

Corporate Information

■ Directors

(As of July 1, 2018)



Group Chief Executive Officer
Representative Director,
President and Executive Officer

Kengo Sakurada

(DOB: Feb. 11, 1956)

Summarized resume

Joined The Yasuda Fire & Marine Insurance Co., Ltd., in April 1978

In addition to his experience in business integration, business alliances, corporate planning, sales, and systems in the P&C insurance business, he has experience working at international financial institutions. He became representative director and president of Sompo Japan Insurance Inc. in 2010 and assumed the position of representative director and president of the Company in 2012. He has been Group CEO (chief executive officer) and responsible for overall management of the Group's operations since July 2015.



Group Chief Financial Officer
Representative Director, Deputy President
and Senior Managing Executive Officer

Shinji Tsuji

(DOB: Dec. 10, 1956)

Summarized resume

Joined The Yasuda Fire & Marine Insurance Co., Ltd., in April 1979

Thanks to his experience in accounting, public relations, CSR, and sales in the P&C insurance business, he was responsible for the corporate management of Group companies as well as accounting and finance at the Company. He became representative director of the Company in 2014. He has been Group CFO (chief financial officer) and responsible for overall management of finance since April 2017.



Group Chief Risk Officer
Director, Managing Executive Officer

Masato Fujikura

(DOB: Sep. 26, 1958)

Summarized resume

Joined The Yasuda Fire & Marine Insurance Co., Ltd., in April 1981

In addition to his background in overseas businesses, reinsurance (risk management), finance, product development, and sales in the P&C insurance business, he has experience managing overseas subsidiaries. He was responsible for the overseas insurance business, risk management, and legal affairs at the Company. He became a director of the Company in 2016. He has been Group CRO (chief risk officer) and responsible for the Group's overall risk management, internal control, and internal auditing since April 2017.



Nursing Care & Healthcare Business Owner
Director, Managing Executive Officer

Mikio Okumura

(DOB: Nov. 23, 1965)

Summarized resume

Joined The Yasuda Fire & Marine Insurance Co., Ltd., in April 1989

In addition to his experience in corporate planning and his involvement with overseas businesses in the P&C insurance business, he has managed an overseas subsidiary and an investment bank. He was responsible for corporate planning and the nursing care & healthcare business at the Company. He became a director of the Company and a representative director of a subsidiary that manages the nursing care business in 2016. He has been the Business Owner of the nursing care & healthcare business since April 2017. He is responsible for overall management of said business and for the management of Sompo Care Inc. as its representative director and chairman.



Overseas Insurance Business Owner
Director, Managing Executive Officer

Junichi Tanaka

(DOB: May 9, 1961)

Summarized resume

Joined The Yasuda Fire & Marine Insurance Co., Ltd., in April 1984

In addition to his experience in overseas businesses, sales promotion and planning, and sales in the P&C insurance business, he has experience managing overseas subsidiaries. He was responsible for the overseas insurance business at the Company and became an executive officer of the Company in 2014. He has been the Business Owner of the overseas insurance business and responsible for overall management of said business since April 2018. He became a director in June 2018.



Group Chief Strategy Officer and
Group Chief Information Officer
Director, Managing Executive Officer

Masahiro Hamada

(DOB: Dec. 18, 1964)

Summarized resume

Joined The Yasuda Fire & Marine Insurance Co., Ltd., in April 1988

With his experience in business integration, corporate planning, accounting, product development, and sales in the P&C insurance business, he was responsible for corporate planning and new business development at the Company. He became an executive officer of the Company in 2016. He has been Group CSO (chief strategy officer) and Group CIO (chief information officer) of the Company and responsible for overall management of the Group's strategies and IT since April 2018. He became a director in June 2018.

Directors

(As of July 1, 2018)



Domestic P&C Insurance Business Owner
Director

Keiji Nishizawa

(DOB: Feb. 11, 1958)

Summarized resume

Joined The Yasuda Fire & Marine Insurance Co., Ltd., in April 1980

Based on his experience in corporate planning, human resources, product development, sales, claims handling, and IT systems in the P&C insurance business, he was responsible for new business development and the domestic P&C insurance business at the Company. He became a director of the Company in 2012. He has been the Business Owner of the domestic P&C insurance business of the Company since April 2017. He is responsible for overall management of the said business and for the management of Sompo Japan Nipponkoa Insurance Inc. as its representative director, president and chief executive officer.



Domestic Life Insurance Business Owner
Director

Yasuhiro Oba

(DOB: Sep. 30, 1965)

Summarized resume

Joined The Yasuda Fire & Marine Insurance Co., Ltd., in April 1988

In addition to his experience in overseeing human resources and sales in the P&C insurance business, he has experience in corporate planning in the life insurance business. He was responsible for the domestic life insurance business at the Company. He has been the Business Owner of the domestic life insurance business of the Company since April 2018. He has been responsible for overall management of the Group's domestic life insurance business and for the management of Sompo Japan Nipponkoa Himawari Life Insurance, Inc., as its representative director, president and chief executive officer since April 2018. He became a director in June 2018.



Outside Director

Sawako Nohara

(DOB: Jan. 16, 1958)

Attendance at Board of Directors meetings (fiscal 2017)

All 14 Board of Directors meetings

Significant positions concurrently held

President of IPSe Marketing, Inc.
Project Professor of the Graduate School of Media and Governance, Keio University
Member of the Board of Nissha Co., Ltd. (Outside Director)
Director of JAPAN POST BANK Co., Ltd. (Outside Director)
Auditor of Tokyo Gas Co., Ltd., (Outside Auditor)

Reasons for appointment

With her abundant experience as a company manager and broad knowledge of the IT industry, as well as deep insight gained through participation in policymaking during her term as an officer in government-related committees, including as a private-sector member of the Industrial Competitiveness Council, she is expected to provide appropriate advice on the management of the Company from diversified and professional perspectives. Further, she is expected to provide valuable advice on the initiative on women's empowerment in the workplace, which is one of the most important strategies of the Company. She has been in her current position since June 2013.



Outside Director

Isao Endo

(DOB: May 8, 1956)

Attendance at Board of Directors meetings (fiscal 2017)

All 14 Board of Directors meetings

Significant positions concurrently held

Chairman of Roland Berger Ltd.
Director of Ryohin Keikaku Co., Ltd. (Outside Director)
Director of Nisshin Steel Co., Ltd. (Outside Director)

Reasons for appointment

With his broad insight based on his practical experience at a global consulting firm and academic knowledge as a graduate school professor as well as abundant experience as a company manager, he is expected to provide appropriate advice on the management of the Company, especially based on deep and diversified perspectives gained through his practical research on *Gemba Power*. He has been in his current position since June 2014.



Outside Director

Tamami Murata

(DOB: Jan. 18, 1960)

Attendance at Board of Directors meetings (fiscal 2017)

All 14 Board of Directors meetings

Significant positions concurrently held

Attorney at Law

Reasons for appointment

She has abundant knowledge and experience as a legal expert. Based on her expertise resulting from this knowledge and experience, she is expected to provide appropriate advice on the management of the Company. Further, she is expected to provide valuable advice on the initiative on women's empowerment in the workplace, which is one of the most important strategies of the Company. She has been in her current position since June 2014.



Outside Director

Scott Trevor Davis

(DOB: Dec. 26, 1960)

Attendance at Board of Directors meetings (fiscal 2017)

All 14 Board of Directors meetings

Significant positions concurrently held

Professor of the Department of Global Business, College of Business, Rikkyo University
Member of the Board of Bridgestone Corporation (Outside Director)

Reasons for appointment

With his broad knowledge as an erudite scholar, he is expected to provide appropriate advice on the management of the Company, especially through his research on strategic management and CSR at the university. Moreover, he is expected to provide diversified advice from global perspectives. He has been in his current position since June 2014.

■ Executive Officers

(As of July 1, 2018)



Managing Executive Officer

Nigel Frudd

(DOB: Oct. 4, 1958)

Overseas business strategy



Group Chief Human Resource Officer
Managing Executive Officer

Satoshi Kasai

(DOB: Dec. 22, 1962)



Group Chief Digital Officer
Managing Executive Officer

Koichi Narasaki

(DOB: Jan. 4, 1958)



Group Chief Brand Officer
Executive Officer (General Manager,
Corporate Communications Department,
General Manager, Corporate Social
Responsibility Department)

Kiyoshi Aoki

(DOB: Feb. 2, 1964)



Executive Officer

Yuji Kawauchi

(DOB: Dec. 24, 1965)

Overseeing the South Asia & Pacific and
the China & East Asia regions



Executive Officer
(General Manager, Global Business Planning
Department)

Shinichi Hara

(DOB: Apr. 14, 1965)



Executive Officer
(General Manager, Accounting Department)

Yasunori Kuroda

(DOB: Aug. 17, 1963)



Executive Officer
(General Manager, Innovation for Aging &
Wellness Department)

Takuto Kobayashi

(DOB: Nov. 22, 1965)



Executive Officer

Katsuyuki Tajiri

(DOB: Oct. 8, 1967)

Responsible for Sampo International
Holdings Group



Executive Officer
(General Manager, Office of Group CEO)

Takato Udo

(DOB: Aug. 4, 1962)

Audit & Supervisory Board Members

(As of July 1, 2018)



Audit & Supervisory Board Member
(Full-Time)

Masaki Hanawa

(DOB: Feb. 16, 1958)

Summarized resume

Joined The Yasuda Fire & Marine Insurance Co., Ltd., in April 1981

He has extensive insight into business management generally stemming from his experience in corporate planning as well as accounting and finance in the P&C insurance and life insurance businesses. He became an executive officer of Sampo Japan Insurance Inc. in 2010 and a director of said company in 2014. He has been in his current position since June 2016.



Audit & Supervisory Board Member
(Full-Time)

Hidenori Hanada

(DOB: Aug. 15, 1958)

Summarized resume

Joined The Nippon Fire & Marine Insurance Co., Ltd. in April 1981

He has deep insight with respect to the fields of finance and accounting as a result of many years of experience in the accounting section of the domestic P&C insurance business. He became an executive officer of the Company and Sampo Japan Nipponkoa Insurance Inc. in 2016. He has been in his current position since June 2018.



Outside Audit & Supervisory Board Member

Naoki Yanagida

(DOB: Feb. 27, 1960)

Attendance at Board of Directors meetings (fiscal 2017)

All 14 Board of Directors meetings

All 13 Audit & Supervisory Board meetings

Significant positions concurrently held

Attorney at Law

Director of Alpine Electronics, Inc. (Outside Director, Audit & Supervisory Committee Member)

Audit & Supervisory Board Member of YKK CORPORATION (Outside Audit & Supervisory Board Member)

Reasons for appointment

He has abundant knowledge and experience as a legal expert. His expertise based on this knowledge and experience is expected to benefit the Company's audits. He has been in his current position since June 2014.



Outside Audit & Supervisory Board Member

Hideyo Uchiyama

(DOB: Mar. 30, 1953)

Attendance at Board of Directors meetings (fiscal 2017)

All 11 Board of Directors meetings

All 10 Audit & Supervisory Board meetings

Significant positions concurrently held

Certified Public Accountant

Executive Advisor of ASAHI Tax Corporation

Audit & Supervisory Board Member of OMRON Corporation (Outside Auditor)

Director of Eisai Co., Ltd. (Outside Director)

Reasons for appointment

He has abundant experience as a manager at one of Japan's leading auditing corporations and at a global consulting firm, in addition to his professional knowledge and experience as a certified public accountant. This abundant knowledge and experience is expected to benefit the Company's audits. He has been in his current position since June 2017.



Outside Audit & Supervisory Board Member

Atsuko Muraki

(DOB: Dec. 28, 1955)

Attendance at Board of Directors meetings (fiscal 2017)

All 11 Board of Directors meetings

All 10 Audit & Supervisory Board meetings

Significant positions concurrently held

Member of the Board of ITOCHU Corporation (Outside Director)

Director of Sumitomo Chemical Co., Ltd. (Outside Director)

Reasons for appointment

She has a high level of knowledge and abundant experience based on her having held important posts such as Vice-Minister, Deputy Director-General, and Director-General of the Equal Employment, Children and Families Bureau in the Ministry of Health, Labour and Welfare as well as Director-General for Policies of the Cabinet Office. Her abundant knowledge and expertise are expected to benefit the Company's audits. She has been in her current position since June 2017.

Corporate Governance

The Sampo Holdings Group continuously continually improving the transparency and fairness of its corporate governance and fulfilling its corporate social responsibility as essential to maintaining strong relations of trust with stakeholders.

The Group formulated its Corporate Governance Policy (<https://www.sampo-hd.com/en/company/governance/overview/policies/>) to clarify basic policies regarding the formation of the overall vision for the governance structure and the governance framework. We continue to improve our corporate governance and aim to establish optimal systems.

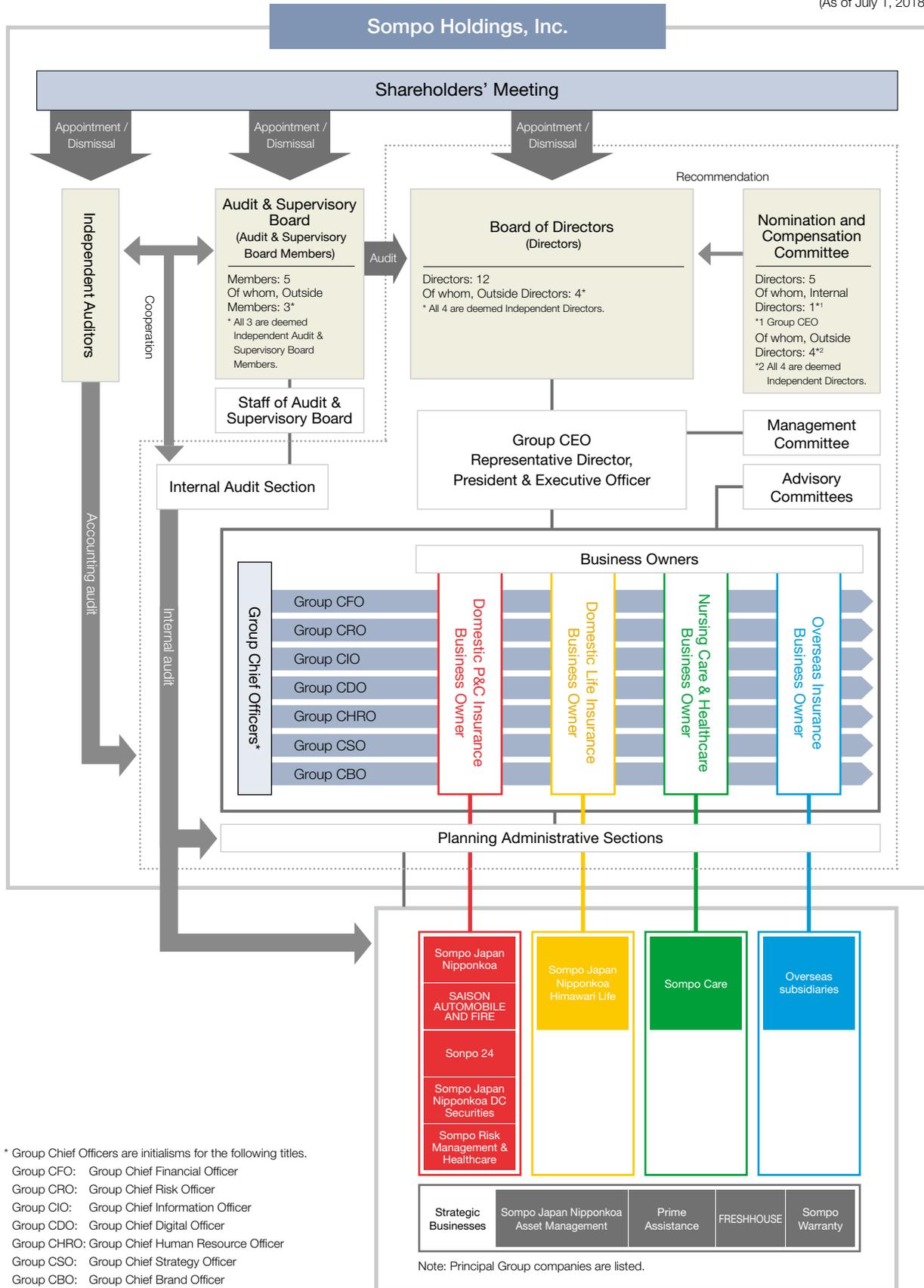
Corporate Governance Overview

As of July 1, 2018

Organizational structure	Company with an Audit & Supervisory Board
Chairman of the Board of Directors	Kengo Sakurada (Group CEO, Representative Director, President and Executive Officer)
Number of directors	12, of whom 4 are outside directors
Number of Audit & Supervisory Board members	5, of whom 3 are outside Audit & Supervisory Board members
Board of Directors meetings (Fiscal 2017 results)	Held 14 times Attendance: 100% for directors, 98.6% for Audit & Supervisory Board members * Orientation meetings for outside directors are held in conjunction with Board of Directors meetings to ensure meetings of the Board of Directors operate effectively. * Please refer to page 84 for details regarding directors and Board of Directors meetings.
Audit & Supervisory Board meetings (Fiscal 2017 results)	Held 13 times Attendance: 98.5% * Please refer to page 84 for details regarding Audit & Supervisory Board members and Audit & Supervisory Board meetings.
Voluntary committee equivalent to nominating committee and compensation committee	Nomination and Compensation Committee * Comprising 5 committee members (4 outside directors, 1 internal director (Group CEO)) and chaired by an outside director * Please refer to page 84 for details regarding the Nomination and Compensation Committee.
Appointment of directors and Audit & Supervisory Board members	Formulates policies for appointment of officers through the resolution of the Board of Directors in light of advice from the Nomination and Compensation Committee, which functions as an advisory body to the Board of Directors * Please refer to page 85 for details regarding policies for appointment of officers.
Number of independent directors and independent Audit & Supervisory Board members	4 outside directors and 3 outside Audit & Supervisory Board members * All outside directors and outside Audit & Supervisory Board members are independent as defined by the Tokyo Stock Exchange. * Please refer to page 85 for information on standards regarding independence of outside directors and outside Audit & Supervisory Board members.
Determination of compensation, etc.	Formulates policies on decisions pertaining to compensation for officers through the resolution of the Board of Directors in light of advice from the Nomination and Compensation Committee, which functions as an advisory body to the Board of Directors * Please refer to page 86 for details regarding policies on decisions pertaining to compensation for officers.

Corporate Governance Structure

(As of July 1, 2018)



* Group Chief Officers are initialisms for the following titles.
 Group CFO: Group Chief Financial Officer
 Group CRO: Group Chief Risk Officer
 Group CIO: Group Chief Information Officer
 Group CDO: Group Chief Digital Officer
 Group CHRO: Group Chief Human Resource Officer
 Group CSO: Group Chief Strategy Officer
 Group CBO: Group Chief Brand Officer

Note: Principal Group companies are listed.

Directors and the Board of Directors

The Board of Directors performs its duties as stipulated by law, establishes important items for management, and serves a supervisory function overseeing the conditions of business execution. The Board of Directors meeting, in principle, convenes on a monthly basis and comprises an appropriate number of members to realize swift decision-making.

Preliminary briefing sessions are held with outside directors to provide details about the discussion agenda with specific emphasis on the key agenda items. The integration of the Board of Directors meeting and preliminary briefing session, which includes communicating the opinions, questions, and other comments expressed by the outside directors at the preliminary briefing sessions to all attending directors before the Board of Directors meeting, is intended to facilitate constructive deliberations at the Board of Directors meeting and ensure the effectiveness of the Board of Directors operations. Steps including

convening meetings of the outside directors and the Group CEO are implemented to facilitate open exchange of opinions between the outside directors and the chief executive.

The Company's Board of Directors comprises 12 members, four of whom, or one-third, are outside directors. Current members include 11 Japanese nationals and 1 non-Japanese, and 10 men and 2 women. The directors apply their accumulated knowledge and experience to the key issues for the Company to realize the proper execution of fair and effective executive management.

To ensure full clarity of responsibility related to business matters in each fiscal year, a director's tenure ends at the close of the Ordinary General Meeting of Shareholders held within the latest fiscal year that is within one year of the appointment. Further, the average term of office of directors was 3.5 years as of the end of the 8th Ordinary General Meeting of Shareholders.

Audit & Supervisory Board Members and Audit & Supervisory Board

Audit & Supervisory Board members audit the work performance of directors through such activities as auditing the construction and maintenance conditions of the Group internal control system and providing effective advice and recommendations to senior management that promotes the Group's sustainable growth and increases the corporate value over the medium-to-long-term. The Audit & Supervisory Board establishes the audit standards, basic policy on audits, and auditing programs to make the above auditing activities functional and effective and systematically conduct auditing operations.

The Audit & Supervisory Board sets an annual meeting schedule and endeavors to realize full participation of all members and coordinates activities. Such endeavors include distributing information materials before meetings to ensure members are fully prepared to conduct thorough reviews and deliberations.

The Company's Audit & Supervisory Board comprises five members, three of whom are outside members. Current members include five Japanese nationals—four men and one woman. Further, one of the full-time Audit & Supervisory Board members has many years of

experience in the Company's accounting section. Also, one of the outside Audit & Supervisory Board members is a certified public accountant with many years of working experience at an audit firm. This individual also possesses extensive knowledge of finance and accounting.

The Company has established the Staff of Audit & Supervisory Board to enhance the effectiveness of the Audit & Supervisory Board Members' audits and assigns exclusive personnel with the supplemental knowledge and experience to assist the Audit & Supervisory Board Members in carrying out their duties.

The Audit & Supervisory Board additionally commissions an external legal expert to serve as an advisor who is independent of the execution of operations to protect the interests of the Company and shareholders.

In accordance with the Companies Act, Audit & Supervisory Board members' term of office expires at the conclusion of the General Meeting of Shareholders in the final fiscal year that ends within four years of their appointment.

Nomination and Compensation Committee

Role of the Nomination and Compensation Committee

The Nomination and Compensation Committee is established as an advisory body to the Board of Directors intended to improve transparency and fairness regarding director and executive officer nomination and Compensation.

The committee sets the director and executive officer appointment policy and appointment standards, determines individuals to propose as candidates, conducts director and executive officer evaluations and submits recommendations to the Board of Directors for director compensation amounts and the compensation structure, and contributes to the appointment and treatment of subsidiary directors based on the subsidiary business content and scope.

Involvement in the Performance Evaluation, Appointment, and Dismissal of the Group CEO and Executives

The duties (missions) of executive officers, including the Group CEO

and Business Owners, are clearly indicated based on a performance evaluation system for officers. Officers receive performance evaluations in relation to their progress in performing these duties. Annual decisions on the reappointment of officers reflect the results of these performance evaluations. With respect to individual performance evaluations of the Group CEO, only members of the Nomination and Compensation Committee who are outside directors conduct deliberations. The chairperson of the Nomination and Compensation Committee determines the performance evaluation, informs the Group CEO of the results, and reports to the Board of Directors. This process of regular deliberation by outside directors and the Group CEO about the roles and missions of the Group's senior management team and evaluation of progress in performing these roles and missions ensures the objectivity, timeliness, and transparency of the process for reappointing the Group CEO.

Selection of Committee Members

The committee comprises members appointed from the Company's directors with outside directors representing the majority of members in order to ensure the independence and neutrality of the members. The

committee chairperson is an outside director elected by the committee members. At the time of the submission of this report, the committee comprises five members with four outside directors and one internal director (the Group CEO).

Policies for Appointment of Officers

The appointment of directors, executive officers, and Audit & Supervisory Board members is conducted in accordance with the following policies for the appointment of officers. Directors and executive officers are nominated by the Board of Directors based on discussions with the Nomination and Compensation Committee.

Furthermore, in the event that the Board of Directors' appointment of an Audit & Supervisory Board member is determined by resolution at the General Meeting of Shareholders, an opportunity will be provided in advance for the Board of Directors to discuss the candidate with the Audit & Supervisory Board to seek its approval.

(1) Policies for Appointment of Directors and Audit & Supervisory Board Members

The Company supervises and guides its subsidiaries, formulating management strategies for subsidiaries engaged mainly in the P&C insurance business, as well as comprehensive management strategies for the entire Group. The Company is responsible for the execution and realization of these strategies.

From this perspective, the Board of Directors appoints directors based on their familiarity with the Company's business, ensuring a balance between experience and achievements without bias for an area of specialization. To facilitate objective decision-making with

respect to management issues from a diverse and independent focus and perspective, the Board of Directors includes multiple outside directors with a wide range of knowledge and experience thanks to their backgrounds in corporate management, academia, and the legal profession.

The Audit & Supervisory Board consists of Audit & Supervisory Board members appointed on the basis of their solid knowledge of finance and accounting and in consideration of an overall balance of backgrounds in corporate management experience and the legal profession. Furthermore, the appointment of directors and Audit & Supervisory Board members is based on appointment criteria in consideration of Comprehensive Guidelines for Supervision of Insurance Companies.

The Group formulated outside director independence criteria as a standard for the appointment of outside directors and outside Audit & Supervisory Board members.

(2) Policies for Appointment of Executive Officers

The Group formulated a "Desired profile for executive officers" and "Policies for the appointment of executive officers" to identify the basic skills and qualifications required and define the balance between experience and achievements when appointing executive officers. In compliance with the policies, executive officers are appointed.

Standards Regarding Independence of Outside Directors and Audit & Supervisory Board Members

The Company has prescribed the "Standards Regarding the Independence of Outside Directors and Audit & Supervisory Board Members" by resolution of the Board of Directors based on the advice of the Nomination and Compensation Committee, an advisory body to the Board of Directors, and in accordance with the standards required by the Tokyo Stock Exchange. This information is disclosed via the corporate governance report.

Under the "Standards Regarding the Independence of Outside Directors and Audit & Supervisory Board Members," the Company will determine the independence from the Company of outside directors and outside Audit & Supervisory Board members based on the matters set forth below:

1. Personal Relationships: A kinship between the candidate and any officer or employee of the Group, status of mutual appointments of officers between the Company and the company that the candidate is originally from.
2. Capital Relationships: The holding of shares in the Company by the candidate and the status of shareholding by the Group.
3. Business Relationships: Business transactions or donations between the Group and the candidate.
4. Significant Interests Other Than the Above:

In the event that an outside director is appointed, the Nomination and Compensation Committee will examine his or her independence. Following the final determination by the Board of Directors, the proposal for the appointment will be submitted to the General Meeting

of Shareholders of the Company and the Company will submit a notification of such an outside director as an independent director as prescribed by each financial instruments exchange.

In the case of a candidate for outside Audit & Supervisory Board member, the Audit & Supervisory Board will take into consideration these standards in determining whether to consent to a proposal being submitted to the General Meeting of Shareholders of the Company for the appointment of an Audit & Supervisory Board member. Upon receiving this consent, the Board of Directors will submit the proposal for appointment to the General Meeting of Shareholders and submit notification of such outside an Audit & Supervisory Board Member as an independent auditor as prescribed by each financial instruments exchange.

The Company selects a wide range of independent outside directors and outside Audit & Supervisory Board members, individuals with experience as corporate managers, academics, and lawyers with extensive knowledge in a wide range of fields, with the aim of enabling valuable discussions incorporating objective and multiple viewpoints and perspectives on the Group's management strategies and management issues.

As a result, outside directors and outside Audit & Supervisory Board members contribute to frank, active, and constructive deliberations and discussions at meetings of the Board of Directors, Audit & Supervisory Board, and Nomination and Compensation Committee.

Policies on Decisions Pertaining to Compensation for Officers

The Group regards compensation for officers as an important matter from the viewpoints of improvements in business performance and corporate value, and sets policies on compensation for officers as follows:

(1) Basic Policies on Compensation for Officers (Common to Group Companies)

- 1 The form and level of compensation for officers shall enable the recruitment and retention of superior human resources as management of the Group.
- 2 The compensation structure shall be consistent with business strategies and promote incentives for officers to improve performance for the sake of the Group's growth.
- 3 Compensation shall reflect medium-to-long-term results and initiatives by officers as well as single-year results.
- 4 Objectiveness, transparency, and fairness that can fulfill accountability to stakeholders shall be achieved in the compensation structure for the Company and major subsidiaries through a deliberation process in the Nomination and Compensation Committee inside the Group.

(2) Compensation Structure for Officers

The Group sets policies on compensation for officers as follows. However, in cases where there are reasonable grounds to believe that those policies should not be applied, the amount and composition of compensation are determined by the Board of Directors based on the recommendation of the Nomination and Compensation Committee.

The Nomination and Compensation Committee examines the compensation budget for all directors and executive officers and makes recommendations to the Board of Directors on an annual basis. The amount of compensation for directors and executive officers is determined by the Board of Directors within the budget.

1 Composition of compensation for directors and how it is determined

Compensation for directors shall consist of monthly compensation, performance-linked compensation, and performance-linked stock compensation.

With regard to monthly compensation, performance-linked compensation, and performance-linked stock compensation, a fixed amount shall be determined for monthly compensation, while a base amount and the number of standard points (one point = one common share) shall be determined for performance-linked compensation and performance-linked stock compensation depending on whether the person is an outside or internal director, or does or does not have the authority to represent the Company. Nevertheless, performance-linked compensation and performance-linked stock compensation will not be paid to outside directors.

Compensation for a director and compensation for an executive officer shall be totaled and paid together to those directors who are serving concurrently as executive officers.

Overviews of performance-linked compensation and performance-linked stock compensation are described in 4 and 5 below.

2 Composition of compensation for executive officers and how it is determined

Compensation for executive officers shall consist of monthly compensation, performance-linked compensation, and performance-linked stock compensation. The amount and composition of compensation for the Group CEO are examined and recommended by the

Nomination and Compensation Committee and determined by the Board of Directors based on the business environment and market level of compensation for executive officers, as well as the Group CEO's achievements and skills. The amount and composition of compensation for executive officers other than the Group CEO are determined based on the business environment and market level of compensation for executive officers and shall reflect the significance of duties, strategic positioning, achievements, and skills. A fixed amount shall be determined for monthly compensation, while a base amount and the number of standard points (one point = one common share) shall be determined for performance-linked compensation and performance-linked stock compensation.

Overviews of performance-linked compensation and performance-linked stock compensation are described in 4 and 5 below.

3 Composition of compensation for Audit & Supervisory Board members and how it is determined

The form and level of compensation for Audit & Supervisory Board members shall be commensurate with their duties and responsibilities and determined at a fixed amount through discussion between the Audit & Supervisory Board members depending on whether the Audit & Supervisory Board member is full-time or part-time while giving due consideration to their independence.

4 Performance-linked compensation

The Company has introduced a performance-linked compensation system in order to align compensation for officers and business strategies and promote incentives for officers to improve performance for further growth of the Group. Below is an overview of the system:

- Performance-linked compensation shall be determined by reflecting single-year corporate performance and individual performance to the base amount of performance-linked compensation.
- Performance metrics to evaluate corporate performance are adjusted consolidated profit and adjusted consolidated ROE, and the coefficient is determined as a ratio of actual figures to targeted figures (projected figures in business plans). For performance metrics to evaluate individual performance, the coefficient is determined depending on the results of individual performance evaluations of officers.
- The coefficient for performance-linked stock compensation is calculated by adding the belowmentioned coefficient for stock value to the coefficient for consolidated performance, and the number of points to be provided is calculated by adding the number of performance-linked stock compensation standard points to the coefficient for performance-linked stock compensation.
- For officers who serve as Business Owners or are in charge of those businesses, sales and profits of the business in question are used as performance metrics to evaluate corporate performance.

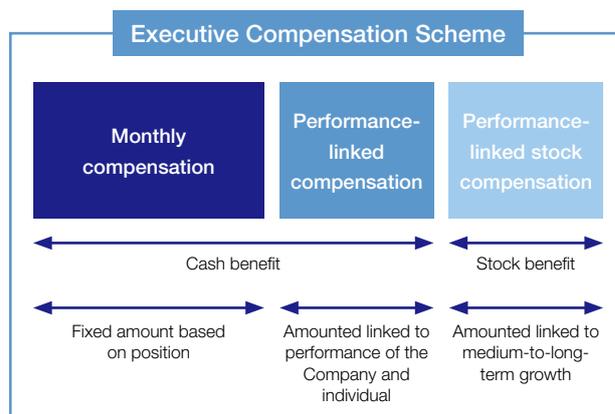
5 Performance-linked stock compensation

The Company has introduced a performance-linked stock compensation system in order to increase the linkage between compensation and increases in corporate value over the medium-to-long term.

Below is an overview of the system:

- Performance-linked stock compensation shall be determined by reflecting the medium-to-long-term stock value and consolidated performance to the number of performance-linked stock compensation standard points in comparison with the market.

- The coefficient for stock value shall be determined by comparing the three-year growth rate of our stock value with the TOPIX growth rate.
- The coefficient for consolidated performance shall be determined by comparing the growth rate of consolidated net income over the past three business years with the growth rate of our peers (global companies centering on insurance companies).
- The coefficient for performance-linked stock compensation is calculated by adding the abovementioned coefficient for stock value to the coefficient for consolidated performance, and the number of points to be provided is calculated by adding the number of performance-linked stock compensation standard points to the coefficient for performance-linked stock compensation.



Compensation Amounts of Directors and Audit & Supervisory Board Members

Category	Number of officers for payment	Total compensation, etc.	Total amount per type of compensation		
			Basic compensation		Performance-linked stock compensation
			Monthly compensation	Performance-linked compensation	
Directors	11	¥599 million	¥491 million		¥108 million
			¥324 million	¥166 million	
Audit & Supervisory Board members	7	¥104 million	¥104 million		-
			¥104 million	-	
Total	18	¥703 million	¥595 million		¥108 million
			¥429 million	¥166 million	

- Notes: 1. The number of officers for payment includes one director who resigned on March 31, 2017, and two Audit & Supervisory Board members who resigned at the end of the 7th General Meeting of Shareholders held on June 26, 2017.
2. Total compensation, etc., and total amount per type of compensation, etc., include compensation, etc., of one director who resigned on March 31, 2017, and two Audit & Supervisory Board members who resigned at the end of the 7th General Meeting of Shareholders held on June 26, 2017.
3. The total amount of compensation etc., of directors includes ¥467 million as compensation of executive officers for directors who are serving concurrently as executive officers (¥230 million in monthly compensation, ¥140 million in performance-linked compensation, and ¥96 million in performance-linked stock compensation). The compensation of executive officers is being paid to a total of seven persons.
4. Of the compensation, etc., paid to directors, monthly compensation and performance-linked compensation are paid in cash.
5. Performance-linked compensation is based on the performance of the previous fiscal year.
- The amount of reserve for performance-linked compensation based on the performance of the current fiscal year is ¥108 million.
6. Performance-linked stock compensation is the amount of provision of reserve for stock benefits posted as the portion for the current fiscal year.
7. Officers who receive compensation, etc., of ¥100 million or more in total from the Company and its consolidated subsidiaries are listed as follows.

Name	Officer category	Company category	Total amount per type of compensation			Total amount of consolidated compensation, etc.
			Basic compensation		Performance-linked stock compensation	
			Monthly compensation	Performance-linked compensation		
Kengo Sakurada	Director	The Company	¥192 million		¥56 million	¥248 million
	Director	Sompo Japan Nipponkoa Insurance Inc.	¥110 million	¥82 million		
Shinji Tsuji	Director	The Company	¥83 million		¥18 million	¥101 million
	Director	Sompo Japan Nipponkoa Himawari Life Insurance, Inc.	¥53 million	¥30 million		
Keiji Nishizawa	Director	The Company	-		-	¥160 million
	Director	Sompo Japan Nipponkoa Insurance Inc.	¥133 million			
			¥78 million	¥55 million		

8. The maximum amounts of compensation determined by resolutions of the General Meeting of Shareholders are as set out below.

Category	Maximum amount of compensation
Director	<ul style="list-style-type: none"> • Monthly compensation and performance-linked compensation (compensation paid in cash) No more than ¥700 million per year (of which the amount to outside directors shall be no more than ¥100 million per year) • Performance-linked stock compensation No more than ¥500 million*1 in three fiscal years*2 <p>*1 The maximum amount contributed by the Company as the portion for directors to the Board Benefit Trust for performance-linked stock compensation. *2 From the fiscal year ended March 31, 2017, to the fiscal year ending March 31, 2019 Note: In each case, the amount of compensation, etc., of directors does not include the portion paid as employee salary to directors serving concurrently as employees.</p>
Audit & Supervisory Board member	<ul style="list-style-type: none"> • Monthly compensation (compensation and paid in cash) <p>No more than ¥110 million per year</p>

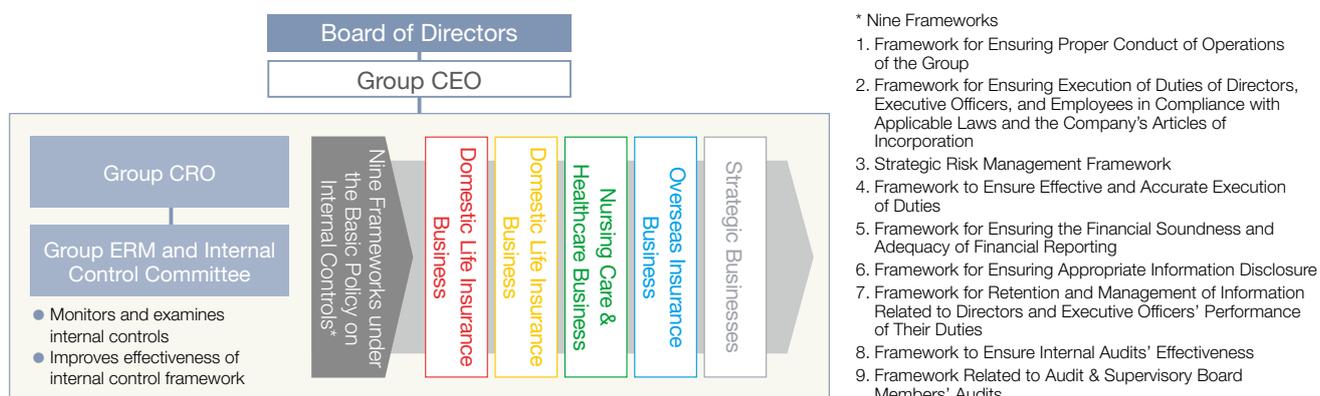
■ Group Internal Controls Supporting Corporate Governance

The Sampo Holdings Group has established the Basic Policy on Internal Controls to guide the development and ongoing improvement of the Group-level internal control framework and form business foundations for ensuring appropriate Group operations and improving corporate value.

The Group ERM and Internal Control Committee has been set up as an advisory body to the Group CRO. This committee

is responsible for identifying areas requiring improvement in relation to internal controls and discusses measures for addressing these areas to ensure that the nine frameworks described under the Basic Policy on Internal Controls can function efficiently and effectively. This committee also analyzes incidents that have occurred inside and outside of the Group in order to reinforce our internal control framework.

The Sampo Holdings Group's Group Internal Control Framework



■ Commitment to Compliance

The Group has formulated various policies such as the Group Basic Policy on Compliance, as well as the Group Compliance Code of Conduct, and is raising awareness among Group officers. We also anticipate various compliance-related risks and work to prevent risks from manifesting themselves so that each Group company can increase the effectiveness of compliance initiatives based on these policies.

For example, in regions where foreign countries' laws (laws and regulations other than those of Japan or the country in which we do business) apply, we use the Group's internal and external networks to gather information regarding revisions to laws and regulations in countries and regions around the world, and then confirm categories requiring responses. We provide this information to Group companies in Japan and overseas, helping them put their frameworks in place.

In addition, we are examining the possibility of using data analytics to identify potential risks of inappropriate actions by employees.

While the Group has positioned the insurance business at its core, it is expanding into such new business areas as nursing care and home remodeling. When developing frameworks, it is necessary to consider not only the relevant laws but also the characteristics, scale, and operating conditions of each Group company as well as the potential risks they face. As such, in addition to requiring reports from each Group company, our members participate in Group companies' meetings, and vice versa. We work to understand the conditions at each Group company and share information via company visits, helping us support the development of frameworks at Group companies.

■ Establishing an Group Internal Audit Framework

Sampo Holdings has established the Sampo Holdings Group Basic Policy on Internal Audits, which defines internal audits as a process for verifying the appropriateness and effectiveness of internal control framework. Moreover, the policy clearly states that internal audits are not merely meant to detect and identify issues in internal administrative processes or other areas, but should rather go further to analyze issues and provide recommendations on methods for improvement.

Based on these provisions, we are to establish an efficient and effective internal audit framework.

To establish an effective Group-wide internal audit framework, the Company monitors the internal audit plans of Group companies as well as the actual status of audits. Through this monitoring, the Company identifies signs of risks and conducts the necessary internal audits based on those risks while otherwise supporting Group companies.

■ IT Governance

Evolving the IT systems of Group companies requires processes based on the regulations of each country and industry in which we operate. We are also implementing other management processes in line with international standards.

At the same time, the Group is pursuing Group synergies,

such as reducing system costs and risks by standardizing systems and appropriately assigning and training IT personnel. Meanwhile, by upgrading system infrastructure to be compatible with present and future digital trends, we will also engage in executing strategic digital projects.

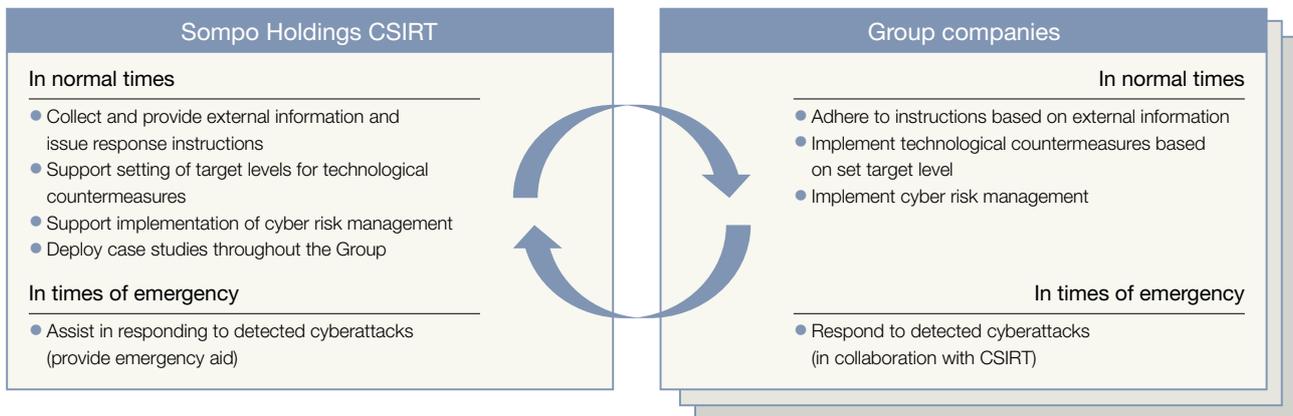
■ Response to Cyber Risks—CSIRT

The Group has set up Sampo Holdings CSIRT* as a specialized organization tasked with systematically responding to ever-growing cyber risks for the entire Group. We will ceaselessly increase the sophistication of our responses to cyber risks by supporting preparations for cyber risk management at each Group company and collecting external information.

Sampo Holdings CSIRT plays a central role in implementing the following initiatives, and individuals are assigned at each Group company to take charge of these initiatives.

- Collect external information (damages, vulnerabilities) and share with Group companies and issue response instructions
- Integrate information pertaining to detected cyberattacks within the Group and support responses to such attacks
- Support setting of target levels for technological countermeasures based on probability and potential impact of risks at each Group company
- Assist creation of business continuity plans, planning, and implementation of employee training programs and drills

* CSIRT: Computer Security Incident Response Team



Information Disclosure

The Group has established a basic disclosure policy and strives to disclose information in an appropriate and timely manner to ensure that its various stakeholders, including customers, shareholders, and other investors, have a correct understanding of the Sompo Holdings Group's management and other initiatives.

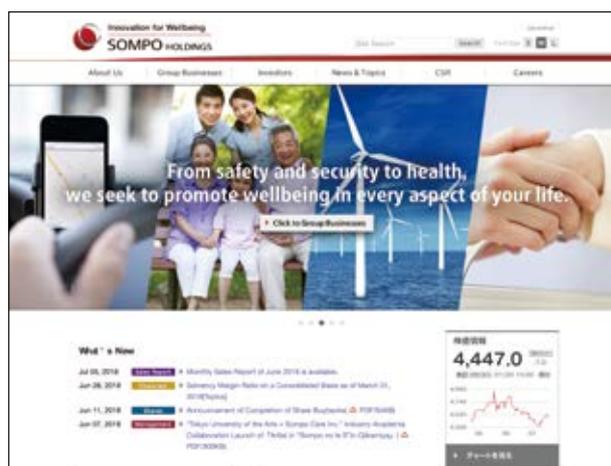
Corporate Website / Integrated Report

The Company's corporate website is a source of corporate data as well as information on Group businesses, topics of interest to shareholders and other investors, and CSR activities. We also post timely news releases on this website. The English version of the website provides a variety of information for people overseas.

URL

<https://www.sompo-hd.com/en/>

In addition to the corporate website, the Company publishes its integrated annual report (in Japanese and English), which provides easy-to-understand explanations of the Group's profile, management policies, and operating performance.



Regular Investor Briefings for Investors and Analysts

The Company holds regular investor briefings for investors and analysts. Presentation materials used in these briefings are made available for all interested parties on the Company's corporate website.

IR meetings are held twice annually with the Group CEO, the CFO, the CSO, and other members of senior management in attendance, in principle, and include presentations and question and answer sessions. The Company also arranges for members of senior management, including the Group CEO, to take part in discussions with domestic and overseas

investors on an individual basis. In addition, we provide a wide range of opportunities for discussions with Business Owners with regard to specific business themes.

Through such discussions, the Company is able to explain its management policies and other topics in a timely manner while also providing the Board of Directors and members of senior management with timely feedback on investor interests and concerns, which contributes to the formulation of management strategies and the execution of operations.

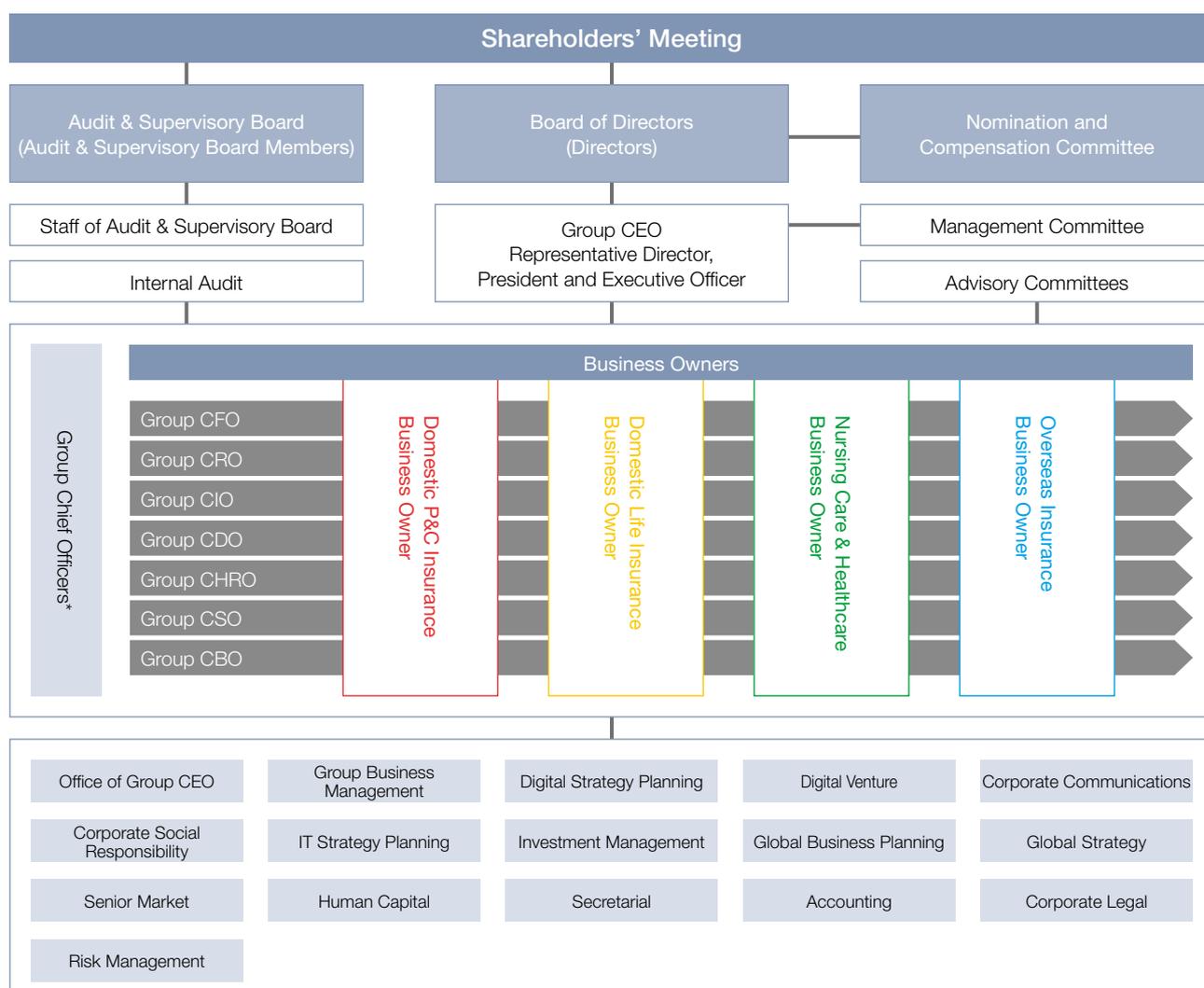
Business strategy explanation meetings for institutional investors and analysts (IR meetings)	2 times
Financial results conference calls for institutional investors and analysts	2 times
Small, theme-specific meetings with Business Owners, etc.	4 times
Conferences sponsored by securities companies	5 times
One-on-one meetings with institutional investors	249 times
Information sessions for individual investors	8 times

Corporate Overview

Company name:	Sompo Holdings, Inc.
Date of establishment:	April 1, 2010
Capital:	¥100 billion
Head office:	26-1, Nishi-Shinjuku 1-chome, Shinjuku-ku, Tokyo 160-8338, Japan
Group CEO Representative Director, President and Executive Officer:	Kengo Sakurada
Employees:	557*
Business activities:	Management of P&C insurance companies, life insurance companies, and other companies controlled as subsidiaries pursuant to the Insurance Business Law, and other related operations.
Exchange listing:	Tokyo Stock Exchange (First Section)
URL:	https://www.sompo-hd.com/en/

* As of March 31, 2018

Organization Chart



* Group Chief Officers are acronyms for the following titles. Group CFO : Group Chief Financial Officer / Group CRO : Group Chief Risk Officer
 Group CIO : Group Chief Information Officer / Group CDO : Group Chief Digital Officer / Group CHRO : Group Chief Human Resource Officer
 Group CSO : Group Chief Strategy Officer / Group CBO : Group Chief Brand Officer

■ Share Information

(As of July 1, 2018)

- | | |
|--|---|
| 1. Fiscal year: | April 1 of each year through March 31 of the following year |
| 2. Annual General Meeting of Shareholders: | Held within 3 months of the end of each fiscal year |
| 3. Record date for year-end dividends and voting rights: | March 31
Note: Record date for interim dividends: September 30 |
| 4. Share-trading lot size: | 100 |
| 5. Shareholder registry administrator: | Mizuho Trust & Banking Co., Ltd. |
| 6. Public notices: | Sompo Holdings issues public notices electronically (https://www.sompo-hd.com/)
Note: If a public notice cannot be issued electronically, it will be published in the <i>Nihon Keizai Shimbun</i> (newspaper). |
| 7. Exchange listing: | Tokyo Stock Exchange (First Section) |

■ Matters for the General Meeting of Shareholders

The 8th General Meeting of Shareholders was held on June 25, 2018. The matters to be reported and the matters to be resolved were as follows:

Matters to Be Reported

1. The business report, the consolidated financial statements, and the audit reports by the accounting auditors and the Audit & Supervisory Board for fiscal 2017 (April 1, 2017 to March 31, 2018)
2. The financial statements for fiscal 2017 (April 1, 2017 to March 31, 2018)

Matters to Be Resolved

- Proposal No. 1 Disposition of Retained Earnings
- Proposal No. 2 Appointment of 12 Directors
- Proposal No. 3 Appointment of 2 Audit & Supervisory Board Members

The proposals were approved as initially proposed.

■ Distribution and Shares

(As of March 31, 2018)

1. Equity Shares

(1) Type of shares	Common shares
(2) Total number of authorized shares	1,200,000,000
(3) Total number of shares outstanding	415,352,294 (Including treasury stock)
(4) Total number of shareholders	43,081

2. Types of Shareholders

Category	Number of Shareholders	Number of Shares Held (Thousands)* ¹	Portion of Shares Outstanding (%) ²
National and Regional Governmental Organizations	2	8	0.00
Financial Institutions	170	137,831	33.18
Securities Companies	53	12,016	2.89
Other Corporations	1,018	30,179	7.27
Foreign Investors	747	163,267	39.31
Individuals and Others	41,091	72,049	17.35
Total	43,081	415,352	100.0

*1 Numbers of shares held are truncated to the unit displayed.

*2 Portions of shares outstanding are rounded to the unit displayed.

■ Top 10 Shareholders

(As of March 31, 2018)

Name of Shareholder	Number of Shares Held (Thousands)	Portion of Shares Outstanding (Excluding Treasury Stock) (%)
JP MORGAN CHASE BANK 380072	25,602	6.72
The Master Trust Bank of Japan, Ltd. (Trust account)	22,625	5.94
Japan Trustee Services Bank, Ltd. (Trust account)	18,924	4.96
Sompo Holdings Employee Shareholders Association	8,906	2.34
GOVERNMENT OF NORWAY	8,684	2.28
The Dai-ichi Life Insurance Company, Limited	8,181	2.15
NIPPON EXPRESS CO., LTD.	8,001	2.10
Japan Trustee Services Bank, Ltd. (Trust account 5)	7,392	1.94
STATE STREET BANK WEST CLIENT - TREATY 505234	6,790	1.78
Japan Trustee Services Bank, Ltd. (Trust account 7)	6,672	1.75

Notes: 1. In addition to the above, the Company holds 34,176 thousand shares of treasury stock. This number of treasury stock does not include 596 thousand shares of the Company's stock held by Mizuho Trust & Banking Co., Ltd. (Re-entrusted entity: Trust & Custody Services Bank, Ltd. (Trust E account) established for the "Board Benefit Trust (BBT)" plan.)

2. The number of shares held by The Dai-ichi Life Insurance Company, Limited, includes 4,492 thousand shares contributed by that company as trust assets for a retirement benefit trust (In the shareholder register, the shares are listed in the name of Mizuho Trust & Banking Co., Ltd., Dai-ichi Life Insurance Retirement Benefit Trust.)

3. The number of shares held by NIPPON EXPRESS CO., LTD., includes 1,600 thousand shares contributed by that company as trust assets for a retirement benefit trust (In the shareholder register, the shares are listed in the name of Mizuho Trust & Banking Co., Ltd., NIPPON EXPRESS Retirement Benefit Trust.)

The Sampo Holdings Group consists of 100 subsidiaries and 14 affiliates. The Group is engaged in domestic P&C insurance, domestic life insurance, and other businesses. Major Group companies are as follows.

List of Group Companies

Domestic P&C Insurance

- ◎ Sampo Japan Nipponkoa Insurance Inc.
- ◎ SAISON AUTOMOBILE AND FIRE INSURANCE COMPANY, LIMITED
- ◎ Sampo 24 Insurance Company Limited
- ◎ Sampo Japan Nipponkoa Insurance Services Inc.
- ★ Hitachi Capital Insurance Corporation

Domestic Life Insurance

- ◎ Sampo Japan Nipponkoa Himawari Life Insurance, Inc.

Nursing Care & Healthcare

- ◎ Sampo Care Message Inc.
- ◎ Sampo Care Next Inc.
- ◎ Sampo Risk Management & Health Care Inc.

Overseas Insurance

- ◎ Sampo International Holdings Ltd. <Bermuda, British Overseas Territory>
- ◎ Endurance Specialty Insurance Ltd. <Bermuda, British Overseas Territory>
- ◎ Endurance U.S. Holdings Corp. <U.S.A.>
- ◎ Sampo America Insurance Company <U.S.A.>
- ◎ Endurance Worldwide Holdings Limited <U.K.>
- ◎ Endurance Worldwide Insurance Limited <U.K.>
- ◎ Sampo International Holdings (Europe) Limited <U.K.>
- ◎ SI Insurance (Europe), SA <Luxembourg>
- ◎ Sampo Japan Nipponkoa Insurance Company of Europe Limited <U.K.>
- ◎ Sampo Japan Sigorta Anonim Sirketi <Turkey>
- ◎ Sampo Holdings (Asia) Pte. Ltd. <Singapore>
- ◎ Sampo Insurance Singapore Pte. Ltd. <Singapore>
- ◎ Berjaya Sampo Insurance Berhad <Malaysia>
- ◎ PT Sampo Insurance Indonesia <Indonesia>
- ◎ Sampo Insurance China Co., Ltd. <China>
- ◎ Sampo Insurance (Hong Kong) Company Limited <China>
- ◎ Sampo Seguros S.A. <Brazil>
- ◎ Sampo Saude Seguros S.A. <Brazil>
- ★ Universal Sampo General Insurance Company Limited <India>

Financial and Other Services

- ◎ Sampo Japan Nipponkoa Asset Management Co., Ltd. (Asset Management)
- ◎ Sampo Japan Nipponkoa DC Securities Inc. (Defined Contribution Pension Plans)

Notes: 1. The definitions of each sign are as follows. ◎: Consolidated subsidiary ★: Affiliate accounted for under the equity method
 2. Sampo Care Message Inc. changed its name to Sampo Care Inc. on April 1, 2018.
 3. Sampo Care Next Inc. merged with Sampo Care Inc. on July 1, 2018.

Subsidiaries and Affiliates

Consolidated Subsidiaries

Company Name	Location of Head Office	Date of Establishment	Capital	Main Business	Proportion of Voting Rights Held by the Holding Company (%) ^{*1}	Proportion of Voting Rights Held by Subsidiaries or Affiliates of the Holding Company (%) ^{*1}
Sompo Japan Nipponkoa Insurance Inc.	Shinjuku-ku, Tokyo	February 12, 1944	70,000 million Japanese yen	Domestic P&C Insurance	100.0	—
SAISON AUTOMOBILE AND FIRE INSURANCE COMPANY, LIMITED	Toshima-ku, Tokyo	September 22, 1982	31,010 million Japanese yen	Domestic P&C Insurance	—	99.8
Sonpo 24 Insurance Company Limited	Toshima-ku, Tokyo	December 6, 1999	19,000 million Japanese yen	Domestic P&C Insurance	—	100.0
Sompo Japan Nipponkoa Insurance Services Inc.	Shinjuku-ku, Tokyo	February 28, 1989	1,845 million Japanese yen	Domestic P&C Insurance	—	100.0
Sompo Japan Nipponkoa Himawari Life Insurance, Inc.	Shinjuku-ku, Tokyo	July 7, 1981	17,250 million Japanese yen	Domestic Life Insurance	100.0	—
Sompo Care Message Inc.* ²	Shinagawaku-ku, Tokyo	May 26, 1997	3,925 million Japanese yen	Nursing Care & Healthcare	100.0	—
Sompo Care Next Inc.* ³	Shinagawaku-ku, Tokyo	November 11, 1992	5,095 million Japanese yen	Nursing Care & Healthcare	100.0	—
Sompo Risk Management & Health Care Inc.	Shinjuku-ku, Tokyo	November 19, 1997	30 million Japanese yen	Nursing Care & Healthcare	100.0	—
Sompo International Holdings Ltd.	Pembroke (Bermuda, British Overseas Territory)	March 24, 2017	0 thousand U.S. dollars	Overseas Insurance	—	100.0
Endurance Specialty Insurance Ltd.	Pembroke (Bermuda, British Overseas Territory)	November 30, 2001	12,000 thousand U.S. dollars	Overseas Insurance	—	100.0
Endurance U.S. Holdings Corp.	Purchase (New York, U.S.A.)	August 2, 2002	140,000 thousand U.S. dollars	Overseas Insurance	—	100.0
Sompo America Insurance Company	New York (New York, U.S.A.)	August 9, 1962	13,742 thousand U.S. dollars	Overseas Insurance	—	100.0
Endurance Worldwide Holdings Limited	London (U.K.)	April 10, 2002	215,967 thousand British pounds	Overseas Insurance	—	100.0
Endurance Worldwide Insurance Limited	London (U.K.)	April 10, 2002	215,967 thousand British pounds	Overseas Insurance	—	100.0
Sompo International Holdings (Europe) Limited	London (U.K.)	December 12, 2017	0 thousand euros	Overseas Insurance	—	100.0
SI Insurance (Europe), SA	Luxembourg (Luxembourg)	January 12, 2018	30 thousand euros	Overseas Insurance	—	100.0
Sompo Japan Nipponkoa Insurance Company of Europe Limited	London (U.K.)	August 20, 1993	173,700 thousand British pounds	Overseas Insurance	—	100.0

The Company, Subsidiaries, and Affiliates (As of March 31, 2018)

Company Name	Location of Head Office	Date of Establishment	Capital	Main Business	Proportion of Voting Rights Held by the Holding Company (%) ^{*1}	Proportion of Voting Rights Held by Subsidiaries or Affiliates of the Holding Company (%) ^{*1}
Sompo Japan Sigorta Anonim Sirketi	Istanbul (Turkey)	March 30, 2001	195,498 thousand Turkish liras	Overseas Insurance	—	100.0
Sompo Holdings (Asia) Pte. Ltd.	Singapore (Singapore)	August 1, 2008	790,761 thousand Singaporean dollars	Overseas Insurance	—	100.0
Sompo Insurance Singapore Pte. Ltd.	Singapore (Singapore)	December 14, 1989	318,327 thousand Singaporean dollars	Overseas Insurance	—	100.0
Berjaya Sompo Insurance Berhad	Kuala Lumpur (Malaysia)	September 22, 1980	118,000 thousand Malaysian ringgits	Overseas Insurance	—	70.0
PT Sompo Insurance Indonesia	Jakarta (Indonesia)	December 16, 1975	194,940,000 thousand Indonesian Rupiahs	Overseas Insurance	—	80.0
Sompo Insurance China Co., Ltd.	Dalian (China)	May 31, 2005	600,000 thousand Chinese yuan	Overseas Insurance	—	100.0
Sompo Insurance (Hong Kong) Company Limited	Hong Kong (China)	March 25, 1977	270,000 thousand Hong Kong dollars	Overseas Insurance	—	97.8
Sompo Seguros S.A.	Sao Paulo (Brazil)	October 8, 1943	985,585 thousand Brazilian reals	Overseas Insurance	—	99.9
Sompo Saude Seguros S.A.	Sao Paulo (Brazil)	June 12, 2001	116,280 thousand Brazilian reals	Overseas Insurance	—	100.0
Sompo Japan Nipponkoa Asset Management Co., Ltd.	Chuo-ku, Tokyo	February 25, 1986	1,550 million Japanese yen	Other (Asset management service)	100.0	—
Sompo Japan Nipponkoa DC Securities Inc.	Shinjuku-ku, Tokyo	May 10, 1999	3,000 million Japanese yen	Other (Defined contribution pension plans)	—	100.0
45 other companies						

Equity-Method Affiliates

Company Name	Location of Head Office	Date of Establishment	Capital	Main Business	Proportion of Voting Rights Held by the Holding Company (%) ^{*1}	Proportion of Voting Rights Held by Subsidiaries or Affiliates of the Holding Company (%) ^{*1}
Hitachi Capital Insurance Corporation	Chiyoda-ku, Tokyo	June 21, 1994	6,200 million Japanese yen	Domestic P&C Insurance	—	20.6
Universal Sompo General Insurance Company Limited	Mumbai (India)	January 5, 2007	3,681,818 thousand Indian rupees	Overseas Insurance	—	28.4
2 other companies						

Note: "Subsidiaries and affiliates" includes subsidiaries and affiliates as specified in the Insurance Business Law and the Enforcement Order for the Insurance Business Law.

^{*1} Figures in proportion of voting rights are rounded to the indicated decimal place.

^{*2} Sompo Care Message Inc. changed its name to Sompo Care Inc. on April 1, 2018.

^{*3} Sompo Care Next Inc. merged with Sompo Care Inc. on July 1, 2018.