

Roadmap to Carbon Neutral

We will provide insurance products, services, and consulting services, and conduct investment and financing activities to support decarbonization technologies' development and practical use, promoting a transition to a decarbonized society. As for greenhouse gas emissions caused by our business activities, we aim to achieve net zero(*1) by FY 2040. For each of the measures to be implemented to this end, we will set the "MS Green Index" to measure and manage our progress.

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Green Underwriting/Services (Green Products and Services)

- Develop and offer green products and services(*2) that contribute to a decarbonized society and the conservation and restoration of natural capital and biodiversity
 - Underwriting under Sustainability / ESG consideration
- (2022-2025)
CAGR for green underwriting(*3): 18%

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Green Investment (ESG investment)

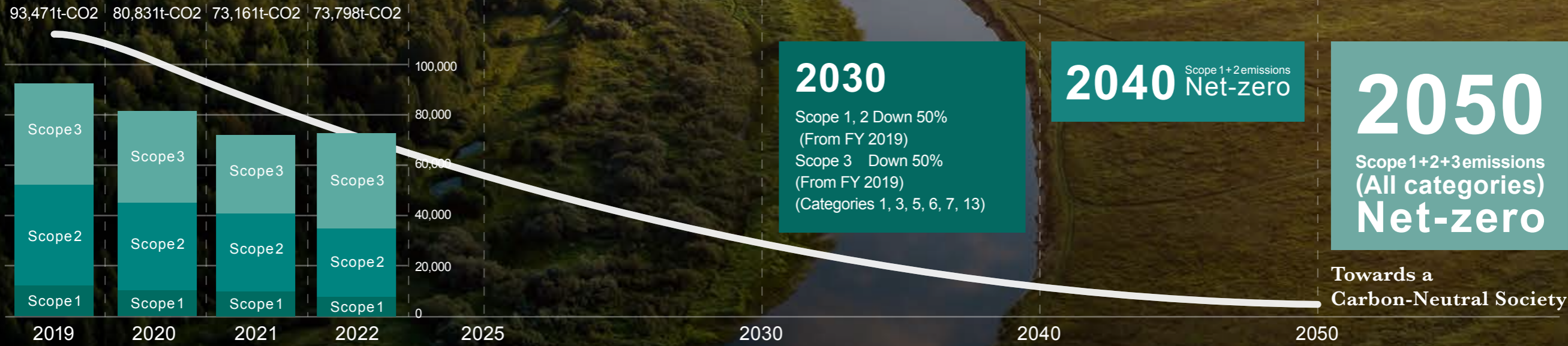
- Foster a transition to a decarbonized society through ESG investment and engagement with clients
 - Promote impact investment
- (By 2025)
Enhance engagement with those investee companies that account for more than 70% of GHG(*4) emissions in our shareholding portfolio(*5)
- (By 2050)
Achieve net-zero GHG emissions for our investment and financing portfolio

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3

Green Operation (Measures to reduce environmental impacts caused by our business activities)

- Support the decarbonization of the entire value chain, including agents and customers
 - Promote paperless operations through DX
 - Encourage customers to use recycled components when having their automobiles repaired
 - Environmental impact reduction through the MS&AD Green Earth Project(*6)
- (By 2025)
Introduce LED bulbs to buildings owned by the company, replace all vehicles owned by the company with electric models, and install solar panels at the company-owned buildings
- (By 2030)
Increase the renewable energy usage ratio to 60% at the buildings owned by the company and increase the efficiency of the air-conditioning equipment at the company-owned buildings
- (By 2050)
Increase the renewable energy usage ratio to 100% at the company-owned buildings

Greenhouse gas emissions



(*1) Scope 1, 2 emissions
 (*2) We define our products that contribute to climate change countermeasures and conservation and restoration of natural capital and biodiversity as "green products."
 (*3) Underwriting of green products and underwriting of insurance products for renewable energy-based power generation equipment and EVs (electric vehicles) / FCVs (fuel cell vehicles.)
 (*4) Greenhouse gas (GHG: greenhouse gas) emissions.
 (*5) We engage in constructive dialogue with those investee companies that account for 70% of GHG emissions (listed companies, Scope 1+2) in our shareholding portfolio.
 (*6) We make donations for global environmental protection projects and others in proportion to the number of customers who have selected eco-friendly insurance certificates, online policies, and other environmentally friendly options.