Editorial Policy

The Company prepared the Integrated Annual Report 2023 with reference to the International Integrated Reporting Framework*1 and METI's Guidance for Collaborative Value Creation*2. It provides an easy-to-understand explanation of our business model and the value we deliver to our stakeholders.

This report also serves as disclosure materials based on Article 271-25 of the Insurance Business Act and Article 210-10-2 of the Ordinance for Enforcement of the Insurance Business Act.

- *1 An international corporate reporting framework maintained by the Value Reporting Foundation, which enables companies to tell their short-, medium-, and long-term value creation stories.
- *2 Guidance developed by Japan's Ministry of Economy, Trade and Industry to encourage companies and investors to deepen mutual understanding through information disclosure and dialogue, thereby promoting collaborative value creation.



About the cover design

The design of the cover of this Integrated Annual Report 2023 was inspired by the "Value Creation Cycle," which serves as a common framework across the Sompo Group. The image, which shows My Purpose (which is unique for each employee) superimposed over SOMPO's Purpose, expresses SOMPO's unique story of providing a wide range of value to society.



Disclaimer

The information presented in this report includes future forecasts based mainly on the Sompo Group's management policies and plans.

They are based on information available at the time of publishing. Accordingly, actual earnings and activity plans may be affected by the future operating environment.





We would like to deeply apologize to our customers, shareholders, agents, business partners, and all other stakeholders, for the compliance issues that have surfaced, including employee involvement in the practice of adjusting premiums at our subsidiary, Sompo Japan Insurance, and fraudulent insurance claims by used car dealerships that act as insurance agencies for Sompo Japan Insurance. We understand the significant inconvenience and concerns this has caused.

As a Group with insurance as its mainstay business that depends upon the trust of society, we take the current situation very seriously. We have established an investigative committee comprising external lawyers and the like and we are making every effort to fully clarify the situation. We are committed to ascertaining the facts and the true causes of these events and going forward the Group will work as one to regain the trust of all stakeholders.

Contents

Message from the Group CEO	
Message from the Group COO	08
-	
Part I. Strategy	
Strategy to Realize SOMPO's Purpose	12
Message from the Group CFO/CSO	14
Mid-Term Management Plan	18
Strategy Execution Status	
Further Strengthening Resilience	
1) Scale and Diversification	
2) One Sompo	24
"Building and Making Connections" based on data and other resources	
1) Real Data Platform (RDP)	
2) Providing New Value through Insurhealth®	
Evolution of SOMPO's Digital Strategy.	30
Special Feature 1: Three Horizons of SOMPO's Digital Strategy	
Horizon 1: CDOs invigorating DX (Digital Transformation) at SOMPO	32
Horizon 2: Making the Data Business a Reality	
Future of Nursing Care Realized by the Nursing Care Real Data Platform "egaku"	
Horizon 3: Strategies for Coming Disruption	40
D	
Part II. SOMPO's Purpose Management	
Value Creation Cycle — Common Framework to Realize Purpose —	4
Special Three-Way Discussion Human Capital Management for Enhancing Corporate Value	
Starting point of the Value Creation Cycle	
Value creation that originates from My Purpose	50
Value Creation Cycle: Route of Driving Force (Engagement)	
Toward improvement of engagement	54
Value Creation Cycle: Route of Driving Force (I&D)	
Enhancement of organizational strengths with diversity	60
Special Feature 2: SOMPO Awards	62
Three-Way Discussion With Directors Culture Change for Sustainable Growth	68
Improving Unrealized Financial Value	
Visualizing the Impact Path of Human Capital	7
Evidence of Inner Changes	74
Evidence for Emerged Changes and Outcomes	70
Part III. Business Foundation	
Capital Policy/ERM	
SDGs in Business Management	
Climate Action	
Governance	
Reference Information	
Group Companies	122
Governance Member Endorsement of the Integrated Annual Report	

Sompo Holdings, Inc.

To create a society in which every person can live a healthy, prosperous and happy life in one's own way

We will never let this lofty ambition be dismissed as a mere pipe dream.

In these uncertain times, the one thing that we rely upon is the thoughts and feelings that are in the heart of every one of us.

SOMPO strives to evolve into a powerful organization where every employee respects one another and works with a sense of fulfillment and happiness by facing each employee's thoughts and feelings deeply. When diverse values and thoughts intermingle and we are passionately motivated to take on a challenge, the "Value Creation Cycle" continues to expand and accelerate.

In this way, new innovations that make security, health & wellbeing possible will continue to be created.

The thoughts and feelings that are in the heart of every employee will make SOMPO's Purpose a reality

SOMPO's Purpose

With "A Theme Park for Security,

Health & Wellbeing," create a society in
which every person can live a healthy,
prosperous and happy life in one's own way.

Social value delivered by SOMPO

- Protect people from future risks facing the society
- Create a future society for healthy and happy lives
- Foster the ability to change the future society with diverse talents and connections

Sompo Holdings, Inc. 2 Integrated Annual Report 2023 Sompo Holdings, Inc. 3 Integrated Annual Report 2023