MS&AD Group
Medium-term Management Plan (FY2022-2025)
Grow Together with Society As a Platform Provider of Risk Solutions
I. Review of Previous Medium-term Management Plan "Vision 2021"
I. Review of Previous Medium-term Management Plan "Vision 2021":
(1) Quantitative Targets

- We achieve our target of Group Adjusted Profit of JPY 300 billion whilst maintaining a business scale which puts us within the top 10 non-life insurance groups in the world.
- ESR is 228%, which exceeds the target range (180-220%).
- Group Adjusted ROE rose to 9.5% but fell short of the target level (10%), and this is still an issue that needs to be addressed.

Group Adjusted Profit and Group Adjusted ROE

- Group Adjusted Profit:
  - FY2017: 2,010
  - FY2018: 1,898
  - FY2019: 2,331
  - FY2020: 2,146
  - FY2021: 3,471

- Group Adjusted ROE:
  - FY2017: 6.4%
  - FY2018: 6.1%
  - FY2019: 7.4%
  - FY2020: 6.7%
  - FY2021: 9.5%
I. Review of Previous Medium-term Management Plan "Vision 2021":

(2) Qualitative Targets

- We focused on the three priority issues whilst building systems for anticipating changes in the environment and swiftly responding to any change, including the acceleration of digitalization, the advent of next-generation mobility, the materialization of new risks, and initiatives to address sustainability issues.

### Pursue the Group’s Comprehensive Strengths

**"Utilize/Extend/Increase" Project**
- Launch of a new claim handling system
- Phased in from July 2021

**"Stop/Eliminate/Reduce" Project**
- Joint implementation of impact investment aimed at contributing to the SDGs
- December 2021

**Standardization of products and administrative tasks**
- Sale of MSP Life products through MSA Life distribution channels
- Launched October 2019
- Expansion of life insurance and non-life insurance products cross-selling ratio
  - 18% (Forecast)
  - (Almost achieved target of 18.5%)

### Industry-leading level growth

- Achieved industry-leading level growth rate for domestic gross written premiums.*

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2021 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reductions to operating expenses</td>
<td>28,763</td>
<td>31,217</td>
</tr>
</tbody>
</table>

(Unit: JPY 100 mil)

### Reductions to operating expenses

- Reductions to operating expenses far exceeded initial target (JPY 30 billion), with cost reduction of approx. JPY 53 billion by FY2021 compared with FY2019 levels.
- Implementing initiatives to achieve planned reduction of approx. JPY 100 billion by FY2025.

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2025 Forecast (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reductions to operating expenses</td>
<td>530</td>
<td>1,000</td>
</tr>
</tbody>
</table>

(Unit: JPY 100 mil)

* Simple sums of non-consolidated figures for MSI and ADI. Excluding policyholder premium deposits.
I. Review of Previous Medium-term Management Plan "Vision 2021":
(2) Qualitative Targets

Promote Digitalization

Progress on three initiatives (DX, DI, DG)

**DX**
**Digitalization of key services and business operations**
- Introduction of the AI-integrated agency system (MS1 Brain)
- Launch of new claim handling system (BRIDGE), AI accident situation explanation system, and AI-based fraudulent claims detection system
- Automation of internal business processes utilizing process automation tools

**DI**
**Launch new businesses by utilizing digital technologies**
- Consulting that utilizes data (RisTech)
- Digitalization of insurance sales through built-in insurance in collaboration with platformers and small-amount and short-term insurance, etc.

**DG**
**Global expansion**
- Asia expansion of MS1 Brain
- Establishment of corporate venture capital in Silicon Valley and investment in 65 companies in 8 countries
- Business investment in overseas InsurTech companies
- Telematics data business in the US, etc.

Rollout of the CSV×DX strategy

Develop new businesses that solve social issues

**MS&AD’s strengths**
- Transforming products and services
- Transforming sales channels and sales techniques
- Creating new businesses

Examples of implementation

- Providing livestock breeders with insurance covering cattle medical expenses using sensors
- Providing disaster prevention information with the cmap real-time disaster prediction site
- Providing AI-based road inspection service to local governments

Progress on three initiatives (DX, DI, DG)

**DX**

**DI**

**DG**

Other initiatives

- Digital human resource development through coordination between industry and academia
- Trained approx. 2,000 Group employees in total
- Implementation of "Digital Innovation Challenge Program," a business idea contest for all Group employees
- Total number of entries: 5,500 over 3 years

Selection as:
- 2019 Competitive IT Strategy Company
- Noteworthy DX Company 2020
- DX Stock 2021

MS&AD Insurance Group Holdings, Inc.
I. Review of Previous Medium-term Management Plan "Vision 2021": (2) Qualitative Targets

Reform Portfolio

**Business portfolio reforms**

- Whilst the domestic non-life insurance business expanded steadily, the international business showed slow growth mainly due to large-scale natural disasters overseas and the effects of the COVID-19 pandemic.

**Risk portfolio reforms**

- We steadily sold strategic equity holdings and achieved our reduction target (cumulative reduction of JPY 500 billion from FY2017).

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**Percentage that each business accounts for group adjusted profit**

- **Target: 50% excluding domestic non-life business**

**Sales of strategic equity holdings**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>1,513</td>
<td>1,367</td>
<td>1,118</td>
<td>1,027</td>
<td>1,181</td>
</tr>
<tr>
<td>Accumulated sales</td>
<td>JPY 620.8 bn</td>
<td>(Achievement rate 124%)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Percentage in integrated risk amount**

- **Target** Less than 30%
  - 2019: 26.1%
  - 2020: 34.0%
  - 2021: 32.5%

**Percentage in consolidated total assets**

- **Target** Less than 10%
  - 2019: 9.2%
  - 2020: 11.8%
  - 2021: 11.3%
II. Medium-term Management Plan (FY2022-2025)
Grow Together with Society As a Platform Provider of Risk Solutions
# 1. Recognition of Business Environment

## Politics (regulatory trends that impact business)

- Dealing with climate change, reinforcement of regulations toward carbon-free society
- Strengthening capital regulations (Risk-based Global Insurance Capital Standard (ICS))
- Increased polarization and the rise of populism and nationalism
- Growing interest in and legislation on protection of human rights and reinforcement of personal information protection regulations
- Rising tensions between the United States and China and the United States and Russia, and growing importance of economic security
- Changes in soft law (Corporate Governance Code, Stewardship Code, TCFD, TNFD)
- Continued pressure to reduce strategic equity holdings
- Strengthening of governance associated with revision of Guideline for Supervision

## Economy (economic levels, foreign exchange, interest rates, etc.)

- Recovery from effects of new coronavirus (COVID-19)
- Trade friction and trade agreement
- Rising consumer prices and interest rates, and tapering of monetary easing
- Expansion of ESG investment, increased calls for climate- and nature-related disclosures (TCFD, TNFD)

## Japan

- BOJ’s strategy for exiting low-interest rate policy
- Decrease in car sales, number of vehicles owned, and new housing starts
- Expansion of sharing economy and subscription business
- Advancement of health and expansion of healthcare business

## Technology (technology trends that impact business)

- Appearance of new business models created by digital platformers
- Penetration of 5th generation mobile communication system (5G), increase in IoT devices
- Developments in digital technology, increased cyber risk
- Electrification and technological advancement of vehicles, CASE and safety support car rollout, MaaS, flying cars

## Japan

- Boom of data-related business, threat of Big Data monopoly
- Advancement of technology related to renewable energy and hydrogen energy
- Further penetration of digital technologies in our daily life, such as cashless payments (the realization of Society 5.0)

### Achieve sustainable improvement in corporate value through groupwide efforts to create new value and reform business in response to environmental changes

- Whilst the domestic non-life insurance market is growing steadily, factors such as Japan’s shrinking population, declining birthrate and aging population as well as fewer traffic accidents due to advanced safety systems are likely to cause contraction in the traditional markets of auto insurance and fire insurance in the medium and long term.
- Growing interest in social issues such as climate change and extension of healthy lifespan and changes in the social environment such as increasing digitalization are giving rise to new risks and new insurance needs to address such risks.
A corporate group that supports a resilient and sustainable society

As a platform provider of risk solutions,
we will help solve climate change and other social issues, while growing together with society.

- In addition to covering economic losses, seamlessly provide products and services before and after coverage and protection.
- Offer optimal solutions through marketing, underwriting, payment services and risk consulting that utilize digital technologies.

Story of Value Creation

By facing social issues and providing products and services through our business model to realize our mission, we will help create an environment where customers can live and conduct business in a secure manner.

Our Management Philosophy (Mission)

To contribute to the development of a vibrant society and help secure a sound future for the planet, by enabling safety and peace of mind through the global insurance and financial services business

Our Business Model

- Identify and inform on risks
- Prevent risks from occurring and minimize the impact of risks
- Reduce the economic impact on the materialization of risks
2. Our Aspirations: (2) Quantitative Targets

- Net income of JPY 470-500 billion on an IFRS basis and stable realization of adjusted ROE of 10% or higher by FY2025

**Target**

- **Net profit on IFRS basis**
  - JPY 470〜500 billion

- **Adjusted ROE**
  - Stable achievement of 10% or higher

**Reference**

- **Group Adjusted Profit**
  - FY2021: JPY 347 billion
  - FY2025: JPY 440〜470 billion

**Breakdown of Group Adjusted Profit**

<table>
<thead>
<tr>
<th>Business</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic non-life insurance</td>
<td>270 billion</td>
</tr>
<tr>
<td>Domestic life insurance</td>
<td>55 billion</td>
</tr>
<tr>
<td>International business</td>
<td>125 billion</td>
</tr>
<tr>
<td>Financial services/</td>
<td>10 billion</td>
</tr>
<tr>
<td>Risk-related services business</td>
<td></td>
</tr>
</tbody>
</table>

**Group Adjusted ROE**

- FY2021: 9.5%

*1. Net profit on IFRS basis ÷ (Net assets on IFRS basis − Unrealized gain/loss from strategic equity holdings)
(Since, under IFRS, gain/loss on sale of strategic equity holdings is no longer included in net profit, unrealized gain/loss from strategic equity holdings is excluded from net assets to align the denominator (net assets) and numerator (net profit) used to calculate ROE.)

*2. Group Adjusted Profit ÷ average of beginning and end amounts on BS of adjusted net assets (consolidated net assets + balance of catastrophe reserves, etc. - balance of goodwill and other intangible fixed assets)
### 3. Basic Strategies and Foundations Supporting Basic Strategies

- **Basic Strategies**
  - **Value** (Value creation)
    - Provide value to all stakeholders and improve corporate value through the global rollout of the CSV × DX strategy
    - Increase the earning potential of businesses, products and services and strengthen the revenue base
  - **Transformation** (Business reforms)
    - Reform the business structure and adapt to changes in the business environment including creating new businesses
    - Reform the business, product and risk portfolios and build a stable revenue base
  - **Synergy** (Demonstration of group synergy)
    - Realize further growth by leveraging group diversity and strengthening Group collaboration
    - Improve productivity by strengthening standardization, collaboration and integration within the Group
    - Demonstrate synergy on a global basis

- **Foundations**
  - **Sustainability**
    - Initiatives to address three priority issues
    - Symbiosis with global environment (Planetary Health)
    - Safe and secure society (Resilience)
    - Happiness of diverse people (Well-being)
  - **Quality**
    - Corporate group which continues to evolve based on customer feedback
    - Highly transparent and effective corporate governance
  - **Human resources**
    - Building an optimum human resource portfolio
    - Development of workplace where employees can fully demonstrate their abilities and skills and fulfill their ambitions
  - **ERM**
    - Improvement of profitability and capital efficiency
    - Reduction of strategic equity holdings
4-1. Basic Strategy: Value (Value Creation)

External environment

- Many different social challenges including climate change, increasing severity and frequency of natural disasters, infectious diseases, regional revitalization, falling birth rate and aging population
- New risks such as cyber risk and new insurance needs to address these risks
- Deterioration in earnings of fire insurance as a result of increasing severity and frequency of natural disasters

Strengths of the MS&AD Group

- Strong awareness among employees due to early commitment to CSV (93% of respondents in Employee Awareness Survey said they felt business helped create shared value)
- Global network which will help create value, established under "Vision 2021" (Corporate Venture Capital in Silicon Valley, open innovation centers "GDH" <Global Digital Hubs> around the world, etc.)
- Initiatives to improve productivity implemented under "Vision 2021"

Help solve climate change and other social issues while growing together with society through the global rollout of the CSV × DX strategy

Implementation of MS&AD Value strategy

- Develop and generate earnings from products and services which provide new value before and after coverage and protection, in addition to covering economic losses
- Groupwide utilization of knowledge gained through investment in startups by MS&AD Ventures, a corporate venture capital firm in Silicon Valley

Strengthening of the revenue base

- Improvement of business efficiency through review of business processes
- Full demonstration of effects of large-scale system development project
- Improvement of profitability of fire insurance
- Reform of business style including review of office space based on promotion of remote working
## 4-2. Basic Strategy: Transformation (Business Reforms)

### External environment
- Slowdown in growth of domestic non-life insurance market in the medium and long-term due to the shrinking population and the declining birthrate and aging population
- Progress in digitalization, accumulation of data, and changing lifestyles

### Strengths of the MS&AD Group
- System which increased customer satisfaction and convenience and the productivity of agencies and the Company as a result of large-scale system development project
- Global network which will help create value, established under "Vision 2021" (Corporate Venture Capital in Silicon Valley, open innovation centers "GDH" <Global Digital Hubs> around the world, etc.)

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### Business and risk portfolio reforms
(Shift towards international/life insurance/new businesses)
- Realization of diversified business portfolio through expansion of the international business and life insurance business
- Provision of new services and solutions which will help solve the issues faced by society, companies and regions through the use of digital data and AI

### Pursuit of optimal solutions utilizing digital technologies
- Expansion of digital sales including e-commerce sites with a built-in insurance sales process
- Business style transformation through the introduction of new solutions to business processes

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Adapt to changes in the business environment through business portfolio reforms and the utilization of digital technologies
4-2. Basic Strategy: Transformation (Business Reforms)

Digital Transformation

Strengthen "digital human resource development," "systems," "business investment" and "data management," which are the foundations of DX, and implement business transformation through the use of digital data for the realization of "creation of stakeholder value" and "enhancement of profitability."

Business and risk portfolio reforms (creation of new businesses)

- Creation of services and solutions which will help solve the issues faced by society, companies and regions through alliances with companies, local governments and others and the utilization of digital technologies and data
- Establishment and utilization of Group data integration platform for the rapid and secure sharing of data inside and outside the Group
- Identification of and carefully selected investment in investment projects which will lead to improvement in corporate value through the strategic generation of returns from MS&AD Ventures' exploratory investment and maximization of their use across the Group and the acquisition of technologies and business models

Pursuit of optimal solutions utilizing digital technologies

- Improvement of customer convenience and expansion of sales channels through the deployment of digital sales including built-in insurance on e-commerce sites through collaboration with platformers
- Adoption of an agile approach, which will provide the foundations for the speedy development and provision of products and services and creation of new businesses in response to change, and the development of a culture that allows employees to take on challenges, tolerating failure
- Business style transformation through initiatives such as the digitalization of customer touchpoints, the real-time aggregation of performance data and other KPIs, the completion of sales activities on smartphones, the automatic recording of activities, and the automation of insurance claim procedures
- Improvement of income and expenditure and market expansion through more sophisticated underwriting and realization of more efficient underwriting operations through the utilization of AI
4-3. Basic Strategy: Synergy (Demonstration of Group Synergy)

**External environment**

- Slowdown in growth of domestic non-life insurance market in the medium and long-term due to the shrinking population and the declining birthrate and aging population

**Strengths of the MS&AD Group**

- Diversity of five insurance companies* with different characteristics
  *Mitsui Sumitomo Insurance, Aioi Nissay Dowa Insurance, Mitsui Direct General Insurance, Mitsui Sumitomo Aioi Life Insurance, Mitsui Sumitomo Primary Life Insurance*
- Largest domestic customer base

Translate Group diversity into growth and improve productivity by taking advantage of scale

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**Implementation of One Platform strategy**

- Further improvement in efficiency of operating expenses and staffing through the bold implementation of standardization, collaboration and integration in middle- and back-office operations

**Synergy of life insurance and non-life insurance businesses**

- Promotion of cross-selling among life insurance and non-life insurance and among two life insurance companies through mutual utilization by Group companies of the Group's strong customer base

**Global synergy**

- Growth driven by the sharing and mutual use of advantages earned through the initiatives of Group companies in Japan and overseas, including markets and distribution channels, knowledge of customer needs and skills
4-3. Basic Strategy: Synergy (Demonstration of Group Synergy)

One Platform Strategy (standardization, collaboration and Integration in Middle- and Back-office Operations)

Further promote standardization, collaboration and integration within the Group focusing on the middle- and back-office operations of Mitsui Sumitomo Insurance (hereinafter "MSI") and Aioi Nissay Dowa Insurance (hereinafter "ADI") to fully utilize the economies of scale achieved by having the largest share of the domestic non-life insurance. Seek to improve the efficiency and quality of business processes and invest the generated resources in strategic growth areas to strengthen Group competitiveness and achieve sustainable growth.

**Administration**
- **MSI/Sales administration**: Standardization and collaboration by MSI and ADI, and integration of business processes into MS&AD BS
- **ADI/Sales administration**: Establishment of integrated operating structure for administration services at MS&AD BS
- **Realization of increased efficiency through the active utilization of advanced digital technologies**

**Payment services**
- **MSI/Claims operations**: Promotion of standardization, collaboration and integration
  - Business processes and operations
  - Business operations at head office, etc.
- **ADI/Claims operations**: Alignment of claim service systems
- **Realization of high quality, efficient claims payment structure**

**Products**
- **MSI/Product operations**: Further progress on product standardization
  - Standardization, collaboration and integration in relation to business processes
- **ADI/Product operations**: Reduction of similar overlapped business processes
- **Realization of efficient and competitive product supply structure**

* Includes details of initiatives from FY2026
## 5-1. Foundation Initiatives: Sustainability

- Aim to solve social issues that are important both for stakeholders and for the Company, and focus on the three priority issues

<table>
<thead>
<tr>
<th>Priority issues</th>
<th>Social issues</th>
<th>Main initiatives</th>
</tr>
</thead>
</table>
| **Symbiosis with global environment** (Planetary Health) | • Global warming  
• Damage to natural capital  
• Environmental pollution  
• Linear economy | • Action on climate change  
— Aiming for net zero carbon emissions by 2050  
• Improvement of sustainability of natural capital |
| **Safe and secure society** (Resilience)             | • Emergence of new risks  
• Major earthquakes  
• Spread of infectious diseases  
• Decline of regional industry | • Measures to address new risks  
• Loss prevention/mitigation  
• Regional revitalization  
— Creation of a resilient and inclusive society |
| **Happiness of diverse people** (Well-being)         | • Aging population and declining birthrate  
• Human rights violations  
• Elimination of diversity  
• Poverty and widening income disparity | • Adaptation to a society of healthy longevity  
• Promotion of respect for human rights  
• Improvement of employee engagement |
5-1. Foundation Initiatives: Sustainability

- Implement initiatives with stakeholders to achieve net zero by 2050

**Symbiosis with global environment (Planetary Health)**

**Action on climate change**
— Aiming for net zero carbon emissions by 2050

- Reduction of greenhouse gas emissions created by Group and its supply chain
- Provision of products and services and investment and financing that will support technological innovation and its implementation in society for a shift towards a circular economy which will lead to decarbonization and the control of environmental pollution
- Provision of solutions for adapting to the effects of climate change

**Improvement of sustainability of natural capital**

- Implementation of initiatives that will help improve the sustainability of natural capital whilst addressing climate change, such as nature-based loss prevention/mitigation (green resilience)
- Support for the transition to business based on the restoration and protection of biodiversity and the utilization of sustainable resources
- Participation in the Taskforce on Nature-Related Financial Disclosures (TNFD) and promotion of visualization of the impact of corporate activities on nature

**KPI**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>FY2030</th>
<th>FY2050: Net zero emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHG emissions reduction rate</td>
<td>Down 50% (from FY2019)</td>
<td>FY2030</td>
<td></td>
</tr>
<tr>
<td>Renewable energy usage rate</td>
<td>60%</td>
<td>FY2030</td>
<td></td>
</tr>
<tr>
<td>Premium growth rate of products which contribute to decarbonization and a circular economy</td>
<td>Annual average of 18%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5-1. Foundation Initiatives: Sustainability

### Safe and secure society (Resilience)

**Measures to address new risks that emerge with the transformation of society**

- Provision of products and services which address new risks associated with innovation and changes in the industrial structure such as cyber risks

**Loss prevention/mitigation through the utilization of data and AI**

- Support to prepare for accidents, natural disasters and major earthquakes, including risk visualization and the provision of solution based on data analysis

**Creation of a resilient and inclusive society (regional revitalization)**

- Pursuit of solutions to social issues in collaboration with regional stakeholders including local governments and industrial groups
- Promotion of regional revitalization through initiatives such as transition to a sustainable infrastructure, activation of regional industries, and realization of diverse mobility services

### Happiness of diverse people (Well-being)

**Adaptation to a society of healthy longevity**

- Support for companies' health & productivity management
- Provision of products and services which help advance people's health and prevent disease
- Provision of products and services which support extension of the human wealth span in the era of the 100-year life

**Respect for human rights**

- Assessment of the impact of the Company's business activities on human rights and the implementation of preventive measures (human rights due diligence)
- Improvement of access to insurance and financial services

**Improvement of employee engagement**

- See "Foundation Initiatives: Human Resources (P.20)"

### KPI

<table>
<thead>
<tr>
<th>KPI</th>
<th>FY2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of increase in the number of underwritten policies for products which help improve the resilience of society</td>
<td>Annual average of 20%</td>
</tr>
<tr>
<td>Instances of support for the resolution of issues faced by regional companies Consulting services, training/seminars</td>
<td>10,000 instances a year</td>
</tr>
<tr>
<td>Number of policies in force for products which help solve health-related social issues</td>
<td>2.6 million</td>
</tr>
<tr>
<td>Number of policies in force for asset-building products to support longevity</td>
<td>0.1 million</td>
</tr>
<tr>
<td>Instances of support for action by companies to address human rights Consulting services, training/seminars</td>
<td>1,000 instances a year</td>
</tr>
</tbody>
</table>
5-2. Foundation Initiatives: Quality

- Earn trust from society and customer satisfaction, to support the execution of strategies

**Corporate group which continues to evolve based on customer feedback**

- Initiatives to improve customer experience value through the improvement of business processes and the utilization of digital technologies based on customer feedback
- Advancement of the Group as a whole through the groupwide sharing of knowledge and knowhow for improving customer satisfaction gained through the initiatives of each Group company

**KPI**

<table>
<thead>
<tr>
<th>Customer satisfaction level (On quotation &amp; application process)</th>
<th>Customer satisfaction level (On payment of claims)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equal to or greater than the previous year</td>
<td>Equal to or greater than the previous year</td>
</tr>
</tbody>
</table>

**Practice of highly transparent and effective corporate governance**

- Continuous enhancement of the oversight function of the Board of Directors and the audit function of the Audit & Supervisory Board Members
- Implementation of fair, accurate and prompt information disclosure

- Utilization of digital technologies
- Sharing of knowledge and knowhow
5-3. Foundation Initiatives: Human Resources

- Secure human resources to support the execution of strategies and also develop an environment for their active participation and career advancement

**KPI**

**End of FY2030**

| Percentage of female managers | 30% |
| Aiming for early achievement |
| Percentage of female line managers | 15% |
| Aiming for early achievement |

**Digital human resources**

- Employees for international business: 1,200

**Percentage of productivity improvement personnel expenses (MS+AD)**: 8.5%

<table>
<thead>
<tr>
<th>FY2025 (targets)</th>
</tr>
</thead>
</table>
| **Percentage of people who exercise regularly**
| Current level (24%) or higher |
| **Percentage of productivity improvement personnel expenses (MS+AD)**: 8.5% |
| **Number of annual paid holidays taken**
| Equal to or greater than the previous year |
| **Male childcare leave**
| Aiming to increase percentage of male employees taking childcare leave to 100% and duration of leave to 4 weeks |
| **Percentage of mid-career employees among managerial staff**
| Current level (21%) or higher |
| **Percentage of employees hired locally overseas appointed as executives of overseas subsidiaries**
| Current level (77%) or higher |

**Employee Awareness Survey**

- Sense of helping to create shared value (CSV)
- Constant awareness of MVV
- Pride in work, job satisfaction
- Active participation

**Equal to or greater than the previous year**

**Improvement of engagement**

- Development of optimum human resource portfolio
  - Reskilling and recurrent training
    - Enhancement of menu of self-directed learning
    - Improvement of the level of both business and digital skills
  - Retention and active participation of specialized human resources
    - Enhancement of training for specialist human resources
    - Diversification of recruitment
    - Personnel systems suitable for specialist human resources

**Improvement of productivity**

- Full demonstration of employees’ abilities and skills and fulfillment of their ambitions
  - Development of an attractive workplace environment
  - Diversity and inclusion
  - Health & productivity management

- Reform of personnel systems and their operation

- Visualization of the abilities and skills of employees

**MS&AD Insurance Group Holdings, Inc.**
5-4. Foundation Initiatives: ERM

- Allocate management resources in such a way that strikes the right balance between risk, returns and capital by using the ERM cycle.

**Improvement of profitability and capital efficiency through the integrated management of risk, returns and capital**

- Improvement of corporate value through enhancement of business management
  Improvement of corporate value by monitoring each business segment of every Group company to clarify issues and implementing initiatives to solve issues, with a view to improving ROE.

- Effective utilization of capital within the Group
  Flexible movement of capital within the Group for the allocation of capital to more capital efficient business opportunities, including investment in growth businesses.
  Optimization of Group capital and improvement of Group’s capital efficiency.

**Conceptual diagram of sophistication of business management**

**Reduction of strategic equity holdings**

- Reduction amount
  Strengthening of financial position through continued reduction by JPY 100 billion a year.

- Weight in consolidated total assets
  Target weight of less than 10%.

- Weight in risk amount
  Target weight of less than 30%.

**Actual reduction (cumulative) and planned reduction in strategic equity holdings**

- The size of the circle indicates the scale of profits.
- Efforts to increase scale of profits, including allocations of capital.
- Initiatives to maintain and improve earnings potential.
- Initiatives to improve earnings potential.
- Consideration of withdrawal from businesses with no prospect of improvement in earnings potential.

<table>
<thead>
<tr>
<th>Year (FY)</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>20,000</td>
<td>18,000</td>
<td>16,000</td>
<td>14,000</td>
<td>12,000</td>
<td>10,000</td>
<td>8,000</td>
<td>6,000</td>
</tr>
<tr>
<td>(JPY 100 mil)</td>
<td></td>
<td></td>
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</tbody>
</table>

MS&AD Insurance Group Holdings, Inc.
6-1. Domestic Non-life Insurance Business

- Leverage strengths (three distinctive non-life insurance companies, largest distribution channels in Japan, and close ties with leading corporate groups in Japan) to expand the top line and create stable profits
- Achieve growth through maintenance and expansion of revenue from auto insurance, improvement of revenue from fire insurance, and expansion of revenue from casualty insurance
- Boldly implement One Platform strategy, reduce operating expenses, and seek to improve productivity

**Maintain and expand revenue from auto insurance**

Continue to position auto insurance as a pillar of revenue and expand the topline and maintain and expand revenue
- Next round of initiatives reflecting changes in the automotive industry (spread of EVs and connected cars, advances in CASE and MaaS, etc.)
  - Launch of new products and services
  - Response to increasingly diverse models for automobile sales

**Expand revenue from casualty insurance**

Expand revenue through the provision of products and services to address newly emerging risks and needs as a result of changes in the social environment including rising interest in SDGs and climate action and changes in the industrial structure
- Provision of products and services to meet newly emerging risks and needs
- Development of small and medium enterprises market

**Improve revenue from fire insurance**

Quickly return fire insurance to profitability, generating profit that exceeds the cost of capital, to sustainably fulfill social mission of providing indemnification for natural catastrophe risks
- Revision of products and premium rates and measures to address individual policies
- Initiatives to prevent and mitigate loss through risk consulting services and the utilization of data and digital technologies

**Reduce operating expenses**

Tap into the benefits of system infrastructure built as a result of the large-scale system development project, etc. under "Vision 2021" and boldly implement standardization, collaboration and integration (One Platform strategy), focusing on the middle- and back-office operations of Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance, and reduce operating expenses

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**Underwriting profit**

| JPY 1,417.4 bn (FY2021) → JPY 1,469.0 bn (FY2025) | JPY 45.5 bn (FY2021) → JPY 71.0 bn (FY2025) |

**Operating expense ratio**

| 34.4% (FY2021) → 31% level (FY2025) |

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Three distinctive non-life insurance companies
Largest distribution channels in Japan
Close ties with leading corporate groups in Japan
6-2. Domestic Life Insurance Business

- Expand revenue by stepping up customer approaches utilizing the distribution channels that are the strengths of Mitsui Sumitomo Aioi Life Insurance (hereinafter “MSA Life”) and Mitsui Sumitomo Primary Life Insurance (hereinafter “MSP Life”)
- Improve earning capacity through efforts such as expanding investment income, increasing business efficiency, and improving productivity
- Provide value to stakeholders through the provision of products and services for solving social issues in the era of the 100-year life, namely "extension of the healthy life expectancy" and "extension of the asset life"

**Step up customer approaches utilizing distribution channels**

<table>
<thead>
<tr>
<th>Strengths of MSA Life</th>
<th>MSA Life</th>
<th>MSP Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robust sales network i.e. the distribution channels of MS and AD, the largest in Japan, and close ties with leading corporate groups in Japan</td>
<td><strong>Target net income an IFRS basis:</strong> JPY 80 bn (FY2025)</td>
<td><strong>Target net income an IFRS basis:</strong> JPY 27 bn (FY2025)</td>
</tr>
<tr>
<td>Strengths of MSP Life</td>
<td>Close relationships with financial institutions backed by product development capability and education and training capability</td>
<td>• Step up cross-selling of life insurance and non-life insurance by non-life insurance agencies Propose and sell life insurance products to Japan’s largest customer base, focusing on the professional and corporate distribution channels (target life insurance cross-selling rate: 25%) • Develop and cultivate the group insurance market Invest resources in the group insurance market, where Group non-life insurance companies are strong, to accelerate growth (Target: increase premiums from the group insurance market to double the FY2021 level by FY2025)</td>
</tr>
</tbody>
</table>

**Improve earnings by expanding investment income, etc.**

<table>
<thead>
<tr>
<th>MSA Life</th>
<th>MSP Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Expand investment income Expand investment income by demonstrating the Group’s collective strength whilst pursuing basic asset management policies according to the product characteristics of the two companies respectively</td>
<td><strong>Expand scale of return-expected assets from JPY 500 billion to JPY 800 billion</strong></td>
</tr>
<tr>
<td><strong>MSA Life</strong></td>
<td><strong>MSP Life</strong></td>
</tr>
</tbody>
</table>
| • Improve return on risk through appropriate risk-taking in line with more sophisticated risk management based on rigorous ALM operations | **Develop products and services that help solve social issues**

<table>
<thead>
<tr>
<th>MSA Life</th>
<th>MSP Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop products and services that help solve social issues such as long-term nursing care and dementia • Aim for more sophisticated underwriting based on cancer screening promotion activities and big data analysis</td>
<td>• Develop major products to follow lifetime gifting-oriented products • Expand level payment products for asset formation class</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Develop asset formation market utilizing MSP Life’s product development capability and MSA Life’s distribution channels</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MSA Life</strong></td>
</tr>
<tr>
<td>Level payment products</td>
</tr>
<tr>
<td>Agency network</td>
</tr>
<tr>
<td>Asset formation market</td>
</tr>
</tbody>
</table>

MS&AD Insurance Group Holdings, Inc.
6-3. International Business

- Expand revenue by expanding revenue at MS Amlin and tapping into market growth in Asia where the Group has a robust business base
- Seek risk diversification and increase capital efficiency through business investment focusing on the United States, where there is considerable room for development, and Asian emerging markets, where growth can be expected.
- Demonstrate group synergy in the international business

**Expand revenue at MS Amlin**
- Reduce volatility from natural disasters
  Further reduce net risk amount, review underwriting conditions and premium rates, and improve management techniques for natural catastrophe risks, including reviewing methods for setting plan values
- Build a high-profitability portfolio
  Improve the profitability of the portfolio as a whole through profitability-focused KPI management, and expand underwriting of risks with a low correlation to natural catastrophe risks through MGAs(Note) with high levels of expertise and strength in specific business lines
- Increase business efficiency
  Increase business efficiency through a review of organizations, staffing, business processes, systems, brokers dealt with and other aspects

**Tap into growth in Asian markets**
- Strengthen sales channels
  Strengthen sales channels through cooperation and collaboration with JV partners, financial institutions, platformers and other parties that have customer bases and through business investment, with a view to tapping into the expanding market of middle-income earners
- Strengthen competitiveness through utilization of digital technologies
  Seek to expand revenue by harnessing DX including online sales and use of AI (pricing, repair cost estimates) and pursue customer service improvements and greater efficiency through the simplification of products and services

**Accelerate growth through business investment**
- Make business investments for growth
  Seek risk diversification and realize improvement in capital efficiency and enhancement of corporate value by considering and making business investments focusing on the United States, where there is considerable room for development, and Asian emerging markets, where growth can be expected

**Achieve sustainable growth in Toyota Retail business**
- Roll out telematics insurance, etc. in conjunction with Toyota's new car sales around the world and its connected strategy
- Expand product lineup and implement underwriting and premium rate measures in markets already entered and expand into new countries and regions

**Demonstrate group synergy**
- Conduct sales in overseas markets based on cooperation between Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance including collaboration in Southeast Asia

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<table>
<thead>
<tr>
<th>Scale of profit*</th>
<th>JPY 17.4 bn (FY2021) → JPY 37.0 bn (FY2025)</th>
</tr>
</thead>
</table>

**CAGR for profit**
- Aim for CAGR of 7%

**Scale of profit**
- JPY 18.0 bn (FY2025)

(Note) Managing General Agency (MGA): general agency with insurance company functions, excluding underwriting.

*J GAAP; includes profit growth resulting from PLUS Initiatives
6-4. Risk-Related Services Business

- Create new services and business opportunities using digital technologies and data before and after coverage and protection, with MS&AD InterRisk Research & Consulting (hereinafter "MS&AD InterRisk Research") leading the Group, as a "Platform Provider of Risk Solutions"

**Framework for promoting risk management business leveraging digital technologies and data**

Step up the development of services before and after coverage and protection through integrated operations led by MS&AD InterRisk Research, and provide seamless risk management services as a group

**Conceptual diagram of risk management business expansion**

Significantly expand revenue and grow into a new source of revenue for the Group by generalizing the consulting menu through software, offering predictive maintenance services (managed services) based on risk and loss forecasting using digital technologies and data, and other innovations

- Establish Group data integration platform for the rapid and secure sharing of data inside and outside the Group, aimed at creating new services and business opportunities through the utilization of digital technologies and data

**[Quantitative targets in risk-related services business]**

<table>
<thead>
<tr>
<th>Scale of profit*</th>
<th>JPY 0 bn (FY2021) → JPY 3 bn (FY2025)</th>
</tr>
</thead>
</table>

* J GAAP
6-5. Financial Services Business

- Provide diverse products and services that go beyond insurance and make a stable contribution to revenue by leveraging the Group's collective strength in terms of domestic sales and overseas business units to expand business in light of social issues, environmental changes and customer needs.

**Areas to focus on**

Focus on the following three areas which have the potential for market growth and which will also help enhance the Company's brand value.

1. **Asset building-related business**
   - (financial services business for individual customers, asset management business, variable annuity reinsurance business)

2. **Provision of risk solutions contributing to ESG**
   - (ART business*1, insurance-linked securities-related business*2)

3. **Response to changes in social environment**
   - (investment in startups, etc.)

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*1 Alternative Risk Transfer: risk protection that is done outside of the traditional models of an insurance program
*2 Insurance-linked securities: collective term for securitization products which transfer natural catastrophe risks and other insurance risks to capital markets

**Specific strategies**

- **Demonstration of the Group’s collective strength**
  - Use the Group's network to systematically expand business using the Company's resources, including the global provision of risks solutions such as weather derivatives.

- **Diversification of business portfolio**
  - Focus on business areas with a relatively low profit correlation to the insurance business such as asset building-related business and realize improvement in capital efficiency and stabilization of revenue through diversification.

- **Fusion of financial and insurance services**
  - Provide products and services that leverage the Group’s strengths as an insurance company, including the financial technology accumulated through asset management, the customer base built in group insurance market and corporate transactions, etc., and natural catastrophe risk measurement knowhow.

- **Initiatives to solve social issues and meet customer needs**
  - Provide effective and competitive solutions in response to social issues, environmental changes and customer needs including climate change and a longevity society.
6-6. Asset Management

- Expand investment in assets including overseas assets through the sharing of information, knowledge and resources among Group companies

**Improvement of returns**
- Scale up investment in assets expected to generate returns (foreign bonds, foreign equity, alternative investments, etc.). Step up investment in private equity and other high return assets in particular
- Pursue returns on ALM assets (bonds, etc.) by expanding investment in credit risk, etc. and diversifying

**More sophisticated ESG investment and financing**
- Implement Group joint initiatives aiming for net zero carbon emissions by 2050
- Measure greenhouse gas emissions of owned assets
- Make impact investments and accumulate knowhow

**Maintenance of financial soundness**
- Continue to reduce strategic equity holdings at a pace of JPY 100 billion a year (JPY 400 billion over 4 years)
- Continue to exercise appropriate ALM mindful of liabilities

**Initiatives to support the above**

**Demonstrate group synergy**
- Use American asset management company MSR* as Group shared platform
  * Asset management subsidiary established by Mitsui Sumitomo Insurance in January 2022 in a joint venture with Swiss asset management company LGT Capital Partners in New York
- Share information obtained by MSR within the Group and conduct initiatives such as monitoring and training of specialist human resources by MSR
- Establish information network linking Group companies in Japan and business units in the US, Europe and Asia

**Measures to avert extreme downturn in periodic profit and loss after adoption of IFRS**
- Flexibly allocate assets according to market trends
- Develop more sophisticated foreign exchange and stock price hedging methods
7. Capital Strategy

Shareholder returns policy

- Provide shareholder return based on shareholder dividends and repurchase of own shares by adopting a benchmark of 50% of Group adjusted profit in Stage 1 (FY2022-FY2023) of the Medium-term Management Plan and 50% of return base profit* in Stage 2 (FY2024-FY2025)
  * Profit for accounting purposes (net profit on an IFRS basis) after adjustment to avoid significant fluctuations from Group adjusted profit under the previous Medium-term Management Plan, taking continuity into consideration
- Provide additional returns in an agile and flexible manner, in light of market trends, the business environment, capital status and other factors

Calculation formula for return base profit

Return base profit = Net profit on an IFRS basis – Adjustments* from net profit on an IFRS basis + Gain/loss on sale of strategic equity holdings
  * Impact of market fluctuations, impact of deferred policy acquisition costs, gain/loss related to unfavorable policies, amortization of intangible assets, goodwill impairment

Investment policy

Strengthen
Investment to strengthen the competitiveness of existing businesses
  - We will carry out investments that demonstrate a strong awareness of ROI, including investments aimed at promoting digitalization, such as investments in information systems.

Expand
Investment to diversify and expand the business portfolio
  - We will consider the investments from the perspectives of shared values, sustainable growth models and risk diversification in terms of geography and business category.
  - Targets will include specialty investments and MGAs in the United States and the retail insurance market in Asia

Innovate
Investment to create new business territories
  - Investment to search for technologies and business models that will be game changers over the next 3 to 5 years

ESR

- Set target range at 180-250%.
- Set the upper bound of the ESR target range at 250%, 30 points higher than the previous Medium-term Management Plan, to build up capital corresponding to the business investments to be implemented during this Medium-term Management Plan

MS&AD Insurance Group Holdings, Inc.