also believe that enhancing corporate value and solving social issues point in the same direction.

Providing value that society needs ultimately enhances corporate value. Creating this virtuous cycle is the role of management. This conviction is embodied in our Management Vision, "One 'Try & Discover' for sustainable growth."

The new Group Long-Term Vision sets out a path for the Group to continue growing over the long term. A vision, however, has no meaning if it is merely declared. What matters is steadily executing the policies we have set out and demonstrating concrete progress. While drawing on the experience and knowledge we have built over the years, we will continually question conventional assumptions and evolve our decision-making and actions in response to changes in the environment.

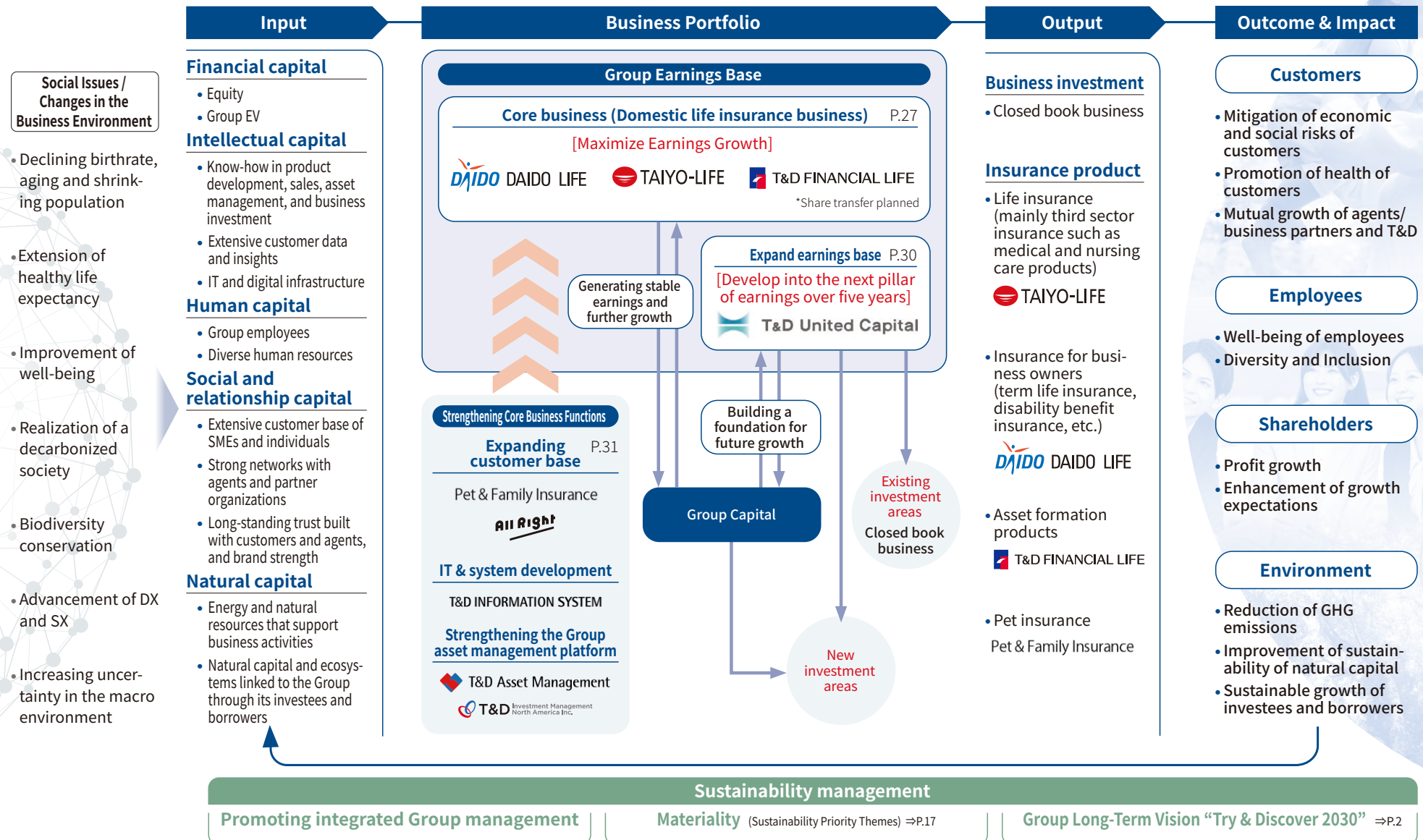
"Breaking Beyond." These words express our determination not only to achieve the targets for 2030, but also to build the capabilities that will support growth beyond that point. We will steadily build on each achievement toward meeting targets such as an adjusted ROE of at least 15% and EPS growth of at least 10%. At the same time, we will not be satisfied with immediate results, but will continue to pursue new possibilities. We will turn the spirit of "Try & Discover" into one collective strength and connect the peace of mind of each customer to the growth of society as a whole. To make this a reality, I myself will lead from the front and drive transformation. The new Group Long-Term Vision marks the starting point of a new challenge that will accelerate this journey. Together with all of our stakeholders, we will open up the next stage of growth.

Finally, I would like to express my sincere gratitude to all of our stakeholders for their continued support of the Group. Your understanding and support give us the strength to continue putting "Try & Discover" into practice. I sincerely ask for your continued support and guidance.



Value Creation Process

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



Value Creation Process in Detail

Starting with the five forms of capital, we formulate strategies to address management issues and execute specific initiatives to generate outcomes. We link these outcomes to the achievement of our targets and KPIs, thereby driving sustainable value creation.

	Financial capital	Intellectual capital	Human capital	Social and relationship capital	Natural capital
Our challenges and strategies	- Further advancement of ERM - Improvement of capital efficiency - Improvement of the asset management portfolio through ALM and other measures - Appropriate management of operating expenses	- Leveraging product development, sales, and asset management know-how cultivated since the founding of our life insurance business - Building an efficient operational framework through the introduction of AI agents and other measures - Further advancement of Group management	- Consolidation and reorganization of Group functions; deployment and development of talent in the core business and growth areas - Securing diverse and highly specialized talent on a stable basis - Fostering willingness to take on challenges and grow	- Addressing social issues in each market (extending healthy life expectancy, supporting SME growth, etc.) - Responding to diversifying customer needs - Invest to Help Build a Sustainable Society	- Contributing to climate change mitigation and adaptation through business activities - Biodiversity conservation - Identifying and assessing climate-related risks
Examples of inputs	- Equity: ¥1,611.9 billion - Group EV: ¥4,238.6 billion (as of March 31, 2026)	- Sales know-how and product development capabilities cultivated through distinctive business models - Asset management know-how - Business investment know-how	- Number of Group employees: 21,268 - Total amount spent on development and training of human resources: ¥780 million - Improvement in compensation and work environment	- Provision of products and services Daido Life: Number of enrolled companies: Approx. 363,000 Taiyo Life: Number of policies in force: Approx. 7,623,000 TDF: Number of policies in force: Approx. 645,000 - Collaboration with agents and partner organizations Daido Life: 16,414 sales agents TDF: 216 partner agents - Thematic investment and financing	- Introduction of renewable energy - Thematic investment and financing
Initiatives and outputs for value creation	Business investment and capital allocation	Asset management, new products and services, and DX/AI implementation	Human resource development, expansion of specialized talent, and Group-wide deployment	Expansion of customer touchpoints, partnerships, and service provision	Decarbonization-related investment and financing, and introduction of renewable energy
FY2024 results	- Group Adjusted Profit: ¥140.0 billion - Adjusted ROE: 9.6% - Value of New Business: ¥166.1 billion	- Asset management results: ¥86.7 billion - Business investment (cumulative): ¥144.0 billion	- Employee engagement score: 3.90pt.s - Ratio of female managers: 24.6%	Customer satisfaction^{*2} Daido Life: 87.0% Taiyo Life: 92.3% TDF: 80.5%	- Reduction rate of GHG emissions: 49.9% - Financed emissions reduction rate: 48.2%
Outcomes FY2025 results	- Group Adjusted Profit: ¥158.5 billion - Adjusted ROE: 10.5% - Value of New Business: ¥169.0 billion	- New products (outputs): 7 products (3 life insurance companies) - Asset management results: ¥145.9 billion - Business investment (cumulative): ¥259.0 billion	- Employee engagement score: 3.92pt.s - Ratio of female managers: 26.0%	Customer satisfaction^{*2} Daido Life: 80.3% Taiyo Life: 91.6% TDF: 80.2%	- Reduction rate of GHG emissions: 62.8% - Financed emissions reduction rate: 55.3%
Targets / KPIs * Group Long-Term Vision period (through March 2031)	- Group Adjusted Profit: ¥230.0 billion - Adjusted ROE: 15% - Value of New Business: ¥200.0 billion	- Enhance financial and non-financial capital by strengthening intellectual capital - Reduce workload by 30–50% through the DX Strategy (compared with the level at the end of March 2026)	- Employee engagement score: 4.0 or higher (on a 5-point scale) - Recruitment and development of diverse talent^{*1}: 40% of internal staff - Ratio of female managers (including junior managers): 30% (Manager level or above): 15% - Increase the number of highly specialized human resources by 15% (vs. FY2025) - Number of global human resources: 200	Customer satisfaction^{*3}: 4.0 points or higher (on a 5-point scale)	- Reduction rate of GHG emissions: 75% reduction [Compared with FY2013: per-unit basis and total emissions basis] - Financed emissions reduction rate: 50% reduction [Compared with FY2020: per-unit basis] - Introduction rate of renewable energy: 70% - Cumulative amount of thematic investment and financing: ¥1,700 billion

^{*1} Number of employees with experience at multiple Group companies, employees with experience through assignments or secondments outside the Group, and mid-career hires currently employed

^{*2} Daido Life: Seven levels - "highly satisfied," "satisfied," "mostly satisfied," "neutral," "somewhat unsatisfied," "unsatisfied," and "highly unsatisfied." Aggregate the total of "highly satisfied," "satisfied," and "mostly satisfied." Taiyo Life: Four levels - "satisfied," "mostly satisfied," "somewhat unsatisfied," and "unsatisfied." Aggregate the total of "satisfied" and "mostly satisfied." TDF Life: Five levels - "satisfied," "mostly satisfied," "average," "somewhat unsatisfied," and "unsatisfied." Aggregate the total of "satisfied" and "mostly satisfied."

Sustainability Management

Basic Approach

With life insurance as its core business, the T&D Insurance Group puts sustainability at the heart of its business, providing products and services that deliver safety and security to customers. In addition, as an institutional investor, the Group is engaged in asset management, which is highly public in nature and closely linked to economic development and sustainable society building. The Group believes that it has a responsibility to contribute to society through these businesses.

Amid growing uncertainty about the outlook for the world, it is necessary to view social issues from a longer-term perspective and clearly define the future state the Group should aspire to.

Under the Group Long-Term Vision (April 2026-March 2031), we take into account megatrends such as changes in demographics and lifestyles and the evolution of DX and AI, and pursue sustainable growth of the Group while helping to resolve social issues by developing businesses that leverage the Group's characteristics and strengths.

Key Issues for Promoting Sustainability Management in the T&D Insurance Group

From among the various areas of sustainability related to its business activities, the Group has identified two key issues—"enhancing social value" and "enhancing human capital"—as matters that are highly important to society and closely related to the Group's businesses. We have also established priority themes for each key issue (shown at right) and targets (p. 17) as the levels we aim to achieve, and are advancing initiatives through our businesses.

Key Issues for Promoting Sustainability Management

Priority Themes for Enhancing Social Value

Promote Healthy and Abundant Lives for People

We provide optimal, high-quality products and services that meet customer needs, contributing through our insurance business to the sustainable growth of society and the resolution of social issues.

Contribute to Global Environment Conservation and Climate Change Mitigation and Adaptation

Through our business activities, we contribute to climate change mitigation and adaptation and work toward achieving a net-zero society and conserving biodiversity.

Contribution to a Sustainable Society through Investment

As a responsible institutional investor, we make investments that take environmental, social, and corporate governance (ESG) factors into account, thereby contributing to securing stable long-term returns and realizing a sustainable society.

Priority Themes for Enhancing Human Capital

Provide Workplace Environments that Enable Diverse Human Resources to Participate Actively

We respect the human rights of all people, as well as the individuality and diversity of employees, and develop our human resources by ensuring a healthy and safe working environment.

Enhancement of Human Capital

To support the Group's sustainable growth, we aim to secure the necessary human resources and develop and expand the pool of talent capable of leading Group management.



Materiality (Sustainability Priority Themes)

Enhancement of Corporate Value for a Wide Range of Stakeholders

- ① **Enhancement of shareholder value**
- Improvement in TSR
 - Profit growth
 - Enhancement of growth expectations

- ② **Contribution to customers**
- Enhance and expand the value provided to customers
 - Mutual prosperity with business partners through mutual trust

- ③ **Contribution to employees**
- Enhancement of well-being

- ④ **Contribution to society**
- Resolution of social issues

Key Issues / Priority Themes	Social Issues	Risks and Opportunities	Main Initiatives and Results	KPI / Targets	FY2025 Results
Enhancement of Social Value	Promote Healthy and Abundant Lives for People	Risks - Risk of a weakening customer base due to the aging of the population and the declining birthrate - Decrease in the number of SMEs due to closure and other reasons - Risk of lagging behind the competition in development of new insurance products and services - Risk of financial results and other aspects of business being impacted by future changes in regulations Opportunities - Increase in the need for insurance coverage and for asset building with an eye toward post-retirement life - Emergence of new methods of offering products and services reflecting digitalization - Use of insurance policies at business succession of SMEs - Provision of health-promoting insurance and services to solve social issues and earn profits	- Offer insurance that supports dementia prevention and insurance that widely covers conditions that require nursing care - Help SMEs adopt and implement Kenko-keiei® and enrich their welfare programs - Invest in funds that support businesses that aid people's improvement of their health - Integrate online applications for insurance and services provided by human staff - Deliver asset building products providing senior customers with a comfortable post-retirement life ➡ Enhance and expand the value provided to customers ① Enhancement of shareholder value ② Contribution to customers	Customer satisfaction FY2030: 4.0 points or higher (on a 5-point scale)	(Overall satisfaction) Daido Life: 80.3% Taiyo Life: 91.6% TDF: 80.2% * Survey methods differ by company. From FY2026, the Group will adopt a newly established Group-wide measurement method.
	Contribute to Global Environment Conservation and Climate Change Mitigation and Adaptation	Risks - Impact of the increase of deaths and injuries due to the increase in the average temperature and the increase in extreme weather on the insurance balance - Increase in risk of infectious diseases due to the expansion of the habitats of disease vectors - Reputational damage due to delays in compliance with regulations and insufficient information disclosure Opportunities - Provision of products and services that meet the needs for coverage against new risks arising from climate change, etc. - Cultivation of and entry into new business domains related to the mitigation of and adaptation to climate change	- Set Group-wide targets for reducing GHG emissions, electricity consumption and office paper consumption - Conserve energy through different initiatives for reducing electricity consumption, the use of a demand monitoring system and the introduction of no-overtime days - Expand green procurement for environmental protection, waste reduction and recycling - Accelerate the shift to electricity generated from renewable sources of energy ➡ Mitigate the environmental impact of our business activities ④ Contribution to society	GHG emissions reduction rate from our own operations (Per-unit basis) 75% reduction by FY2030* (Total emissions basis) 75% reduction by FY2030 Achieve net zero in own operations by FY2040 * Compared with FY2013 Introduction rate of renewable energy 70% by FY2030	(Per-unit basis) 62.8% reduction (Total emissions basis) 64.3% reduction 51.6%
	Contribution to a Sustainable Society through Investment	Risks - Decrease in the value of the assets of the Group after the deterioration of the financial results of investees failing to address sustainability issues - Contraction of opportunities to invest in and finance companies failing to address sustainability issues Opportunities - Increase in investment and financing to accelerate efforts to address sustainability issues and long-term and stable growth in gains on investments - Growth of investees and borrowers through engagement in them - Long-term and stable growth of gains on investments in and the financing of clean energy businesses and the like that aid the establishment of a decarbonized society	- Conduct various sustainable investment and financing activities in accordance with the Principles for Responsible Investment (PRI), while engaging in dialogue with investees and borrowers and appropriately exercising voting rights in line with the Principles for Responsible Institutional Investors - Undertake thematic investment and financing that can contribute to the realization of a sustainable society, taking sustainability issues into account - Implement initiatives to reduce financed emissions and achieve net zero ➡ Promote sustainable management of investees and borrowers ① Enhancement of shareholder value ④ Contribution to society	Financed emissions reduction rate (Per-unit basis) 50% reduction by FY2030* * Compared with FY2020 Achieve net zero for investees and borrowers by FY2050 Cumulative amount of sustainability-themed investment and financing ¥1,700 billion by FY2030	55.3% reduction ¥1,240 billion
Enhancement of Human Capital	Provide Workplace Environments that Enable Diverse Human Resources to Participate Actively	Risks - Risk of personnel outflow or difficulty in securing workers due to the workplace environment failing to adapt to the diversification of values or to changes in the social structure - Business stagnation or slowdown resulting from a lack of necessary specialists	- Provide education and training centered on on-the-job training (OJT), group training, self-development support, reskilling and re-learning - Promote employment for persons with disabilities, provide training on LGBTQ+ (sexual minority) issues, and set up helplines for different kinds of harassment and abuse to respect and foster diversity - Formulate an action plan for promoting the advancement of women and set targets regarding the promotion of women to management positions and carry out the actions - Develop a system for returning from childcare to workplace, such as when employees return after childcare leave ➡ Strengthen business competitiveness, achieve profit growth, and enhance employee engagement ① Enhancement of shareholder value ③ Contribution to employees	Employee engagement score 4.0 or higher (on a 5-point scale)	3.92
	Enhance Human Capital	Opportunities - Creation of new value after supporting the active participation of diverse personnel - Effective deployment of personnel and improvement of productivity by allowing flexible work styles - Improvement of management capabilities and the business foundation by cultivating diverse human resources	- Strengthen mid-career recruitment and the securing and development of highly specialized human resources - Promote Group-wide deployment and utilization of human resources through the Group Internal Job Posting System and personnel exchanges - Develop global human resources through overseas assignments and secondments to overseas companies - Expand opportunities for diverse human resources to participate actively, including through initiatives to promote the active participation of women ➡ Enhance the human resources portfolio and optimize the allocation of Group management resources ① Enhancement of shareholder value ③ Contribution to employees	Status of securing and developing human resources with diverse experience and backgrounds* 40% of all administrative personnel by FY2030 Ratio of female managers (Including junior management positions) 30% by FY2030 (Manager level or above) 15% by FY2030 Number of highly specialized human resources Increase by at least 15% by FY2030 (vs. FY2025) Number of global human resources 200 employees by FY2030 * Number of employees with experience at multiple Group companies, employees with experience through assignments or secondments outside the Group, and mid-career hires currently employed	32.8% 26.0% 12.3% 860 employees 83 employees

Sustainability Advisory Committee

The Sustainability Advisory Committee, which was established in FY2021, receives commentary from outside experts on the latest domestic and international trends as well as a variety of recommendations based on their expertise. The Group reflects these recommendations in its sustainability initiatives and promotes sustainability management across the Group.

Sustainability Advisory Committee



Takejiro Sueyoshi
Special Advisor
UNEP Finance Initiative



Mari Yoshitaka
Representative Director of
Virtue Design
Visiting Professor at the
College of Arts and Sciences,
University of Tokyo



Ai Aonuma
Representative Director of
the Kamakura Sustainability
Institute (KSI)

Sustainability Advisory Committee meetings held in FY2025: 4

Major Themes

- Recent climate change trends / COP30
- Sustainable finance trends
- Regional revitalization (public-private partnership examples, etc.)

Climate change

Recommendations from committee members ▶ The climate crisis is a race against time. Because net zero can be achieved with existing technologies, GHG emissions must be reduced urgently using those technologies rather than waiting for new ones. Climate change also has a major economic impact, and delayed action is said to lead to future GDP losses and lower international competitiveness. Recognizing climate change as a root cause of the increasingly frequent natural disasters in recent years, governments, society, and companies alike should not ease their efforts to address it as a long-term risk.

Response ▶ To help realize a net-zero society, the Group reviewed its GHG emissions reduction targets under the Group Long-Term Vision toward 2030, raising target levels and adding items. We are actively shifting electricity use to renewable energy and undertaking investments and financing, including investment in transition bonds, that contribute to a decarbonized society.

Regional revitalization

Recommendations from committee members ▶ Regional revitalization initiatives should be pursued not merely as social contributions but also with a view to enhancing companies' own economic value. More companies are establishing dedicated organizations and engaging in such initiatives in earnest. As many local governments lack sufficient fund-raising expertise, involvement by companies with fund-raising experience can be effective. Public-private partnerships are generally pursued through frameworks involving financial institutions such as regional banks.

Response ▶ In FY2025, the Group again made corporate hometown tax donations to local governments closely aligned with its sustainability priority themes. We also dispatched employees through the corporate hometown tax donation program (personnel dispatch type) to contribute to regional revitalization. We continue discussions with local governments on ways to help solve local social issues.

Sustainable finance

Recommendations from committee members ▶ The T&D Insurance Group, with its diverse businesses, is expected to leverage its broad channels in sustainable finance to both develop its businesses and help solve social issues. Green bond issuance is expanding from operating companies to local governments, with increasing use for environmental projects. To realize a decarbonized society, transition finance that supports high-emitting investees is important, and financing is expected to support their steady decarbonization. Impact investing, which identifies specific intended outcomes and commits to achieving them, should also be used based on a proper understanding of investees' intentions.

Response ▶ Under the Group Long-Term Vision toward 2030, the Group has made promoting sustainable finance centered on "sustainability-themed investments," "transition finance," and "investments supporting GX promotion, regional revitalization, and SMEs" one of its themes. In May 2026, the Group revised its Sustainability Loan Framework to incorporate "transition loans" and "transition-linked loans" and obtained a new third-party opinion on its alignment with the latest international principles and related standards.

Strategies for Realizing the Group Long-Term Vision

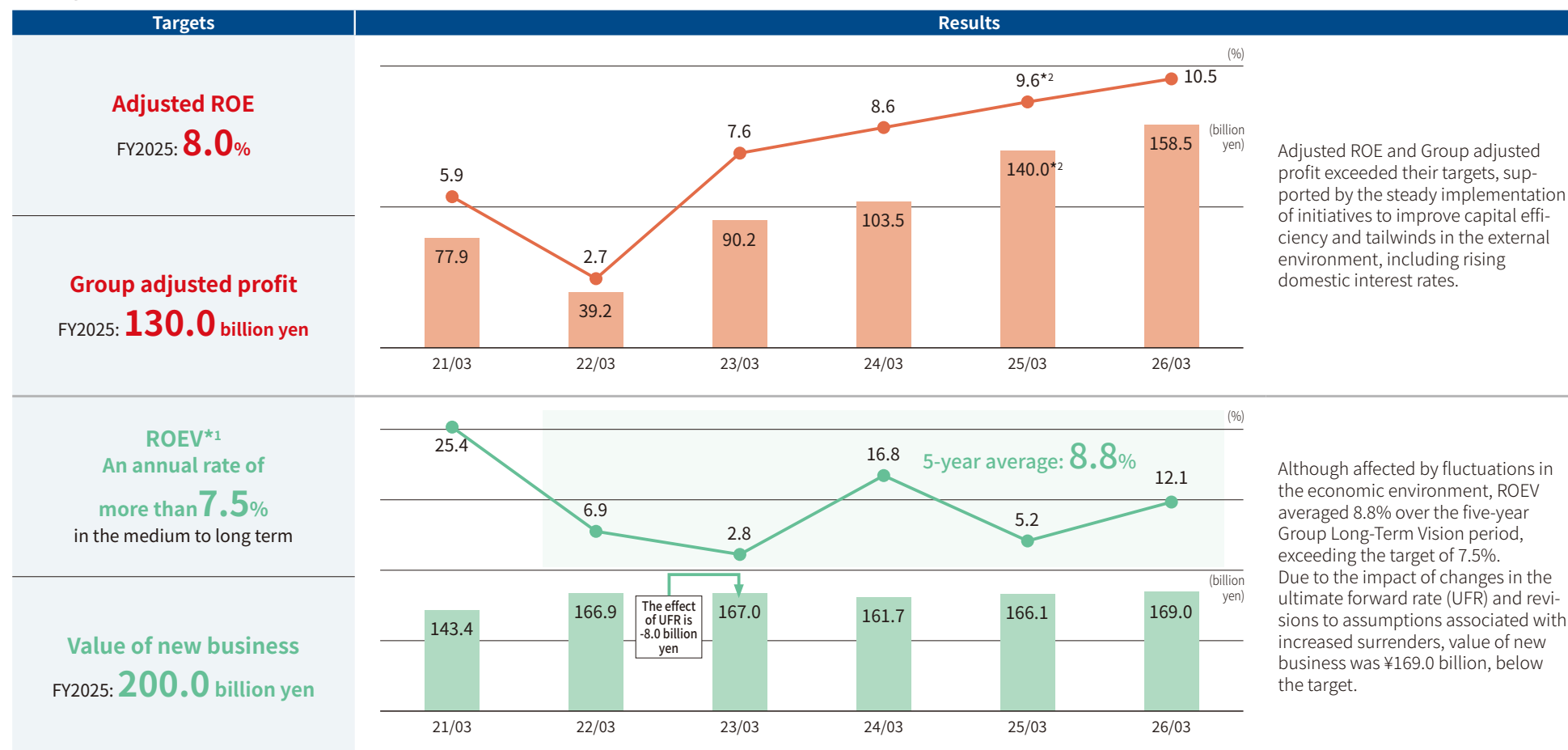
- 20 Review of the Previous Group Long-Term Vision
“Try & Discover 2025”
- 22 Group Long-Term Vision
“Try & Discover 2030 —Breaking Beyond—”
- 24 Business Portfolio Strategy
(Message from the Head of Corporate Planning)
- 27 Domestic Life Insurance Business
- 30 External Growth Strategy
- 31 Strengthening Core Business Functions through Group
Companies
- 32 Financial Capital (Message from the Head of Finance)
- 38 Intellectual Capital
- 40 Human Capital
(Message from the Head of Human Resources)
- 47 Roundtable Discussion Between Group Employees
- 51 Social and Relationship Capital
- 56 Natural Capital



Review of the Previous Group Long-Term Vision “Try & Discover 2025”

Under the previous Group Long-Term Vision (April 2021–March 2026), the Group adopted the Management Vision, “Sow happiness, make change with boldness.” We then steadily advanced the Group KPIs, our quantitative targets, and five key themes for achieving them: (1) strengthening of core business, (2) diversification and optimization of business portfolio, (3) upgrading capital management, (4) promoting integrated Group management, and (5) SDGs management and creation of value.

■ Progress of Group KPIs –Financial KPIs–



* 1 ROEV excludes valuation gains/losses, etc. related to Fortitude.

* 2 Figures reflect retrospective application of accounting adjustments following Fortitude Re's adoption of LDTI.

Review of the Previous Group Long-Term Vision “Try & Discover 2025”

■ Non-financial KPIs

Under the previous Group Long-Term Vision, the Group established non-financial KPIs representing social value to link the resolution of social issues through business activities to the creation of shared value. Customer satisfaction, the employee engagement score, and GHG emissions generally remained solid, as shown in the table to the right.

[Customer satisfaction]

Although there were some year-to-year fluctuations, customer satisfaction remained generally solid.

Taking into account the results of the customer satisfaction survey, responses to changes in the social environment, and other factors, the Group continually works to provide more convenient services and improve business processes, aiming to be a Group that customers can rely on and trust for years to come. Until FY2025, measurement methods*¹ differed by company; from FY2026, however, the Group will introduce and transition to a new Group-wide measurement method.

[Employee engagement score]

At all Group companies, scores exceeded their FY2020 levels. Once a year, we conduct an employee engagement score survey to identify issues within organizations and measure the effects of individual human resources measures.

⇒ P.43 Use of employee engagement score

[GHG emissions]

We have made steady progress toward the FY2025 target of reducing GHG emissions by 40% from FY2013 levels, achieving a 62.8% reduction. We will continue efforts to reduce GHG emissions by curbing energy use through targets for reducing electricity consumption and by promoting the introduction of renewable energy.

	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026	Forecast for FY2025
Customer satisfaction *¹							Above or equal to FY2020 level * ⁴
Daido Life	82.3%	81.1%	79.0%	85.0%	87.0%	80.3%	
Taiyo Life	91.8%	91.9%	91.6%	91.4%	92.3%	91.6%	
TDF Life	72.8%	75.8%	76.7%	79.2%	80.5%	80.2%	
Employee engagement score *²							
T&D Holdings	3.84	4.08	4.03	4.06	4.08	4.09	
Daido Life	3.75	3.85	3.84	3.94	4.02	4.05	Reduction of 40% from FY2013 levels
Taiyo Life	3.61	3.63	3.57	3.58	3.72	3.74	
TDF Life	3.55	3.70	3.80	3.82	3.94	3.95	
GHG emissions *³ (reduction from FY2013 levels)	30.1%	31.0%	35.4%	41.2%	49.9%	62.8%	

*¹ Daido Life: Seven levels - “highly satisfied,” “satisfied,” “mostly satisfied,” “neutral,” “somewhat unsatisfied,” “unsatisfied,” and “highly unsatisfied.” Aggregate the total of “highly satisfied,” “satisfied,” and “mostly satisfied.”
Taiyo Life: Four levels - “satisfied,” “mostly satisfied,” “somewhat unsatisfied,” and “unsatisfied.” Aggregate the total of “satisfied” and “mostly satisfied.”

TDF Life: Five levels - “satisfied,” “mostly satisfied,” “average,” “somewhat unsatisfied,” and “unsatisfied.” Aggregate the total of “satisfied” and “mostly satisfied.”

*² Based on a five-point rating scale (maximum 5.0 to minimum 1.0), scores of 3.5 or higher are defined as favorable based on past results and general benchmarks. Scores are not suitable for comparison across Group companies due to differences in workforce composition and other factors.

*³ Scope 1 and Scope 2 emissions per unit of floor area. The terminology has been changed from “CO₂” to “GHG” because the metric covers all greenhouse gases.

*⁴ When we use these figures to assess the performance of the Company, we incorporate qualitative evaluations, including feedback from ESG rating agencies.

Group Long-Term Vision “Try & Discover 2030 —Breaking Beyond—”

Formulating the Group Long-Term Vision

Under the Group Long-Term Vision “Try & Discover 2030,” the spirit we have cherished since the Group’s formation remains unchanged: the Group’s Corporate Philosophy, “We aim to contribute to people and society through value creation under the spirit of ‘Try & Discover.’”

Against a backdrop of key megatrends such as the declining birthrate, aging population, and shrinking workforce, the market is expected to contract over the very long term. To remain competitive, the Group must act as one and transform into a more efficient and productive organization. While life insurance will remain our core business, we also need to view increasingly diverse social issues as opportunities and take on new business domains in order to lay the foundation for sustainable growth beyond 2030.

In light of these environmental changes, the direction we aim to take, and our purpose as a Group, we have revised our

Management Vision. Our new Management Vision is “One ‘Try & Discover’ for sustainable growth.” Centered on the spirit of “Try & Discover” that has guided us since the Group was formed, it more clearly sets out our direction of creating value as one Group.

Overview of the Group Long-Term Vision

The Group Long-Term Vision is the collective term for the Group’s Management Vision, together with the Group growth strategy and Group KPIs formulated based on the three basic principles for realizing that vision.

Under our Corporate Philosophy, which represents the Group’s unchanging purpose, “Try & Discover 2030” builds on the achievements to date and advances the Group to a new stage of growth.

Three basic principles

To realize the Group we aim to become over the next five years, as set out in our Management Vision, we have established three basic principles.

Principle 1 Further Strengthening of Our Core Business

In a higher interest rate environment, we will strengthen the sales and asset management capabilities of the domestic life insurance business and achieve stable profit growth through steady growth in in-force policies and further ALM initiatives.

Principle 2 Growth through New Value Creation

We will focus on areas where the Group’s strengths can be effectively leveraged and pursue disciplined growth investments with due regard to the cost of equity.

Principle 3 Enhancing Group Resilience

To continue winning amid discontinuous changes in the external environment, we will transform into a strong and resilient Group. With our DX strategy as the starting point, we will promote integrated Group management more deeply than ever before, circulate not only financial capital but also human and other forms of capital, and create Group synergies.

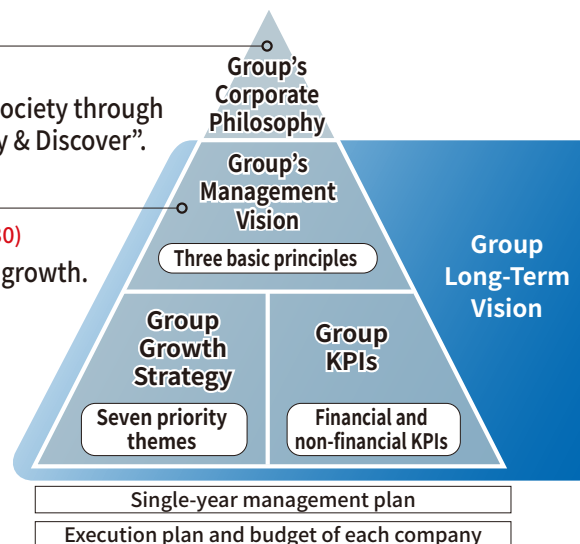
The seven priority themes translate the three basic principles into execution strategies.

Our Management Philosophy (Our Purpose as a Group)

We aim to contribute to people and society through value creation under the spirit of “Try & Discover”.

Our Management Vision (The Group’s Vision and Direction for 2030)

One “Try & Discover” for sustainable growth.



Three basic principles

Principle 1
Further Strengthening of Our Core Business

Principle 2
Growth through New Value Creation

Principle 3
Enhancing Group Resilience

Seven priority themes

1 Maintaining and strengthening the earnings base of the life insurance business

2 Strengthening the customer base

3 Active business portfolio management

4 Promoting external growth strategies

5 Effective circulation and creation of Group capital

6 Enhancing the effectiveness of Group governance

7 Establishing and embedding the Group brand

Group Long-Term Vision “Try & Discover 2030 —Breaking Beyond—”

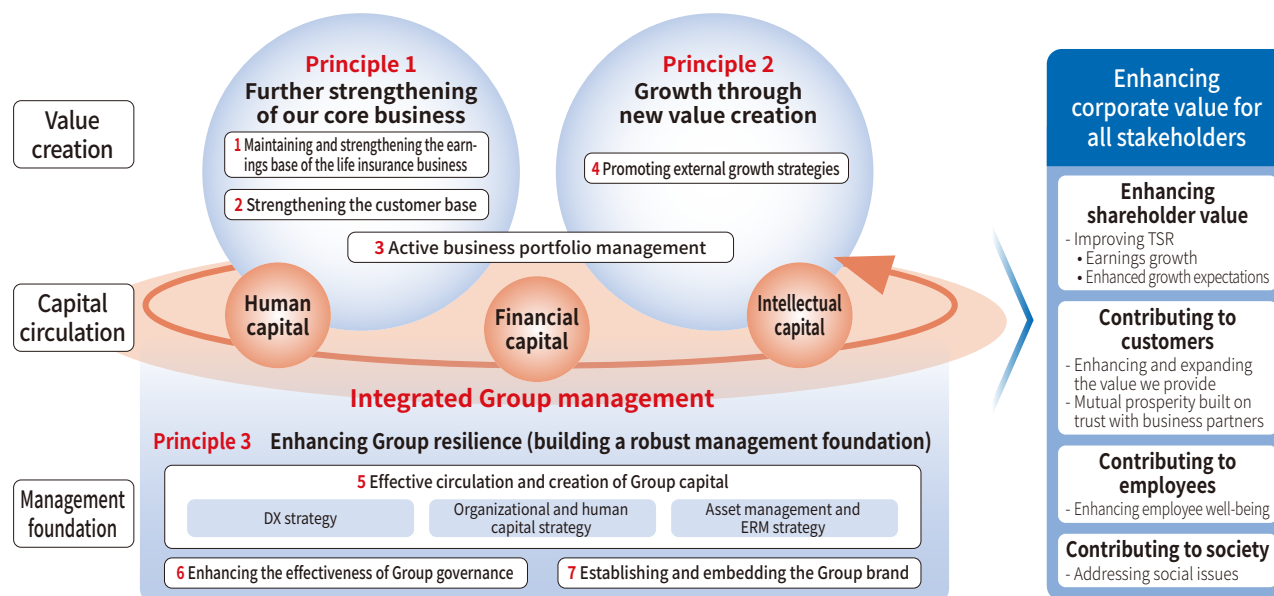
Group growth strategy — the whole picture

The diagram below shows the whole picture of the Group growth strategy for enhancing corporate value, centered on the three basic principles (seven priority themes).

Under the three basic principles, we will promote integrated Group management by, among other things, strengthening the management foundation with the DX strategy as a starting point, and enhance corporate value through value creation driven by the circulation of financial, human, and intellectual capital.

⇒ P.38 Intellectual capital

Through these efforts, we will provide value to a broad range of stakeholders—including customers, employees, and society—while also enhancing shareholder value.



Financial capital: Financial resources such as shareholders' equity, cash, and investment funds

Human capital: Corporate personnel and the attributes they possess, such as capabilities, skills, experience, and motivation

Intellectual capital: The Company's knowledge assets and intangible assets, including data, IT systems, operational know-how, and brand value

Financial KPIs

For Group adjusted profit in FY2030, we set a target of ¥230.0 billion, incorporating the current economic environment, the effects of portfolio improvements made to date, and the expected earnings contributions from future growth investments. We also set a target of 15% for adjusted ROE, a level clearly above the cost of equity. For value of new business, which fell short of the target under the previous Group Long-Term Vision, we aim for ¥200.0 billion.

In addition, as five-year targets, we aim for an EPS growth rate of at least +10% (CAGR) and ROEV of at least +8% (CAGR). These targets are intended to be achieved over the full five-year period rather than in each individual fiscal year.

Non-financial KPIs

To promote sustainability management, we have established two key issues—enhancement of social value and enhancement of human capital—and priority themes under each. For each priority theme, we set KPIs such as customer satisfaction, the reduction rate of our own GHG emissions, and the employee engagement score. By working to achieve these KPIs, we will pursue sustainable Group growth while contributing to the resolution of social issues.

In this Group Long-Term Vision, we have added “recruitment and development of diverse talent” as a new KPI. Human capital is critical to T&D Holdings' sustainable growth, and we will continue to enhance human capital.

⇒ P.51 Social and Relationship Capital

⇒ P.40 Human Capital

Financial and non-financial KPIs: target levels as of March 31, 2031

Financial	Group adjusted profit	¥230.0 billion
	Value of new business	¥200.0 billion
	Adjusted ROE	15%
Non-financial	Customer satisfaction	4.0 or higher (five-point scale)
	Reduction rate of our own GHG emissions (intensity)	-75% reduction from FY2013
	Employee engagement score	4.0 or higher (five-point scale)
	Recruitment and development of diverse talent*	40% of internal staff

* Employees with experience at multiple Group companies, employees with assignment or secondment experience outside the Group, and mid-career hires

Targets under the Group Long-Term Vision (five-year horizon)	EPS growth rate: at least +10% (CAGR)	ROEV: at least +8% (CAGR)
---	--	----------------------------------

Business Portfolio Strategy

Message from the Head of Corporate Planning

Evolving the Business Portfolio from a Future-Oriented Perspective

We will strengthen the competitiveness of our core business while strategically allocating capital to new growth areas.

Yoshitaka Moriya

Managing Executive
Officer

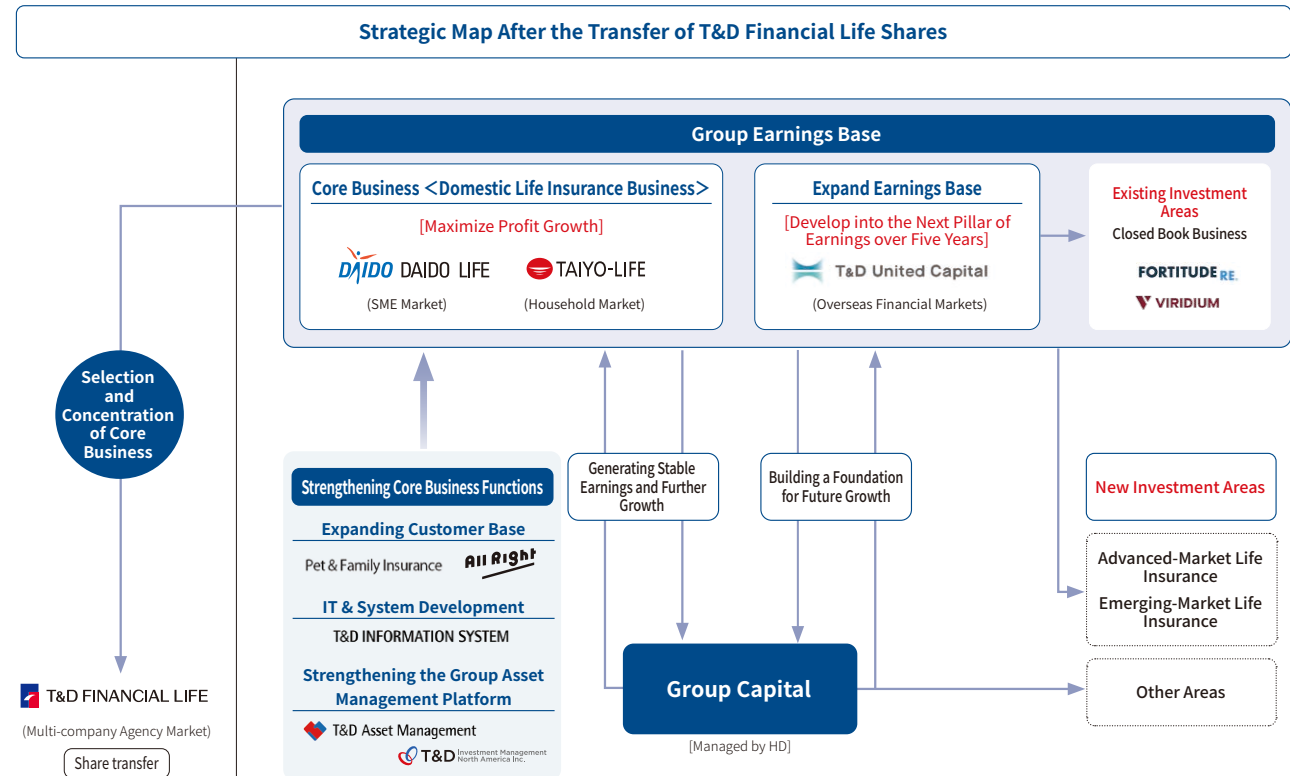


Basic Approach to Business Portfolio Strategy

In formulating the Group Long-Term Vision, “Try & Discover 2030 - Breaking Beyond -,” the Group revisited and held extensive discussions on the composition of its business portfolio. Under the Long-Term Vision, we have established three basic principles: “Further Strengthening of Our Core Business,” “Growth through New Value Creation,” and “Enhancing Group Resilience.”

Business portfolio strategy underpins these principles by specifying the future composition of the business portfolio and policies for existing businesses from the perspective of optimizing capital allocation. It is an important management framework for achieving the sustainable enhancement of corporate value.

In formulating the Long-Term Vision, the Board of Directors discussed fundamental questions such as “What strengths will drive the Group’s growth?” and “What value should we provide to society?” At the same time, amid major changes in the business environment, including population decline, a declining birthrate and aging population, and technological innovation such as AI, we also discussed how to assess the businesses of Taiyo Life and Daido Life, our core business, from a long-term perspective, where their competitive advantages lie, whether sustainable growth can continue to be expected, and whether the current business composition will remain optimal in the future. Through these discussions, we revisited our approach to the business portfolio and clarified the direction of capital allocation toward the long-term enhancement of corporate value.



Business Portfolio Strategy

Message from the Head of Corporate Planning

Redefining the Domestic Life Insurance Business as a "Growth Business"

Following multifaceted discussions on Taiyo Life's household market and Daido Life's SME market, taking into account factors such as market growth potential, the competitive environment, and changes in customer needs, we concluded that significant business opportunities remain in both markets. By leveraging the customer bases, sales channels, brands, and other strengths cultivated in their respective markets, we believe sustainable growth can continue to be achieved.

The shift to an economy with positive interest rates is also bringing major changes to the earnings structure of the life insurance business. Alongside stronger policy performance, profitability is also expected to improve as positive spread increases. As a result, the environment surrounding the domestic life insurance business has changed significantly compared with the past.

Based on these discussions, the Group has positioned the domestic life insurance business not merely as a stable earnings business but as a "growth business" during the period of the Group Long-Term Vision. Going forward, by further honing the respective strengths of Taiyo Life and Daido Life, we will drive the Group's profit growth. We recognize that initiatives to improve profitability at Taiyo Life remain an important management priority.

As part of our review of the business portfolio, we have decided to transfer T&D Financial Life shares. In the domestic life insurance business, we will focus on Taiyo Life and Daido Life, while using a portion of the proceeds from the share transfer to enhance Group resilience. Through these initiatives, we will achieve sustainable growth in our core business and improve capital efficiency.

Turning Current Strengths into Future Growth

Our perspective, however, extends beyond 2030.

Given the declining population and labor shortages, advances in technology including AI, and diversifying customer needs, we do not assume that our current competitive advantages will naturally be sustained into the future. Moreover, the challenges facing customers in the household and SME markets are increasingly difficult to solve through insurance alone.

That is why we believe it is important to prepare now, while the domestic life insurance business is performing well, for the growth that lies beyond.

Under the Group Long-Term Vision, we have clearly set out a policy of using the profits and capital capacity generated by the domestic life insurance business both as a source of stable shareholder returns in line with profit growth and for growth investments aimed at building new earnings sources. Specifically, we have established a ¥500.0 billion growth investment budget for the period of the Group Long-Term Vision and will diversify our earnings sources, focusing on T&D United Capital.

This ¥500.0 billion is more than simply an investment budget. It is a capital circulation mechanism that connects the results generated by our current core business to future growth, and is an important strategy for achieving the sustainable enhancement of corporate value.

Strengthening Core Business Functions through Group Companies

In addition to Taiyo Life and Daido Life, which operate the life insurance business, the Group has companies engaged in a diverse range of businesses.

These companies also play a role in strengthening the capabilities of our core life insurance business in their respective areas: T&D Asset Management and T&D Investment Management North America enhance the Group's asset management capabilities; Pet & Family and All Right expand the Group's customer base; and T&D Information Systems enhances the DX/IT infrastructure.

Business Portfolio Strategy

Message from the Head of Corporate Planning

Toward Enhancing Corporate Value

Our aim is not to expand the scale of our business for its own sake, but to sustainably enhance corporate value.

Under the Group Long-Term Vision, we have set financial KPIs of ¥230.0 billion in Group adjusted profit, ¥200.0 billion in value of new business, and adjusted ROE of 15%, as well as five-year targets of EPS growth of 10% or more and ROEV of 8%

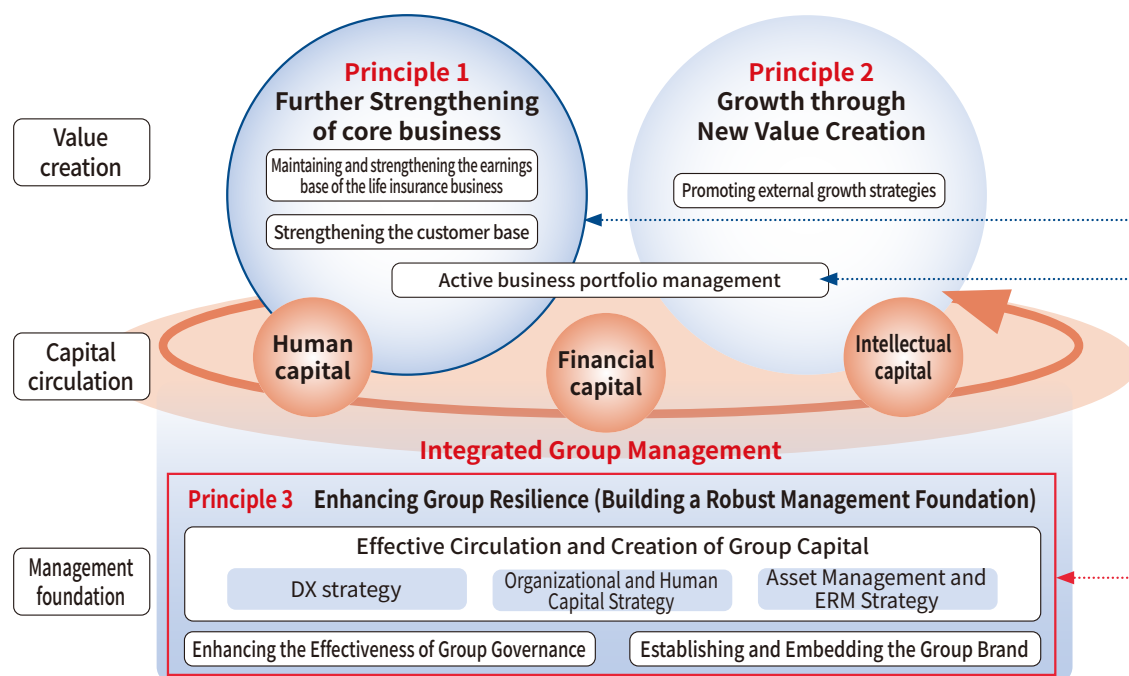
or more. Business portfolio management is an important management tool for achieving both profit growth and improved capital efficiency.

A business portfolio is not static. What matters is to review it continuously from the perspective of enhancing corporate value in the future, rather than evaluating businesses as an extension of the past.

Going forward, taking into account changes in market

conditions and society, we will assess every business without exception and consider new investments, business expansion, business restructuring, and capital reallocation as necessary. Through further growth of our core business, the creation of new earnings sources, and enhanced Group resilience, we will achieve sustainable profit growth and improved capital efficiency, thereby meeting the targets set under the Group Long-Term Vision and enhancing corporate value beyond them.

Try & Discover 2030 - Breaking Beyond -: The Whole Picture



First Set of Measures to Execute the Group Long-Term Vision

Increase the Speed and Certainty of Realizing Our Aspired Future State

Comprehensive Business Alliance with PayPay

- Accelerate the strengthening of core business by expanding the customer base and through other initiatives

+

Transfer of T&D Financial Life Shares

- Strategically invest the cash generated in enhancing Group resilience (DX, human capital investments, etc.)
- Increase the certainty of achieving KPIs and other targets through share buybacks

Financial capital: Such as shareholders' equity, cash, and investment funds

Human capital: Corporate personnel and the attributes they possess, such as capabilities, skills, experience, and motivation

Intellectual capital: The Company's knowledge assets and intangible assets, including data, IT systems, operational know-how, and brand value

Domestic Life Insurance Business

In its core domestic life insurance business, the Group's business model is characterized by each of its domestic life insurance companies specializing in a different market and demonstrating its own uniqueness and expertise.

The life insurance business is highly public in nature, and the Group creates value by addressing societal issues in specialized markets. Specifically, Daido Life and Taiyo Life provide products and services that leverage their respective strengths to contribute to the growth and development of SMEs and the extension of healthy life expectancy, respectively.



SMEs market

Societal issues to be addressed through business activities	Growth and development of SMEs
Unique business model	Provides coverage through partnerships with SME-related organizations, tax accountant organizations, and others
Products and services	- Made-to-order products that meet the diverse needs of SMEs - Initiatives to promote health and productivity management - Provides SMEs with management support

With regard to T&D Financial Life, the Group has decided to transfer its shares to PayPay Corporation and other parties. As a result, the Group will have two life insurance companies, Daido Life and Taiyo Life. By using the cash generated from the transfer for shareholder returns and investments to strengthen its core business, which has unique strengths, the Group will further enhance the sustainability of its growth and capital efficiency.

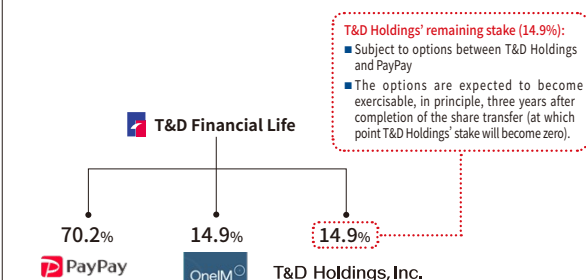


Household market

Societal issues to be addressed through business activities	Extension of healthy life expectancy
Unique business model	- Provides coverage mainly to senior customers in the household market - Develops hybrid-style sales combining face-to-face and non-face-to-face approaches
Products and services	- Develops products in response to societal issues (dementia and prevention of cancer/critical illnesses) - Provides services for senior customers

Transfer of T&D Financial Life shares to a consortium led by PayPay and comprehensive business alliance with PayPay

T&D Holdings has agreed to transfer 85.1% of the shares of its consolidated subsidiary T&D Financial Life, with 70.2% to be transferred to PayPay and 14.9% to an affiliated entity of One Investment Management. The 14.9% stake that T&D Holdings will continue to hold is subject to options between T&D Holdings and PayPay. The transaction is expected to be completed in October 2027, subject to obtaining the necessary regulatory approvals and other conditions.



In addition, T&D Holdings and PayPay entered into a basic agreement regarding a comprehensive business alliance in the marketing and digital fields.

By combining the T&D Insurance Group's expertise in health promotion, nursing care, and medical fields with PayPay's fintech technology and user base and SoftBank's AI and digital technologies, the alliance aims to collaborate across multiple areas, including insurance sales, advertising and marketing, operations, and new business areas.

Image of the comprehensive business alliance
Growth (top line) × efficiency (bottom line)



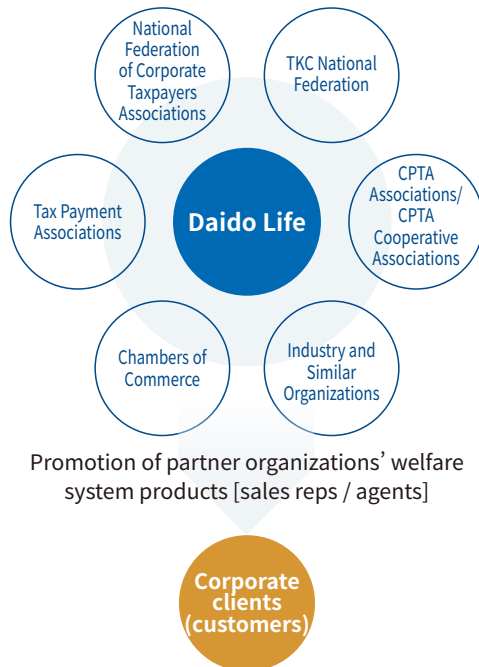
Domestic Life Insurance Business

| Daido Life

Business model

Daido Life is a life insurance company that specializes in the SME market. By building a unique business model that provides the coverage SMEs need for business continuity through partnerships with SME-related organizations and tax accountant organizations, among others, it has built win-win relationships with customers and partner organizations and established an efficient and solid sales base.

A robust business model for delivering protection to SME customers



Daido Life's strength lies in its total protection proposals, which combine death coverage and disability benefit insurance. These proposals are based on expertise in calculating standard coverage* developed over more than half a century of providing business owner insurance. Sales representatives with specialized knowledge and extensive experience, together with highly qualified tax accountant agents, provide optimal products and services tailored to the business environment of each SME.

* "Standard coverage" means the funds that are expected to be necessary in the event of an emergency involving a business owner or if the business owner becomes unable to work.

Market / channel / product

Market	• SMEs market
Channel	• Sales reps, agents (CPTAs, financial institutions, etc.)
Product	• Term life insurance, Disability benefit, etc.

Win-win relationships of business model

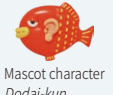
Corporate clients (customers)	• Recommendation from credible organizations and consulting tax accountants • Discounted premium rates for groups
Tie up organizations	• Enhancement of trust relationships with member corporates and partners • Commission fees for agents
Daido Life	• Establishment of the effective and solid sales base

Future strategy

We will steadily increase the policy amount in force by deepening existing markets through the continued enhancement of total protection. We will also expand our business domains and strengthen our platform to build touchpoints with more SMEs, aiming to put the number of enrolled companies on a growth trajectory. At the same time, we will improve productivity by incorporating AI into sales activities. In addition, by developing and promoting non-insurance businesses in response to the broadening range of societal and management issues, we will provide new value to customers and expand our customer base.

Through these initiatives, we will contribute to the further growth and development of SMEs while expanding policy performance and earnings.

Initiative themes and specific actions going forward

Initiative themes	Specific actions going forward
Deepening existing markets Enhancing value provided to SMEs	■ Enhance total protection • Optimize insurance value in line with changes affecting SMEs • Build relationships across generations through inheritance and business succession • Offer value propositions to everyone working at SMEs, etc.
Creating new markets Developing a new customer base	■ Expand business domains in response to changes in social structures ■ Multifaceted risk assessment ■ Strengthen the platform (e.g., further development of <i>Dodai?</i>)  Masocot character Dodai-kun
Taking on challenges in new areas Developing and monetizing new businesses beyond insurance	■ Build a framework for developing and promoting new businesses ■ Develop services Sustainability-related businesses Well-being-related businesses (health and productivity management) Disaster preparedness-related businesses

Domestic Life Insurance Business

Taiyo Life

Business model

Taiyo Life is a life insurance company that specializes in the household market. Its in-house sales representatives visit individual households and provide products centered on third-sector coverage, including medical and nursing care, to customers such as homemakers and seniors who may otherwise have limited access to insurance coverage.

Taiyo Life initially built its customer base through sales of short-term savings-type products and pension insurance. In response to changes in the financial environment and

diversifying customer needs, it subsequently stepped up the development of protection-type products and has developed products that capture customer needs, including introducing dementia prevention insurance ahead of other companies. It also provides services such as *Kaketsuke-Tai*, in which staff with specialized knowledge visit customers directly to assist with benefit claim procedures, thereby delivering high-value-added coverage.

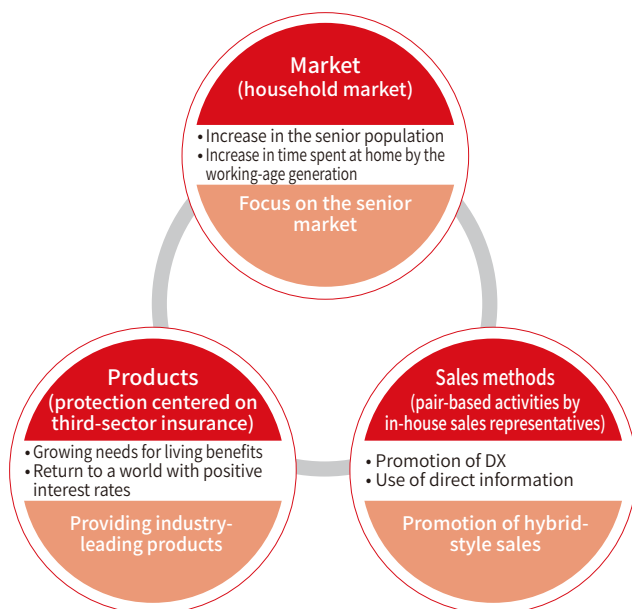
In recent years, Taiyo Life has evolved its sales approach into hybrid-style sales that combine face-to-face and non-face-to-face interactions by leveraging direct information. This approach is aimed at improving productivity and creating new customer touchpoints.

Future strategy

In addition to deploying product strategies that respond to changes in customer segments and needs, Taiyo Life will further evolve its business model by enhancing its information strategy through the comprehensive business alliance with PayPay and other parties. It will also pursue higher productivity by strengthening its sales structure through reforms to branch management and reinforcing its management infrastructure through the use of AI technologies.

To improve profitability, Taiyo Life will reduce the volume of less profitable in-force policies, including individual annuities and bancassurance products sold in the past, while accumulating highly profitable new policies, thereby improving its in-force policy portfolio over the long term.

Business model



Development of products that are ahead of the curve

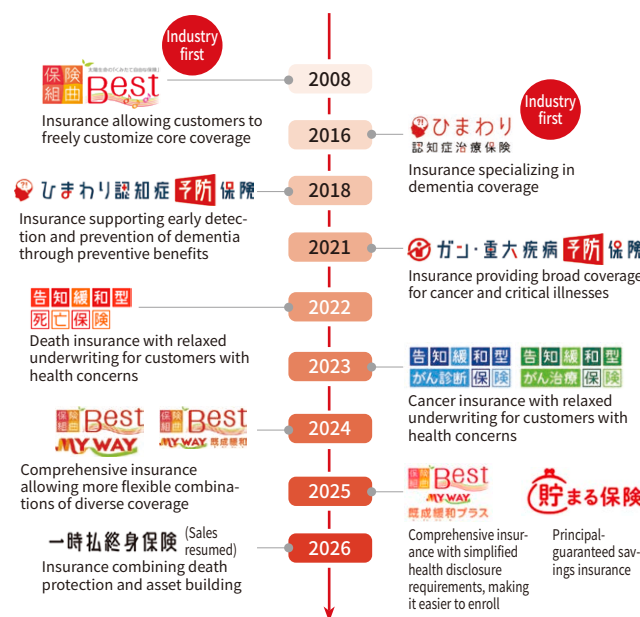
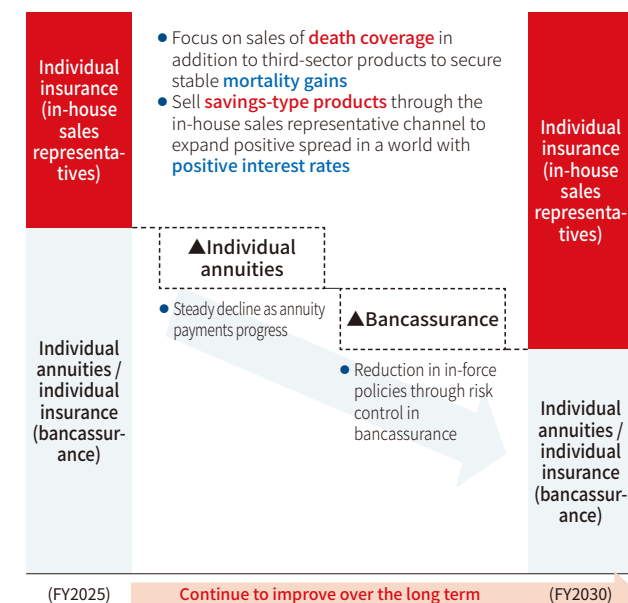


Illustration of improvements to the in-force policy portfolio



External Growth Strategy

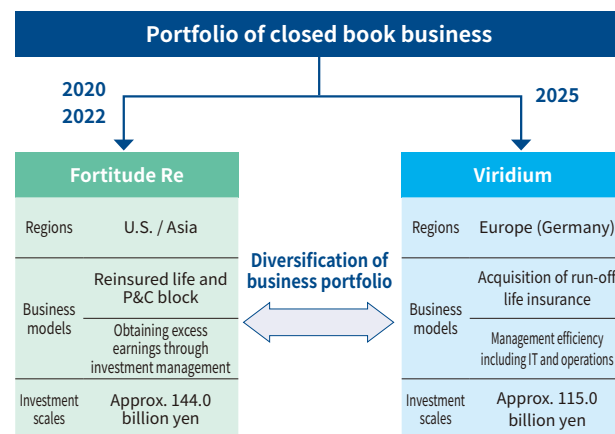
Closed book business*

T&D United Capital (TDUC) is focusing on the closed book business to build an earnings base for the Group that ranks second only to its life insurance business. Its principal investments are Fortitude, which operates mainly in North America (a cumulative investment of approximately ¥144.0 billion since June 2020), and Viridium in Europe (an investment of approximately ¥115.0 billion in August 2025).

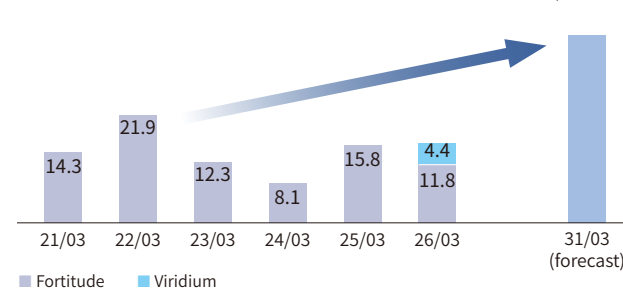
Fortitude seeks excess returns through acquisitions of life insurance companies, reinsurance transactions, and investments in low-liquidity credit assets and other assets, while Viridium seeks excess returns through acquisitions of life insurance companies and the consolidation and more efficient management of insurance policies. The two companies operate business models with different earnings structures, providing diversification in terms of both geography and business model.

* A type of insurance business that aims to generate profit by acquiring and consolidating other insurance companies' closed books (portfolios of in-force policies for products no longer sold) through mergers and acquisitions (M&A) and reinsurance transactions, and enhancing their value.

Investment in the closed book business: Diversification of earnings sources



Trends in profits and loss related to the closed book business
(¥ billions)



* Figures for the year ended March 2025 reflect the retrospective application of accounting adjustments following Fortitude's adoption of LDTI. For the year ended March 2026, Viridium's adjusted profit (equity-method profit/loss) for its fourth quarter (October to December) is recognized in the Company's fourth quarter.

Strategy during the Group Long-Term Vision period

In addition to further strengthening our core business, we position external growth as the second "pillar" of value creation.

To achieve this external growth, we will pursue further investment opportunities in life insurance businesses in advanced markets, while seeking to capture medium- to long-term growth potential through equity investments in life insurance companies in emerging markets. In addition, we will explore investment opportunities primarily in financial sector companies and life-insurance-related businesses that contribute to strengthening the Group's business portfolio.

We have established a new investment budget of ¥500.0 billion for growth investments and aim to increase the share of Group adjusted profit derived from businesses outside the domestic life insurance business to 20% or more.

Potential areas of focus for achieving external growth

Advanced-market life insurance businesses	Securing and expanding sources of cash generation Maximizing the strengths (including experience, organizational capabilities, and networks) derived from the existing diversified and differentiated closed-book investment portfolio, and pursuing additional investment opportunities.
Emerging-market life insurance businesses	Capturing growth potential Alongside investments in advanced-market life insurance businesses, pursue investments in areas with high growth potential driven by macroeconomic factors and other considerations.
Other areas	In other areas, explore investment opportunities primarily in financial sector companies and life-insurance-related businesses that contribute to strengthening the Group's business portfolio.

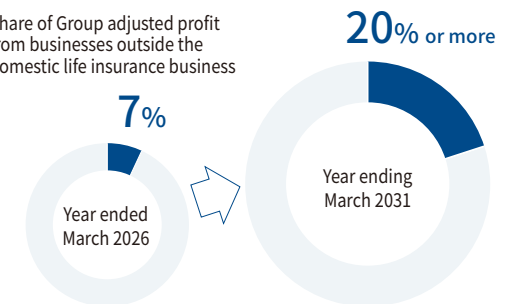
New investment budget

¥500.0 billion

Maintain investment discipline to secure returns exceeding the **hurdle rate (cost of equity + the interest rate differential between Japan and overseas markets, etc.)**.

Diversification of earnings portfolio

Share of Group adjusted profit from businesses outside the domestic life insurance business



Strengthening Core Business Functions through Group Companies

In addition to its life insurance companies and TDUC, the T&D Insurance Group includes T&D Asset Management (TDAM) and T&D Investment Management North America (TDIM), which engage in asset management-related businesses; Pet & Family Insurance (P&F), which offers pet insurance; All Right, which provides services in healthcare and health-related fields; and T&D Information System, which is responsible for the development and operation of the Group's systems, among other Group companies.

Expansion of the Group's customer base

Pet & Family Insurance

Pet & Family Insurance sells pet insurance through pet shops and the Internet. It serves as a starting point for expanding customer contact points and contributes to strengthening the Group's customer base.

ALL RIGHT

All Right leverages digital technology and collaborates with a range of partners to provide products and services that cater to the needs of specific customers in specific markets*.

* People with specific lifestyles or interests

Strengthening the Group's asset management platform

T&D Asset Management

T&D Asset Management engages in the asset management business while working to enhance the Group's asset management capabilities and develop asset management personnel.

T&D Investment Management North America Inc.

T&D Investment Management North America manages non-Japanese credit investments, alternative investments, and other assets in the United States.

IT and system development

T&D INFORMATION SYSTEM

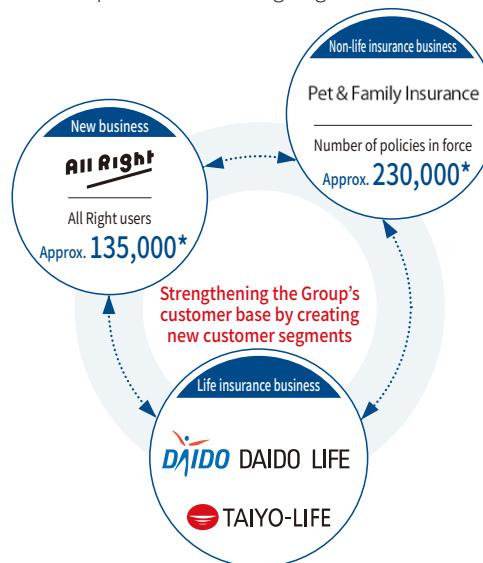
T&D Information System creates Group synergies in the fields of DX and IT and provides system support to Group companies.

Expansion of the Group's customer base

P&F is working to expand its market share by building on stable earnings from its existing pet shop channel and through initiatives such as increasing awareness of PayPay Insurance. The number of policies in force reached approximately 230,000 as of March 31, 2026.

All Right is expanding its partnerships through its strategic platform, Peer-Conne. In addition, its subsidiary, All Right Small Amount & Short Term Insurance, develops and provides insurance products, thereby strengthening its ability to meet both life and non-life insurance coverage needs. As of March 31, 2026, the number of All Right users reached approximately 135,000. Going forward, it will continue to expand its partnerships and develop new markets.

Through customer contact points built by P&F and All Right, which have unique channels, products, and services distinct from those of the life insurance companies, we will work to expand the Group's customer base going forward.



* As of March 31, 2026

The number of All Right users is the total of the following:

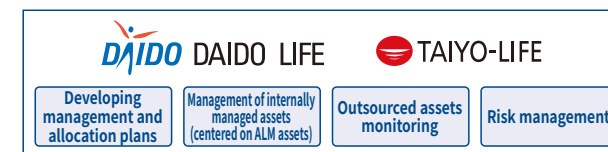
- Number of registered LINE friends
- Number of downloads of the original app Lookmeal
- Number of policyholders of All Right Small Amount & Short Term Insurance

Strengthening the Group's asset management platform

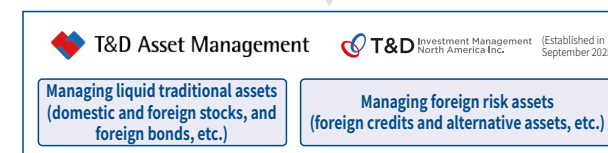
With regard to the Group's asset management, each life insurance company manages ALM assets in line with its liability characteristics. The Group has also established a framework in which T&D Asset Management serves as the platform for managing liquid traditional assets (domestic and foreign stocks, foreign currency-denominated bonds, etc.), while T&D Investment Management North America, established in September 2025, serves as the platform for managing non-Japanese credit investments, alternative investments, and other assets.

Under this framework, we will strengthen and improve the efficiency of the Group's asset management platform and develop and enhance the capabilities of asset management personnel, including overseas personnel.

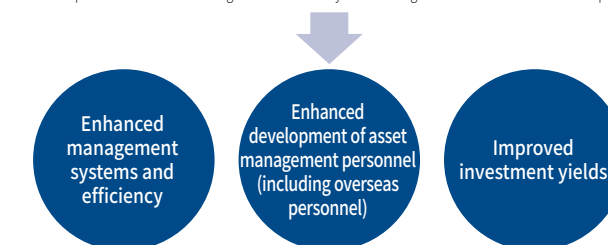
Future operations resulting from the enhancement of Group asset management



- Discussing about the market outlook
- Coordinating management policies
- Reporting the status of investments



* The scope and scale of outsourcing are determined by T&D Holdings in consultation with each company.



Financial Capital

Message from the Executive Officer in charge of finance

Enhancing Corporate Value through Disciplined Capital Management

Under disciplined capital allocation, we aim to balance growth investment and shareholder returns and achieve sustainable enhancement of corporate value.

Takahiro Honda
Managing Executive
Officer



Outcomes of Financial Capital

TSR

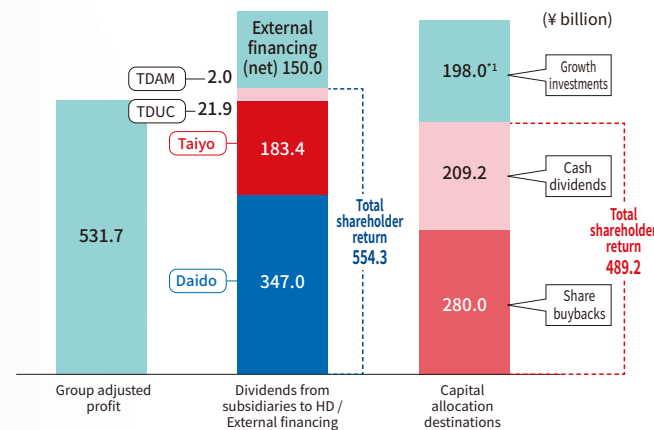
Enhancing Corporate Value by Advancing Group Capital Management

Under the previous Group Long-Term Vision (April 2021-March 2026), we worked to strengthen our earnings base and improve capital efficiency, building a financial foundation for enhancing corporate value.

Under the new Group Long-Term Vision (April 2026-March 2031), we will leverage the robust financial foundation we have

Dividends from subsidiaries / Capital allocation

Results from April 2021 to the End of March 2026



^{*1} Breakdown of growth investments: additional investment in Fortitude: ¥64.0 billion; investment in Viridium: ¥115.0 billion; others: ¥19.0 billion (FWD, All Right, CVC)

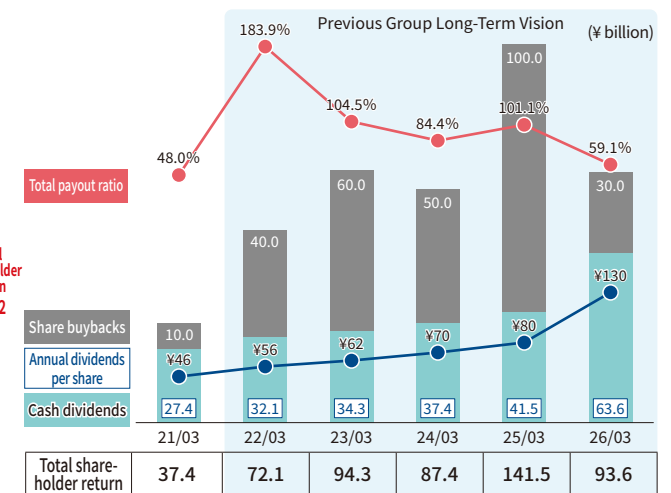
built, enforce disciplined capital allocation, and aim for sustainable enhancement of corporate value by balancing growth investments and shareholder returns.

Achievements in Capital Management under the Previous Group Long-Term Vision

Under the previous Group Long-Term Vision, we promoted Group capital management by allocating capital generated by the domestic life insurance business and through reductions in investment risk to growth investments in areas such as the closed book business and to shareholder returns.

As a result, over the five-year period, we received cumulative dividends of ¥554.3 billion from subsidiaries and allocated ¥198.0 billion to growth investments and ¥489.2 billion to shareholder returns, improving capital efficiency and enhancing corporate value.

Shareholder returns



Financial Capital

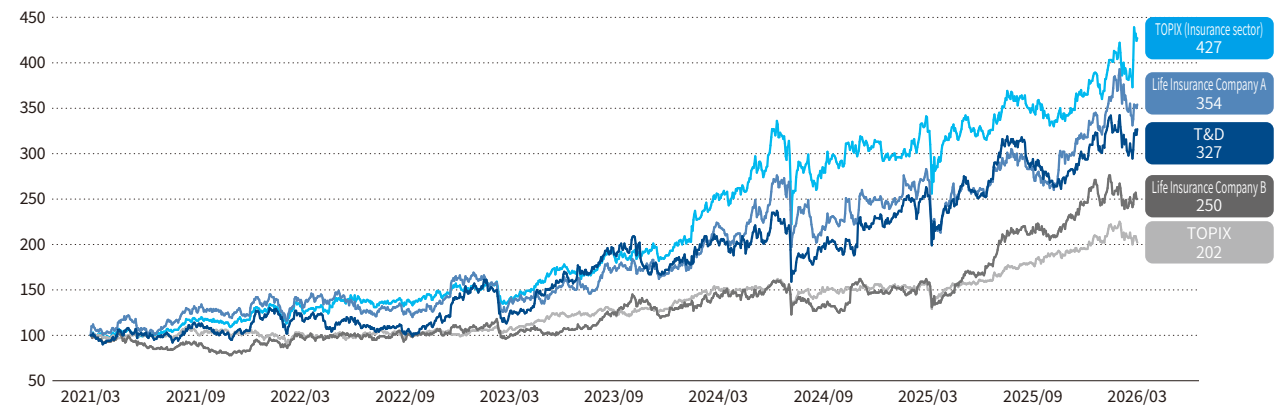
Message from the Executive Officer in charge of finance

Improvement in Valuation and Stock Price Performance (TSR)

As a result of these initiatives, Group adjusted profit, a financial KPI, reached ¥158.5 billion (vs. the initial target of ¥130.0 billion), and adjusted ROE reached 10.5% (vs. 8%), significantly exceeding the initial targets.

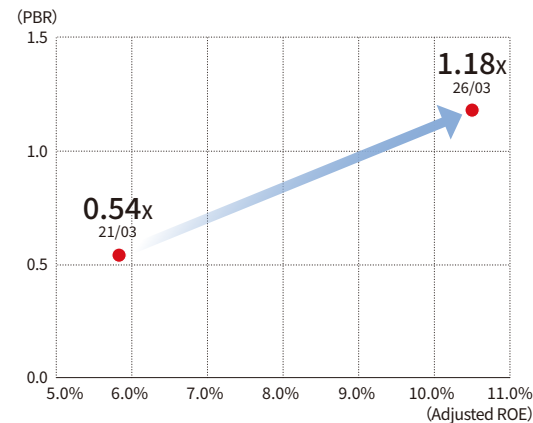
These achievements have also been recognized by the capital markets. Total shareholder return (TSR) significantly outperformed TOPIX, while PBR rose from 0.54x to 1.18x and the P/EV multiple improved from 0.26x to 0.45x.

Trend in TSR

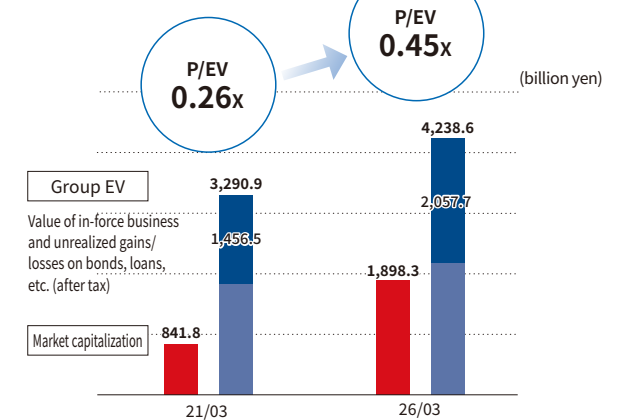


* Total shareholder return (TSR): (Profitability calculated pre-tax and assumes that all dividends are reinvested.) End of March 2021 set as 100.
(Source) Bloomberg

Adjusted ROE/PBR



Trend in P/EV ratio



Financial Capital

Message from the Executive Officer in charge of finance

Key Initiatives in Group Capital Management

I will now explain the specific initiatives we have undertaken to date and our policies going forward.

Initiatives to reduce risk

To improve our stock market valuation, it is important not only to raise adjusted ROE, an indicator of capital efficiency, but also to lower the cost of equity by improving earnings stability. To this end, we have reduced investment risk exposed to market fluctuations. Specifically, over the past five years, we have utilized reinsurance, reduced interest rate risk by investing in super long-term bonds, and reduced foreign currency-denominated bonds and domestic and foreign stocks.

Cost of equity

Our stock beta has declined as a result of reducing investment risk. At the same time, taking into account the recent rise in interest rates, we estimate our cost of equity to be around 8%-10%.

Trend in beta		
Our stock price β^*	21/03	26/03
1 year	1.63	1.19
3 years	1.51	1.10
5 years	1.50	1.03

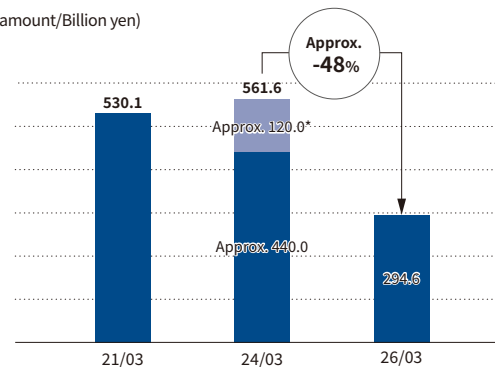
*Our stock price β is weekly, vs TOPIX.

Domestic interest rate risk

Through the promotion of ALM, we reduced domestic interest rate risk by 48% by the end of March 2026 compared with the end of March 2024, significantly exceeding our target.

Domestic interest rate risk

(Risk amount/Billion yen)

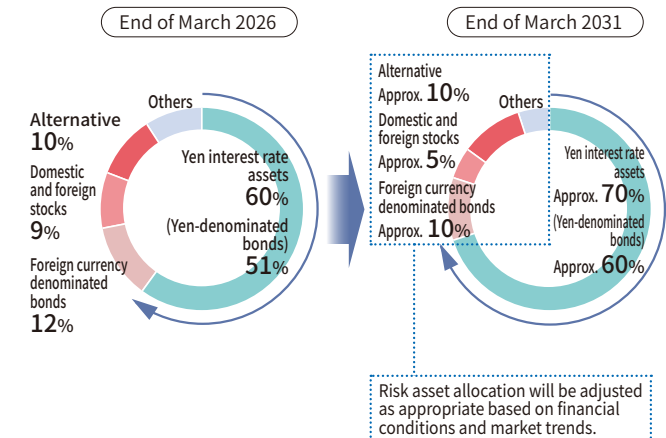


* Impact of change in ultimate forward rate

In the current rising interest rate environment, we will continue to promote cash flow matching of assets and liabilities while taking into account the potential increase in policy cancellations caused by higher interest rates. We plan to increase the share of yen interest assets from the current 60% to 70% by the end of March 2031.

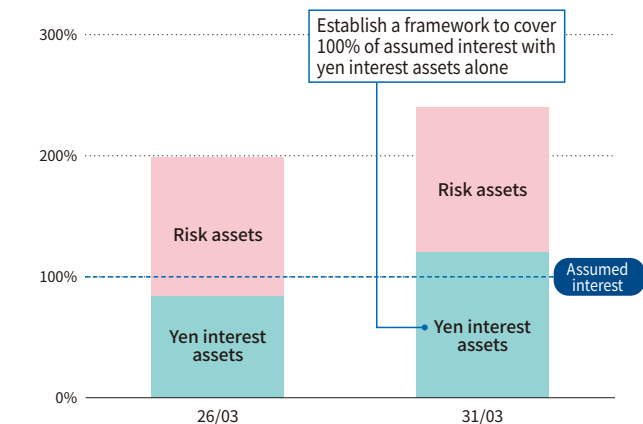
Through these initiatives, we aim to build an investment portfolio in which interest income from yen interest assets alone covers assumed interest.

Asset management portfolio



Core investment income (interest and dividend income, etc.) and assumed interest

Outlook for the coverage ratio of assumed interest (ratio of core investment income to assumed interest)



Financial Capital

Message from the Executive Officer in charge of finance

Reduction of equity risk and improvement of the asset portfolio

We also reduced our holdings of domestic and foreign stocks, but the reduction was limited to 12% due in part to increases in market value. We will continue to reduce equity risk while maintaining a certain level of equity holdings for diversification and inflation hedging purposes, and will shift toward yen interest assets and alternative assets.

For strategic shareholdings, in addition to our policy of reducing the balance, excluding shares held in business partners and collaboration partners, to zero by the end of March 2031, we have set a new interim target of reducing the balance by 40% from the end of March 2026 by the end of March 2028.

Capital management under the new Group Long-Term Vision

We will not rest on our achievements to date. Under the new Group Long-Term Vision, we will further advance capital

management to enhance corporate value. We expect cumulative Group adjusted profit of approximately ¥1 trillion over the next five years, and our basic policy is to allocate 60% of this profit to shareholder returns and 40% to growth investments.

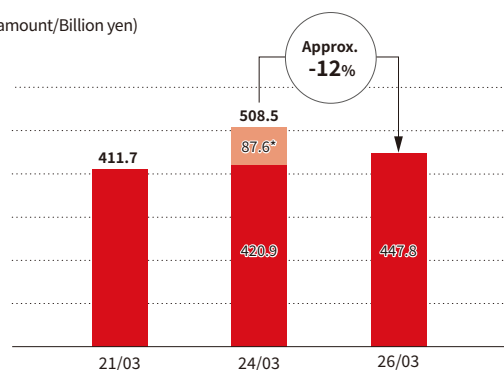
For cash dividends, we have adopted a dividend payout ratio of 60% of the five-year average of Group adjusted profit, under which profit growth will lead to growth in cash dividends. In addition to cash dividends, we will utilize share buybacks and aim for a total payout ratio of approximately 60% over the medium to long term. In addition to returns from periodic profit, we will consider additional share buybacks based on a comprehensive assessment of factors including the status of growth investment opportunities, ESR levels, and the share price. Rather than carrying out share buybacks according to a predetermined schedule, we intend to execute them flexibly while considering their effectiveness in improving capital efficiency.

For growth investments, we have established a new investment budget of ¥500.0 billion and aim to increase the share of adjusted profit from businesses outside the domestic life insurance business to 20% or more by FY2030. Rather than pursuing investment scale, we place emphasis on whether an investment can generate sustainable returns above our hurdle rate (cost of equity plus the interest rate differential between Japan and overseas, etc.) on invested capital. From this perspective, we will carefully select investments that contribute to enhancing corporate value and invest only in opportunities expected to generate sufficient returns.

If we cannot identify investment opportunities expected to generate sufficient returns, shareholder returns, including share buybacks, will also be an option as we consider the optimal allocation of capital. By rigorously implementing capital management with a strong awareness of capital market discipline, we aim to enhance the market's confidence in and evaluation of the Group.

Stock risk (domestic and foreign stocks)

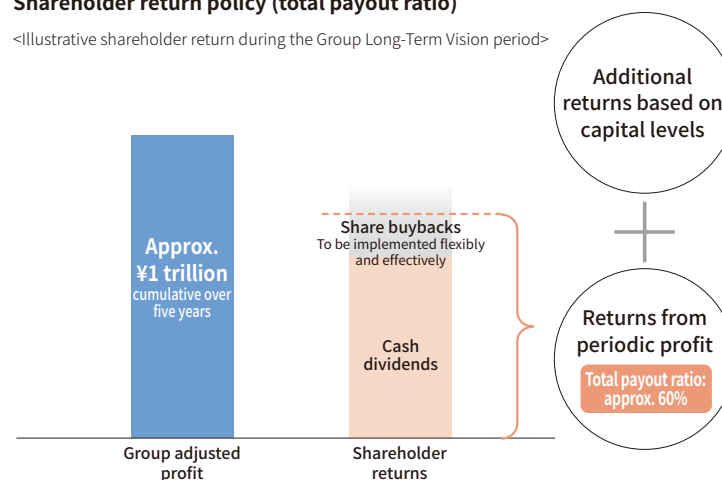
(Risk amount/Billion yen)



*Impact of new standard

Shareholder return policy (total payout ratio)

<Illustrative shareholder return during the Group Long-Term Vision period>



- When ESR consistently exceeds 225%:
A decision will be made taking into account:
 - Growth investment opportunities
 - Cash flow
- When other capital efficiency improvements, etc. are considered necessary

Total payout ratio

In addition to cash dividends, shareholder returns will be provided so that the total payout ratio relative to Group adjusted profit over the Group Long-Term Vision period is approximately 60% over the medium to long term, taking into account growth investment opportunities and ESR levels.

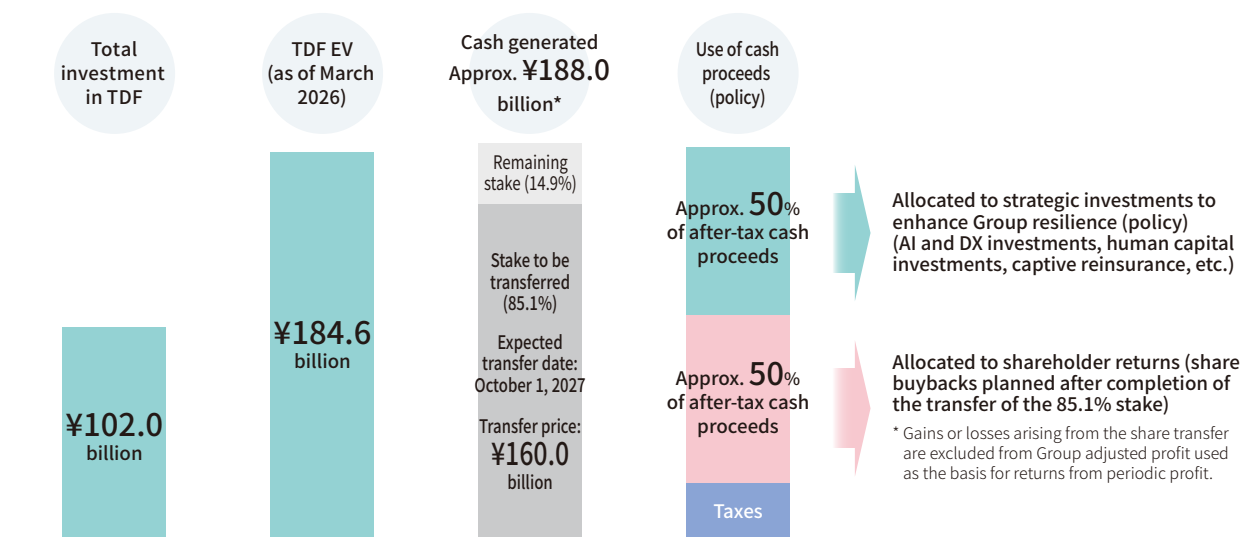
Financial Capital

Message from the Executive Officer in charge of finance

Use of Cash Proceeds from the Transfer of Shares in T&D Financial Life

The cash generated by the transfer of shares of T&D Financial Life Insurance Co., Ltd. will be allocated, separately from the policy described above, in a balanced manner between investments to enhance Group resilience and shareholder returns. Specifically, approximately 50% of after-tax cash proceeds from the sale will be allocated to strategic investments to enhance Group resilience, and the remaining approximately 50% will be used for shareholder returns, primarily through share buybacks. This allocation reflects our capital policy of placing equal importance on investment for future growth and shareholder returns.

Use of cash proceeds from the TDF share transfer (policy)



* This amount is an estimate based on an expected transfer date of October 1, 2027 and is not final.

In Closing: Toward Sustainable Enhancement of Corporate Value

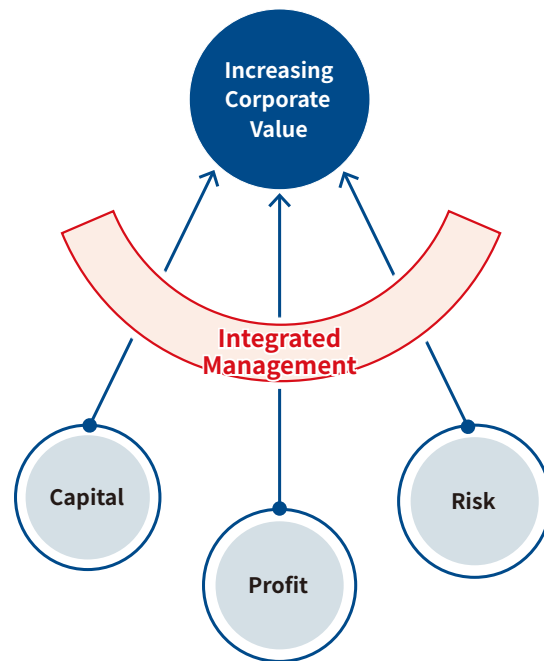
Under the new Group Long-Term Vision, we will steadily advance the three basic principles—"Further Strengthening of Our Core Business," "Growth through New Value Creation," and "Enhancing Group Resilience"—through the thorough implementation of disciplined capital management. By creating a virtuous cycle of profit growth, improved capital efficiency, and enhanced shareholder returns, we will contribute to further enhancing corporate value.

Financial Capital

ERM

Enterprise risk management (ERM) is a strategic management method used to achieve managerial goals such as raising corporate value and maximizing earnings, through the integrated management of capital, profit and risk.

It quantifies capital, profit, and risk on an economic value basis to make them “visible,” and by integrally managing them and making management decisions, it enables us to pursue profit by controlling soundness through a comparison between capital levels and risks.



Promotion of ERM

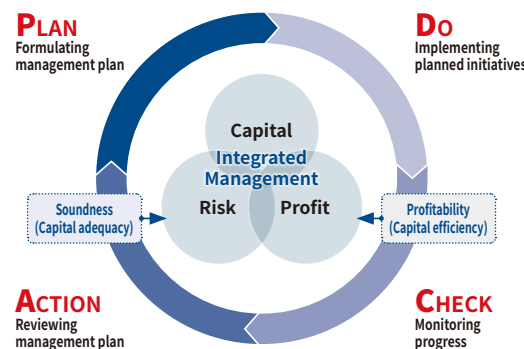
Expanding return on risk

To improve capital efficiency, the T&D Insurance Group monitors ROR (Return on Risk) by risk category and reflects these monitoring results in its risk-taking policy and other measures. Our policy is to expand categories with high ROR such as insurance underwriting and business investment while at the same time promoting reduction of risks such as interest rate risk and strategic shareholdings, aiming to increase the ROR of the Group as a whole and improve capital efficiency.

PDCA cycle

Under ERM, the process of realizing the growth of corporate value is the PDCA cycle. It leads the management toward achieving goals, while repeating the cycle of Plan (formulating the management plan), Do (implementing planned initiatives), Check (monitoring progress), and Action (reviewing the management plan).

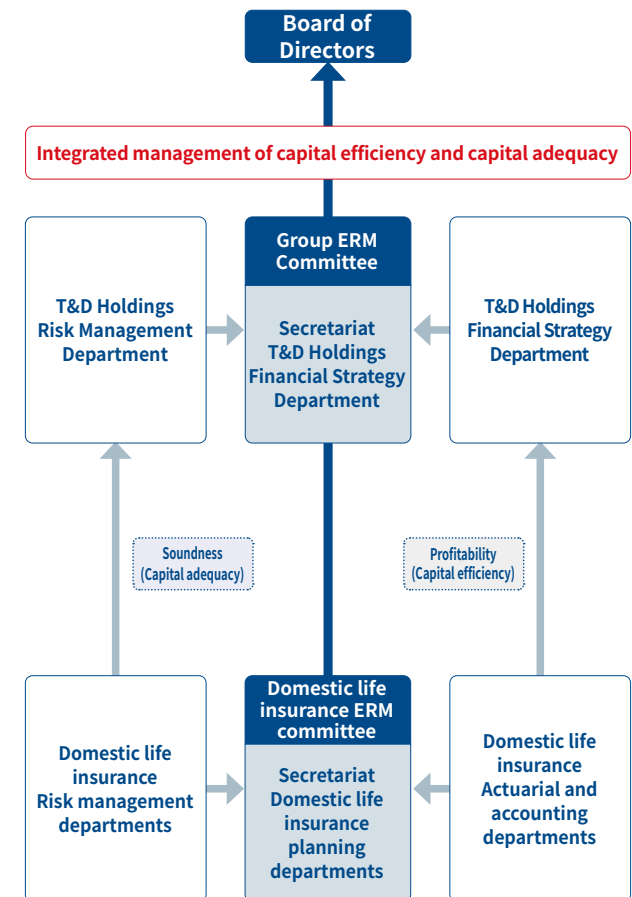
The Group evaluates capital, profit, and risk on an economic value basis and sets standards for soundness and profitability as the Group risk appetite. Then, it promotes the advancement of ERM through the above PDCA cycle in order to meet the Group risk appetite.



Organizational systems

In order to conduct ERM on a Groupwide basis, the Group has established the Group ERM Committee as a subordinate body under the direct control of the Board of Directors.

The Committee will take the lead in promoting the Group's ERM to achieve stable and sustainable growth in corporate value.



Intellectual Capital

Through the ownership and utilization of extensive knowledge and data accumulated to date, the T&D Insurance Group develops valuable products and services and builds competitive advantage.

Outcomes of Intellectual Capital

Innovative products (products launched since 2025)

Daido Life

—Advanced Cancer Coverage J-type

—J-Wide Rider Plus

Taiyo Life

—Taiyo Life Savings Insurance

—Hoken Kumikyoku BestMYWAY Kisei Kanwa Plus

—Single-premium whole life insurance

Enhancement of asset management know-how

Expansion of business investment



Aiming to Enhance Intellectual Capital

Know-how built up by life insurance companies in their respective specialized markets

Daido Life and Taiyo Life have gained know-how in their respective business models and developed and launched valuable products and services.



Daido Life has established a unique business model for providing the coverage SMEs need through two strong sales channels (tax accountant agent channel and in-house sales representative channel) thanks to solid relationships with tie-up organizations.

Innovative products

- The industry's first made-to-order products for the diverse protection needs of SME owners: *L-type α*, *J-type α*, *T-type α*
- *Advanced Cancer Coverage J-type*, for rational coverage of high-severity cancers
- *Kaisha Minnade KENCO+*, a health-promotion type insurance product that integrates “prevention” and “protection” functions, etc.



Taiyo Life has a strong base in the household market, where it has continued to develop new business through household visits by sales representatives in pairs and the proposal and provision of the coverage that each household needs.

Innovative products

- *Hoken Kumikyoku BestMYWAY* is a pioneering insurance product that can be freely customized by customers so they get the coverage they need
- *Hoken Kumikyoku BestMYWAY Kisei Kanwa Plus* provides wide-ranging coverage, primarily for dementia, cancer, medical care, and death, to people with health concerns such as pre-existing conditions or a history of hospitalization

- *Taiyo Life Savings Insurance* and single-premium whole life insurance, developed in response to changes in the interest rate environment, etc.

Promotion of hybrid-style sales integrating face-to-face and non-face-to-face sales (Taiyo Life)

Taiyo Life has built its customer base through face-to-face sales centered on pairs of in-house sales representatives visiting households. In recent years, it has evolved this approach into hybrid-style sales featuring the integration of face-to-face and non-face-to-face sales by utilizing customer information obtained via promotions such as TV commercials and internet advertisements, thereby improving productivity. In addition, by utilizing accumulated customer information to develop product strategies tailored to customer segments and needs, the company is expanding its customer base and enhancing the value it provides.

Going forward, Taiyo Life will further evolve its business model by enhancing its information strategy through comprehensive alliances with PayPay Corporation and other partners.

Implementation of Daido Life Survey

Since October 2015, Daido Life has been conducting the Daido Life Survey, a monthly survey that collects the opinions of SME owners on such matters as business confidence and management issues, in the hope of contributing to the development of SMEs. In the survey, sales representatives interview SME managers, either in person or via Zoom. We compile reports based on the real voices of business managers from approximately 6,000 SMEs. These reports are



Intellectual Capital

then sent to SME managers nationwide to provide them with management tips. We also make the reports available to the general public. The data accumulated in the survey is also used in the development of new products and services.

Expansion of the *Dodai?* platform (Daido Life)

To work with SMEs in addressing social issues, Daido Life provides *Dodai?*, a free platform dedicated to SME owners. As of June 2026, the platform had more than 130,000 members. In March 2026, Daido Life launched a dedicated app, further enhancing convenience.

By strengthening both its “community function,” which helps alleviate the isolation and concerns of SME owners, and its “solution function,” which supports SMEs in solving issues and creating value, Daido Life is creating connections among business owners across regions and industries.

Through these initiatives, Daido Life is evolving *Dodai?* into an online platform that comprehensively supports the sustainable growth of SMEs, while building touchpoints with more SMEs by expanding its membership and user base.

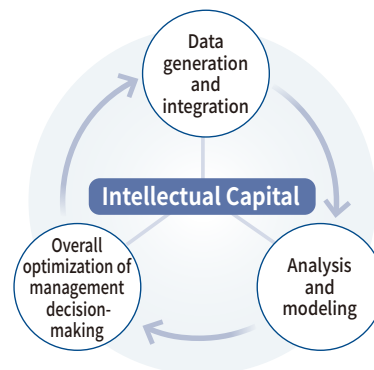


DX initiatives

Using the DX strategy as a starting point, the Group will organically integrate the Asset Management and ERM Strategy, the Organizational and Human Capital Strategy, and other strategies, thereby circulating not only financial capital but also human and intellectual capital across the Group.

Examples of intellectual capital include integrating and visualizing data from Group companies in real time to accelerate management decision-making, and using AI-based simulations and risk forecasting to improve the quality of decisions.

By integrating the Group's intellectual capital, we will enhance and accelerate human capital and financial capital management, thereby increasing Group value.



Strengthening the Group's asset management framework

Since FY2021, T&D Asset Management (“TDAM”) has been acting as a platform for Group collaborative management. We first collaboratively managed the Group's life insurance alternative assets. We have broadened this collaborative management to encompass traditional assets, including domestic and foreign stocks.

In September 2025, the Group established T&D Investment Management North America Inc. (“TDIM”), an asset management subsidiary in the United States. Through the establishment of a collaborative framework for managing foreign credits and alternative assets, among others, we aim to enhance the Group's asset management.

By expanding the platform to include TDIM in addition to TDAM and consolidating investment know-how and resources across the Group, we will enhance and streamline the asset management framework and improve investment yields.

To support these initiatives, we established the Group Asset Management Strategy Committee in FY2026 and will further promote Group collaborative management.

Expansion of business investment

In July 2019, the Group established T&D United Capital Co., Ltd. (“TDUC”), which focuses on investment activities. The company

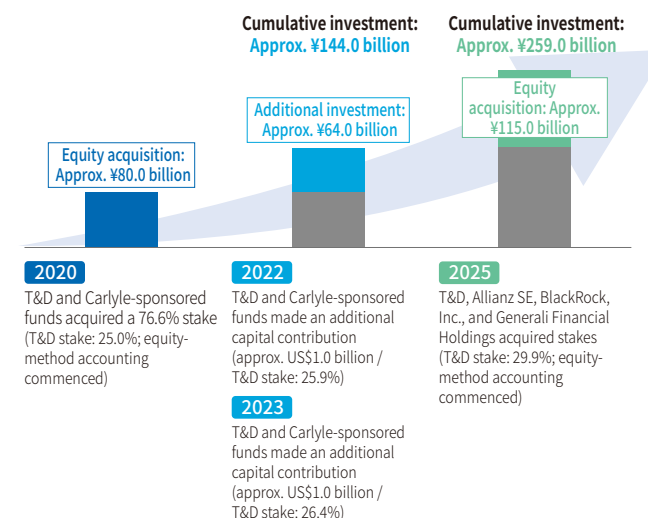
invests in growth areas that are compatible with the life insurance business.

In June 2020, the Group began investing in Fortitude, a U.S.-based insurance company that specializes in the closed book business. Since then, the Group has been collaborating with Fortitude, sending personnel to the company to accumulate expertise, knowledge and a track record in this area.

In August 2025, the Group acquired a stake in Germany-based Viridium, making two specialized insurance holding companies in the closed book business equity-method affiliates of the Group.

TDUC has also established local subsidiaries in the United States and Europe, strengthening the management and monitoring of investee companies and deepening its understanding of these markets. Based on the expertise and knowledge accumulated through these initiatives, the Group aims to expand its business domains and strengthen its earnings base, establishing a new significant revenue stream following the domestic life insurance business.

Status of investments in the closed book business



Human Capital

Message from the Executive Officer in charge of human resources

Human Resources Strategy Supporting the Long-Term Vision

We will promote human resources strategies linked to the Group Long-Term Vision and create value through the efforts and growth of diverse human resources.

Yasuhiro Mori
Senior Managing
Executive Officer



Outcomes of Human Capital

Employee engagement score (FY2025)
*5-point evaluation **3.92**

**Total human resource development
and training costs** (FY2025)
780 million yen

Training hours per person (FY2025)
152.3 hours

Ratio of female managers (as of April 1, 2026)
* The figure including junior managers is calculated with a view to systematic and stepwise development of female management executives.
[Companies covered] HD, Daido Life, Taiyo Life, TDF, TDAM, P&F, TDS **26.0%**

Recruitment and development of diverse talent
(FY2025) **32.8%**



The Group's Approach to Human Resources

Amid significant changes in the environment surrounding the insurance business, the Group believes that its source of competitiveness lies not only in products and capital but also in the human resources who put them to use. Based on this belief, we established the Basic Group Policy on Human Resources and promote human capital management linked to management strategy.

In recent years, the human resources the Group needs have also been changing due to changes in the social and economic environment, the diversification and globalization of our business portfolio, and advances in AI and data utilization. In addition to our existing human resource development initiatives, we are working to secure and develop highly specialized human resources and strengthen our human resources foundation so that we can adapt to environmental changes. We also believe that, in promoting integrated Group management, it is important to utilize human resources across the Group while leveraging the strengths of each company. We therefore promote personnel exchanges and knowledge sharing among Group companies to develop human resources with diverse experience and values and strengthen organizational capabilities across the Group.

To support these initiatives, we are creating an environment in which each employee can demonstrate their abilities and diverse human resources can work together with mutual respect. We believe that the growth of each employee leads to

stronger organizational capabilities, which in turn supports the Group's growth. We therefore continue to improve the workplace environment and develop human resources.

Group Human Resources Strategies Connected to Group Long-Term Vision

We believe that integrating human resources strategy with the Group Long-Term Vision is essential to achieving the Vision. The Group is currently reviewing its business portfolio and responding to new growth areas, and the human resources we need are changing along with these shifts in the business environment. Advances in AI and data utilization are also changing the way work is performed and the roles expected of employees.

To respond to these changes, the Group continuously reviews not only human resource development and placement but also its human resource portfolio and organizational structure. Through opportunities to gain broad experience within the Group, mid-career recruitment, and reskilling, we are securing and developing the human resources needed to execute our business strategies.

We position these initiatives as investments in human capital that support future growth and enhanced corporate value. Using indicators such as the employee engagement score, we continuously monitor progress in our human resources strategy and the state of our organization and use the findings to improve our measures.

To promote human resources strategies across the Group, we have established the Group Human Capital Improvement Committee, comprising officers in charge of human resources and planning at T&D Holdings and Group companies. The Committee discusses the securing and development of human resources needed to execute management strategies and human resources issues common to the Group, and works to improve the direction of our human resources strategies and the effectiveness of initiatives.

Human Capital

Message from the Executive Officer in charge of human resources

Through these initiatives, we are creating an environment where diverse human resources can demonstrate their abilities, while also developing human resources who will lead Group management in the future. Through systematic development and opportunities to gain broad experience, we will strengthen our pool of managerial human resources and help realize the Long-Term Vision.

Overview of human resources strategy linked to management strategy

Management strategy (Long-Term Vision)	Human resources strategy (priority themes)	Objectives / outcomes	Measures				
Further Strengthening of Our Core Business	Restructuring the human resource portfolio	Strengthening sales capabilities in the life insurance business	Support for skills development				
		Investment in overseas markets					
Growth through New Value Creation	Fostering employees’ willingness to take on challenges and grow	Investment in non-insurance domains	Developing global human resources				
			Developing highly specialized human resources				
Optimal allocation of management resources		Developing the Group’s managerial human resources					
Improving efficiency of human resources measures		Career development support					
Increasing employees’ willingness to grow		Promoting active participation of women					
Increasing diversity of human resources							
Enhancing Group Resilience							
				Indicators	FY2025 (results)	Target / Timing	
				Number of highly specialized human resources	860	Increase by at least 15% from FY2025 (FY2030)	
				Securing and developing global human resources	83	200 (FY2030)	
				Recruitment and development of diverse talent	32.8%	40% of internal staff (FY2030)	
				Employee engagement score	3.92pt	4.0 or higher (five-point scale) (every fiscal year)	
				Ratio of female managers	Section manager level and above	12.3%	15% (FY2030)
					Junior manager level and above	26.0%	30% (FY2030)

* For FY2025, figures other than the employee engagement score are as of April 2026.

* For FY2025, figures other than the employee engagement score are as of April 2026.

Human Capital

Message from the Executive Officer in charge of human resources

The Group believes that the growth of each employee leads to the growth of each Group company and the strengthening of the Group's overall business foundation. Based on this belief, we develop human resources at the individual, organization, and Group levels.

Autonomous Growth and Career Development of Individuals

The Group places importance on each employee proactively taking on challenges and growing. In a rapidly changing business environment, it is important not only for the organization to provide growth opportunities but also for employees themselves to think proactively about their careers and take action to realize them. We are therefore creating an environment in which employees can choose from diverse opportunities to take on challenges on their own initiative and experience personal growth. In addition to expanding internal recruitment and opportunities to gain experience both within and outside the Group and providing learning opportunities in new skill areas such as data analysis and AI, we are enhancing reskilling opportunities, including skill development centered on DX and digital fields and second-career training, to strengthen career development support so that diverse human resources can demonstrate their abilities. We also position the promotion of active participation of women, who make up a large proportion of our employees, as one of the key themes of our human resources strategy. To enable women to pursue diverse careers in line with their life stages and demonstrate their abilities, we are working to develop them for appointment to managerial positions and foster greater career awareness.

Through these initiatives, the Group aims to become an organization where all employees continue to unlock their own potential.

Feedback to the Group's women's career design seminar

Seminar overview

A seminar designed for female employees of the Group prior to their managerial appointment, aimed at supporting the development of a positive career vision, building networks within the Group, and acquiring the skills necessary for managerial positions

Participant feedback

- It was a very valuable opportunity to hear directly from senior colleagues.
- It gave me an opportunity to rethink my career and was very inspiring.
- It was good to be able to exchange information in a group with employees from other Group companies.

Feedback from participants' supervisors

- She became more positive about her work and developed a stronger sense of belonging to the Group.
- During her self-assessment interview, I could see her motivation to grow toward a more senior position.



Group's career design seminar for women

Engagement that Enhances Organizational Vitality

The Group positions the employee engagement score as an important indicator of its human resources strategy and works to make improvements based on the results of the annual survey. The latest survey identified issues including a gap in scores between managers and non-managers with respect to the workplace environment and relatively low scores for items related to challenge

and transformation. In response, we implemented one-on-one meetings, expanded opportunities for dialogue, and strengthened information sharing to embed the Management Philosophy. As a result, the overall score improved from 3.90 to 3.92, with particular improvement in "initiative/autonomy," "psychological safety," and "transformation/challenge." Going forward, we will continue the cycle of identifying issues, implementing measures, and making improvements to enhance organizational vitality.

* The results of joint research conducted with the Graduate School of Management, Kyoto University, are presented on page 43.

Mobilization and Collaboration of Human Resources Supporting Integrated Group Management

The Group aims to strengthen its overall business foundation while each company demonstrates its unique strengths. To achieve this, we are advancing the utilization of human resources and sharing of knowledge across the Group. By promoting the mobilization of human resources and expanding opportunities to gain broad experience, we are working to support individual growth and strengthen organizational capabilities across the Group. Through personnel exchanges among Group companies and placements at T&D Holdings, we are expanding opportunities to gain experience in diverse business domains.

We are also strengthening Group-wide information sharing and dialogue, including initiatives to embed our corporate philosophy and purpose and expand Group IR activities, thereby promoting the sharing of values beyond company boundaries. Through these initiatives, we are sharing knowledge and experience cultivated in different business domains. Going forward, we will continue to promote collaboration among human resources and advance integrated Group initiatives that leverage the strengths of each company.

Human Capital

Results of Joint Research on the Employee Engagement Score Survey with Professor Nobuyuki Isagawa and Associate Professor Kazuo Yamada of the Graduate School of Management, Kyoto University

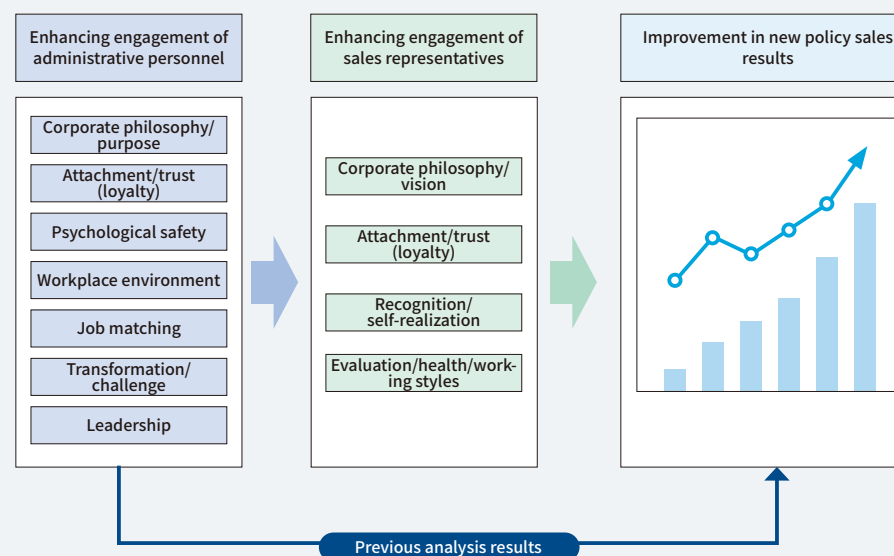
(Research continues in collaboration with Kyoto University Original Co., Ltd., a wholly owned subsidiary of Kyoto University)

The Group continues to conduct data-based analysis of the relationship between employee engagement and new policy sales results in collaboration with Professor Nobuyuki Isagawa and Associate Professor Kazuo Yamada from the Graduate School of Management, Kyoto University, and Kyoto University Original Co., Ltd.

Survey results

- Last fiscal year, we analyzed administrative personnel and found that branch offices with relatively high new policy sales results were characterized by high empathy for “corporate philosophy/purpose,” strong “corporate loyalty,” and a high level of “psychological safety.”
- This fiscal year, we expanded the scope of the analysis to sales representatives. The results showed that sales representatives at branch offices with relatively high new policy sales results were characterized not only by high empathy for “philosophy/vision” and high “attachment/trust,” but also by high scores for “recognition/self-realization” and “evaluation/health/working styles,” among other areas.
- We also found relationships between items for administrative personnel such as “workplace environment,” “job matching,” “psychological safety,” “transformation/challenge,” and “leadership,” and items for sales representatives such as “attachment/trust,” “recognition/self-realization,” and “evaluation/health/working styles.”
- These results suggest that improving new policy sales results requires not only the motivation and job satisfaction of individual sales representatives but also an organizational foundation across the branch office, including administrative personnel, such as ease of working, putting the right people in the right roles, psychological safety, and quality of management. Based on this analysis, the Group is working to enhance empathy for “corporate philosophy/purpose” and loyalty to the company, and to create a workplace environment in which administrative personnel and sales representatives support one another.

Relationship between engagement of administrative personnel and sales representatives and new policy sales results



Human Capital

Human Resource Development Supporting Value Creation

Through the growth of each employee, organizational vitality, and the utilization of human resources across the Group, we are advancing initiatives that support value creation. This page presents key human capital initiatives and outcomes.

Themes	Measures	Reference indicators	
Autonomous growth and career support for individuals	- Systematic human resource development by each Group company (OJT, group training, self-development, support for qualification acquisition, planned personnel rotations, etc.) - Internal recruitment (opportunities to take on roles at T&D Holdings) - Reskilling and career support - Recruitment for MBA and business schools - Promotion of active participation of elderly human resources and people with disabilities	- Total amount spent on development and training of human resources 2024 0.665 billion yen 2025 0.780 billion yen - Number of successful Group internal applicants/total applicants 2024 6/16 2025 6/16 - Training hours per employee 2024 125.7 hours 2025 152.3 hours - Ratio of employees with disabilities 2024 2.56% 2025 2.66%	- Personnel costs 2024 128.4 billion yen 2025 137.8 billion yen - Group adjusted profit to personnel costs* 2024 109.0% 2025 115.0% - Value of new business per employee* 2024 8.3 million yen 2025 8.3 million yen * Group adjusted profit / Personnel expenses * Value of new business / Number of employees working at the three life insurance companies (administrative personnel as well as sales representatives, etc.)
	 Daido Life and Taiyo Life were recognized as Certified Health and Productivity Management Organizations "White 500" for the 10th consecutive year. (T&D Financial Life was recognized as a Certified Health and Productivity Management Organization.)		
Engagement that enhances organizational vitality	- Implementation of one-on-one meetings - Implementation of a mentoring system - Employee Engagement Score survey - Improving support measures to enable employees to work while also caring for their children, caregiving, or recovery from injury and illness - Encouragement of uptake of paid leave - Promotion of health and productivity management	- Employee engagement score 2024 3.90 2025 3.92 - Percentage of male employees taking child-care leave 2024 100% 2025 105.4% - Average number of days of child care leave taken by male employees 2024 21.1 days 2025 28.5 days - Average number of days of paid leave taken 2024 18.1 days 2025 18.5 days - Number of participants in Group IR activities 2024 584 2025 593 * The figure includes employees who took childcare leave for children born in previous fiscal years, and may therefore exceed 100%.	

*Results are presented by fiscal year

Human Capital

Themes	Measures	Reference indicators																
Utilization and collaboration of human resources across the Group	- Dispatch to and placement in overseas subsidiaries - Dispatch to overseas companies - Support for women's career development - Implementation of Group IR - Group officer training, Group Executive Officer system, etc.	- Recruitment and development of diverse talent ⁽¹⁾<table><tr><td>2025</td><td>32.8%</td></tr><tr><td>FY2030 target:</td><td>40% of internal staff</td></tr></table> - Ratio of female managers ⁽²⁾<table><tr><td>2025</td><td>26.0%</td></tr><tr><td>FY2030 target:</td><td>30.0%</td></tr></table> - Number of highly specialized human resources ⁽³⁾<table><tr><td>2025</td><td>860</td></tr><tr><td>FY2030 target:</td><td>Increase by at least 15% from FY2025</td></tr></table> - Number of global human resources<table><tr><td>2025</td><td>83</td></tr><tr><td>FY2030 target:</td><td>200</td></tr></table> *1 Calculated by dividing the number of employees with experience at multiple Group companies, employees with experience on assignment or secondment outside the Group, and mid-career hires currently employed by the number of internal staff. *2 Includes junior managers. *3 Covers actuarial, M&A, asset management, and accounting personnel.	2025	32.8%	FY2030 target:	40% of internal staff	2025	26.0%	FY2030 target:	30.0%	2025	860	FY2030 target:	Increase by at least 15% from FY2025	2025	83	FY2030 target:	200
	2025	32.8%																
FY2030 target:	40% of internal staff																	
2025	26.0%																	
FY2030 target:	30.0%																	
2025	860																	
FY2030 target:	Increase by at least 15% from FY2025																	
2025	83																	
FY2030 target:	200																	
	 Ririka Matsumoto (Accounting Department) Feedback from an employee who applied for T&D Holdings through Group internal recruitment As I considered my future career, I applied because I wanted to work in accounting and tax, areas I had long been interested in. Through my work at T&D Holdings, I hope to gain experience unique to a holding company while building my knowledge and continuing to grow.																	

* Companies covered by the reference indicators are T&D Holdings and its direct subsidiaries (Daido Life, Taiyo Life, T&D Financial Life, TDAM, P&F, TDUC, All Right, and TDS).

Human Capital

■ Respect for Human Rights

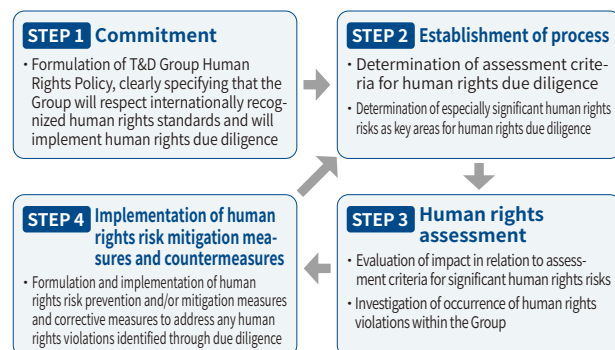
T&D Insurance Group Human Rights Policy

We mention “respect for human rights” in the T&D Insurance Group Sustainability Charter, and we promote business activities that respect the human rights of the Group’s officers and employees as well as all stakeholders.

As a concrete action, we have established the “T&D Insurance Group Human Rights Policy,” which sets out our stance on respect for human rights in line with the Guiding Principles on Business and Human Rights, a set of principles that apply to both states and companies, endorsed by the UN Human Rights Council.

Please refer to the Company’s website for further details.
<https://www.td-holdings.co.jp/en/csr/csr-policy/human-right-policy.php>

Initiatives for respecting human rights: overall process



* In the recent due diligence process, with March 31, 2026 as the data reference date, we implemented STEP 2 - Establishment of process and STEP 3 - Human rights assessment.

Human rights due diligence

In accordance with the T&D Insurance Group Human Rights Policy, we implement human rights due diligence by following the PDCA cycle shown in the diagram, in order to identify, prevent, and mitigate any negative impact on human rights that may arise from our business activities.

Implementation of human rights due diligence and confirmation of human rights due diligence results

The Group implemented human rights due diligence at T&D Holdings and its consolidated subsidiaries, with March 31, 2026 as the data reference date.

During our due diligence, we carried out a comprehensive human rights assessment covering aspects such as the development of systems for raising awareness of human rights, actions taken at work places to prevent discrimination against workers, and assessment of human rights issues that need taking into consideration in supply chains and at investees. In our assessment, we focused on our own risks in relation to “harassment” and “long working hours,” which are particularly important human rights risks for us.

The results of our human rights due diligence confirmed that there have been no serious human rights violations that require corrective action in the course of our business activities. We also confirmed that there have been no major problems with respect to “consideration for human rights in business activities in Myanmar.”

Going forward, we will continue implementing due diligence on an ongoing basis to verify actions taken by the Group to address human rights violations and assess whether any human rights violations have occurred, and we will report the results of due diligence to the Group Sustainability Promotion Committee annually. The details of the report to the committee will be reported to the Board of Directors of T&D Holdings and will also be relayed to the Group Compliance Committee.

We will take action to resolve any human rights issues identified in the human rights due diligence process.

Training for increasing human rights awareness

The T&D Insurance Group holds an annual “Human Rights Seminar for Group Managers” with external lecturers. In FY2025,

the seminar focused on “Generation Gap.” In addition, each Group company conducts human rights awareness training on various issues such as different types of harassment and diversity, to deepen understanding of human rights.

Response to harassment

The Group deals with whistleblowing reports and consultations about harassment (sexual harassment, power harassment and other forms of harassment) through the T&D Insurance Group Helpline established as an internal whistleblowing system and harassment consultation desks established at the three life insurance companies, etc.

The Group Helpline also deals with whistleblowing reports and consultations from employees about human rights related issues including harassment and works to provide remedy to victims and prevent recurrence. If our investigations uncover violations of laws and regulations or internal rules, we take measures to provide remedy to victims, including reshuffling personnel, and we also take disciplinary action in accordance with the work rules

Response to long working hours

Although no serious human rights issues arising from long working hours have occurred, there have been a certain number of cases in which overtime beyond statutory working hours exceeded 80 hours per month. The Group is promoting initiatives tailored to the circumstances of each company to prevent long working hours.

Cases of overtime beyond statutory working hours exceeding 80 hours per month

	FY2023	FY2024	FY2025
Over 80 hours per month of overtime beyond statutory working hours	20 employees	19 employees	24 employees

* T&D Holdings and eight direct subsidiaries

* Figures from FY2024 onward include T&D Information System, Ltd., which became a subsidiary in FY2024.

Roundtable Discussion Between Group Employees

Talent Mobility Drives Value Creation Across the Group

Under the new Group Long-Term Vision, “Try & Discover 2030,” the T&D Insurance Group is working to recruit and develop people with diverse experience and backgrounds. In this roundtable discussion, employees with current or past experience working at T&D Holdings (“HD”) discuss the learning, changes in perspective, and value that talent mobility can bring.



(Back row,
from left)

Takeshi Yamaguchi
Sales Planning
Department, Daido Life
Joined in 2007

Naoko Katou
Human Resources
Development
Department,
Daido Life
Joined in 2005

Hiroto Kometani
Business Development
Department, T&D
Holdings (concurrently
serving at T&D United
Capital)
Joined in 2008

(Front row,
from left)

Hana Takaoka
Risk Management
Department, T&D
Holdings
Joined in 2020

Yasuhiro Koba
Group Planning
Department, T&D
Holdings (concurrently
serving at All
Right)
Joined in 2025

Yoshiyuki Zaizen
Group Planning
Department, T&D
Holdings
Joined in 2011

What Talent Mobility Brings

Please tell us about your career to date and your current responsibilities.

Yamaguchi After working in legal affairs at Daido Life, being seconded to the Life Insurance Association of Japan, and engaging in management planning and new business development, I transferred to HD's Group Planning Department in 2020. At HD, I was responsible for formulating the Group Long-Term Vision and launching the corporate venture capital (CVC) program. I am now in Daido Life's Sales Planning Department, where I work on marketing and channel strategies.

Katou At Daido Life, I worked in agency sales, the product department, and compliance, took maternity and childcare leave, and later gained experience in internal auditing. In 2022, I transferred to HD's Public Relations Department. There I handled a wide range of work, including financial results disclosure, media relations, social media operations, and commercial production. I am currently in Daido Life's Human Resources Development Department, where I am working to strengthen the company-wide development framework and support employees in taking ownership of their career development.

Koba I began my career as a civil servant, working on health-care policy and related areas. I then moved to an online life insurer, where I gained broad experience in legal affairs, risk management, business development, and venture investment. Through those experiences, I became interested in taking on the challenge of creating new businesses and customer touchpoints, and I joined HD as a mid-career hire one year ago. I currently work on growth investments and CVC in HD's Group Planning Department while also serving concurrently in the corporate function at All Right.

Takaoka After working in corporate lending and agency sales at Daido Life, I used the Group Internal Job Posting System to transfer to HD's Risk Management Department. As I approached 30 and began thinking about the next step in my career, I felt that nothing would change unless I tried something others had not

Roundtable Discussion Between Group Employees

done. That prompted me to take on the challenge of working at HD, where secondments of younger employees had been relatively rare. I am currently responsible for legal affairs, overseeing compliance across Group companies, and operating the whistleblowing system.

Kometani After gaining experience in sales, overseas business, and foreign bond investment at Taiyo Life, I transferred to HD's Business Development Department. I was involved in the investment in Fortitude and the establishment of a U.S. office responsible for managing that investment. I am now responsible for monitoring Viridium, supporting our German office, and working on a project to establish a reinsurance company.

Zaizen Since joining Taiyo Life, I have worked in sales, human resources, asset management, and on assignment in New York. I am currently in HD's Group Planning Department, where I am involved in management planning and advancing the Group Long-Term Vision. Drawing on my experience working with both human capital and financial capital, I am helping shape the direction of the Group as a whole.

Changing Perspective: The Value of Talent Mobility

How has your experience at HD changed you?

Yamaguchi Because I had experience in Daido Life's planning department, I was able to transition relatively smoothly into the work of HD's Group Planning Department. Once I actually started, however, I realized just how different the required perspective was.

The clearest example was the shareholder perspective. At Daido Life, I had many opportunities to think about the business from a viewpoint close to customers and sales personnel. At HD,

however, I also had to consider how to enhance corporate value across the Group and how to improve capital efficiency and productivity. Thinking about who a company exists to serve and how it should engage with its various stakeholders made me aware of perspectives I had previously lacked. That realization also deepened my understanding of discussions that emphasize capital efficiency indicators such as ROE.

Katou Moving into public relations, a field completely different from my previous career, was initially a succession of unfamiliar experiences. At the same time, having worked at Daido Life for many years meant that I understood the company's commitment to SME customers and the values it holds dear as an operating company. That became a strength when I moved to HD. HD requires a Group-wide optimization perspective, so there are times when its thinking differs from that of individual operating companies. In those situations, I came to appreciate the importance of understanding what each company values and engaging in careful, repeated dialogue.

Through the Group's 20th anniversary initiatives and the compilation of its 20-year history, I also gained a deeper understanding of how the different companies have each fulfilled distinct roles while creating value as a Group, and of the path our predecessors took in building the Group. I have come to feel a responsibility to build the next layer of value on top of that history.

Koba In my previous role, I was involved in dialogue with investors and in business operations, so I can draw on the ability to move back and forth between the perspectives of shareholders and investors and that of a business operator. At the same time, HD is not an operating company itself; its role is to set the direction of the Group as a whole and oversee management.

That has made me constantly conscious of the division of roles between HD and the operating companies. It was not something I had many opportunities to think about when I worked at an operating company, and I see it as a perspective unique to a holding company.

In partnerships with external companies, the other party may also have a different time horizon or way of thinking from our

■ Experience that gives you a view across the entire Group becomes a major asset.
(Takaoka)

Group. One of the interesting aspects of working at HD is understanding those differences while defining a shared goal.

Through these experiences, I have learned the importance of organizing complex issues in the simplest possible language and logic so that everyone involved can move in the same direction.

Takaoka In the investment division, I analyzed the creditworthiness of companies receiving loans and investments, while in sales I worked on the front lines with a constant awareness of compliance. Both experiences are proving useful in my current work in the Risk Management Department. For example, in operating the whistleblowing system, my frontline experience enables me to understand reports and investigation results in the context of actual business operations.

As secretariat of the Group Compliance Committee, I also gain a cross-Group view of the systems and challenges at each company. This makes me keenly aware every day that an issue arising at one company can have a major impact on the Group as a whole. I believe gaining this kind of experience while still young will be a major asset in my future career.

Kometani In my case, the experience of building overseas offices and operations from the ground up is directly connected to the new business initiatives I am now pursuing. Overseas, there were no established systems or precedents, so I had to decide for myself what needed to be done to achieve the objective and chart a path forward.

There is no predetermined right answer for new businesses or overseas projects at HD either. We need to identify what is required in each situation and work with many stakeholders to turn ideas into reality. In that sense, perhaps the overseas experience that helps me most is the mindset of confronting unfamiliar challenges.

At HD, I also have opportunities to work with shareholders, investors, and overseas partners with whom I had relatively little



■ I want to understand different perspectives and values and take on new challenges.
(Koba)

Roundtable Discussion Between Group Employees

contact when I worked at an operating company. One major change has been that these experiences have made me more conscious of how the Group is perceived from the outside.

Zaizen I transferred to HD in May last year, so it has only been a little over a year, but I feel that my broad experience in sales, human resources, asset management, and overseas assignments is closely connected to my current work. In discussions on the Group Long-Term Vision formulated last fiscal year, I was also able to contribute a practical perspective by asking whether the strategies would really work on the front lines.

At HD, meanwhile, we engage with stakeholders such as shareholders, investors, and analysts, with whom operating companies have fewer points of contact. Through those experiences, I have come to look beyond each department simply doing its best and to think about how we can enhance corporate value over the long term as a Group. That has been a major change for me.

Bringing Those Experiences Back to Their Respective Workplaces

How would you like to apply the experience you gained at HD to your future career?

Katou The greatest asset I gained at HD is the network of people I built across Group companies. Working in public relations gave me opportunities to engage with people in many departments and Group companies. Even in my current role, I often consult or collaborate through those connections, which has renewed my appreciation for the importance of personal networks.

Another major benefit was having the role, as part of HD public relations, of “telling the story of the Group’s future.” In public relations, I often had to think not only about current performance but also about how the Group would grow and create

value for society in the years ahead, and then communicate that story. Through that experience, I believe I also learned to think from a longer-term perspective.

I now work in human resources development, and I am able to consider initiatives from the perspective of how to develop people who can support the growth not only of Daido Life but of the entire Group. Going forward, I want to give more employees opportunities to take on the kinds of challenges that I experienced.

Koba Working at HD has given me many opportunities to encounter diverse values and ways of thinking. By engaging with people in a wide variety of positions both inside and outside the Group, I feel I have developed the ability to look at issues from multiple angles rather than from a single perspective.

Each Group company also has its own business model and corporate culture. Through my experience at HD, I have learned how important it is to understand those differences while identifying a common direction.

Going forward, I want to apply that experience to growth investments, partnerships with external companies, and the creation of new business opportunities. By deepening my understanding of different positions and values while taking on new challenges and creating value, I hope to contribute to the Group as a whole.

Takaoka The biggest lesson I gained at HD is the perspective of looking across the entire Group. When I worked in lending and sales, I tended to focus on my own responsibilities and organization. Now I have opportunities to view the challenges and initiatives of each company across organizational boundaries.

I have also realized that each organization has its own way of thinking and working. Having previously worked only at Daido Life, I found the way people at Taiyo Life work and their sense of speed very fresh, and there have been many things I would like to incorporate into my own work.

I believe this experience will be useful regardless of where I work in the future. If I eventually move into a management position and lead an organization, I want to be someone who can make decisions based not only on the interests of my own

■ The less precedent there is, the more important it is to chart the path yourself.
(Kometani)



organization but on what is best for the Group as a whole.

Kometani I have been involved in a number of new initiatives, including establishing a representative office in Myanmar, launching a U.S. base, and working on projects related to Fortitude and Viridium. Since coming to HD, I have had more opportunities to engage with people in different positions, including investors and overseas partners. Through these experiences, I feel I have developed a perspective on the value the Group as a whole is seeking to create and on how the Group is viewed from the outside.

I am still involved in a project aimed at realizing integrated Group management. Going forward, I want to use the experience and networks I have built to connect operating companies with stakeholders in Japan and overseas.

Zaizen At HD, I have had the opportunity to reconsider my previous experience from the perspective of enhancing corporate value across the Group.

In particular, being involved in formulating the Group Long-Term Vision has been an extremely valuable experience for me. It gave me the opportunity to consider where the Group should be headed and what role each company should play, taking into account changes in society, technological innovation, and social issues.

Going forward, I want to draw on both the broad perspective I gained at HD and the frontline experience I developed in operating roles to serve as a bridge between management and the front lines.

Yamaguchi If I were to name three things I gained from my experience at HD, they would be the ability to see the big picture, a sense of speed, and a long-term perspective.

At an individual operating company, there are many situations where the focus is on top-line measures such as new business. At HD, however, you also need to think about how much profit those activities generate and how to improve capital efficiency



■ I realized that HD’s role is to understand what each company values and keep the dialogue going.
(Katou)

Roundtable Discussion Between Group Employees

and productivity. The perspective I gained at HD is useful in my current role as well, and I now consciously think not only about short-term results but also about what kind of value we can create over the medium to long term.

Launching the CVC program also made me appreciate the importance of rapid decision-making. A long-term perspective is essential in the life insurance business, but at the same time we need the speed to respond to change. I want to continue putting that mindset into practice in my work and contribute to Daido Life's growth and to enhancing corporate value across the Group.

Further Accelerating Talent Mobility What initiatives do you think are needed to further advance talent mobility?

Takaoka I think the "Group Internal Job Posting System" that I used is an excellent mechanism for encouraging people who want to take on something new. At the same time, I do not think the transfer itself should become the objective.

Once you actually move, it takes longer than you might imagine to become accustomed to new work and a new environment. If there were a system that carefully supported what kind of experience employees should gain at their new assignment and how they should develop there, younger employees might feel more comfortable taking on the challenge.

It would also be easier for employees to picture their own future if there were more opportunities to share examples of the careers of people who have experienced secondments or transfers. I think it is important to build a framework that supports not only the first step into a challenge but also the growth that follows.

Katou I believe talent mobility is essential to the growth of the Group as a whole. Employees can bring the perspectives and

experience they developed at HD back to the operating companies and apply them in their respective workplaces, while the companies share their own know-how and knowledge. The accumulation of these exchanges should strengthen the Group as a whole.

At the same time, if the career path after a secondment or Group transfer is unclear, it can be difficult to judge how taking on the challenge will contribute to one's own growth. If the experience and results achieved on secondment are properly understood and evaluated, and employees can see the career opportunities available afterward, they will be able to take that first step with greater confidence. It is important not only to create a system, but also to show how careers can expand beyond it.

Zaizen From a human resources development perspective, I think it will be important to combine expertise with diverse experience.

As work becomes more specialized, the management environment will also become increasingly complex. In that environment, people need not only the ability to deepen their expertise in their own field but also the ability to collaborate with people from different fields and positions.

Even highly specialized professionals such as actuaries and asset management specialists can gain new perspectives by working in other departments or Group companies.

Rather than treating specialists and generalists as opposites, I think it is important to build a framework that enables everyone to acquire a broader perspective. More flexible personnel rotations could further strengthen the capabilities of the Group as a whole.

Toward Value Creation as One Group What role would you like to play going forward?

Kometani What I have learned from working overseas and at HD is that new value emerges when people with different positions and experiences work together.

Establishing a representative office in Myanmar, launching a U.S. base, and the Viridium-related work and reinsurance company establishment project I am currently involved in are all

■ Gaining a shareholder perspective enabled me to take a broader view of corporate value.
(Yamaguchi)



initiatives that can only be realized through collaboration among many stakeholders. Many of them also had no predetermined path at the outset, so we had to think for ourselves as we moved forward.

For the Group to grow further, I believe it is not enough for each company simply to demonstrate its own strengths; we also need to connect those strengths. People and knowledge should move across organizational boundaries, generating new challenges and value creation. I hope we can become a Group that creates that kind of virtuous cycle.

I also want to use the experience and networks I have built to turn initiatives that contribute to integrated Group management into reality.

Yamaguchi While working on management planning at HD, I had the opportunity to learn a great deal about the T&D Insurance Group. What left the strongest impression on me was hearing directly from officers and senior employees at each company about their commitment to the Group and its history. Listening to them helped me understand why the Group was created and the value it has delivered over more than 20 years.

Listening to everyone today, I am also grateful that Koba-san is taking the CVC program I helped launch to the next stage and Zaizen-san is doing the same with the Group Long-Term Vision. I believe the value of talent mobility lies not only in individual growth, but also in passing experience, knowledge, and commitment on to the next generation.

I think it is also important to play a role in passing those experiences and values on. I want to share with younger generations what I learned at HD, the history of the Group, and the commitment of our predecessors, while connecting people with one another and people with organizations. In a sense, I would like to become an "ambassador" for the T&D Insurance Group.

■ Formulating the Group Long-Term Vision greatly broadened my perspective.
(Zaizen)



Social and Relationship Capital

The T&D Insurance Group is working on the creation of shared value by providing customers with valuable information, services, and products as well as by cooperating with sales agents and cooperating organizations.

Outcomes of Social and Relationship Capital

Customer satisfaction level

Daido Life	80.3%
Taiyo Life	91.6%
T&D Financial Life	80.2%

Number of cases using *Kaketsuke-Tai Service* (FY 2025)

123,102

Number of *Dodai?* members: (FY 2025)

Approximately 122,000

Amount of claims and benefits paid: (FY 2025)

Approximately 824.2 billion yen

Amount of CVC investment:

Approximately 3.1 billion yen

Cumulative amount of sustainability-themed investment and financing

Approximately 1.2 trillion yen

The Initiatives of Daido Life

Preparing for the risks that business owners face (total protection)

There are many cases in which SMEs rely on the reputation and technical capabilities of the business owners themselves for their viability. The business owner is responsible for both the corporation and the individuals (their family) as the head of the household. Daido Life offers comprehensive coverage for both corporations and families, ensuring they have the funds needed to protect themselves from financial losses in the event of an emergency that affects the business owners or a situation that prevents them from working. To achieve this, the company calculates standard coverage for corporations and daily life protection funds for individuals.

Initiatives to promote Kenkokeiei (Health and Productivity Management) by SMEs

Daido Life supports the implementation of Kenkokeiei (Health and Productivity Management) by SMEs, aiming to contribute to the creation of a society in which SMEs and their employees can thrive and play an active role, and to help solve the issues faced by Japan's aging society.

As part of its activities, Daido Life holds the DAIDO KENCO AWARD annually to recognize companies that actively engage in Kenkokeiei (health and productivity management) based on its own criteria. In FY2025, 410 companies were recognized and announced.



Initiatives to support the management of SMEs

The number of users of *Dodai?*, an online community for business owners where SME owners gather and work together to

address social issues, exceeded 130,000 as of the end of June 2026. The website serves as a forum for business owners to exchange views and introduces management support services. It also contributes to revitalizing industries and society supported by SMEs through initiatives such as work experience events at SMEs for elementary school students. Having supported SMEs through insurance coverage, Daido Life is now giving shape to its aspiration to "create the future together with SMEs."



Enhancement of the customer support system

Daido Life has adopted a customer-focused approach, and it is implementing various initiatives to enhance the quality of the customer experience at every stage, from enrollment to the receipt of benefits.

Introducing Tsunagaru Tetsuzuki	Customers can complete procedures online at any time and from any location.
Offering services utilizing the digital transformation of society	Daido Life will communicate the necessary procedures using the My Number system.
Payment without claim documents	Daido Life provides maturity benefits and personal annuities to the customer's account without requiring claim documents.
Introduced AI Doctor for claims assessment	Use of generative AI trained on internal manuals and medical information reduces the time required for claims assessment

Social and Relationship Capital



Please refer to the Company's website for more details of T&D Insurance Group Basic Policy Related to Customer-oriented Business Operations
https://www.td-holdings.co.jp/en/information/business_operations.php

The Initiatives of Taiyo Life

Providing high-quality products and services

Taiyo Life's goal is to provide its customers with lifelong peace of mind by providing them with high-quality products and services.

On the product front, in August 2025, Taiyo Life launched *Taiyo Life Savings Insurance*, a principal-guaranteed savings insurance product, in response to growing interest in and needs for asset formation. In December, the company revised its flagship *Hoken Kumikyoku BestMYWAY Kisei Kanwa* and launched *Hoken Kumikyoku BestMYWAY Kisei Kanwa Plus*. The revision reduced the number of disclosure items and introduced new coverage through Relaxed Disclosure Cancer Diagnosis Insurance (Multiple-Payment Type), Selective Relaxed Disclosure Dementia Treatment Annuity Insurance, and Relaxed Disclosure Death Insurance (Whole Life Type), enabling the company to provide a broad range of coverage to customers with pre-existing conditions or a history of hospitalization. Taiyo Life provides *Himawari Dementia Prevention Insurance* and *Cancer and Critical Illness Prevention Insurance* as products that support disease prevention. These products have received positive feedback from a diverse range of age groups, including the elderly and people in their 40s and 50s.

On the service front, we offer services such as *Kaketsuke-Tai* service, where in-house staff with expert knowledge help customers with benefit claim procedures directly, and dementia and disease prevention services such as *MCI Screening Plus* and *AminoIndex® Risk Screening*. From April 2026, we have also offered, as optional services, a smartwatch (Google Fitbit) that records health indicators such as blood oxygen wellness and estimated skin temperature during sleep, and a bath mat (Smart Bath Mat) that measures body composition unobtrusively.

Taiyo Life provides customers with even greater peace of mind by proposing products and services that cater to their needs.

Efforts to enhance customer convenience	• <i>Taiyo Life My Page</i>, a dedicated web portal for customers, enables customers to perform various change procedures and check the status of their non-life insurance. • Taiyo Life has implemented a new contract application procedure (via the Internet) using the My Number Card (a public personal authentication service). • Policyholders may use cashless payment service PayPay for their initial insurance premium payment. • Taiyo Life has started to accept benefits claims via the <i>T-AI-Face</i> terminal for sales staff. • Policyholders can register with the LINE Official Account and conduct insurance procedures through the LINE app. • Taiyo Life has introduced a function on its My Page screen to assist customers with the performing of procedures. This function enables even people who are unfamiliar with the Internet to use My Page effectively.
Best senior services	• When providing insurance to senior citizens, Taiyo Life requests that their family members be present. • Taiyo Life has established the Senior Anshin (security) Support Desk system, where staff at the head office confirm senior citizens' intentions to contract and their applications for contracts using <i>T-AI-Face's</i> videophone function. • Taiyo Life offers the <i>Senior Follow-up Service</i>, which checks for missing claims and confirms contracts at least once a year.

The Initiatives of T&D Financial Life

Providing asset formation products that consider changes in the social and economic environment

T&D Financial Life offers yen-denominated and foreign currency denominated whole life insurance and individual annuity insurance, yen-denominated variable insurance and other asset formation products that anticipate the era of the 100-year life through independent insurance agents such as financial institutions and insurance shops.

In April 2025, T&D Financial Life revised the variable insurance product *Hybrid Anshin Life* and launched *Hybrid Anshin Life 2*. The new product introduced the *Uketoru Course*, which combines a mechanism that allows policyholders to receive excess benefits with death coverage. In collaboration with investment trust management companies, the company also launched the financial service products *Tsumiyell* (June) and *THEO Tsumitate Anshin Hoken* (December), which combine installment investing and insurance coverage. In February 2026, it launched *Secure Flight*, a variable annuity insurance product that pursues growth potential through asset management while guaranteeing the basic insurance amount as the minimum amount of annuity funds, thereby offering products tailored to a wide range of customer needs.

Providing an AI fund prediction service

Since February 2024, T&D Financial Life has been providing the *AI Fund Prediction Service* for the *Hybrid* series of variable life insurance. This service predicts unit price movement for separate accounts based on economic indicators and other data.



Social and Relationship Capital

Initiatives to Respond to Customer Feedback

Initiatives on customer satisfaction

The T&D Insurance Group has established the “T&D Insurance Group Basic Policy on Customer-oriented Business Operations” in order to conduct sincere, honest, fair, and appropriate corporate activities that lead to the benefit of customers, with “customer-oriented” as the Group’s common value. Based on this policy, each Group company strives to provide customers with greater satisfaction by providing better products and services based on its own business model and by improving the quality of its operations. In addition, based on the results of customer satisfaction surveys and our response to changes in the social environment, we are constantly striving to provide more convenient services and improve our operations, aiming to become a group that can be trusted with confidence into the future.

Evaluation of the three life insurance companies’ customer-oriented business operations policy(FY2025)

Daido Life	Taiyo Life	T&D Financial Life
80.3%	91.6%	80.2%
(Overall satisfaction)	(Overall satisfaction)	(Overall satisfaction)

* Each company uses a different survey method.

System to reflect customer feedback in management

The three life insurance companies collect a wide range of customer feedback through various customer touchpoints, including sales representatives, agents, call centers, and the Internet, and conduct satisfaction surveys regarding products and services and after-sales follow-up. Collected feedback is centrally managed in a database, shared among relevant departments, and used to develop products and services, improve their quality, and improve operations. In addition, under dedicated departments that oversee customer-oriented business operations and committees that include outside members, the companies set specific targets and monitor progress, working to improve customer satisfaction at every stage from policy application through payment of insurance claims and benefits. In this way, they have established systems for reflecting customer feedback in management.

Examples of Reflecting Customer Feedback in Operations

Daido Life

In response to customer feedback requesting non-face-to-face procedures, Daido Life has introduced *Tsunagaru Tetsuzuki*, which enables customers to perform enrollment procedures remotely at any time and any place, when it is convenient for them. This initiative now covers procedures for claims for insurance payouts and benefits, policy cancellations, policy loans, and other procedures. Additionally, Daido Life has started to pay certain maturity benefits and personal annuities to customers without requiring claim documents to reduce the burden on customers.

Taiyo Life

Taiyo Life has reduced the minimum age for products with enhanced coverage options to three, responding to customers’ requests that we allow children to obtain insurance. To address customer requests for enhanced coverage for “*Hatarakenaku natta tokino hoken*” (insurance for individuals who become unable to work), Taiyo Life has established the 14-day continuous hospitalization benefit special provision which covers short-term continuous hospitalization, and the hospitalization/mild inability to work benefit, which provides coverage for long-term continuous hospitalization lasting 180 days or more. Furthermore, coverage is now available for specific mild disability conditions.

T&D Financial Life

T&D Financial Life introduced the *AI Voice Response System (Voicebot)* in response to customers wishing to request documents for procedures outside the call center’s operating hours, which are weekday daytime hours. Customers can now request procedural documents by phone 24 hours a day, including weekends and public holidays. In FY2025, guidance on reissuing life insurance premium deduction certificates was added to the services available through the system. The Internet service was also fully revamped with a design that is “more convenient and easier to navigate,” improving usability.

Number of complaints received at each company

Daido Life

Customer complaints* by type (Units: no. of complaints received; proportion: %)

Details	FY2022		FY2023		FY2024		FY2025	
	No. received	%	No. received	%	No. received	%	No. received	%
New contracts	774	12.3	638	12.9	578	12.7	526	11.9
Payment of premiums	355	5.6	315	6.4	241	5.3	233	5.3
Conservation work	1,815	28.9	1,550	31.3	1,228	27.1	1,235	27.9
Insurance claims and benefits	1,556	24.8	936	18.9	782	17.3	843	19.1
Others	1,785	28.4	1,517	30.6	1,707	37.6	1,585	35.8
Total	6,285	100.0	4,956	100.0	4,536	100.0	4,422	100.0

* “Complaints” refers to expressions of dissatisfaction about the company’s operations that customers communicate to the company.

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

Reference: *Efforts to incorporate customer feedback into management practices* on Daido Life’s website (Japanese)
<https://www.daido-life.co.jp/company/satisfied/voice.html>

Taiyo Life

Customer complaints* by type (Units: no. of complaints received; proportion: %)

Details	FY2022		FY2023		FY2024		FY2025	
	No. received	%	No. received	%	No. received	%	No. received	%
New contracts	1,919	20.8	1,854	26.5	1,966	26.5	2,356	29.1
Payment of premiums	375	4.0	431	6.1	452	6.1	529	6.5
Conservation work	1,067	11.6	1,280	18.3	1,292	17.4	1,335	16.5
Insurance claims and benefits	3,947	42.8	1,646	23.5	1,756	23.6	1,726	21.3
Others	1,918	20.8	1,791	25.6	1,962	26.4	2,155	26.6
Total	9,226	100.0	7,002	100.0	7,428	100.0	8,101	100.0

* “Complaints” refers to expressions of dissatisfaction that customers communicate to the company.

Reference: *Examples of improvements Taiyo Life has made by utilizing customer feedback* on Taiyo Life’s website (Japanese)

https://www.taiyo-seimei.co.jp/company/activity/voice/voice_casestudy.html

T&D Financial Life

Customer complaints* by type (Units: no. of complaints received; proportion: %)

Details	FY2022		FY2023		FY2024		FY2025	
	No. received	%	No. received	%	No. received	%	No. received	%
New contracts	315	36.5	207	33.0	248	25.8	1,013	16.8
Payment of premiums	45	5.2	52	8.3	25	2.6	114	1.9
Conservation work	328	38.0	201	32.0	448	46.6	3,028	50.2
Insurance claims and benefits	105	12.2	85	13.6	94	9.8	433	7.2
Others	70	8.1	82	13.1	146	15.2	1,443	23.9
Total	863	100.0	627	100.0	961	100.0	6,031	100.0

* “Complaints” refers to customers’ complaints and dissatisfaction about products and services, and expressions of dissatisfaction.

* The number of complaints received from customers increased in FY2025. The main reason was that, with a view to further promoting customer-oriented business operations, the company revised its practices so that certain inquiries and other contacts previously categorized as inquiries are now aggregated as complaints, in order to better understand their content and background and use this information to improve services.

* Examples include inquiries about the date periodic payments are credited, when documents will arrive, and Internet services.

Reference: *Major initiatives pursued by T&D Financial Life in fiscal 2024 to make improvements based on customer feedback* on T&D Financial Life’s website (Japanese)

<https://www.tdf-life.co.jp/company/solvency/2025.html>

Social and Relationship Capital

Cooperation with Sales Agents and Cooperating 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.

Taiyo Life

To help partner agencies make optimal insurance proposals, Taiyo Life supports them through regular visits to their head offices (branches). In March 2026, the company also began joint solicitation of life insurance with credit unions that have strong community-based sales networks. Working together with its partner agencies, Taiyo Life provides local customers with peace of mind.

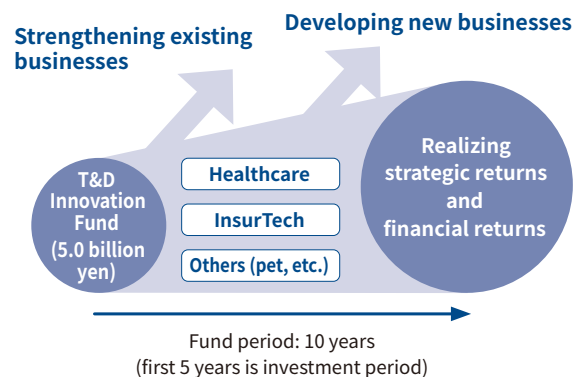
T&D Financial Life

T&D Financial Life provides support to sales agents through its wholesalers so that they can make the best proposals to customers. In addition, to win the trust of customers and sales agents, T&D Financial Life works to strengthen its support activities by providing practical training to wholesalers. This includes training to deepen their knowledge not only of insurance products but also of financial products, asset management, related laws and regulations, and systems, as well as presentation skills training to enable them to accurately explain the features of the company's products to customers and sales agents.

Corporate Venture Capital

In 2022, we established the T&D Innovation Fund, for the purpose of forming partnerships with startups that have innovative technologies and business models. Focusing mainly on the priority investment areas of healthcare and InsurTech, the fund has so far invested approximately 3.1 billion yen in 20 companies (for example, companies that provide family trust services and pet health management devices).

Through open innovation and other initiatives with investee startups, we are strengthening the Group's existing businesses and developing new business domains.



Invest to Help Build a Sustainable Society

Basic Concept

With the main business of the Group being life insurance business, contributing to realizing a sustainable society through investment is one of the most fundamental roles of the Group. As an institutional investor managing long-term funds, we acknowledge the importance of securing stable earnings, contributing to the realization of a sustainable society, and growing sustainably together with society.

T&D Insurance Group Responsible Investment Policy (overview)

By conducting asset management with consideration to ESG issues, we will aim to secure stable earnings over the long term, contribute to the realization of a sustainable society, and grow sustainably together with society.

1. Conducting investments and financing with consideration to sustainability issues
2. Implementing constructive dialogue on sustainability issues with investees and borrowers
3. Collaboration on responsible investment and support for sound market development
4. Enriching information disclosure related to responsible investment initiatives

Social and Relationship Capital

Various Responsible Investment Initiatives

For all assets under management, the Group considers sustainability issues, including ESG factors, according to the characteristics of the assets held, and has introduced various responsible investment approaches.

Integration

In investments and financing involving listed equities, corporate bonds, loans, real estate, project finance, and other assets, we incorporate analysis and assessment of non-financial information relating to sustainability, including ESG factors, in addition to financial information.

Negative screening

As a general rule, we prohibit direct investments and financing to companies that manufacture specific weapons (companies that manufacture cluster bombs, biological and chemical weapons, antipersonnel mines, nuclear weapons, etc.) and to palm oil producers. We also have a policy of not making new direct investments and financing to coal-fired power generation projects*, coal mining projects, oil sands projects, and other projects with a significant impact on climate change.

* Excluding projects deemed to contribute to transition in accordance with international principles and other standards.

Sustainability-themed investment and financing

We undertake sustainability-themed investment and financing that can contribute to the realization of a sustainable society, taking sustainability issues into consideration. We will steadily increase the cumulative amount while assessing the profitability and risks of each individual investment.

Examples of key initiatives



Investment in Green Bonds —Proceeds are used to finance capital expenditures for the introduction of new, highly energy-efficient equipment by operating companies and other purposes.



Investment in Sustainability Bonds —Proceeds are used to finance renewable energy, green buildings, initiatives to revitalize local economies and communities, and other projects undertaken by operating companies.

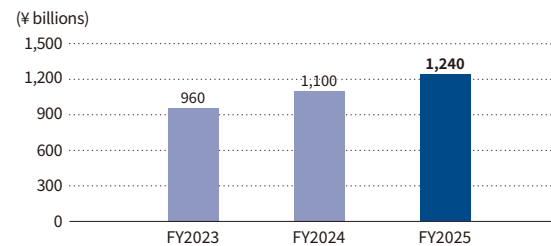


Investment in Social Bonds —Proceeds are used to finance infrastructure development projects such as roads undertaken by incorporated administrative agencies, as well as projects aimed at regional revitalization and community development.



Investment in Climate/Nature-Linked Bonds —Financing is provided on terms linked to the achievement of pre-established sustainability performance targets related to decarbonization and forest conservation.

Themed investment and financing



Dialogue (engagement) with investees and borrowers

We engage in dialogue with investees and borrowers about sustainability issues such as decarbonization, diversity and biodiversity to help them improve their corporate value and achieve sustainable growth. Since FY2025, Daido Life, Taiyo Life, and T&D Asset Management have also engaged in joint dialogue.

Addressing or preserving biodiversity	We gather information about the entities we invest in and provide loans to, including information related to the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations (including participation, risk and opportunity analysis, and information disclosure), their identification of the challenges they face, and the direction of their initiatives.
Human capital and diversity initiative	We assess the entities we invest in and provide loans to in terms of their development of human rights policies and the implementation and disclosure of human rights due diligence activities. We also encourage them to adopt additional initiatives.

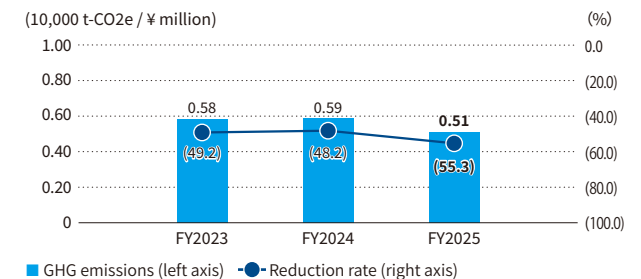
Initiatives toward Net-Zero Financed Emissions

With the aim of helping reduce GHG emissions of society as a whole, we have set targets of reducing financed emissions (GHG emissions of investees and borrowers) by 50% from FY2020 levels by FY2030 and to net zero by FY2050.

At the end of March 2026, GHG emissions based on the investment and financing portfolio of Daido Life and Taiyo Life, covering stocks and corporate bonds issued by listed companies in Japan, as well as loans to such companies, amounted to 1.39 million t-CO₂e. On an intensity basis, as used for the interim target, emissions were 5,100 t-CO₂e per million yen, a 55.3% reduction from FY2020.

While encouraging investees and borrowers to transition toward decarbonization through dialogue, we will also continue to provide financing support through initiatives such as investments in green bonds and transition finance.

Financed emissions and reduction rate (vs. FY2020)



Natural Capital

The T&D Insurance Group formulated the T&D Insurance Group Environmental Policy to clarify the Group's stance on the environment and will achieve sustainable growth along with society while fulfilling the public mission of life insurance and other businesses, and undertaking its corporate social responsibilities.

Response to the TCFD Recommendations

Outcomes of Natural Capital

GHG emissions reduction rate(Compared to FY2013)
(Scope 1 and 2) (FY2025)
62.8%

Financed emissions reduction rate
(Compared to FY2013) (FY2025)
55.3%

Renewable energy utilization rate (FY2025)
51.6%

*Covers stocks and corporate bonds issued by listed companies in Japan,
as well as loans to such companies, held by Daido Life and Taiyo Life.

Our Approach

A globally shared long-term target was established by the Paris Agreement, adopted in December 2015, to keep the rise in global average temperature fully below 2°C in comparison to before the Industrial Revolution and pursue efforts to limit this rise to 1.5°C. Achieving net zero emissions and carbon neutrality by 2050 is required to realize this target. To protect the global environment, transition to a low carbon/decarbonized society and adapt to climate change, it will be necessary to transform the industrial structure on a large scale and modify our behavioral patterns. The T&D Insurance Group also remains cognizant of the expectation that we must do our part as a member of society.

The T&D Insurance Group formulated the T&D Insurance Group Environmental Policy* to clarify the Group's stance on the environment and the T&D Insurance Group ESG Investment Policy* to outline its approach to ESG investment in asset management. The Policy is to carry out business activities with full awareness of the importance of environmental concerns, and to ensure that executives and employees understand that they must act in consideration of the protection of the global environment. The Group will achieve sustainable growth along with society while fulfilling the public mission of life insurance and other businesses,

* Please refer to our website for the "T&D Insurance Group Environmental Policy" and the "T&D Insurance Group Responsible Investment Policy."
<https://www.td-holdings.co.jp/en/csr/csr-policy/environment.php>
<https://www.td-holdings.co.jp/en/csr/csr-policy/esg.php>

Governance

The Board of Directors has established the Group Sustainability Promotion Committee as its subsidiary body, with the task of reviewing and deliberating its policies related to sustainability and CSR, along with measures concerning the global environment and social issues. The committee is chaired by the President and Representative Director and comprises officers and general managers responsible for sustainability and CSR departments and asset management departments at Group companies. It establishes basic policies on global environmental and social issues, including the SDGs, as well as targets and measures for addressing climate change. Under the supervision of the Board of Directors, the committee monitors the status of initiatives and reports to the Board of Directors every half year.

* For more information, please see our website.
<https://www.td-holdings.co.jp/en/csr/csr-policy/tcfd.php>

Strategies

We conduct scenario analysis based on multiple scenarios to examine the impact on our Group caused by climate change risk (physical risks*¹ and transition risks*²)

*¹ Business risks associated with natural disasters caused by extreme weather such as typhoons and floods, and those associated with phenomena such as an increase in the average temperature and a rise in the sea level

*² Business risks arising from the actions of government, corporations, and consumers in the process of carrying out the transition to a low carbon/decarbonized society (through a significant reduction of greenhouse gas emissions)



Natural Capital

Scenario analysis: Impact on the Group and the Response Measures

	Impact	Response
Physical risks	Impact on underwriting profitability due to an increase in the number of heat stroke patients transported to hospitals and the number of fatalities due to higher average temperatures, as well as an increase in the number of disaster victims due to the severity of natural disasters	Appropriate review of premium rates to ensure that there is no significant negative impact on underwriting profitability
Transition	Impact on asset management income resulting from the financial impact on the Group's investment and financing recipients caused by stricter regulations on greenhouse gas emissions, the introduction of carbon taxes, replacement with new technologies compatible with decarbonization, changes in consumer values and behavior patterns, and other factors	Promote efforts to promote the decarbonization of investment and financing recipients through engagement, and promote investment and financing activities in businesses that contribute to the realization of a decarbonized society.

Scenario analysis: business opportunities for the Group

Changes in the morbidity rate and average life expectancy associated with the progress of global warming are expected to give rise to needs for protection (involving death, annuities, and medical care) against emerging new risks. There are opportunities to expand net sales of the insurance business, by expanding and providing a wider scope of protection in order to meet such emerging needs.

As the reduction of GHG emissions progresses, the Group, as an institutional investor, has opportunities to enhance the value of investment assets and expand investment returns stably over the long term, by investing and lending to expanding clean energy development and energy conservation businesses, and by owning and managing real estate (such as office buildings) with superior environmental performance.

The Group also has opportunities to expand its business domains and earnings as a business operator, rather than as an institutional investor, by developing or entering into new business domains related to the mitigation of and adaptation to climate change.

More sophisticated climate change risk analysis: Quantitative analysis of effects on the Group

We collaborated with KPMG Consulting Co., Ltd. and the Japan Weather Association (called the JWA below) to conduct a quantitative analysis of effects on the Group in order to increase the sophistication of our climate change risk analysis.

Analysis methods

- The JWA developed a high-resolution climate scenario dataset by setting up a 1-km mesh for climate-change prediction data in order to analyze physical risks.
- Next, two models were developed for the Group—one for estimating the number of victims of flooding and another for estimating the number of people hospitalized/fatalities due to heat exhaustion—assuming that Japan's future average temperature increases by either 2°C (the RCP2.6 scenario) or 4°C (the RCP8.5 scenario) due to climate change. Five climate prediction models were utilized for our estimates.
- We divided the future period up through 2100 into two periods, the near future period from 2026 to 2050 and the distant future period from 2051 to 2100, and then conducted a physical risk analysis.

Analysis results

Disaster victims

- There is variation between regions in terms of future increases in rainfall (with rainfall decreasing in some regions).
 - In addition, although there will be an increased rate of powerful typhoons, the number of typhoons is expected to decrease.
- ⇒ In both scenarios, although there is a possibility of a sudden spike in the number of disaster victims in the case of extremely heavy rainfall, the number during the entire period is about the same.

Number of people hospitalized/fatalities due to heat exhaustion

- Regardless of the scenario, there is not that much of a change during the near future period.
- During the distant future period, the number of extremely hot

days and tropical nights will increase. In particular, in the RCP8.5 scenario, the number of extremely hot days is expected to increase by more than a month compared to the present.

⇒ In both scenarios, the number of people hospitalized/fatalities due to heat exhaustion is expected to increase during the distant future period.

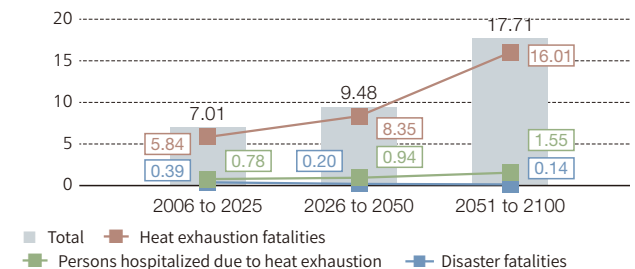
Impacts on the Group

- According to our calculations based on our analysis results, in the case of the RCP8.5 scenario—which has a greater effect—compared to the base period (2006 to 2025), both insurance claims and benefits will increase in the distant future period by ¥510 million to ¥1.63 billion (equivalent to approximately 0.1% to 0.3% of the Group's paid out insurance claims and benefits).

* The graph below shows the average of all five models. (Increase of ¥1.07 billion in the distant future period)

Monetary effect (RCP8.5 scenario)

(100 million yen)



Risk Management

Process for identifying and assessing risks

The T&D Insurance Group uses a risk profile to comprehensively categorize risks surrounding the Group, in order to respond to increasingly diverse and complex risks. We comprehensively identify risks by category, ascertain and assess them, and use them to prioritize initiatives in light of comprehensive factors

Natural Capital

including severity, impact, and the degree to which they are under control. The risks are reflected in management planning as necessary. The Group registers climate change-related risks on the risk profile as critical risks to be managed, and scrutinizes, identifies, and assesses these risks. Climate change-related risks are identified and assessed as insurance underwriting risk, asset management risk, operational risk, reputational risk, and risks that may have broad-based impacts on overall management.

Risk management process

- In order to identify and grasp newly emerging risks, as well as changes in risks that have already been identified, a review of the risk profile is carried out twice per year, and reported to the Group Risk Management Committee and the Board of Directors.
- In the process of identifying and assessing risks on a company-wide basis through a risk profile, the climate change-related risks are managed using the perspectives shown below.

Management of climate change-related risks

(i) Physical risks

- The Group considers the mitigation of deterioration of underwriting profitability through reinsurance and other means, along with large-scale disaster risks (insurance underwriting risks).
- The Group monitors existing products and implements countermeasures, including product revisions, as necessary.

(ii) Transition risks

- The Group engages in investments and borrowings, taking into account climate change-related risks based on the Principles for Responsible Investment (PRI).
- Through engagement, the Group encourages investees and borrowers to take action for decarbonization.
- The Group monitors trends in economic policies, laws, and regulations, and shares the information across the Group, through the Group Sustainability Promotion Committee and the Group

Management Promotion Committee. Measures are taken to ensure that the Group responds to such trends in a sufficiently effective manner at the level expected of a listed company.

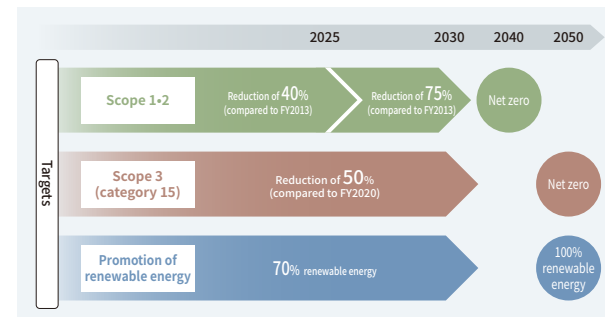
Metrics and Targets

- The Group sets environmental protection targets and works toward achieving them through its day-to-day business activities. The four targets are “reducing GHG emissions,” “reducing electricity consumption,” “reducing office paper consumption,” and “improving the green purchasing ratio.” The results are measured annually and disclosed in various reports and on our website.
- The Group continuously measures and discloses its GHG emissions across three categories: Scope 1 (direct emissions by the Group), Scope 2 (indirect emissions from purchased energy, including electricity), and Scope 3 (other indirect

Reducing GHG emissions

Subject	Targets	FY2025
Own emissions (Scope 1 and 2)	FY2030: 75% reduction (compared to FY2013) FY2040: Net zero	62.8%
Investees and borrowers (Scope 3: category 15)	FY2030: 50% reduction (compared to FY2020) *Subjects are stocks, corporate bonds, and financing of domestic listed companies. FY2050: Net zero	55.3%

Roadmap to achieving net zero



emissions associated with activities such as raw material procurement, transportation, and waste disposal).

- The Group has set reduction targets for emissions from its own operations (Scope 1 and 2) and for emissions associated with investees and borrowers (Scope 3, category 15), aiming to achieve net-zero emissions from its own operations by 2040 and net-zero financed emissions by 2050.

Promotion of renewable energy introduction

We are a member of RE100, a global initiative that aims to use renewable energy sources to cover all electricity consumed in business activities. We have set an interim goal of sourcing 70% of our electricity from renewable energy by fiscal 2030, and are actively promoting the use of renewable energy.



Initiatives for biodiversity conservation

Taiyo Life promotes forest conservation at three locations called “*Taiyo Seimei no Mori* (the Forests of Taiyo Life)” in Japan, where employees participate in these initiatives. In FY2023, the *Taiyo Seimei Kutsuki no Mori* (Kutsuki Forest of Taiyo Life) was certified as a Nationally Certified Sustainability Managed Natural Sites (an area where biodiversity is conserved through private initiatives) by the 30by30 Alliance for Biodiversity. Through these initiatives, Taiyo Life directly contributes to the conservation of biodiversity.



Natural Capital

Nature-Related Risk Analysis

The T&D Insurance Group formulated the T&D Insurance Group Environmental Policy and has been working to protect the environment through initiatives such as forest conservation activities. The Taskforce on Nature-related Financial Disclosures (TNFD) published its final recommendations in September 2023, and the importance of natural capital disclosure is increasing. In this regard, we are also taking steps in line with the TNFD framework and registered as a TNFD Adopter in September 2024. The Group's governance framework for natural capital is the same as the governance framework described on page 56. The Group recently also conducted an analysis of the nature-related risks of investees and borrowers according to the LEAP approach.*¹ In addition to conducting value chain and location analyses of specific sectors that account for a high proportion of our investment and financing portfolio and have significant dependencies and impacts, in FY2025 we newly conducted scenario analyses of the risks and opportunities in specific sectors and assessed their impacts on our investment and financing portfolio.*²

*¹ The LEAP approach is an integrated approach to assessing nature-related issues, including interactions with nature, dependencies on nature, the impact of each issue, risks and opportunities. It is a process for preparing for TNFD disclosure that involves scoping and then going through the phases of Locate, Evaluate, Assess, and Prepare.

*² For details of these analyses, please refer to the Responsible Investment Reports published by T&D Holdings, Daido Life, and Taiyo Life (Japanese only).

Analysis methods

In this analysis, we quantified the degree of dependency and impact by industry in accordance with the dependency and impact models of ENCORE,*³ a tool for assessing nature-related risks.

*³ ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) is an analytical tool for assessing investee companies' dependencies and impacts on natural capital and ecosystem services. It was jointly developed by international organizations including the Natural Capital Finance Alliance (NCFA) and the United Nations Environment Programme.

Analysis results

Dependencies Analysis results showed that the most dependent natural capital was "Land geomorphology" and "Structure and biotic integrity of ecosystem"

Impacts Analysis results showed that "Disturbance (e.g. noise, light)" and "Release of harmful pollutants into water and soil" had the greatest impact.

Dependencies heat map

	Atmosphere	Land geomorphology	Minerals	Ocean geomorphology	Soils and sediments	Species	Structural and biotic integrity	Water
Energy								
Materials								
Industrials								
Consumer discretionary								
Consumer staples								
Health care								
Financials								
Information technology								
Communication services								
Utilities								
Real estate								

Impacts heat map

	Disturbances (e.g. noise, light)	Area of freshwater use	Emissions of GHG	Area of seabed use	Emissions of non-GHG air pollutants	Other biotic resource extraction (e.g. fish, timber)	Other abiotic resource extraction	Emissions of toxic soil and water pollutants	Emissions of nutrient soil and water pollutants	Generation and release of solid waste	Area of land use	Volume of water use	Introduction of invasive species
Energy													
Materials													
Industrials													
Consumer discretionary													
Consumer staples													
Health care													
Financials													
Information technology													
Communication services													
Utilities													
Real estate													

* Analysis based on file downloaded from the ENCORE website updated October 14, 2024.

* Dependencies and impacts are classified into five levels, and the darker the color the greater the dependency and impact. (Areas with zero dependency or influence are without color)



Governance Framework Supporting Value Creation

- 61 Roundtable Talk of Outside Directors
- 65 Message from a Newly Appointed Outside Director
- 66 Corporate Governance
- 78 Management Organization
- 80 Stakeholder Engagement
- 82 Risk Management
- 85 Compliance



Roundtable Talk of Outside Directors



(Front row, from left)
Atsuko Taishido
Director
(Outside Director)

Masazumi Kato
Director
(Outside Director)

(Back row, from left)
Kensaku Watanabe
Director
(Outside Director)*

* Mr. Watanabe's title is as of the date of the roundtable discussion (retired June 25, 2026).

Koji Nitto
Director (Audit and Supervisory Committee Member)
(Outside Director)

Kenji Fuma
Director
(Outside Director)

Shinnosuke Yamada
Director (Audit and Supervisory Committee Member)
(Outside Director)

Looking Back on the Five Years of the Previous Group Long-Term Vision

Yamada Among the financial KPIs, we achieved our targets for Group adjusted profit, adjusted ROE, and ROEV, but unfortunately fell short of the target for value of new business due to the impact of revisions to insurance assumptions and the ultimate forward rate. Since value of new business is a source of future earnings, we will continue to strive to achieve the new target. I also feel that under the previous Group Long-Term Vision, we did not communicate clearly enough how non-financial KPIs such as customer satisfaction, the employee engagement score, and GHG emissions reductions were linked to financial KPIs and ultimately to enhanced corporate value. The new Group Long-Term Vision was formulated with these relationships in mind, so going forward we want to communicate them in a clear and accessible way.

Watanabe The previous Group Long-Term Vision was formulated in recognition of the issue that financial accounting profit had stagnated despite growth in economic value. I believe it is a testament to management's efforts that this issue was translated into KPIs and the targets were achieved. Integrated Group management has been discussed in many forums and is a topic often raised by investors, but it is important to demonstrate how integrated Group management contributes to corporate value and our businesses. I have participated in internal Group IR sessions, and I was impressed to see T&D Holdings executives directly convey the capital market perspective to younger employees at operating companies. Through the accumulation of such initiatives, I feel that awareness on the front lines is steadily changing.

Kato I also commend the early achievement of the financial KPIs. A major factor was the expansion of the closed book business, a growth area, into Europe as well as the United States, which established a new earnings base. Focusing on the

Enhancing Corporate Value through Offensive and Defensive Governance

In April 2026, the T&D Insurance Group announced a new Group Long-Term Vision. By establishing a ¥500 billion investment capacity and building new earnings foundations through disciplined growth investments, the Group aims to enhance corporate value over the medium to long term. In this roundtable discussion, outside directors look back on the previous Group Long-Term Vision and discuss from a range of perspectives the deliberations behind the formulation of the new Group Long-Term Vision, growth strategies for a changing business environment, and the future of governance.

* Date of roundtable discussion: April 30, 2026

* Following the roundtable discussion, the transfer of shares in T&D Financial Life was resolved. Outside Directors Kato and Nitto subsequently provided additional comments.

⇒ P. 73 Board of Directors Skills Matrix ⇒ P. 78 Management Organization

Roundtable Talk of Outside Directors

specialized business models of Daido Life and Taiyo Life also led to expansion in both positive spread and profit. I would especially emphasize the steady progress made in initiatives to improve capital efficiency. The cycle of using dividends from subsidiaries for growth investments and shareholder returns has been strengthened, and this has contributed to market confidence, as reflected in solid total shareholder return (TSR) performance. Going forward, it will be essential to strengthen profitability in the domestic life insurance business and further refine the governance that supports it. We will address these issues firmly under the Group Long-Term Vision.

Nitto From a financial perspective, I appreciate how, under President Moriyama's leadership, management has become even clearer in its focus on shareholder value and corporate value, contributing to an improvement in the share price. At the same time, Group synergies remain a challenge, and collaboration among businesses needs to be further accelerated and strengthened. Looking ahead to a future of population decline, we also need to build growth foundations beyond the closed book business. The challenge going forward will be to deploy the ¥500 billion new investment capacity established under the Group Long-Term Vision in a disciplined manner and translate it into effective growth.

Fuma In the two years since I became an outside director, I have seen progress in two areas. One is the strengthening of Group governance. T&D Holdings' leadership over the use of Group funds and the allocation of human resources has become more clearly defined, which is a major step forward. The other area is the development of a business entity that can

serve as a third arm alongside the major subsidiaries. Through the many proposals from the Business Development Department and discussions at Board meetings, we now have a framework for exploring new directions. At the same time, the remaining challenges are clear. We need concrete discussions about what kind of business portfolio we should aim to achieve five years from now while utilizing the growth investment capacity we have established. We also need to deepen our discussions on asset management in a rising interest rate environment, including how to address systemic risks closely related to the Group's businesses, and further refine our approach to asset management.

Taishido As a member of the Nomination and Compensation Committee, I have seen progress in governance during my tenure, including stronger processes and provision of human resources information to enable the Committee to take a leading role in nominating core Group talent. When Chairman Uehara handed over the top management role to President Moriyama in 2024, the Nomination and Compensation Committee conducted extensive discussions and ensured that the selection was based squarely on individual merit. There was no notion whatsoever that positions should rotate based on the executive's company of origin. Meanwhile, improving profitability in the insurance business, particularly how to translate Taiyo Life's strong sales channel into higher earnings, remains a challenge. Initiatives such as consolidation of asset management functions are progressing, but I feel the Group is still only partway toward realizing synergies. We also need to sharpen our strategy for where and how to allocate the growth investment capacity and present investors with a clear picture of the path to growth.

discussions was how to organize economic value and financial accounting and manage from both perspectives. The concept of translating the accumulation of economic value into financial results that can fund growth investments and shareholder returns is reflected in the KPIs of the Group Long-Term Vision. On governance, I have also stressed the importance of flexibly reviewing how discussions are conducted to improve Board effectiveness. We will continue to strengthen governance further through operational measures such as holding discussions exclusively for outside directors, setting dedicated intensive-discussion days, and expanding forums for discussion beyond Board meetings.

Kato From the perspective of aligning economic value and financial accounting, it is extremely important to accumulate high-quality new business. What we clarified through the discussions to formulate the Group Long-Term Vision was the path whereby the accumulation of high-quality new business generates high-quality EV, which in turn produces stable earnings that become the source of future growth investments and shareholder returns. The new KPIs were set to embed this logic. Discussions on improving Taiyo Life's profitability were also conducted from this perspective.

Taishido In formulating the Group Long-Term Vision, I assessed whether sufficiently thorough discussions were being held in light of the Group's strengths and challenges. The financial and non-financial KPIs that were established are important messages showing the market and the Group's officers and employees the direction in which the Group should move. They are the result of extensive discussion under an approach of management on both

■ Seeing women excel in positions of responsibility unquestionably changes the landscape of the organization. (Taishido)

Discussions on Formulating the Group Long-Term Vision

Watanabe One of the most memorable topics in Board

■ Outside directors are expected to bring a perspective that embraces challenges in uncharted areas. (Fuma)



Roundtable Talk of Outside Directors

a financial accounting basis and an economic value basis. As we shift to the phase of supervising strategy execution, the Board of Directors, as a monitoring board, will further strengthen both its offensive and defensive supervisory functions.

Yamada Regarding strategy execution, we held repeated discussions under the Group Long-Term Vision on the new investment capacity and significantly expanded it to ¥500 billion. A certain scale is essential to capture growth potential and vigorously promote DX investment and investment in human resources. Going forward, I will use my expertise to assess whether these growth investments are being made with discipline. Regarding accounting standards, while monitoring trends toward IFRS adoption, we will continue to examine which standards most appropriately reflect the Company's actual condition as the number of overseas investors grows.

Nitto Regarding the reduction of strategic shareholdings, I repeatedly pointed out the importance of implementing our policy firmly even in a rising stock market, as well as accelerating the pace of reduction. Going forward, we will continue to supervise whether the stated policy is being reliably executed.

Taishido Drawing on my expertise as a lawyer, I make recommendations on establishing a governance framework suited to the Group's actual circumstances while taking into account generally recognized best practices. For example, I actively participated in discussions on changing the chair of the Board of Directors from the Representative Director and President to the non-executive Chairman, and on revising the Group executive compensation system to strengthen KPIs that reflect a capital

market perspective as a listed life insurance group. We are currently discussing a move toward a majority of independent outside directors, based on the Board of Directors Skills Matrix.

Fuma I believe the true purpose of formulating the Group Long-Term Vision is to prepare for the future, looking ahead to changes in market structure through around 2040. I consistently kept that in mind when commenting during discussions on each strategy in the vision. For the future, optimizing human resources and organizational structures across the Group is essential, and areas such as AI strategy and cybersecurity measures need to be driven by T&D Holdings from the perspective of optimizing the Group as a whole rather than by individual operating companies. Further evolution of governance is also important. We have repeatedly discussed increasing the ratios of outside directors and female directors and enhancing the Skills Matrix. In particular, I believe the skills the Board should strengthen going forward are global business and AI. In addition to the ability to judge overseas investments and assess profitability, we need capabilities to realize productivity improvements through AI.

| The Group's Path to Growth

Kato I understand that in the natural sciences, "evolution" is also said to occur through the repurposing of existing functions, and I believe corporate growth likewise is built on the extension of a company's strengths. A good example is the closed book business, which leverages the expertise in alternative investments and reinsurance cultivated through our domestic life insurance business. Our cautious approach to investment, working with strong partners in the United States and Germany, is a distinctive feature of the Group. In Japan as well, the key will be how we transform our existing capabilities into solutions for the challenges faced by seniors and SMEs, markets in which the Group has strengths. Rather than remaining on the defensive, we need to accelerate the building of future growth foundations by exploring partnerships

with external parties through flexible thinking.

Taishido I believe new business initiatives should be developed on the foundation of the household and SME markets, where the Group has overwhelming strengths. For example, Daido Life operates *Dodai?*, a platform for business owners that now has more than 120,000 members, advancing value creation beyond insurance. I want to support growth while closely supervising the speed and effectiveness of such initiatives.

Fuma As the business portfolio diversifies, I feel the way we think about synergies is also changing. We need to consider Group synergies from the perspective of whether we can create a business structure that generates new synergies not only among domestic life insurance subsidiaries, but also with affiliates such as Fortitude Re and Viridium and through new investments. In particular, an important issue will be whether growth investments in non-insurance domains can create synergies that lead to long-term enhancement of corporate value in the Group's core markets of households and SMEs.

Kato From the perspective of reviewing the business portfolio, the transfer of shares in T&D Financial Life (TDF) was also one of the important issues we discussed. We engaged in discussions from the standpoint of whether the transaction would contribute to enhancing corporate value and shareholder value, how it would affect the future business portfolio, and whether it would be a desirable choice for stakeholders, including customers, employees, and market participants. In particular, we placed importance on how to reallocate the capital generated by the transfer to strengthen the competitiveness of

■ Going forward, I will use my expertise to assess whether these growth investments are being made with discipline. (Yamada)



■ T&D Holdings should be a catalyst that sparks new chemical reactions. (Kato)



Roundtable Talk of Outside Directors

core business and invest in AI, DX, and human capital to drive future growth. We also placed a high value on the comprehensive business alliance with PayPay, which offers the Group access to a customer base and digital capabilities it could not build on its own. I see the transaction not simply as a business divestiture, but as a strategic decision to strengthen the foundation for future growth.

Nitto What I considered most important was whether the decision to transfer the shares would lead to the enhancement of the Group's corporate value over the medium to long term. T&D Financial Life has played a part in the Group's core business, and its profitability has improved. The decision to transfer the business was therefore by no means an easy one. I repeatedly asked the executive team to ensure that the discussions were not proceeding on the assumption that a transfer was the predetermined outcome, and that they were comparing and examining both options: continuing to pursue growth on our own and entrusting the business to a "best owner." I believe this decision was highly significant in terms of reviewing the business portfolio based not only on current profitability but also on future potential.

Yamada Human capital is essential to the Group's sustainable growth. As the employee engagement score has reached a certain level, we have set a new target to raise the proportion of employees with diverse skills and experience from the current 30% to 40%. Going forward, we will also prioritize the enhancement of administrative personnel's skills and develop global and specialist human resources.

Taishido On the human resources front, the Group is taking

ambitious steps to promote women's advancement. Seeing women excel in positions of responsibility gives hope to those who follow and unquestionably changes the landscape of the organization. It goes without saying that enabling people, regardless of gender, to fully realize their potential and play active roles leads to corporate growth. I am encouraged to see male executives also actively expressing views on the advancement of women.

Fuma Like other financial institutions in Japan, the Group still has a low ratio of women in management positions and considerable room for improvement. However, the key is not to chase short-term numerical targets, but to resolve structural issues. During the period of the Group Long-Term Vision, we need to steadily remove the factors that discourage women from seeking promotion and create an environment in which more women can move into management positions.

Nitto Ultimately, I think it comes down to putting "Try & Discover," which is embedded in our corporate philosophy, into practice. If something does not work the first time, we should change the approach. Taking on challenges and making new discoveries through them—that, I believe, is what makes our Group distinctive.

Further Improving the Effectiveness of the Board of Directors

Taishido Strengthening the supervisory function is essential to improving the effectiveness of the T&D Holdings Board of Directors. With operating subsidiaries responsible for business operations, the role of T&D Holdings naturally centers on supervision, but strengthening the supervisory function also helps drive strategy execution. Through dialogue with the executive team based on mutual trust, I will actively engage in improving the quality of strategy execution while closely monitoring the speed and progress of initiatives. We also hold discussions among outside directors only, and I believe reflecting our deeper understanding of issues gained through those discussions back in Board delibera-

tions will further strengthen the supervisory function.

Kato To improve Board effectiveness, I intend to fulfill my supervisory role based on my expertise in corporate management, finance and capital markets, and global business. We are now at a historic turning point of nominal growth and the normalization of interest rates, and management of financial institutions is entering a competitive phase that has shifted from "defensive" to "offensive." The Group needs to sharpen its distinctive strengths: its strong presence in specific channels and products that meet the needs of those channels. More specifically, I believe we should strengthen product development and asset management capabilities by further advancing ALM and increasing our risk-taking capacity.

Nitto The Board of Directors is required to provide both "defensive governance," which maintains discipline, and "offensive governance," which encourages management to take appropriate risks. It is not enough to view governance simply as monitoring and supervision. Risk management is important for preventing the erosion of corporate value, but the fundamental purpose of governance is to enhance corporate value. Outside directors with diverse expertise are expected to broaden existing boundaries and encourage breakthroughs. We can only say we have truly fulfilled our role if corporate value grows, so I want to pursue governance that encourages challenge and growth.

Fuma I believe the role of outside directors is to guide organizations that tend to focus on the "exploitation of knowledge" toward the "exploration of knowledge"—taking on challenges in unexplored domains—and thereby realize ambidextrous

■ Putting "Try & Discover" into practice is, I believe, what makes our Group distinctive.
(Nitto)



■ It is important to demonstrate that integrated Group management contributes to enhancing corporate value.
(Watanabe)



Roundtable Talk of Outside Directors

management. Particularly in identifying new domains, it is important to offer perspectives that are difficult to see from inside the organization, broadening the range of Board decision-making. As a prerequisite, we ourselves must continue learning. I believe this accumulation of knowledge will support further improvement in Board effectiveness.

Yamada During the period of the previous Group Long-Term Vision, we faced the unprecedented challenge of the COVID-19 pandemic, but we fulfilled our responsibility as an insurance company providing the necessary benefits in accordance with our mission. Going forward, it will be extremely important to strike a balance between staying close to policyholders and paying the benefits they need as an insurer, while also achieving sustainable growth. I will rigorously monitor the financial indicators that underpin that balance.

Watanabe Six years have passed since I became an outside director. The current outside directors share with the executive team the goal of sustainably enhancing corporate value while offering frank opinions from their respective positions, and I feel we are providing constructive supervision. This has given me a strong sense that governance is functioning effectively. This fiscal year, we revised the Group executive compensation system and further strengthened value sharing between management and stakeholders by increasing the weight placed on TSR and sustainability indicators. I expect these mechanisms to support the execution of management strategy and contribute to greater Board effectiveness.

Kato An important role of T&D Holdings is to function as a catalyst. It should bring together the strengths of Group companies and generate new synergies. The same applies to us as outside directors. We will continue to provide oversight and recommendations as catalysts, bringing incisive perspectives to the organization from our respective areas of expertise, to unlock the Group's full potential.

Message from a Newly Appointed Outside Director

Ryoko Ueda, who was appointed an Outside Director in fiscal 2026, shares her views on the challenges facing the Group and how she hopes to contribute to enhancing its corporate value.



Supporting the Sustainable Enhancement of Corporate Value through Offensive and Defensive Governance

Ryoko Ueda Outside Director

In my work at financial institutions and universities, I have been engaged in both practice and research relating to corporate governance and sustainability, primarily from a capital markets perspective. Throughout this work, I have consistently focused on the sustainable enhancement of corporate value from a medium- to long-term perspective.

The sustained enhancement of corporate value requires both “offensive governance,” which creates an environment in which management can perform to its full potential, and “defensive governance,” which ensures management soundness through appropriate risk management and effective monitoring. I believe that maintaining a balance between the two leads to sustainable growth and enhanced corporate value.

Under the Group Long-Term Vision, Try & Discover 2030 -Breaking Beyond-, the T&D Group aims to achieve sustainable growth and create value by leveraging its diverse business foundations. As a listed corporate group, we are expected to live up to the trust placed in us by our shareholders and work to enhance corporate value over the medium to long term in a way that translates into shareholder value.

Insurance companies also play a role as part of the social infrastructure that supports people's lives. The insurance business is built on long-term relationships of trust with customers. It is therefore an important mission for us to conduct our insurance business on a stable basis over the medium to long term and continue to live up to the trust of our customers and society.

Sound governance is an important foundation not only for ensuring sustainable management but also for building trust among stakeholders, including shareholders and investors, customers, employees, and local communities. Even amid major changes in the business environment, I believe that balancing soundness and growth while continuing to create sustainable value will contribute to the further development of the T&D Group.

As an Audit and Supervisory Committee Member, I will draw on a capital markets perspective and engage in constructive dialogue with stakeholders as I work to ensure the effectiveness of both offensive and defensive governance. By meeting the expectations of stakeholders, including shareholders and investors, I will contribute to the sustainable enhancement of the T&D Group's corporate value.

Corporate Governance

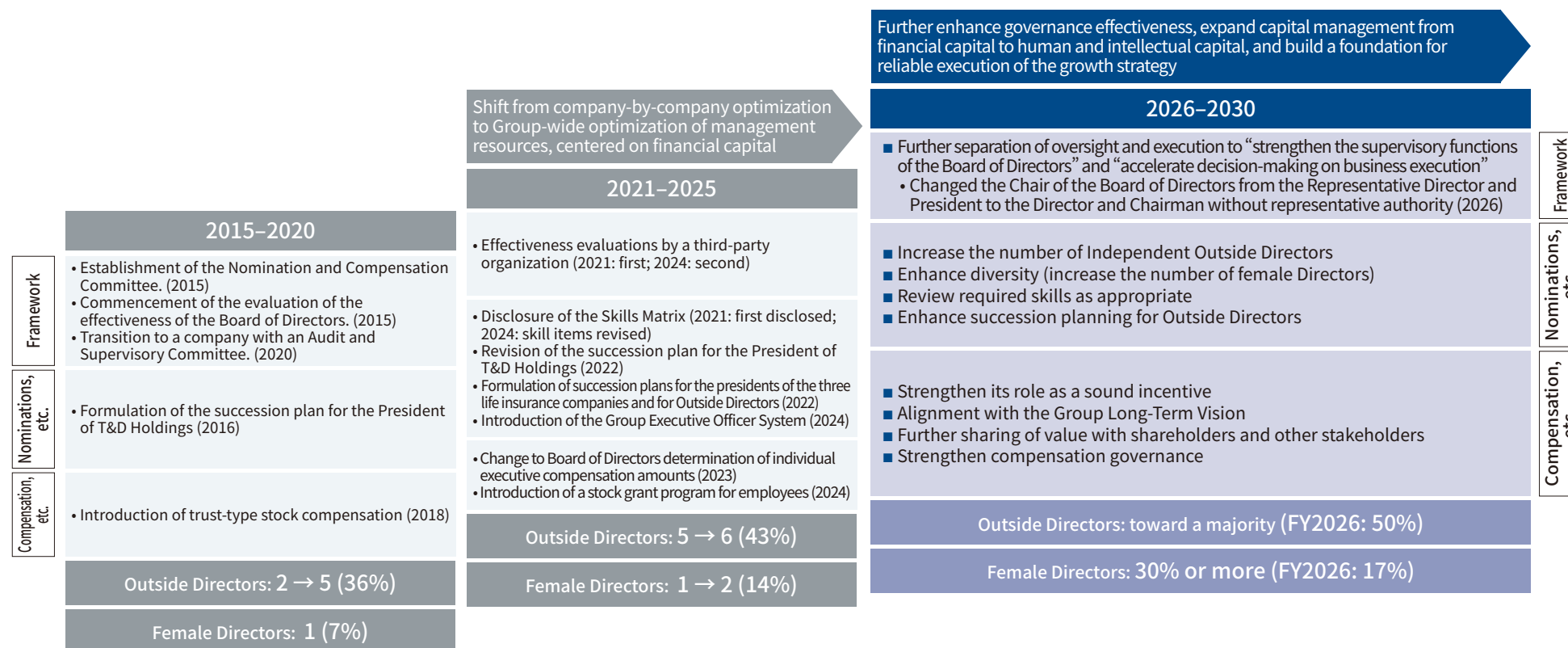


Please refer to the Company's website for more details of the Basic Policy on Corporate Governance.
<https://www.td-holdings.co.jp/en/company/governance/>

T&D Holdings has been enhancing its corporate governance by using a basic approach that involves creating efficient and transparent management systems to facilitate flexible and cohesive group operations. The Company values the purport of Japan's Corporate Governance Code, which applies to listed companies, and, in addition to accepting all the code's principles, we have established the Basic Policy on Corporate Governance as an initiative in response to its major principles.

Progress in Strengthening Governance

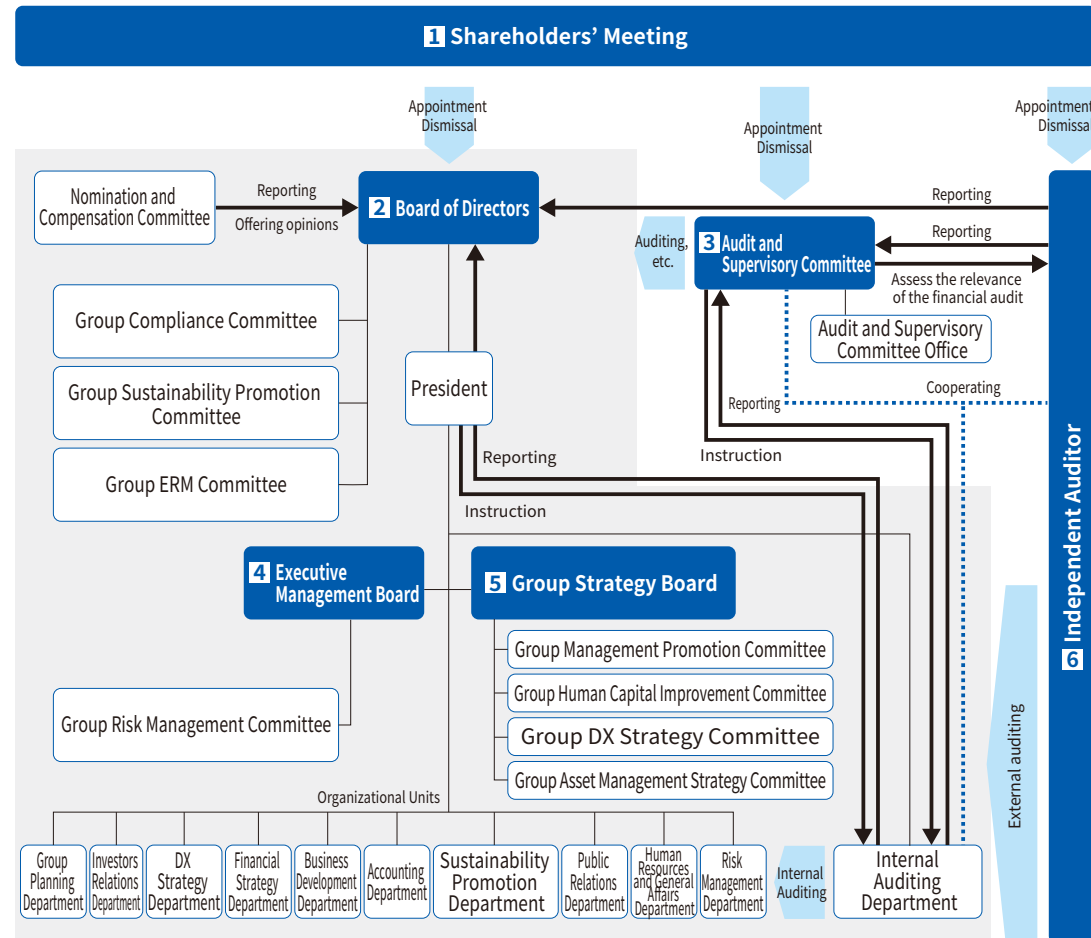
The Group has enhanced the supervisory functions of the Board of Directors and the transparency of its decision-making process through initiatives including the establishment of the Nomination and Compensation Committee, the introduction of evaluations of the effectiveness of the Board of Directors, and the transition to a company with an Audit and Supervisory Committee. From fiscal 2026, to realize the new Group Long-Term Vision, we will further enhance the effectiveness of Group governance by strengthening the functions of the Board of Directors (including a review of its composition and a shift toward oversight), enhancing succession planning, and revising the executive compensation system.



Corporate Governance

Mechanisms to Support Initiatives

Corporate governance framework



1 Shareholders' Meeting	The Shareholders' Meeting is the highest decision-making entity of the Company. At the meeting, reports are made on the Group's business and consolidated/non-consolidated financial statements, and resolutions are made on important issues, which are stipulated in laws and ordinances and the Articles of Incorporation, such as the appropriation of retained earnings and election of officers. The Ordinary General Meeting of Shareholders is held once a year.													
2 Board of Directors	The Board of Directors makes important management decisions while overseeing the execution of business in accordance with laws and ordinances, the Articles of Incorporation, and the Company's relevant rules. In addition, as a company with an Audit and Supervisory Committee, some important business execution decisions are delegated from the Board of Directors to the directors themselves by resolution of the Board of Directors in accordance with the provisions of the Articles of Incorporation.													
3 Audit and Supervisory Committee	The Audit and Supervisory Committee is composed of Audit and Supervisory Committee members, the majority of whom are outside directors. As an independent body entrusted by the Company's shareholders, the Audit and Supervisory Committee fulfills its roles and responsibilities, including auditing the execution of duties by directors (excluding directors serving as Audit and Supervisory Committee members) in accordance with laws and ordinances, the Articles of Incorporation, and the Company's relevant rules.													
4 Executive Management Board	The Executive Management Board deliberates and passes resolutions on important matters concerning the Company's management and the corporate management of the Group.													
5 Group Strategy Board	The Group Strategy Board deliberates on items mainly concerning Group growth strategies and important matters pertaining to those items from a Group-wide perspective in order to achieve sustained improvement in the Group's corporate value.													
Committees	Committees discuss management-related strategies and issues of the Company or those common to the Group.													
6 Information related to the Independent Auditor (FY2025)	<table border="1"> <thead> <tr> <th>Category</th><th>Remuneration for audit certification services (¥ millions)</th><th>Remuneration for nonaudit certification services (¥ millions)</th></tr> </thead> <tbody> <tr> <td>Submitting company</td><td>273</td><td>121</td></tr> <tr> <td>Consolidated subsidiaries</td><td>510</td><td>15</td></tr> <tr> <td>Total</td><td>783</td><td>137</td></tr> </tbody> </table>		Category	Remuneration for audit certification services (¥ millions)	Remuneration for nonaudit certification services (¥ millions)	Submitting company	273	121	Consolidated subsidiaries	510	15	Total	783	137
Category	Remuneration for audit certification services (¥ millions)	Remuneration for nonaudit certification services (¥ millions)												
Submitting company	273	121												
Consolidated subsidiaries	510	15												
Total	783	137												

Corporate Governance

Promoting Group Management

As a holding company, T&D Holdings is responsible for making decisions on Group strategies, allocating Group management resources appropriately, and formulating capital strategies, etc. Along with this, the Company accurately grasps the management risks faced by its nine Group companies, including Daido Life Insurance Company, Taiyo Life Insurance Company, and T&D Financial Life Insurance Company in particular as well as T&D United Capital, T&D Asset Management, Pet & Family Insurance, All Right Co., Ltd., T&D Information System Ltd. and T&D Investment Management North America Inc. (the “direct subsidiaries”) and works to build a Group business management system that ensures thorough risk-return management for the Group as a whole. Since April 2024, we have adopted a framework under which the presidents of each group company manage their own companies from a group optimization perspective and aim to improve the corporate value of the Group as a whole. We have also introduced a group executive officer system (system where the president of each direct subsidiary concurrently serves as an officer of T&D Holdings) to implement measures for effective utilization of the Group’s management resources in an organic and integrated manner. Meanwhile, the directly owned subsidiaries, with their own unique business strategies, aim to expand the Group’s corporate value by maximizing their uniqueness and specialization through determining marketing strategies and operating businesses in line with their strengths.

Roles of the holding company	Roles of direct subsidiaries
- Expanding the Group’s corporate value - Using a strong governance system for the entire Group management	Expanding business profit
- Determining Group strategies - Profit and risk management - Optimizing the allocation of business resources - Determining capital strategies	- Determining marketing strategies - Undertaking the business execution of each business unit

The specific roles and responsibilities of the holding company and its direct subsidiaries are outlined in the table below. The T&D Insurance Group advances flexible and cohesive Group operations by clearly defining the roles and authority of the holding company and its direct subsidiaries.

Corporate Governance System

As a company with an Audit and Supervisory Committee, we have adopted a corporate governance framework in which the Audit and Supervisory Committee, independent of the Board of Directors, audits the performance of directors’ duties and provides oversight. This framework focuses on enhancing the managerial functions (determining management policy and overall strategy) of the Board of Directors, which is responsible for making crucial management decisions and overseeing the execution of business, as well as oversight functions, while also improving the agility and efficiency of business execution.

Additionally, our Company has implemented an executive officer system to strengthen business execution capabilities. This system clarifies the responsibilities for oversight and execution, thereby enhancing the governance function of the Board of Directors.

Moreover, we have established a Nomination and Compensation Committee as an advisory body to the Board of Directors. The committee scrutinizes the fairness and appropriateness of director appointments and dismissals (including succession plans) and executive compensation to ensure the transparency of management and

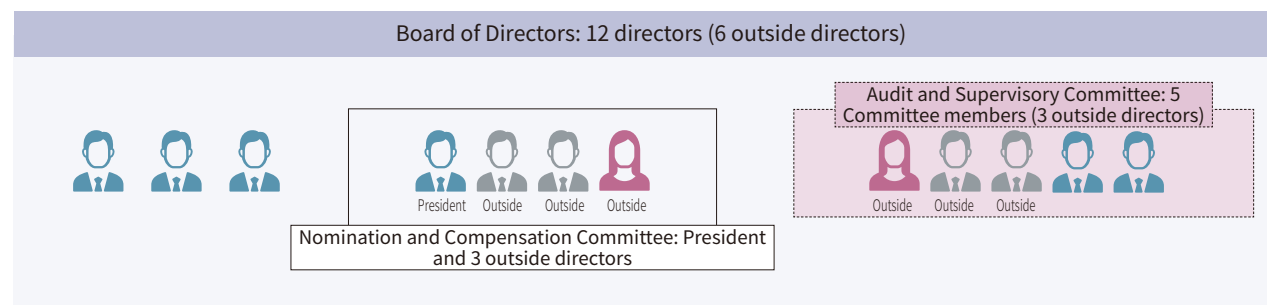
improve accountability, thereby reinforcing the corporate governance framework of our Company and the Group as a whole.

We have also set up an Executive Management Board to deliberate and make decisions on significant matters concerning the management of our Company and the Group. Running parallel to this, we have a Group Strategy Board to consider matters related to the Group’s growth strategy and other significant issues for the purpose of achieving sustainable enhancement of Group corporate value, all from a Group-wide perspective.

Composition of Directors and the Board of Directors

The number of directors (excluding directors who are Audit and Supervisory Committee members) of the Company shall be no more than nine, and the number of directors who are Audit and Supervisory Committee members shall be no more than five, as stipulated by the Articles of Incorporation. The Board of Directors is made up of individuals representing a balance of knowledge, experience, and skills, as well as diversity of characteristics, including gender, age and nationality, as befitting the expansive range of business domains in the life insurance business, which is the core business of the Group.

Moreover, the Company appoints two or more directors (excluding directors who are Audit and Supervisory Committee members) who concurrently serve at the Company and its directly owned subsidiaries. This shall be done from the



Corporate Governance

standpoint of facilitating adequate communication and rapid decision making within the Group while bolstering Group-wide governance. Furthermore, the Company appoints six outside directors to appropriately apply the opinions of individuals with extensive experience and knowledge in their capacity as outside corporate managers, legal experts, accounting specialists, and so forth to the Group's management policies and development of internal controls and other systems as well as to the oversight of the execution of business.

Details of Discussions at the Board of Directors Meeting

As a company with an Audit and Supervisory Committee, we delegate some important business execution decisions from the Board of Directors to the directors by resolution of the Board of Directors pursuant to the provisions of the Articles of Incorporation. This separates management and oversight from business execution, further strengthening the Board of Directors' management functions (determining management policy and overall strategy) and supervisory functions while

enhancing the agility and efficiency of business execution. In fiscal 2025 in particular, the Board devoted substantial time to active discussions toward the formulation and disclosure of the Group Long-Term Vision beginning in fiscal 2026.

Training for Officers

Our Basic Policy on Corporate Governance stipulates that we shall provide directors and other officers opportunities to acquire and update their knowledge which is necessary for them to properly fulfill their roles and responsibilities, both at the time of their appointment and continually during their term of office.

In fiscal 2025, we provided training on topics such as DX and cybersecurity as well as risk management training (training on the ORSA Report), to update officers on the latest developments. In addition, as measures to support Outside Directors, we held exchanges of views with the Accounting Auditor and the representative directors and Audit & Supervisory Board Members of major subsidiaries, meetings bringing together outside officers from across the Group, and visits to offices of Direct Subsidiaries.

Key themes discussed at the fiscal 2025 Board of Directors meeting

Management Strategy and Growth Strategy	- Monitoring of the Group Long-Term Vision (April 2021–March 2026) - Group-wide Business Portfolio Management	- Strengthening Group Capital Management - Monitoring and future planning of subsidiary businesses - Planning and monitoring of investment in new businesses	- Strategic shareholdings reduction policy and progress - Initiatives to increase human capital - Sustainability initiatives	Consideration toward the formulation and disclosure of the next Group Long-Term Vision (April 2026–March 2031)
Finance and Account Settlement	Budget planning and monitoring	Verification of appropriateness of financial results		
Shareholder Returns and Dialogue with Shareholders	Dividends and share buybacks	Status of investor relations and shareholder relations activities	Formulation of operating policies for Shareholders' Meeting	
Corporate Governance	Matters related to officers (selection of representative directors, appointment of officers of holdings and directly owned subsidiaries, etc.)	Evaluation of the effectiveness of the Board of Directors	Summary of discussions of the Nomination and Compensation Committee	Operating status of the internal control system
Risk Management	Internal audit policy and verification of results	Compliance status of the Group		

Corporate Governance

Effectiveness Evaluation of the Board of Directors

To ensure the effectiveness of the Board of Directors as a whole (including the voluntary Nomination and Compensation Committee), the Company conducts an annual performance review of the Board of Directors as a whole based on the self-evaluations of individual directors. The performance review examines whether the Board of Directors is functioning appropriately and producing results, and how the Board of Directors is contributing to increasing the Company's corporate value over the medium to long term. Moreover, based on the evaluation of the Board's effectiveness, etc., we are working toward further enhancing the oversight functions and decision-making process of the Board of Directors.

Summary of the evaluation of the effectiveness of the Board of Directors as a whole in fiscal 2025

Evaluation Procedures	The Company conducts an annual assessment of the effectiveness of the Board of Directors. In fiscal 2025, we conducted questionnaires and interviews with Directors to review the initiatives we identified as critical to further improving effectiveness in the previous fiscal year, as well as to identify new challenges and areas for improvement.										
Evaluation Method	Based on the findings of the evaluation by a third-party organization conducted in the previous fiscal year, the questionnaire included additional questions designed to assess the progress of initiatives identified as important in the previous fiscal year, and the contents and structure of the survey were discussed at the Board of Directors meeting held in December 2025. All Directors completed the survey anonymously on a dedicated website, and the results were tabulated and analyzed by the Board Secretariat. Interviews were conducted with Outside Directors and full-time Audit and Supervisory Committee Members from the perspective of incorporating the views of the supervisory and executive sides as well as Internal and Outside Directors in a balanced manner, and to verify the effectiveness of the Board of Directors from an audit perspective. In addition, as in the previous fiscal year, we conducted a self-evaluation survey of individual Directors.										
Evaluation Items	The survey items for fiscal 2025 were as follows. Each question is evaluated on a scale of one to five, and an open-ended section is provided to collect detailed opinions. <table border="0"> <tr> <td>1. Composition of the Board of Directors</td><td>6. Training</td></tr> <tr> <td>2. Operation of the Board of Directors</td><td>7. Dialogue with shareholders</td></tr> <tr> <td>3. Discussion by the Board of Directors</td><td>8. Questions to outside directors</td></tr> <tr> <td>4. Supervisory function of the Board of Directors</td><td>9. Nomination and compensation</td></tr> <tr> <td>5. Fulfillment of roles as the Board of Directors</td><td>10. Summary</td></tr> </table> In the interview, we also confirmed the reasons for the evaluation in the survey and issues related to the effectiveness of the Board of Directors.	1. Composition of the Board of Directors	6. Training	2. Operation of the Board of Directors	7. Dialogue with shareholders	3. Discussion by the Board of Directors	8. Questions to outside directors	4. Supervisory function of the Board of Directors	9. Nomination and compensation	5. Fulfillment of roles as the Board of Directors	10. Summary
1. Composition of the Board of Directors	6. Training										
2. Operation of the Board of Directors	7. Dialogue with shareholders										
3. Discussion by the Board of Directors	8. Questions to outside directors										
4. Supervisory function of the Board of Directors	9. Nomination and compensation										
5. Fulfillment of roles as the Board of Directors	10. Summary										

Overall Assessment

The results of the evaluation of the effectiveness of the Board of Directors for fiscal 2025 are as follows.

- Based on the evaluation and opinions of each Director and the results of the survey, the Board of Directors is generally evaluated to be functioning effectively.
- The initiatives identified in the previous fiscal year as important for further enhancing effectiveness have also generally been implemented steadily as described below, and the Board's effectiveness was assessed to have improved from the previous level.
 - Enhanced discussions on medium- to long-term business strategies, etc.
 - Several separate meetings outside of the Board of Directors were scheduled to discuss key agenda items, such as the next Group Long-Term Vision (April 2026–March 2031), which has helped deepen discussions at Board of Directors meetings.
 - Ensured effective and efficient meetings
 - By expanding the scope of preliminary briefings, we promoted a deeper understanding among Outside Directors, while also clarifying key issues through improvements in the presentation of materials.
 - Deepened discussions on the role of the Board of Directors
 - After re-evaluating the role of the Chair of the Board of Directors, the position was transferred from the Representative Director and President to the Director and Chairman without representative authority, effective April 1, 2026.

Initiatives to Further Enhance Effectiveness

Based on the results of the questionnaires and interviews, the Board of Directors held discussions and concluded that, in order to further enhance the supervisory functions of the holding company's Board of Directors during the next Group Long-Term Vision period (April 2026–March 2031), the following initiatives are critical, and we will therefore prioritize these efforts.

- Enhance the Board of Directors' role through more substantive discussions
 - The Board of Directors will take the lead in formulating an annual agenda and will schedule multiple opportunities for discussion of key issues during Board of Directors meetings and individual meetings. By doing so, we will enhance discussions that contribute to increasing corporate value and strive to further strengthen the role of the Board of Directors.
- Leverage the roles of Outside Directors and external expertise to further enhance the supervisory functions of the Board of Directors
 - To further enhance supervisory functions, we will work to establish a framework that enables Outside Directors to gain a deeper understanding of the discussions taking place on the executive side and will create opportunities for Outside Directors to share their views with one another. In addition, we will arrange opportunities for external experts with advanced knowledge in various specialized fields to provide useful advice and information to the Board of Directors.
- Management of well-structured Board meetings (strengthen the functions of the Board Secretariat)
 - We aim to conduct well-structured meetings that focus on substantive discussions of key agenda items by shortening presentation times at Board of Directors meetings and extending the time allotted for questions, while also appropriately delegating authority from the Board of Directors to Executive Directors.

Corporate Governance

Discussions with Outside Directors

1. Information communicated by Outside Directors

Our Outside Directors act from an independent standpoint as representatives of stakeholders, and maintain a suitable level of tension and distance from our internal directors. Through effective communication, they contribute to enhancing both the oversight functions and effectiveness of our Board of Directors, as well as the growth and improvement of corporate value of our Group. Each Outside Director provides valuable and candid insights and opinions based on their individual expertise and experience.

At Board of Directors meetings in fiscal 2025, balanced discussions were held on a wide range of topics, including Group management strategy and Group governance. In particular, in preparation for the formulation and disclosure of the Group Long-Term Vision beginning in fiscal 2026, a total of 36 agenda items were submitted and active discussions were held over a substantial amount of time.

In addition to Board of Directors meetings, we have also taken steps to enhance discussions on medium- to long-term management strategies, including setting dedicated intensive-discussion days and holding discussions among Outside Directors only. Outside Directors also participate directly in SR meetings and engage in constructive dialogue with capital markets. Throughout these discussions, Outside Directors have drawn on their specialized expertise in areas such as finance and accounting, overseas M&A, business portfolio management, and asset management to provide numerous opinions and multifaceted recommendations from perspectives including the direction of growth strategies and capital policy, improvement of capital efficiency, and an appropriate balance between risk and return. In this way, they exercise a high level of supervision toward enhancing the Group’s corporate value.

2. Meetings with Outside Directors

To further enhance the effectiveness of our Board of Directors and to stimulate richer discussions, we have implemented the following meetings and initiatives.

Advance Board of Directors explanations	We hold advance explanations and Q&A sessions for Outside Directors in relation to important agenda items, etc.
Opinion exchange meetings Between the Representative Directors of the holding company, the presidents of direct subsidiaries and Outside Directors Between the independent auditor and Outside Directors	The Company exchanges opinions with the management teams of directly managed subsidiaries and with the independent auditor about management issues and the risks surrounding the Company.

Composition of the Audit and Supervisory Committee

The number of Audit and Supervisory Committee members of the Company is limited to five as stipulated in the Articles of Incorporation, and the majority of them are outside Audit and Supervisory Committee members. In addition, members include persons with appropriate knowledge of finance and accounting.

Evaluation of the Effectiveness of the Audit and Supervisory Committee

The Company conducts an assessment of the effectiveness of the Audit & Supervisory Committee in order to confirm whether the Committee is fulfilling its role and to improve audit quality by reviewing audit activities conducted during the year and addressing issues that were identified.

Summary of the evaluation of the effectiveness of the Audit and Supervisory Committee in fiscal 2025

Evaluation Procedures / Evaluation Method	The Company conducted surveys of Audit and Supervisory Committee Members, Directors who are not Audit and Supervisory Committee Members, and Executive Officers, and the results were used as the basis for the assessment. The survey items for fiscal 2025 included “supervision of Directors,” “corporate group audits,” and “cooperation with related departments, etc.” The content and structure were discussed at the Audit and Supervisory Committee meeting held in January 2026. The survey was anonymous, and all participants submitted their responses via a dedicated website using a five-point rating scale and free-description fields.
Overall Assessment	The evaluation results for fiscal 2025 are as follows. - According to the results of the survey, it has been assessed that the Audit and Supervisory Committee has generally fulfilled the above roles, as it has been able to appropriately cooperate and collaborate with the Board of Directors and supervise the execution of duties by Directors through its annual audit activities. - Regarding “further cooperation in the three-way auditing process,” which was recognized in the effectiveness assessment in fiscal 2024, we strengthened information sharing by receiving timely reports from the Internal Auditing Department on the status of discussions between the internal audit departments of the Company and its Group companies, thereby enhancing the quality of audits across the entire Group. - On the other hand, with regard to “enhancing discussions on important management issues,” although we have worked to narrow down priority audit items and enhance opportunities for reporting on initiatives by the executive departments, we recognize this as an ongoing challenge, as there is room for improvement in delving deeper into discussions on more specific, individual topics.
Initiatives to Further Enhance Effectiveness	Based on the issues identified in the survey, the Audit and Supervisory Committee discussed future measures and will take the following actions. ○ Enhance discussions on important management issues In addition to setting priority audit items in the fiscal 2026 audit plan, we have designated topics where challenges are particularly acute and require in-depth discussion as priority deliberation items. Furthermore, by incorporating the exchange of views on these priority deliberation items into the agenda of the Audit and Supervisory Committee at an appropriate time and conducting discussions, we will further enhance our audit and supervisory functions with respect to management.

Corporate Governance

Nomination and Compensation Committee

Role of the Nomination and Compensation Committee

The Nomination and Compensation Committee scrutinizes the fairness and appropriateness of appointments and dismissals of the Company's and the three life insurance companies' directors and executive officers, including succession plan, as well as their executive compensation, to strengthen the Group's corporate governance systems by ensuring management transparency and improving accountability. The committee then reports its opinions to the Board of Directors.

Composition of the Nomination and Compensation Committee

This committee is comprised of the president of our Company and the outside directors. To strengthen independence, objectivity and accountability, a majority of its members are chosen from among the Outside Directors. Moreover, the chairman of the committee is selected from among the Outside Directors by mutual vote of the committee members.

The main topics discussed by the Nomination and Compensation Committee (FY2025)

The main topics discussed by the Nomination and Compensation Committee in fiscal 2025 were as follows.

	Nominations, etc.	Compensation, etc.
April	- Selection, etc. of candidate Directors (including interviews with candidates proposed by shareholders) - Appointment of Director and Audit & Supervisory Board Member candidates for Direct Subsidiaries	
May	Board of Directors' opposition to the shareholder proposal	Amendment of internal rules concerning monthly compensation and bonuses for Directors and other officers
June		- Evaluation of individual Directors not serving as Audit and Supervisory Committee Members and Executive Officers, and determination of their individual compensation - Evaluation of the Representative Directors of direct subsidiaries
	(Ordinary General Meeting of Shareholders)	
July	- Composition of the Board of Directors under the new Long-Term Vision (first meeting) - Review of the list of Outside Director candidates (first meeting)	

September	- Succession plan (first meeting) - Review of the list of outside director candidates (second meeting)	Revision of the executive compensation system effective from fiscal 2026 (first meeting)
October	- Succession plan (second meeting) - Changes in representative directors of direct subsidiaries in fiscal 2026 (first meeting)	
November	- Changes in Representative Directors of Direct Subsidiaries in fiscal 2026 (second meeting) - Composition of the Board of Directors under the new Long-Term Vision (second meeting)	Revision of the executive compensation system effective from fiscal 2026 (second meeting)
December	Changes in representative directors of direct subsidiaries in fiscal 2026 (third meeting)	Revision of the executive compensation system effective from fiscal 2026 (third meeting)
January	- Succession plan (third meeting) - Composition of the Board of Directors under the new Long-Term Vision (third meeting)	
February	- Selection of the Chair of the Board of Directors and change in Representative Director (composition of the Board of Directors under the new Long-Term Vision (fourth meeting)) - Amendment of the Executive Officer Regulations - Appointment of Executive Officers of the Company and direct subsidiaries	Revision of the executive compensation system effective from fiscal 2026 (fourth meeting)
March	Composition of the Board of Directors under the new Long-Term Vision (fifth meeting)	Revision of the executive compensation system effective from fiscal 2026 (fifth meeting)

* From fiscal 2026, when the Committee deliberates agenda items concerning the President himself (appointment, evaluation, etc.), the Chairman is scheduled to attend in place of the President.

Succession Plan

Succession plan formulation and implementation

With an eye toward continued growth, the medium- to long-term enhancement of the value of our Group and stable business continuity, we formulate and implement succession plans for the presidents of the Company and the three life insurance companies.

These plans detail the qualities and skills that are required of presidents and selection processes. The Nomination and Compensation Committee deliberates the formulation and implementation of the plans and submits its opinions to the Board of Directors. Then, the Board of Directors supervises all of the successor nomination processes to see whether or not they have been properly implemented and ensure their objectivity, timeliness and transparency.

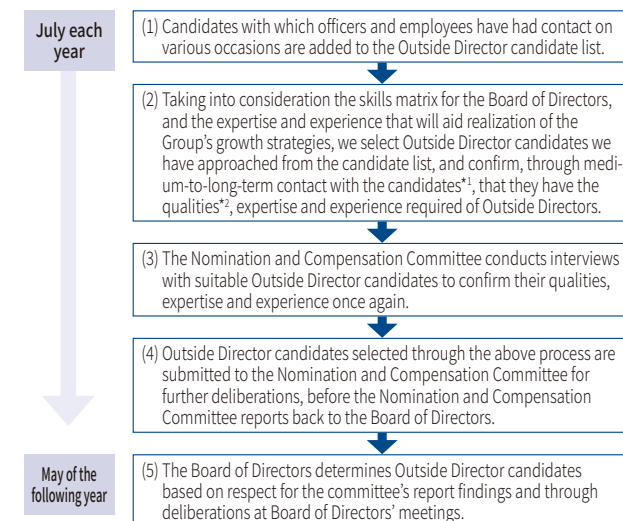
Development of successor candidates and future group management talent

In a concerted effort to systematically nurture successor candidates for the presidencies of our Company and the three life insurance companies, as well as future Group management

talent, we undertake various initiatives that include rotation of executives and employees within the Group, dispatching individuals to external executive training programs, and conducting interviews with our Outside Directors. Through these initiatives, we aim to develop talent equipped with a Group management perspective, strategy execution capabilities, and other skills.

Process for Selection of Outside Directors

Outside director candidates are selected from among individuals approached based on an Outside Director candidate list (hereinafter referred to as the "candidate list") that reflects the opinions of the Nomination and Compensation Committee. Candidates are selected based on confirmation, through medium- to long-term contact with our officers and employees, that they have the qualities, etc. stipulated in "Qualities, expertise and experience required of Outside Directors" (resolution of the Board of Directors at a meeting in December 2022).



¹ Outside experts on committees, etc. established by the Company, outside lecturers at training, etc. organized by the Company, etc.

² Qualities such as the ability to actively communicate and build trust with the executive side including the president, while at the same time maintaining a suitable level of tension, and the ability to maintain independence from business execution and to speak and act from a shareholder perspective in dealings with the management team.

Corporate Governance

Skills Matrix

The Company ensures a balance of expertise and experience on the Board of Directors as a whole. For this reason, we select and appoint outside directors who have experience in corporate management outside of the Group, are experts in law and accounting, and have the expertise and experience necessary to implement the Group's growth strategy and we appoint internal directors who have expertise and experience appropriate to the broad business domains of the life insurance business, which is the Group's core business.

[Roles of the Board of Directors]

Clear indication of the direction of the overall strategy of the Group	
Monitoring the execution of the overall strategy of the Group and supervising the earnings and risk management of subsidiaries	Encouraging appropriate risk taking by management
Election and compensation determination of management of the Company and its subsidiaries	

■ Board of Directors Skills Matrix

To enable the Board of Directors to fulfill its roles, the Company has selected nine skills from the three perspectives of “Overall Strategy of the Group,” “Medium- to Long-Term Value Creation,” and “Reliability and Discipline.” Based on each Director's professional experience, capabilities, and knowledge, the skills for which each Director is particularly expected to contribute are shown below.

Name	Position at the Company	Gender	Nomination and Compensation Committee Member	Overall strategy of the Group			Medium- to long-term value creation			Credibility and discipline		
				Group management and business strategy	Capital and financial markets	Global	Sustainability management	AI and DX	Human resource strategies (Human capital management)	Finance and accounting	Risk management	Legal affairs and compliance
Hirohisa Uehara	Director and Chairman Chairman of the Board of Directors	Male		●	●	●	●		●			●
Masahiko Moriyama	Representative Director and President	Male	●	●	●		●	●	●		●	●
Masazumi Kato	Outside Director	Male	●	●	●	●			●	●		
Kenji Fuma	Outside Director	Male	●	●	●	●	●	●			●	
Atsuko Taishido	Outside Director	Female	●						●		●	●
Yasuro Tamura	Director	Male		●	●		●		●		●	
Hiroyuki Fujita	Director	Male		●			●	●	●		●	
Takashi Tojo	Director (Full-time Audit & Supervisory Committee Member)	Male			●					●	●	●
Kogo Suzuki	Director (Full-time Audit & Supervisory Committee Member)	Male			●	●				●	●	
Shinnosuke Yamada	Outside Director (Audit & Supervisory Committee Member)	Male			●					●	●	●
Koji Nitto	Outside Director (Audit & Supervisory Committee Member)	Male		●	●	●	●	●		●		
Ryoko Ueda	Outside Director (Audit & Supervisory Committee Member)	Female			●	●	●			●		●

* The Company utilizes outside knowledge to further improve the functions of the Board of Directors by inviting persons with the necessary expertise and experience to serve as outside members of advisory committees established as necessary in each field, and by reporting the content of each committee meeting to the Board of Directors.

Corporate Governance

Definitions and reasons for selection of the expertise and experience

Items	Definitions	Reasons for selection
Group management and business strategy	The ability to determine basic policies and priorities and supervise management from the perspective of enhancing corporate value over the long term, while focusing on strengthening the competitiveness of the Group's core domestic life insurance business, and including external growth investments and the sophistication of the management base across the entire business portfolio.	Because expertise and experience in Group corporate management and business strategy independent of specific businesses is necessary to make management decisions and supervise management that is optimal for the entire Group based on the Group Long-Term Vision, taking into account the characteristics and roles of each business.
Capital and financial markets	The ability to make important management decisions and supervise their implementation, based on an understanding of asset management and the overall structure and trends of the financial market, in addition to the expectations from the capital market regarding capital allocation, shareholder returns, and growth investments.	Because expertise and experience in financial and capital markets is necessary to balance stable shareholder returns with growth investments, and to enhance the capital efficiency and capital discipline of the entire Group.
Global	The ability to judge and supervise the appropriateness of investment policies and management from a global perspective regarding domestic and global investments, taking into account the business characteristics of the investee, the regulatory environment, geopolitical risks, and other factors, as well as the balance of risk and return and governance responsibilities.	Because the skills to govern disciplined external growth investments based on global knowledge and management experience are necessary to create new value that contributes to the sustainable growth of corporate value, and to acquire growth opportunities through domestic and global investments, etc.
Sustainability management	The ability to appropriately incorporate actions to address sustainability-related issues into management as medium- to long-term growth opportunities and risks, and to judge and supervise whether these are reflected in Group management.	Because the Group Long-Term Vision emphasizes management that integrates financial and non-financial aspects, and expertise and experience in sustainability management is necessary to achieve sustainable corporate value enhancement.
AI and DX	The ability to judge the appropriateness of investments and transformations based on the impact of digital technologies such as AI on management strategies, competitive advantage, and organizational structure, and to supervise the appropriateness of governance, including the diverse and unique risks associated with them, such as human rights and ethics.	Because the ability to make management decisions and govern AI and DX from the perspective of opportunities and risks, which is a priority theme in the Group Long-Term Vision, is necessary to utilize digital technologies, such as AI, across the Group and to implement advanced management and value creation.
Human resource strategies (Human capital management)	The ability to judge and supervise whether human capital management, designed in conjunction with management strategies, is contributing to the enhancement of corporate value over the medium- to long-term, including investments in human resources, DE&I, and organizational and institutional structures.	Because expertise and experience in human resource strategies is necessary to effectively utilize human capital in conjunction with our management strategies and to strengthen synergies and competitiveness across the Group based on the Group Long-Term Vision.
Finance and accounting	The ability to understand the Group's overall revenue structure and financial soundness from both financial accounting and economic value based perspectives, ensure the reliability of information that forms the basis of management decisions, and fulfill appropriate disclosure and accountability responsibilities.	Because expertise and experience in finance and accounting that take into account the characteristics of the life insurance business are necessary for the fulfillment of appropriate auditing and supervisory roles from the perspective of protecting investors and ensuring credibility in the capital markets.
Risk management	The ability to judge and supervise whether risk management, capital management, and risk-taking are managed integrally across the Group on an economic value basis, based on an ERM framework.	Because expertise and experience in risk management is necessary to appropriately manage Group-wide risks and returns so as to maintain and enhance corporate value by balancing the acquisition of growth opportunities with the avoidance or reduction of losses.
Legal affairs and Compliance	The ability to judge and supervise whether an effective governance system has been established and is being operated in accordance with various laws and regulations and social norms.	Because expertise and experience in legal affairs and compliance is necessary to implement fair and trustworthy corporate management under an appropriate governance system to support the sustainable growth of the Group.

Corporate Governance

Compensation System

Revision of the Executive Compensation System

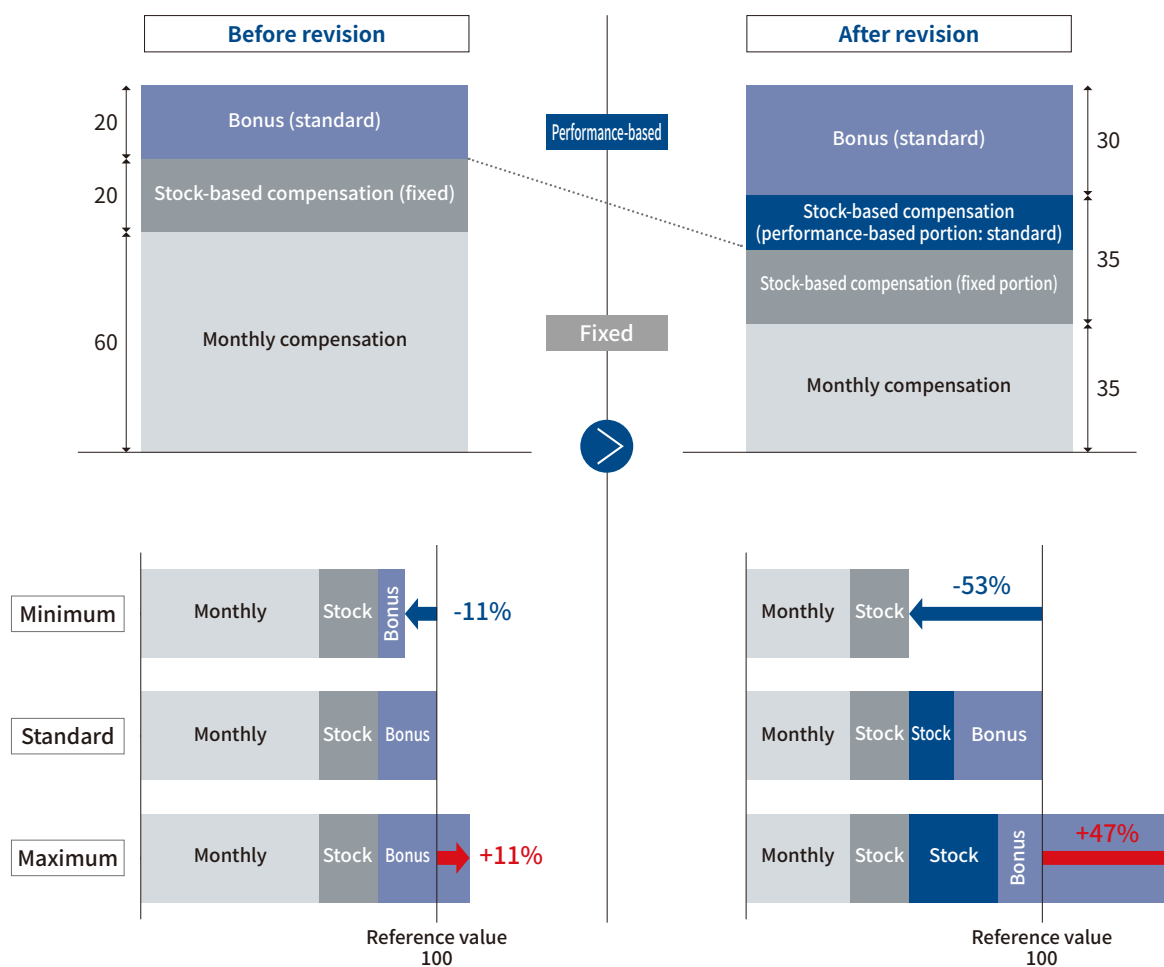
With the formulation of the Group Long-Term Vision beginning in fiscal 2026, we revised the executive compensation system to encourage management to exercise leadership and to function as an appropriate incentive toward enhancing corporate value and achieving sustainable growth over the medium to long term.

Objectives of the Revision

1. Set appropriate compensation levels
Compensation levels shall be set to contribute to sound management, the enhancement of corporate value over the medium to long term, and sustainable growth.
2. Strengthen its role as a sound incentive
Determine compensation fairly and rigorously, taking into account each executive's role, level of responsibility, and contribution to performance.
3. Alignment with the Group Long-Term Vision
By designing a compensation system that is closely linked to the Group Long-Term Vision and its key performance indicators, it will support the achievement of Group KPIs and promote the further strengthening of integrated Group management and Group governance.
4. Sharing value with stakeholders
Under a medium- to long-term perspective, the Company will introduce a performance-based stock compensation plan to share value with its shareholders and other stakeholders.
5. Strengthen compensation governance
The Company will ensure independent, objective, and transparent compensation governance through appropriate deliberations on compensation design, evaluation, and other matters by the Nomination and Compensation Committee.

Composition of executive compensation, etc.

To increase the proportion of performance-based compensation for senior executives and to foster a greater focus on enhancing corporate value over the medium to long term, the proportion of stock-based compensation has been set higher than that of bonuses. (For the President, the ratio of monthly compensation, bonuses, and stock-based compensation is set at approximately 35:30:35.)



Corporate Governance

Methods for Calculating Individual Executive Compensation Amounts (After Revision)

The Company designs its compensation system and compensation amounts to function as a sound incentive toward improving the Group's medium- to long-term performance and enhancing corporate value.

Type	Payment timing	Method for calculating individual executive compensation amounts	Payment method
Monthly compensation	Monthly	Fixed compensation based on the compensation table determined by the Board of Directors, in accordance with the roles and responsibilities assigned to each position.	
Bonus	Once a year	- The amount calculated for each executive based on an individual evaluation reflecting the Company performance assessment and evaluation of the division each officer is in charge of, in accordance with evaluation criteria determined by the Board of Directors, is deliberated by the Nomination and Compensation Committee and determined by the Board of Directors. - For the Company performance assessment portion, an evaluation weighting that emphasizes single fiscal year evaluation items has been established as a short-term incentive. (Fluctuation range: 0-200%) - The evaluation of the division each officer is in charge of assesses progress toward achievement of the divisional execution plan. (Fluctuation range: 50-150%)	Cash
Trust-type stock compensation	Shares: once a year Cash: upon retirement	- Standard points corresponding to each position are allocated in a 1:1 ratio between a fixed portion and a performance-based portion (standard evaluation). The performance-based portion is calculated based on the Company performance assessment, with evaluation weighting that emphasizes medium- to long-term evaluation items and market evaluation items, in accordance with evaluation criteria determined by the Board of Directors. The amount is deliberated by the Nomination and Compensation Committee and determined by the Board of Directors. (Fluctuation range: 0-200%) - Each year, the Company issues restricted shares equivalent to 70% of the total points for the fixed and performance-based portions. The remaining 30% is accumulated annually and paid in cash at a specified time after the relevant executive's retirement, in an amount corresponding to the accumulated points. - Malus and clawback provisions have also been established for this system.	Shares 70% Cash 30%

- Compensation for Directors (excluding part-time Directors, including Outside Directors, and Directors who are Audit and Supervisory Committee Members), Executive Officers, and Group Executive Officers comprises monthly compensation, bonuses, and trust-type stock compensation (excluding non-residents in Japan).
- Compensation for part-time Directors, including Outside Directors, and Directors who are Audit and Supervisory Committee Members, who are independent from business execution, comprises fixed compensation only.

Key Performance Indicators and Evaluation Weightings for Performance-based Compensation (After Revision)

The main performance indicators and weightings used to evaluate bonuses (Company performance assessment portion) and trust-type stock compensation (performance-linked portion) are shown below.

Performance-based compensation is evaluated annually based on the Group Long-Term Vision, focusing on four key areas critical to the sustainable growth of the Group's corporate value, including target achievement rates and progress.

Performance indicator		Evaluation criteria, etc.	Evaluation weighting	
			Bonus (Company performance assessment portion)	Stock-based compensation (performance-linked)
Single fiscal year evaluation items	Group adjusted profit	Evaluate the achievement rate of the single fiscal year targets toward the fiscal 2030 targets	50	10
	Value of new business			
Medium- to long-term evaluation items	Adjusted ROE	Evaluate progress toward achievement of the fiscal 2030 targets	25	30
	Policy in force (*1)		—	10
Market evaluation items	Total shareholder return (*2)	Scores are calculated taking into account factors such as actual performance and the deviation rate from listed life insurance companies used as benchmarks.	12	37
Sustainability evaluation items	Customer satisfaction level	Evaluation based on the status of achievement and progress toward the targets set for each indicator	13	13
	Reduction of GHG emissions			
	Employee engagement score			
	Status of recruiting and developing talent with diverse experiences and backgrounds			
	Ratings from major ESG rating agencies			
Total			100	100

(*1) Evaluation based on the performance of policies held by each Group life insurance company

(*2) Total Shareholder Return (TSR)

Corporate Governance

Total Amounts of Compensation by Officer Category and Compensation Type (FY2025: Before Revision)

Category	Monthly compensation, etc.		Reserve for bonuses		Trust-type stock compensation, the Board Incentive Plan (BIP) Trust		Total compensation	
	Persons receiving compensation	Amount (¥ millions)	Persons receiving compensation	Amount (¥ millions)	Persons receiving compensation	Amount (¥ millions)	Persons receiving compensation	Amount (¥ millions)
Directors not serving as Audit and Supervisory Committee members (excluding Outside Directors)	7	166	4	61	4	48	7	276
Directors serving as Audit and Supervisory Committee members (excluding Outside Directors)	2	81	0	—	0	—	2	81
Outside Directors not serving as Audit and Supervisory Committee members	3	35	0	—	0	—	3	35
Outside Directors serving as Audit and Supervisory Committee members	3	38	0	—	0	—	3	38
Total	15	321	4	61	4	48	15	431

- Monthly compensation and the reserve for bonuses for Directors who are not Audit and Supervisory Committee Members (excluding part-time Directors, including Outside Directors) are performance-linked compensation, and trust-type stock compensation is non-monetary compensation. For four Directors who are not Audit and Supervisory Committee Members (excluding part-time Directors, including Outside Directors), performance-linked compensation totals ¥209 million and non-monetary compensation, etc. totals ¥48 million.
- The number of persons receiving compensation and the amounts above include one Director who was not an Audit and Supervisory Committee Member and who retired at the conclusion of the 21st Ordinary General Meeting of Shareholders held on June 26, 2025. As of the end of fiscal 2025, there were nine Directors who were not Audit and Supervisory Committee Members and five Directors who were Audit and Supervisory Committee Members.
- The amount of trust-type stock compensation represents the expense recorded for points granted during fiscal 2025 under the system.
- In addition to the above, during fiscal 2025, the Company paid bonuses of ¥10 million, which were not included in the reserve for bonuses recorded in fiscal 2024, to three Directors who were not Audit and Supervisory Committee Members.
- Compensation for individual officers is not disclosed because no officer received total consolidated compensation of ¥100 million or more.

Process for determining compensation

The Nomination and Compensation Committee deliberates items regarding important decisions or changes relating to executive treatment at the Company or direct subsidiaries and offers its opinions to the Board of Directors. The individual evaluations and amounts of performance-linked compensation for Directors (excluding part-time Directors, including Outside Directors, and Directors who are Audit and Supervisory Committee Members) are deliberated by the Nomination and Compensation Committee, which reports its opinion to the Board of Directors, and are determined by resolution of the Board of Directors.

Key Performance Indicators for Company Performance Assessment (FY2025: Before Revision)

Key performance indicators of Company performance assessment are as follows.

Financial performance indicators are evaluated based on the targets set forth in the previous Group Long-Term Vision formulated in fiscal 2021.

① Single fiscal year evaluation items

	Target in FY2025	Actual	Achievement ratio
Group adjusted profit	¥145.5 billion	¥158.5 billion	108.9%
Value of new business	¥168.3 billion	¥177.4 billion (*)	105.4%

* Because the method for calculating EV was partially revised during the fiscal year, the evaluation uses figures that exclude the impact of the change in calculation method.

② Medium- and long-term evaluation items

	Target in FY2025	Actual
Adjusted ROE	10.9%	10.5%
ROEV	7.5%	11.8%(*)

* Because the method for calculating EV was partially revised during the fiscal year, the evaluation uses figures that exclude the impact of the change in calculation method.

③ Market evaluation items

	Evaluation criteria, etc.
Total shareholder return (TSR)	TSR is calculated, taking into account factors such as the deviation rate between the actual result and the listed life insurance company as the benchmark.

- Actual TSR performance is 305.3% over five years.

Note: TSR is calculated as follows:

- Five years: (Share price on March 31, 2025 + cumulative total of dividends per share from FY2021 to FY2025) / share price on March 31, 2020

④ ESG evaluation items

	Evaluation criteria, etc.
Customer satisfaction level Employee engagement score Reduction of GHG emissions	The degree of achievement is evaluated using evaluation criteria formulated referencing the level in the previous fiscal year.

- The customer satisfaction and employee engagement results fulfilled the evaluation criteria. In addition, GHG emissions are expected to have decreased by 29.1% from the previous fiscal year level.

Management Organization (as of August 31, 2026)

*1 As of March 31, 2026 *2 FY2025

Board of Directors



Director and Chairman
Hirohisa Uehara

Number of the Company's shares held^{*1} 66,300
Attendance to the Board of Directors' meetings^{*2} 16 / 16

Apr 1984 Joined Taiyo Life
Feb 2005 Director of T&D Asset Management
Apr 2011 Executive Officer of T&D Holdings
Apr 2012 Director of T&D Financial Life
Apr 2014 Executive Officer of Taiyo Life
Jun 2014 Director and Executive Officer of Taiyo Life
Apr 2015 Director and Managing Executive Officer of Taiyo Life
Apr 2016 Director and Senior Managing Executive Officer of Taiyo Life
Apr 2017 Director of Taiyo Life
Apr 2017 Executive Vice President of T&D Holdings
Jun 2017 Director of T&D Financial Life
Jun 2017 Representative Director and Executive Vice President of T&D Holdings
Apr 2018 Representative Director and President of T&D Holdings
Apr 2024 Representative Director and Chairman of the Company
Jun 2024 Director of Taiyo Life Insurance Company (current)
Apr 2026 Director and Chairman of the Company and Chairman of the Board of Directors (current)
Significant concurrent positions
Director of Taiyo Life

Reasons for selection

Mr. Hirohisa Uehara has experience within the Group including asset investment and sales. In addition, he has previously been in charge of Group Planning at the Company. Following service as Representative Director and President and Chairman, he is currently serving as Director and Chairman of the Company and Chairman of the Board of Directors. Considering these factors, Mr. Hirohisa Uehara is proposed as a candidate for Director who is not an Audit & Supervisory Committee Member, as he is expected to continue to serve his role in making key management decisions and supervising the execution of operations, leveraging his wealth of knowledge and experience relating to the management of insurance holding companies, insurance companies, etc.



Outside Director
Atsuko Taishido

Number of the Company's shares held^{*1} 0
Attendance to the Board of Directors' meetings^{*2} 14 / 17
Attendance to Audit and Supervisory Committee meetings^{*2} 17 / 17

Oct 2001 Registered as an Attorney
Jan 2010 Partner of Mori Hamada & Matsumoto (current)
Jun 2015 Outside Auditor of KANDA HOLDINGS Co., Ltd.
Apr 2019 Outside Audit & Supervisory Board Member of Pigeon Corporation (current)
Jun 2022 Outside Director (Audit & Supervisory Committee Member) of the Company
Jun 2026 Outside Director of T&D Holdings (current)

Significant concurrent positions

Attorney
Outside Audit & Supervisory Board Member of Pigeon Corporation
Reasons for selection

Ms. Atsuko Taishido possesses abundant experience, a proven track record, and broad insight as an attorney at law specialized in corporate legal affairs and governance. She has also built up knowledge and experience as a Director who is an Audit & Supervisory Committee Member of the Company. Ms. Atsuko Taishido is proposed as a candidate for Outside Director who is not an Audit & Supervisory Committee Member because she can be expected to capitalize on this knowledge and experience to serve his role in making key management decisions and supervising the execution of operations from a perspective of protecting general shareholders. Although Ms. Atsuko Taishido has not been engaged in corporate management other than as an outside director and outside audit & supervisory board member, the Company believes that she can perform her duties appropriately as an Outside Director who is not an Audit & Supervisory Committee Member for the reasons above.



Representative Director and President
Masahiko Moriyama

Number of the Company's shares held^{*1} 39,600
Attendance to the Board of Directors' meetings^{*2} 16 / 16

Apr 1989 Joined Daido Life
Apr 2016 Executive Officer of Daido Life
Apr 2019 Managing Executive Officer of Daido Life
Jun 2019 Director and Managing Executive Officer of Daido Life
Apr 2022 Director of Daido Life
Apr 2022 Senior Managing Executive Officer of T&D Holdings
Jun 2022 Director and Senior Managing Executive Officer of T&D Holdings
Oct 2022 Director of All Right
Jun 2023 Representative Director and Senior Managing Executive Officer of T&D Holdings

Apr 2024 Representative Director and President of T&D Holdings (current)

Significant concurrent positions

Mr. Masahiko Moriyama has operational experience within the Group including sales, products, planning and systems. In addition, he has previously been in charge of Group Planning at the Company. Following service as Representative Director and Senior Managing Executive Officer, he is currently serving as Representative Director and President of the Company. He is expected to continue to serve his role in making key management decisions and supervising the execution of operations, leveraging his wealth of knowledge and experience relating to the management of insurance holding companies, insurance companies, etc.



Director
Yasuro Tamura

Number of the Company's shares held^{*1} 33,600
Attendance to the Board of Directors' meetings^{*2} 13 / 13

Apr 1987 Entered Taiyo Mutual Life Insurance Company
Apr 2014 Executive Officer of Taiyo Life Insurance Company
Jun 2015 Director and Executive Officer of Taiyo Life Insurance Company
Apr 2017 Director and Managing Executive Officer of Taiyo Life Insurance Company
Apr 2018 Managing Executive Officer of the Company
Jun 2018 Director and Managing Executive Officer of the Company
Apr 2020 Director and Senior Managing Executive Officer of Taiyo Life Insurance Company
Apr 2020 Director and Senior Managing Executive Officer of the Company
Jun 2020 Senior Managing Executive Officer of the Company
Jun 2024 Representative Director and Senior Managing Executive Officer of Taiyo Life Insurance Company

Apr 2025 Representative Director and President of Taiyo Life Insurance Company (present)
Jun 2025 Director of T&D Holdings (current)

Significant concurrent positions

Representative Director and President of Taiyo Life Insurance Company

Reasons for selection

Mr. Yasuro Tamura has experience within the Group including human resources, planning and sales. He currently serves as Representative Director and President of Taiyo Life Insurance Company. In addition, he has been in charge of General Affairs and Internal Auditing Department of the Company. Mr. Yasuro Tamura is proposed as a candidate for Director who is not an Audit & Supervisory Committee Member, as he is expected to continue to serve his role in making key management decisions and supervising the execution of operations, leveraging his wealth of knowledge and experience relating to the management of insurance holding companies, insurance companies, etc.



Outside Director
Masazumi Kato

Number of the Company's shares held^{*1} 300
Attendance to the Board of Directors' meetings^{*2} 16 / 16

Apr 1974 Joined Long-Term Credit Bank of Japan, Limited (current SBI Shinsei Bank, Limited)
Mar 2000 Executive Officer of Long-Term Credit Bank of Japan, Limited
Jun 2004 Managing Executive Officer of Shinsei Bank, Limited
Sep 2005 Senior Managing Executive Officer of Shinsei Bank, Limited
Mar 2008 Director of LIFENET INSURANCE COMPANY
Jun 2008 Representative Executive Officer and Vice President of Shinsei Bank, Limited
Oct 2010 Representative Executive Officer and Vice Chairman of Russell Investments Japan Co., Ltd.
Jan 2013 Representative Director and Vice Chairman of Russell Investments Japan Co., Ltd.

Oct 2023 Representative Director of Russell Investments Japan Co., Ltd.
Jun 2024 Special Advisor of Russell Investments Japan Co., Ltd. (current)
Jun 2024 Outside Director of T&D Holdings (current)

Significant concurrent positions

Reasons for selection

Mr. Masazumi Kato possesses a wealth of knowledge and experience of corporate management, gained from his positions as Representative Executive Officer and Vice President at a bank and Representative Director and Vice Chairman at a foreign-owned asset management company. He can be expected to capitalize on this knowledge and experience to continue to serve his role in making key management decisions and supervising the execution of operations from a perspective of protecting general shareholders.



Director
Hiroyuki Fujita

Number of the Company's shares held^{*1} 11,200
Attendance to the Board of Directors' meetings^{*2} -

Apr 1988 Entered Daido Mutual Life Insurance Company
Apr 2017 Executive Officer of Daido Life Insurance Company
Apr 2020 Managing Executive Officer of Daido Life Insurance Company
Jun 2020 Director and Managing Executive Officer of Daido Life Insurance Company
Apr 2024 Director and Senior Executive Officer of Daido Life Insurance Company
Apr 2025 Director and Executive Vice President of Daido Life Insurance Company
Jun 2025 Representative Director and Executive Vice President of Daido Life Insurance Company

Apr 2026 Representative Director and President of Daido Life Insurance Company (current)

Jun 2026 Director of T&D Holdings (current)

Significant concurrent positions

Representative Director and President of Daido Life Insurance Company

Reasons for selection

Mr. Hiroyuki Fujita has experience within the Group including human resources, sales planning, and systems. He currently serves as Representative Director and President of Daido Life Insurance Company. Mr. Hiroyuki Fujita is proposed as a candidate for Director who is not an Audit & Supervisory Committee Member, as he is expected to serve his role in making key management decisions and supervising the execution of operations, leveraging his wealth of knowledge and experience relating to the management of an insurance company.



Outside Director
Kenji Fuma

Number of the Company's shares held^{*1} 100
Attendance to the Board of Directors' meetings^{*2} 16 / 16

Apr 2004 Joined Recruit Ablic Inc. (current Recruit Co., Ltd.)
Jul 2013 Representative Director and CEO of Neural, Inc. (current)
Nov 2021 Outside Director of Valence Holdings Inc. (current)
Jul 2022 Specially Appointed Professor, Shinshu Sustainability Transformation Initiative, Shinshu University (current)
Jun 2024 Outside Director of T&D Holdings (current)

Significant concurrent positions

Representative Director and CEO of Neural, Inc.
Outside Director of Valence Holdings Inc.

Reasons for selection

Mr. Kenji Fuma has sophisticated expertise and experience gained from his position as CEO, etc. of a sustainability management and ESG investment advisory company as well as his positions on committees for government agencies, international organizations, etc. Mr. Kenji Fuma is proposed as a candidate for Outside Director who is not an Audit & Supervisory Committee Member because he can be expected to capitalize on this knowledge and experience to continue to serve his role in making key management decisions and supervising the execution of operations from a perspective of protecting general shareholders.

Management Organization (as of August 31, 2026)

*1 As of March 31, 2026 *2 FY2025

Directors who are Audit and Supervisory Committee Members



Director (Audit and Supervisory Committee Member (full-time))

Takashi Tojo

Number of the Company's shares held^{*1} 16,500
Attendance to the Board of Directors' meetings^{*2} 16 / 16
Attendance to Audit and Supervisory Committee meetings^{*2} 17 / 17

Apr 1986 Joined Taiyo Life
Apr 2017 Executive Officer of Taiyo Life
Apr 2021 Executive Officer of T&D Holdings
Apr 2021 Director of Pet & Family Insurance
Jun 2021 Director of T&D United Capital
Jun 2022 Director (Audit and Supervisory Committee Member) of T&D Holdings (current)

Jun 2024 Audit & Supervisory Board Member of Taiyo Life (current)

Significant concurrent positions

Audit & Supervisory Board Member of Taiyo Life

Reasons for selection

Mr. Takashi Tojo has experience within the Group including asset investment and legal affairs, and he has considerable expertise in finance and accounting. He has been in charge of Risk Control Department. Considering these factors, Mr. Takashi Tojo is proposed as a candidate for Director who is an Audit & Supervisory Committee Member, as he is expected to continue to serve his role in making key management decisions as well as auditing and supervising the execution of duties of Directors who are not Audit & Supervisory Committee Members, leveraging his wealth of knowledge and experience relating to the operations of insurance holding companies, insurance companies, etc.



Outside Director (Audit and Supervisory Committee Member)

Koji Nitto

Number of the Company's shares held^{*1} 600
Attendance to the Board of Directors' meetings^{*2} 16 / 16
Attendance to Audit and Supervisory Committee meetings^{*2} 17 / 17

Apr 1983 Joined Tateishi Electric Corporation (current OMRON Corporation)
Jun 2011 Executive Officer of OMRON Corporation
Apr 2013 Managing Executive Officer of OMRON Corporation
Apr 2014 Senior Managing Executive Officer of OMRON Corporation
Jun 2014 Director and Senior Managing Executive Officer of OMRON Corporation
Apr 2017 Director, Senior Managing Executive Officer and CFO of OMRON Corporation
Apr 2023 Director of OMRON Corporation
Jun 2023 Outside Director of Wacoal Holdings Corp. (current)
Jun 2024 Outside Director of GS Yuasa Corporation (current)
Jun 2024 Outside Director (Audit and Supervisory Committee Member) of T&D Holdings (current)

Significant concurrent positions

Outside Director of Wacoal Holdings Corp.

Outside Director of GS Yuasa Corporation

Reasons for selection

Mr. Koji Nitto has a wealth of knowledge and experience in corporate management, having served as Director, Senior Managing Executive Officer and CFO at a globally operating company listed on the Tokyo Stock Exchange Prime Sector. Additionally, he has considerable expertise in finance and accounting. He can be expected to capitalize on this knowledge and experience to continue to serve his role in making key management decisions as well as auditing and supervising the execution of duties of Directors who are not Audit & Supervisory Committee Members from a perspective of protecting general shareholders.



Director (Audit and Supervisory Committee Member (full-time))

Kogo Suzuki

Number of the Company's shares held^{*1} 5,500
Attendance to the Board of Directors' meetings^{*2} -
Attendance to Audit and Supervisory Committee meetings^{*2} -

Apr 1995 Entered Daido Mutual Life Insurance Company
Apr 2020 Executive Officer of Daido Life Insurance Company
Apr 2026 Executive Officer of the Company
Jun 2026 Director (Audit and Supervisory Committee Member (full-time)) of T&D Holdings (current)

Significant concurrent positions

-

Reasons for selection

Mr. Kogo Suzuki has experience within the Group, including accounting and asset investment, and he has considerable expertise in finance and accounting. In addition, he has been in charge of the Risk Control Department of the Company. Mr. Kogo Suzuki is proposed as a candidate for Director who is an Audit & Supervisory Committee Member, as he is expected to serve his role in making key decisions as well as auditing and supervising the execution of duties of Directors who are not Audit & Supervisory Committee Members, leveraging his wealth of knowledge and experience relating to the operations of insurance holding companies, insurance companies, etc.



Outside Director (Audit and Supervisory Committee Member)

Ryoko Ueda

Number of the Company's shares held^{*1} 1,300
Attendance to the Board of Directors' meetings^{*2} -
Attendance to Audit and Supervisory Committee meetings^{*2} -

Oct 2001 Entered Mizuho Securities Co., Ltd.
Jul 2008 Entered Japan Investor Relations and Investor Support, Inc. (current Mizuho Investor Relations Co., Ltd.)
Feb 2020 External Director of Money Forward, Inc.
Apr 2022 Commissioner of Certified Public Accountants and Auditing Oversight Board (current)
Jun 2022 Professor of SBI Graduate School (current)
Jun 2022 Outside Director of HIRATA Corporation (current)
Oct 2022 Visiting Professor of Graduate School of Management, Kyoto University (current)
Jun 2023 Director (Outside) of TOKAI Holdings Corporation (current)
Jun 2024 Outside Director of KOEI CHEMICAL COMPANY, LIMITED
Jun 2025 Outside Director of Eisai Co., Ltd. (current)
Jun 2026 Outside Director (Audit and Supervisory Committee Member) of T&D Holdings (current)

Significant concurrent positions

Outside Director of HIRATA Corporation

Director (Outside) of TOKAI Holdings Corporation

Outside Director of Eisai Co., Ltd.

Reasons for selection

Ms. Ryoko Ueda has wealth of knowledge and experience as an expert in corporate governance and ESG, including expertise in finance and accounting, gained through her experience at domestic and international financial institutions, research institutes, and universities, as well as her service on government committees. Ms. Ryoko Ueda is proposed as a candidate for Outside Director who is an Audit & Supervisory Committee Member because she can be expected to capitalize on this knowledge and experience to serve her role in making key decisions as well as auditing and supervising the execution of duties of Directors who are not Audit & Supervisory Committee Members from a perspective of protecting general shareholders.

Although Ms. Ryoko Ueda has not been engaged in corporate management other than as an outside director, the Company believes that she can perform her duties appropriately as an Outside Director who is an Audit & Supervisory Committee Member for the reasons above.



Outside Director (Audit and Supervisory Committee Member)

Shinnosuke Yamada

Number of the Company's shares held^{*1} 3,600
Attendance to the Board of Directors' meetings^{*2} 16 / 16
Attendance to Audit and Supervisory Committee meetings^{*2} 17 / 17

Mar 1987 Registered as a Certified Public Accountant
Jul 2010 Partner of KPMG AZSA LLC
Jul 2010 Executive Board Member of The Japanese Institute of Certified Public Accountants
Jul 2018 President of Yamada Shinnosuke Certified Public Accountant Office (current)
Jun 2020 Outside Director (Audit & Supervisory Committee Member) of the Company (current)
Jun 2020 Outside Auditor of Kyowa Exeo Corporation (current EXEO Group, Inc.)
Dec 2021 Outside Audit and Supervisory Board Member of RAKUTEN BANK LTD. (current)

Significant concurrent positions

President of Yamada Shinnosuke Certified Public Accountant Office
Outside Audit and Supervisory Board Member of RAKUTEN BANK LTD.

Reasons for selection

Mr. Shinnosuke Yamada has sophisticated expertise and extensive insight as a certified public accountant. He can be expected to capitalize on this knowledge and experience to continue to serve his role in making key management decisions as well as auditing and supervising the execution of duties of Directors who are not Audit & Supervisory Committee Members from a perspective of protecting general shareholders.

Although Mr. Shinnosuke Yamada has not been engaged in corporate management other than as an outside director and outside audit & supervisory board member, the Company believes that he can perform his duties appropriately as an Outside Director who is an Audit & Supervisory Committee Member for the reasons above.

Executive Officers

- Senior Managing Executive Officer **Hotaka Nagai**
- Senior Managing Executive Officer **Tomoyasu Isobe**
- Senior Managing Executive Officer **Yasuhiro Mori**
- Managing Executive Officer **Iwao Kanazawa**
- Managing Executive Officer **Shuichi Nakamura**
- Managing Executive Officer **Yoshitaka Moriya**
- Managing Executive Officer **Osamu Ikebata**
- Managing Executive Officer **Takahiro Honda**
- Executive Officer **Kazunori Watanabe**
- Executive Officer **Tomohiko Ichibagase**
- Executive Officer **Yoshimasa Yamamoto**
- Executive Officer **Keiichirou Ooishi**
- Group Executive Officer **Kanaya Morinaka**
- Group Executive Officer **Junjiro Ishii**
- Group Executive Officer **Norihiko Morichika**
- Group Executive Officer **Takaaki Sato**

Stakeholder Engagement

The Group proactively engages in dialogues with all of its stakeholders as set out in the T&D Insurance Group Sustainability Charter (see “4. Communication”). By taking every possible opportunity to interact, the Company and each Group company collect the opinions of policyholders, sales agents, and other stakeholders and apply them to their respective business management.

Stakeholders	Means of Interaction	Stakeholder Relations	Expectations from Stakeholders	FY2025 Initiatives
Shareholders and Investors	- Shareholders' meetings - IR briefings for institutional investors - Meetings with individual shareholders and investors - Corporate briefing for individual investors	T&D Holdings conducts highly communicative investor relations (IR) activities based on the principle that its top management is responsible for all IR statements. In addition to regular financial results meetings for institutional investors and analysts, the Company holds briefings (IR Day events) that focus on themes that are of interest to shareholders and investors. The Company holds one-on-one meetings with investors in Japan and overseas, and broadly shares views obtained through dialogues with the management and employees of the Group.	- Enhancing corporate value - Returns to shareholders that exceed the cost of equity - Enhancing corporate governance - Timely and appropriate disclosure of information	See P.81.
Customers	- Customer feedback - Customer surveys - Customer meetings - Service Quality Improvement Committee - Service Supervision Committee, etc.	The Group has set up many points of contact with its customers, including sales representatives, agents, call centers and the Internet, enabling access to a wide range of customer feedback. The Group has also established a committee to improve customer satisfaction and incorporates the opinions of outside committee members, including attorneys and experts in consumer issues, in its management.	- Offering optimal, high-quality products and services that meet customer needs - Appropriate information disclosure	Gathered a wide range of customer feedback through new contract procedures survey and customer satisfaction survey, inquiring about customer services of sales representatives and the understandability of documentation.
Employees	- Education and training - Human rights training - Employee engagement score surveys - Group IR activities - Dialogues and consultations with labor unions - An internal reporting system, etc.	Education and training are provided through on-the-job training and group training, and through support for self-education efforts. The Group also conducts human rights awareness training that addresses discrimination, harassment and other issues as a way of deepening employees' understanding of the importance of respecting human rights. Through dialogues with its labor unions, the Group has opportunities to discuss a wide range of subjects, including management policies, wages, working hours, leave, human resource systems and benefits.	- Offering suitable rewards based on performance - Creating an environment where employees feel empowered to take on challenges - Enhancing the workplace environment - Respect for human rights and elimination of discrimination - Respect for diversity and inclusion - Health and productivity management	See P.81.
Agents and Tie-up Organizations	- Training programs - Business partner meetings - Proposal of welfare systems for companies and organizations, and other services	High-quality support is provided for agents by giving sales agents their own e-learning materials to help them acquire broad knowledge on the compliance and insurance business, as well as by conducting training for sales staff mainly to enhance sales skills and improve presentation skills. In addition, business reporting meetings are held with tie-up organizations and agents to report the latest business developments and to hear their views on the Group's business operations.	- Cordial and high-quality support - Providing value that exceeds expectations to customers through tie-up organizations and agents	Provided the Group's own e-learning materials and conducted training to enhance various skills. Reported the Company's business developments to tie-up organizations and gathered their feedback on our management practices.
Environment and society	- The UN Global Compact (UNGC) - Principles for Financial Action for the 21st Century - Global Environment Information Forum, Japan - Support for the Japan Down Syndrome Society - Implementing Forests of Taiyo Life activities - Supporting activities by The Nature Conservation Society of Japan, etc.	The Group participates in the UN Global Compact, Principles for Financial Action for the 21st Century, and other initiatives. It also exchanges views in a wide range of areas through study groups and dialogues with participating companies. Furthermore, the Group has opportunities to understand stakeholders' expectations toward enterprises and to explore possibilities for the Group's contribution through support for and participation in the activities of NPOs active in each field.	- Reducing environmental impact and protecting the natural environment - Creating initiatives to tackle local issues	Participated in the UN Global Compact and other initiatives and exchanged views in a wide range of areas through study sessions and dialogues with participating companies. Supported the Japan Down Syndrome Society. Implemented conservation initiatives in the Forests of Taiyo Life.

Stakeholder Engagement

Communication with shareholders and investors

The Company aims to gain the trust and fair evaluation of shareholders and investors, as well as other stakeholders, by proactively promoting investor relations activities based on the principles of timeliness, fairness, and accuracy. The Company regularly reports information and views it obtains through this communication to achieve the Group's sustainable growth and enhance corporate value in the medium to long term.

Activities conducted in FY2025

Event	Frequency	Outline
Financial results conference calls	Four times	General Manager in charge of IR provided an overview of the financial results.
IR Meetings	Two times	The president explained the progress under the previous Group Long-Term Vision (FY2021–FY2025) and an overview of the new Group Long-Term Vision (FY2026–FY2030).
IR Day	Three times	1) The presidents of Daido Life and Taiyo Life explained their respective business strategies. 2) The CEO of Fortitude, a company we are investing in, talked about the closed book business. 3) The officer in charge explained our sustainability management based on the integrated report.
Presentations for individual investors	Five times	Conducted both online and in-person by the president and IR responsible officer.
Conferences sponsored by securities firms	Five times	The officer in charge of IR and other members of management held one-on-one meetings with participants.

Number of interviews conducted

Total 479 companies

Number of interviews conducted by officers: 178 companies

Number of interviews conducted by IR departments: 301 companies

Evaluations by External Assessment Organizations

- 2025 Internet IR Award (Daiwa Investor Relations Co. Ltd.)
- Evaluated 4,122 listed companies* Selected as one of 131 winners of the Commendation Award
- FY2025 All Japanese Listed Companies' Website Ranking Survey (Nikko Investor Relations Co., Ltd.)
- Evaluated all 3,937 listed companies* Selected as one of 201 companies with grade AAA websites in the Overall Ranking for nine consecutive years

* The number of evaluated companies differs depending on the timing of surveys, etc.



Main contents of dialogue

Top management and other executives, as well as the IR department, engage in dialogue with investors in Japan and overseas through briefings, one-on-one meetings, and other opportunities, and have received a wide range of feedback from shareholders and investors. T&D Holdings reports this feedback to the Board of Directors and other bodies and reflects it in various initiatives.

We also hold IR Day events focusing on themes of particular interest to shareholders and investors and, based on the feedback received, have enhanced disclosure mainly in the following areas.

- Initiatives to improve capital efficiency and capital allocation results
- Medium- to long-term KPIs and targets (for the fiscal year ending March 31, 2031)
- External growth strategy (new investment budget, priority investment areas, etc.)
- Approach to business portfolio management (in connection with the transfer of T&D Financial Life shares)
- Initiatives to improve profitability in the life insurance business (Taiyo Life)
- Status of surrender and lapse rates
- Status of private credit and private equity investments
- Impact of rising domestic interest rates
- Initiatives to enhance Group resilience
- Approach to shareholder returns and the total payout ratio during the Group Long-Term Vision period

*Results current as of the IR Meeting held in June 2026

Engagement with employees

In addition to improving the workplace environment, we undertook the following initiatives to address issues identified through the employee engagement score survey.

Group IR activities — Group IR —

Since FY2022, we have been strengthening IR activities within the Group to share the Group's direction and reinforce market

discipline. This initiative received the “Most Liked!” IR Award at the Japan Investor Relations Association's 2025 IR Awards.



Main activities

① Group internal IR meetings

Viewing employees as individual shareholders, T&D Holdings' top management explains the Group's challenges and policies, as well as market views, to Group officers and employees.

② Small meetings

Management holds dialogue-based small meetings with employees from the Group's head office and branches. Management communicates the purpose and significance of the Group's listing, its challenges from the market's perspective, and its initiatives and considerations. Participants voice opinions about workplace issues, as well as their expectations and challenges concerning the integrated Group management. Small meetings offer a chance to strengthen interactions among the Group companies.

Results for FY2025

In FY2025, 593 people participated in 89 events.

A cumulative total of 2,833 people participated in 333 events.

③ Publication of Group IR Newsletter

The Group posts the Group IR Newsletter on T&D TALK, the Group's common comprehensive information portal site, to introduce, in a timely and proactive manner, content communicated externally.

Employee stock ownership plan

In addition to supporting employees' asset building, as a measure that contributes to building a stable shareholder base, the special incentive payment rate for the employee stock ownership plan was raised from 5% to 10% in FY2025. We also promoted understanding of the program and fostered employees' awareness as shareholders through small meetings and other initiatives, resulting in increases in both the number of participants and contribution amounts.

Risk Management

Risk Management

Integrated risk management (ERM)

The T&D Insurance Group has established the ERM structure to integrally manage capital, profit, and risk in order to boost stable revenues while grasping the status of its risks and ensuring management soundness.

For risk management in the Group, we have formulated a Group Risk Management Policy that sets forth the Group's basic approach to risk management and, based on this policy, its directly owned subsidiaries have developed risk management systems that cover their affiliates as well.

T&D Holdings has established a Group Risk Management Committee and manages risks within the Group. The Committee receives reports, regularly and as required, on risks assessed using uniform economic value-based risk management indicators, from the directly owned subsidiaries, in order to identify and manage the various types of risks faced by the Group companies. T&D Holdings reports on these risks to the Board of Directors and provides guidance and advice to the directly owned subsidiaries as necessary, thereby ensuring that proper risk control is implemented at each company and strengthening the risk management system for the entire Group.

Risk awareness and assessment (risk profiles)

The T&D Insurance Group uses risk profiles* to comprehensively categorize the risks surrounding the Group in order to respond to increasingly diverse and complex risks. We comprehensively identify risks by risk category, ascertain and assess them, and use an overall assessment of factors including the materiality and impact of each risk and the status of controls to prioritize initiatives and reflect them in management plans and other measures as necessary. As a rule, we review risk profiles every six months to accurately recognize and ascertain new material risks, significant changes to previously recognized risks, and divergences between internal or industry practices

and societal expectations. We report the results to the Group Risk Management Committee, the Board of Directors, and other bodies. In reviewing risk profiles, T&D Holdings and its directly owned subsidiaries coordinate with all relevant divisions, including business execution divisions such as sales and asset management. Directly owned subsidiaries also report the results of their risk profile reviews to T&D Holdings.

- * Risk profiles are a general risk management tool to characterize risks in terms of various factors, such as their nature and magnitude.
- * The risk profiles of Group companies and the Group as a whole include responses to sustainability-related issues, including environmental issues (climate change risk), social issues (human rights, labor practices, anti-corruption, etc.), and corporate governance.

Risk classification and responses

The T&D Insurance Group classifies various management risks as shown below, including disruption in financial markets, large-scale disasters, pandemics, climate change, human rights issues, cyberattacks, corruption, and money laundering and terrorist financing. Risk management policies have been established for each of these risks, and efforts are made to prevent these risks from occurring or to confine them within certain acceptable levels.

Business risks

	Risk taking policies	Risk management policies
(1) Insurance underwriting risk	Based on an awareness of the major impact that the life insurance underwriting of a life insurance company has on business over the long term, the Group fully analyzes and checks risk profiles as well as risk and return characteristics, both of which differ depending on products, thereby formulating product strategies.	Based on an awareness of the major impact that life insurance underwriting has on business over the long term, the Group determines, analyzes, and assesses the insurance underwriting risk and carries out appropriate controls.
(2) Investment risk	To make sure to pay insurance claims in the future, the Group sufficiently secures assets with optimal characteristics (current maturity, liquidity, and others) and develops asset management strategies by fully considering liability characteristics and risk tolerance. • Interest rate risks have a significant impact on the change of surplus due to the long-term nature of insurance liabilities; therefore, the Group strives to reduce such risks given their financial accounting-based and economic value-based effects.	Investment risks are classified as market risks (fluctuations in interest rates, share prices, and exchange rates), credit risks (deterioration of the financial conditions of an entity to which credit is provided), and real estate investment risks (decreases in profits and price related to real estate). Optimal risk controls are taken in accordance with the characteristics of each asset.
(3) Operational risk	The Group strives to prevent risks from occurring and reduce them so as not to harm its corporate value.	A system to control operational risks, such as administrative and system risks, is established.
(4) Affiliate and other entity risk	The Group analyzes and checks the soundness, profitability, and risk and return characteristics of the business while also assessing the appropriateness and reasonableness of investment. Then, the Group develops business investment strategies by considering their financial accounting-based and economic value-based effects.	Risks are properly controlled by assessing the income/expenditure situation as well as the potential for the occurrence of various risks at subsidiaries, affiliates, and business investment targets.
(5) Liquidity risk	The Group secures a certain level of liquidity and establishes a structure that enables a smooth securitization of assets in order to respond to liquidity risks.	Risks are properly controlled by categorizing the status of financing depending on its severity level, determining a controlling method according to each category and securing a certain level of liquidity and by establishing a structure that enables the smooth securitization of assets for fund procurement.
(6) Reputational risk	The Group strives to prevent risks from occurring and reduce them so as not to harm its corporate value.	Information related to reputational risks is collected, and responses to reputational risks and a reporting system are clarified.

Risk Management

The risks we consider important in connection with the Group's business and other activities are as follows:

Risks as a holding company

- Risk related to reliance on the performance of the life insurance business
- Risk related to dividend income
- Risk related to our expanding scope of operations
- Risk related to regulatory changes

Examples of efforts

■ Risk related to reliance on the performance of the life insurance business

The Group is heavily reliant on the performance of its three life insurance companies. Therefore, if the business circumstances of the three life insurance companies change significantly, or if there are significant changes in their roles or positioning, the Group's performance and financial condition could be adversely affected. In addition, the planned transfer of T&D Financial Life shares on October 1, 2027 may affect the Group's performance from that point onward.

■ Responses

- The Board of Directors gives the necessary advice and support related to the performance of the three companies, together with monitoring budget variance management and the progress of the management plan.
- The diversification and optimization of the business portfolio is promoted as a pillar of the growth strategy in the Group Long-Term Vision.

Integrated risk management activities

The T&D Insurance Group undertakes integrated risk management to help achieve its management objectives by quantifying the various risks surrounding the Group by risk type and assessing the impact of potential losses, while appropriately controlling risks across its operations, including risks that are not quantified.

1. Risk quantification

The Group measures investment risk, insurance underwriting risk, operational risk, and other risks using internal management models. Specifically, these risks are measured using Value at Risk (VaR), with the loss amount at a 99.5% confidence level over a one-year measurement period defined as the risk amount.

2. Risk control

The Economic Solvency Ratio (ESR), a risk indicator based on economic value, is calculated by dividing the net assets (surplus) found by subtracting liabilities from economic value-based assets by the quantified risks (economic capital, or EC) as follows. We ensure financial soundness and capital adequacy by controlling the EC within a certain range of the surplus, while also applying the current finance supervision system concerning soundness. The ESR is managed monthly and reported to the Group Risk Management Committee and the Board of Directors along with other risk reviews.

3. Stress test implementation

We strive to keep track of a wide range of risks to make sure we can also handle risks not fully grasped by quantification while also controlling quantified risks. We run stress tests to check the impacts of widely identified risks and of severe shocks that exceed expectations, such as major worsening of financial markets or large-scale disasters. We analyze the results of stress tests and check our countermeasures, etc. in advance, and we build a framework that can maintain our soundness in all kinds of situations.

(billion yen)	As of March 31, 2025 (1)	As of March 31, 2026 (2)	Change (2) - (1)
Insurance risk (domestic)	1,375.3	1,620.6	+245.2
Counterparty risk	4.3	36.6	+32.3
Investment risk	1,448.8	1,365.1	(83.6)
Operational risk	97.5	99.6	+2.0
Subsidiaries and affiliates risk	31.7	293.0	+261.3
Investment/insurance diversification effect, etc.	(593.9)	(644.9)	(50.9)
Tax effect, etc.	(694.0)	(813.7)	(119.7)
Total risk amount ¹	1,669.8	1,956.3	+286.5
Surplus	4,051.1	4,342.1	+290.9

¹ 1 Economic value based risk amount (variance effect included) calculated on internal model (99.5% VaR, 1 year).

Risk Management

Initiatives to protect personal information

T&D Holdings, the three insurance companies in Japan and other Group companies have each established and published a privacy policy, clearly setting out matters such as the purpose of use, policy on provision to a third party, and safety management measures, and we strictly protect personal information.

We also implement appropriate information management in accordance with our Compliance Code of Conduct, Information Security Policy and regulations on handling personal information.

As the company responsible for the Group's information systems, T&D Information Systems utilizes data including personal information in an appropriate manner, and carries out strict data protection and management. In May 2005, we received Privacy Mark certification, which is awarded to enterprises that take appropriate measures to protect personal information.

Our privacy policy can be viewed on our website.
<https://www.td-holdings.co.jp/en/information/privacy.php>

Information security and cyber security

The T&D Insurance Group regards the information assets entrusted to it by customers, business partners, and shareholders as important management resources. In light of the highly public nature and social responsibility of a corporate group engaged in the life insurance business, the Group works to ensure the confidentiality, integrity, and availability of information and treats information security and cyber security as important management issues. As cyberattacks become increasingly sophisticated and complex, the Group is continuously strengthening its measures under a Group-wide management framework.

Governance

The Group has appointed a Chief Information Security Officer to oversee information security across the Group and promote the formulation of information security policies and risk management. It has also established a framework for promptly reporting and responding when incidents or vulnerabilities are identified.

The status of information security and cyber security management is reported regularly to the Board of Directors, and continuous improvements are made through the PDCA cycle. The Internal Auditing Department also verifies the effectiveness of the management framework and reports the results to the Board of Directors.

Technical measures

To address increasingly sophisticated cyberattacks, the Group continuously monitors threats with security tools. A Group-wide CSIRT (Computer Security Incident Response Team) and company-level CSIRTs gather and analyze cyberattack information, respond to incidents, investigate impacts, and develop recurrence-prevention measures. The Group also uses multi-layered security measures (entrance, exit, and internal) and regularly undergoes third-party vulnerability assessments of information systems and networks, with corrective action taken according to severity.

Human resources and organization

The Group continuously conducts training for officers and employees, including group training and e-learning, as well as drills on handling suspicious emails, in an effort to improve security literacy.

The Group also provides cyber security training for senior management led by external experts and strengthens its incident response capabilities through drills at Group companies and participation in cross-industry exercises.

Third-party management

The Group considers ensuring the security of third parties, including outsourcing partners, external vendors, and other parties in the supply chain, an important initiative. It verifies compliance with information security standards not only when selecting new business partners but also regularly thereafter.

For service providers entrusted with important operations, the Group conducts security assessments and audits and requests improvements as necessary. It assesses risks according to the nature of the outsourced operations and the materiality of the information assets handled, and works to enhance third-party security.

Compliance

Basic Compliance Policies

The Group has formulated the T&D Insurance Group Sustainability Charter, the T&D Insurance Group Compliance Code of Conduct, and the T&D Insurance Group Basic Policy for Strengthening the Compliance Structure. The Group ensures that its officers and employees are well aware of these basic compliance policies and standards to enhance compliance efforts.

You can find the T&D Insurance Group Sustainability Charter on the Company's website.
<https://www.td-holdings.co.jp/en/csr/csr-policy/charter.php>

Group Compliance Promotion Structure

The T&D Insurance Group has established a compliance promotion structure based on the T&D Insurance Group Basic Policy for Strengthening the Compliance Structure.

To monitor and improve the Group's compliance framework, T&D Holdings has established the Group Compliance Committee as a subordinate body of the Board of Directors. The Risk Management Department serves as the department responsible for overseeing compliance promotion. Working in collaboration with the compliance management departments

of the three life insurance companies and other Group companies, it conducts periodic monitoring, receives reports on material matters, and provides guidance, advice, and instructions to each company as necessary. The three life insurance companies and other Group companies also maintain compliance promotion structures centered on their compliance committees and compliance management departments.

Compliance Implementation

The Group companies take proper steps aligned with their size and characteristics in accordance with the basic policy to increase compliance awareness within their organizations. For example, T&D Holdings, the three life insurance companies, and other Group companies have established a Compliance Program, which serves as a detailed action plan, and a Compliance Manual, which provides specific guidelines, to ensure thorough compliance in business operations.

Basic Policies to Block Relationships with Antisocial Forces

In its Group Compliance Code of Conduct, the Group defines its policy toward antisocial forces as follows: "to reject and stringently respond to any antisocial forces that threaten the order and safety of civil society." In accordance with this policy, the Group has formulated the T&D Insurance Group Basic Policy for Responding to Antisocial Forces and has announced this on the Company's website.

For details on the measures taken to exclude antisocial forces, please refer to the Corporate Governance Report posted on the Company's website.
<https://www.td-holdings.co.jp/en/company/governance/>

Measures against Money Laundering, Terrorist Financing, etc.

The three life insurance companies and other Group companies position measures against money laundering, terrorist financing, and proliferation financing as important management issues. In

accordance with laws and regulations and the Financial Services Agency's guidelines, they conduct customer due diligence and analyze and assess risks in light of their business characteristics and other factors, thereby establishing effective management systems. T&D Holdings also monitors the three life insurance companies and other Group companies, including their status of compliance with the guidelines and the status of suspicious transaction reports submitted to the authorities.

Internal Reporting System

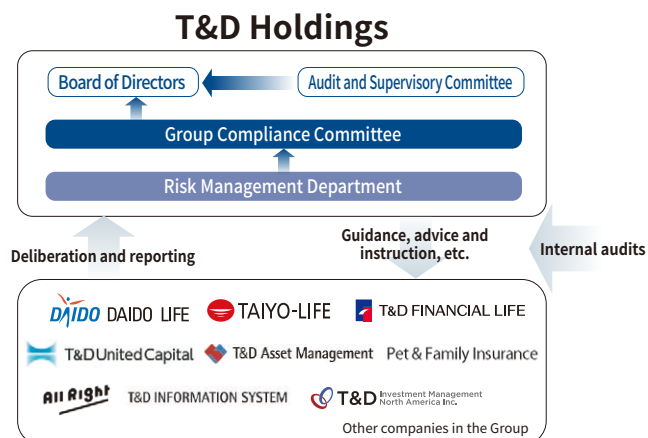
The T&D Insurance Group has created a Group-wide internal reporting system, the T&D Group Help Line, which is intended to serve as a conduit for reports from any executive or Group employee (including retirees) on instances of illegal behavior and other compliance infractions that may damage the Group's credibility or reputation. The system helps to forestall if possible the occurrence of such events and quickly assess and remedy the situation if not.

Under this system, we have established rules to ensure that no one submitting any such report will be treated in any disadvantageous way because of the report. The system also opens the way for people to report matters anonymously through the outside company receiving these reports. We thus endeavor to ensure the effectiveness of the system. We will continue to increase our compliance efforts through the internal reporting system.

Internal Control System

The Company has established an internal control system to ensure the appropriateness of its business operations. The goal of this system is to achieve sustainable growth for the Group and enhance its corporate value over the medium to long term, while protecting policyholders and other stakeholders by ensuring the soundness and compliance of the entire Group.

For details, please refer to the Corporate Governance Report posted on the Company's website.
<https://www.td-holdings.co.jp/en/company/governance/>



Corporate Data

- 87 Selected Financial Data
- 95 Glossary
- 98 Status of Stock Holdings
- 115 Stock Information



Selected Financial Data

T&D HOLDINGS Consolidated Statements of Income

(¥ millions)

Years ended March 31	2016	2017	2018	2019	2020	2021 ²	2022	2023	2024	2025 ²	2026
Statement of Operation Data											
Ordinary revenues	2,025,925	1,975,784	1,928,359	2,140,162	2,197,928	2,360,470	2,614,377	3,214,110	3,207,991	3,730,479	3,482,214
Income from insurance premiums	1,574,506	1,505,234	1,483,719	1,676,184	1,753,508	1,783,369	1,781,952	2,178,203	2,474,555	2,579,821	2,635,783
Investment income	379,707	402,709	372,753	393,901	369,419	453,706	476,904	500,793	642,076	488,335	747,973
Other ordinary income	71,665	67,838	71,813	70,076	75,001	73,963	338,770	535,113	91,359	662,322	96,489
Equity in earnings of affiliates	46	1	72	—	—	49,431	16,749	—	—	—	1,967
Ordinary expenses	1,854,490	1,818,556	1,771,884	1,993,213	2,072,506	2,185,820	2,557,348	3,288,255	3,048,182	3,531,884	3,225,023
Insurance claims and other payments	1,302,899	1,160,357	1,146,175	1,141,636	1,193,510	1,308,157	2,174,187	2,547,969	2,165,126	2,968,213	2,309,106
Provision for policy and other reserves	194,387	259,134	262,894	469,615	431,011	484,929	1,945	2,902	246,726	14	259,444
Investment expenses	77,477	130,277	96,288	112,285	164,819	110,235	82,332	191,076	305,210	216,038	296,040
Operating expenses	198,999	197,600	202,366	201,563	212,453	214,509	229,279	251,301	250,726	265,445	273,747
Other ordinary expenses	80,727	71,186	64,159	68,086	70,424	67,988	69,602	77,621	77,994	80,968	86,684
Equity in losses of affiliates	—	—	—	24	287	—	—	217,383	2,397	1,202	—
Ordinary profit	171,434	157,227	156,475	146,949	125,422	174,649	57,029	(74,144)	159,809	198,595	257,191
Net extraordinary gains (losses)	(29,274)	(35,067)	(16,485)	(17,890)	(6,055)	(12,591)	(9,816)	(7,449)	320	(3,982)	(40,571)
Provision for reserve for policyholder dividends	31,920	25,374	30,331	27,144	21,883	24,429	24,284	22,378	25,050	25,917	25,459
Income before income taxes	110,239	96,786	109,657	101,915	97,483	137,628	22,928	(103,972)	135,080	168,695	191,160
Income taxes (current)	46,075	33,316	34,106	32,383	31,768	28,969	3,730	34,605	34,048	53,704	60,199
Income taxes (deferred)	(8,561)	(11,895)	(2,044)	(3,316)	(1,425)	(744)	4,779	(6,806)	990	(12,386)	(9,014)
Total income taxes	37,513	21,421	32,061	29,066	30,343	28,224	8,510	27,799	35,038	41,318	51,185
Profit attributable to non-controlling interests	179	177	19	22	36	890	237	378	1,264	992	1,006
Profit attributable to owners of parent	72,547	75,187	77,577	72,825	67,103	108,512	14,180	(132,150)	98,777	126,384	138,968
Comprehensive income	(84,492)	(69,598)	93,236	48,596	2,341	418,061	(36,079)	(335,943)	493,358	(1,589)	373,945

*1 The above figures are calculated based on the prevailing accounting standards of each fiscal year.

*2 Figures reflect the retroactive application of the accounting adjustments related to Fortitude's reorganization announced in October 2021 and its adoption of LDTI announced in August 2025.

T&D HOLDINGS Consolidated Balance Sheet

(¥ millions)

As of March 31	2016	2017	2018	2019	2020	2021 ²	2022	2023	2024	2025 ²	2026
Balance Sheet Data											
(Assets)											
Total assets	14,674,207	14,891,167	15,262,398	15,794,711	16,520,137	17,826,238	17,813,408	16,773,877	17,207,110	16,712,943	17,318,329
(Liabilities)											
Policy reserves	12,892,482	13,139,218	13,395,725	13,859,097	14,282,219	14,765,300	14,505,391	14,055,870	14,301,729	13,721,161	13,979,640
Total liabilities	13,460,145	13,794,395	14,109,362	14,635,123	15,396,987	16,324,441	16,423,901	15,780,196	15,797,184	15,303,878	15,700,692
(Net assets)											
Total shareholders' equity	775,208	794,554	833,779	863,933	889,817	960,015	898,301	706,952	714,342	730,762	705,720
Total accumulated other comprehensive income	435,331	298,302	313,645	289,181	226,124	533,641	482,949	279,647	689,220	672,276	906,208
Total net assets	1,214,061	1,096,772	1,153,036	1,159,588	1,123,149	1,501,796	1,389,506	993,681	1,409,926	1,409,064	1,617,637

*1 The above figures are calculated based on the prevailing accounting standards of each fiscal year.

*2 Figures reflect the retroactive application of the accounting adjustments related to Fortitude's reorganization announced in October 2021 and its adoption of LDTI announced in August 2025.

Selected Financial Data

T&D HOLDINGS

(¥ millions)

Years ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Policy Results:*											
Policy amount in force	62,998,174	64,612,813	66,010,749	69,264,639	67,362,978	65,638,037	64,228,285	62,932,694	62,051,246	61,564,919	61,532,368
New policy amount	6,685,973	7,441,437	7,273,000	9,985,762	4,711,892	4,220,821	4,642,915	5,211,950	5,897,881	6,485,418	6,583,055
Surrender and lapse amount	3,789,522	3,837,734	3,884,453	4,625,021	4,206,148	3,891,199	4,007,120	4,333,414	4,824,188	4,810,226	4,743,331

* Total of the individual insurance and individual annuities, the insurance amounts of Daido Life's *J-type* product, *T-type* product and the nursing-care insurance amounts of *Kaigo Relief Alpha* and so forth. New policies include net increase from conversion.

Other Data:

Core profit	153,097	159,985	148,466	149,638	166,227	161,039	184,059	93,088	125,825	162,075	239,894
Group EV**¹	1,893,700	2,290,500	2,406,700	2,370,600	2,588,100	3,377,600	3,508,500	3,331,300	3,884,400	3,945,700	4,238,600
Value of New Business**¹	56,300	119,500	129,400	140,300	115,800	143,400	166,900	167,000	161,700	166,100	169,000
Consolidated solvency margin ratio**²	1155.8%	1105.1%	1061.8%	1093.1%	1107.0%	1094.7%* ⁴	1026.3%	920.1%	995.7%	960.7%	216.5%
ESR*³	162%	175%	168%	159%	198%	227%* ⁴	236%	230%	239%	243%	222%

*¹ Group EV, Value of New Business is shown rounding down to the hundred million yen. Based on the ultimate forward rate since fiscal year ended March 31, 2020. UFR has been changed from the end of March 2023; UFR: from 3.8% to 2.9%, start year in extrapolation: from 31 years to 41 years, convergence year: from 60 years to 70 years.

*² Effective from the fiscal year ended March 31, 2026, the calculation method for the solvency margin ratio and the regulatory supervisory standards were revised. Figures from the fiscal year ended March 31, 2026 onward are calculated using the new calculation method.

*³ In addition to applying the Ultimate Forward Rate, subordinated debt is added to the surplus since the end of March 2020. UFR has been changed from the end of March 2023; UFR: from 3.8% to 2.9%, start year in extrapolation: from 31 years to 41 years, convergence year: from 60 years to 70 years.

*⁴ Figures reflect the retroactive application of the accounting treatment of Fortitude's reorganization announced on October 1, 2021.

Selected Financial Data

DAIDO LIFE

(¥ millions)

Years ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Statement of Operation Data											
Ordinary revenues	935,739	944,431	988,070	1,045,561	1,015,124	1,022,834	1,032,690	1,233,042	1,183,799	1,148,473	1,246,730
Income from insurance premiums	748,914	766,336	790,852	828,003	818,070	808,161	808,083	810,311	843,749	841,262	855,326
Investment income	165,153	154,066	171,830	191,065	165,137	185,876	191,249	259,241	306,335	274,492	354,670
Other ordinary income	21,671	24,029	25,387	26,492	31,916	28,796	33,357	163,489	33,713	32,718	36,733
Ordinary expenses	845,431	861,736	898,672	956,290	928,967	926,928	909,910	1,148,962	1,082,136	1,034,911	1,112,050
Insurance claims and other payments	502,896	484,881	496,329	510,573	522,146	511,604	516,795	887,660	588,397	611,074	652,126
Provision for policy and other reserves	181,357	204,770	232,739	259,032	214,775	221,616	211,578	639	167,477	134,278	107,592
Investment expenses	34,443	48,244	46,233	61,342	61,569	66,440	44,781	114,923	179,117	133,575	185,992
Operating expenses	102,531	103,099	103,602	103,883	107,649	106,644	116,139	121,827	124,068	131,712	140,437
Other ordinary expenses	24,203	20,739	19,767	21,458	22,826	20,622	20,614	23,912	23,076	24,271	25,901
Ordinary profit	90,307	82,695	89,397	89,270	86,157	95,905	122,780	84,079	101,662	113,562	134,680
Net extraordinary gains (losses)	4,413	(12,450)	(11,698)	(11,956)	(3,703)	(7,123)	(5,267)	(4,313)	(4,966)	(2,898)	(14,286)
Provision for reserve for policyholder dividends	13,788	13,636	14,668	14,005	11,687	11,854	11,711	11,530	11,441	11,518	10,847
Income before income taxes	80,932	56,608	63,031	63,308	70,766	76,927	105,800	68,236	85,254	99,144	109,545
Income taxes (current)	29,351	20,777	22,854	21,414	21,646	25,029	29,892	20,962	25,579	31,532	36,994
Income taxes (deferred)	(2,896)	(7,286)	(4,396)	(3,634)	(1,330)	(2,965)	(313)	(2,035)	(1,235)	(5,001)	(9,676)
Total income taxes	26,455	13,491	18,458	17,779	20,315	22,064	29,578	18,926	24,343	26,530	27,318
Net income	54,476	43,116	44,572	45,528	50,450	54,863	76,222	49,309	60,910	72,613	82,227

* The above figures are calculated based on the prevailing accounting standards of each fiscal year.

DAIDO LIFE

(¥ millions)

As of March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Balance Sheet Data											
(Assets)											
Total assets	6,152,026	6,298,188	6,573,924	6,843,179	7,037,507	7,554,346	7,837,366	7,464,151	7,923,413	7,964,439	8,224,988
(Liabilities)											
Policy reserves	5,301,162	5,501,639	5,729,754	5,986,450	6,195,363	6,415,546	6,624,897	6,491,257	6,657,107	6,788,734	6,895,018
Total liabilities	5,488,203	5,654,175	5,913,402	6,180,746	6,393,649	6,701,219	6,978,638	6,693,817	6,938,360	7,029,948	7,200,712
(Net assets)											
Total shareholders' equity	433,499	448,016	466,141	489,267	513,114	541,184	532,210	546,647	543,981	565,723	549,875
Total valuation and translation adjustment	230,323	195,996	194,380	173,165	130,743	311,942	326,517	223,686	441,071	368,767	474,400
Total net assets	663,823	644,013	660,521	662,433	643,858	853,127	858,727	770,334	985,053	934,490	1,024,276

* The above figures are calculated based on the prevailing accounting standards of each fiscal year.

Selected Financial Data

DAIDO LIFE

(¥ millions)

Years ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Policy Results:*											
Policy amount in force	39,205,952	40,992,241	42,803,504	47,146,055	46,947,214	46,656,071	46,703,372	46,683,895	46,637,618	46,967,563	47,336,084
Individual term life insurance	33,673,604	34,772,475	34,724,011	35,305,536	34,688,890	34,301,814	34,214,918	34,183,001	34,041,170	34,041,734	33,988,394
J-type product, T-type product, and Kaigo Relief Alpha, etc.	2,415,881	3,166,600	5,426,922	10,057,448	10,899,535	11,056,124	11,267,202	11,466,536	11,633,540	12,021,653	12,449,154
New policy amount	4,315,542	5,121,169	5,231,498	8,474,888	3,724,420	3,550,612	4,041,989	4,287,235	4,789,810	5,145,279	5,322,158
Individual term life insurance	3,426,632	4,088,485	2,944,065	4,128,641	2,460,009	2,474,808	2,844,737	3,088,205	3,338,986	3,419,170	3,303,501
J-type product, T-type product, and Kaigo Relief Alpha, etc.	786,609	934,940	2,523,252	5,085,094	1,332,445	1,125,997	1,282,960	1,394,866	1,550,549	1,810,809	2,060,833
Surrender and lapse amount	2,472,006	2,525,540	2,582,199	3,295,771	2,976,811	2,846,020	2,972,735	3,251,608	3,697,846	3,651,347	3,716,418
Surrender and lapse rate	6.48%	6.44%	6.30%	7.70%	6.31%	6.06%	6.37%	6.96%	7.92%	7.83%	7.91%

* The total of individual insurance, individual annuities and Daido Life's J-type product, T-type product, Kaigo Relief Alpha, etc. The new policy amounts include net increases from conversions.

Other Data:

Core profit	104,829	105,677	100,781	99,245	116,903	111,604	131,632	75,039	86,551	108,512	143,344
EV *¹	1,078,000	1,417,400	1,473,200	1,417,700	1,626,000	2,058,800	2,148,100	2,222,500	2,636,000	2,731,900	2,845,700
Solvency margin ratio*²	1341.9%	1252.6%	1206.2%	1271.9%	1335.3%	1293.5%	1203.8%	1116.1%	1193.5%	1168.0%	229.2%
Number of in-house sales representatives	3,867	3,843	3,714	3,786	3,746	3,766	3,699	3,577	3,628	3,747	3,785
Number of agents	13,793	13,878	13,992	14,132	14,413	14,775	15,137	15,406	15,679	16,021	16,414

*1 EV is shown rounding down to the hundred million yen. Based on the ultimate forward rate since fiscal year ended March 31, 2020. UFR has been changed from the end of March 2023; UFR: from 3.8% to 2.9%, start year in extrapolation: from 31 years to 41 years, convergence year: from 60 years to 70 years

*2 Effective from the fiscal year ended March 31, 2026, the calculation method for the solvency margin ratio and the regulatory supervisory standards were revised. Figures from the fiscal year ended March 31, 2026 onward are calculated using the new calculation method.

Selected Financial Data

TAIYO LIFE

(¥ millions)

Years ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Statement of Operation Data											
Ordinary revenues	873,887	897,955	738,716	917,610	802,538	797,301	1,439,893	961,343	989,290	1,716,301	1,279,966
Income from insurance premiums	657,185	654,379	511,900	715,120	593,679	619,721	598,144	643,308	702,821	805,591	983,087
Investment income	202,909	228,058	189,495	190,444	196,911	165,283	174,377	214,741	233,094	209,177	274,332
Other ordinary income	13,792	15,517	37,319	12,044	11,947	12,296	667,370	103,292	53,374	701,532	22,547
Ordinary expenses	794,763	831,312	675,925	863,413	765,756	765,695	1,526,535	913,198	933,976	1,636,814	1,163,378
Insurance claims and other payments	604,261	535,387	522,746	521,457	542,912	569,480	1,381,684	726,570	692,392	1,435,236	873,554
Provision for policy and other reserves	39,860	99,991	885	183,693	43,421	46,414	1,649	255	917	1,120	51,303
Investment expenses	36,540	83,109	45,292	52,386	76,173	46,919	36,965	71,514	124,570	74,737	109,697
Operating expenses	76,424	77,189	76,698	76,730	75,077	76,509	80,675	88,495	90,562	96,975	97,743
Other ordinary expenses	37,676	35,635	30,301	29,147	28,171	26,371	25,560	26,361	25,533	28,744	31,080
Ordinary profit (loss)	79,124	66,642	62,790	54,196	36,782	31,606	(86,642)	48,144	55,314	79,486	116,588
Net extraordinary gains (losses)	(20,251)	(18,995)	(4,254)	(5,370)	(1,594)	(4,592)	(3,665)	(2,754)	5,934	(963)	(28,727)
Provision for reserve for policyholder dividends	18,135	11,738	15,664	13,138	10,197	12,574	12,572	10,847	13,606	14,396	14,612
Income (loss) before income taxes	40,736	35,909	42,870	35,687	24,990	14,440	(102,881)	34,542	47,642	64,126	73,248
Income taxes (current)	17,624	11,120	10,238	10,798	10,391	5,956	(23,042)	6,011	7,016	17,742	19,897
Income taxes (deferred)	(3,722)	(4,178)	2,151	(657)	(1,218)	(1,800)	(5,691)	1,699	1,641	(5,474)	1,088
Total income taxes	13,902	6,941	12,390	10,140	9,172	4,156	(28,734)	7,710	8,658	12,267	20,986
Net income	26,834	28,967	30,480	25,547	15,817	10,284	(74,147)	26,832	38,983	51,859	52,262

* The above figures are calculated based on the prevailing accounting standards of each fiscal year.

TAIYO LIFE

(¥ millions)

As of March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Balance Sheet Data											
(Assets)											
Total assets	7,084,800	7,188,371	7,219,463	7,411,864	7,660,474	8,235,372	7,693,272	7,354,754	7,307,852	6,692,604	6,754,113
(Liabilities)											
Policy reserves	6,318,824	6,410,781	6,389,235	6,569,075	6,608,629	6,654,572	6,001,168	5,915,649	5,885,922	5,199,904	5,251,508
Total liabilities	6,603,082	6,807,381	6,810,776	6,996,551	7,269,351	7,708,881	7,351,808	7,108,475	6,888,630	6,319,150	6,295,197
(Net assets)											
Total shareholders' equity	279,336	279,765	290,945	304,203	303,647	302,568	186,925	203,799	187,667	196,963	191,492
Total valuation and translation adjustment	202,382	101,224	117,742	111,109	87,476	223,923	154,538	42,479	231,554	176,489	267,424
Total net assets	481,718	380,989	408,687	415,312	391,123	526,491	341,464	246,278	419,221	373,453	458,916

* The above figures are calculated based on the prevailing accounting standards of each fiscal year.

Selected Financial Data

TAIYO LIFE

(¥ millions)

Years ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Policy Results:*											
Policy amount in force	21,983,504	21,741,191	21,154,486	19,945,620	18,023,246	16,278,405	14,527,568	12,991,974	11,461,851	10,399,315	9,511,933
New policy amount	2,134,199	2,084,818	1,686,796	1,196,690	540,573	243,585	179,669	237,128	240,923	593,196	594,297
Surrender and lapse amount	1,255,956	1,255,824	1,236,078	1,240,097	1,149,490	941,331	915,627	775,953	920,873	857,733	821,616
Surrender and lapse rate	5.67%	5.71%	5.69%	5.86%	5.76%	5.22%	5.62%	5.34%	7.09%	7.48%	7.90%

* The total of individual insurance and individual annuities. The new policy amounts include net increases from conversions.

Other Data:

Core profit	53,812	53,464	48,547	51,859	54,387	52,703	55,122	21,294	40,761	52,424	89,533
EV * ¹	725,700	777,500	825,000	856,200	895,800	1,114,600	1,134,500	1,084,200	1,171,800	1,133,200	1,159,400
Solvency margin ratio* ²	890.6%	848.6%	835.1%	849.7%	805.5%	852.8%	734.2%	580.9%	716.2%	678.6%	184.3%
Number of in-house sales representatives	8,631	8,902	8,942	8,440	8,071	8,473	8,534	9,016	9,319	9,550	9,764

*¹ EV is shown rounding down to the hundred million yen. Based on the ultimate forward rate since fiscal year ended March 31, 2020. UFR has been changed from the end of March 2023; UFR: from 3.8% to 2.9%, start year in extrapolation: from 31 years to 41 years, convergence year: from 60 years to 70 years.

*² Effective from the fiscal year ended March 31, 2026, the calculation method for the solvency margin ratio and the regulatory supervisory standards were revised. Figures from the fiscal year ended March 31, 2026 onward are calculated using the new calculation method.

Selected Financial Data

T&D FINANCIAL LIFE

(¥ millions)

Years ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Statement of Operation Data											
Ordinary revenues	218,035	155,834	196,492	150,758	354,495	460,661	485,311	980,991	1,028,260	959,073	912,827
Income from insurance premiums	165,436	80,918	176,474	127,853	335,910	348,020	367,118	714,695	917,540	921,711	784,664
Investment income	14,232	23,041	12,982	17,221	11,924	106,851	113,353	28,023	106,264	6,361	123,090
Other ordinary income	38,365	51,874	7,036	5,683	6,660	5,789	4,839	238,272	4,455	31,000	5,072
Ordinary expenses	216,822	149,634	193,948	148,694	352,249	463,608	479,644	969,937	1,020,955	951,290	900,499
Insurance claims and other payments	194,324	138,311	124,953	106,894	125,135	222,904	270,745	928,437	878,574	915,265	775,806
Provision for policy and other reserves	2	0	50,164	26,791	174,312	216,631	183,641	1,911	109,578	0	99,748
Investment expenses	7,950	213	4,888	1,941	30,117	127	840	3,536	2,037	8,220	148
Operating expenses	12,705	9,745	12,349	11,453	19,373	20,216	20,543	30,084	24,771	22,727	20,314
Other ordinary expenses	1,840	1,363	1,592	1,612	3,309	3,727	3,873	5,966	5,992	5,077	4,480
Ordinary profit	1,212	6,199	2,543	2,064	2,246	(2,947)	5,667	11,054	7,305	7,783	12,328
Net extraordinary gains (losses)	(621)	(3,612)	(461)	(552)	(756)	(868)	(880)	(713)	(632)	(595)	(907)
Provision for reserve for policyholder dividends	(3)	(1)	(1)	0	(0)	0	(0)	0	1	1	(0)
Income before income taxes	593	2,587	2,083	1,511	1,490	(3,816)	4,788	10,340	6,671	7,186	11,420
Income taxes (current)	(1,735)	874	199	(456)	(754)	(2,212)	(3,115)	5,060	530	3,516	2,472
Income taxes (deferred)	1,837	(427)	295	956	1,178	1,180	4,704	(2,660)	1,328	(1,915)	726
Total income taxes	101	446	494	500	424	(1,031)	1,589	2,399	1,859	1,600	3,199
Net income	492	2,141	1,588	1,011	1,065	(2,784)	3,199	7,940	4,812	5,585	8,221

* The above figures are calculated based on the prevailing accounting standards of each fiscal year.

T&D FINANCIAL LIFE

(¥ millions)

As of March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Balance Sheet Data											
(Assets)											
Total assets	1,359,879	1,313,747	1,365,878	1,438,819	1,645,401	1,850,918	2,007,568	1,833,544	1,869,028	1,861,932	1,960,191
(Liabilities)											
Policy reserves	1,270,904	1,224,914	1,274,376	1,300,935	1,475,204	1,691,538	1,875,148	1,643,912	1,753,461	1,726,859	1,826,581
Total liabilities	1,289,619	1,242,846	1,292,955	1,361,498	1,564,466	1,782,638	1,943,616	1,764,802	1,795,467	1,782,150	1,874,879
(Net assets)											
Total shareholders' equity	67,886	70,027	71,616	72,627	73,693	70,909	74,108	82,048	86,860	92,445	100,667
Total valuation and translation adjustment	2,373	874	1,306	4,693	7,240	(2,628)	(10,155)	(13,306)	(13,298)	(12,664)	(15,355)
Total net assets	70,260	70,901	72,922	77,321	80,934	68,280	63,952	68,742	73,561	79,781	85,312

* The above figures are calculated based on the prevailing accounting standards of each fiscal year.

Selected Financial Data

T&D FINANCIAL LIFE

(¥ millions)

Years ended March 31	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Policy Results:*											
Policy amount in force	1,808,717	1,879,380	2,052,758	2,172,963	2,392,518	2,703,559	2,997,343	3,256,823	3,951,777	4,198,040	4,684,350
New policy amount	236,231	235,449	354,705	314,183	446,898	426,624	421,257	687,586	867,147	746,942	666,598
Surrender and lapse amount	61,559	56,368	66,174	89,152	79,846	103,847	118,758	305,852	205,468	301,145	205,295
Surrender and lapse rate	3.41%	3.12%	3.52%	4.34%	3.67%	4.34%	4.39%	10.20%	6.31%	7.62%	4.89%

* The total of individual insurance and individual annuities.

Other Data:

Core profit (loss)	(5,545)	843	(863)	(1,466)	(5,063)	(3,268)	(2,694)	(3,245)	(1,487)	1,138	7,016
EV * ¹	93,400	97,400	102,600	98,500	66,500	108,100	111,300	126,600	153,400	171,700	184,600
Solvency margin ratio * ²	1260.7%	1295.6%	1258.3%	1101.7%	1033.6%	826.8%	749.5%	659.4%	567.6%	575.3%	182.3%

*1 EV is shown rounding down to the hundred million yen. Based on the ultimate forward rate since fiscal year ended March 31, 2020. UFR has been changed from the end of March 2023; UFR: from 3.8% to 2.9%, start year in extrapolation: from 31 years to 41 years, convergence year: from 60 years to 70 years.

*2 Effective from the fiscal year ended March 31, 2026, the calculation method for the solvency margin ratio and the regulatory supervisory standards were revised. Figures from the fiscal year ended March 31, 2026 onward are calculated using the new calculation method.

Glossary

A

A company with an Audit and Supervisory Committee	A publicly-listed company with an Audit and Supervisory Committee comprised of at least three directors serving as Audit and Supervisory Committee members (and outside directors as the majority of its members). The Board audits and supervises the execution of duties by directors not serving as Audit and Supervisory Committee members.
Adjusted ROE	Calculated by dividing Group adjusted profit by average net asset balance.
Annualized premiums	An adjusted figure for premiums paid using monthly, annual, or lump-sum payment methods showing total premiums paid on an annual basis.
Assumed investment yield	One of the forecast rates used in the calculation of insurance premiums. It is the predetermined discount rate based on the expected earnings from the investment of insurance premiums.

C

Closed book business	A business model in which an insurance company generates profit by obtaining and consolidating blocks of policies in force for products that are no longer sold (closed book) and enhancing their value. In Western countries, there has been an increase in the number of closed books separated as a part of revisions of the business strategy and the product portfolio according to changes in the business environment.
Contingency reserve	A reserve included as part of the policy reserve to account for the risk of insurance payment events occurring at a higher-than-expected rate due to higher-than-expected mortality and morbidity rates, and the risk of actual investment yields being lower than the assumed investment yields related to outstanding policies. Contingency reserve can be classified into: Contingency reserve I Corresponds to insurance risk Contingency reserve II Corresponds to assumed investment yield risk Contingency reserve III Corresponds to minimum guarantee risk relating to variable annuity and others Contingency reserve IV Corresponds to insurance risk of Third Sector insurance

Core profit

An indicator showing core period earnings of life insurance companies, made up of insurance income and expenses (which include income from insurance premiums and insurance benefits and business expenses), and investment income and expenses (which include mainly interest, dividends and income from real estate for rent). It is not an item on the Company's statement of operation, but is calculated by deducting capital gains, such as gains (losses) on sales of securities and other one-time gains (losses), from ordinary profit.

Cost of equity

Of capital raised by a company, costs required to procure funds from investors. Also can be defined as the rate of return anticipated by an investor on an investment.

D

DX (Digital Transformation)

DX stands for "Digital Transformation."
It refers to transforming business models, organizations, operations, corporate culture, and other aspects of a company by leveraging advancing digital technologies, big data, and AI to understand the needs of customers and society and create new value.

E

Earnings per share (EPS) growth rate

A measure of the growth in earnings per share (EPS) over a certain period.
The Group calculates EPS by dividing group adjusted profit by the weighted-average number of common shares outstanding during the period.

ERM (Enterprise Risk Management)

A strategic management method used to achieve managerial goals such as raising corporate value and maximizing earnings, through the integrated management of capital, profit and risk.

ESG investment

Selective investments focused on companies that pay adequate attention to the environmental, social and governance factors.

ESR (Economic Solvency Ratio)

The Group has introduced ESR (Economic Solvency Ratio) as an economic value-based indicator of financial soundness and manages it within a certain range to ensure financial soundness and capital adequacy. ESR is calculated by dividing economic value-based net assets (surplus), valued using assumptions consistent with those used for EV, by the amount of risk (economic capital) quantified using an internal management model.

Glossary

EV (Embedded Value)

Generally, life insurance policies extend over significantly long durations, resulting in a time gap between the recognition of revenues and expenses. EV is a concept used for measuring the corporate value of a life insurance company in consideration of this gap. EV (embedded value) refers to the amount of net assets after tax, which is considered to be attributable to shareholders, and is the sum of adjusted net assets calculated based on balance sheets, etc., and the value of in-force business calculated based on policies in force.

<Specific nature of life insurance accounting>

From the perspective of financial accounting, a life insurance company successfully acquiring new business in a year apparently shows a decrease in profit for the corresponding period, due to a heavier burden of initial costs, such as sales commissions. While there is a constant inflow of premiums each year, expenses gradually decrease over time, which results in the accumulation of earnings over longer periods.

G

General account

The aggregate of a life insurer's assets, other than those allocated to separate accounts. General account assets are invested by a company to meet fixed guaranteed rates of return for policyholders, and that company bears the investment risk on such assets.

GHG (Greenhouse Gas)

An abbreviation for greenhouse gas. Greenhouse gases are gases that contribute to global warming, including carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O).

Group adjusted profit

Calculated by subtracting unrealized gains/losses caused by discrepancy of accounting treatment of assets and liabilities from net income, and then adding additional internal reserves in excess of the legal standard requirements to the resulting number.

J

Japan's Corporate Governance Code

Guidelines for corporate governance drafted by the Financial Services Agency and the Tokyo Stock Exchange, which indicate "a structure for transparent, fair, timely and decisive decision-making by companies, with due attention to the needs and perspectives of shareholders and also customers, employees and local communities," in the form of a code of conduct to be observed by a listed company.

M

MCEV (Market Consistent EV)

MCEV refers to Market Consistent EV, which is a method for evaluating EV in consistency with financial markets. MCEV is an EV calculated based on the MCEV Principles established in June 2008 by the CFO Forum (an organization of major European insurance companies), whereby a market consistent evaluation method was applied with a view to further unify the calculation standards.

Mortality rate

Rates of death, varying by such parameters as gender, age, and health, used in pricing and computing liabilities for future policyholder benefits for life insurance and annuity products.

P

P/EV ratio

A ratio calculated by dividing an aggregate market value by EV (Embedded Value). An indicator which compares a company's share price to its per-share EV.

Policy amount

Aggregate sum insured by a life insurance company. The total of policy amount at the end of a fiscal year is called the "policy amount in force." The total policy amount of policies (including converted policies) sold in a year is called the "new policy amount."

Policy reserve

A reserve established for the fulfillment of insurance claims and other payments related to a company's outstanding policies that are expected to be paid in the future. The policy reserve consists of a premium reserve, an unearned premium reserve, a repayment reserve, and a contingency reserve. A company uses the net level premium method to calculate the amount it sets aside each year as a policy reserve. The policy reserve is one of the three reserves comprising the reserve for policy and other reserves.

Positive spread/ Negative spread

The state in which actual investment earnings exceed the expected return based on the assumed investment yield is referred to as a "positive spread." A "negative spread" is when actual investment earnings are below the expected return. Positive spread (Negative spread denoted in bracket) = (Investment yield on core profit – Average assumed investment yield) × Policy reserve in general account

- "Investment yield on core profit" is calculated by dividing the numerator as investment earnings in general account included in core profit less the provision for interest portion of reserve for dividends to policyholder by the denominator as policy reserve in general account.
- "Average assumed investment yield" is calculated by dividing the numerator as assumed interest by the denominator as policy reserve in general account.
- "Policy reserve in general account" represents the policy reserve in general account less contingency reserve calculated by the following method. Policy reserve in general account = (Policy reserve at beginning of fiscal year + Policy reserve at the end of fiscal year – Assumed interest) × 1/2

Glossary

R

Reserve for policyholder dividends	A reserve used to fund the payment of policyholder dividends. The reserve for policyholder dividends is one of the three reserves comprising the reserve for policy and other reserves. For a mutual life insurance company, a transfer to reserve for policyholder dividends is treated as a disposition of net surplus. For a joint stock corporation, provision for reserve for policyholder dividends is treated as an expense.
Reserve for price fluctuations	Pursuant to provisions of the Insurance Business Act, companies maintain reserves to cover losses due to price fluctuations in assets subject to market price volatility, particularly investments in domestic and foreign stocks, yen-denominated bonds, and foreign currency-denominated bonds. This reserve may be used only to reduce deficits arising from price fluctuations of those assets.
ROEV/Core ROEV	ROEV stands for Return on Embedded Value, which is an indicator for measuring capital efficiency by assuming an increase in EV as profit in consideration of the specialty of life insurance accounting. Core ROEV is an indicator using an increase in EV mainly through the acquisition of new business.

S

Separate account	Assets related to variable insurance and variable annuity products, as well as some group pension products (including employee pension fund insurance and national pension fund insurance), are managed in a separate account for the purpose of directly returning investment results to policyholders. The investment results, less asset management fees, of the separate account assets are attributable to all policyholders so that the insurance company bears limited or no investment risk on such assets.
Social bond	Bond issued to raise funds for contributing to solutions to global social issues, such as support for emerging countries and measures against global warming.
Solvency margin ratio	“Solvency margin” refers to an insurer’s ability to meet its payment obligations. Insurers maintain policy reserves to prepare for future insurance claim payments and other obligations, enabling them to adequately address risks within the range of normal expectations. However, risks beyond normal expectations may arise from events such as major disasters, sharp declines in stock prices, and pandemics. The solvency margin ratio is one of the indicators used by regulatory authorities to assess whether an insurance holding company or insurance company has sufficient financial capacity to withstand such risks. If the solvency margin ratio of an insurance holding company or insurance company falls below 100%, the regulatory authorities will take prompt corrective action.

Surrender and lapse amount

The total amount of money reimbursed on the surrender or lapse of insurance policies in a given fiscal year. Surrender occurs when policyholders choose to discontinue their policies. Lapse occurs when the deadline for payment of premiums that are in arrears is exceeded.

T

Third sector insurance	In the Japanese insurance industry, life insurance products and non-life insurance products are called “First Sector” and “Second Sector” insurance products, respectively, and insurance products which have intermediate characteristics of both products are called “Third Sector” insurance products. Examples include medical care, cancer, accident, and nursing care insurance.
Total payout ratio	An indicator showing the ratio of return to shareholders. Calculated by dividing the sum of total dividend value and the amount of share buybacks by Group adjusted profit.
Trust-type stock compensation	A stock compensation system under which a Trust established by T&D Holdings through entrusting money, acquires the Company’s stocks, and through the Trust, the Company provides eligible directors with its stocks corresponding to the number of points granted to them by the Company.

U

Ultimate Forward Rate (UFR)	A very long-term interest rate level that is thought to be realized macroeconomically. The Group begins domestic interest rate extrapolation from 41 years and sets the convergence point for the ultimate forward rate level at 70 years.
------------------------------------	--

V

Value of new business	The value of distributable earnings to shareholders expected to be generated in the future from insurance policies (including converted policies) sold in a year, converted to a present value as at the valuation date.
------------------------------	--

Status of Stock Holdings

I. Standards and ways of thinking by category in investments

The Group holds investment stocks for the purpose of pure investment in order to reap earnings by an increase in equity value and by receiving dividends and so forth.

In addition, the Group holds investment stocks for purposes other than pure investment (hereinafter “non-pure investment stocks” or “strategic shareholdings”).

The purpose of holding non-pure investment stocks/strategic shareholdings is to maintain and strengthen relationships with business alliance partners, collaborative business partners, and other business counterparties.

The Company has set its policies regarding the Group's strategic shareholdings and its standpoint on exercise of the voting rights under the Basic Policy on Corporate Governance, as per below.

1. When holding strategic shareholdings, the Group shall adhere to the following policies:

- a. The purpose of holding strategic shareholdings shall be to maintain and strengthen business partners, collaborators and so forth. Shareholdings held for purposes other than those outlined above will, in principle, be reduced.
- b. Every year, the boards of directors of the Company and its Group companies that hold strategic shareholdings shall verify the propriety of holding individual strategic shareholdings by concretely examining the adequacy of the holdings, whether the benefits and risks are commensurate with the capital cost and other factors.
- c. If the continued holdings of individual strategic shareholdings were deemed inadequate as a result of verifying the propriety of the holding mentioned in above (a) and (b), such strategic shareholdings shall be subject to sales and the strategic shareholdings shall be reduced.
- d. The Group shall disclose its details of the verification of above (b) and (c) annually.

2. The Group believes that the appropriate exercise of the voting rights of strategic shareholdings will encourage the establishment of sound corporate governance systems and sustained growth at counterparty companies. At the same time, the Group believes that the appropriate exercise of these voting rights is a crucial means of helping to bolster shareholder interests. Accordingly, the Group shall exercise the voting rights of its strategic shareholdings.

3. In the course of exercising voting rights as stipulated in the preceding item, the Company shall strive to share a common awareness with the counterparty company by engaging in dialogue and other forms of communication from a medium- to long-term perspective, while respecting the counterparty company's management decisions, rather than making judgments based on formal standards. In cases where it is judged that shareholder interests could be impaired, the Company shall express its position through the appropriate exercise of its voting rights.

In order to improve capital efficiency, the Group is reducing its strategic shareholdings balance.

In May 2024, the Group announced its policy to reduce strategic shareholdings to zero by the end of March 2031, excluding shares of business partners and collaborators. With respect to strategic shareholdings that have been held for the purpose of maintaining and expanding long-term and stable business relationships in the insurance field, the Group has conducted a thorough reassessment of the rationale for such holdings. Based on this review, the Group has decided to proceed with a continuous reduction of the balance.

In FY2025, the balance was reduced by ¥23.1 billion based on market value at the time of sale. On the other hand, the balance was increased by ¥78.7 billion due to rising share prices at the end of the fiscal year. As a result, the ratio of strategic shareholdings to net assets stood at 19%.

Please refer to page 22 for the chart titled “Trend in strategic shareholdings (on a market value basis).”

Regarding investment stocks held for pure investment purposes, including those whose holding purpose has been changed from strategic shareholdings, both Taiyo Life and Daido Life entrusted the management of these stocks to T&D Asset Management - its Group's asset management company under a discretionary investment management agreement.

The asset management company makes decisions on whether to continue holding each individual stock based on factors, such as the dividends and stock price outlooks along with medium- to long-term performance growth.

With respect to the exercise of voting rights, strategic shareholdings are managed by departments that are independent from those responsible for lending and corporate sales activities (Taiyo Life: Securities Investment Department; Daido Life: Investment Planning Department).

Investment shares held for pure investment purposes are managed by T&D Asset Management Co., Ltd. (TDAM).

In exercising voting rights, each company has established a committee involving external experts and other third parties to review voting decisions and the voting process.

Status of Stock Holdings

II. Taiyo Life Insurance Company's stock holding status

Of the Company and its consolidated subsidiaries, Taiyo Life is the consolidated subsidiary with the largest carrying amount on the balance sheet (balance of investment stock.) The status of Taiyo Life's stock holding is as follows:

1. Investment Stocks for which the holding purpose is other than pure investment

a. Policies to hold shares, methods to verify the rationality to hold shares, verification contents at the Board of Directors meetings, etc. about the appropriateness to hold individual stocks

Every year, the boards of directors of the Company and Taiyo Life Insurance Company verify the appropriateness of holding all investment stocks held for purposes other than pure investment by specifically examining whether the purpose of holding remains appropriate, whether the benefits and risks associated with the holding are commensurate with the cost of capital, and other relevant factors.

Regarding the verification method, the Company comprehensively assesses the status and results of its business alliances and collaborative initiatives from both quantitative and qualitative perspectives. The acquisition and retention of insurance policies are not included in the assessment. In addition, due to confidentiality obligations with our business partners and collaborators, we refrain from disclosing the specific details of the assessment for individual shareholdings. In the verification conducted by the Board of Directors and other relevant bodies regarding the appropriateness of holding individual shareholdings as of March 31, 2025, it was confirmed that the continued holding of all shareholdings was appropriate.

b. The number of stocks and the amounts on balance sheets

	The number of stocks	Total of balance sheet amount (¥ millions)
Unlisted stocks	6	2,871
Stocks other than unlisted stocks	4	72,359

(Stocks with increased number of shares in this fiscal year)

	The number of stocks	Total of acquisition cost related to the increase in the number of shares (¥ millions)	The reasons for increasing the number of shares
Unlisted stocks	0	—	—
Stocks other than unlisted stocks	0	—	—

(Stocks with decreased number of shares in this fiscal year)

	The number of stocks	Total of sale price related to the decrease in the number of shares (¥ millions)
Unlisted stocks	0	—
Stocks other than unlisted stocks	3	1,647

Status of Stock Holdings

c. The information about the number of the shares and balance sheet amount for Specified Investment Shares and Regarded as Holding Shares

Specified Investment Shares

Stock	Current Fiscal Year	Previous Fiscal Year	Holding purposes, summary of business partnerships, etc., quantitative effects to hold stocks, and reasons to increase the number of shares	Whether the counterpart company holds the Company's shares Y=Yes/N=No
	The number of shares			
	Balance sheet amount ¥ millions			
Daiwa Securities Group Inc.	41,140,000	41,140,000	The purpose of holding the stocks is to maintain and expand collaborative relationships. In FY2024, we entered into a basic agreement with Daiwa Connect Securities, a member of the Daiwa Securities Group, regarding customer referrals and mutual promotion. Through initiatives, such as introducing NISA to our clients and conducting online mutual promotions, we have contributed to supporting asset formation for our customers and providing diverse and comprehensive financial services to clients of both companies.	Y
	60,064	40,884		
RAITO KOGYO CO., LTD.	2,734,500	2,734,500	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	10,473	6,732		
J-POWER	362,540	452,540	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	1,570	1,145		
Meiwa Industry Co., Ltd.	210,120	210,120	The purpose of holding the stocks is to maintain and expand collaborative relationship. In 2025, the Company entered into an Agreement on Cooperation for the Supply of Goods in Times of Disaster, which has contributed to enhancing the effectiveness of the Company's Business Continuity Plan (BCP).	Y
	251	233		
Taikisha Ltd.	—	422,058	All shares had been sold by the end of the current fiscal year.	Y
	—	964		
Daiwa Motor Transportation Co., Ltd.	—	375,000	All shares had been sold by the end of the current fiscal year.	Y
	—	307		

*NOTE

The number of shares for each fiscal year has been retrospectively adjusted to reflect stock splits that took effect on April 1 of the following fiscal year.

Status of Stock Holdings

Regarded as Holding Shares
Not applicable.

2. Stocks for which the holding purpose is pure investment

Category	Current Fiscal Year		Previous Fiscal Year	
	The number of stocks	Total balance sheet amount (¥ millions)	The number of stocks	Total balance sheet amount (¥ millions)
Unlisted stocks	28	2,931	30	2,924
Stocks other than unlisted stocks	71	401,842	35	389,795

Category	Current Year (¥ millions)			
	Total dividends received	Total gains (losses) on sales	Total of valuation gains (losses)	
			Net unrealized gains (losses)	Impairment losses
Unlisted stocks	21	0	23	—
Stocks other than unlisted stocks	11,560	67,888	217,316	77

3. Stocks of which the holding purpose has been changed from pure investment to other than pure investment in the current fiscal year

Not applicable.

4. Shares for which the purpose of holding was changed from purposes other than pure investment to pure investment purposes during the current fiscal year and the preceding four fiscal years.

Stock	The number of shares	Balance sheet amount (¥ millions)	Fiscal year of change	Reason for the change and subsequent policy on retention or disposal after the change
	The number of shares at the time of classification change (Note 1)			
MITSUI & CO., LTD.	8,000,000	47,672	Fiscal year ended March 2023	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as strategic shareholdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	16,321,600			Policy regarding retention or disposal after the change The company is one of Japan's leading general trading firms, possessing numerous high-quality resource interests and a well-diversified, high-profitability earnings base. Given its strong business portfolio management capabilities, we expect a medium- to long-term increase in equity value. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but will continue to hold the remaining shares

Status of Stock Holdings

Stock	The number of shares	Balance sheet amount (¥ millions)	Fiscal year of change	Reason for the change and subsequent policy on retention or disposal after the change
	The number of shares at the time of classification change (Note 1)			
TSUBAKIMOTO CHAIN CO.	9,130,989	21,001	Fiscal year ended March 2024	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	9,610,989			Policy regarding retention or disposal after the change The company has a strong business foundation, supported by a broad customer base and high product competitiveness. Taking into account its credibility and growth potential as a leading chain manufacturer, it is expected to achieve medium- to long-term growth in equity value. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares.
Mitsui Fudosan Co., Ltd.	12,000,000	19,866	Fiscal year ended March 2023	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	24,289,725			Policy regarding retention or disposal after the change The company possesses a solid foundation in its leasing business, primarily in prime urban locations such as the Nihonbashi area. By leveraging its development capabilities across a wide range of sectors, including offices, commercial facilities, residences, and hotels, it is expected to generate new real estate value and achieve medium- to long-term growth in equity value. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares.
Keio Corporation	22,500,160	17,354	Fiscal year ended March 2023	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	29,310,160			Policy regarding retention or disposal after the change The company has a strong foundation in its railway operations in the western Tokyo area. It is expected to achieve medium- to long-term growth in equity value through initiatives such as capturing inbound demand in its hotel business and undertaking large-scale redevelopment projects in its real estate business. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares.

Status of Stock Holdings

Stock	The number of shares	Balance sheet amount (¥ millions)	Fiscal year of change	Reason for the change and subsequent policy on retention or disposal after the change
	The number of shares at the time of classification change (Note 1)			
TOKYU CORPORATION	9,088,300	16,917	Fiscal year ended March 2023	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	9,566,559			Policy regarding retention or disposal after the change The company has a strong foundation in its railway operations, with service areas along lines originating from Shibuya and Yokohama—regions experiencing continued population growth. By leveraging this foundation to capture inbound demand through its hotel business and undertaking large-scale redevelopment projects in areas such as Shibuya through its real estate business, the company is expected to achieve medium- to long-term growth in equity value. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares
MITSUBISHI ESTATE CO., LTD.	3,118,500	13,475	Fiscal year ended March 2024	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	3,850,000			Policy regarding retention or disposal after the change The company possesses a solid foundation in its leasing business, primarily in prime urban locations such as the Marunouchi area. By leveraging its development capabilities across a wide range of sectors, including offices, commercial facilities, residences, and hotels, it is expected to generate new real estate value and achieve medium- to long-term growth in equity value. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares.
OBAYASHI CORPORATION	2,345,000	8,807	Fiscal year ended March 2023	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	4,389,100			Policy regarding retention or disposal after the change The company is one of the major general contractors, with a strong order base in both civil engineering and construction, supported by its extensive track record. It is expected to achieve medium- to long-term growth in equity value through orders for urban redevelopment and infrastructure projects, etc. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares

Status of Stock Holdings

Stock	The number of shares	Balance sheet amount (¥ millions)	Fiscal year of change	Reason for the change and subsequent policy on retention or disposal after the change
	The number of shares at the time of classification change (Note 1)			
Shimadzu Corporation	2,386,220	8,802	Fiscal year ended March 2023	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	7,411,520			Policy regarding retention or disposal after the change The company holds a leading global position in chromatography, its core business. It is expected to achieve medium- to long-term growth in equity value by capturing strong demand, particularly in the healthcare sector, and expanding its recurring business, including consumables and maintenance services. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares
Mitsubishi Chemical Group Corporation	9,500,072	8,540	Fiscal year ended March 2022	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	18,838,372			Policy regarding retention or disposal after the change The company is a major player in the chemical industry, with a broad and robust business foundation spanning specialty materials, MMA, industrial gases, and other areas. The company is expected to achieve medium- to long-term growth in equity value and we therefore continue to hold the shares. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares
Kurimoto, Ltd.	5,043,875	7,676	Fiscal year ended March 2023	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	6,045,375			Policy regarding retention or disposal after the change The Company has retained its shareholding, except for a portion that was sold pursuant to its policy of reducing equity holding risk, as it possesses a solid business foundation in its core ductile iron pipe business and is expected to enhance its shareholder value over the medium to long term by capturing demand for the replacement of aging water pipelines nationwide.

Status of Stock Holdings

Stock	The number of shares	Balance sheet amount (¥ millions)	Fiscal year of change	Reason for the change and subsequent policy on retention or disposal after the change
	The number of shares at the time of classification change (Note 1)			
TSUBAKIMOTO KOGYO CO., LTD.	1,636,000	4,428	Fiscal year ended March 2024	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	1,721,415			Policy regarding retention or disposal after the change The company has maintained stable and high profitability by leveraging its broad customer base and extensive transaction record built over more than 100 years of operations. With its strong capability to provide optimal products and solutions backed by its extensive transaction record, the company is expected to achieve medium- to long-term growth in equity value. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares.
TOPPAN Holdings Inc.	235,000	964	Fiscal year ended March 2022	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	474,544			Policy regarding retention or disposal after the change The company has built a strong customer base and offers a wide range of highly competitive products and services through the development and provision of products and services based on new technologies that address customer and market needs, leveraging its printing technologies as a core strength. In particular, the company is expected to achieve medium- to long-term growth in equity value through the expansion of its semiconductor-related businesses, including FC-BGA, a high-density semiconductor package substrate. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares.

Status of Stock Holdings

Stock	The number of shares	Balance sheet amount (¥ millions)	Fiscal year of change	Reason for the change and subsequent policy on retention or disposal after the change
	The number of shares at the time of classification change (Note 1)			
San ju San Financial Group, Inc.	160,000	230	Fiscal year ended March 2022	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as policy holdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	200,000			Policy regarding retention or disposal after the change The company has a stable business foundation in Mie Prefecture, and an increase in interest income is anticipated due to rising lending rates following the Bank of Japan's interest rate hikes. Through the realization of synergies from the merger between Mie Bank and Daisan Bank, the company is expected to achieve medium- to long-term growth in equity value. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares.

***NOTE**

The number of shares reflects stock splits with an effective date of April 1 of the fiscal year following the current fiscal year that occurred after the change in the holding purpose.

The aforementioned stocks were originally held for the purpose of maintaining and expanding long-term, stable business relationships in the insurance sector, as well as to reap medium- to long-term benefits through an increase in equity value and the receipt of dividends and so forth. However, after a comprehensive assessment of the impact that whether or not we hold shares may have on our business relationship with the company, we decided not to retain the shares as strategic shareholdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding was changed to pure investment. In accordance with our policy of reducing equity risk and other relevant policies, a portion of the shares has been sold since the purpose of holding was changed to pure investment. Decisions regarding the retention, disposal, or other management of shares held for pure investment purposes, including the aforementioned stocks, are made by T&D Asset Management Co., Ltd. ("TDAM") under discretionary investment management agreements. Such decisions are made in the context of maintaining a certain allocation to equities within the investment portfolio, with the objective of maximizing investment efficiency as an institutional investor. Similarly, the exercise of voting rights is carried out by TDAM in accordance with its voting rights exercise guidelines.

Status of Stock Holdings

III. Daido Life Insurance Company's stock holding status

Of the Company and its consolidated subsidiaries, Daido Life is the consolidated subsidiary with the second largest carrying amount on the balance sheet (balance of investment stock.) The status of Daido Life's stock holding is as follows:

1. Investment Stocks for which the holding purpose is other than pure investment

a. Policies to hold shares, methods to verify the rationality to hold shares, verification contents at the Board of Directors meetings, etc. about the appropriateness to hold individual stocks

Every year, the boards of directors of the Company and Daido Life Insurance Company shall verify the propriety of holding all investment stocks held for purposes other than pure investment by concretely examining the adequacy of the holdings, whether the benefits and risks are commensurate with the capital cost, and other factors.

Regarding the verification method, the Company comprehensively assesses the initiatives, progress, and business performance of its business partners and collaborators from both quantitative and qualitative perspectives. The acquisition and retention of insurance policies are excluded from this assessment. In addition, due to confidentiality obligations with our business partners and collaborators, we do not disclose the specific results of the assessment for individual shareholdings. In the verification conducted by the Board of Directors and other relevant bodies regarding the appropriateness of holding individual shareholdings as of March 31, 2025, it was confirmed that the continued holding of all shareholdings was appropriate.

b. The number of stocks and the amounts on balance sheets

	The number of stocks	Total of balance sheet amount (¥ millions)
Unlisted stocks	90	11,077
Stocks other than unlisted stocks	28	208,290

(Stocks with increased number of shares in this fiscal year)

	The number of stocks	Total of acquisition cost related to the increase in the number of shares (¥ millions)	The reasons for increasing the number of shares
Unlisted stocks	0	—	—
Stocks other than unlisted stocks	1	643	The shares were additionally acquired for the purpose of further strengthening the business alliance relationship.

(Stocks with decreased number of shares in this fiscal year)

	The number of stocks	Total of sale price related to the decrease in the number of shares (¥ millions)
Unlisted stocks	2	47
Stocks other than unlisted stocks	9	22,086

Status of Stock Holdings

c. The information about the number of the shares and balance sheet amount for Specified Investment Shares and Regarded as Holding Shares

Specified Investment Shares

Stock	Current Fiscal Year	Previous Fiscal Year	Holding purposes, summary of business partnerships, etc., quantitative effects to hold stocks, and reasons to increase the number of shares	Whether the counterpart company holds the Company's share Y=Yes/N=No
	The number of shares			
	Balance sheet amount (¥ millions)			
Resona Holdings, Inc.	28,590,000	28,590,000	The purpose of holding the stocks is to maintain and strengthen business partnerships. In 2018, Daido Life entered into a "Business partnership agreement in sales field" with Resona Holdings, Inc. To solve management issues of SMEs, Daido Life provides client companies with various products and services offered by the bank, such as "Products and services to support smooth succession of assets and business to successor" and "Overseas expansion services".	N *Note 1
	49,246	36,795		
NUERNBERGER Beteiligungs-Aktiengesellschaft	1,727,036	1,727,036	The sale of all shares was completed in fiscal 2026.	Y
	38,169	12,372		
Daiwa House Industry Co., Ltd.	5,000,000	5,000,000	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	24,590	24,690		
Ezaki Glico Co., Ltd.	3,500,400	3,500,400	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	20,582	16,189		
TKC Corporation	4,796,492	4,796,492	The purpose of holding the stocks is to maintain and strengthen business partnerships. In 1974, Daido Life began a partnership with the TKC National Federation, whose activities are fully supported by TKC Corporation. Since then, Daido Life has been working to promote and expand insurance guidance for client companies of TKC member offices.	Y
	17,747	18,466		

Status of Stock Holdings

Stock	Current Fiscal Year	Previous Fiscal Year	Holding purposes, summary of business partnerships, etc., quantitative effects to hold stocks, and reasons to increase the number of shares	Whether the counterpart company holds the Company's shares Y=Yes/N=No
	The number of shares			
	Balance sheet amount (¥ millions)			
ONO PHARMACEUTICAL CO., LTD.	3,274,800	3,274,800	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	8,221	5,247		
FUJI CORPORATION	1,671,000	2,506,500	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	7,788	5,244		
OKASAN SECURITIES GROUP INC.	8,660,000	8,660,000	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	7,109	5,741		
MITSUBISHI PENCIL CO., LTD.	2,344,000	2,344,000	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	5,412	5,942		
J-POWER	996,880	996,880	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	4,317	2,524		

Status of Stock Holdings

Stock	Current Fiscal Year	Previous Fiscal Year	Holding purposes, summary of business partnerships, etc., quantitative effects to hold stocks, and reasons to increase the number of shares	Whether the counterpart company holds the Company's shares Y=Yes/N=No
	The number of shares			
	Balance sheet amount (¥ millions)			
MEISEI INDUSTRIAL CO., LTD.	2,032,700	2,632,700	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	3,490	3,406		
Value HR Co., Ltd.	1,905,600	1,511,600	The purpose of holding the stocks is to maintain and strengthen business partnerships. The number of shares increased during the fiscal year as additional shares were acquired to further strengthen the business partnership. In 2016, Daido Life entered into a "Business and capital alliance" and has since strengthened health-related services through the joint development and operation of the "Daido Life KENCO SUPPORT PROGRAM", a service designed to promote health-oriented management of SMEs.	N
	2,698	2,241		
THE OITA BANK, LTD.	1,317,075	*	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	2,451	*		
CENTRAL AUTOMOTIVE PRODUCTS LTD.	1,230,000	1,230,000	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	2,321	2,077		
MORY INDUSTRIES INC.	2,200,000	2,200,000	In line with our policy to reduce strategic shareholdings to zero around FY2030, excluding shares of business partners and collaborators, we will continue to assess the necessity of continued shareholding.	Y
	2,076	2,195		

Status of Stock Holdings

Stock	Current Fiscal Year	Previous Fiscal Year	Holding purposes, summary of business partnerships, etc., quantitative effects to hold stocks, and reasons to increase the number of shares	Whether the counterpart company holds the Company's shares Y=Yes/N=No
	The number of shares			
	Balance sheet amount (¥ millions)			
Shizuoka Financial Group, Inc.	—	3,824,000	All shares held had been disposed of by the end of the fiscal year.	N *Note 2
	—	6,206		
Daishi Hokuetsu Financial Group, Inc.	—	940,800	All shares held had been disposed of by the end of the fiscal year.	N *Note 3
	—	2,968		

*Note 1 The subsidiary Resona Bank, Limited holds stocks.

*Note 2 The subsidiary The Shizuoka Bank, Ltd. holds stocks.

*Note 3 The subsidiary Daishi Hokuetsu Bank, Ltd. holds stocks.

*Note 4 The number of shares for each fiscal year reflects the stock split with an effective date of April 1 of the following fiscal year.

*Note 5 The “—” symbol indicates that the statement is omitted because the amount on the balance sheet of the stock is less than 1/100 of the capital amount.

*Note 6 The “-” symbol indicates that the relevant stock is not held.

*Note 7 The above-mentioned shareholdings are comprehensively evaluated from both quantitative and qualitative perspectives based on the initiatives, progress, and achievements of business alliance and collaboration activities. The acquisition and retention of insurance policies are excluded from this assessment. In addition, due to confidentiality obligations with our business alliance partners and collaborators, we do not disclose the specific results of the assessment for individual shareholdings. In the verification conducted by the Board of Directors and other relevant bodies regarding the appropriateness of holding individual shareholdings as of March 31, 2025, it was confirmed that the continued holding of all shareholdings was appropriate.

Status of Stock Holdings

Regarded as Holding Shares

Not applicable.

2. Stocks for which the holding purpose is pure investment

	Current Fiscal Year		Previous Fiscal Year	
	The number of stocks	Total of balance sheet amount (¥ millions)	The number of stocks	Total of balance sheet amount (¥ millions)
Unlisted stocks	8	70	8	72
Stocks other than unlisted stocks	35	109,992	39	113,051

	Current Year (¥ millions)			
	Total dividends received	Total gains (losses) on sales	Total of valuation gains (losses)	
			Net unrealized gains (losses)	Impairment losses
Unlisted stocks	—	—	37	29
Stocks other than unlisted stocks	2,163	16,908	51,703	—

3. Stocks of which the holding purpose has been changed from pure investment to other than pure investment during the current fiscal year.

Not applicable.

Status of Stock Holdings

4. Stocks of which the holding purpose has been changed from other than pure investment to pure investment during the current year and the four preceding fiscal years.

Stock	The number of shares	Balance sheet amount (¥ millions)	Fiscal year of change	Reason for the change and subsequent policy on retention or disposal after the change
	The number of shares at the time of classification change			
Mitsubishi UFJ Financial Group, Inc.	4,558,670	11,852	Fiscal year ended March 2023	Reason for the change After a comprehensive assessment of the impact that holding shares may have on our business relationship with the company, we decided not to retain the shares as strategic shareholdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares. Meanwhile, our asset management division has decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding has been changed to pure investment.
	28,823,070			Policy regarding retention or disposal after the change The company is one of Japan's largest comprehensive financial groups, operating globally in regions such as APAC and the U.S. markets. Through capturing both domestic and international economic expansion, it is expected to achieve medium- to long-term growth in equity value. Accordingly, under our policy of reducing equity risk, we have sold a portion of the shares, but continue to hold the remaining shares.

*Note The number of shares reflects the stock split that became effective on April 1 of the fiscal year following the fiscal year under review, subsequent to the change in the purpose of holding.

The aforementioned stocks were originally held for the purpose of maintaining and expanding long-term, stable business relationships in the insurance sector, as well as to reap medium- to long-term benefits through an increase in equity value and the receipt of dividends and so forth. However, after a comprehensive assessment of the impact that whether or not we hold shares may have on our business relationship with the company, we decided not to retain the shares as strategic shareholdings. Accordingly, we reached an agreement with the company regarding the disposal of the shares.

Meanwhile, our asset management division decided to continue holding the shares as part of its equity portfolio for pure investment purposes. As a result, the purpose of holding was changed to pure investment.

In line with our policy of reducing equity risk and other relevant policies, a portion of the shares has been sold since the purpose of holding was changed to pure investment.

Decisions regarding the retention or disposal of shares held for pure investment purposes, including the aforementioned stocks, are made by T&D Asset Management Co., Ltd. (TDAM) under a discretionary investment management agreement. Such decisions are made in the context of maintaining a certain allocation to equities within the investment portfolio, with the objective of maximizing investment efficiency as an institutional investor.

The exercise of voting rights is also carried out by TDAM in accordance with its voting rights exercise guidelines.

Status of Stock Holdings

IV. T&D Holdings, Inc.

The status of the Company's stock holding is as follows:

1. Investment Stocks for which the holding purpose is other than pure investment

a. Policies to hold shares, methods to verify the rationality to hold shares, verification contents at the Board of Directors meetings about the appropriateness to hold individual companies

Not applicable

b. The number of Stocks and the amount on Balance Sheets

Not applicable

(Stocks with increased number of shares in this fiscal year)

Not applicable

(Stocks with decreased number of shares in this fiscal year)

Not applicable.

c. The information about the number of the shares and the balance sheet amount for Specified Investment Shares and Regarded as Holding Shares

Specified Investment Shares

Not applicable.

Regarded as Holding Shares

Not applicable.

2. Stocks for which the holding purpose is pure investment

Not applicable.

3. Stocks of which the holding purpose has been changed from pure investment to other than pure investment in the current fiscal year.

Not applicable.

4. Stocks of which the holding purpose has been changed from other than pure investment to pure investment in the current fiscal year and the four preceding fiscal years.

Not applicable.

Stock Information

As of March 31, 2026

BASIC INFORMATION	
Stock Exchange Listings	Tokyo Stock Exchange
Industry and Security Code	Insurance, 8795
Trading Unit	100 shares
Number of Shares of Common Stock	Authorized: 1,932,000,000 Issued: 488,000,000
Fiscal Year-End	March 31 every year
Ordinary General Meeting of Shareholders	June every year
Date of Record	Ordinary General Meeting of Shareholders March 31 every year Dividends March 31 every year (interim dividend, when paid, on September 30)
Public Notice	- Electronic public notice (Japanese only) - URL: https://www.td-holdings.co.jp/information/public.php - If the Company is unable to issue an electronic public notice due to an accident or any other unavoidable reason, a public notice will be issued in the Nihon Keizai Shimbun (daily newspaper).
Transfer Agent	Mitsubishi UFJ Trust and Banking Corporation 4-5, Marunouchi 1-Chome, Chiyoda-ku, Tokyo, Japan URL https://www.tr.mufg.jp/english/
Number of Shareholders	181,281

PRINCIPAL SHAREHOLDERS		
Name of Shareholders	Number of Shares Held (Thousands of shares)	Percentage of Total Shares Outstanding (%)
The Master Trust Bank of Japan Ltd. (Trust Account)	77,756	16.11
Custody Bank of Japan, Ltd. (Trust Account)	28,407	5.89
GOLDMAN, SACHS & CO. REG	24,131	5.00
STATE STREET BANK AND TRUST COMPANY 505001	19,261	3.99
JP Morgan Securities Japan Co., Ltd.	10,664	2.21
THE CHASE MANHATTAN BANK, N. A. LONDONSECS LENDING OMNIBUS ACCOUNT	8,558	1.77
STATE STREET BANK AND TRUST COMPANY 505103	7,000	1.45
JP MORGAN CHASE BANK 385781	6,689	1.39
AIG General Insurance Company, Ltd.	6,000	1.24
JP MORGAN CHASE BANK 380081	5,452	1.13

* The Company holds 5,425 thousand shares of treasury stock. Percentage of total shares outstanding is calculated after deducting the treasury shares.

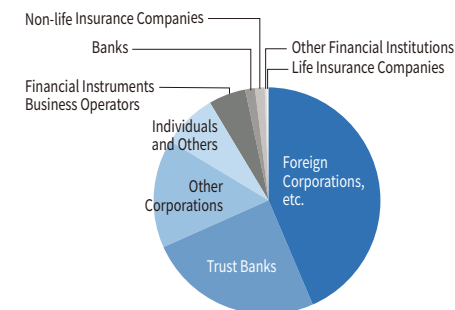
COMPOSITION OF SHAREHOLDERS AND SHARES		
Proportion of Shares Held		
	Number of Shares Held (Thousands of shares)	%
Foreign Corporations, etc.	214,018	43.86
Trust Banks	120,178	24.63
Other Corporations	74,013	15.17
Individuals and Others	38,298	7.85
Financial Instruments Business Operators	25,438	5.21
Banks	7,822	1.60
Non-life Insurance Companies	6,000	1.23
Other Financial Institutions	1,687	0.35
Life Insurance Companies	543	0.11

* Treasury shares are not excluded in calculating the shareholding ratios. Treasury shares of 5,425 thousand shares are included in "Individuals and others."

Composition of Shareholders		
	Shareholders	%
Individuals and Others	119,972	66.18
Other Corporations	60,366	33.30
Foreign Corporations, etc.	832	0.46
Financial Instruments Business Operators	35	0.02
Trust Banks	23	0.01
Other Financial Institutions	21	0.01
Life Insurance Companies	20	0.01
Banks	11	0.01
Non-life Insurance Companies	1	0.00

Regional Distribution of Shares Held	
	%
Japan	56.14
Europe (including British Overseas Territories), the Middle East and Africa	21.65
U.S.	20.75
Asia-Pacific	1.45
Others	0.00

* Treasury shares are not excluded in calculating the shareholding ratios.



Changes in Stated Capital		
Date	Stated Capital (¥ billion)	Notes
April 1, 2004	100.0	Company established through a stock transfer
March 14, 2006	116.1	Capital increase through public offering
March 28, 2006	118.5	Capital increase through third-party allotment
March 10, 2009	143.8	Capital increase through public offering
March 24, 2009	147.6	Capital increase through third-party allotment
December 16, 2009	199.3	Capital increase through public offering
December 28, 2009	207.1	Capital increase through third-party allotment