

May 30, 2025

Name of Listed Company: MS&AD Insurance Group Holdings, Inc.
Name of Representative: Shinichiro Funabiki, President & CEO
(Securities Code: 8725, Tokyo Stock Exchange and Nagoya Stock Exchange)
Contact: Corporate Communications Dept.
<https://www.ms-ad-hd.com/en/ir/contact.html>

**Submission of Business Improvement Plan by subsidiaries of
MS&AD Insurance Group Holdings to the Financial Services Agency**

Mitsui Sumitomo Insurance Co., Ltd. ("MSI", President: Shinichiro Funabiki) and Aioi Nissay Dowa Insurance Co., Ltd. ("ADI", President: Keisuke Niino), subsidiaries of MS&AD Insurance Group Holdings, Inc. ("the Company"), each submitted a Business Improvement Plan to the Financial Services Agency of Japan ("FSA") today, following respective administrative actions (Business Improvement Orders) issued by the FSA on March 24, 2025. The outlines of the Business Improvement Plans are available at https://www.ms-ad-hd.com/ja/important_notice/notice-03.html (available in Japanese only). MSI and ADI have committed to improving their business practices according to their respective plans and will report progress to the FSA every three months.

In addition, the Company will enhance its management control systems over group companies and supervise and guide MSI and ADI to ensure they make progress on business improvement as planned.

The Company, MSI, and ADI take these administrative actions very seriously and apologize for any inconvenience or concern caused to our customers and other stakeholders. We are committed to making every effort in our initiatives toward restoring trust.

- End -