

Progress of Mid-term Management Plan

November 25, 2025

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Progress of Mid-Term Management Plan

- ✓ The mid-term management targets are **progressing steadily**, primarily through resilient organic growth
 - **EPS growth rate is expected to exceed the target** (12% annual rate) at a **CAGR of 18%**
 - **ROE is also steadily improving** (target: 13–15%)
- ✓ **The acquisition of Aspen** announced in August 2025

Toward SOMPO's Vision

- ✓ Aim to become a “**Japan-born truly global company born**” with SOMPO P&C and SOMPO Wellbeing
- ✓ **Made a big leap** beyond the growth path outlined in the mid-term management plan, through both strong and steady organic and inorganic growth
 - **Enhancing capital efficiency** fueled by organic growth
 - **Pursuing further Growth Investment** to drive sustainable growth while enhancing portfolio diversification

Group Strategy

EPS growth rate is expected to significantly exceed targets, with steady progress in improving ROE.

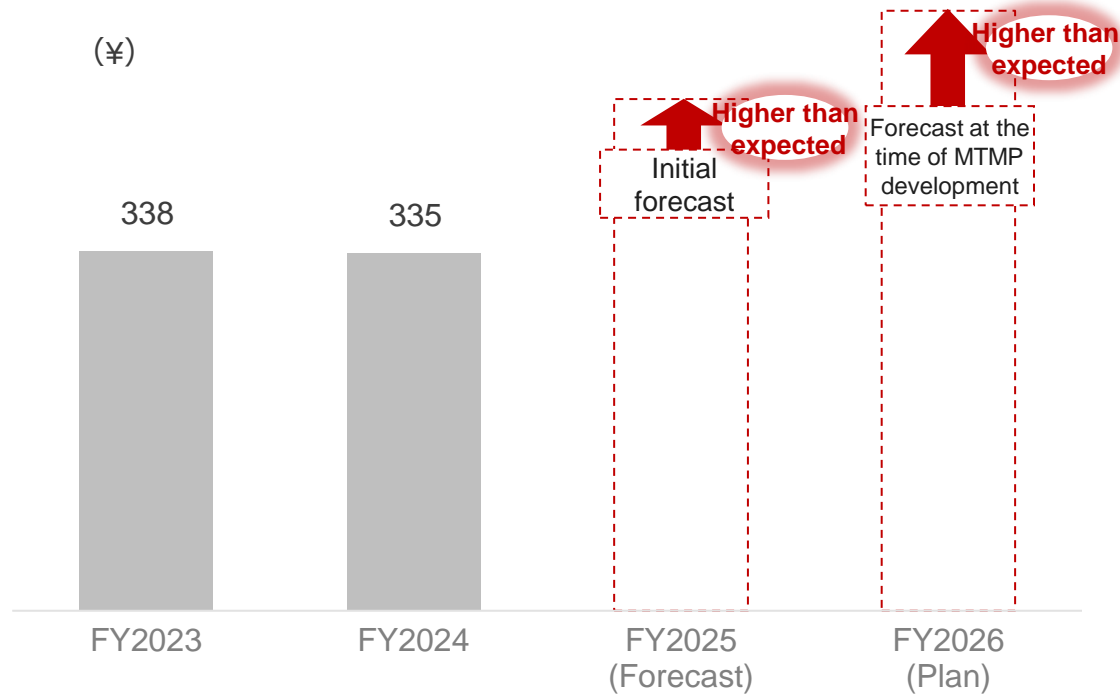
Adjusted EPS growth

(MTMP period)

Target
CAGR **12%** or higher

CAGR **18%** level

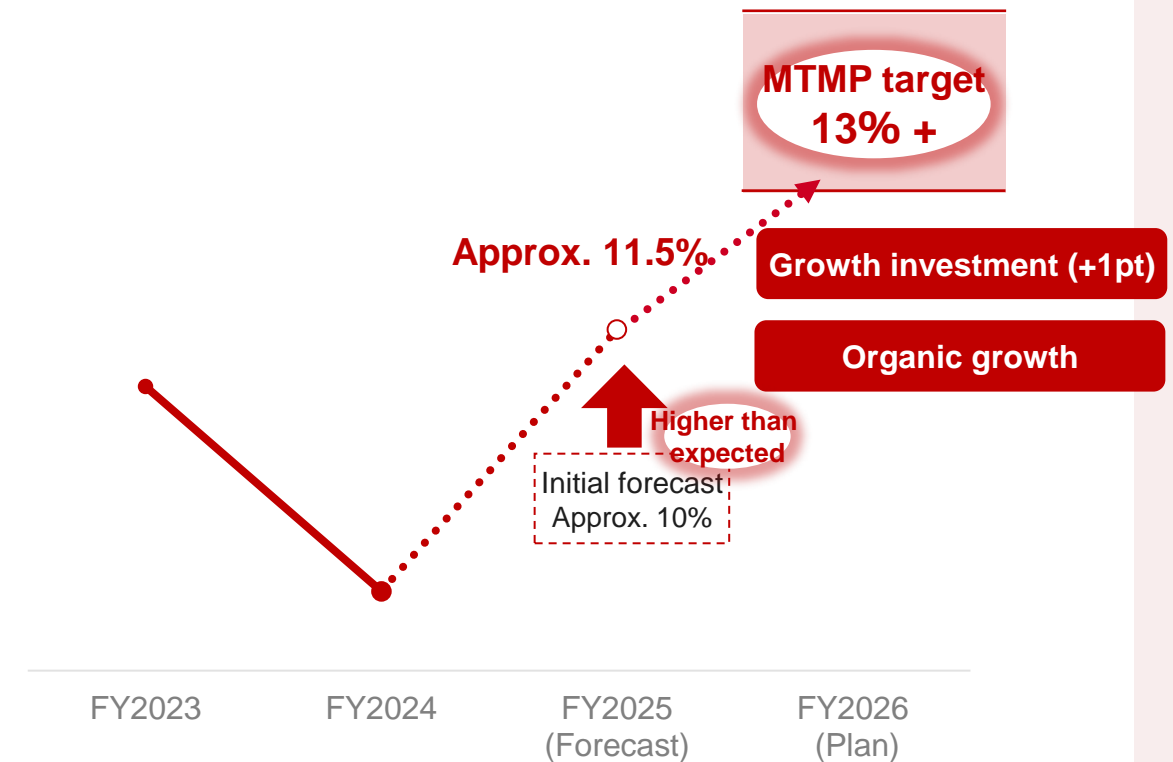
(¥)



Adjusted consolidated ROE

(FY2026)

Target
13-15%



SOMPO P&C continues to improve profitability and enhance resilience

Maximize
risk-
adjusted
return

Group optimization
of reinsurance
and investment



\$50 mn
Improving investment
profitability^{*1}

Geographical
diversification



\$1,000 mn
GWP from
Growth strategies^{*2}

Strengthen
underwriting

Risk selection



-¥15.0 bn
Loss reduction^{*3}

Line size
control



-¥2.0 bn
Large incurred losses^{*3}

Eliminate
dual
structure

Appropriate control of
Agency commission
rates



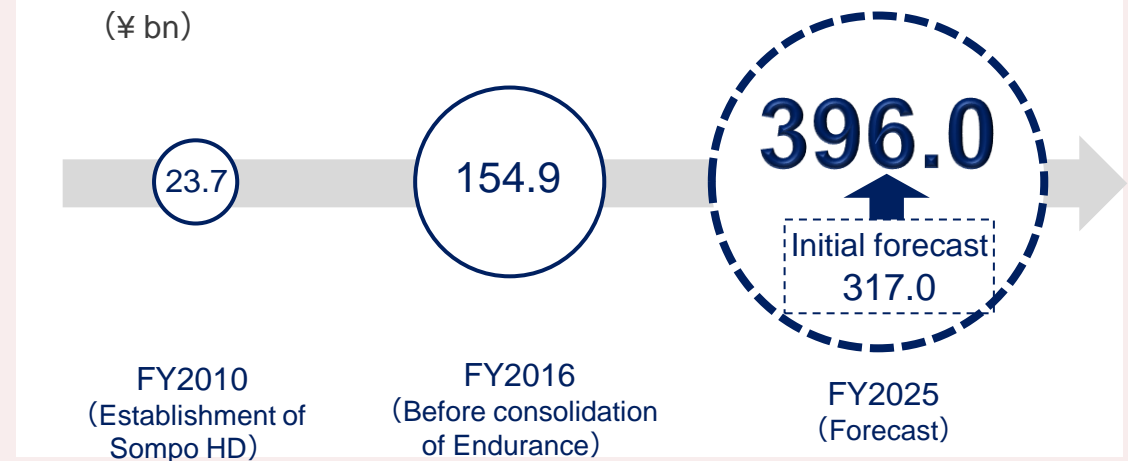
-1.2pt
Agency commission rate^{*3}

Branch network
reorganization

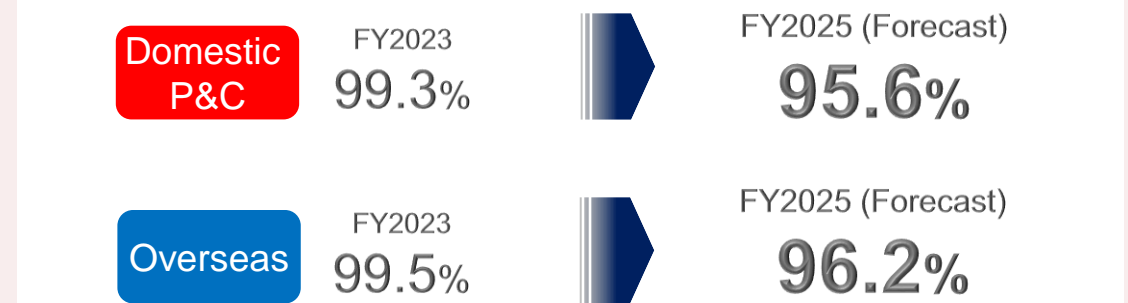


-22%
No. of branches^{*3}

Adjusted profit^{*4}



Combined ratio^{*5}



^{*1} Estimated value at full contribution

^{*2} Overseas Business, FY2025 forecast

^{*3} Domestic P&C Business, FY2025 forecast (vs. FY2023 actual), large incurred losses are annual average amount

^{*4} FY2010 and FY2016 figures represent adjusted profits based on JGAAP;

FY2010 figure is estimate based on the definition of adjusted consolidated profit as of FY2016.

^{*5} J-GAAP for the domestic P&C Business, IFRS4 for the Overseas Business (Jan. to Dec. period)

SOMPO Wellbeing is expanding the customer base and growing LTV with a unique business model

“Connect and Be Connected”

Establishment of a New Hub Company

Group Customer Base Development

Alleviate three concerns

Health



59% → 85%
Proportion of Insurhealth®*1

Nursing care



¥2.5 bn
Impact of “Future Nursing Care” at SOMPO Care *2

Retirement finance



Dec. 2025
Renewal of variable insurance (Plan)

Adjusted profit^{*3}

(¥ bn)

6.6

FY2010

73.0

FY2025
(Forecast)

100.0

FY2030
(Plan)

Customer base

End of FY2023
c. 5.7 mn customers



End of FY2024
c. 7 mn customers



FY2030 (Target)
10+ mn customers

*1 Insurhealth Products' proportion of new ANP (FY2025 Forecast, Compared to FY2020)
Insurhealth is a product that provides unique value by combining the core protection function of insurance with features that support health

*2 FY2025 Forecast

*3 FY2010 and FY2016 figures represent adjusted profits based on JGAAP;
FY2010 figure is estimate based on the definition of adjusted consolidated profit as of FY2016

Pursue growth investment in overseas insurance and wellbeing to surely realize SOMPO's vision

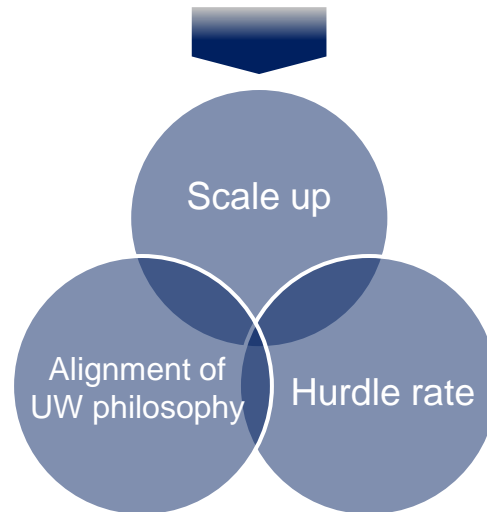
SOMPO P&C

Early profit contribution, mainly through large-scale M&A

August
2025

Announcement of Aspen acquisition

Continuous
growth
investments

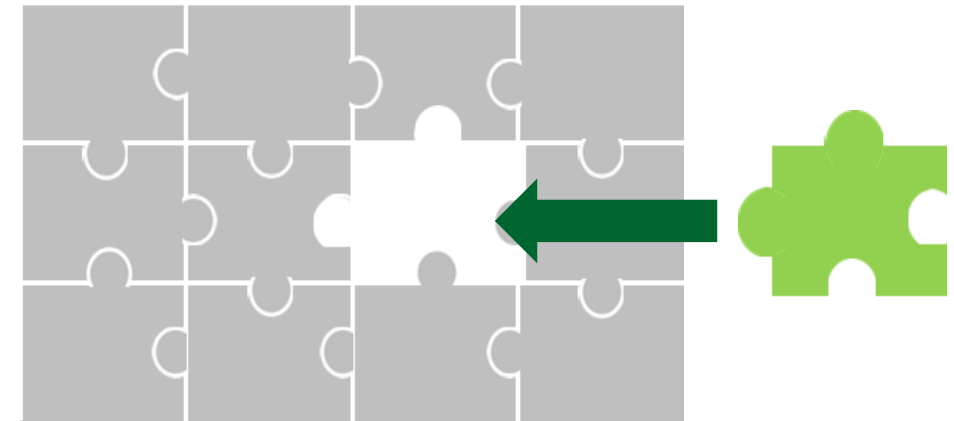


SOMPO Wellbeing

Acquire the key piece of the puzzle to address the three concerns

Existing
pieces

- ✓ Life insurance
- ✓ Nursing Care
- ✓ Corporate wellness
- ✓ chocoZAP etc.



Improving
capital
efficiency

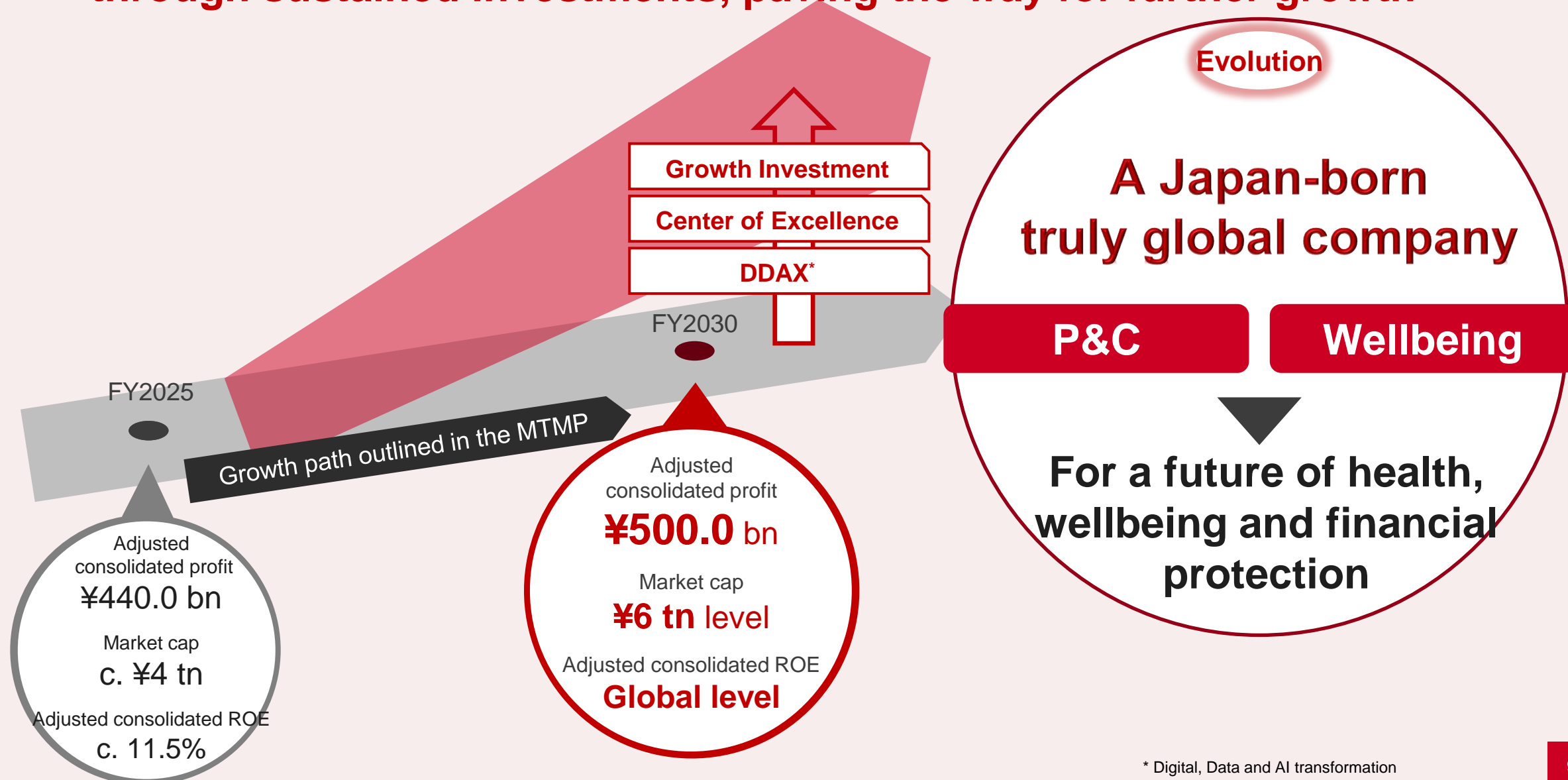
Growth investment

balance

Shareholder return

Effective utilization of accumulated profits and existing capital

A significant leap beyond the growth path outlined in the mid-term plan through sustained investments, paving the way for further growth



Business Strategy (SOMPO P&C)

SOMPO P&C | Strategic Pillars for Success

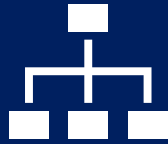
1



Strengthening Core Relationships

- Engaging new and existing customers
- Empowering employees
- Strategic partner selection

2



Optimizing Operational Efficiencies

- Streamlining internal processes
- Amplifying external collaborations

3



Leveraging Strategic Investment

- Reinsurance
- Strengthening vendor Relations
- Exploring investment opportunities

4



Enhancing Organizational Excellence

- Shared best practices
- Underwriting expertise
- Streamlined claims management

5



Broadening Global Horizons

- Enhanced career development opportunities
- Alignment across Sompo P&C to navigate a dynamic market landscape

SOMPO P&C | Investment Portfolio Management

- Optimizing investment infrastructure and governance through a unified SOMPO approach to enhance operational efficiency, capital utilization, and fee leverage
- Expect up to \$50M of improved profitability

1

Established Investment Organization Framework

- Governance framework established for centralized oversight of investment portfolio for Sompo P&C
- New Investment Committees created to steer global asset allocation based on local market demands and global opportunities

2

Leverage Capital Efficiencies

- Effective allocation strategy across different entities considering all aspects of capital efficiency
- Sompo P&C already basing investment decisions on strategic asset allocation for the combined portfolio

3

Go to Market as One Sompo

- Presenting a unified Sompo market approach allows for greater leverage and scale for fees, streamlining managers, and gaining access to more favorable strategies
- Consistent relationships across managers and opportunity pipelines

4

Infrastructure

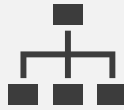
- Investment infrastructure optimization: consolidated systems platform to manage assets more efficiently including front office platform
- Significant operating leverage potential to further scale the investment platform

SOMPO P&C | Operational Effectiveness

- Standardizing Technology and Operations organizational design to drive efficiency and improve effectiveness

Align Organizational Structure

- Consistent organizational structure for Technology, Operations, Digital and Data
- Align Technology, Data, Digital, Operations under the COO Sompo Japan



Simplify end-to-end operations

- Simplify product structure, processes, application landscapes, infrastructure
- Increase productivity



Leverage Procurement Power

- Bundle Overseas and Domestic procurement power in deal negotiations
- Drive consistency and standardization



Efficient
Delivery
Model



Sharper
Strategic
Focus



Stronger
Partnerships



Consistent
Standards

Progress of Mid-Term Management Plan KPIs (Domestic P&C Insurance Business)

- All KPIs for FY2025 are expected to surpass beginning-of-year forecasts, with steady progress toward accomplishing the Mid-Term Management Plan through various initiatives, primarily SJ-R
- The reduction target of strategic shareholding for FY2025 was revised up to ¥250.0 bn

ROE*1

MTMP KPI
(FY2026)

10% or higher*3

E/I combined ratio*2

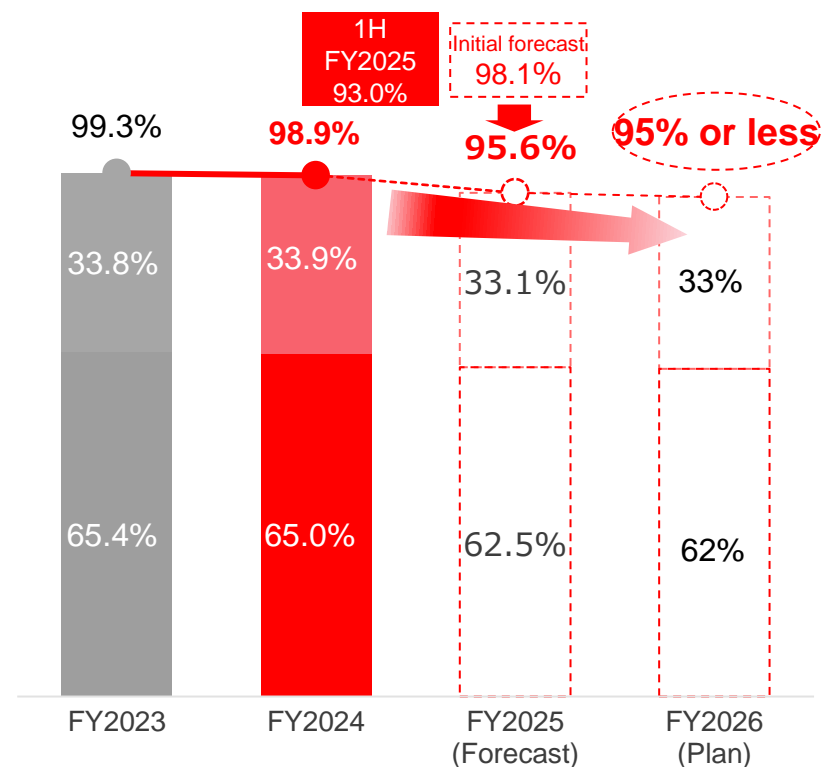
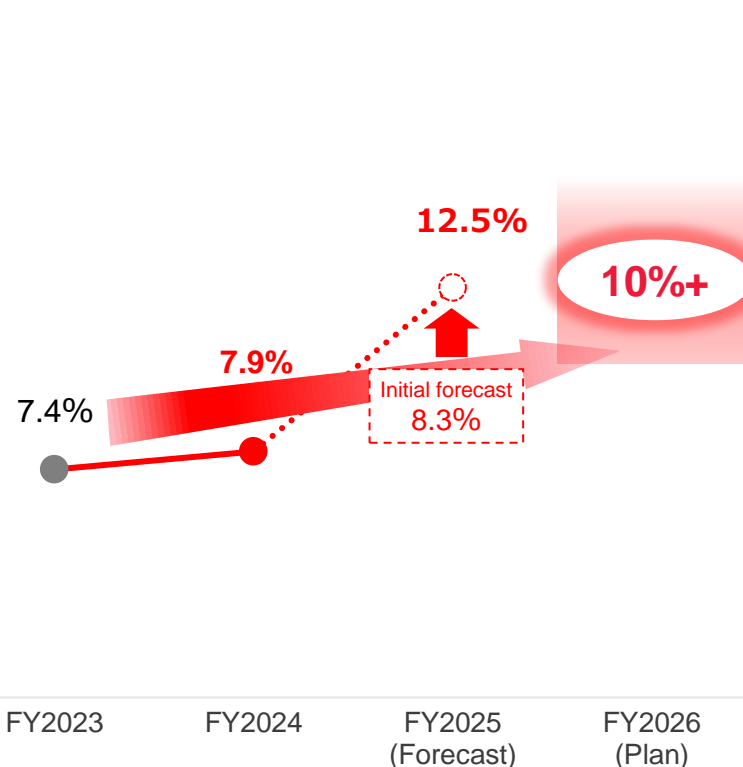
MTMP KPI
(FY2026)

95% or less

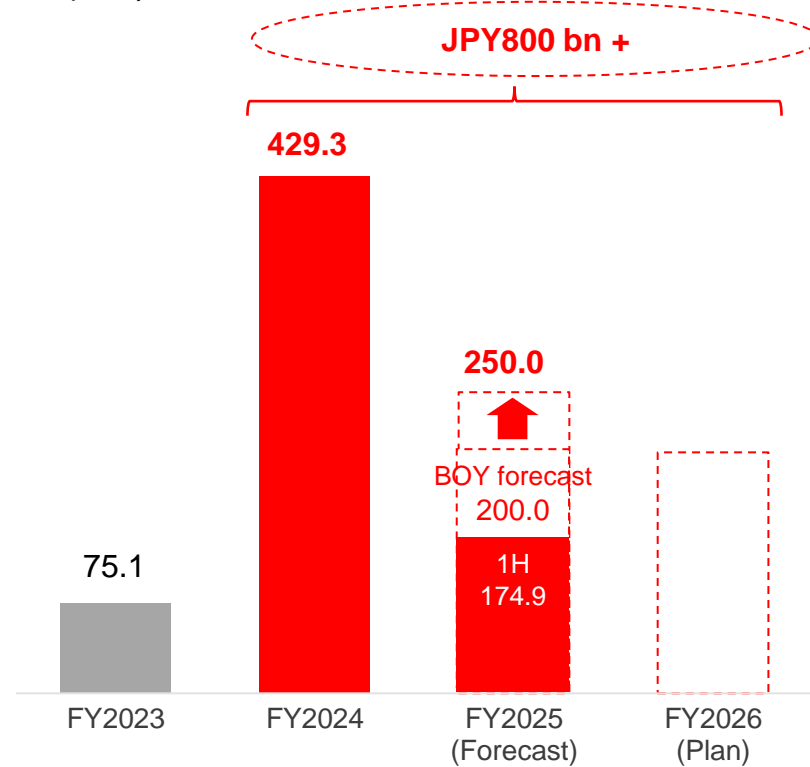
Sale of strategic shareholding

MTMP KPI
(Cum total)

¥80.0 bn. or more



(¥ bn.)



*1 IFRS basis

*2 JGAAP basis

*3 The target based on JGAAP basis (8%) was converted into IFRS basis.

Growth Strategy of the Domestic P&C Insurance Business

- Steady progress has been made in reforming the earnings structure and business infrastructure through various initiatives under SJ-R, while giving top priority to regaining trust through the completion of the business improvement plan,.
- Accelerate transformation, including the transition to the SOMPO P&C structure and increased utilization of Sompo International's expertise, to build a more robust business framework.



Regain trust

- Steady progress has been made with the business improvement plan
- About 75% of the 183 measures in total have been assessed as "Effect lasting" or better

75%

Ratio of "Effect lasting" or better



Earnings
structure
reform

- Portfolio reform: Strengthen financial management by segment
- Sales: Shift focus to the bottom line, strengthening the framework for growth in the commercial sector
- Claims service: Strengthen fraud detection, level the workload through wide-area allocation of cases

Combined ratio

95.6%

(FY2025 full-year forecast)



Business
foundation
reform

- Continuing to advance corporate culture transformation and governance system enhancement
- Accelerating human capital investment through specialized talent recruitment and utilization of the SOMPO Human Capital Fund
- Break away from bad industry practices in the past and shift to focus on strengthening competitiveness in the core business of insurance and services

9 consecutive improvements

(Culture change survey)

-¥604.2 bn

(Sale of strategic shareholding,
cum total of the MTMP period)

2024 -2026 Mid-term Management Plan Financial Targets

- On track to meet or exceed all financial targets in mid-term plan and exceed \$1 bn strategic GWP growth target a year ahead of plan

Objective	Strategic action	Financial target	Progress
Grow Operating Income	<ul style="list-style-type: none"> Maintain stable underwriting margins while growing through underwriting and expense discipline Manage investment income 	Operating Income CAGR 10% \$1.5 bn FY23 – FY26	9M 25: ~\$1.0 bn
Grow GWP Opportunistically	<ul style="list-style-type: none"> Growth strategy focused on geographic expansion Retain premiums based on profitability and risk appetite (cycle management) 	\$1B in GWP from Growth Strategies FY26	9M 25: ~\$760 mn
Optimize Capital Deployment	<ul style="list-style-type: none"> Capital levels above required capital range to fund growth strategy Capital allocated based on internal model 	13% Operating ROE	9M 25: ~13%

SOMPO P&C Overseas Growth Strategies

- Sustain momentum of strategic expansion initiatives
- On track to deliver \$1 bn gross written premium from growth strategies by year-end 2025, one year ahead of schedule; YTD GWP total of ~\$760 mn

Geographic Region

Growth Strategy

3QYTD Progress



North
America

- Emphasis on middle market penetration
- Opening new offices and expanding existing locations
- Local broker proximity and local distribution strategies

~\$375 mn



UK /
Europe

- Expand product/service offerings
- Geographic expansion to Netherlands and Belgium
- Transform the operating model to support future growth aspirations
- Growing in Manchester and Birmingham

~\$325 mn



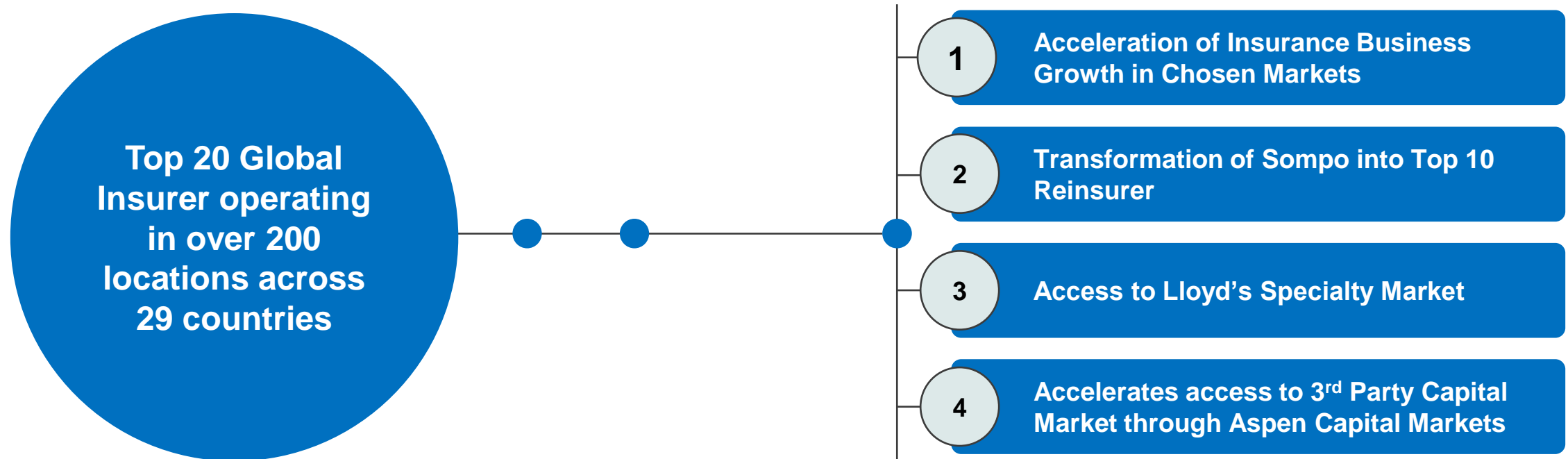
Asia

- Integration of strategy to support penetration in local markets
- Enable faster decision making for local underwriters

~\$60 mn

Aspen Rationale

- Four strategic pillars driving the transaction



Aspen | Synergies

- Combination creates opportunity to unlock substantial value through cost synergies, revenue lift and capital efficiency

Drivers of synergies

Expense

- \$200mn run rate cost savings
- Expected to achieve by end of 2029

Illustrative Examples:

- Systems/Platforms Integration
- Real Estate Optimization
- Legal Entity Optimization

Revenue

- Complementary business mix across both insurance and reinsurance platforms
- Top-tier Lloyd's platform opens access to untapped specialty risks market
- Opportunity to leverage third party capital via ACM with Sompo's broader business portfolio

Capital

- Greater scale and enhanced diversification benefits
- ACM adds capital-light, fee-based income with balanced sheet flexibility
- Financial strength rating uplift for Aspen

Aspen | Transaction Timeline

- Transaction on track to close 1H 2026

Transaction
announced:
Aug. 2025

Expected
Close:
1H 2026

Integration
Complete:
YE 2029

1

Regulatory Approvals

Required insurance regulatory approvals, including but not limited to:

- Bermuda
- UK
- PRA/FCA and Lloyd's
- Japan
- Texas and North Dakota

Continue operating as separate organizations

- US antitrust waiting period expired and other approvals received and on track

2

Post-Merger Integration

- Opening balance sheet
- Synergy realization
- Transition to IFRS 17
- Brand harmonization

3

Synergies realized

- Full integration

Aspen Transaction Advances SOMPO P&C Vision, Mission and Growth Strategy

- Acquisition enables Sompo to accelerate growth strategy, taking us closer to achieving mid-term financial goals



Profitability, Stability and Growth

- ✓ SOMPO becomes a leading global commercial P&C insurer
- ✓ Positions us among the top 10 global reinsurers
- ✓ Adds capital light, fee-based income via ACM, reducing earnings volatility, and provides balance sheet flexibility



Remain Relevant and Resilient

- ✓ Strengthens U.S. and reinsurance platform
- ✓ Adds top-tier Lloyd's operation, increasing access to untapped markets
- ✓ Enhances diversification while maintaining risk selection discipline



Continue to Simplify

- ✓ Creates operational efficiencies and streamlines capital deployment
- ✓ Complementary insurance and reinsurance platforms







Foster Deeper Connections and Alignment

- ✓ Deepens broker and client ties with a broader global offering
- ✓ ACM enhances ability to better serve investors and distribution partners
- ✓ Brings on additional specialty underwriting expertise

Business Strategy (SOMPO Wellbeing)

Progress of SOMPO Wellbeing

FY2025 interim results and full-year forecasts

(Adjusted profit, ¥ bn)	1H FY2025 (YoY change)	Full-year forecast (YoY change)	
Wellbeing Total	35.8 (+4.0)	 73.0	(+6.8)
Domestic Life	30.0 (+1.7)	 61.0	(+3.9)
Nursing Care	5.1 (+1.8)	 10.0	(+1.6)
Corporate wellness total	0.6 (+0.4)	 2.0	(+1.1)

Business Update

First row: H1 FY2025 comment, second row: Future actions

Domestic Life

- Less-than-expected new business was offset by less-than-expected claims paid, etc.
- Catch up with the new business target through the launch of new products (variable insurance)

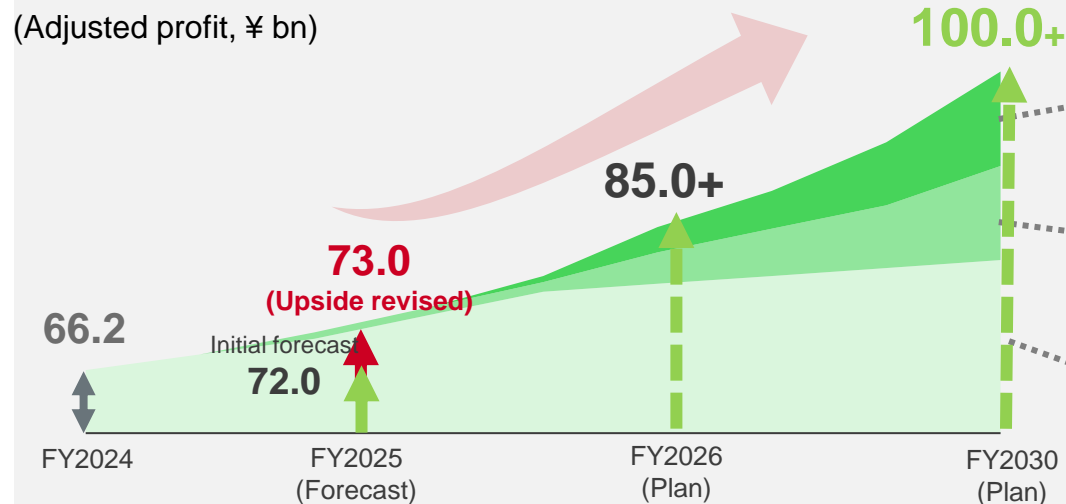
Nursing Care

- Earning structure improvement through “Future Nursing Care” and cost reduction
- Achieve sustainable growth in the care industry through digital, data, and AI

Corporate wellness

- Launched “Wellbio Biz”, a service to assist in balancing work and caregiving responsibilities
- Deliver wellbeing services in the corporate wellness sector

Three growth drivers



③ M&A strategy

- Strengthen functions and elements to alleviate three concerns related to health, nursing care, and retirement finances

② Value-up growth

- Increase lifetime value (LTV) by “Connect and Be Connected” beyond business boundaries
- Established Sompo Wellbeing Inc. on October 1, 2025

① Organic growth

- Organic growth of all business entities

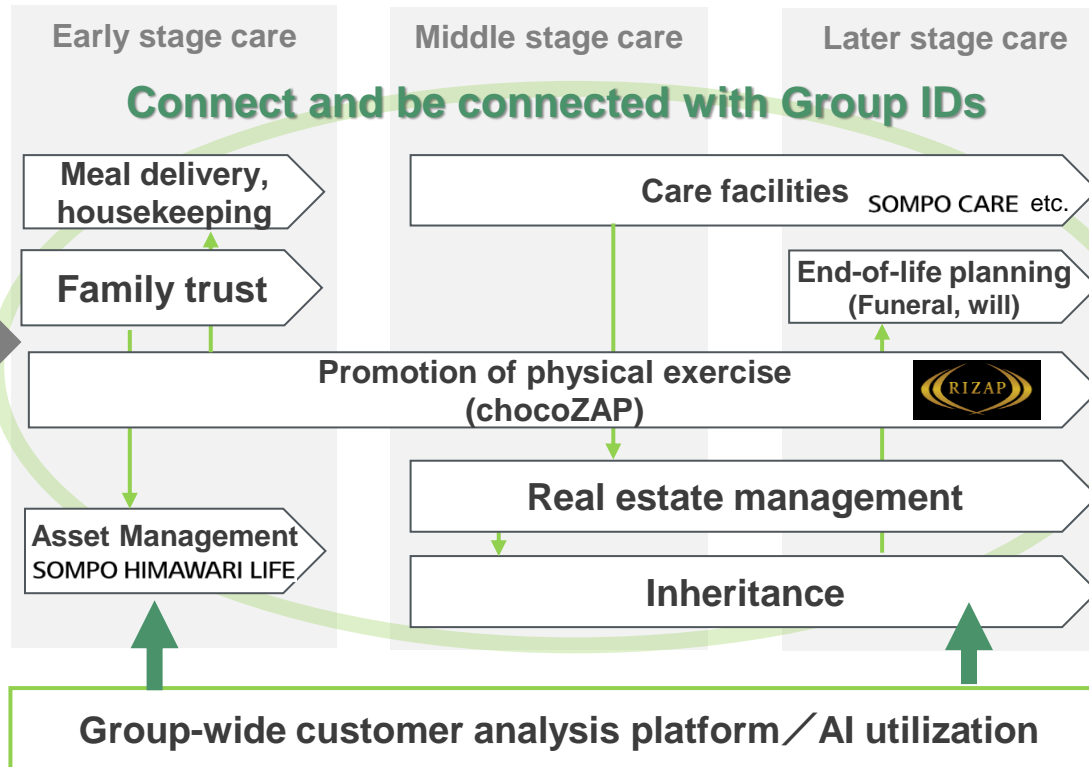
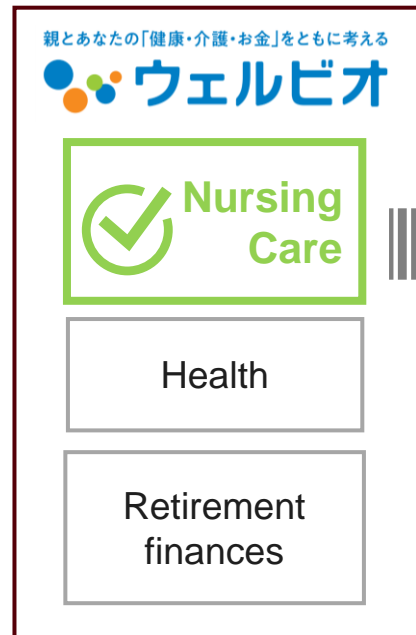
Growth Strategy of SOMPO Wellbeing

- Value increasing strategy: Build a business model to propose the best solution through collaboration beyond business boundaries, by focusing on nursing care concerns (BtoC, BtoBtoE)
- M&A strategy: Accelerate collaboration and M&As to deliver the best solutions

Value-up growth

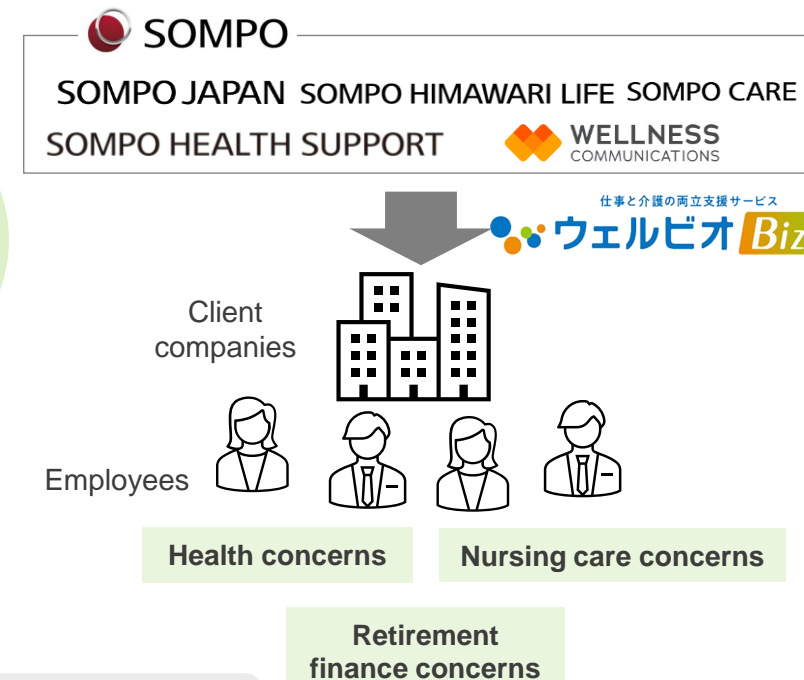
BtoC

Established on October 1, 2025
SOMPO WELLBEING



BtoBtoE

Deliver programs to client companies to support working carers (leaving for caregiving)



M&A

Supplement and strengthen functions and elements needed for alleviating three concerns related to nursing care, health, and retirement finances

Growth Strategy of the Domestic Life Insurance Business

- Adjusted profit has steadily increased since policies in force increased as planned.
- Aim to improve profitability by accelerating initiatives on health support and increasing customer value through Insurhealth

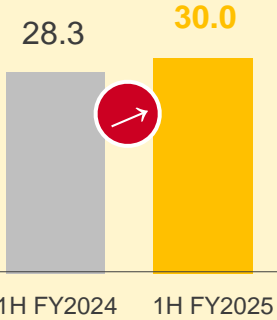
FY2025 interim results and full-year forecasts, comparison with industry averages

(¥ bn)

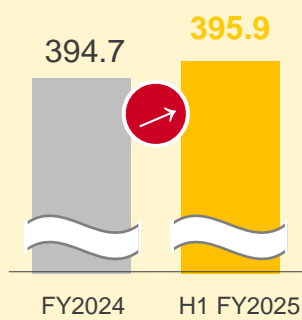
H1 FY2025 actual

FY2025 forecast

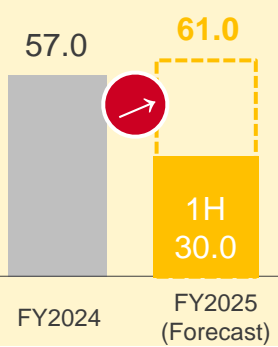
Adjusted profit



Annualized premium in force

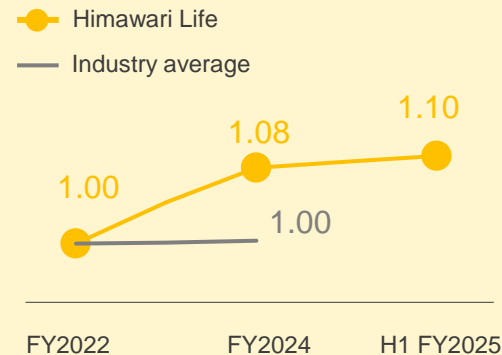


Adjusted profit

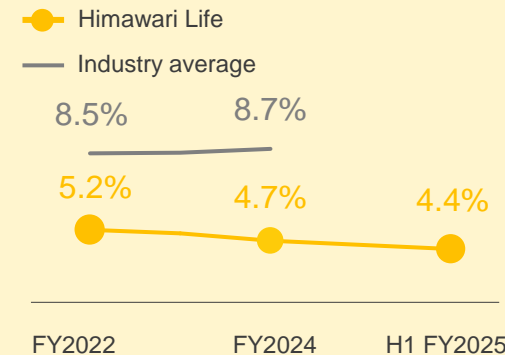


Peer comparison

Policies in force



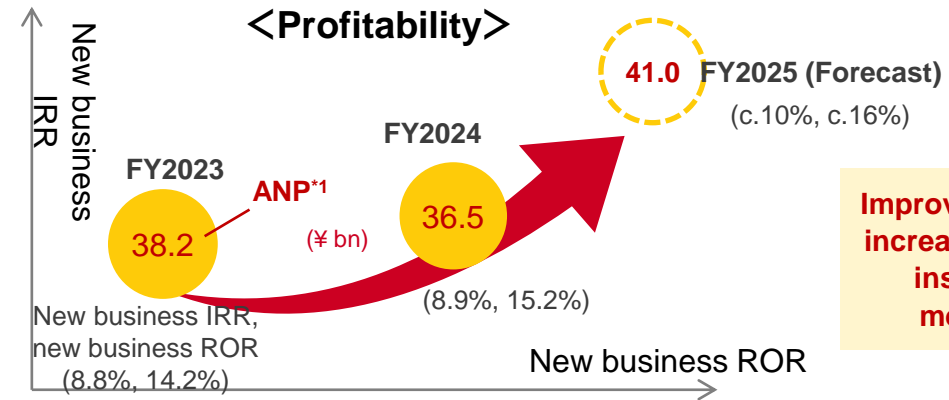
Lapse rate



Growth strategy

Insurhealth initiatives

- ✓ New products launched from FY2018, cumulative sales of 2.16 mn, cumulative premiums ¥160.0 bn
- ✓ Almost halved hospitalization rate of Get☆Healthy Challenge! Program participants, Himawari fans 5.6 mn



Improve IRR to 10% level by increasing sales of variable insurance as well as medical and cancer

Future actions

Strengthen collaboration with Group business entities



Utilization of digital, data, and AI

[New product] New variable insurance, commercial product that combines insurance and healthcare

[New service] Loyalty program*2 feature enhancement, H. pylori detection

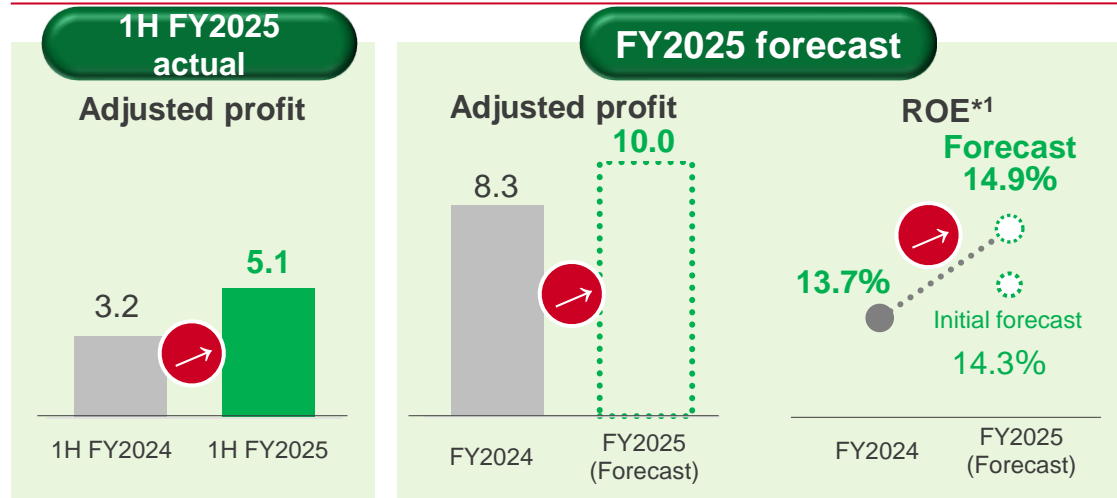
*1 Based on sales performance

*2 Service for My Himawari app users

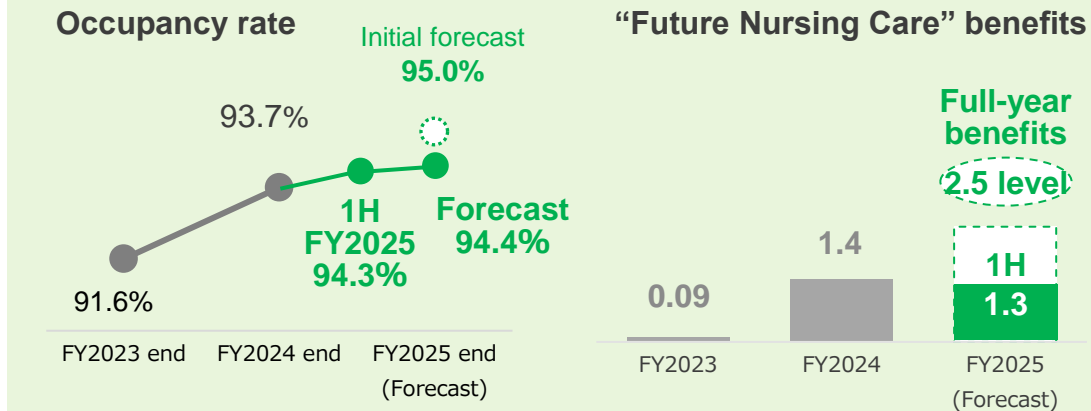
Growth Strategy of Nursing Care Business

- Adjusted profit increased YoY due to improved occupancy rate and “Future Nursing Care” to improve productivity as well as quality of care operator
- Aim to “transform the nursing care model through full utilization of DDA” by deepening initiatives of “Future Nursing Care”

FY2025 interim results and full-year forecasts (¥ bn)



Progress of initiatives



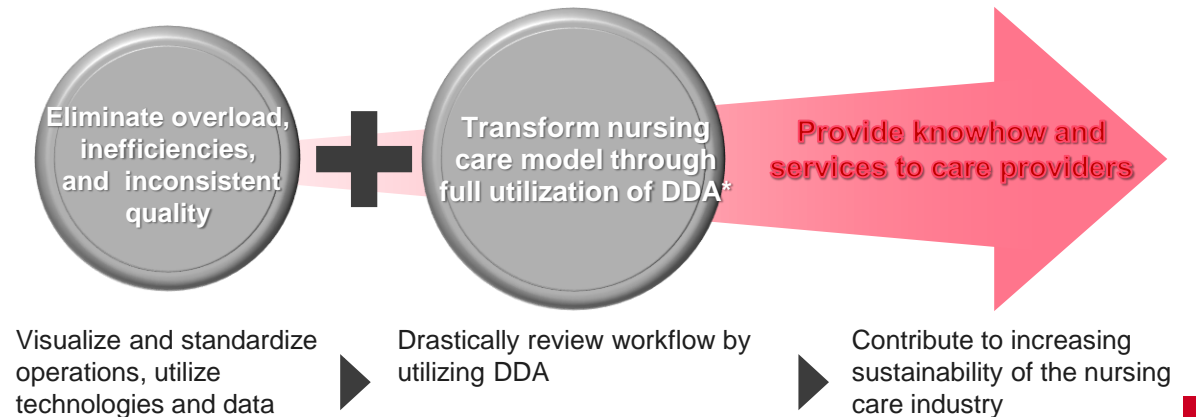
*1 Calculated by using adjusted profit of the nursing care business as the numerator (Main source of revenue is public LTC insurance benefits for facility-based and at-home care)

Deepening Future Nursing Care [Facility-based, at-home care]

Challenges Severe labor shortage against growing demand

Solution Improve productivity as well as quality
= “Future Nursing Care”

Phase 1 & 2 FY2023- FY2026 **Phase 3** FY2027- FY2030 **Transform nursing care in Japan**



*2 Digital, Data, and AI

Corporate Wellness

- Deliver services to support client companies in addressing health challenges (BtoB, BtoBtoE)
- Strengthen collaboration within the Group and deliver wellbeing services created by “Connect and Be connected”

Corporate Wellness

Challenges faced
by companies

Practice health &
productivity
management



Balance work and
caregiving responsibilities

Advance mental
healthcare

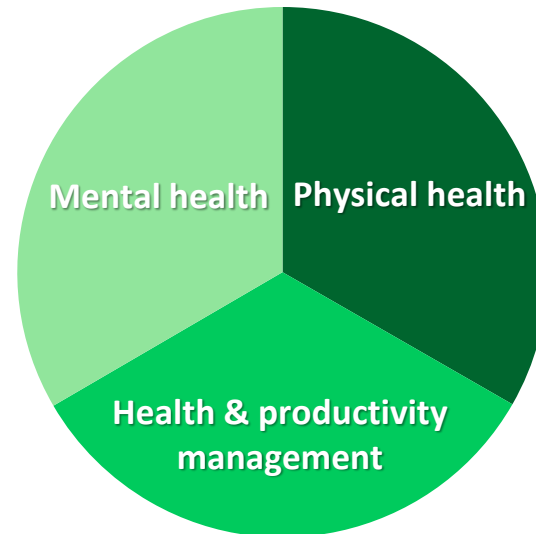
SOMPOヘルスサポート

- Lifestyle disease prevention
- Menal healthcare
- Health & productivity management consulting



- Health management cloud

- Medical checkup solution


Three segments



No. of companies/groups **5,000**
Access to c. **3.7 million** employees

✓ Largest share in Japanese health insurance societies (c. 34%)

Future actions

Strengthen collaboration within the Group and deliver SOMPO Wellbeing services

Assist in maintaining, improving, and managing employee health

Wellness Communications

RIZAP



(Growbase Next New value package)

Assist in balancing work and caregiving responsibilities

SOMPO WELLBEING

仕事と介護の両立支援サービス



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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