



We are working to enhance together the collective

Greetings

In April, I assumed the office of Representative Director and President of T&D Holdings, Inc., a publicly listed company that is the holding company for three core life insurance companies: Taiyo Life Insurance Company, Daido Life Insurance Company, and T&D Financial Life Insurance Company.

With our “Try & Discover” motto for creating new value, we aim to be a group that contributes to all people and society. Guided by this Corporate Philosophy, we have embraced the following management vision: (1) We aim to provide the best products and services to increase customer satisfaction and (2) We aim to be a major life insurance group with a strong presence in the market by stable and sustainable increases in the value of the group through new challenges for growth.

ance our corporate value by bringing capabilities of the Group.

The T&D Life Group has formulated a two-year Medium-term Management Plan (hereafter “Plan”), running from April 2014, in order to realize its management vision.

Under this plan, the Group has been working to increase profit in its core life insurance business and to further enhance its financial soundness. Specifically, we strove to not only to continue to make steady progress with achieving all of the Plan’s three key performance indicators, but also to increase the sophistication of management and develop frameworks for Enterprise Risk Management (ERM), a methodology for integrated management of profit, risk and capital on an economic value basis. In tandem, we made efforts to ensure our financial soundness while laying a stronger groundwork for driving further improvements in profitability.

Looking ahead, under our holding company structure, we will maintain and further refine Group management so that the three life insurance companies are able to demonstrate the strengths of their unique business models to the fullest extent. As a result, we are working to enhance our corporate value by bringing together the collective capabilities of the Group.

In closing, I would appreciate the continued support and cooperation of our shareholders and other investors and analysts.

December 2015

Tetsuhiro Kida
Representative Director
and President