

# 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.

## 1 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%

## 2 Green Investment (ESG investment)

Foster a transition to a decarbonized society through ESG investment and engagement with clients

Promote impact investment

(By 2050)

Achieve net-zero GHG emissions for our investment and financing portfolio

## 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(\*4)

(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

93,471t-CO<sub>2</sub> | 80,831t-CO<sub>2</sub> | 72,109t-CO<sub>2</sub> | 72,541t-CO<sub>2</sub> | 71,674t-CO<sub>2</sub>



**2030**

Scope 1, 2 Down 50%  
(From FY 2019)  
Scope 3 Down 50%  
(From FY 2019)  
(Categories 1, 3, 5, 6, 7, 13)

**2040** Scope 1+2 emissions  
**Net-zero**

**2050**

Scope 1+2+3 emissions  
(All categories)  
**Net-zero**

Towards a  
Carbon-Neutral Society

(\*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) 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.