TSE 1<sup>st</sup> Section Ticker: 8755

# Corporate Presentation

January, 2009

SOMPO JAPAN INSURANCE INC.



1. Forecast for Fiscal Year 2008

2. Sompo Japan's Business Strategy

3. Fiscal Year 2008 1st Half Results



## **Full-Year Forecast for Fiscal 2008 (Key Points)**

# Loss expected but impact limited No change in our growth strategy

#### 1. Loss projection under the turmoil of global financial market

#### 1) Loss reserves for financial guarantee insurance: 70 bil. JPY

Estimated loss is calculated by our assumption based on the current credit market environment over the entire guarantee period of insurance policies which have high possibility of the occurrence of claims.

#### 2) Impairment losses on securities: 73 bil. JPY

Assumption: the market situation as of the end of October 2008 (Nikkei225: 8,576 JPY) Break-even-point of Nikkei225: Approx. 4,900 JPY (as of the end of October 2008, after considering impairment losses of 73 bil. JPY)

#### 2. Upward trend of domestic P&C insurance premiums

Projecting higher premiums from all types of insurance excluding CALI As for automobile insurance, the number of policies increased in the 1<sup>st</sup> half and the trend will continue in the 2<sup>nd</sup> half

#### 3. Strong top line for life insurance

As for Himawari Life, top line growth will continue in the 2<sup>nd</sup> half Profits are expected to decline on higher sales expense and the liability reserves for new policies

#### 4. Steady performance of overseas business

Steady profits are expected in overseas subsidiaries



# Summary of Exposure to Structured Finance (as of October 31, 2008)

#### Structured finance exposure in investment portfolio

> Total exposure as of the end of FY2008 1st half:

86.3 bil. JPY -Decreased by 0.2bil.JPY since June 30, 2008

0.5 bil. JPY related to U.S. subprime loans -Decreased by 0.2 bil. JPY since June 30, 2008

**➢** Gains/Losses in FY2008 1<sup>st</sup> half:

0.6 bil. JPY losses (Impairment losses: 0.1 bil. JPY, Unrealized losses: 0.5 bil. JPY)

#### **Exposure to U.S. housing government-sponsored enterprises (GSEs)**

> Total exposure as of the end of FY2008 1st half:

74.7 bil. JPY (RMBS: 70.4 bil. JPY, Agency Bonds: 4.2 bil. JPY)

\*Fannie Mae: 47.4 bil. JPY, Freddie Mac: 26.4 bil. JPY, FHLB: 0.9 bil. JPY

**➢** Gains/Losses in FY2008 1<sup>st</sup> half:

4.7 bil. JPY losses (unrealized losses, due mainly to the fluctuation of exchange rate)

#### Financial guarantee insurance (New business suspended)

> Total insured amount as of the end of FY2008 1st half:

<u>1,081.5 bil. JPY</u> -Decreased by 70.4 bil. JPY since June 30, 2008, due to the appreciation of yen and redemption of some transactions

189.2 bil. JPY related to U.S. subprime loans (CDOs: 184.2 bil. JPY, RMBS: 4.9 bil. JPY)

-Decreased by 5.6 bil. JPY since June 30, 2008, mainly due to the appreciation of yen

> Additional Losses/Reserves in FY2008 1st half:

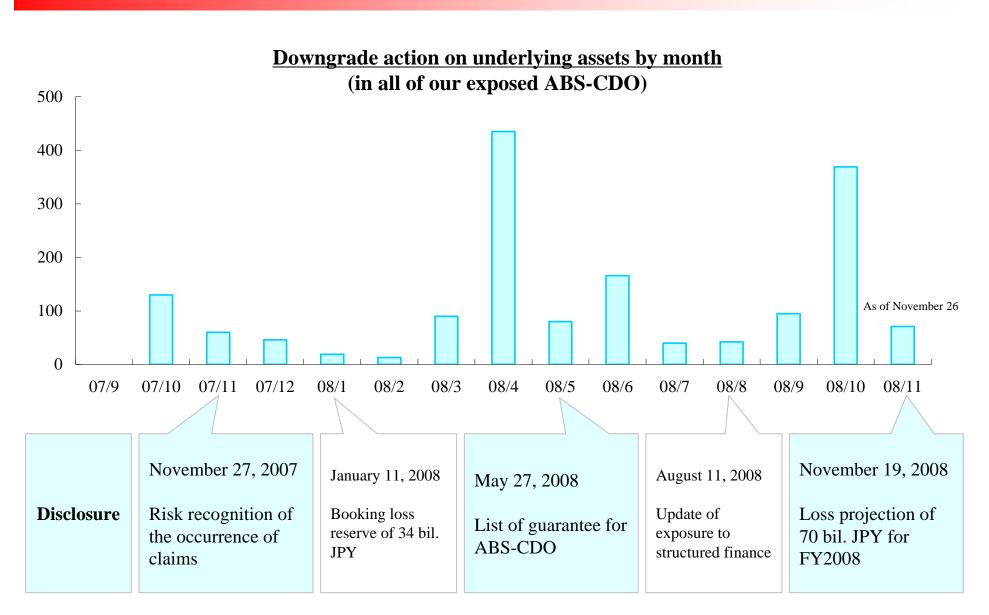
<u>0.3 bil. JPY losses</u> (Payment loss and increased loss reserve for treaty reinsurance)

\*Other than the above, 0.1bil.JPY loss reserve is increased for CDO which is booked for 30.0bil.JPY loss reserve in FY2007, due to the fluctuation of exchange rate.

Loss Projection for FY2008: (Refer to the press release titled "Revision of earnings projections for fiscal year 2008" as of November 19, 2008) Since the possibility of the occurrence of claims is increasing under the turmoil situation in the global financial markets after October 2008, we forecast to book additional loss reserves of 70 billion yen. Estimated loss is calculated by our assumption based on the current credit market environment over the entire guarantee period of insurance policies which have high possibility of the occurrence of claims.



## Risk Recognition and Disclosure of Financial Guarantee Insurance





## List of Guarantee for ABS CDOs (Excl. Treaty Reinsurance)

(As of October 31, 2008, Unit: billions of JPY)

| Dollar No                | Icano              | Fiscal         | Insured   | Subordina        | Distribu | ition of unde | rlying assets | s rating (as o | of October 31 | 1, 2008)      | Ratio of         |
|--------------------------|--------------------|----------------|-----------|------------------|----------|---------------|---------------|----------------|---------------|---------------|------------------|
| Policy No.<br>*1         | Issue<br>Rating *2 | Year<br>Issued | Amount *3 | tion Ratio<br>*4 | AAA      | AA            | A             | BBB            | Below<br>BBB  | *5<br>Default | subprime<br>RMBS |
| Guarantee for CDO①       | AAA                | 2003           | 10.3      | 14%              | 44%      | 20%           | 16%           | 9%             | 11%           | 0.0%          | 0%               |
| Guarantee for CDO2 *6    | AAA                | 2004           | 28.7      | 18%              | 90%      | 6%            | 2%            | 1%             | 1%            | 1.1%          | 1%               |
| Guarantee for CDO(2) 0   | AAA                | 2004           | 10.0      | 10%              | 7070     | 070           | 2/0           | 1 /0           | 1 /0          | 1.1 /0        | 1 /0             |
| Guarantee for CDO3       | AA                 | 2004           | 12.4      | 11%              | 27%      | 48%           | 12%           | 2%             | 11%           | 2.8%          | 12%              |
| Guarantee for CDO4 *7    | A                  | 2004           | 12.9      | 12%              | 32%      | 36%           | 14%           | 3%             | 15%           | 0.9%          | 9%               |
| Guarantee for CDO (5) *7 | BB                 | 2005           | 12.4      | 13%              | 6%       | 39%           | 19%           | 12%            | 24%           | 0.0%          | 15%              |
| Guarantee for CDO®       | CC                 | 2006           | 15.5      | 12%              | 35%      | 9%            | 13%           | 5%             | 38%           | 2.5%          | 2%               |
| Guarantee for CDO 7      | A                  | 2006           | 20.7      | 8%               | 13%      | 66%           | 8%            | 8%             | 5%            | 0.0%          | 31%              |
| Guarantee for CDO®       | CC                 | 2006           | 30.0      | 11%              | 20%      | 15%           | 6%            | 4%             | 55%           | 4.8%          | 10%              |
| Guarantee for CDO 9      | В                  | 2006           | 31.0      | 19%              | 18%      | 5%            | 4%            | 7%             | 65%           | 12.7%         | 11%              |
| Subtotal of U.S. subprim | e loans relate     | ed CDOs        | 184.2     | 12.3%            | 28%      | 29%           | 10%           | 6%             | 26%           | 2.8%          | 12.1%            |
| Guarantee for CDO(1)     | AAA                | 2004           | 31.0      | 16%              | 53%      | 28%           | 1%            | 6%             | 12%           | 1.5%          | -                |
| Guarantee for CDO12      | BB                 | 2007           | 30.3      | 42%              | 0%       | 0%            | 0%            | 11%            | 89%           | 5.3%          | -                |
| Subtotal of other        | r ABS CDOs         |                | 61.3      | 28.6%            | 19%      | 10%           | 0%            | 9%             | 62%           | 3.9%          | -                |
| Total of AB              | S CDOs             |                | 245.6     | 16.3%            | 27%      | 27%           | 9%            | 7%             | 30%           | 2.9%          | -                |

< Reference > The U.S. subprime loans related CDO loss reserve has been allocated

Guarantee for CDO③ \*7 - 2006 \*8 30.1 9% 15% 12% 4% 3% 66% 10.0% 15%

<sup>\*1</sup> CDO®, insured amount of which as of June 30, 2008 was 0.5bil. JPY, has been terminated due to the full redemption of our guaranteeing tranche.

<sup>\*2</sup> Issue ratings are Moody's ratings as of November 11, 2008. CDO③, ④ and ⑤ are facultative reinsurance policies, and the issue ratings of which are the ratings for the ceding company's tranche including senior class to our tranche.

<sup>\*3</sup> Insured amount is principal insured amount, and some policies also insure interest payments. If a principal/interest shortfall exceeds subordinate portion, Sompo Japan will be liable for the guarantee obligation.

<sup>\*4</sup> Subordination Ratio is a ratio of portions subordinated to our guaranteed tranche. Redemption of Senior tranche results in an increase of Subordination Ratio.

<sup>\*5</sup> Deterioration ratio of underlying assets are described in the "Default". Default of underlying assets is determined by the default definition of each transaction through detail checking and the default amount is adjusted by recovery. If the Default ratio exceed the Subordination Ratio, Sompo Japan will become liable for the guarantee obligation.

<sup>\*6</sup> Guarantee for CDO2 insures different two classes of the same CDO.

<sup>\*7</sup> CDO④, ⑤ and ⑥ are the CDOs with early liquidation structure as CDO investors have option to sell all underlying assets to the third party for the purpose of diminishing their loss in case the aggregate outstanding par amount of underlying assets after the calculation of rating-based par haircuts falls below a particular level.

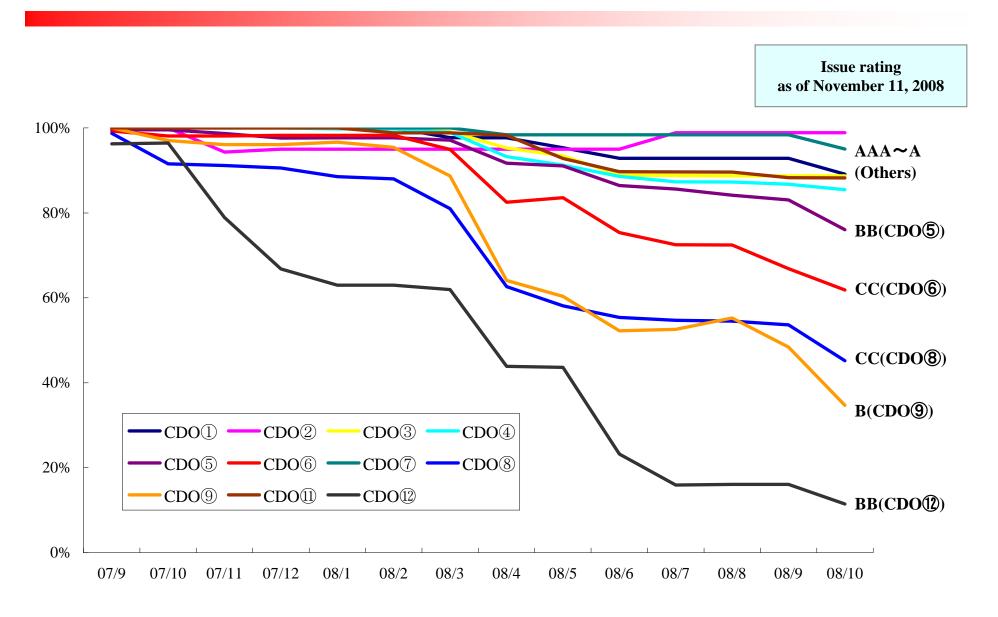
CDO④, ⑤: Due to the increasing downgrade of underlying assets, possibility of hitting the trigger level is increasing. However, Possibility of early liquidation of CDO⑤ has been eliminated because it is confirmed that investors will not choose this option.

CDO(I) : Loss reserve has been booked according to recognition of possibility of early liquidation of the CDO and occurrence of possible payment of the claim of said insurance policy. (Refer to the press release titled "Booking of loss reserve for financial guarantee insurance and revision of earnings projections for fiscal year 2007" as of January 11, 2008)

<sup>\*8</sup> Insured Amount of CDO(13) includes gains/losses of exchange hedge transactions.



## Proportion of Investment Grade (above BBB) of Underlying Assets in ABS-CDO





# **Estimation Method of Loss Projection for ABS-CDO Guarantee**

Estimate the amount of loss projection by underlying assets

Estimate the amount of loss projection by underlying assets examining in detail

(11 CDO, 1,500 RMBS etc.)

Judge the possibility of occurrence of claims

Judge the possibility of the occurrence of claims comparing total loss projection by underlying assets and subordinate portion

Estimate the total amount of the loss projection over the entire period

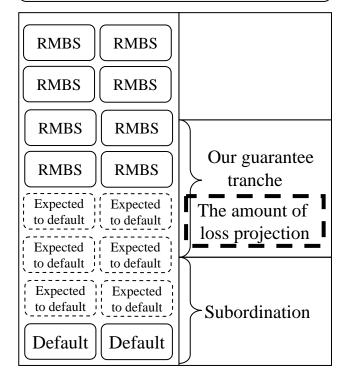
Estimate the total amount of loss projection over the entire period for CDO with high possibility of occurrence of claims

Loss projection for financial guarantee insurance: 70 bil. JPY

#### <u>Assumption</u>

- -Conservative scenario under the current credit market
- -Estimate the amount of loss projection considering the shortfall of individual mortgage

Estimation of losses of CDO guarantee (image)





# **Structured Finance Exposure in Investment Portfolio**

(As of September 30, 2008, Unit: billions of JPY, USD/JPY=103.63, same conversion rate applied throughout this report)

|                      | (715 of Beptember 30, 2000, Cl                         | Outstanding |   | /Losses in FY200           |       |  |
|----------------------|--|-------------|---|----------------------------|-------|--|
|                      | Categories   |             | Gains/Losses<br>Charged to P/L                  | Unrealized<br>Gains/Losses | Total |  |
|                      | Corporate CDOs *1                                      | 0.0         | 0.0   | -                          | 0.0   |  |
| <b>CDOs</b>          | ABS CDOs *2  | 0.0         | 0.0   | -                          | 0.0   |  |
|                      | CDOs Total   | 0.0         | (0.1)   | -                          | (0.1) |  |
|                      | RMBS *3  |             |   |                            |       |  |
|                      | U.S. subprime loans related                            | 0.5         | -   | 0.0                        | 0.0   |  |
|                      | Global RMBS (excl. U.S. subprime loans related) *4     | 14.7        | -   | (0.5)                      | (0.5) |  |
|                      | Domestic RMBS  | 37.1        | -   | 0.2                        | 0.2   |  |
|                      | RMBS Total   | 52.3        | -   | (0.3)                      | (0.3) |  |
|                      | CMBS *5  |             |   |                            |       |  |
| ABS                  | Global CMBS  | 2.9         | -   | (0.2)                      | (0.2) |  |
| ADS                  | Domestic CMBS  | 23.5        | -   | (0.1)                      | (0.1) |  |
|                      | CMBS Total   | 26.5        | -   | (0.3)                      | (0.3) |  |
|                      | Other ABS  |             |   |                            |       |  |
|                      | Global ABS   | 2.6         | -   | 0.1                        | 0.1   |  |
|                      | Domestic ABS   | 0.3         | -   | 0.0                        | 0.0   |  |
|                      | Other ABS Total  | 2.9         | -   | 0.1                        | 0.1   |  |
|                      | ABS Total  | 81.8        | -   | (0.5)                      | (0.5) |  |
| Inves                | Investment in SIV                                      |             | -   | -                          | -     |  |
| Leveraged Finance *6 |  | 4.4         | -   | -                          | -     |  |
|                      | Total  | 86.3        | (0.1)   | (0.5)                      | (0.6) |  |
| Referen              | ce: Hedge funds (U.S. subprime loans related exposure) | 0.5         | Net of the long position and the short position |                            |       |  |

<sup>\*1</sup> Corporate CDOs: CDOs (Collateralized Debt Obligations) where underlying assets are corporate debt such as corporate bonds or credit derivatives (Excluding public finance CLO). Global only (Equity, No ratings).

<sup>\*2</sup> ABS CDOs: CDOs where underlying assets are ABS (Asset Backed Securities). Global only (Below BBB).

<sup>\*3</sup> RMBS: Asset Backed Securities where underlying assets are residential mortgage loans (Excluding RMBS issued by government sponsored enterprises). All RMBS are investment grade (BBB or above), and 99% are rated AAA.

<sup>\*4 55</sup>mil.JPY of Global RMBS are U.S. monoline guaranteed notes. Exposure to U.S. monoline insurers other than structured finance assets is 0.1bil.JPY.

<sup>\*5</sup> CMBS: Asset Backed Securities where underlying assets are commercial mortgage loans.

<sup>\*6</sup> Leveraged Finance: Finance where funding are provided for corporate mergers and acquisitions, mainly based on cash flows of acquired companies. Domestic only.



# **Financial Guarantee Insurance Exposure**

(As of September 30, 2008, Unit: billions of JPY)

| Categories |  | Insured Amount              |                             |                               | Losses/<br>Reserves in | Notes   |
|------------|--|-----------------------------|-----------------------------|-------------------------------|------------------------|---|
|            |  | Direct Insurance *2         | Treaty Reinsurance*3        | Total                         | FY2008 1H *4           | Notes   |
|            | Corporate CDOs   | 388.8                       | 10.7                        | 399.6                         | -                      | 99% of direct insurance policies are rated AAA  |
| CDO        | ABS CDOs U.S. subprime loans related *1  | 184.2                       | _                           | 184.2                         | (0.1)*5                |   |
| CDOs       | Others (excl. U.S. subprime loans related)   | 61.3                        | 1.0                         | 62.4                          |                        | Such as prime RMBS, CMBS  |
|            | ABS CDOs Total   | 245.6                       | 1.0                         | 246.7                         | (0.1)                  |   |
|            | CDOs Total   | 634.4                       | 11.8                        | 646.3                         | (0.1)                  |   |
| ABS        | RMBS U.S. subprime loans related Global RMBS (excl. U.S. subprime loans related) Domestic RMBS RMBS Total CMBS | 1.1<br>47.9<br>49.0         | 4.9<br>13.5<br>-<br>18.5    | 4.9<br>14.6<br>47.9<br>67.5   | (0.3)                  | Almost all RMBS are investment grade (BBB or above), and 77% are rated AAA  No exposure   |
|            | Other ABS Global ABS Domestic ABS Other ABS Total ABS Total  | 5.1<br>20.2<br>25.3<br>74.3 | 48.6<br>2.0<br>50.7<br>69.2 | 53.7<br>22.2<br>76.0<br>143.6 | (0.0)                  | 10% of Global ABS are U.S. consumer loan-related ABS, while others are mainly related to corporate credit (e.g., leasing receivables) |
| Public     | e Finance  | -                           | 291.6                       | 291.6                         | 0.0                    |   |
|            | Total  | 708.8                       | 372.7                       | 1,081.5                       | (0.4)                  |   |

<sup>\*1</sup> CDOs that include any (even a part thereof) U.S. subprime loans. (Excluding CDO which is booked for loss reserve)

<sup>\*2</sup> Facultative reinsurance policies are included under "Direct Insurance". 12.8bil.JPY of Direct Insurance are U.S. monoline guaranteed notes.

<sup>\*3 &</sup>quot;Treaty Reinsurance" is a portfolio-based reinsurance where certain parts of policies underwritten by the original insurer are ceded automatically to the reinsurer, Sompo Japan, in accordance with the conditions agreed between the original insurer and reinsurer.

<sup>\*4</sup> Total amount of payment loss and increased loss reserve in FY2008 1H. (Financial Guarantee insurance is not supposed to book mark-to-market unrealized gains/losses as it is an insurance policy.)

<sup>\*5</sup> Increased loss reserve for CDO which is booked for loss reserve in FY2007, due to the fluctuation of exchange rate. (Including gains/losses of exchange hedge transactions)



# **Impact by Financial Crisis**

## Limited impact on capital and AA class credit ratings maintained

#### Risk and capital (as of the end of October, 2008)

Total net asset: approx. 1.4 tri. JPY

Minimum capital

Risk amount

Approx. 0.1 tri.

JPY surplus

Adequate capital level: approx. 1.3 tri. JPY

Approx. 0.35 tri. JPY surplus calculated by globally general method, such as VaR and correlation between underwriting and investment

#### **Credit ratings**

| S&P | Moody's | R&I | JCR |
|-----|---------|-----|-----|
| AA- | Aa3     | AA  | AA+ |

#### **New investment**

Effective use of capital toward further capital efficiency Overseas: M&A and alliance

Domestic P&C insurance: IT investment

< Reference: Non-consolidated balance sheet>

-as of September 30, 2008

Assets: 5,214 bil. JPY Liabilities: 4,294 bil. JPY

Net assets: 919 bil. JPY

(Shareholder's equity: 500 bil. JPY) (Unrealized gains on securities: 417 bil. JPY)

<sup>\*</sup>Risk amount: Underwriting risk, Investment risk, Operational risk ⇒ Quantified by Tail-VaR method with 99% reliance interval

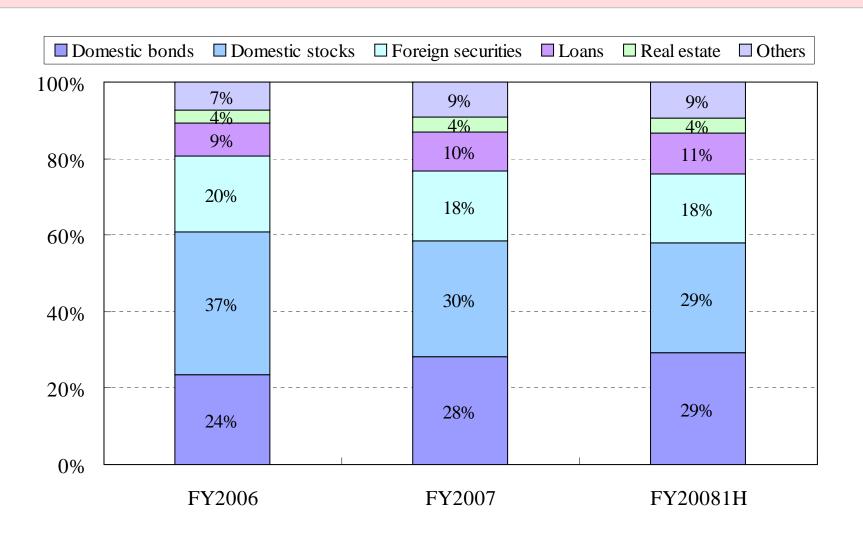
<sup>\*</sup>Minimum capital: Required capital to maintain Solvency Margin Ratio of 200%

<sup>\*</sup>Total net asset: Total present value of existing policies' future cash flow, net asset after necessary adjustments, quasi-capital reserves and unrealized gains on real estate



## **Investment Portfolio**

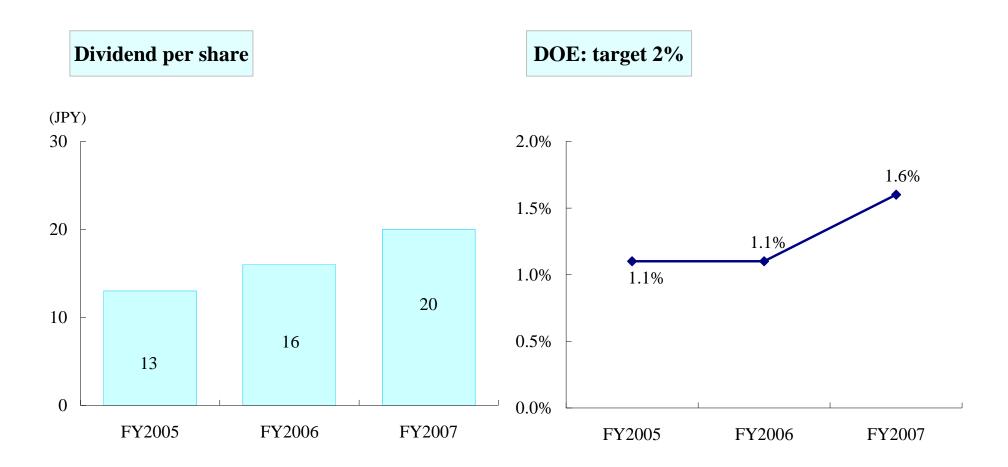
## Continue to reduce strategic stocks considering market situation





# **Dividend Policy**

### Seeking steady increase in dividend payments toward enhancement of shareholders value





# Forecast for Fiscal Year 2008 (Consolidated)

(Unit: bil. JPY)

|                              | I                  | FY2007 (Results) |   | F                  | Y2008 (Forecast) | )   |
|------------------------------|--------------------|------------------|---|--------------------|------------------|---|
|                              | Ordinary<br>profit | Net income       | Net income<br>after<br>consolidation<br>adjustments | Ordinary<br>profit | Net income       | Net income<br>after<br>consolidation<br>adjustments |
| Sompo Japan                  | 73.3               | 44               | 6   | (87.0)             | (57              | (.0)  |
| Sompo Japan Himawari Life    | 17.4               | 10.5             | 7.8   | 7.5                | 4.8              | 2.5   |
| Sompo Japan DIY Life         | (0.6)              | (0.6)            | 0.0   | (1.2)              | (1.2)            | (1.2)   |
| Sompo Japan DC Securities    | (0.5)              | (0.6)            | (0.6)   | (0.5)              | (0.5)            | (0.5)   |
| Sompo Japan Asset Management | 0.3                | 0.2              | 0.1   | (0.1)              | (0.2)            | (0.1)   |
| Sompo Japan America          | 3.3                | 3.3              | 4.1   | 2.4                | 2.4              | 2.4   |
| Sompo Japan Europe           | 2.4                | 2.5              | 2.5   | 0.3                | 0.4              | 0.4   |
| Sompo Japan China            | 0.1                | 0.0              | 0.0   | (0.4)              | (0.4)            | (0.4)   |
| Sompo Japan Singapore        | 0.9                | 0.7              | 0.7   | 0.6                | 0.5              | 0.5   |
| Yasuda Seguros S.A.          | 1.4                | 1.0              | 1.0   | 0.7                | 0.4              | 0.4   |
| Consolidated                 | 94.0               | 59               | 0.6   | (79.0)             | (52              | 2.0)  |



## Forecast for Fiscal Year 2008 (Non-Consolidated)

FY2007 FY2008 Results Change Forecast Change Net premiums written 1,345.0 (1.3%)1,312.0 (2.5%)(Excl. CALI) 1,116.5 (1.2%)1,132.0 1.4% Loss ratio 65.1% 0.8% 67.8% 2.7% Expense ratio 32.9% 2.0% 35.0% 2.1% Combined ratio 98.0% 2.8% 102.9% 4.9% Underwriting profit (42.5)(52.7)(70.0)(27.4)(Excl. financial guarantee) (22.7)0.0 (12.5)12.5 Gross investment margin 124.9 33.6 (12.0)(136.9)Ordinary profit 73.3 (18.4)(87.0)(160.3)Net income 44.6 (3.4)(57.0)(101.6)

Net premiums written

(Unit: bil. JPY)

Net claims paid

(Unit: bil. JPY)

(Unit: bil. JPY)

|                   | FY2     | 007    | FY2008   |         |  |
|-------------------|---------|--------|----------|---------|--|
|                   | Results | Growth | Forecast | Growth  |  |
| Fire              | 145.9   | (1.9%) | 150.4    | 3.0%    |  |
| Marine            | 31.3    | 1.1%   | 32.0     | 2.0%    |  |
| Personal accident | 128.5   | 0.6%   | 128.9    | 0.3%    |  |
| Automobile        | 655.7   | (1.7%) | 661.5    | 0.9%    |  |
| CALI              | 228.5   | (1.8%) | 180.0    | (21.2%) |  |
| Others            | 154.8   | (0.4%) | 159.2    | 2.8%    |  |
| Total             | 1,345.0 | (1.3%) | 1,312.0  | (2.5%)  |  |

|                   | FY2007  |            | FY2     | 800        |
|-------------------|---------|------------|---------|------------|
|                   | Results | Loss ratio | Results | Loss ratio |
| Fire              | 58.7    | 41.7%      | 61.0    | 42.1%      |
| Marine            | 13.8    | 47.1%      | 14.8    | 49.4%      |
| Personal accident | 58.7    | 49.5%      | 66.5    | 56.5%      |
| Automobile        | 405.9   | 68.8%      | 417.4   | 70.5%      |
| CALI              | 161.3   | 76.2%      | 159.5   | 95.0%      |
| Others            | 105.4   | 71.7%      | 94.8    | 63.3%      |
| Total             | 804.1   | 65.1%      | 814.0   | 67.8%      |



1. Forecast for Fiscal Year 2008

2. Sompo Japan's Business Strategy

3. Fiscal Year 2008 1st Half Results



# Sompo Japan's Business Strategy

### Implementation of strategies aiming at enhancing corporate value

## **▶**Pursue growth and profitability in Japanese P&C insurance market

- Achieve growth in line with stable economic growth and by expanding market share
- Further growth by medical insurance and liability insurance
- Cost reduction through dissolution of duplicated sales structure of internal branch and external agency (Utilization of call center, etc.)

## Core strategy: "Retail market business model reform project" PT-R

### >Expand profit source through diversification

- Diversification of business lines Life insurance, DC, Asset management and Healthcare
- Geographical diversification Overseas business in countries with potential for economic development, such as BRICs and ASEAN



# Sompo Japan's Business Strategy

## **Optimal allocation of management resources**

# **Domestic P&C** insurance business

Extreme improvements in efficiency and profitability through the implementation of PT-R

Human resources generated by efficiency enhancements

Profits generated by profitability improvements

Allocation of management resources to growing areas

Life insurance business
Third sector

**Overseas business** 

Higher corporate value (growth of consolidated profit)



## Retail Market Business Model Reform Project (PT-R)

### Core strategy "Retail market business model reform project" PT-R

# Quality enhancement

-Better customer service

#### Growth

- -Improve retention rate for automobile insurance:  $94\% \Rightarrow 95\% + 1\%$
- -Improve new policy rate for automobile insurance:

9% ⇒ 10.5% +1.5%

Note) new policy rate = number of new policies / number of new policies in force last fiscal year

#### Cost

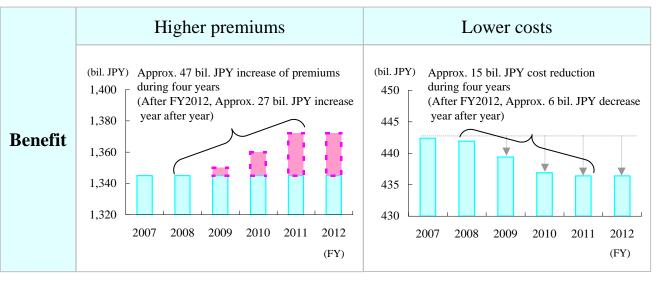
IT system development: approx. 30 bil. JPY (total for FY2008~2010)



Enhance efficiency

# **Profitability**

- -Reduce clerical work: 5~20%
- -Reduce number of days required for claim payments: 10~20%





## **Retail Market Business Model Reform Project (PT-R)**

### Maximum utilization of IT to pursue growth and profitability

### Growth

## **Profitability**

# Sales process innovation **Product** innovation IT

- All procedures to be completed through agency IT system, paperless and personal-seal free procedures
- Enable customers to complete procedures directly using My Page (Website) and mobile phone QR codes
- Diversify methods available for paying insurance premiums, by allowing payment by credit card, payment after billing, etc.

- Easy-to-understand products (simplified products and special clauses)
- ➤ Visual materials, such as website, DVD, etc.

### Customer contact innovation

- Multi-access (enable customers to complete procedures using methods that suit their needs and lifestyles)
- Agencies offering a high level of service quality
- >Improve website (for PC and mobile phones) and call centers

### Claims payment innovation

- Establish centralized call center for insurance claims 24 hours a day, 365 days a year
- > Speedy payment for claims (for accidents that do not require meetings and negotiations)
- >Improve claims handling menu on agency IT system



## Sompo Japan's Product Innovation Capabilities

### Developing innovative automobile insurance product named "ONE-series"





**Evolution** 



More than 5 million policies sold as of the end of December

# ONE (1999~)

ONE-do (2004~)

ONE-Step (2008~)

#### Concept

- -New product for deregulated era
- -Risk segmentation
- -Broad coverage

- -Completely cash-less via IT equipped agencies
- -User-friendly renewal procedure
- -Simplified clerical procedures

- -Simplified products
  Easy-to-understand products
- -All procedures done electronically by IT system
- -Completely cash-less
- -Comprehensive coverage, partially customizable
- -Assistance via call center and website

Note) Revised premium rate by 3% in April 2008



## Sompo Japan's Product Innovation Capabilities

## Developing and simplifying products from the customers' standpoint as "ONE-Step"

# Fire insurance

- Launch new product (in autumn 2009 or after)
  - -Wholly and drastically revised product from the standpoint of customers and agency
  - "Easy-to-understand product," "product reflected customers' intention" and "fair claims payment with customers convinced"
- >Implementation of measures relating to the long-term current value policies (in December 2008)
- -Establish special clause of indemnification of replacement-cost for individuals (without additional premiums)

# Medical insurance

- Launched new product "Kenko no Omamori" by Himawari Life in August 2008
- -Simplified product line
- -Satisfy the latest customers' needs regarding medical coverage (covering the cost of advanced medical technologies)
- -Top class competitive premiums in the industry
- -The product reflects customers' needs
- -Approx. 100,000 policies sold during five months (from August to December)



## **Advantage of Distribution Channels**

### Alliances with a number of blue-chip players

#### **Bank OTC**

|                     | Number of banks | Sompo<br>Japan's<br>agencies | Proportion |
|---------------------|-----------------|------------------------------|------------|
| Mega/<br>Trust bank | 21              | 8                            | 38.1%      |
| Regional<br>bank    | 109             | 93                           | 85.3%      |
| Credit union        | 282             | 280                          | 99.3%      |
| Credit cooperative  | 168             | 72                           | 42.9%      |
| Labor bank          | 13              | 13                           | 100.0%     |
| Total               | 593             | 466                          | 78.6%      |

#### Dai-ichi Life

- ➤ Sales of P&C insurance products by 40,000 sales force of Dai-ichi Life
  Sales of Life insurance products by our agencies

  ⇒Cross-selling of life and P&C products
- Comprehensive business alliance since 2000 Further strengthening the partnership in 2008 by reciprocal investment in each other's subsidiaries

(Sompo Japan DIY Life, Dai-ichi Frontier Life)

- ➤ Call-center and website assistance
- ➤ Maximum utilization of IT



# **Expand Profit Source through Diversification**

### Diversification by utilizing our strength

**Diversification** 

of

**business lines** 

**≻**Life insurance

Sompo Japan Himawari Life Sompo Japan DIY Life

**≻DC**, Asset management

Sompo Japan DC Securities Sompo Japan Asset Management

>Healthcare

Healthcare Frontier Japan Sompo Japan Healthcare Service

Geographical

diversification

➤ BRICs and ASEAN: Local underwriting business through Alliance and M&A

Sompo Japan Singapore, Sompo Japan China

Yasuda Seguros S.A., Universal Sompo General Insurance

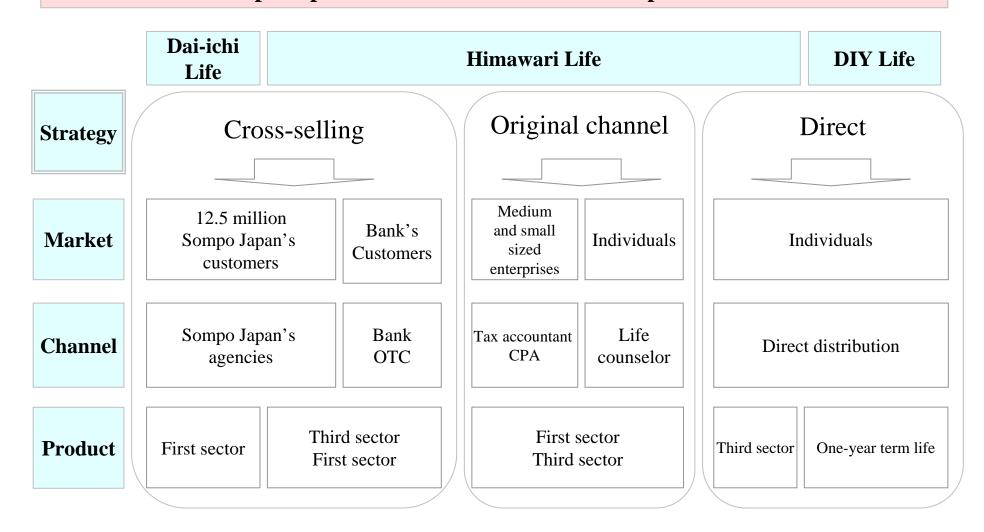
Berjaya Sompo Insurance Berhad

➤ US and Europe: Underwriting of Japanese global firms Sompo Japan America, Sompo Japan Europe



## **Life Insurance Business**

## Strategy segmented by market, distribution channel and product Sompo Japan Himawari Life is the second profit source





# DC, Asset management and Healthcare

## Further diversification of business lines to generate profit in the future Leveraging our strength in the retail market to expand cross-selling

#### DC

- ➤ Sompo Japan DC Securities
  - -Opportunity: the abolition of tax-qualified pension plans in March 2012
  - -Position: top-class-ranked in both corporate and personal type
  - -Advantage: low-price bundle service, bilingual services, etc.

# Asset management

- ➤ Sompo Japan Asset Management
  - -Asset under management: over 1 trillion JPY, fully third party assets including DC
- -Products: two SRI funds received merit awards

### Healthcare

- ➤ Healthcare Frontier Japan (since October 2005)
  - -Fee business offering disease prevention services to health insurance association
- Sompo Japan Healthcare Service (since April 2007)
- -Offers mental healthcare service to corporate



## **Overseas Business**

### Maximum utilization of P&C insurance expertise in fast-growing regions





Sompo Japan China, established in 2005 in Dalian, set up a branch in Shanghai in 2007 and received permission to set up a new branch in Guangzhou in 2008. The first Japanese P&C insurer to operate three branches in China.

#### **≻**India



#### **BRICs**

Established Universal Sompo, joint venture with two Indian national banks and one private bank, in Mumbai in 2007. Started bank OTC in November 2008

 $(2,267 \text{ branches of one bank as of November} \Rightarrow 4,500 \text{brances of three banks as of the end of FY2008})$  Gross premiums of the first fiscal year is expected to be 0.3 bil. JPY.

Planning to sell insurance products through auto dealers.

#### **≻**Brazil



Yasuda Seguros S.A. has a track record of over 50 years in operation, including local underwriting.

#### Expertise of P&C insurance business

Product development

Underwriting

Distribution channels

Claims handling network

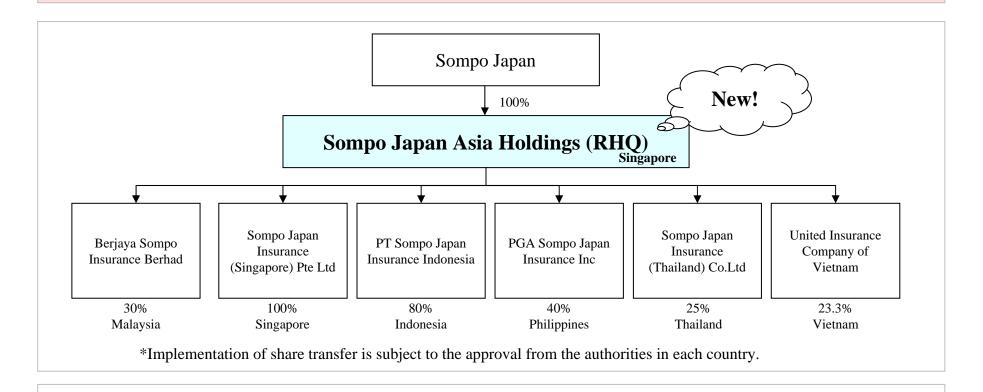
IT system development

Risk management



## **Overseas Business**

### Reinforce our presence in Southeast Asia, particularly in ASEAN



- Established "Sompo Japan Asia Holdings Pte Ltd" as an Asian Regional Headquarters (RHQ) in Singapore
- Subsidiaries and affiliated companies in Southeast Asia put under its umbrella for enhancement of supports to strategic and dynamic projects and management controls from the area-wide viewpoint



# **Corporate Governance and CSR**

# Realizing highly substantial and transparent corporate governance CSR management toward enhancing corporate value

# **Corporate governance**

- ➤ Outside independent directors

  Two outside independent directors were appointed to the board at the regular shareholders' meeting on June 25, 2008.
- ➤ Introduction of performance-linked remuneration for management
  Introducing stock-remuneration-type stock options and abolition of the directors' retirement bonus system

### **CSR**

➤ Acclaim from domestic and international SRI funds and SRI indexes

Dow Jones Sustainability Indexes (for eight straight years since 2000)

FTSE4Good Index series

**Ethibel Sustainability Index** 

Morningstar Socially Responsible Investment Index etc.

➤SAM sustainability survey of companies

Only Japanese financial institution as Silver Reward in February 2008



1. Forecast for Fiscal Year 2008

2. Sompo Japan's Business Strategy

3. Fiscal Year 2008 1st Half Results



## **Summary**

# -Net premiums written (excluding CALI) increased by 0.4% due to a focus on marketing efforts -Sales premiums of automobile insurance increased due to the revision of premiums and the increase of

the number of policies

#### P&C

- -Loss ratio 63.5%, with net incurred losses from natural disasters lower than initial forecast
- -Expense ratio 33.8%, in line with initial forecast
- -As for investment, gross investment margin declined by lower returns from investment funds denominated in foreign currency
- -Impairment losses on securities were 8.2 bil. JPY under the turmoil of global financial markets

#### Life

- -As for Himawari Life, annualized premiums from new policies increased by 16.5%, the shift to the sale of protection-based products has been successful
- -New medical insurance products launched in August sold well with 56,000 new policies

#### **Overseas**

- -Profits from overseas subsidiaries were stable, particularly in Europe and US
- -Approximately 11% of the consolidated net income is generated by the five overseas subsidiaries



# **Consolidated Highlights**

# Consolidated net income was 1.32 times non-consolidated, with Himawari Life and overseas subsidiaries making a significant contribution

(Unit: bil. JPY)

|                              | Ordinary profit | Net income | Net income after consolidation adjustments |
|------------------------------|-----------------|------------|--|
| Sompo Japan                  | 29.3            | 17         | 7.2  |
| Sompo Japan Himawari Life    | 5.9             | 3.6        | 2.4  |
| Sompo Japan DIY Life         | (0.4)           | (0.4)      | (0.1)                                      |
| Sompo Japan DC Securities    | (0.2)           | (0.2)      | (0.2)                                      |
| Sompo Japan Asset Management | (0.0)           | (0.0)      | (0.0)                                      |
| Sompo Japan America          | 1.5             | 1.5        | 1.4  |
| Sompo Japan Europe           | 0.7             | 0.6        | 0.5  |
| Sompo Japan China            | (0.2)           | (0.2)      | (0.2)                                      |
| Sompo Japan Singapore        | 0.2             | 0.2        | 0.2  |
| Yasuda Seguros S.A.          | 0.4             | 0.3        | 0.3  |
| Consolidated                 | 37.0            | 22         | 2.7  |



# **Non-Consolidated Highlights**

# Underwriting profit increased, net income declined due to the decrease of investment profit

(Unit: bil. JPY)

|                         | FY2007 1st half | FY2008 1st half | Change |
|-------------------------|-----------------|-----------------|--------|
| Net premiums written    | 688.4           | 674.8           | (2.0%) |
| (excluding CALI)        | 571.7           | 574.0           | 0.4%   |
| Loss ratio              | 60.8%           | 63.5%           | 2.8%   |
| Expense ration          | 32.4%           | 33.8%           | 1.4%   |
| Combined ratio          | 93.1%           | 97.3%           | 4.2%   |
| Underwriting profit     | 3.7             | 4.2             | 0.4    |
| Gross investment margin | 68.9            | 27.4            | (41.4) |
| Ordinary profit         | 68.2            | 29.3            | (38.9) |
| Net income              | 43.2            | 17.2            | (26.0) |



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