

MS&AD ESG Data Book 2025

ESG Data / Reference Material

The following are the materials and data about sustainability approaches of the MS&AD Insurance Group.

■ Subject period:

FY2024 (April 1, 2024 - March 31, 2025) For Overseas insurance subsidiaries, FY2024 (Jan 1, 2024 - Dec 31, 2024)

■ Subject organizations and data coverage:

Company name	abbreviation	Group Domestic (Domestic consolidated subsidiaries)		Consolidated (MS&AD Group total)	
		Subject	Employee-based coverage	Subject	Employee-based coverage
Mitsui Sumitomo Insurance Co., Ltd.	MSI	○	72.9%	○	100%
Aioi Nissay Dowa Insurance Co., Ltd.	ADI	○		○	
Mitsui Direct General Insurance Co., Ltd.	Mitsui Direct General	○		○	
Mitsui Sumitomo Aioi Life Insurance Co., Ltd.	MSI Aioi Life	○		○	
Mitsui Sumitomo Primary Life Insurance Co., Ltd.	MSI Primary Life	○		○	
MS&AD Holdings	MS&AD Holdings	○		○	
Overseas insurance subsidiaries	Overseas			○	
Other *	Other			○	

* Domestic group companies operating such as risk-related services

Third-Party Assurance

Since 2015, the MS&AD Insurance Group has engaged KPMG AZSA Sustainability Co., Ltd. to perform assurance of selected environmental and social data in order to assure credibility of reported figures.

> Sustainability Website [ESG Data / Reference Material](#)

Targets (KPI) and Results

Key Performance Indicators (KPI) in the Medium-Term Management Plan to Promote Our Sustainability Initiatives

KPI

Materiality	Metrics	Group Targets	FY2022 Achievement	FY2023 Achievement	FY2024 Achievement
Planetary Health	GHG emissions reduction rate (Scope 1 + 2)	FY2030 ▲50% vs FY2019 FY2050 Net Zero	▲26.8%	▲35.3%	▲40.0%
	GHG emissions reduction rate (Scope 3)	FY2030 ▲50% vs FY2019 Category: 1, 3, 5, 6, 7, 13 *1 FY2050 Net Zero Category: All Categories	▲26.9%	▲24.8%	▲26.9%
		Underwriting/ Investments	FY2030 ● ▲37% ((Base year: FY2019) (Key Japanese domestic corporate clients))*2	▲18.3%	—
			● We, through engagement with clients, share challenges they have in reducing GHG emissions. We work together with them towards reduction of GHG emissions with solution proposals.	204 clients *3	—
	Renewable energy usage rate	FY2030 60% FY2050 100%	21.1% *4	23.0%	27.0%
	Premium growth rate of products which contribute to decarbonization and circular economy	FY2025 Annual average of 18 %	17.9%	24.5%	20.6%
Resilience (Resilience)	Rate of increase in the number of underwritten policies for products which help improve the resilience of society	FY2025 Annual average of 20%	29.4%	17.6%	25.0%
	Instances of support for the resolution of issues faced by regional companies (Consulting services, training/seminars)	FY2025 10,000 instances a year	12,349 instances	11,892 instances	11,091 instances
Well-being	Number of policies in force for products which help solve health-related social issues	FY 2025 2.6 million	2.17 million	2.22 million	2.25 million
	Number of policies in force for asset-building products to support longevity	FY2025 0.1 million	0.05 million	0.07 million	0.12 million
	Instances of support for action by companies to address human rights (Consulting services, training/seminars)	FY2025 1,000 instances a year	1,111 instances	1,047 instances	1,111 instances

*1: Category 1: Purchased products and services (Subject: Paper and mail), 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2, 5: Waste generated in operations, 6: Business travel, 7: Employee commuting, 13: Downstream leased

*2: The calculation targets are key Japanese domestic corporate clients selected based on insurance premiums (approximately 3,300 companies, which account for about 50% of the underwriting portfolio on a premium basis). Calculated based on the PCAF's (Partnership for Carbon Accounting Financials) GHG Measurement Standards for Financial Institutions (as of the end of March 2023). The measurement target categories for underwriting are automobile insurance, fire insurance, casualty insurance (excluding construction insurance), cargo insurance, marine insurance, and aviation insurance, with the GHG emissions of key Japanese domestic corporate clients calculated. The measurement target assets for investments and loans include domestic listed stocks, corporate bonds, and corporate loans, with the GHG emissions of all targets with investments and loans among key Japanese domestic corporate clients calculated.

*3: Total by end of October 2024

*4: Correction made on August, 2023 Before correctio: 24.1% After correction: 21.1%

Human Assets KPIs

KPI	Target Year	Target	FY2022 Achievement	FY2023 Achievement	FY2024 Achievement
Percentage of female managers	FY 2030	30%	19.5%	21.6%	23.8%
Percentage of female line managers	FY 2030	15%	12.9%	18.4%	21.3%
Digital human resources	FY 2025	7,000 people	3,601 people	5,814 people	8,490 people
Employees for international business	FY 2025	1,200 people	1,182 people	1,189 people	1,243 people
Percentage of productivity improvement personnel expenses (MSI, ADI)	FY 2025	8.50%	9.2%	9.2%	8.6%
Percentage of people who exercise regularly	FY 2025	Current level or higher	26.5%	27.8%	29.0%
Percentage of male employees taking childcare leave	FY 2025	100%	92.5%	89.9%	93.2%
Duration of male employees taking childcare leave	FY 2025	4 weeks	8.1 days	12.1 days	13.1 days
Number of annual paid holidays taken	FY 2025	Equal to or greater than the previous year	16.4 days	16.5 days	16.9 days
Percentage of experienced hires among managerial staff	FY 2025	Current level or higher	22.6%	23.0%	24.5%
Percentage of employees hired locally overseas appointed as executives of overseas subsidiaries	FY 2025	Current level or higher	83.0%	83.2%	78.9%
Employee Awareness Survey	• Sense of helping to create shared value (CSV)	Equal to or greater than the previous year	4.5 points	4.5 points	4.5 points
	• Constant awareness of MVV		4.6 points	4.6 points	4.7 points
	• Pride in work, job satisfaction		4.4 points	4.4 points	4.4 points
	• Active participation		4.6 points	4.7 points	4.7 points

ISO 26000 Core Subjects (Organizational Governance)

Corporate Governance

Following approval at the 17th Annual Shareholders Meeting held on June 23, 2025, MS&AD Insurance Group Holdings transitioned from a Company with an Audit & Supervisory Board to a Company with an Audit and Supervisory Committee. Through this change in governance structure, the Company aims to strengthen the supervisory and checking functions of its Board of Directors, enhance the objectivity of management decisions, and facilitate swifter decision-making and business execution. In addition, the Company is working to further enhance its governance through proactive information disclosure.

Directors (as of 23 June 2025)

Chairperson of the Board	Chairman (except holding concurrent post of President)
Number of Directors	13 (*1)
Number of Outside Directors	7 (*2)
Number of independent Directors	7 (*3)
Number and ratio of women at the Board of Directors	4 / 30.8%

(*1) Board members average tenure 3.8years

(*2) Outside directors average tenure 3.4years

(*3) The number of outside directors with relevant work experience in our company's sector: 1

Corporate Auditors (as of 23 June 2025)

Number of Directors Who Are Audit and Supervisory Committee Members	3
Number of Full-time Directors Who Are Audit and Supervisory Committee Members	1
Number of Outside Directors Who Are Audit and Supervisory Committee Members	2
Number of independent Directors Who Are Audit and Supervisory Committee Members	2
Number and ratio of women in Directors Who Are Audit and Supervisory Committee Members	1 / 33.3%

Nomination and Remuneration

> [Detailed Information](#)

Number of Meetings of Board of Directors etc.

Function		FY2024
Business Execution, Oversight	Board of Directors	14 (*1)
	Governance Committee	4
	Group Management Committee	13
	Task-Specific Committees	
	Sustainability Committee	4
	Quality Improvement and Compliance Committee	5
	Digitalization Committee	4
	Group Systems Committee	12
	Group International Business Committee	3
	Risk Management Committee	7
	Group standardization Committee	3
Auditing, Oversight	Board of Auditors	11 (*2)

(*1) Outside Directors average attendance rate 98.6%. All directors average attendance rate 99.4% (We are operating to ensure an attendance rate of at least 75%)

(*2) Outside Corporate Auditors average attendance rate 95.5%

➤ [Detailed information of Corporate Governance](#)

Information Voting Right

Classification	Number of shares (shares)	Number of Voting Rights	Description
Non-Voting shares	—	—	—
Shares with Restricted Voting Right (treasury shares, etc)	—	—	—
Shares with Restricted Voting Right (others)	—	—	—
Shares with Full Voting Right (treasury shares, etc)	(Treasury Shares) Common Stock 93,530,000	—	Share Unit Number (100 shares)
Shares with Full Voting Right (others)	Common Stock 1,511,213,000	15,112,130	Same as above
Fractional Shares	Common Stock 3,655,708	—	Fractional Shares (Less than 100 shares)
Total number of Outstanding Shares	1,608,398,708	—	—
Total number of Vote	—	15,112,130	—

Political Donations *1

Name of Organization	Coverage	Unit	FY2022	FY2023	FY2024
The People's Political Association (Liberal Democratic Party)	Consolidated	thousand JPY	21,100 (*2)	21,000	21,000

*1 As a member of society, MS&AD Insurance companies believe that it is necessary to pay an appropriate share, and we make political donations to the extent permitted by law.

*2 The figures for the fiscal year 2022 have been corrected due to errors. (Correction made on July, 2024) Before correction: 21,000 After correction: 21,1000

Amount of Contributions to Initiatives

MS&AD Insurance Group contributed to the following initiatives to achieve environmental conservation on a global scale and the realization of a sustainable society.

Name of Organization	Unit	FY2022	FY2023	FY2024
UNEP Finance Initiative	thousand JPY	2,942	3,615	3,934
Global Compact Network Japan	thousand JPY	1,510	2,810	2,010
Total	—	4,452	6,425	5,944

Reporting on Breaches

Items	Coverage	FY2023	FY2024
Corruption or Bribery	Consolidated	0	0
Conflicts of Interest		0	0
Money Laundering or Insider trading		0	0

* Number of reports to the meeting

Speak-Up System (Whistleblowing System)

Items	Coverage	Units	FY2022	FY2023	FY2024
Number of cases reported *1	Consolidated	cases	298	333	315 *2

*1 Including Consultation

*2 Of the cases received in FY 2024, 150 were related to harassment (including suspicious cases).

> [Speak-up system \(Whistleblowing system\)](#)

Risk Management

> [MS&AD Insurance Group Risk Management Basic Policy](#)

Information Disclosure

> [MS&AD Insurance Group Basic Policy for Disclosure of Information](#)

ISO 26000 Core Subjects (Consumer Issues)

> [MS&AD Insurance Group Basic Policy for Responding to Customer Communications](#)

Progress and KPI (Key Performance Indicators) in Relation to Our Customer-First Policy in the Business Operations (in Japanese only)

The Group's five domestic insurance companies have disclosed their initiatives based on their Customer-first Policy in the Business Operations and KPI used to evaluate the result of their initiatives.

Indicators	FY2022 Achievement	FY2023 Achievement	FY2024 Achievement
Customer satisfaction survey about insurance contract procedures	98.0%	98.0%	97.6%
Customer satisfaction survey about payment of insurance claim	95.7%	96.1%	95.0%

For details of the questionnaire on customer satisfaction survey of each company, please visit their website.

ISO 26000 Core Subjects (Environment)

> [MS&AD Insurance Group Environmental Basic Policy](#)

Greenhouse Gas (GHG) Emissions in Business Activities

With our support for the Paris Agreement adopted in 2015, we have signed the Paris Pledge for Action that calls on its signatories to address climate change and global warming. On May, 2021 we have set a goal of Net Zero GHG emissions by FY 2050. In order to achieve the goal, we also set 2030 interim targets for GHG emission reduction (Scope 1, 2 and part of 3) and renewable energy use (60% in 2030). For Net Zero it is essential to reduce GHG emission in supply chain as in our own business operation. We will promote initiatives together with our customers, agents and other stakeholders.

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2022	FY2023	FY2024
GHG emissions (Scope1,2,3)	Consolidated	t-CO2	189,989 (▲4.2%)	187,177 (▲1.5%)	178,706 (▲4.5%)
GHG emissions (Scope 1)	Group Domestic + Other	t-CO2	14,102 (▲5.5%)	12,439 (▲11.8%)	11,204 (▲9.9%)
	Consolidated	t-CO2	16,804 (▲4.4%)	15,589 (▲7.2%)	14,370 (▲7.8%)
GHG emissions (Scope 2)	Group Domestic + Other	t-CO2	45,263 (▲12.3%)	38,965 (▲13.9%)	37,093 (▲4.8%)
	Consolidated	t-CO2	47,956 (▲11.0%)	41,634 (▲13.2%)	38,744 (▲6.9%)
GHG emissions (Scope 1 and Scope 2 combined)	Group Domestic + Other	t-CO2	59,364 (▲10.8%)	51,404 (▲13.4%)	48,297 (▲6.0%)
	Consolidated	t-CO2	64,760 (▲9.4%)	57,222 (▲11.6%)	53,114 (▲7.2%)
GHG emissions (Scope 3)	Consolidated	t-CO2	125,229 (▲1.3%)	129,955 (3.8%)	125,593 (▲3.4%)

GHG Emissions (Scope 3)

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2022	FY2023	FY2024
Category 1: Purchased goods and services *1	Group Domestic + Other	t-CO2	41,509 (▲5.4%)	39,607 (▲4.6%)	38,379 (▲3.1%)
Category 2: Capital goods	Consolidated	t-CO2	48,107 (▲5.3%)	48,766 (1.4%)	46,626 (▲4.4%)
Category 3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	Consolidated	t-CO2	12,744 (▲9.2%)	11,760 (▲7.7%)	10,911 (▲7.2%)
Category 5: Waste generated in operations	Consolidated	t-CO2	1,568 (33.8%)	1,498 (▲4.5%)	1,108 (▲26.0%)
Category 6: Business trip	Consolidated	t-CO2	9,115 (115.4%)	15,232 (67.1%)	15,495 (1.7%)
Category 7: Employee commuting	Group Domestic + Other	t-CO2	6,712 (▲3.9%)	7,733 (15.2%)	7,693 (▲0.5%)
Category 13: Downstream leased assets	Consolidated	t-CO2	5,473 (▲6.0%)	5,360 (▲2.1%)	5,381 (0.4%)
Category15: investments	Group Domestic	Please refer to [Underwriting • Investments] for details *2			

*1: Subject: Paper and mail

*2: Please refer [HERE](#) for the Underwriting Investment details.

Data on Environmental Burden

Scope 1 & 2 Coverage [the Group's consolidated figures (including overseas companies)]

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2022	FY2023	FY2024
Electricity	Consolidated	MWh	124,892 (▲4.8%)	114,653 (▲8.2%)	109,597 (▲4.4%)
Heat supply	Consolidated	GJ	61,824 (▲4.7%)	58,699 (▲5.1%)	58,795 (0.2%)
City gas	Consolidated	thousand m3	1,955 (0.1%)	1,997 (2.2%)	2,081 (4.2%)
Liquefied Petroleum Gas	Consolidated	t	51 (10.5%)	11 (▲78.2%)	16 (42.6%)
Heavy oil	Consolidated	kℓ	40 (▲11.6%)	41 (3.5%)	32 (▲23.3%)
Kerosene	Consolidated	kℓ	24 (▲21.4%)	16 (▲31.9%)	16 (0.1%)
Diesel oil	Consolidated	kℓ	0.6 (7.4%)	0.5 (▲12.9%)	0.5 (▲15.5%)
Gasoline	Consolidated	kℓ	5,237 (▲6.0%)	4,938 (▲5.7%)	4,335 (▲12.2%)
Total energy consumption *	Consolidated	MWh	217,863 (▲4.6%)	202,038 (▲7.3%)	190,005 (▲6.0%)
		GJ	784,307 (▲4.6%)	727,336 (▲7.3%)	684,019 (▲6.0%)

*: The calculation of the total energy consumption in MWh and GJ is based on unit heat values specified in Japan's Act on the Rational Use of Energy except for purchased electricity, for which 3.6GJ/MWh is used.

Scope 3 Coverage (major items)

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2022	FY2023	FY2024
Paper usage	Group Domestic + Other	t	8,301 (▲8.7%)	7,646 (▲7.9%)	6,913 (▲9.6%)
Proportion of paper with forest certification	MSI, ADI, Mitsui Direct General, MSI Primary Life	%	34.4 (21.7%)	32.6 (▲5.1%)	36.2 (10.9%)
Total water use	Consolidated	thousand m3	683 (▲3.4%)	690 (1.1%)	638 (▲7.6%)
Disposed waste	Total	t	8,760 (20.2%)	7,752 (▲11.5%)	6,112 (▲21.2%)
	Recycled	t	5,498 (30.1%)	4,558 (▲17.1%)	3,581 (▲21.4%)
	Final disposal amount	t	3,262 (6.6%)	3,193 (▲2.1%)	2,530 (▲20.8%)
	Incinerated	t	3,173 (6.2%)	3,153 (▲0.6%)	2,488 (▲21.1%)
	Landfilled	t	89 (23.6%)	41 (▲54.3%)	43 (4.8%)
Business trip	Consolidated	thousand passenger -km	108,917 (147.6%)	159,721 (46.6%)	185,315 (16.0%)

Renewable Energy Generation

We have installed solar power generation systems in our ten domestic buildings, and are promoting to reduce GHG emissions by using these renewable energy.

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2022	FY2023	FY2024
Energy Generation	10 Buildings *1	kWh	91,134 (33.2%)	136,169 (49.4%)	131,731 (▲3.3%)
Energy Consumption *2	Consolidated	kWh	26,393,327 (45.5%)	26,426,580 (0.1%)	29,584,944 (12.0%)
Renewable energy introduction rate	Consolidated	%	21.1 *3 (52.9%)	23.0 *3 (9.1%)	27.0 (17.1%)

*1: MSI Surugadai bldg. & Surugadai Annex, Tamagawa Training Center, MSI Osaka Yodoyabashi bldg, MSI Kooriyama bldg, MSI Omiya Higashi-cho bldg, MSI Okayama bldg, MSI Kanazawa Building, MSI Takamatsu Building, ADI Tokyo Customer Center

*2: Includes power generation from renewable energy sources and use of renewable energy certificates. Note that 574,000kWh of the certificates are issued under multi-countries.

*3: Correction made on August, 2023 Before correction: 24.1 After correction: 21.1

Carbon Credit

Items	Coverage	Units	FY2022	FY2023	FY2024
Voluntary Credit	1 entity* (Business travel offset)	t	150	106	0

*: MS Amlin

Cost Effect

Items	Coverage	Units	FY2022	FY2023	FY2024
Electricity*1	Consolidated	thousand JPY	▲247,086	▲373,343	▲182,937
Gasoline*2	Consolidated	thousand JPY	▲57,121	▲52,318	▲106,843
Copy Paper	Group Domestic + Other	thousand JPY	▲80,187	10,525	▲15,265

*1: Calculated from the average unit price at MS&AD Holdings.

*2: Calculated from the petroleum products price survey gasoline nationwide annual average unit price (Agency for Natural Resources and Energy).

Environmental Approaches through Supply Chain

Our efforts to reduce the environmental burden are also promoted in conjunction with key business partners. We are engaged in green purchasing, prioritizing eco-friendly products in procuring the materials used in our operations, and our entire value chain is working to establish a sustainable society. In addition, we are working with policyholders on Eco insurance certificates and web policy clauses that reduce the environmental burden of business activities and, at the same time, improve the convenience of policyholders.

Items	Coverage	Units	FY2022	FY2023	FY2024
Ratio of Web Policy Clause *	MSI, ADI, MSI Aioi Life, MSI Primary Life	%	80.3	84.7	89.2
Number of trees corresponding to the reduced amount of paper	MSI, ADI, MSI Aioi Life, MSI Primary Life	tree	26,897	29,958	31,400

*: Online "Terms & Conditions" in consideration of environment

ISO 26000 Core Subjects (Human Rights) (Labor Practices)

Breakdown of employees

Items	Coverage			Units	FY2022	FY2023	FY2024
Number of Group employees *1 Temporary employees are superscripted as the average number of annual temporary hires in the bracket.	Consolidated	male-female combined total		people	38,584	38,391	38,247
			male		(7,177)	(6,448)	(5,753)
		male-female combined total	female		17,718	17,373	17,269
					20,866	21,018	20,949
	Group domestic	male-female combined total			29,030	28,456	27,894
			male		(6,414)	(5,706)	(5,081)
			female		13,298	12,692	12,388
					15,732	15,764	15,506
		companies	MSI		12,572	12,143	12,093
			ADI		12,741	12,502	11,977
			Mitsui Direct General		498	536	523
			MSI Aioi Life		2,391	2,410	2,441
			MSI Primary Life		410	415	407
		holding company	HD		418	450	453
		Domestic employees (including group companies) / Consolidated employees		%	75.2	74.1	72.9
	Overseas	male-female combined total		people	9,217	9,558	9,888
			male		(717)	(675)	(614)
			female		4,172	4,417	4,577
					5,045	5,141	5,282
		Overseas employees/ Consolidated employees		%	23.9	24.9	25.9
	Others *2	male-female combined total		people	337	377	465
			male		248	264	304
			female		89	113	161
		Other employees/ Consolidated employees		%	0.9	1.0	1.2

*1: The number of employees refers to the number of working personnel. Excludes executive officers and employees on leave.

*2: Risk-related service businesses operated by the Group Companies other than those in the domestic insurance industry. From 2019, Leadenhall Capital Partners LLPUK will be included Overseas.

Number of Employees by Age

Items	Coverage			Units	FY2022	FY2023	FY2024
Number of Employees by Age (Group Domestic)	Under 30	male-female combined total		people	5,491	4,984	4,778
			male		1,881	1,724	1,835
			female		3,610	3,260	2,943
	30~39	male-female combined total			6,682	6,742	6,616
			male		2,734	2,644	2,495
			female		3,948	4,098	4,121
	40~49	male-female combined total			6,772	6,576	6,439
			male		2,820	2,660	2,598
			female		3,952	3,916	3,841
	50~59	male-female combined total			7,730	7,655	7,527
			male		4,226	3,991	3,789
			female		3,504	3,664	3,738
	60 and above	male-female combined total			2,334	2,481	2,516
			male		1,621	1,659	1,657
			female		713	822	859
	Others *					21	18

*: No further classification due to privacy

Employment

Items		Coverage		Units	FY2022	FY2023	FY2024
Average age *1		Group domestic	male-female combined total	age	42.8	43.1	43.2
		Group domestic	male		45.3	45.5	45.3
		Group domestic	female		40.7	41.2	41.6
Average length of service		Group domestic	male-female combined total	year	14.2	14.4	14.7
		Group domestic	male		15.0	15.1	15.3
		Group domestic	female		13.5	13.8	14.2
New-graduate recruits *2		Group domestic	male-female combined total	people	460	675	729
		Group domestic	male		194	367	408
		Group domestic	female		266	308	321
Number of experienced hires *3		Group domestic	male-female combined total	people	309	859	680
		Group domestic	male		173	348	319
		Group domestic	female		136	511	361
Total turnover rate		Group domestic	male-female combined total	%	5.4	4.4	4.5
Turnover Rate (Voluntary) *4		Group domestic	male-female combined total	%	3.5	3.3	3.3
The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation	Total annual compensation of the Chief Executive Officer	HD	male-female combined total	million JPY	127	139	134
	Mean employee compensation			JPY	11,013,816	11,013,096	11,435,904
	Ratio			times	11.5	12.6	11.7

*1: The end of March of each year

*2: The number of new hires in April of each next year

*3: The number of new employees in fiscal year

*4: Exclude retirees and are calculated based on voluntary resignees.

Efforts to Promote a Workplace Where Everyone Can Thrive

Our group's domestic insurance companies are committed to fostering an environment where all employees, regardless of their diverse backgrounds, personalities, and values, can thrive and contribute to their fullest potential. Having achieved the target of 15% female representation in managerial roles by FY2020, we have set a new goal to increase this to 30% by FY2030, and continue to actively promote related initiatives.

Items	Coverage		Units	FY2022	FY2023	FY2024
Employment rate and number of employees with disabilities *1	Group domestic		%	2.59	2.63	2.71
			people	702	702	763
Rehiring Program after retirement Number of users *2	Group domestic		people	1,795	1,947	2,097
Percentage and number of females among board members and corporate auditors *3	HD	Board members	%	27.3	27.3	27.3
			people	3	3	3
		Corporate Auditors	%	50.0	50.0	50.0
			people	2	2	2
Percentage and number of females in managerial positions*4	Consolidated	General Managers	%	17.4	20.0	22.2
			people	338	407	404
		Managers	%	27.0	28.6	29.8
			people	1,641	1,783	2,068
		Total managerial positions	%	24.7	26.5	28.2
			people	1,976	2,188	2,472
	Group domestic	General Managers	%	6.5	8.4	9.3
			people	78	100	89
		Managers	%	22.9	24.9	26.4
			people	1,060	1,178	1,399
		Total managerial positions	%	19.5	21.6	23.8
			people	1,138	1,278	1,488
		Division that contributes to sales: Total managerial positions*5	%	18.5	19.8	21.7
			people	651	693	759
Percentage and number of females in non-managerial positions	Group domestic		%	—	65.4	65.7
			people	—	14,628	14,619
Percentage of females in STEM-related departments*6	Group domestic + Overseas		%	—	27.1	25.4
Percentage of women among employees who were promoted	Group domestic		%	—	65.9	66.9

*1: June 1st of each next year

*3: Approved at shareholders meeting held each next fiscal year.

*5: Number of sales and insurance payers

*2: Number of people newly or consecutively re-employed.

*4: As of April 1st next fiscal year for Group Domestic. As of December 31st for Overseas insurance subsidiaries.

*6: STEM (Science, Technology, Engineering, Mathematics) related departments

Wages of Employees

Items	Coverage			Units	FY2022	FY2023	FY2024	
Gender wage gap *1	Group domestic	companies	MSI *2	All employees	%	43.6	46.3	48.8
				Full-time employees	%	50.7	53.0	55.7
				Non-full-time employees	%	30.6	32.7	30.7
			ADI *3	All employees	%	52.8	55.2	58.6
				Full-time employees	%	56.7	58.6	62.0
				Non-full-time employees	%	65.5	64.4	64.7
			Mitsui Direct General *4	All employees	%	61.9	63.6	65.8
				Full-time employees	%	56.3	56.3	61.4
				Non-full-time employees	%	65.7	80.1	77.0
			MSI Aoi Life *5	All employees	%	56.0	58.8	63.4
				Full-time employees	%	56.1	58.8	63.5
				Non-full-time employees	%	44.0	45.8	43.4
			MSI Primary Life *6	All employees	%	64.9	69.1	72.9
				Full-time employees	%	64.3	68.3	73.0
				Non-full-time employees	%	84.9	72.5	39.4
		holding company	HD *7	All employees	%	65.1	64.7	66.0
				Full-time employees	%	65.7	63.0	63.7
				Non-full-time employees	%	84.1	91.2	90.3

*1: Female's wage / Male's wage (Wages do not include commuting expenses)

*2: Excludes seconded employees (But includes employees seconded from other companies whose wages are paid by MSI) ; Full-time: excludes executive officers and directors; Non-full-time: excludes temporary employees, but includes insurance consultants, directors and professional employees (industrial physicians, highly skilled professionals, etc.)

*3: Excludes seconded employees; Full-time: excluding executive officers and including directors; Non-full-time: excluding temporary employees.

*4: Excludes seconded employees; Full-time: excluding executive officers and including directors; Non-full-time: excluding temporary employees.

*5: Excludes seconded employees; Full-time: excluding executive officers, directors and senior managers, including career LC employees; Non-full-time: excluding temporary employees, including directors, senior managers and LC employees.

*6: Excludes seconded employees (But includes employees seconded from other companies whose wages are paid by MSI Primary Life); Full-time: excluding executive officers and advisors; Non-full-time: excluding temporary employees.

*7: All employees are seconded from subsidiaries, etc.; Full-time: excluding executive officers, Non-full-time: excluding temporary employees

Human Rights

In February 2017, the Group established MS & AD Insurance Group Basic Policy on Human Rights and implemented the Group's human rights due diligence system. We provide our employees with human rights training every year in order for them to understand human rights better and to develop an organizational culture that respects human rights.

Items	Coverage	Units	FY2022	FY2023	FY2024
Human rights seminars*	Group domestic	%	100.0	100.0	100.0

*: Rate of departments that conducted human rights trainings that required all employees to participate

Items	Coverage	Units	FY2022	FY2023	FY2024
Labor union membership rate	Group domestic	%	93.8	93.7	93.2

Human Asset Development

Items	Coverage		Units	FY2022	FY2023	FY2024
Total training hours *1	Group domestic		hours	1,402,280	1,580,536	1,675,054
Average training hours per person *2	Group domestic		hours	48.3	55.5	60.1
Total training cost *3	Group domestic		thousand JPY	2,575,357	1,279,462	1,258,126
Average training cost per person *4	Group domestic		JPY	88,714	44,963	45,104
Number of participants of the Trainee System *5	Group domestic		people	539	645	2,590 *6
Number of participants of the Global Trainee System *7	Consolidated	Total	people	190	129	124
		Domestic employee		90	60	65
		Local employee		100	69	59
Number of participants of the overseas career training program *8	Group domestic		people	30	40	40
Number of participants of the Temporary Transfer System to Headquarters from Overseas Branches *9	Consolidated		people	4	9	10
Number of actuaries *10	Group domestic	male-female combined total	people	135	145	142
		male		130	138	136
		female		5	7	6
Digital human resources *11	Group domestic		people	3,601	5,814	8,490
Global human resources *12	Group domestic		people	1,182	1,189	1,243

*1: A correction was made due to a calculation error (August 2025). FY 2023: Before correction: 1,524,914 After correction: 1,580,536

*2: A correction was made due to a calculation error (August 2025). FY 2023: Before correction: 53.6 After correction: 55.5

*3,*4: The calculation method has been changed from FY2023

*5: Short-term program which allows employees to experience work they have never done before, at the request of the employee.

*6: At MSI, the program was not implemented in fiscal years 2022 and 2023 due to the impact of the COVID-19 pandemic. Starting from fiscal year 2024, the program will be expanded and implemented.

*7: Short-term program which allows employees at the head office in Japan to experience working at overseas subsidiaries, as well as local employees at overseas subsidiaries to experience working at the head office.

*8: MBA dispatch program, and training program which allows employees to experience working for a year at overseas subsidiaries or insurance companies.

*9: Transfer system for which allows the local employees from overseas experience the jobs at the head office for 6 months to 1 year in Japan.

*10: Number of professional actuaries employed by the MS&AD Group with specialized skills for making full use of probability, statistical and other mathematical techniques used in product development, risk management and other processes (as of April 1 of the subsequent fiscal year).

*11: Employees who can utilize the latest digital technology and data (as of next April 1 of every fiscal year)

*12: Employees who have experienced expatriates and potential candidates (as of next April 1 of every fiscal year)

Employee satisfaction *1

Items	Coverage	Units	FY2022	FY2023	FY2024
Employee satisfaction (questionnaire results), "Pride, Job satisfaction" *2	Group domestic	point	4.4	4.4	4.4
Employee satisfaction (questionnaire results), "Working Vigorously" *3		point	4.7	4.7	4.7

*1: The results of the opinion poll asking all Group employees (all-employee average on a 6-point scale, Scope: 42,039 all domestic employees including temporary employees at the time of survey, Response rate: 95.9%).

*2: Ratio of employees feeling pride or job satisfaction

*3: Ratio of employees, regardless of sex and age, feeling free and lively at workplaces.

Programs for Promoting Work-life Balance

Items	Coverage *1		Units	FY2022	FY2023	FY2024
Temporary leave before / after childbirth Number of acquirers	Group domestic		people	833	733	829
Number of employees taking childcare paid leave	Group domestic	male-female combined total	people	1,143	1,013	1,093
		male		383	311	340
		female		760	702	753
Acquisition rate of childcare paid leave	Group domestic	male-female combined total	%	97.0	96.4	97.7
		male		92.5	89.9	93.2
		female		99.5	99.6	99.9
Flexible working hours for childcare Number of acquirers	Group domestic	shorter hours	people	1,303	1,292	1,308
		flextime		112	140	184
		change of Starting / finishing time		191	157	165
Employee retention rate one year after taking childcare leave	Group domestic		%	–	64.5	39.5
Temporary retirement for nursing Number of acquirers	Group domestic	male-female combined total	people	23	22	18
		male		3	2	1
		female		20	20	17
Flexible working hours for nursing Number of acquirers	Group domestic	number of acquirers	people	43	24	37
Paid leave	Group domestic	ratio of days taken *2	%	74.6	75.1	77.0
		days taken	days	16.4	16.4	16.9

*1: Includes temporary employees

*2: Number of days acquired / granted

Occupational Health and Safety (OHS)

In accordance to the Occupational Safety and Health Act, a health committee has been established to research and discuss relevant topics to preventative measures for OHS-related concerns and initiatives to support employee's health. We strive to provide a workplace environment that considers employee's health and safety. In addition, we have a group-wide health checkup system, a health management center, and a consultation room for employees in order to ensure that our employees can maintain their good health even better.

Items	Coverage		Units	FY2022	FY2023	FY2024
Number of claims for work related injuries	Group domestic	Total	cases	208	204	170
		Work-related accident	cases	79	72	52
		Accident during commute	cases	128	132	118
		Fatality accident	cases	1	0	0
Consultation rate of Medical Checkup*1	Group domestic		%	100.0	100.0	100.0
Absentee rate*2	Group domestic		%	0.599	0.534	0.589

*1: Number of employees undergoing medical checkup consultation / number of employees

*2: Total days lost due to absenteeism / Total days scheduled to be worked

ISO 26000 Core Subjects (Community Involvement and Development)

MS&AD Group has been providing an environment that nurtures imagination, allows our employees to engage more deeply with their communities and society, and encourages their participation in and support for community development through our social contribution activities.

Through these activities, our employees have the opportunity to broaden their horizons, think from diverse perspectives, and build a strong network within the local community.

We are committed to supporting the growth of our employees by providing these activity opportunities, while simultaneously promoting contribution to local communities.

Items		Coverage	Units	FY2022	FY2023	FY2024
Number of acquirer of Volunteer leave		MSI, ADI, MD, MSI Aioi Life	people	3	20	2
Number of acquirer of Volunteer suspension		MSI, ADI, MSI Aioi Life	people	0	0	0
Number of employees engaged in social contribution activities		Group Domestic	people	22,553	21,231	21,406
Disaster Relief Donation Matching Gift Program	Donated amount *1	Group Domestic	thousand yen	25,092	64,238	46,709
	Number of participants *2	Group Domestic	people	9,213	19,006	16,853
Corporate philanthropic contributions		Group Domestic	thousand yen	1,287,754	1,387,288	1,416,362
(Breakdown) Purpose	Charitable Donations			41,146	62,848	36,490
	Community Investments			870,053	922,873	786,274
	Commercial Initiatives			376,555	401,567	593,598
(Breakdown) Money conversion	Cash contributions			1,227,540	1,321,214	1,367,467
	Employee volunteering during paid working hours			90	750	420
	In-kind donation, facility opening etc			13,180	13,210	13,120
	Management overheads			46,944	52,114	35,354

*1: Total amount of Donation Matching Gift and Donation from employees

*2: Total participants

Underwriting/Investments

Premium Income of Products that Contribute to a Decarbonized and Circular Economy and Products which Help Improve the Resilience of Society

Item	Scope	Unit	FY2023	FY2024
Premiums of Products that contribute to a decarbonized and circular economy and products which help improve the resilience of society*	MSI, ADI	million yen (%)*	205,883 (4.8%)	300,695 (6.4%)

*: Percentage of net premium written

Products that Contribute to a Decarbonized and Circular Economy

Item	Scope	FY2022	FY2023	FY2024
Premium growth rate of products which contribute to decarbonization and circular economy	MSI, ADI	17.9%	24.5%	20.6%

Products which Help Improve the Resilience of Society

Item	Scope	FY2022	FY2023	FY2024
Rate of increase in the number of underwritten policies for products which help improve the resilience of society	MSI, ADI	29.4%	17.6%	25.0%

Greenhouse Gas Emissions of major domestic corporate clients

Greenhouse Gas Emissions of major domestic corporate clients*1	Coverage	Units	FY2022
Underwriting	Major domestic corporate clients of MSI and ADI*2	kt-CO2	1,153
Investments			3,125

*1: Calculated based on the PCAF's (Partnership for Carbon Accounting Financials) GHG Measurement Standards for Financial Institutions (as of the end of March 2023). The measurement target categories for underwriting are automobile insurance, fire insurance, casualty insurance (excluding construction insurance), cargo insurance, marine insurance, and aviation insurance, with the GHG emissions of key Japanese domestic corporate clients calculated. The measurement target assets for investments and loans include domestic listed equities, corporate bonds, and corporate loans, with the GHG emissions of all targets with investments and loans among key Japanese domestic corporate clients calculated.

*2: Key Japanese domestic corporate clients selected based on insurance premium (approx. 3,300 companies)

Engagement in dialogue with major domestic corporate clients

The number of major domestic corporate clients	Coverage	Units	as of the end of October 2024*2
Underwriting	Major domestic corporate clients of MSI and ADI*1	companies	29
Investments			175

*1: Key Japanese domestic corporate clients selected based on insurance premium(approx. 3,300 companies)

*2: Cumulative total from November 2023 (interim target announcement) to the end of October 2024

Greenhouse Gas Emissions in Investment Portfolio (Scope3 Category15)

Our company is upgrading our methodologies in line with developments. The Group calculates the greenhouse gas (GHG) emissions from our investments and loans in accordance with the methodology developed by the Partnership for Carbon Accounting Financials (PCAF), which specializes in creating standards for financial institutions to measure GHG emissions. The emissions in the table below are calculated using Trucost's analytical tools, which determine greenhouse gas (GHG) emissions based on disclosure information from the investee companies. In the absence of available disclosure information, proprietary modeling approaches are used. Additionally, the estimates provided by PCAF are utilized. The calculations are based on target Scope 1 and Scope 2 emissions of the investee companies.

(Absolute Unit: kt-CO₂e, Intensity Unit: t-CO₂e/US\$M)

Asset Class		FY2022 *1	FY2023 *2	FY2024 *3
Stocks	Absolute	2,302	2,111	2,111
	Intensity	114.5	100.1	99.6
Corporate bonds	Absolute	2,400	1,944	1,463
	Intensity	221.5	152.2	135.4
Business Loans	Absolute	286.451	225	199
	Intensity	273.2	184.3	217.3

(Absolute Unit: kt-CO₂e, Intensity Unit: t-CO₂e/US\$M)

Region			FY2022 *1	FY2023 *2	FY2024 *3
Japan	Stocks	Absolute	2,124	2,009	2,010
		Intensity	87.5	85.5	84.6
	Corporate bonds	Absolute	1,589	1,428	1,021
		Intensity	117.7	88.1	76.2
	Business Loans	Absolute	247.0	204.9	182
		Intensity	224.1	165.6	196.9
Americas	Stocks	Absolute	141	77	70
		Intensity	23.4	10.7	12.5
	Corporate bonds	Absolute	499	301	241
		Intensity	77.0	45.4	39.9
	Business Loans	Absolute	39.4	20.3	17
		Intensity	48.8	18.7	20.3
Asia	Stocks	Absolute	32	21	26
		Intensity	3.2	2.7	2.1
	Corporate bonds	Absolute	130	83	84
		Intensity	17.9	9.3	10.3
	Business Loans	Absolute	0.4	0.0	0
		Intensity	0.0	0.0	0.0

Region			FY2022 *1	FY2023 *2	FY2024 *3
Europe	Stocks	Absolute	5	3	3
		Intensity	0.3	0.0	0.2
	Corporate bonds	Absolute	75	85	85
		Intensity	6.4	6.7	6.7
	Business Loans	Absolute	0.1	0.0	0.0
		Intensity	0.2	0.0	0.2
Other	Stocks	Absolute	1	0	1
		Intensity	0.0	0.0	0.1
	Corporate bonds	Absolute	108	47	31
		Intensity	2.4	4.0	2.3
	Business Loans	Absolute	0.0	0.0	0.0
		Intensity	0.0	0.0	0.0

(Absolute Unit: kt-CO2e, Intensity Unit:t-CO2e/US\$M)

Industry (GICS Code)			FY2022 *1	FY2023 *2	FY2024 *3
Energy (10)	Stocks	Absolute	128	111	163
		Intensity	3.9	2.7	5.3
	Corporate bonds	Absolute	426.9	244.6	172
		Intensity	42.2	21.4	13.0
	Business Loans	Absolute	15	2	0
		Intensity	12.8	1.3	0.4
Materials (15)	Stocks	Absolute	981	838	810
		Intensity	36.7	36.1	35.3
	Corporate bonds	Absolute	738	598	450
		Intensity	38.7	30.7	27.4
	Business Loans	Absolute	80	58	55
		Intensity	48.2	29.4	37.6
Industrials (20)	Stocks	Absolute	562	564	527
		Intensity	29.6	28.0	25.6
	Corporate bonds	Absolute	177	194	171
		Intensity	21.6	18.7	19.6
	Business Loans	Absolute	40	37	31
		Intensity	28.0	21.4	27.5

Industry (GICS Code)			FY2022 *1	FY2023 *2	FY2024 *3
Consumer Discretionary (25)	Stocks	Absolute	245	232	241
		Intensity	9.4	8.0	9.2
	Corporate bonds	Absolute	48	45	41
		Intensity	5.0	4.0	3.3
	Business Loans	Absolute	2	3	3
		Intensity	5.4	4.0	3.7
Consumer Staples (30)	Stocks	Absolute	83	146	134
		Intensity	3.0	4.0	3.4
	Corporate bonds	Absolute	82	87	74
		Intensity	6.8	5.3	5.4
	Business Loans	Absolute	7	5	4
		Intensity	1.7	4.0	3.6
Health Care (35)	Stocks	Absolute	12	8	7
		Intensity	2.1	1.3	0.9
	Corporate bonds	Absolute	11	5	6
		Intensity	2.3	1.3	1.0
	Business Loans	Absolute	2	1	1
		Intensity	4.6	1.3	1.6
Financials (40)	Stocks	Absolute	13	11	13
		Intensity	0.8	1.3	0.8
	Corporate bonds	Absolute	57	33	29
		Intensity	3.0	2.7	2.8
	Business Loans	Absolute	7	10	11
		Intensity	10.0	12.0	24.0
Information Technology (45)	Stocks	Absolute	49	46	44
		Intensity	3.9	4.0	3.7
	Corporate bonds	Absolute	31	30	19
		Intensity	3.3	4.0	3.1
	Business Loans	Absolute	1	1	1
		Intensity	1.9	0.0	0.9
Communication Services (50)	Stocks	Absolute	5	4	3
		Intensity	0.6	0.0	0.4
	Corporate bonds	Absolute	10	10	10
		Intensity	1.6	1.3	1.4
	Business Loans	Absolute	2	3	2
		Intensity	2.0	2.7	2.4

Industry (GICS Code)			FY2022 *1	FY2023 *2	FY2024 *3
Utilities (55)	Stocks	Absolute	215	148	160
		Intensity	23.6	13.4	13.9
	Corporate bonds	Absolute	813	693	486
		Intensity	95.1	61.4	55.6
	Business Loans	Absolute	128	106	90
		Intensity	153.9	98.8	110.4
Real Estate (60)	Stocks	Absolute	9	4	9
		Intensity	0.8	0.0	1.0
	Corporate bonds	Absolute	7	5	6
		Intensity	1.9	1.3	2.8
	Business Loans	Absolute	2	3	2
		Intensity	4.8	9.3	5.2

*1: Calculated in FY2022 using portfolio as of end of March 2022. Coverage for Stock 99%, Corporate Bonds 67%, Business loans 48%, Total 98.4%.

*2: Calculated in FY2023 using portfolio as of end of March 2023. Coverage for Stock 99%, Corporate Bonds 97%, Business loans 95%. Total 97.6%.

*3: Calculated in FY2024 using portfolio as of end of March 2024. Coverage for Stock 99.2%, Corporate Bonds 99.5%, Business loans 99.9%. Total 99.3%.