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MS&AD Group Formulated the Medium-Term Management Plan for FY2022-2025

~ Growing Together with Society as a Risk Solution Platformer ~

MS&AD Insurance Group Holdings, Inc. (President & CEO: Noriyuki Hara) formulated the MS&AD Group's medium-term management plan covering the 4 years from FY2022 to FY2025.

MS&AD Group, through its previous medium-term management plan, "Vision 2021," has made a concerted effort to create shared value with society (CSV), with the aim of creating a world-leading insurance and financial services group that pursues sustainable growth and enhanced corporate value.

In the new medium-term management plan, we will accelerate efforts to translate the high awareness of CSV and DX that has been firmly established in the Group through the previous medium-term management plan into results such as the provision of new risk solutions and the creation of new businesses. In this way, we will contribute to the realization of a resilient and sustainable society by providing a variety of risk solutions, including insurance services, for a variety of social issues.

Full details of the Plan, including details of quantitative targets, strategies for each business area, and shareholder return policies, will be released after the announcement of fiscal 2021 results.

1. Aspirations

(1) Qualitative targets

A corporate group that supports a resilient and sustainable society

As a risk solution platformer,

we will help resolve 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, claim services and risk consulting that utilize digital technologies

(2) Quantitative targets

- We aim to achieve a net income*¹ of 470 billion yen on an IFRS basis in fiscal 2025 and a stable Adjusted ROE*² of 10% or higher.

*1 Targets will be set based on international accounting standards, which are expected to be introduced by insurance companies around the world in the future.

*2 Adjusted ROE = IFRS net income/(IFRS net assets - unrealized gains/losses on strategic equity)

2. Details of Initiatives

(1) Basic strategies

Our basic strategies are Value, Transformation, and Synergy.

① Value

- By expanding CSV × DX globally, we will contribute to solving social issues such as climate change and grow together with society.
- We will enhance the profitability of our business, products and services and strengthen our earnings base.

< Main Initiatives > MS&AD Value Strategy

- In addition to covering economic losses, we will develop and monetize products and services that provide new value before and after coverage and protection.

② Transformation

- We will transform our business structure and create new businesses, while adapting to changes in the business environment.
- We will transform our business, product, and risk portfolios and build a stable earnings base.

< Main Initiatives > Business Portfolio Transformation

- We will build a more diversified business portfolio by expanding our international business, life insurance business and new businesses utilizing digital technologies.

③ Synergy

- We will achieve further growth by leveraging the diversity of the Group and strengthening cooperation.
- We will enhance productivity by deepening group standardization, collaboration, and integration.
- We will demonstrate synergies on a global basis.

< Main Initiatives > One Platform Strategy

- We will improve operational efficiency and operational quality by further promoting standardization, collaboration, and integration in the middle and back divisions^{*3} of Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance.

*3 Divisions other than sales, such as clerical work, claims services, underwriting, and systems.

(2) Foundation to support the basic strategies

"Sustainability," "Quality," "Human Assets" and "ERM" form the foundation for our basic strategies.

Sustainability	Aiming to resolve social issues of high importance to both stakeholders and our Group, we will tackle the three priority issues (Planetary Health (coexistence with the global environment, Resilience (a safe and secure society), and Well-being (the well-being of diverse people))
Quality	We will secure the trust of society and customer satisfaction as the basis for strategy implementation
Human Assets	We will secure human assets to support strategy implementation and create an environment in which employees can play an active role
ERM	We will allocate management resources in a way that balances risk, return and capital.

End

MS&AD Insurance Group Holdings, Inc.

MS&AD Insurance Group Holdings, Inc. is a leading global insurance organization, engaging in the management of its group companies which are Mitsui Sumitomo Insurance Co., Ltd., Aioi Nissay Dowa Insurance Co., Ltd. and others. Our mission is to contribute to the development of a vibrant society and help secure a sound future for the planet. MS&AD Insurance Group enables safety and peace of mind through the world-leading insurance and financial service businesses to customers in 50 countries and jurisdictions. For a sustainable and resilient society, MS&AD Insurance Group commits to build on creating shared value with stakeholders.

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