

Supplementary Materials

November 25, 2025

Sompo Holdings, Inc.



Index

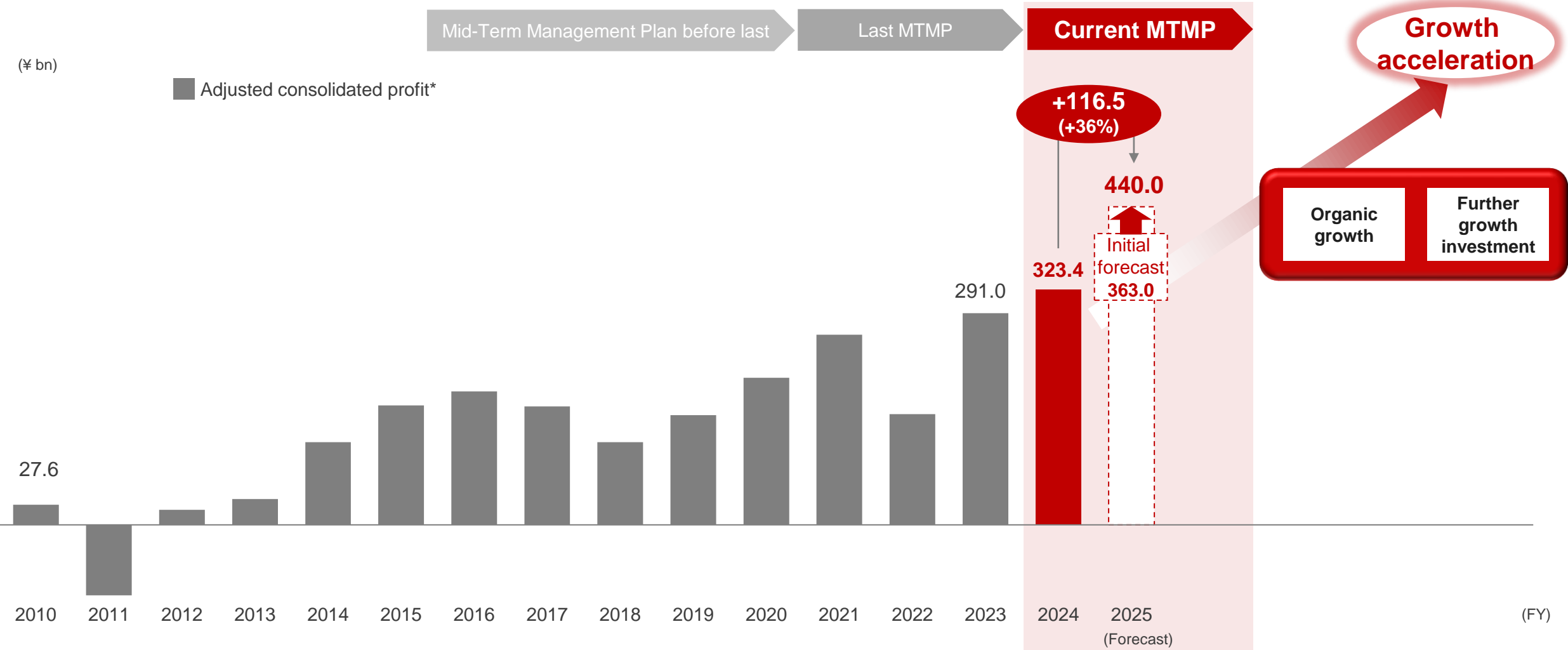
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1. Group Strategy

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

Adjusted Consolidated Profit

- Adjusted consolidated profit for FY2025 is expected to be ¥440.0 bn, significantly higher than the initial forecast by ¥77.0 mn
- Aim to increase profits in FY2026 onwards through organic growth of all businesses and further growth investment

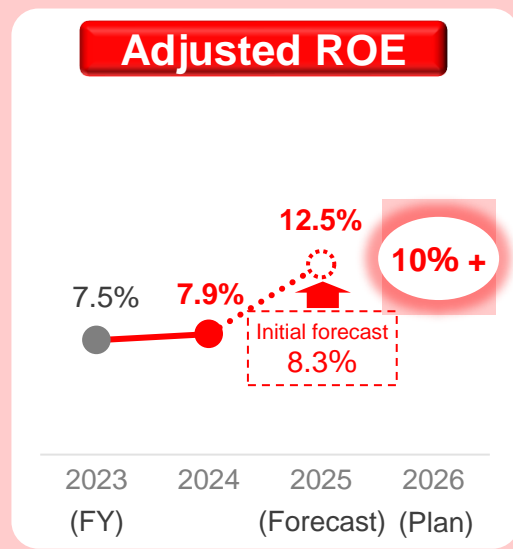
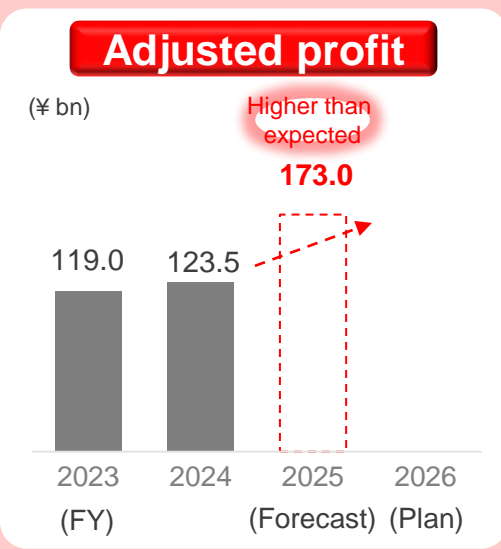


* JGAAP through FY2023, IFRS basis from FY2024

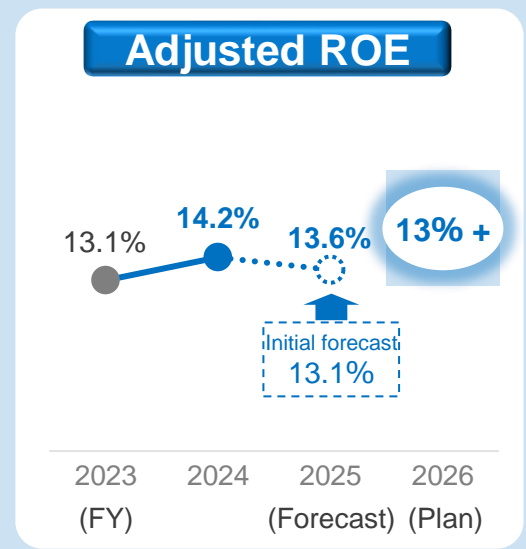
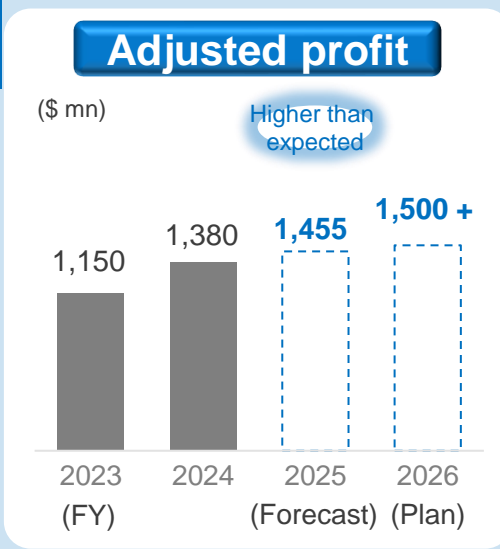
Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

(Reference) Adjusted Profit and Adjusted ROE by Business

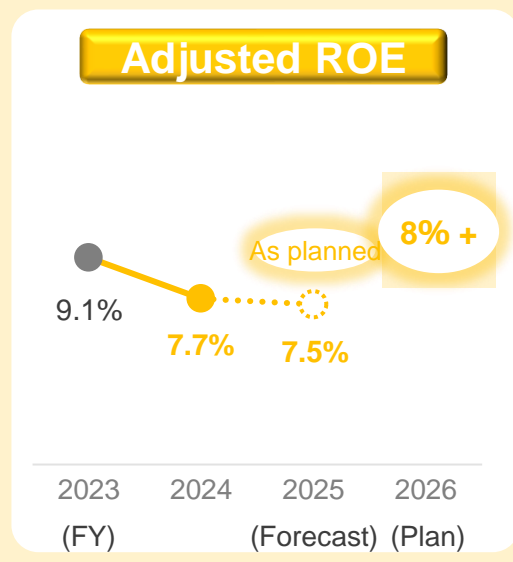
Domestic P&C



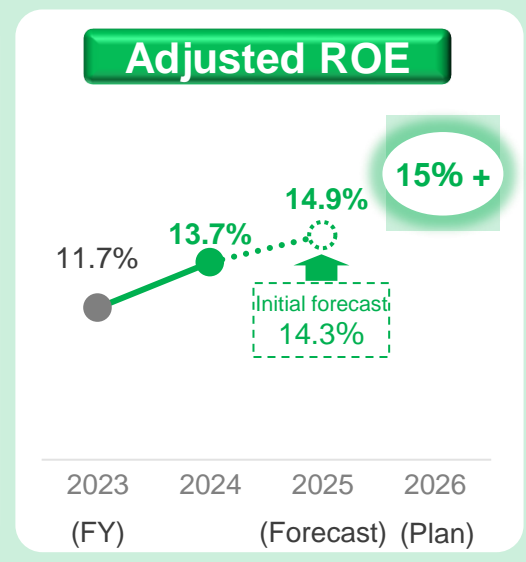
Overseas



Domestic Life



Nursing Care



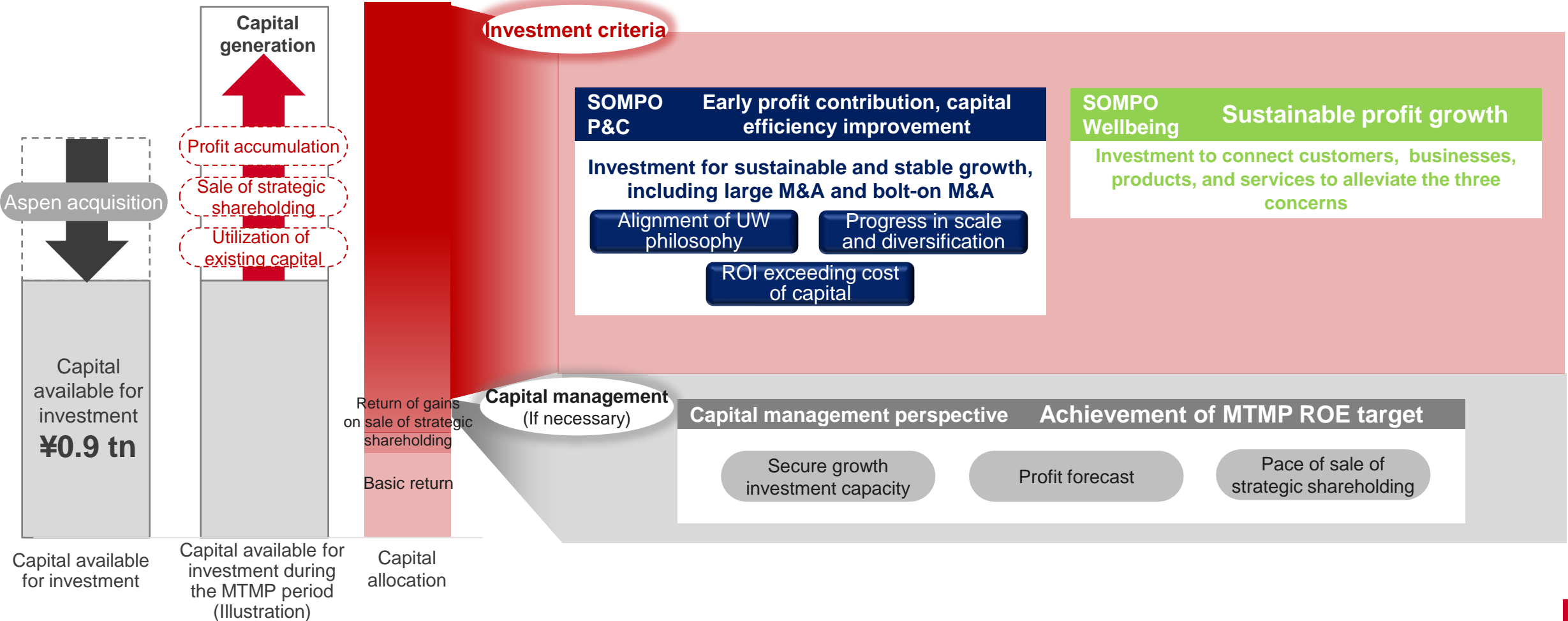
* IFRS4 basis for overseas insurance, JGAAP basis for FY2023 adjusted ROE of the nursing care business, IFRS basis for others

Group			
SOMPO P&C		SOMPO Wellbeing	
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Next Growth Investment

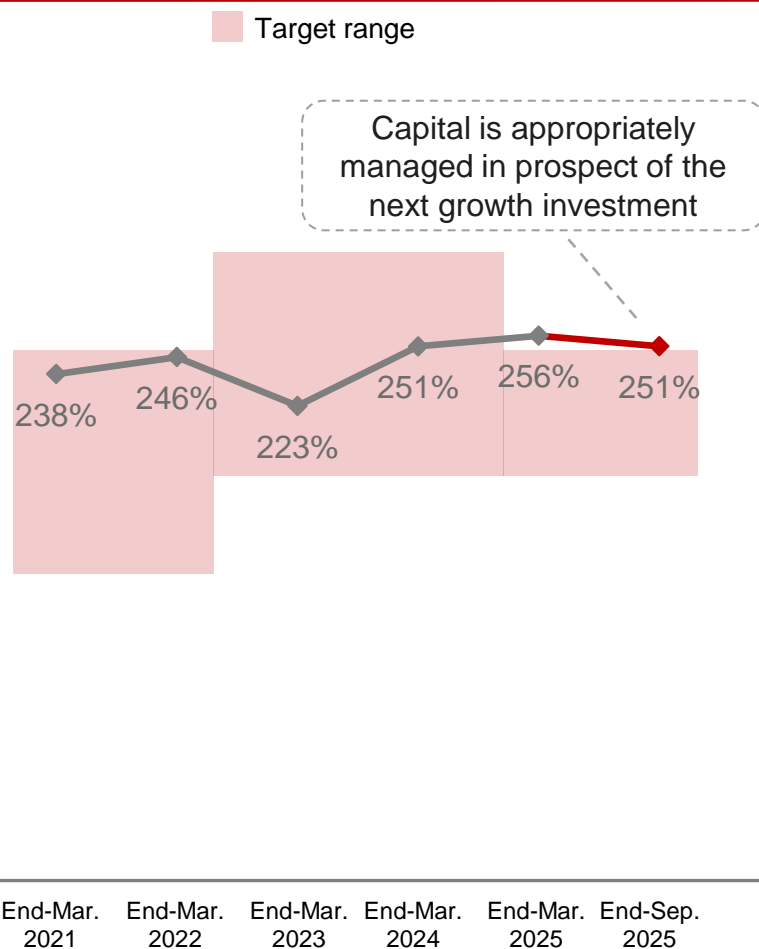
- Even with the completion of the Aspen deal, the capacity for growth investment is projected to be sufficient through accelerated sale of strategic shareholding and higher-than-expected profits
- Execute growth investment in prospect of early profit contribution and sustainable profit growth, while improving capital efficiency through capital management as necessary

Capital generation and capital allocation



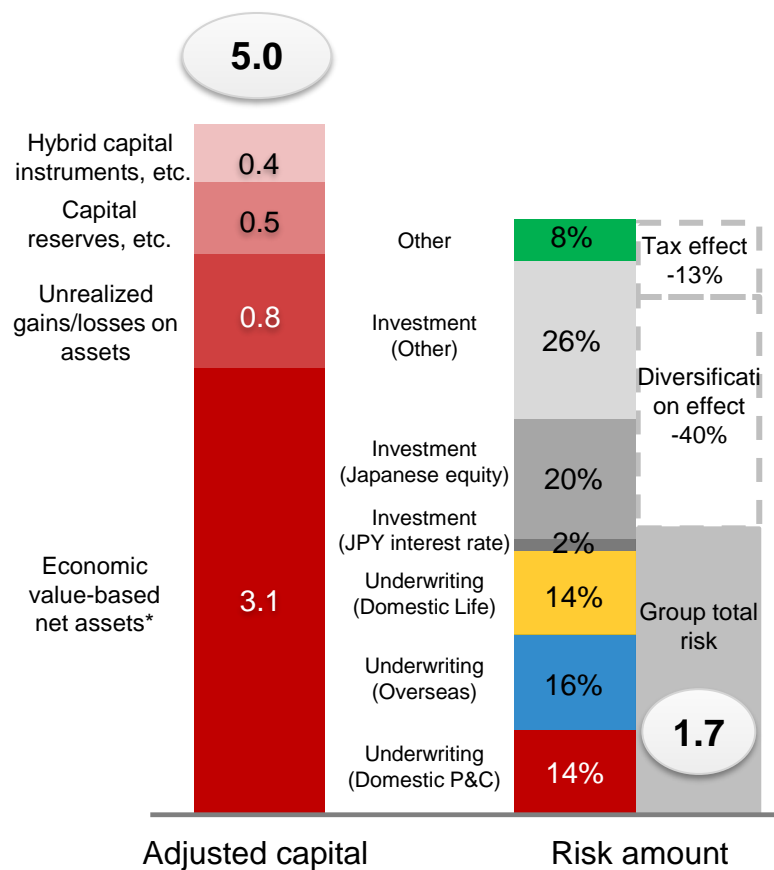
- ESR was 251% at the end of September 2025
- Capital is appropriately managed in light of the accelerated sale of strategic shareholding and growth investment pipeline

ESR (99.5%VaR)

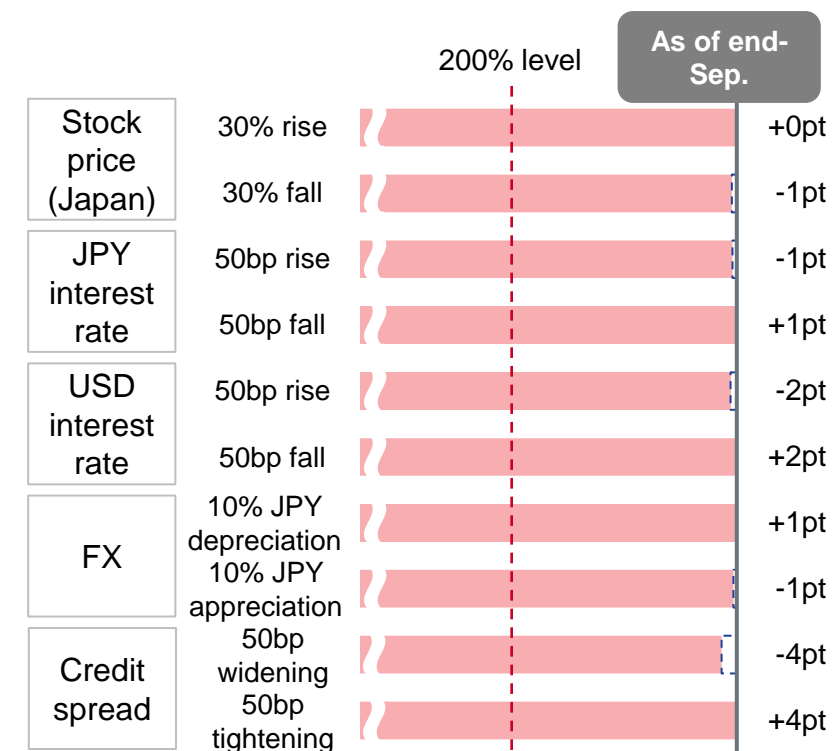


Risk profile (As of end-September 2025)

(¥ tn)



Market sensitivity (As of end-September 2025)



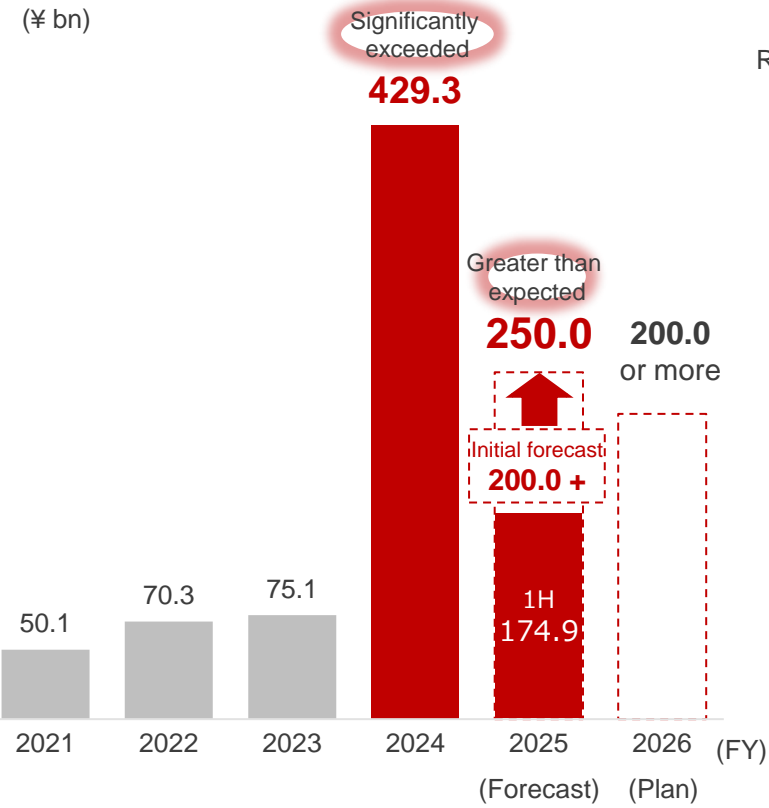
* Excludes unrealized gains/losses on assets

Reduction of Strategic Shareholding

- The reduction target of strategic shareholding for FY2025 was revised up by ¥50.0 bn to ¥250.0 bn from the beginning-of-year forecast, with progress being accelerated toward our goal of significantly reducing these holdings by FY2030
- Cash generated will be allocated while balancing a strong focus on growth-oriented risk-taking investment with capital-efficient shareholder returns

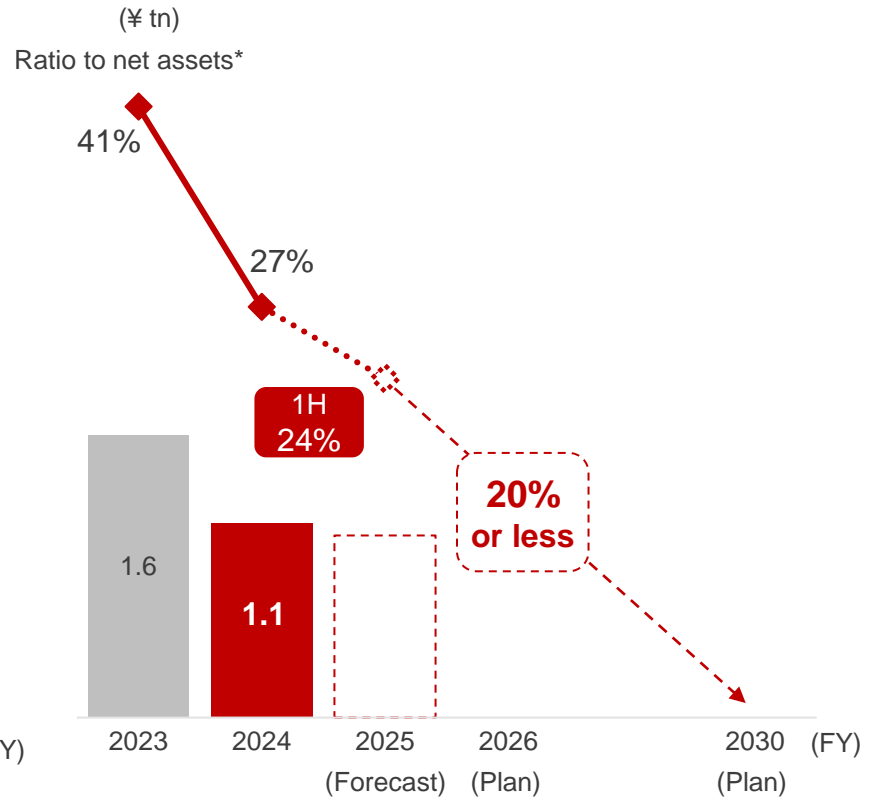
Reduction of strategic shareholding

MTMP target **¥800.0 bn or more**
(Initial plan: ¥600.0 bn)



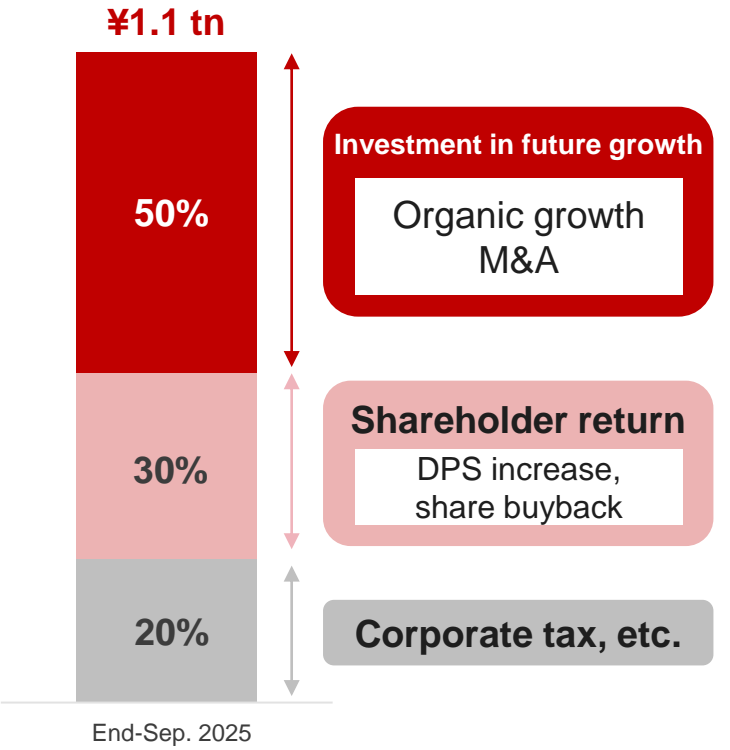
Balance of strategic shareholding

Fair value of balance **¥1.1 tn**
(As of end-Sep. 2025)
(Ratio to net assets 24%*)



Use of cash generated (Illustration)

Emphasis on balancing investment in future growth and shareholder return



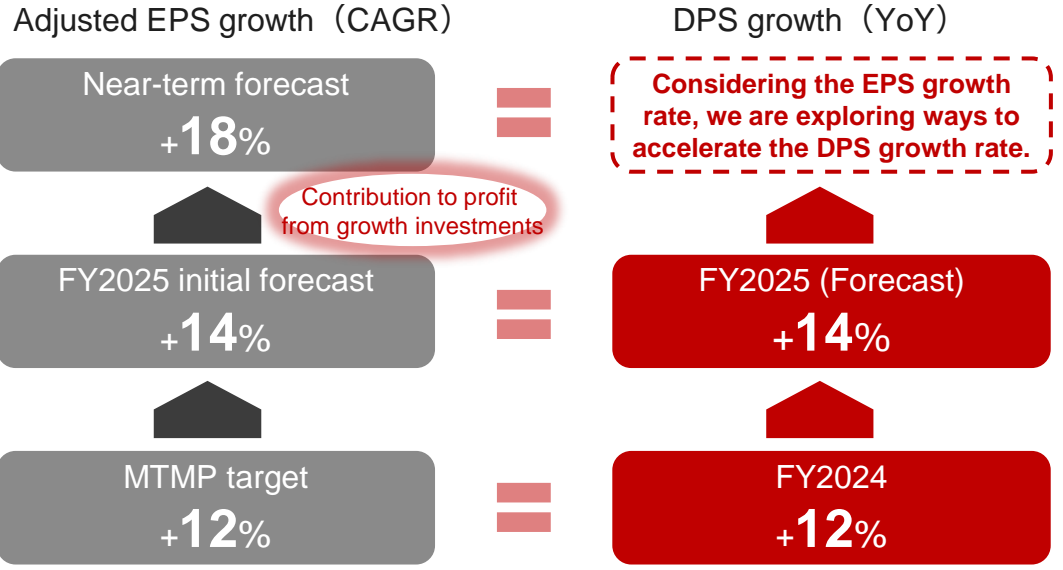
* Amount of listed strategic shareholding / IFRS consolidated net asset

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

Shareholder Return Policy

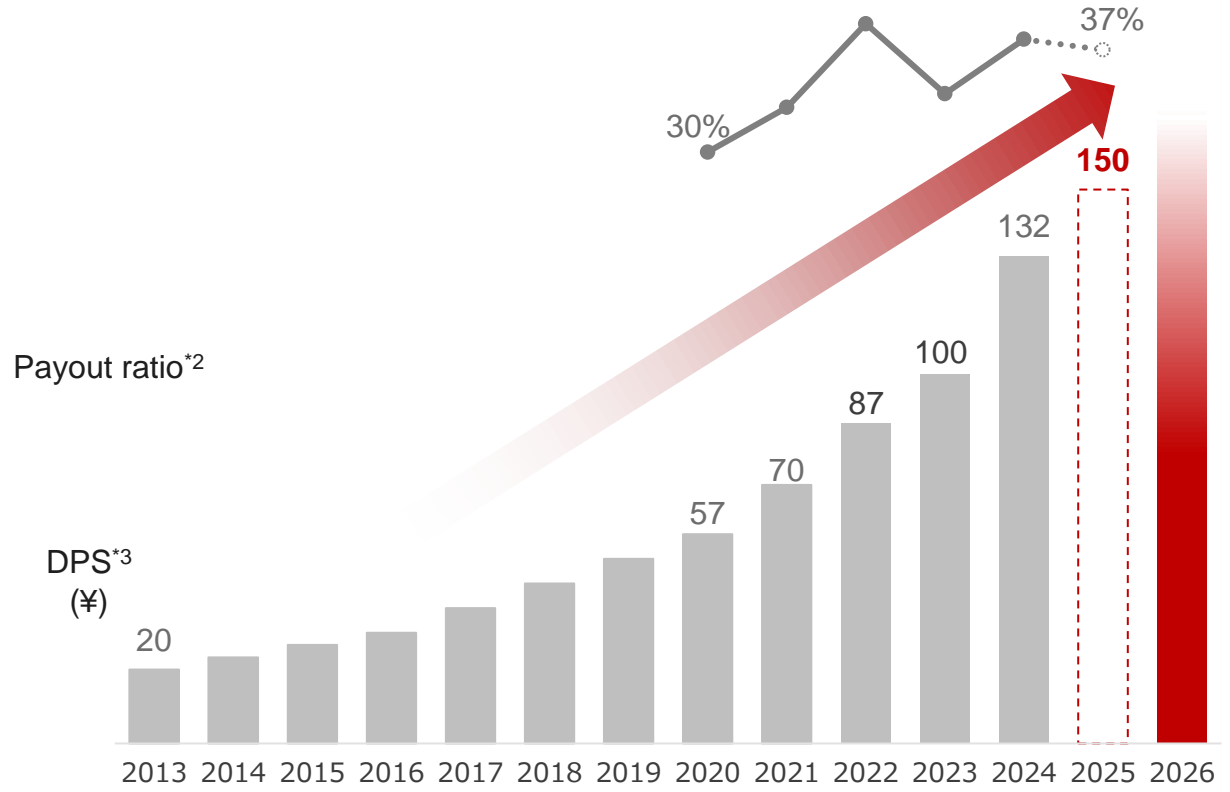
- Considering the projected acceleration of EPS growth from +14% to +18% driven by growth investments, we will explore further accelerating our DPS growth rate
- Alongside an anticipated 12th consecutive year of dividend increases, the payout ratio has also gradually grown

DPS growth to accelerate in line with the profit growth



Along with the dividend increase, the payout ratio also rose

DPS increase for 12 years in a row*1



(Reference) Shareholder Return Policy

Basic return
50% of adjusted consolidated profit (IFRS basis, trailing 3-year average)
Supplementary return
50% of gains on sale of strategic shareholding, etc. (after tax) in principle
Decide based on risk and capital situation, financial performance, market environment, etc

*1 From FY2013 onwards, including FY2025 forecast
 *2 Dividend amount / Adjusted consolidated profit, adjusted profit for FY2021 and based on normal-year values excluding one-time factors, three-year average of adjusted consolidated profit under JGAAP through FY2024, adjusted consolidated profit under IFRS for FY2025
 *3 FY2025 is forecast, FY2026 is illustrative

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

Group Investment Strategy

- Aim to maximize investment income and capital efficiency by managing the Group investment portfolio as one and leveraging the expertise of Group companies
- Strengthen Group investment governance to further strengthen cooperation within the Group under the leadership of top management

Strengthen Group portfolio management: Enhance returns and investment ROR

Improved profitability
+\$50 mn

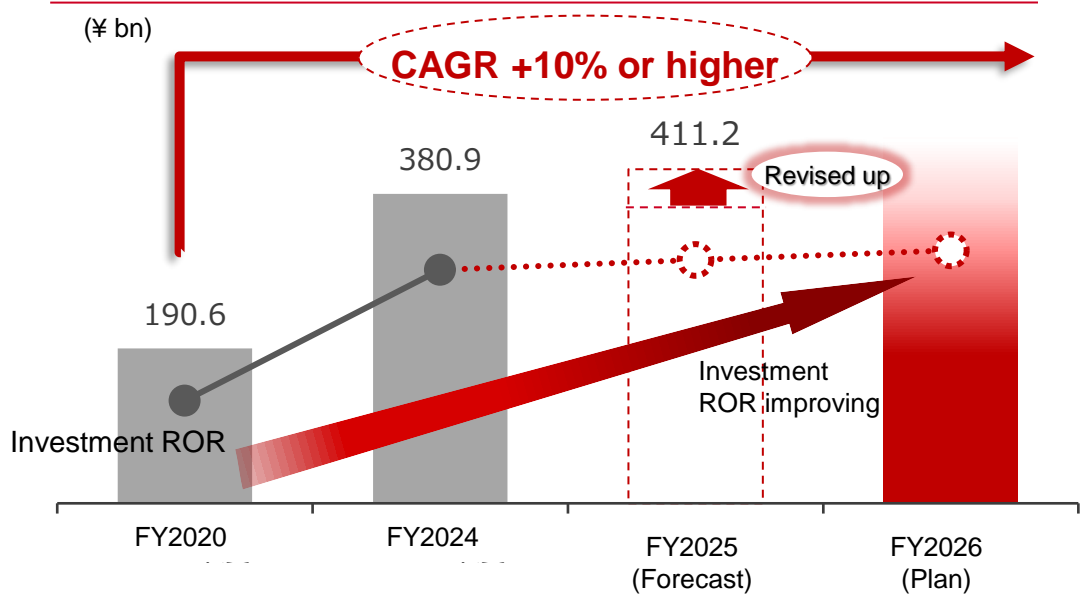
Investment governance

- **Established Group Investing Committee (Nov. 2025)**
 - ✓ Accelerate management discussion with Group Best as a guide
 - ✓ Implement initiatives to create Group synergies
- **Strengthen SJ investment team (strengthen internal/ external cooperation and international team)**
- Strengthen risk management

Quick Wins

- Strengthen strategic asset allocation at the Group level
- **Enhance returns by sharing/leveraging the expertise of Group companies** (SJ: Alternative, SIH: Foreign credit, etc.)
- Increase buying power (enjoy economies of scale)
- Increase in-house management (cost reduction)

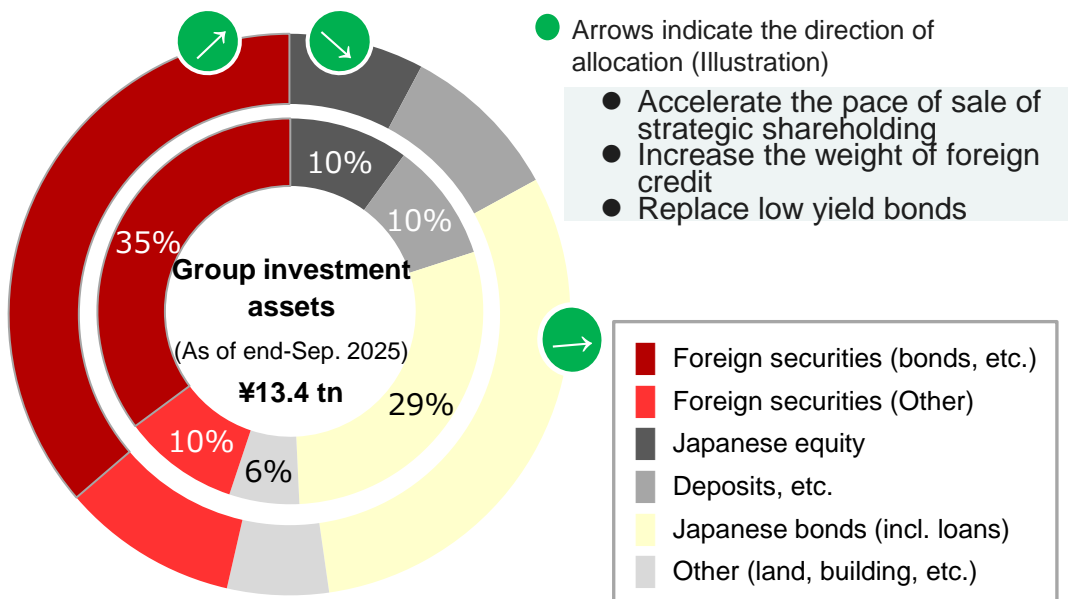
Group investment income: On track



* IFRS basis estimates through FY2023

Group investment assets

*Inner circle: End-Sep. 2025, Outer circle: FY2026 end plan



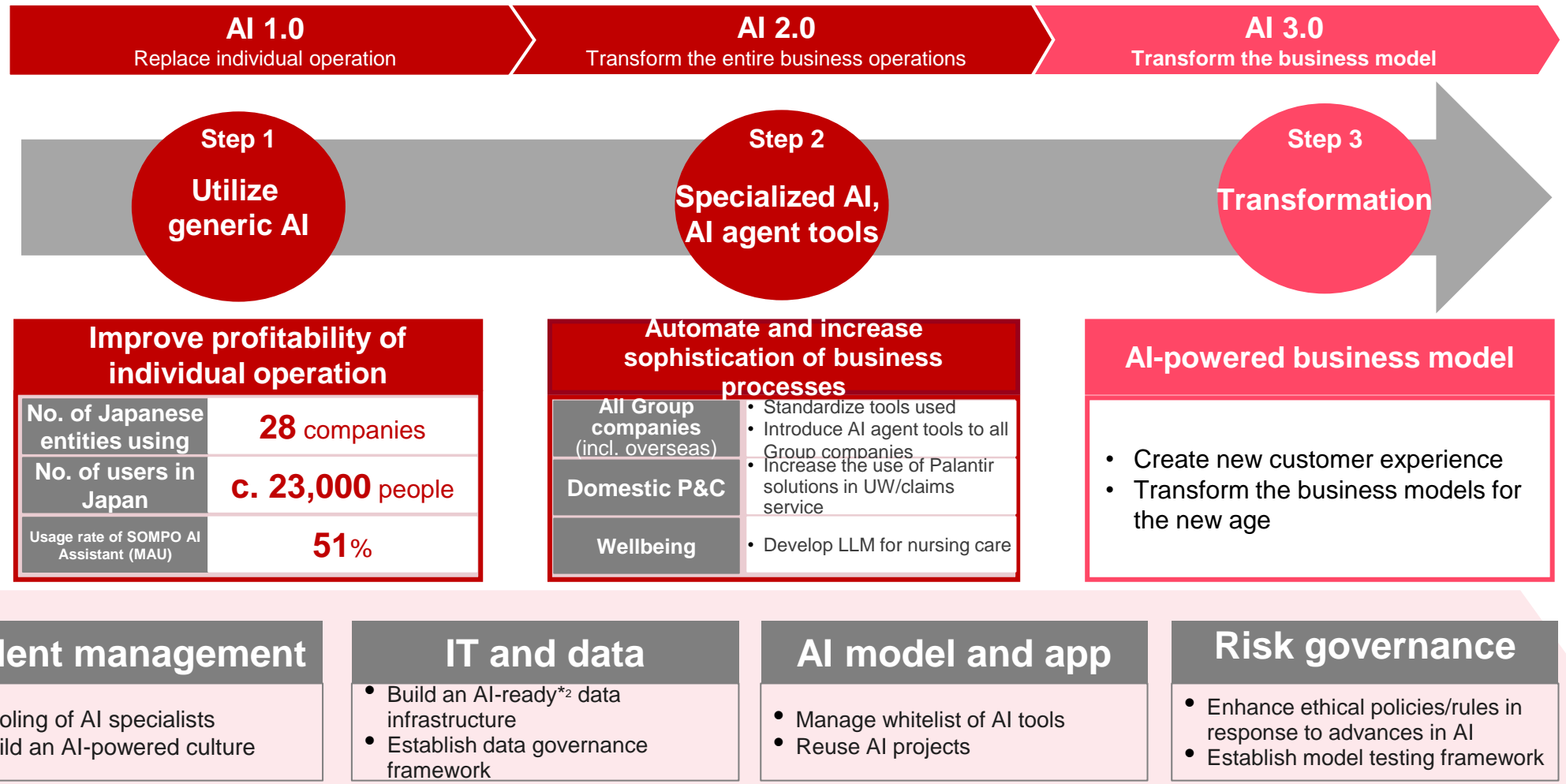
- Arrows indicate the direction of allocation (Illustration)
- Accelerate the pace of sale of strategic shareholding
- Increase the weight of foreign credit
- Replace low yield bonds

- Foreign securities (bonds, etc.)
- Foreign securities (Other)
- Japanese equity
- Deposits, etc.
- Japanese bonds (incl. loans)
- Other (land, building, etc.)

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

SOMPO's DDAX (Digital, Data and AI Transformation)

- Established an AI Center of Excellence at Sampo Holdings to transform the entire business operations, working on disciplined AI projects through four task forces
- Committed to introduce AI agent tools at all Group companies*1 by the end of FY2025. Aim to transform the business model in the future by automating and increasing sophistication of business processes



*1 Plan to fully implement following a PoC
 *2 A state in which organizations and individuals can effectively utilize AI and maximize its benefits

- Implement measures to strengthen talent and HR system reform to build a group of talent that exemplifies SOMPO's Values (Integrity, Self-motivation, Diversity)

Strengthen Group talent

<p>Established SOMPO talent fund of around ¥30.0 bn</p>	<ul style="list-style-type: none"> Strengthened solution sales capabilities of P&C commercial sales employees (c. 350 people) through deep understanding of customer business strategies, identification of challenges, and hypothesis-based proposals Strengthened AI/LLM utilization skills of managers (c. 700 people) to streamline operations and improve productivity
<p>Qualifications and Courses Support Program</p>	<ul style="list-style-type: none"> As a system enabling employees to independently select and apply to the company for opportunities to acquire necessary skills Sompo Japan introduced it in July 2025

Change corporate culture

<p>Revision of executive appointment, promotion, and evaluation criteria</p>	<ul style="list-style-type: none"> Aligned with the revised group-wide competencies, were applied from April 2025
<p>Change Follow-Up</p>	<ul style="list-style-type: none"> Continued following up on culture change through the "Engagement Survey" and "Culture Change Survey"
<p>Common internal communication tool</p>	<ul style="list-style-type: none"> To connect and be connected and accelerate value creation through early establishment of the SOMPO P&C framework and co-creation of Group businesses, Sompo Japan, Sompo International, and Sompo Holdings began using a common internal communication tool from November 2025

Evolve HR system Expand talent base

<p>Standardized the job-based HR system</p>	<ul style="list-style-type: none"> To integrate and evolve the job-based HR system across the Group, aimed at encouraging autonomous career development and increasing specialization, Sompo Holdings and Sompo Japan standardized the job-based HR system effective April 2025
<p>Stock compensation plan</p>	<ul style="list-style-type: none"> A stock compensation plan for Group employees will be introduced in July 2026 (plan), which provides shares of Sompo Holdings to over 30 Group companies in Japan and up to approximately 50,000 employees. To foster a sense of oneness across the entire Group and enhance financial wellbeing of Group employees

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

Sustainability

- SOMPO is seriously committed to addressing sustainability challenges, such as climate change, biodiversity, business and human rights, through collaboration and engagement with stakeholders
- Utilize “SOMPO Group Awards”, a group-wide recognition program, etc. to instill purpose in executives and employees who drive sustainability initiatives

Climate change and biodiversity

SOMPO Climate Action

Together with stakeholders, aim to realize an inclusive and resilient carbon neutral society where people and nature are in harmony

Target	Actual
Group to achieve net zero emissions by 2050* <small>*Residual emissions are offset by internationally acceptable methods</small>	Group GHG emissions* FY2024 -27.5% <small>*Covering scope 1,2, and 3 (excl. underwriting, investment and loan) (vs. 2017 actual, emissions basis)</small>
Reduction of GHG emissions in investment and loan 2025 -25% (vs. 2019 actual, emissions basis) 2030 -50 to 60% (vs. 2019 actual, intensity basis) 2050 Net zero emissions	Reduction of GHG emissions in investment and loan FY2023 -16.5% (vs. 2019 actual, emissions basis)
Green transition insurance target 2026: ¥25 bn	Transition insurance premium income FY2024 actual: ¥29.7 bn (Japan and international total)



Graduates of “CSO Learning Program (25th anniversary)” of SOMPO Environment Foundation* presented at the Indonesia Pavilion at the Expo 2025 and held a discussion on “green talent development”.

*A program launched in FY2000 that provides university and graduate students with internship opportunities at CSOs (NPOs, citizens' groups, etc.) addressing environmental challenges.

Business and human rights

Group-wide framework development

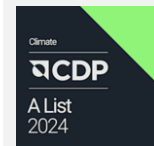
- Launched a WG of 26 Group companies in Japan
- Priorities and initiatives are established through dialogue with each company

Dialogue with stakeholders on business and human rights (experts, NGO/NPO, indigenous people, etc.)

- Enhance Group-wide expertise



External evaluation



Certified Health & Productivity Management Outstanding Organizations 2025
Large corporations (White 500)
 HD and 5 Group companies were certified

Group-wide measures to instill purpose



“SOMPO Group Awards” (planned in February 2026)

Now in its third year, the “SOMPO Group Awards” provide an opportunity to share and celebrate initiatives based on each employee’s My Purpose. This fosters a sense of oneness across the Group and encourages employees to take on challenges to realize their purpose.



Last year's awards ceremony



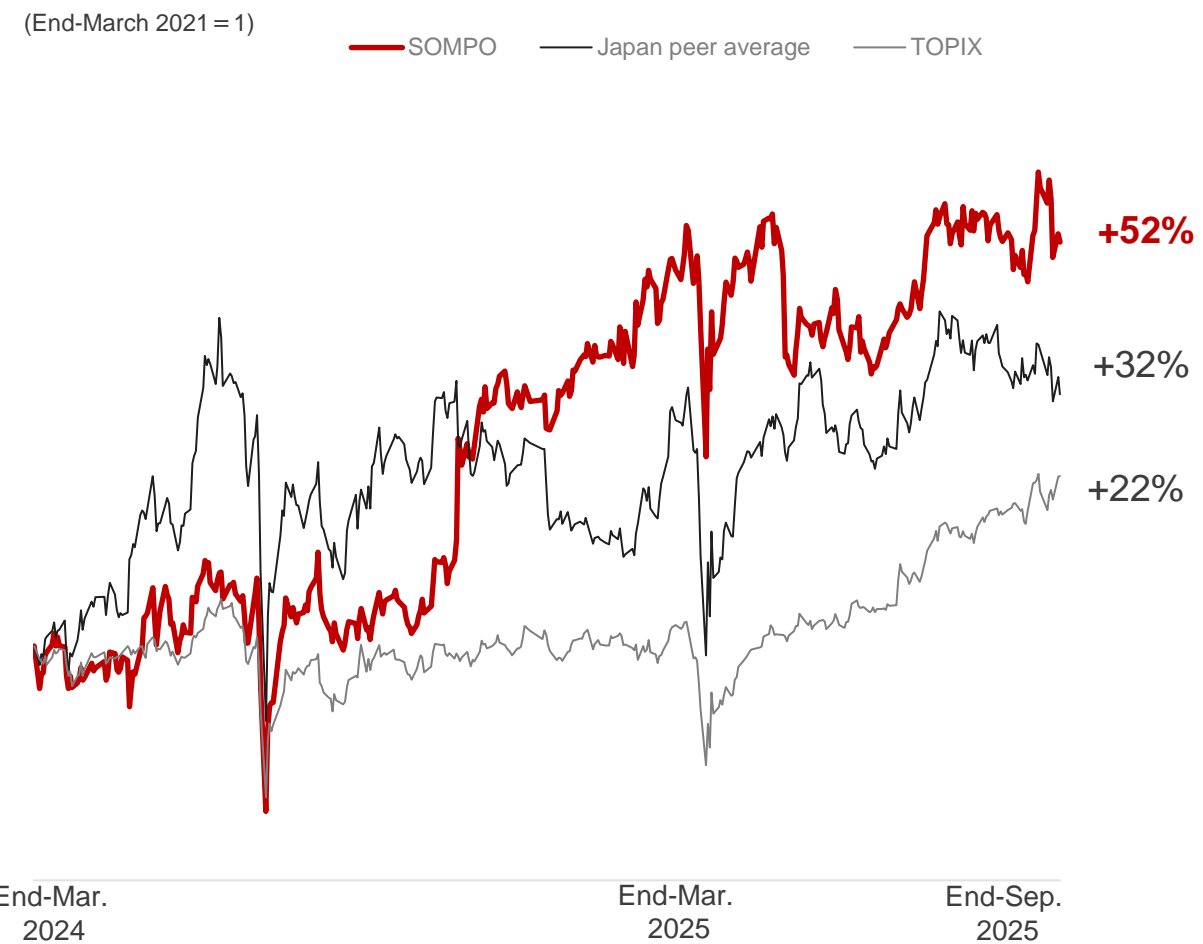
Painting depicting the Grand Prize entry

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

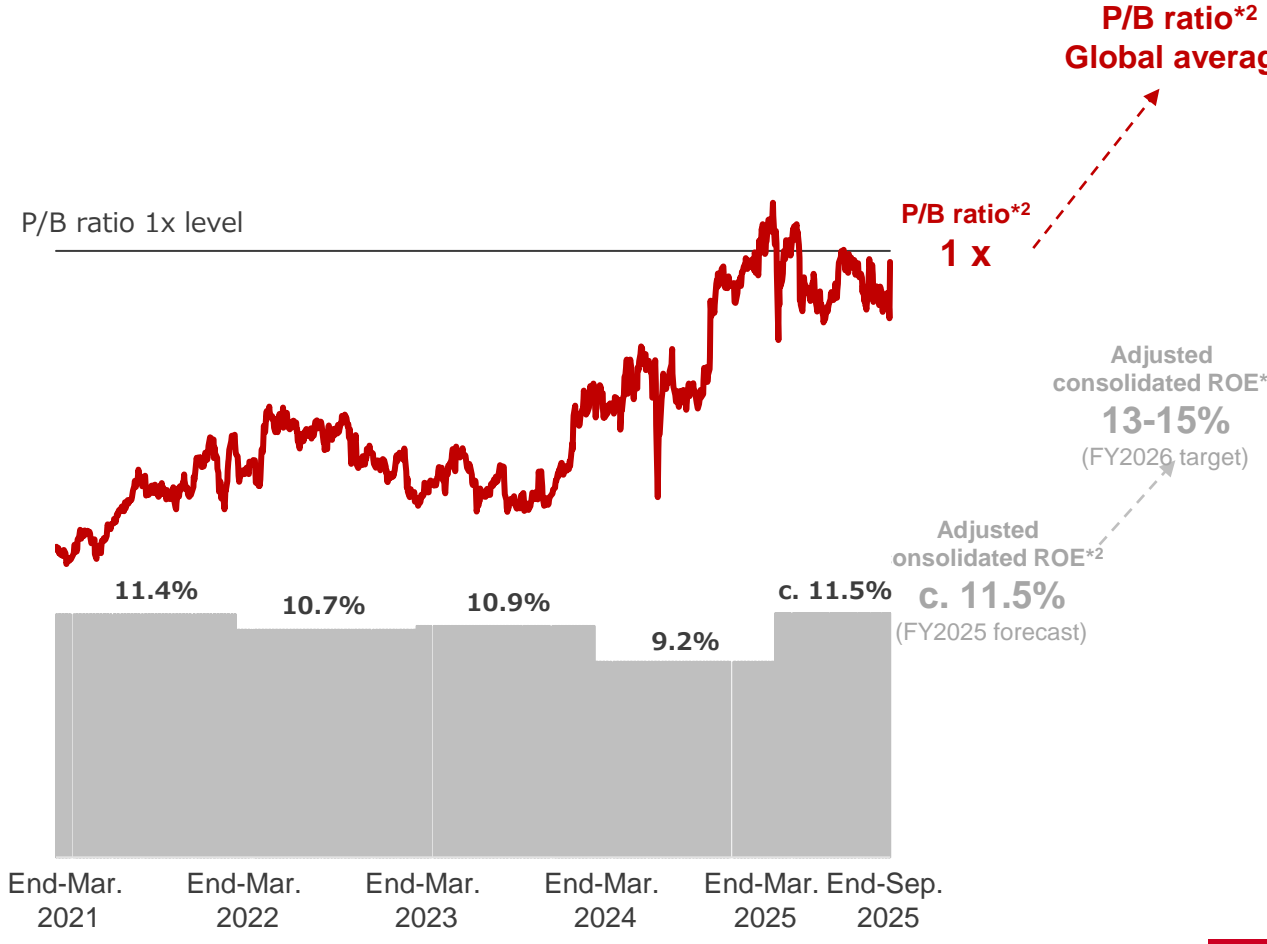
Stock Performance and Valuation

- SOMPO stock has risen steadily from FY2024 when the current Mid-Term Management Plan commenced. Driven by profit growth and other factors, it outperformed both domestic peers and the TOPIX
- The valuation (adjusted P/B ratio) has reached approximately 1.0x, and we aim for further improvement

Total shareholder return (TSR)*



P/B ratio and adjusted consolidated ROE*2



*1 Calculated by Sompo Holdings using Bloomberg data, etc. As of the end of October 2025

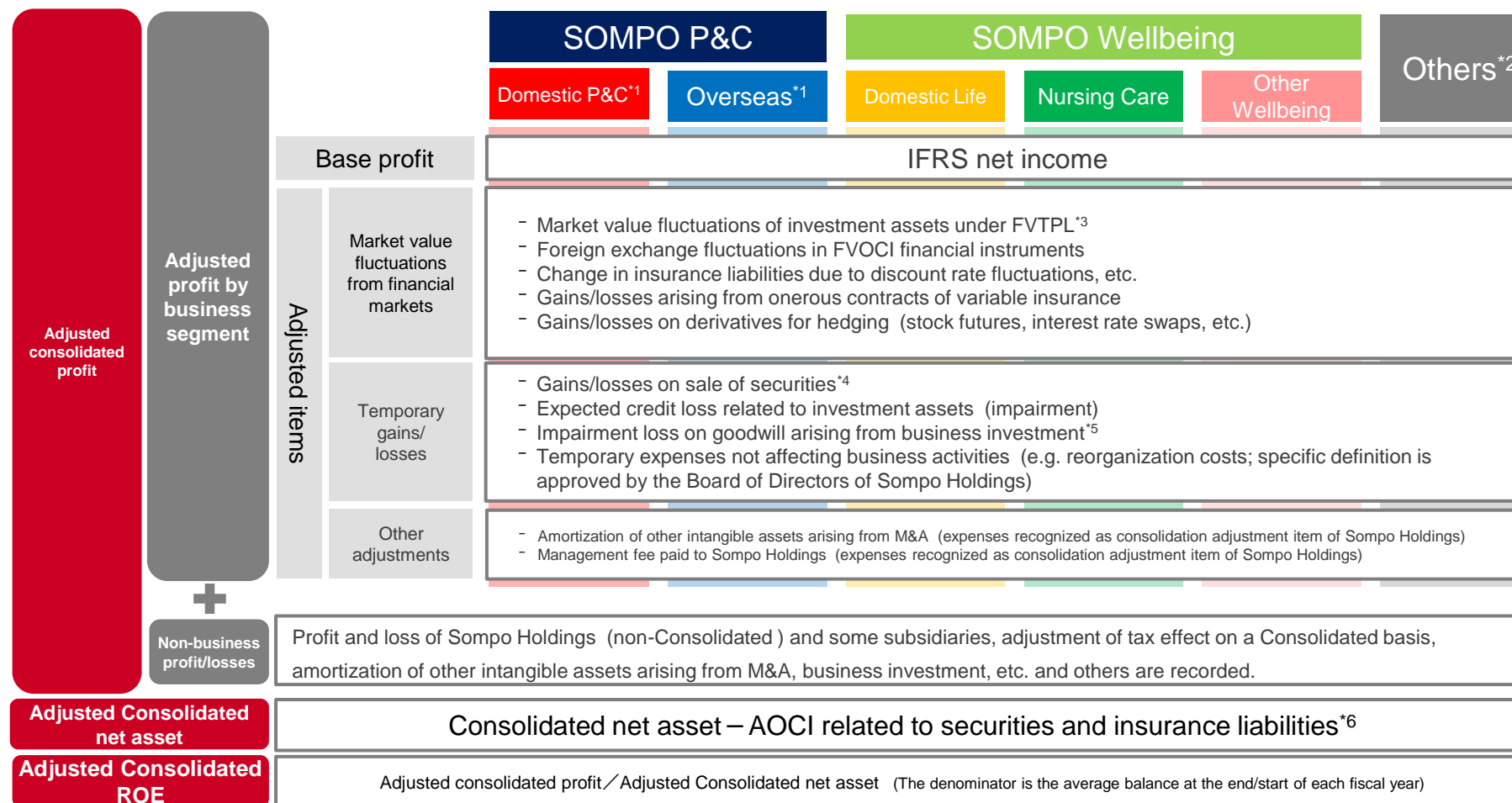
*2 Estimates for FY2021-2022, consolidated net assets during the period are calculated using linear interpolation

(Reference) Definition of IFRS Adjusted Profit

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



Definition of IFRS Adjusted profit



^{*1} The segments for adjusted profit are based on the statutory disclosure segments, but with the following differences:

Domestic P&C Business: excluding Sompo Direct, and including equity method affiliates, etc.

Overseas Insurance Business: including equity method affiliates, etc.

^{*2} SOMPO Direct, digital business companies, etc.

^{*3} Mutual funds. In addition, stocks and bonds, etc. held in the overseas insurance business, excluding non-traditional assets.

^{*4} Some adjustment made to the scope of exclusion for the domestic P&C insurance and overseas insurance businesses.

^{*5} Includes impairment losses (reversal) on tangible fixed assets and leases in Nursing Care Business

^{*6} Unrealized gains and losses on securities held and insurance liabilities (AOCI : Accumulated Other Comprehensive Income)

2. Business Strategy (Domestic P&C Business)

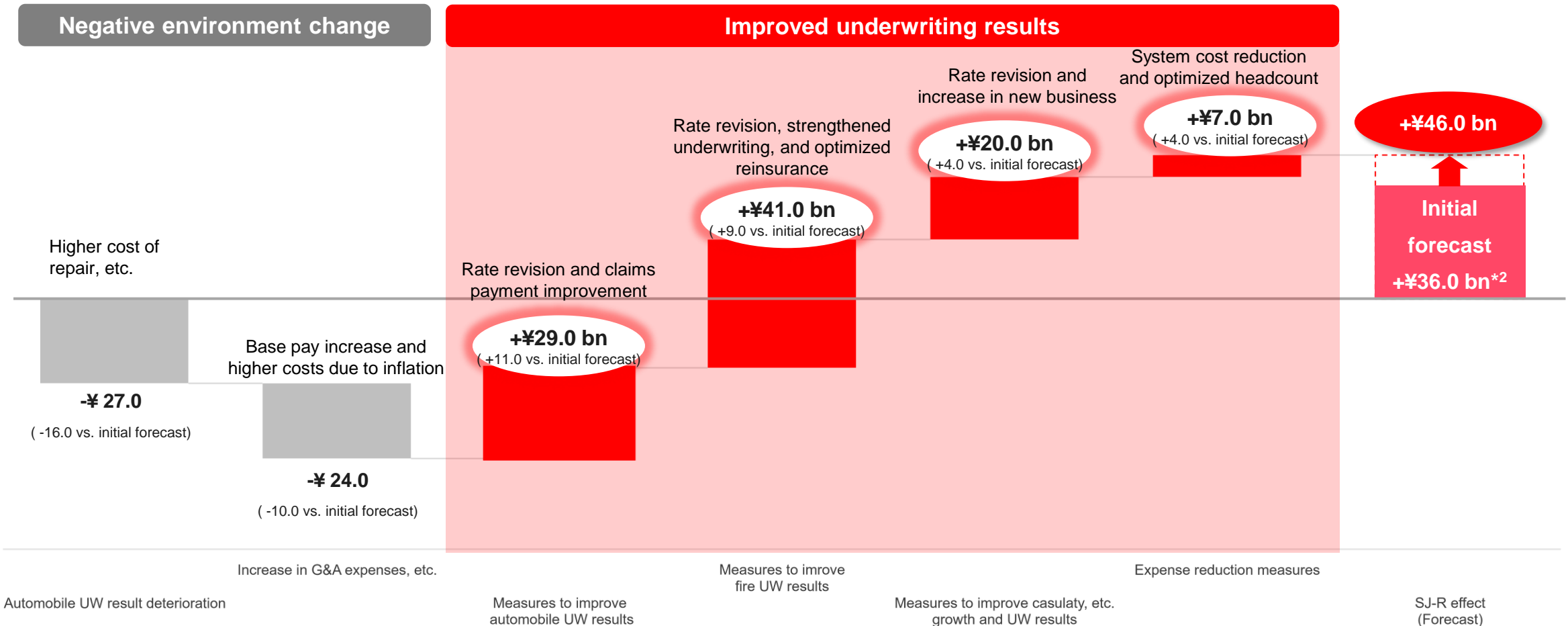
Improving Profit Centered on SJ-R

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



- For the full FY2025, enhanced pricing, strengthened underwriting, optimized reinsurance, G&A expense reduction, etc. are expected to boost profit by about ¥46 bn
- Underwriting results in fire and casualty insurance, etc. improved more than expected, boosting profit by about ¥10 bn from the beginning-of-year forecast

Profitability improvement effect of FY2025 profit forecast and contribution (vs. FY2024 actual, after tax)*1



*1 JGAAP basis *2 Calculation method changed from the last publication

Improving Auto Underwriting Results

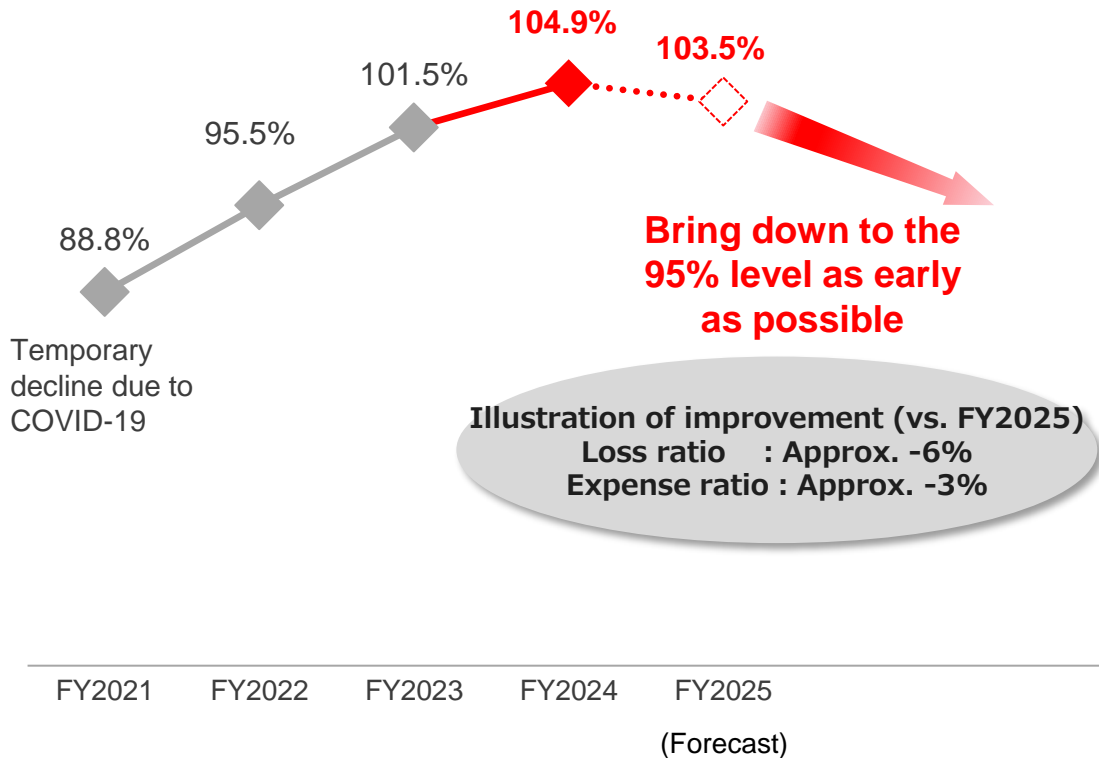
Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



- Additional measures to improve the combined ratio for auto insurance are needed since traffic volume and cost of repair increased more than expected.
- Aim to bring down the combined ratio to the 95% level as early as possible by strengthening underwriting, implementing product differentiation strategy, etc. in addition to pricing

Uptrend of incurred losses due to inflation, etc. to be stabilized through various initiatives under SJ-R

<Combined ratio for auto insurance*>



Main actions to improve profitability

Pricing enhancement

- Plan to revise rates in Jan. 2026 (Average +7.5%) in addition to the rate revision in Jan. 2025 (Average +5.4%).
- By implementing differentiated pricing across approximately 16,000 segments—combining factors such as age, vehicle age, vehicle insurance amount, and deductible—we aim to enhance portfolio quality.

<Current portfolio>



<Portfolio after January 2026 Revision>



Segment : ■ Profitable ■ Neutral ■ Requiring improvement

Establish a stable business foundation

- An infrastructure that enables flexible product revisions multiple times per year based on underwriting results was **developed**.
- Reduction of commission rates as part of product revision will help lower the combined ratio for FY2025 by **1pt**.

Claims payment improvement by claims service

- Advanced fraud detection system has been **fully implemented** by all claims service departments.
- The effect of claims payment improvement is likely to be **-¥3 bn** in FY2025.

Improving Fire Underwriting Results

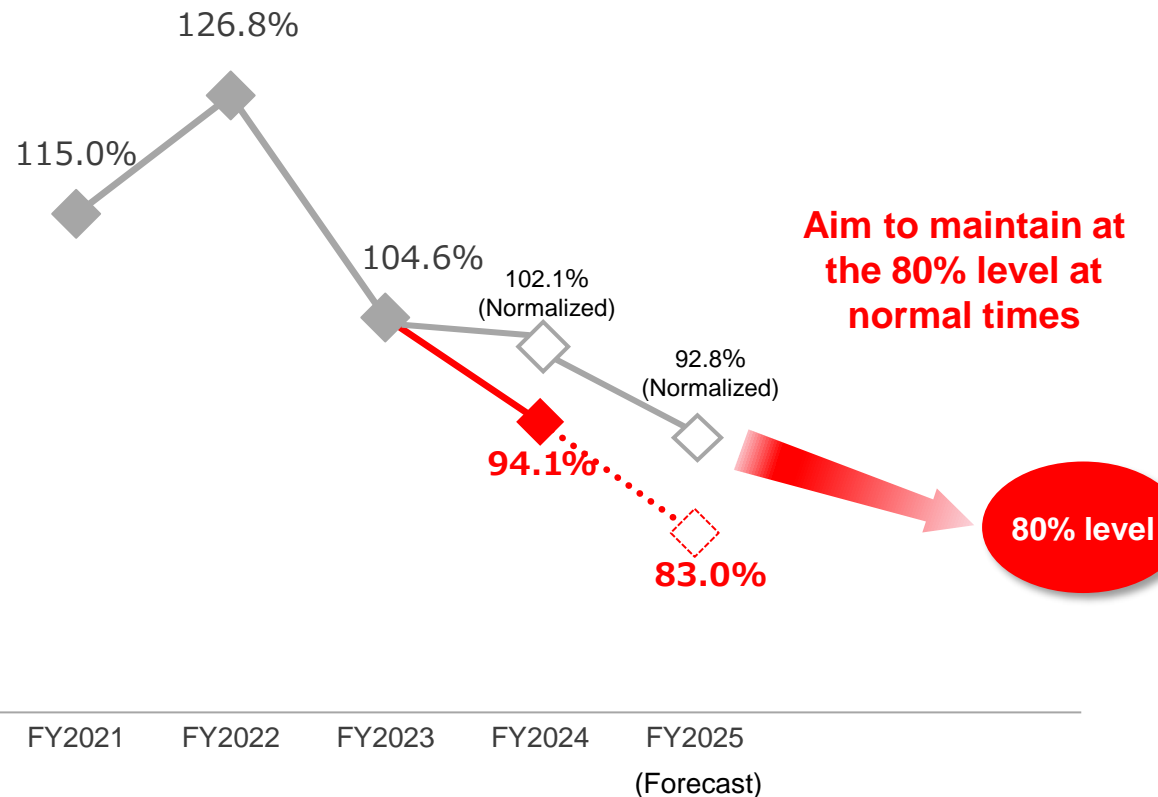
Group			
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- Portfolio reform initiatives have yielded results and the combined ratio improved for both FY2024 and FY2025 (full-year forecast)
- Aim to bring down the combined ratio to the 80% level during normal times by capturing the rate revision effect, etc.

Profitability of fire insurance improving steadily

<Combined ratio for fire insurance*>



* JGAAP basis

Results of main initiatives

Pricing enhancement

- Profitability has significantly improved, driven by the realization of past rate revisions and adjustments to coverage

Contribution*1,2 +¥25.0 bn

- Implement portfolio control through pricing tailored to appetite based on scale and industry

<Example of Appetite Settings and Changes in Holdings*3>

Large-scale and High-profitable industries

+ 5%

Small-to-medium scale and High-loss industries

-10%

Loss/volatility management by strengthening underwriting

- Portfolio quality improved due to enhanced underwriting through microsegmentation, application of line size control, etc.

Loss Reduction through enhanced risk selection (Improve profitability)	c. -¥15 bn*1,2
Large losses (Improve profit stability)	-¥2 bn*4
Japan typhoon risk (Improve profit stability)	-6%*5

*2 Expected effects in FY2025 (full-year) vs. FY2023 actual

*3 Change from the end of March 2023 to the end of September 2025

*4 Expected incurred losses in FY2025 *5 vs. FY2024 end

Other Growth and Profit Initiatives

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



- Initiatives to improve profitability through more detailed product segmentation than before are implemented based on the portfolio strategy under SJ-R
- Focus not only on organic growth but also on a differentiation strategy by expanding product and service offerings

Thorough financial management through detailed segmentation, not only for auto and fire insurance

International travel insurance

Challenge

Deterioration in profitability due to inflation, yen depreciation, etc., and worsening loss ratio for long-term travelers

Solution

Gradual rate increases and fundamental review of coverage (deductibles, insurance period restriction, etc.), commission rate reduction

Contribution*^{1,2}

+¥2.0 bn

Business Master Plus

Challenge

A flagship product for small and medium-sized enterprises, but profitability is low.

Solution

Aim to increase sales as well as profitability by thorough financial monitoring by unit and establishing a regular revision cycle.

Contribution*^{1,2}

+¥3.0 bn

Liability insurance

Challenge

Global rise in potential cyber risks
Variability in loss ratios by industry and coverage, rising economic inflation

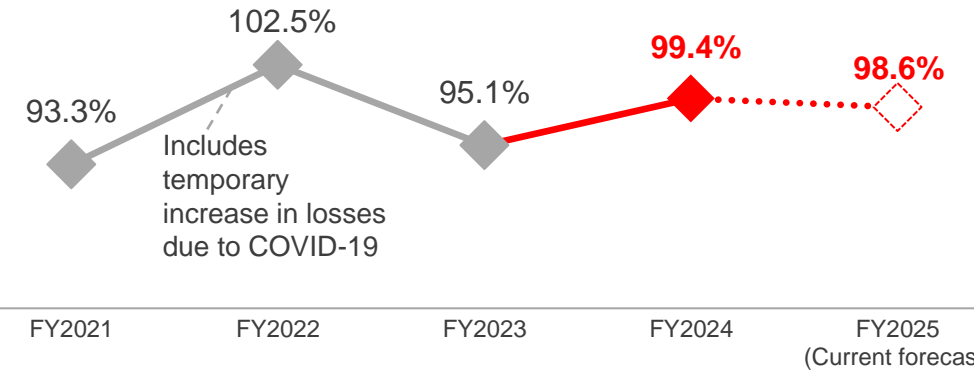
Solution

Cyber Insurance: Base Rate Increase (Average +10%), strengthen product competitiveness by enhancing add-on services
Other Liability Insurance: Improve profitability through differential pricing by rider based on risk appetite strategy, streamlining the product lineup, etc.

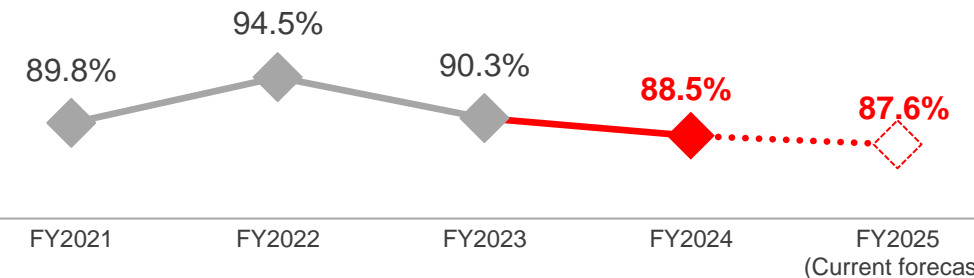
Contribution*^{1,2}

+¥1.5 bn

< Combined ratio for personal accident insurance*¹ >



< Combined ratio for casualty insurance*¹ >



*1 JGAAP basis *2 Expected cumulative effect through FY2026 vs. FY2023 actual

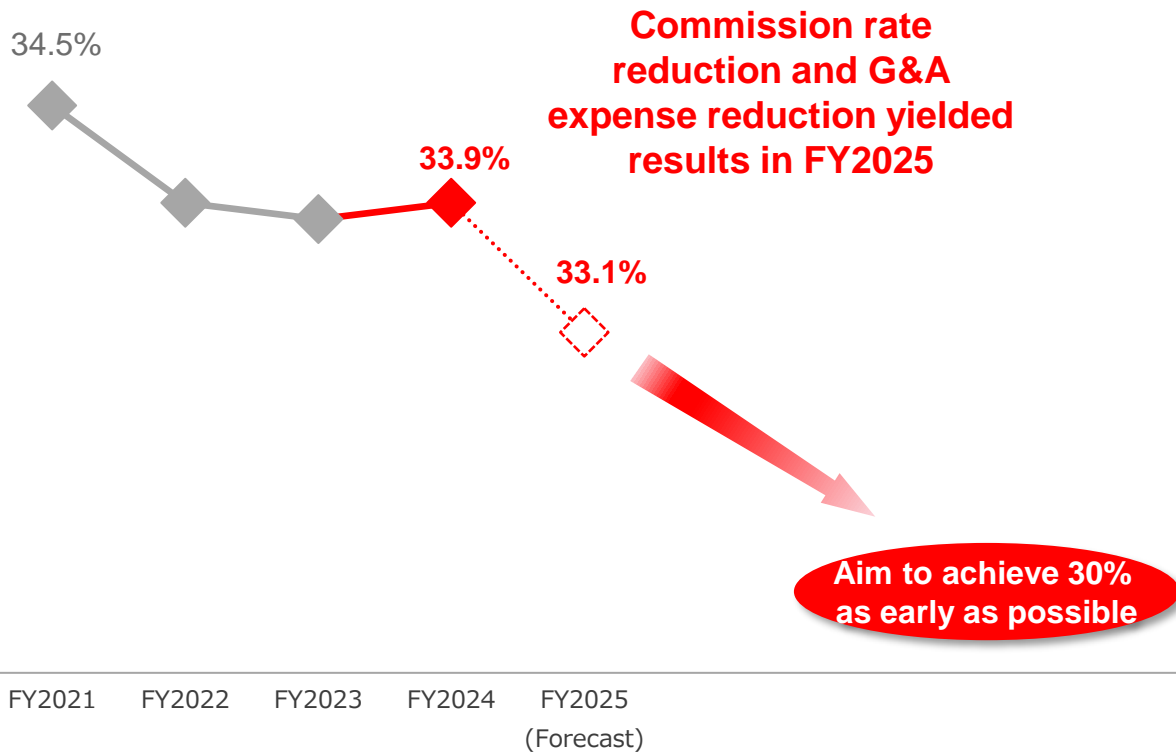
Expense Ratio Outlook

Group			
SOMPO P&C		SOMPO Wellbeing	
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- The expense ratio for FY2025 is expected to be 33.1% (-0.8pt YoY) as a result of commission rate adjustment and G&A expense reduction
- Aim to bring down the expense ratio to the 30% level as early as possible through rigorous monitoring by the management as well as accomplishing SJ-R initiatives, such as IT cost reduction and office/headcount strategies

On track toward the expense ratio*1 target of 30%



Action plan for reducing expenses

- Priority areas for expense reduction were selected by the management.
- The CxOs take ownership of the initiatives of respective functional areas and rigorously manage the progress.

Branch Network strategy

- **38 branches were reduced** from FY2024 through 1H FY2025
- Cost reduction effects are expected to be **fully realized in FY2030**. (-¥3.0 to 4.0 bn*2)

System

- Under the newly appointed COO in April 2025, work to consolidate data centers and optimize procurement costs, while leveraging Sompo International's expertise.
- **Cost reduction by about ¥10.0 bn*3** by FY2026 is in sight

Headcount

- Optimize headcount in sales, claims service, and corporate functions through operation of sales Ops support center, wide-area allocation of cases, and AI utilization and **improve productivity by about 10%*2** by FY2030.

Commission

- Base commission rate revision as part of product revision (FY2026: c. **-1pt improvement**)
- Commission rate review by digitalizing various procedures in light of customer preferences.

*1 Excludes CALI and household earthquake, JGAAP basis

*2 vs. FY2023 actual (Before tax)

*3 vs. the plan at the time of Mid-term Management Plan formulation

Progress of Other SJ-R Initiatives

Group			
SOMPO P&C		SOMPO Wellbeing	
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- Good progress on SJ-R initiatives has been made in each area toward the vision of the “New Sompoto Japan”

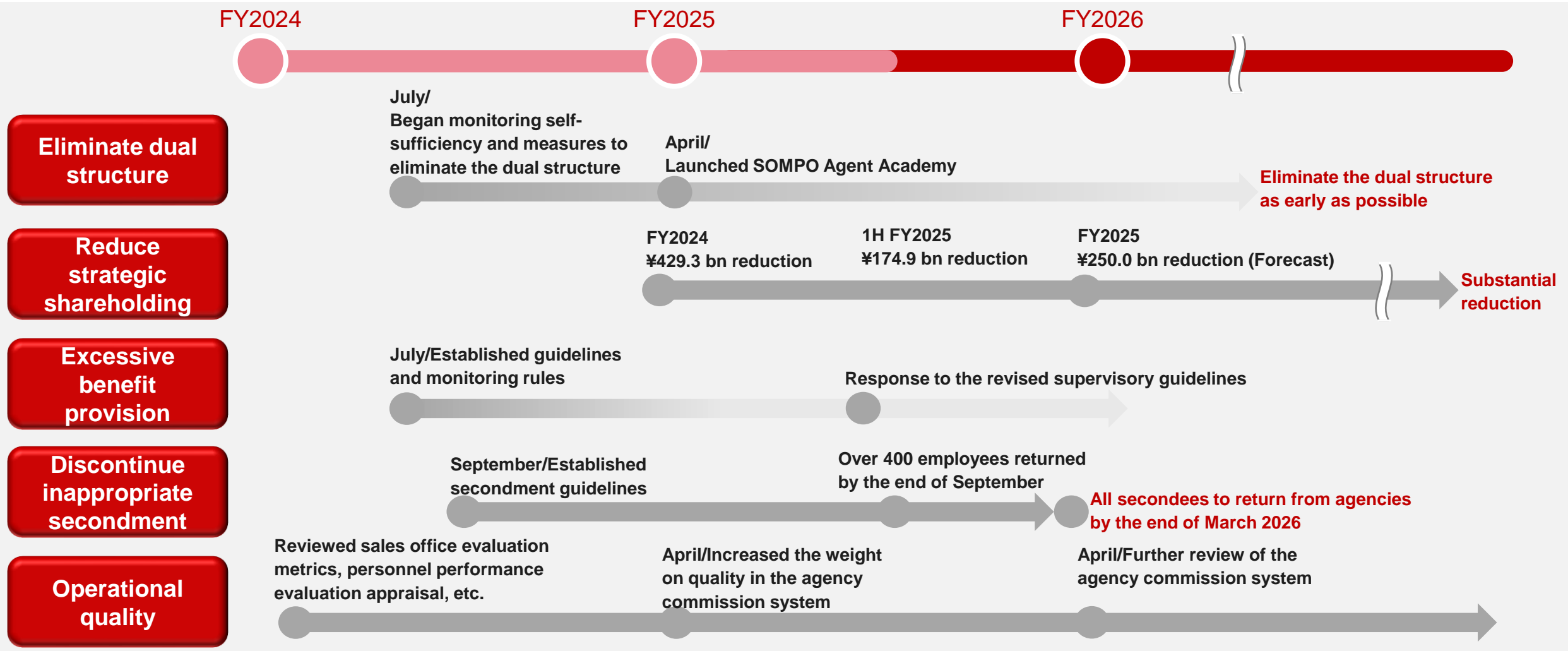
Focus area	Keyword		Example of progress
Personal insurance	AI/digitalization	Improving operational efficiency	<ul style="list-style-type: none"> • Rolled out an operations reference system utilizing generative AI across Japan, and updated functions in September. • The Ops support center was launched as planned in October 2025. • Consider introducing digital customer flow to enhance customer experience value
Commercial insurance	Increasing expertise	Growth strategy	<ul style="list-style-type: none"> • Subdivided underwriting organizations (Oct. 2025) • Plan to reorganize by industry and introduce regional sales departments responsible for winning mid-sized companies (FY2026)
Claims service	Customer satisfaction	Payment adequacy	<ul style="list-style-type: none"> • SOMPO factory search site was launched in August, and “SOMPO Anshin (Reassuring) Accident Supporting”, an online car accident reporting service was launched in October • An advanced fraud detection framework (automobile) was introduced at all claims service departments.
Business infrastructure reform	Healthy organizational culture	Strengthening governance	<ul style="list-style-type: none"> • NPS improved by +18.5 for contract acquisition and management and +0.9 for accident handling (automotive) compared to the end of FY2024 • The Chief Audit Executive (CAE) responsible for the internal audit function, was newly appointed in April 2025 to strengthen governance.

Initiatives and Outlook on Changing Industry Practices

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



- Correcting old industry practices in accordance with the Business Improvement Plan
- For each measure, guidelines and rules are reviewed in a timely and appropriate manner, taking into account the revised Insurance Business Act and supervisory guidelines



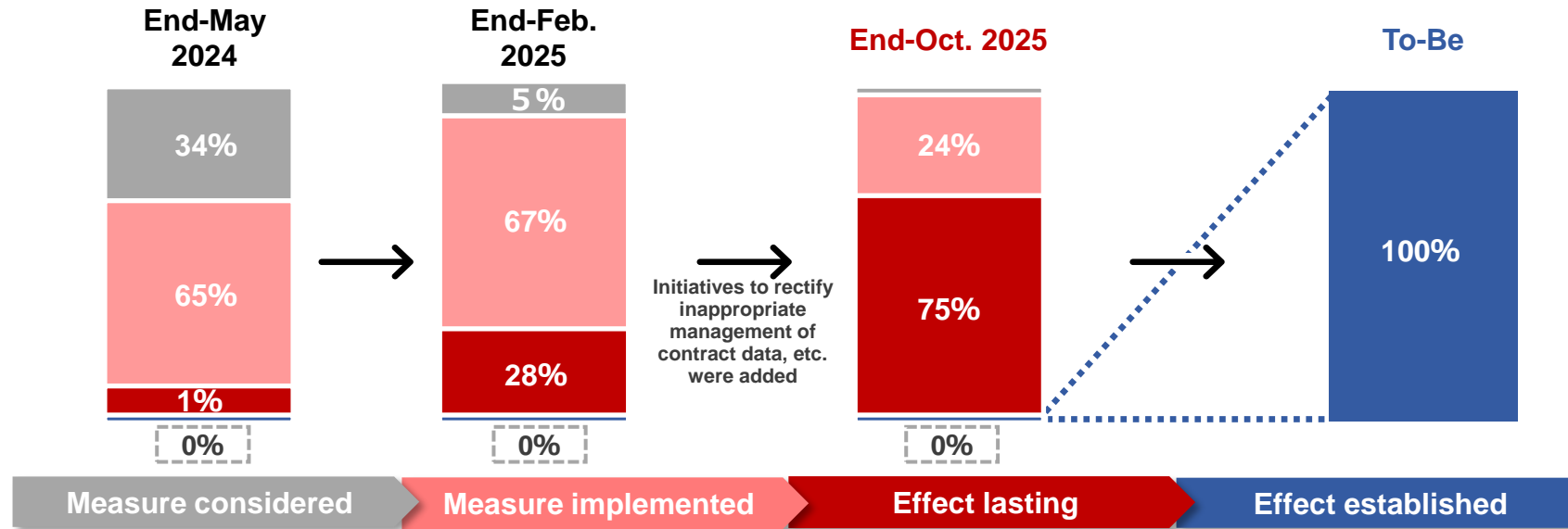
Progress of Business Improvement Plan

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



- Sompo Japan is steadily implementing the Business Improvement Plan to change corporate culture, improve governance, and solve the structural issues of the P&C insurance industry

Progress of Business Improvement Plan initiatives



* Progress of all measures in the Business Improvement Plan is managed by classifying into stages based on the progress.

Action item	Progress (As of end-October 2025)
Change corporate culture	<ul style="list-style-type: none"> In addition to town hall meetings, began holding “Cross-Departmental Dialogues” to promote mutual understanding across departments. Starting in fiscal year 2025, revise sales targets to performance-based profit metrics and quality improvement indicators (with compliance as a prerequisite)
Improve internal control	<ul style="list-style-type: none"> The number of employees holding the Certified Internal Auditor (CIA) designation, an international qualification for internal auditors, increased The department specializing in falsified claims is functioning effectively (investigated over 2,200 cases within about 4 months of establishment)
Solve structural issues	<ul style="list-style-type: none"> Concluded a collective agreement with the Japan Auto Body Repair Association (JABRA) regarding cost of repair. The SOMPO Agent Academy, launched in April 2025 to improve agency service quality, has seen participation from over 2,100 agents

2. Business Strategy (Overseas Business)

2024 - 2026 mid-term financial targets remain on track

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

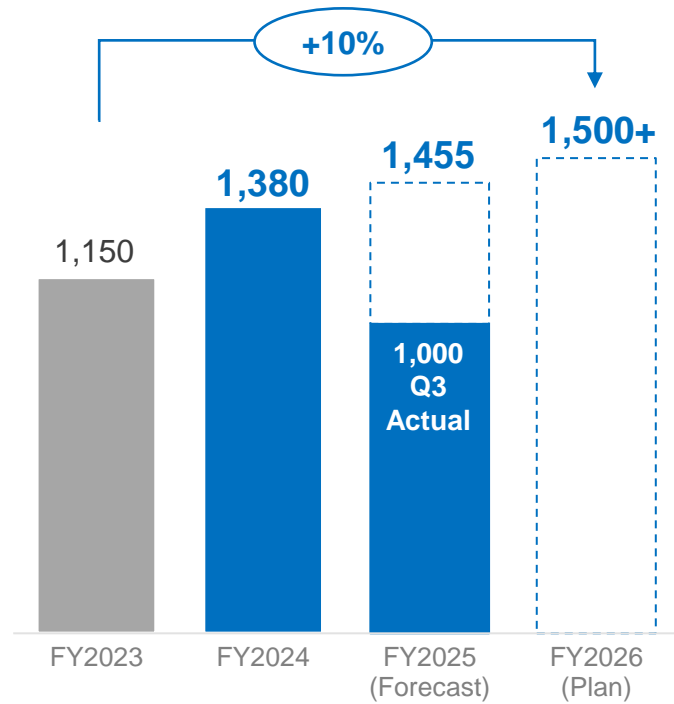


- Mid-term financial targets remain on track
- On track to deliver \$1B gross written premium from growth strategies by year-end 2025, one year ahead of schedule

Adjusted profit*1



(\$ mn.)

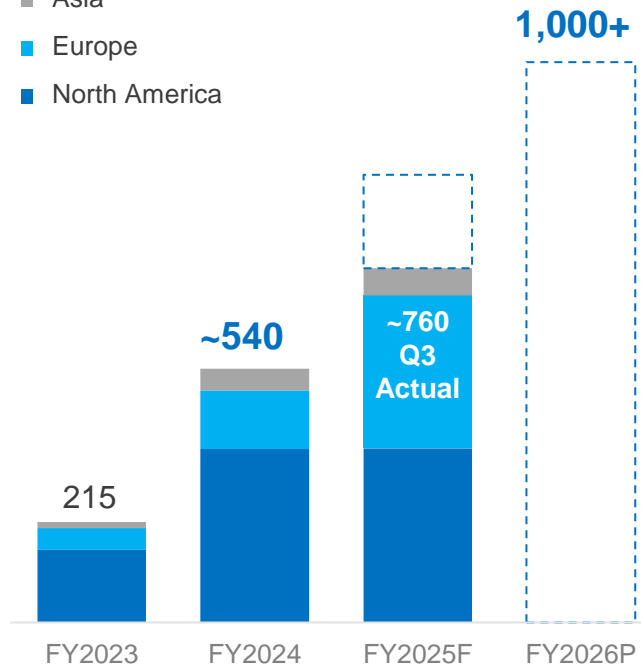


Gross written premium for growth strategies*1



(\$ mn.)

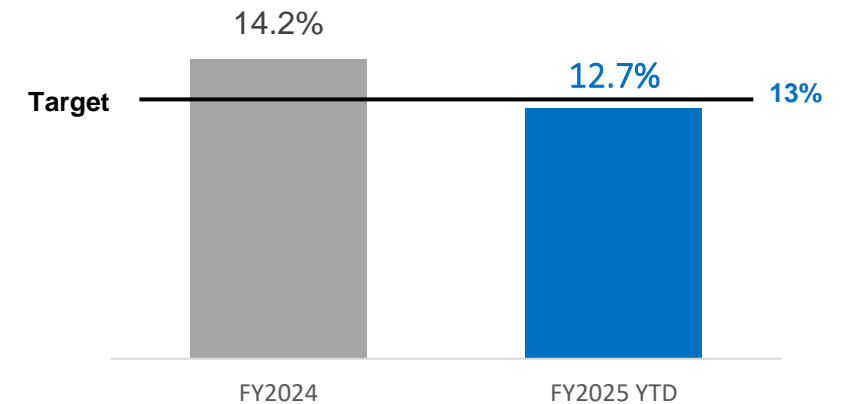
- Asia
- Europe
- North America



ROE*1



- Remitted \$1.0 bn. of dividends in FY2024
- Expect to meet / exceed target through the cycle



*1 IFRS4 basis

Overseas Gross Written Premium Composition by LOB

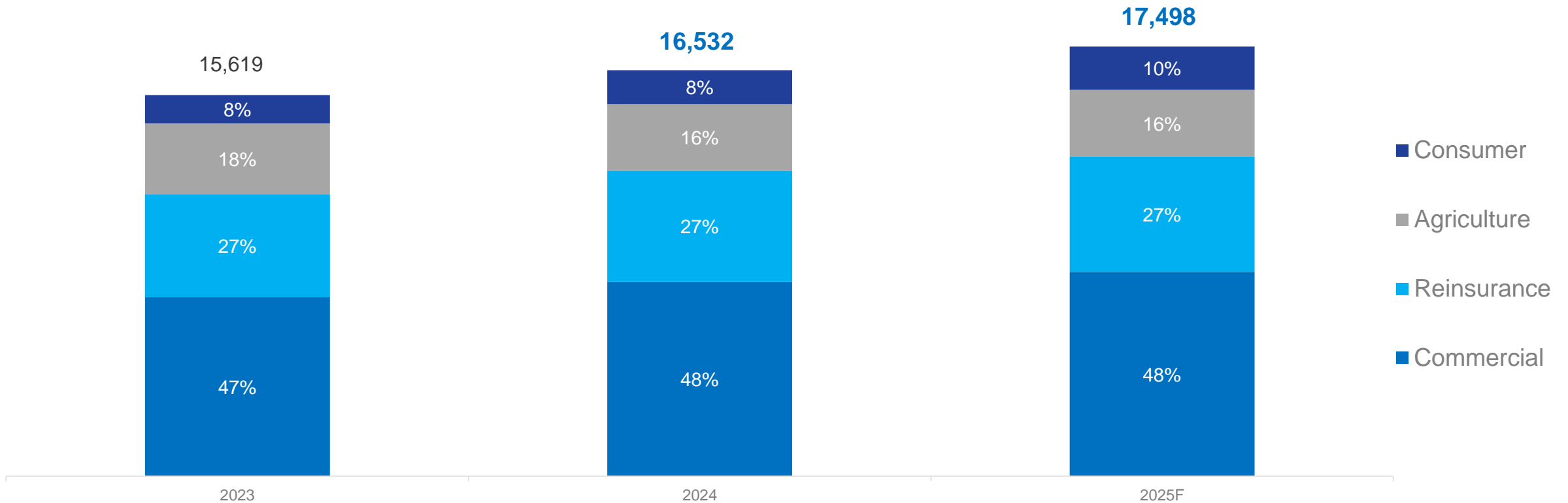
Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



- Diversified P&C portfolio across Reinsurance, Commercial, Agriculture and Consumer Insurance lines of business
- Strong growth across segments except Agriculture due to ongoing pressure on commodity prices in North America

Overseas gross written premium composition by LOB*

(\$ mn.)



* IFRS4 basis

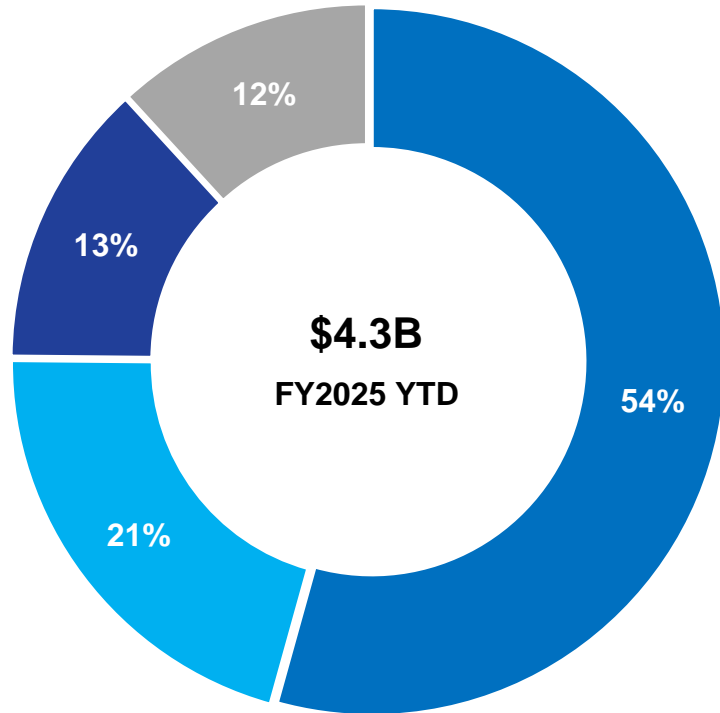
Gross Written Premium Composition by LOB

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



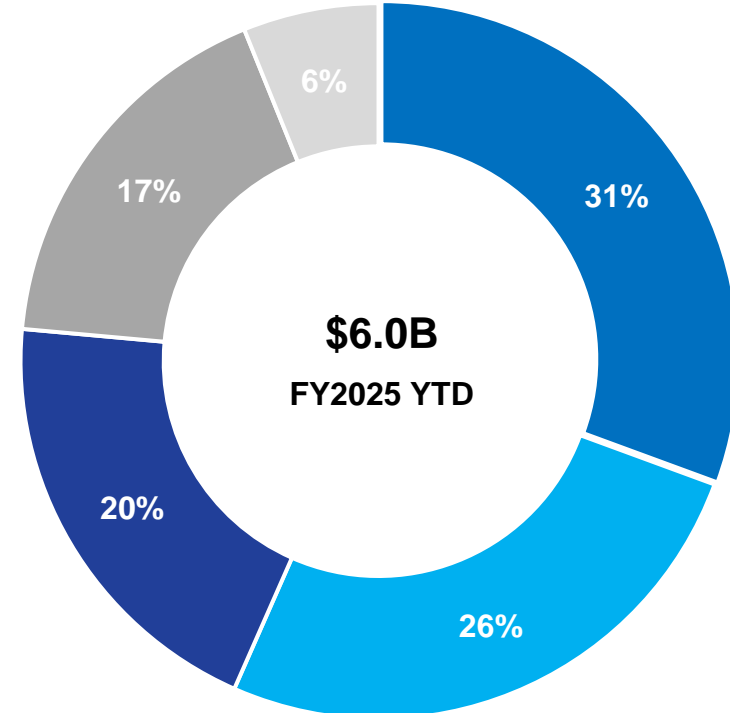
- P&C portfolio well-diversified across lines of business

Reinsurance GWP Composition by LOB*



■ Casualty ■ Specialty ■ Property ■ Catastrophe

Commercial GWP Composition by LOB*



■ Casualty ■ Property/Cat ■ Professional Lines ■ AMEE ■ Other

* IFRS4 basis ; AMEE = Aviation, Marine, Energy & Engineering

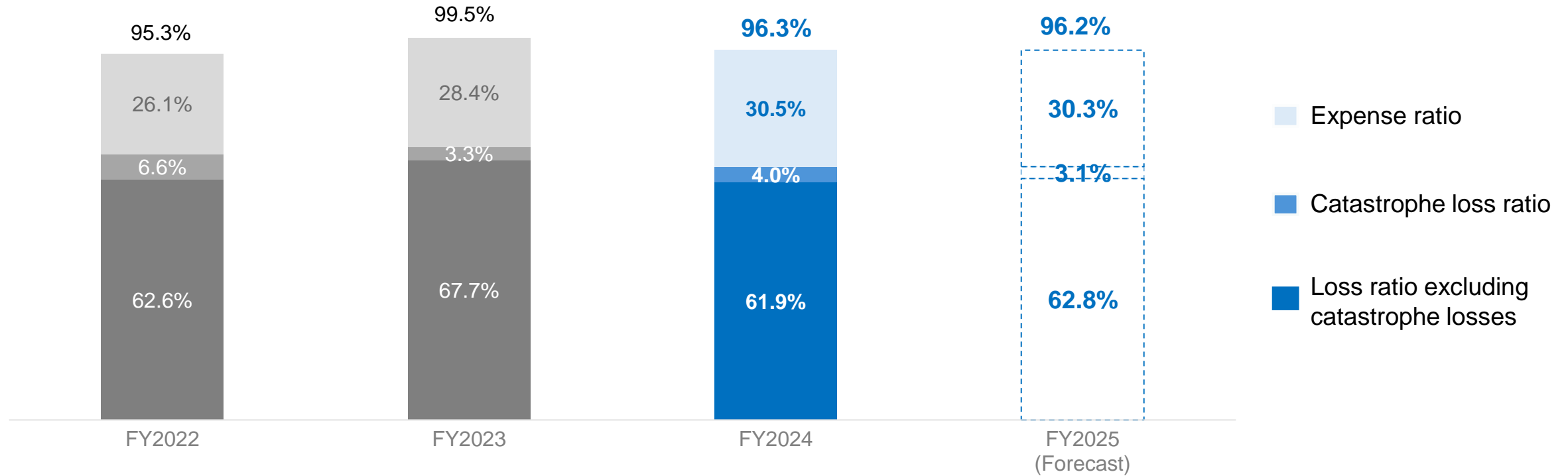
Overseas Combined Ratio Trend

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



- Combined ratio expected to remain consistent

Combined ratio*



* IFRS4 basis

2. Business Strategy (Domestic Life Business)

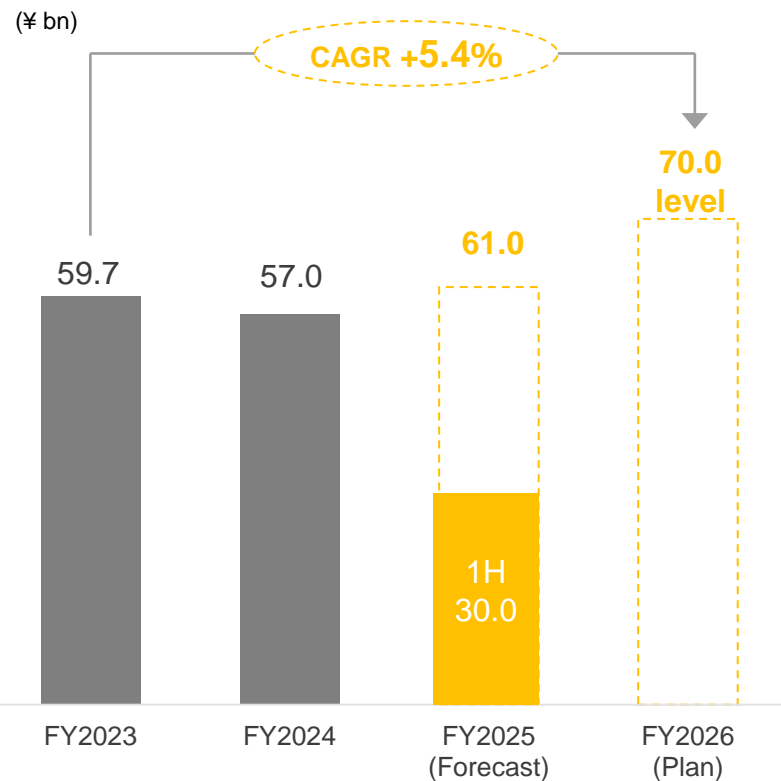
Progress of Mid-Term Management Plan

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

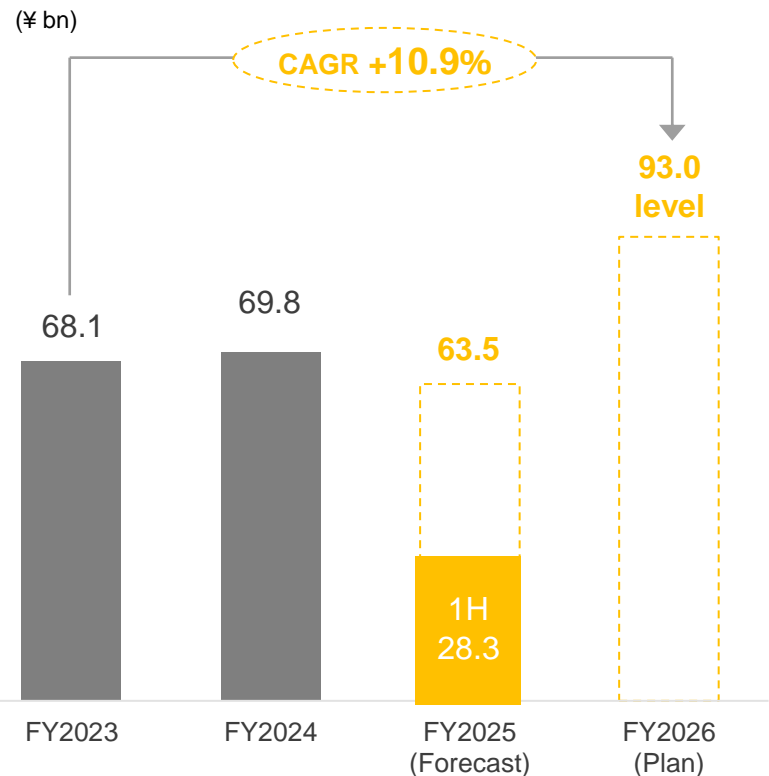


- Advance new contract acquisitions toward FY2026 to expand revenue

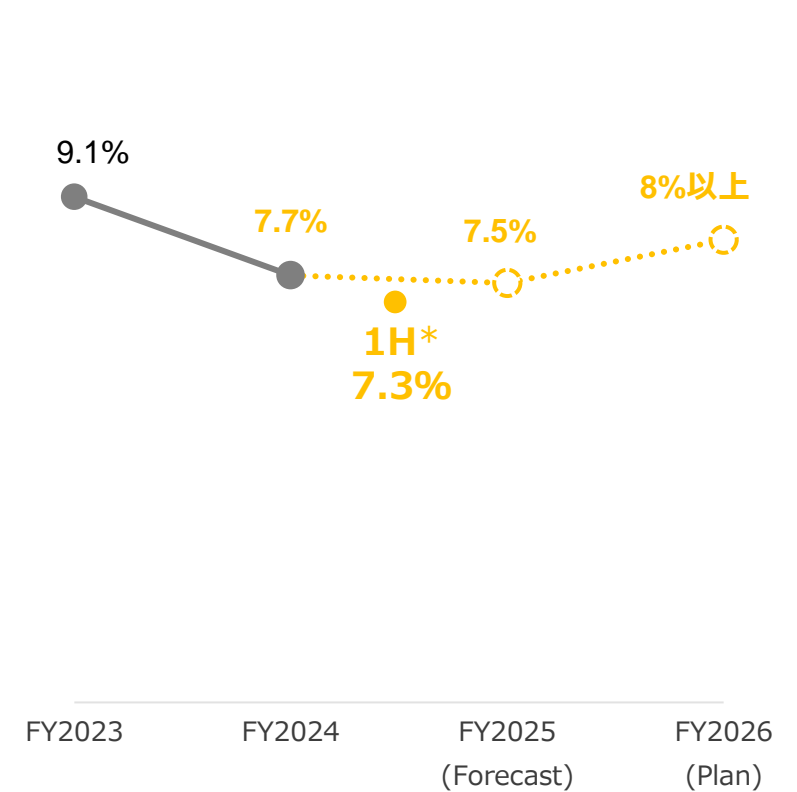
Adjusted profit



New Business CMS



ROE*1



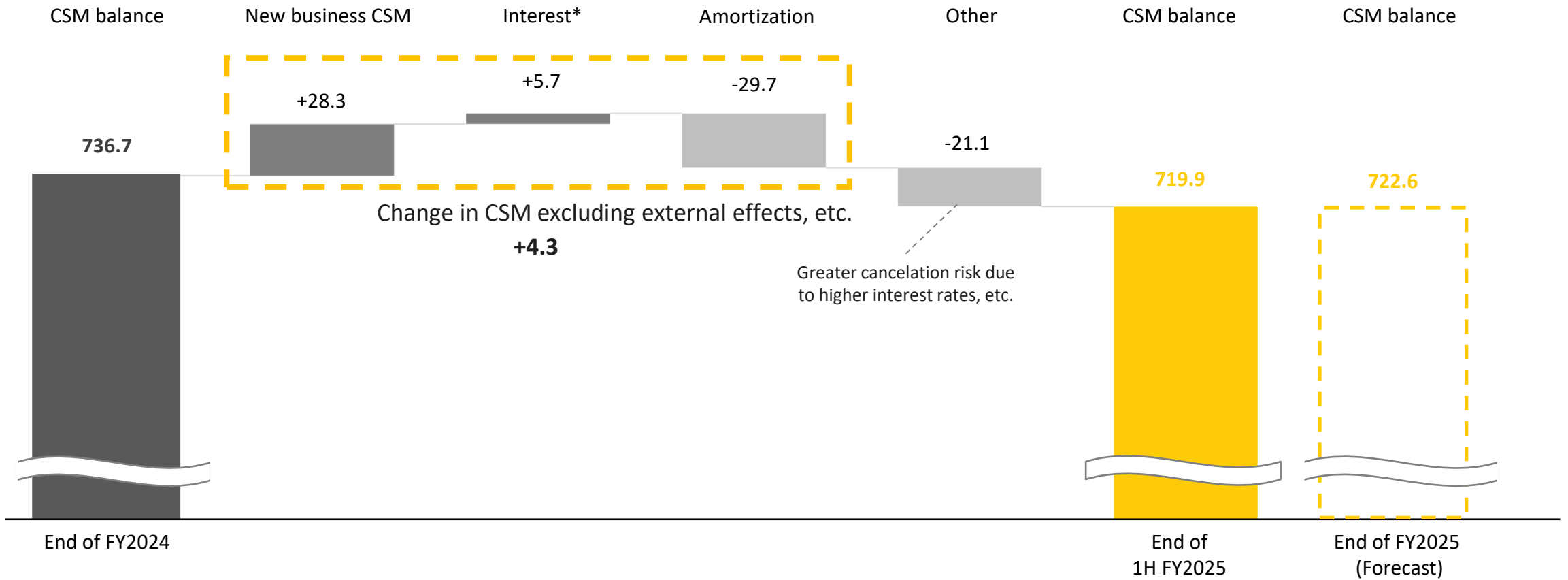
*2 Annualized by simply doubling the 1H adjusted profit

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

- The change in the contractual service margin (CSM) excluding external effects, etc. was positive due to the accumulation of new business CSM

CSM

(¥ bn)



* Interest related to variable insurance is included in "Other".

2. Business Strategy (Nursing Care Business)

Progress of Mid-Term Management Plan

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

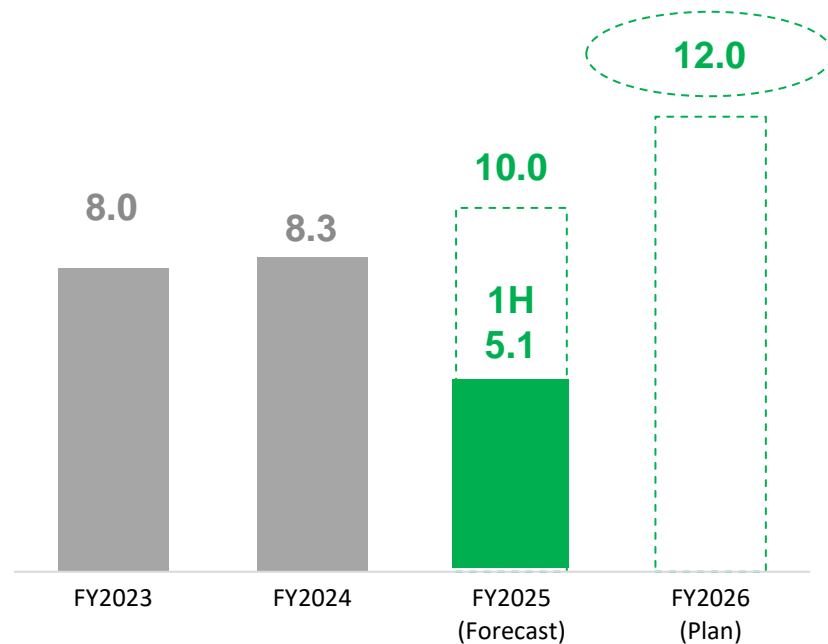


- In 1H FY2025, adjusted profit and ROE were in line with the plan, while the occupancy rate was lowered than planned
- As for the full FY2025 forecasts, adjusted profit and ROE are expected to be ¥10.0 bn and 14.3%, respectively, as planned at the beginning of the year

Adjusted profit

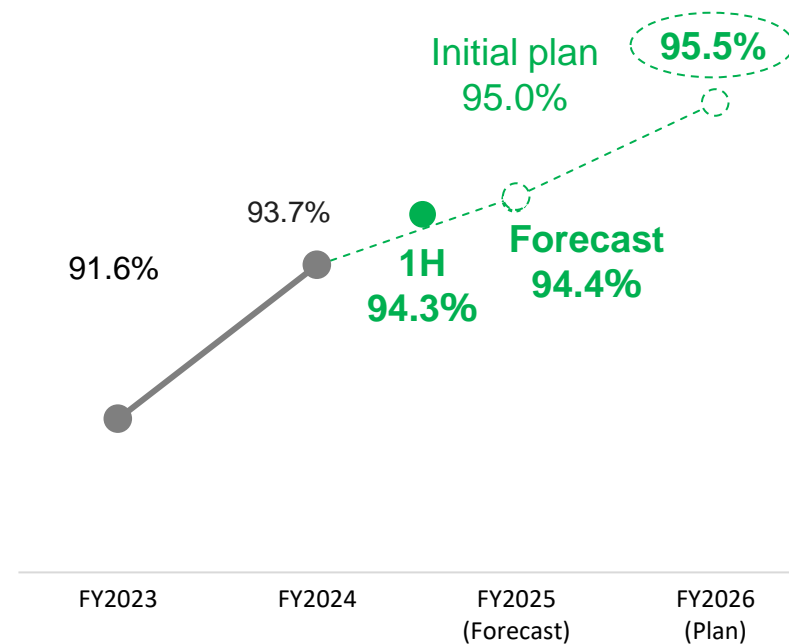
FY2026 forecast	¥12.0 bn
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(¥ bn)



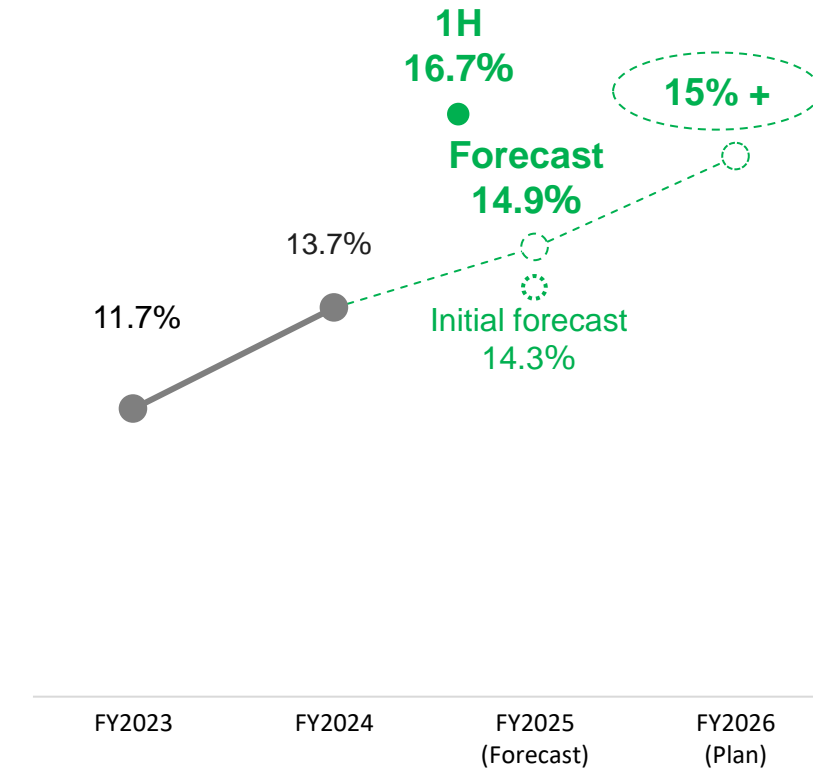
Occupancy rate*1

KPI (End of FY2026)	95.5%
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ROE (Operator business*2)

KPI (FY2026)	12% or higher
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*1 Occupancy rate = No. of residents ÷ Facility capacity
 Calculated by aggregating the figures for fee-charging nursing care homes and senior serviced residences
 Figures for FY2023 and FY2024 were recalculated using the definition for FY2025 onwards.

*2 Calculated by using adjusted profit of the business of which the main source of revenue is public LTC insurance benefits for facility-based and at-home care, as the numerator.
 Annualized by simply doubling the 1H adjusted profit

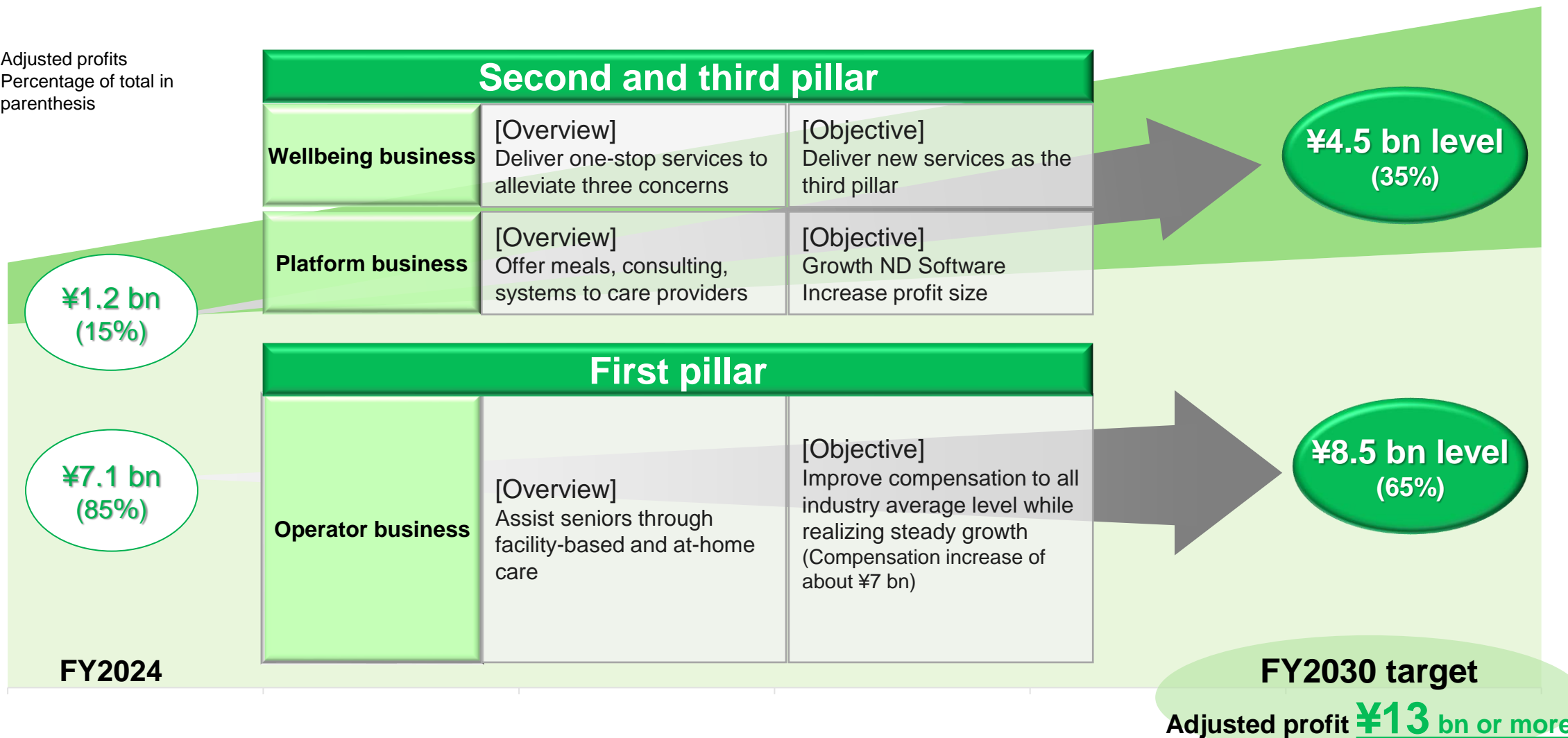
Nursing Care Business Portfolio Reform

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care



- In the nursing care business, SOMPO is striving to deliver value beyond the traditional framework of nursing care through the three pillars of operator business, platform business, and wellbeing business
- Aim to transform the business portfolio by putting the platform and wellbeing businesses in addition to the operator business on growth paths to build a sustainable business foundation

Adjusted profits
Percentage of total in
parenthesis



Progress of Mid-Term Management Plan Initiatives

Group			
SOMPO P&C		SOMPO Wellbeing	
Domestic P&C	Overseas	Domestic Life	Nursing Care

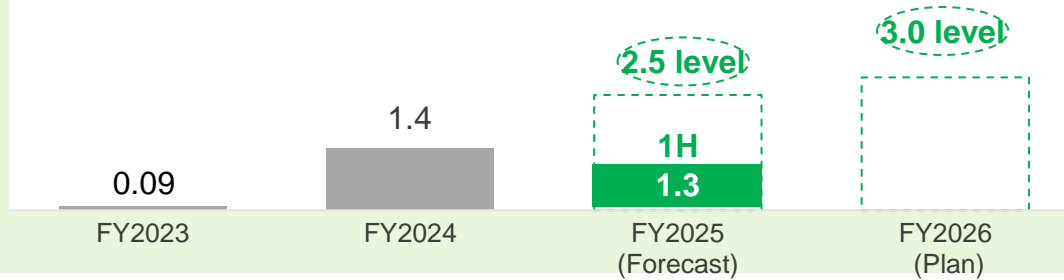


- In 1H FY2025, both the operator business and platform business were on track
- The initiatives are expected to yield results as planned at the beginning of the year

Operator business

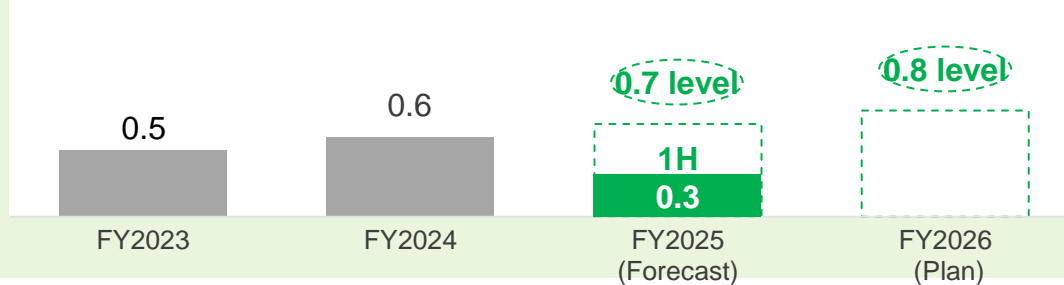
Improve productivity as well as quality (Future Nursing Care)

“Future Nursing Care” benefits (¥ bn)



Increase of non-insured (self-pay) revenue streams (Private Service)

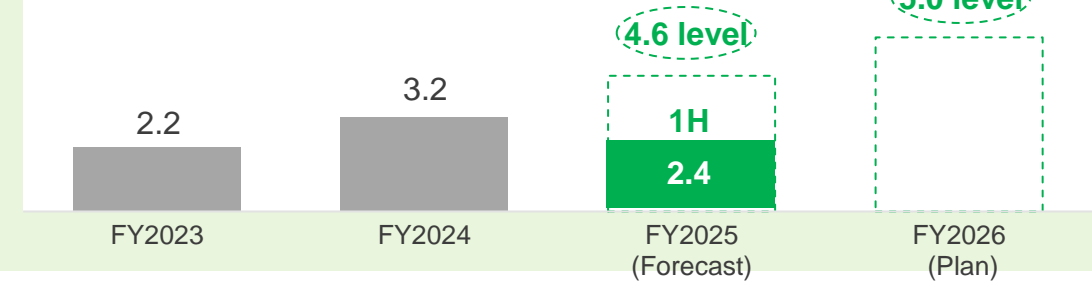
Private service revenue (¥ bn)



Platform business

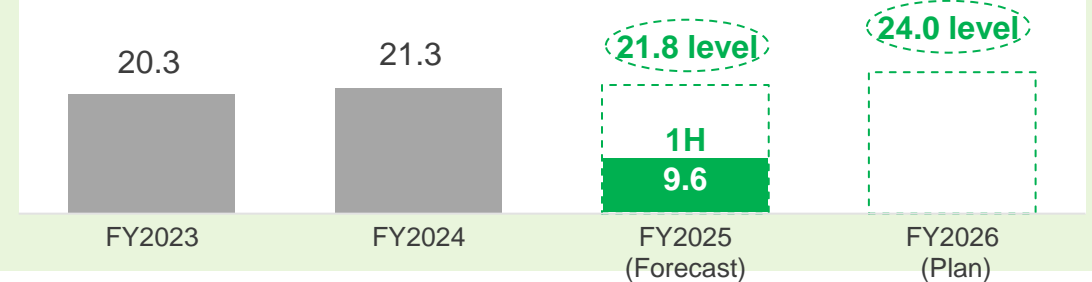
Solutions business

External meal sales (¥ bn)



ND Software

Revenue (¥ bn)



Note Regarding Forward-looking Statements

Forecasts included in this document are based on currently available information and certain assumptions that we consider reasonable at this point in time. Actual results may differ materially from those projected herein depending on various factors.

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