# T&D Life Group's Value Creation

T&D Life Group will contribute to solutions for social issues through the life insurance business in pursuing maximization of "satisfaction of all stakeholders."

## T&D Group's Business Environment

**Social environment**
- Further decline in birthrate, aging population, and population decline
- Increasing need to make self-provision for pension, medical care, and nursing care

**Economic and financial environment**
- Increasing risk of continued low interest rates and future interest rate hike

**Industry and regulatory environment**
- Revision of standard life table
- Possible introduction of financial soundness indicators based on economic value

**Technology innovation**
- Advance in medical technology, increase in sophistication of IT such as big data and FinTech

## Opportunities and Risks

**Opportunities**
- Increase in the senior population
- Diversification of comprehensive coverage needs

**Risks**
- As the environment changes dramatically, competition within the industry is expected to grow even more intense

## T&D Life Group's Business Activities

### Key Management Resources

**Financial capital**
- Robust financial base

**Human capital**
- Diverse human resources with high-level expertise

**Intellectual capital**
- Massive medical and healthcare data accumulated by underwriting insurance

**Social and relationship capital**
- Nationwide network of branches and agencies in Japan
- Strong relationships of trust and platforms for cooperation built up over many years with business partners

### Insurance underwriting
- Provide high-quality products and services suited to customers' situations and needs

### Asset management
- Conduct asset management with a strong focus on profitability, safety, and public nature of the business to ensure payment of insurance benefits, etc.
- Fulfill our social responsibilities as an institutional investor and contribute to the realization of a sustainable society through our investment and lending activities

| | Market | Sales channel | Products |
|---|---|---|---|
| TAIYO-LIFE | Households | In-house sales representatives | Comprehensive coverage including death benefit and medical/nursing care products |
| DAIDO LIFE | Small and medium enterprises (SMEs) | In-house sales representatives, Agents (tax accountants, etc.) | Term life insurance (death benefit), disability benefit, etc. |
| T&D FINANCIAL LIFE | Independent insurance agent market | Independent insurance agents (financial institutions and insurance shops) | Single-premium insurance (foreign currency-reference type, etc.) Income protection insurance, etc. |

**Asset management, etc.**
T&D Asset Management

**Pet insurance**
Pet & Family Small-amount Short-term Insurance Company

and Other Group Companies

## Value Created by T&D Insurance Group

Tie-up Organizations

Customers

Shareholders

- Providing Peace of Mind through Insurance Products and Services
- Creation of Employment and Job Satisfaction
- Contribution to Communities and Societies
- Sustainable Growth of Shareholders' Interests

Business Partners

Regional Communities/ Society

Employees

Strategic Corporate Management

Robust Corporate Governance