



April 3, 2026

T&D Holdings, Inc.
Masahiko Moriyama, President
(Security Code: 8795, TSE Prime Market)

Notice Regarding the Formulation of the Group Long-Term Vision “Try & Discover 2030 — Breaking Beyond —”

T&D Holdings, Inc. of the T&D Insurance Group hereby announces that it has established the Group Long-Term Vision “Try & Discover 2030 — Breaking Beyond —” commencing in fiscal year 2026.

Guided by our Group’s corporate philosophy — “With our ‘Try & Discover’ motto for creating value, we aim to be a group that contributes to all people and societies” — the Group, with the life insurance business at its core, remains committed to sustainable management, cherishing the founding spirit of “Try & Discover” that has defined us since our inception.

We believe that, even as long-term market contraction is expected due to megatrends such as declining birthrates, an aging population, and a shrinking workforce, it is essential for the Group to leverage the diverse forms of capital it has cultivated to date in an integrated, Group-wide manner and to drive transformation in order to achieve sustainable growth.

Based on these considerations, we have revised our Group management vision and, toward realizing this vision, have established three basic principles under “Try & Discover 2030 — Breaking Beyond —”: “Further Strengthening of Our Core Business,” “Growth through New Value Creation,” and “Enhancing Group Resilience”. Through these actions, we aim to enhance synergies as One Group, while enabling each Group company to fully leverage its strengths in its respective market, thereby maximizing corporate value.

For details of the Group Long-Term Vision “Try & Discover 2030 — Breaking Beyond —”: please refer to the following pages.

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Group Long-Term Vision

Try & Discover 2030

- Breaking Beyond -

<FY2026 – FY2030>

TRY&DISCOVER

April 2026
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Our Commitment to the New Group Long-Term Vision “ Try & Discover 2030 — Breaking Beyond —”

Group’s Corporate Philosophy (Our Purpose)

We aim to contribute to people and society through value creation under the spirit of “**Try & Discover**”.

Our Corporate Philosophy is continuing contribution to people and society as the “public entities of society” through value creation, while cherishing **The Group’s founding spirit “Try & Discover”**. That is, the foundation of our **Sustainability management**.

Surrounding changes and Strategic response

In light of Key Megatrends such as Declining Birthrate, Aging Population, and Shrinking Workforce, our market is expected to decline over the medium to long term. To emerge as a winner, we need to transform our organization to enhance efficiency and productivity **as the integrated group**.

By **building on our core businesses**, we take the Group to the next stage, pursuing sustainable growth beyond 2030 through **expansion into new business domains** driven by emerging social challenges.

Review of the Management Vision

We create happiness for society starting with each individual through insurance, to become a group that engages thoughtfully and transforms boldly.

We clarify our aspired future state by carrying forward the intent of our current vision, based on our purpose as a Group(the management philosophy)

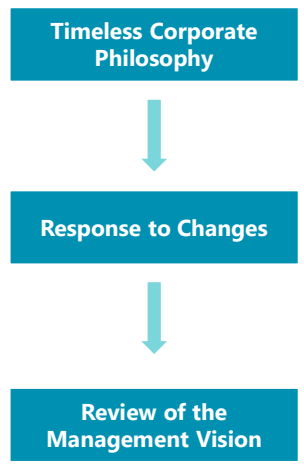
“- One “Try & Discover” for sustainable growth.- ”

Integrated group management

Our Spirit

Expanding value from core life insurance to ancillary services

Sustainability management



Where “Try & Discover 2030” Stands | Advancing to a New Stage of Growth

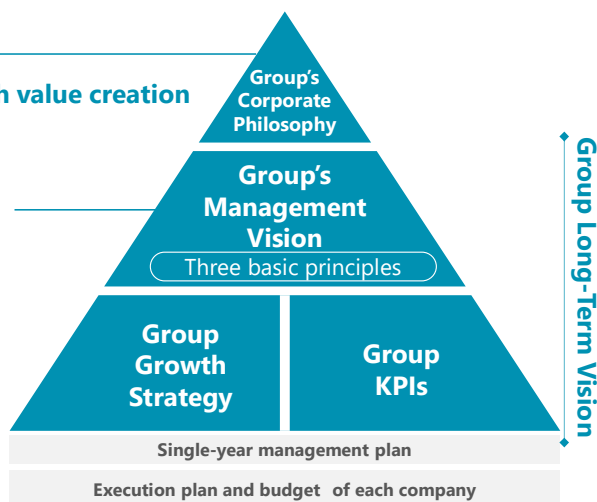
- Building on the achievements of the previous Group Long-Term Vision, such as improved capital efficiency, and reflecting our management philosophy and assessment of the business environment, the Group is advancing a new stage of growth.
- As the vision for the next five years, we have revised the Group’s Management Vision.
- The Group Long-Term Vision consists of the Group’s Management Vision, as well as the Group Growth Strategy and Group KPI formulated under three basic principles to achieve the Vision.

Our Management Philosophy (Our Purpose as a Group)

We aim to contribute to people and society through value creation under the spirit of “Try & Discover”.

Our Management Vision (The Group’s Vision and Direction for 2030)

One “Try & Discover” for sustainable growth.



Group Long-Term Vision | Three Basic Principles for Realization

- Based on the three basic principles, we enhance the earnings power of our core businesses as the foundation, allocate the resulting gains to new growth opportunities, and strengthen.

Principle 1 Further Strengthening of Our Core Business (Achieving Stable Profit Growth)

- In a higher interest rate environment, we further strengthen the sales and asset management capabilities of our domestic life insurance business to expand positive spread through growth in in-force policies.
- In addition, by leveraging the strengths of our market-focused strategies, we build a robust customer base for future business opportunities through the provision of products and services that contribute to addressing social issues.

Principle 2 Growth through New Value Creation (Strategic Growth Investments)

- To achieve sustainable growth in corporate value, we pursue growth investments aimed at creating additional value, focusing on areas where the Group’s existing strengths can be effectively leveraged.
- We maintain strict investment discipline, requiring that investments are expected to generate returns that sufficiently exceed the Group’s cost of equity.

Principle 3 Enhancing Group Resilience (Building a Robust Management Foundation)

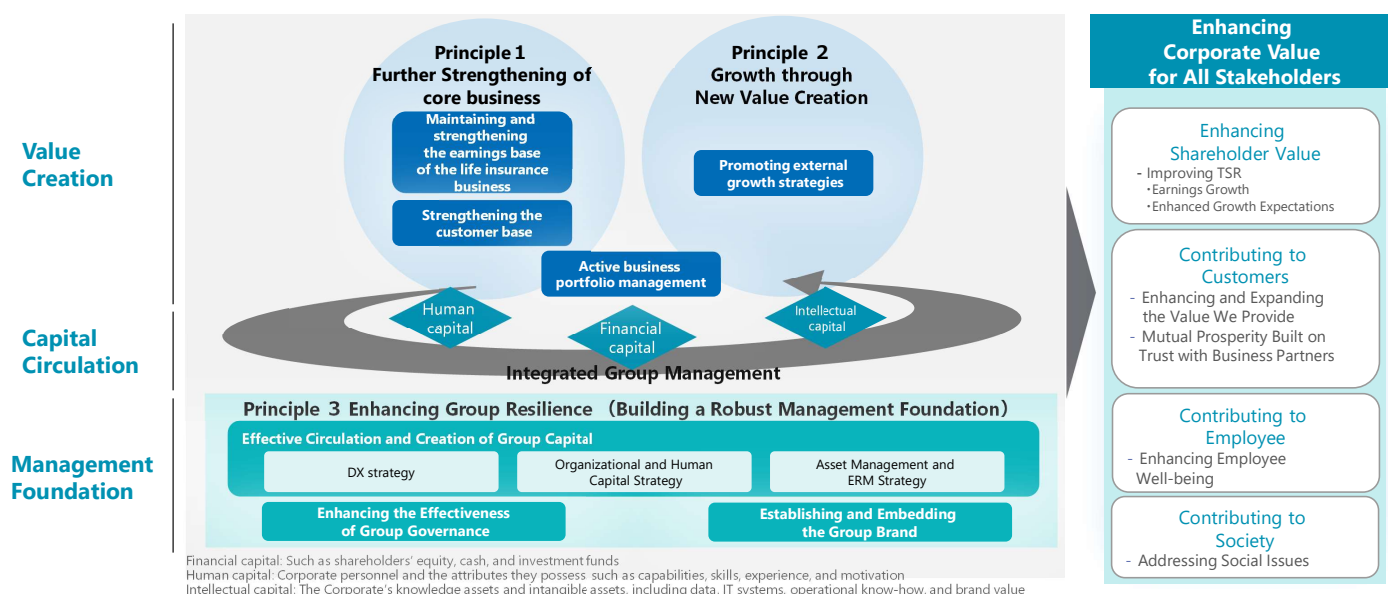
- Amid a declining population and workforce, the Group is transforming into a resilient organization that enhances productivity, adapts to rapid and unpredictable environmental changes, and continues to win over the long term.
- Centered on an AI-driven DX strategy, we organically integrate talent and other strategies, more deeply promote integrated group management and create group synergy through the circulation of not only financial capital but also human and other forms of capital.

Group’s
Management Vision

**One “Try & Discover”
for sustainable growth.**

Group Growth Strategy –The Whole Picture- | Enhancing Corporate Value through Capital Circulation

- Enhancing Corporate Value through Organic Integration of Initiatives and Group-Wide Capital Circulation



KPI

- FY2030 Group adjusted profit target: ¥230bn (previously at least ¥200bn, announced in March last year)
- Adjusted ROE target: 15%, exceeding the cost of equity
- Targets under the New Group Long-Term Vision (Five-Year Horizon): EPS growth rate: 10% or more (CAGR) and ROEV: 8% or more (CAGR)

Group KPI			Targets for the New Group Long-Term Vision (Five-Year Horizon)			
	FY2025 Forecast	Targets for the New Group Long-Term Vision (FY2030)				
Financials	Adjusted profit	¥ 146billion* ¹	¥ 230billion	+	EPS growth rate* ⁵	≥ +10% (CAGR)
	Adjusted ROE	10.9%* ²	15%		ROEV	≥ +8% [Previously: 7.5%] (CAGR)
	Value of new business	¥ 168billion* ²	¥ 200billion			
Non financials	Customer satisfaction	—* ³	≥ 4.0 (five-point scale)			
	Reduction rate of our own GHG emissions (From FY2013)	(49.9%)* ⁴	(75%)			
	Employee satisfaction	—* ³	≥ 4.0(five-point scale)			
	Recruitment and development of diverse talent	30%	40% of internal staff			

¹ Employees with experience at multiple Group companies or with external secondment experience/Mid-career hires

*¹ as of 17th March 2026, disclosure basis

*² as of 15th May 2025, disclosure basis

*³ "-" is shown as the Group is transitioning to a new Group-wide methodology

*⁴ Actual results for FY2024

*⁵ Group adjusted profit basis