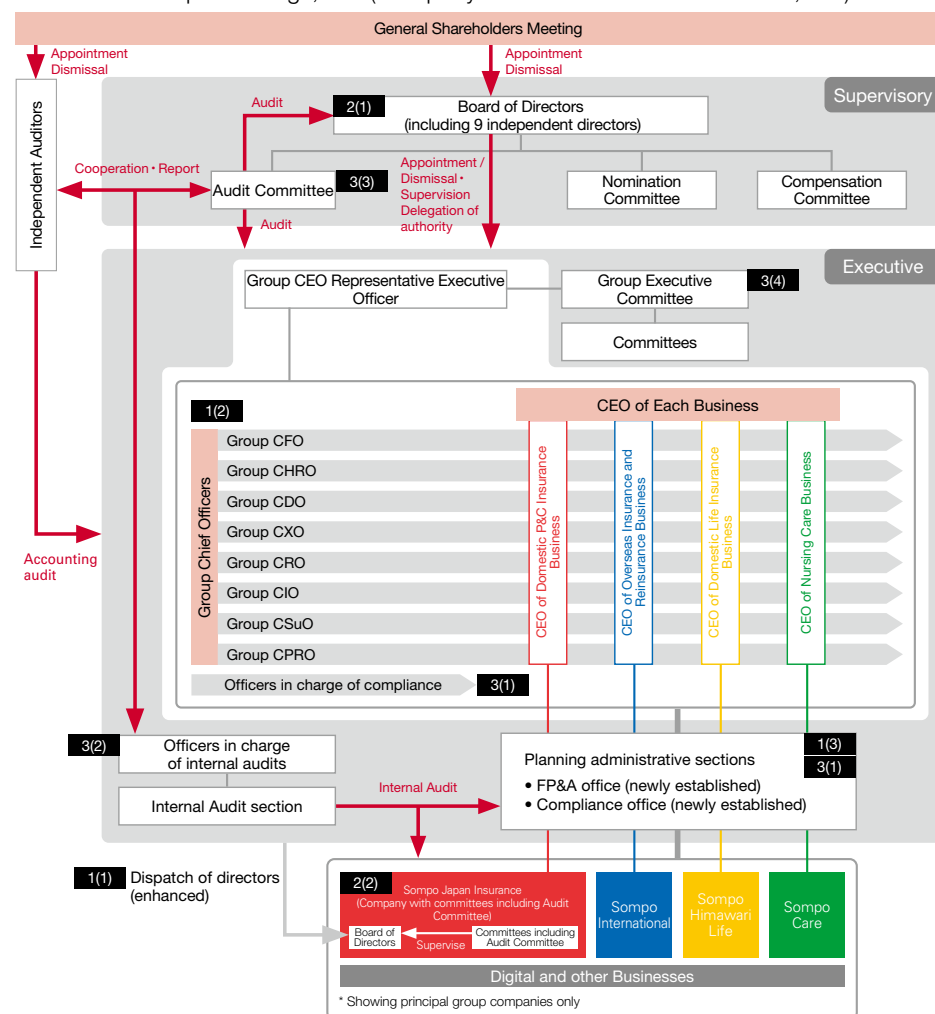


Enhancement of Governance

We think that it is essential to improve the effectiveness of governance in order to steadily carry out our business improvement plan and regain trust of stakeholders. Since April 2024, we have been sequentially promoting the enhancement of governance in such a manner as to gain greater control of the management of subsidiaries, ensure transparency through separation of the supervision of business management from operational execution, enhance the HD functionality, and foster an organizational culture that supports these elements.

Supervision of business management and operational execution system

Sompo Holdings, Inc. (Company with a Nomination Committee, etc.)



<Major Initiatives We Have Been Carrying Out Since April 2024>

1. Gaining greater control of the management of subsidiaries

- (1) Increase in the number of directors to be dispatched from HD to Sompo Japan Insurance Inc.
- (2) Clarification of the relative relationship between Group CxO of HD and CxO of Sompo Japan Insurance Inc.
- (3) Strengthening of the monitoring system through the establishment of the FP&A office

2. Transparent decision-making process through separation of the supervision of business management from operational execution

- (1) Appointment of an independent director as the chair of the Board of Directors
- (2) Strengthening of outside perspective and supervision of the Board of Directors in Sompo Japan Insurance Inc. (shift to Committees including the Audit Committee, appointment of outside directors, review of the composition of directors)

3. Enhancement of the HD functionality

- (1) Adoption of officers in charge of compliance and establishment of the Compliance office
- (2) Appoint a Chief Internal Audit Officer
- (3) Initiation of a regular meeting by the Audit Committee and Group CRO
- (4) Reform to a group executive meeting committee (toward a meeting committee that can generate high-quality debate with well-rounded, highly maneuverable discussions)

4. Fostering of an organizational culture that supports these elements

- (1) Reconstruction of the corporate philosophy system and re-verbalization of purposes

Web For further details, please refer to "[Group Core Strategies](#) | [Human Resource Strategy](#)".

- (2) Development of specialized human resources

Web For further details, please refer to "[Group Core Strategies](#) | [Human Resource Strategy](#)".

- (3) Activation of the exchange of executives

Web For further details, please refer to "[Discussion with Directors](#) | [Culture Change to Regain Trust \(Summary\)](#)".

Web For further details, please refer to the section about [Governance / Sompo Holdings Sustainability Report 2024](#) (pages 110 to 142).