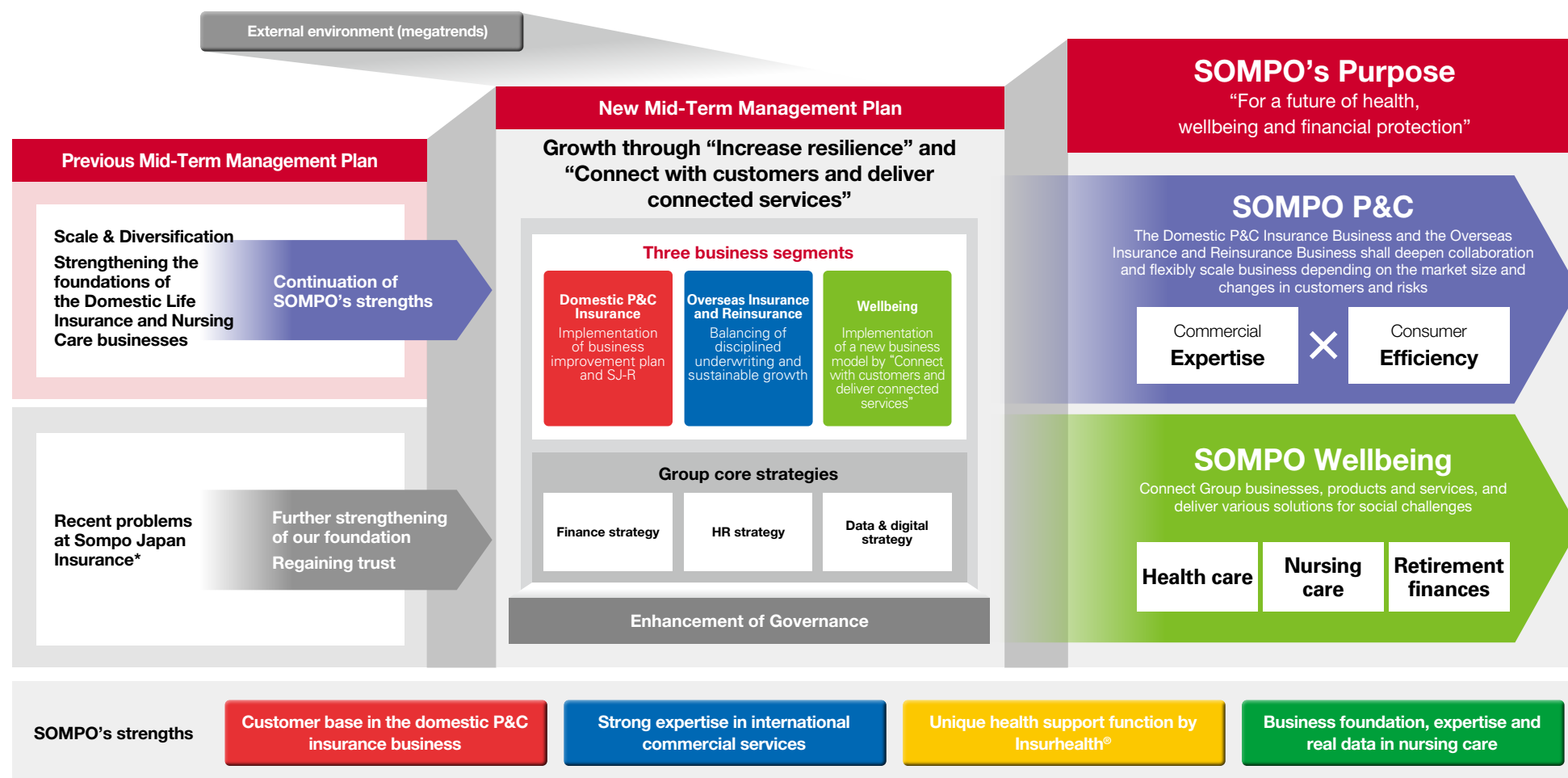


Overview of the New Mid-Term Management Plan (FY2024-2026)

Taking into account changes in the external environment and the strengths of the Group, we have set forth “SOMPO P&C” and “SOMPO Wellbeing” as the Group’s envisioned future to realize the Purpose of “For a future of health, wellbeing and financial protection.”

In our new Mid-Term Management Plan for fiscal years 2024–2026, we have positioned “Increase resilience” and “Connect with customers and deliver connected services” as goals to achieve.

In addition to the three business segments of the Domestic P&C Insurance, Overseas Insurance and Reinsurance, and Wellbeing businesses, we will work on Group core strategies of “finance strategy”, “HR strategy”, and “data & digital strategy” to advance growth by achieving our goals of “Increase resilience” and “Connect with customers and deliver connected services.” Furthermore, we will renew commitment to serious governance reform, which is the foundation for sound growth, and improve the transparency and effectiveness of our corporate governance.



* For further details, please refer to “[Overview of Misconduct and Administrative Sanctions](#)” and “[Progress on the business improvement plan](#)”.

Overview of the New Mid-Term Management Plan (FY2024-2026)

Under the new Mid-Term Management Plan, we aim to raise adjusted consolidated ROE to 13–15% level by FY2026 and achieve an adjusted EPS growth rate exceeding 12% during the new Mid-Term Management Plan period.

In the Domestic P&C Insurance Business, we will increase resilience by strengthening the quality of operations and earnings structure through SJ-R.

Additionally, in the Overseas Insurance and Reinsurance Business, we aim to achieve stable profit growth through disciplined underwriting and the acquisition of specialized talents to expand our geographic and business domains, while also increasing asset investment income.

In the Wellbeing Business which focuses on “connect with customers and deliver connected services”, the Domestic Life Insurance Business will strive to increase “Himawari clients/users” based on the two axes of insurance and health support services, while the Nursing Care Business will work on advancing future nursing care services and improving the occupancy rates of existing facilities, refining their respective strengths.

Growth by “Increase resilience” and “Connect with customers and deliver connected services”

Group-wide management targets*1

Adjusted consolidated ROE
(FY2026 target)

13-15% (FY2023: 11.8%)

Adjusted EPS growth
(New MTMP period)

CAGR 12%+

KPIs

Domestic P&C Insurance Business (FY2026 estimate)

ROE*1 **8%+** (FY2023: 4.5%)

E/I loss ratio **62.0%** (FY2023: 65.4%)

Expense ratio **33.0%** (FY2023: 33.8%)

E/I combined ratio **Below 95.0%** (FY2023: 99.3%)

Amount of reduction of strategic stock holdings (New MTMP period) **At least by ¥600.0 bn.**
(Prepare for investment opportunities by further accelerating reduction)

Overseas Insurance and Reinsurance Business (FY2026 estimate)

ROE*1 **13%+** (FY2023: 13.1%)

Gross written premium **Strategic initiatives \$1.0 bn.+**

E/I loss ratio **64.8%** (FY2023: 63.8%)

Expense ratio **29.0%** (FY2023: 28.5%)

E/I combined ratio*2 **93.8%** (FY2023: 92.3%)

Wellbeing (FY2026 estimate)

Life insurance ROE*1 **12%+** (FY2023: 9.2%)

New business CSM*3 **¥93.0 bn.** (FY2023: ¥68.1 bn.)

Nursing care ROE*1*4 **12%+** (FY2023: 11.7%)

Occupancy rate **95.5%** (FY2023: 92.9%)

*1 IFRS basis, adjusted consolidated ROE excludes OCI, estimate for FY2023. ROE of Domestic P&C is based on current definition and KPI on IFRS basis will be set at the time of application of IFRS. Aim to improve in risk diversification ratio of Group against FY2023

*2 Based on the loss ratio for the current fiscal year *3 Metric based on IFRS 17 as with new business value (before tax), estimate for FY2023 *4 Care operator business