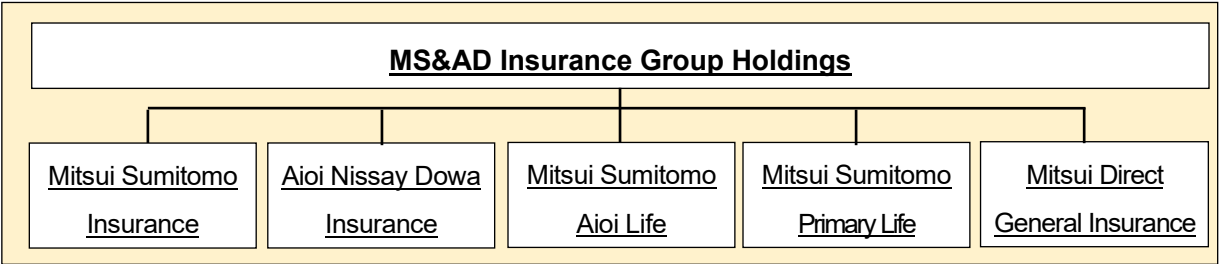


Name of Listed Company: MS&AD Insurance Group Holdings, Inc.
Name of Representative: Shinichiro Funabiki, President & CEO
(Securities Code: 8725, Tokyo Stock Exchange and Nagoya Stock Exchange)
Contact: Corporate Communications Dept.
<https://www.ms-ad-hd.com/en/ir/contact.html>

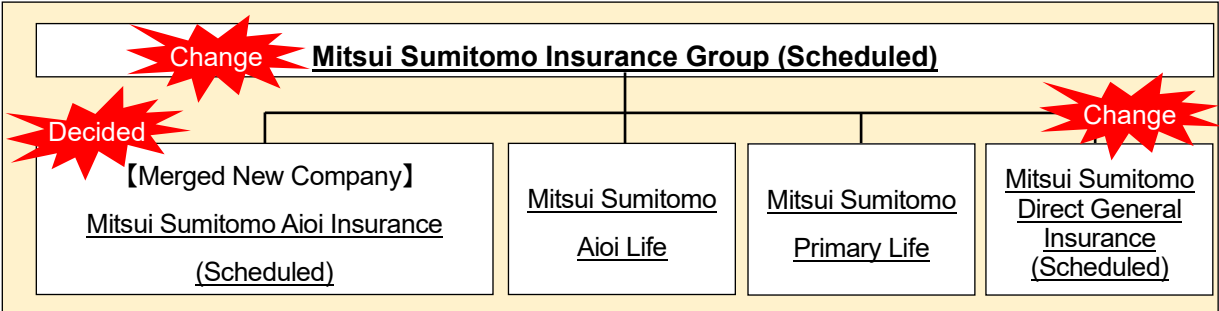
Notice Regarding Our Company Name Change and the Decision of the New Company Name for the Merger Between Mitsui Sumitomo Insurance Co., Ltd. and Aioi Nissay Dowa Insurance Co., Ltd.

Mitsui Sumitomo Insurance Co., Ltd. (“MSI”) (Shinichiro Funabiki, President) and Aioi Nissay Dowa Insurance Co., Ltd. (“ADI”) (Keisuke Niino, President), the core non-life insurance companies of MS&AD Insurance Group Holdings, Inc. (the “Company”), are progressing with merger discussions as announced on March 28, 2025. Today, we are pleased to announce that decisions have been made regarding changes to our company name and related details, as well as the corporate overview of the new company resulting from the merger (the “New Company”), subject to the approval of shareholders' meetings and relevant authorities.

1. Our Company Name, etc. and Outline of the New Company
【Current】



【Scheduled for April 1, 2027 and thereafter】



(1) Our Company Name and Other Details

The Company will change its name since, upon merger, our core non-life insurance companies will no longer coexist within the group. The New Company name reflects our unified group brand, intended to attract recognition internationally and thus further enhance our brand.

The Company will relocate our head office from the perspective of strengthening group management.

① Company Name (April 1, 2027)

Subject to the approval of shareholders' meetings and relevant authorities, the New Company name will be as follows:

Mitsui Sumitomo Insurance Group, Inc.

② Head Office Location

The Company will relocate its head office to the same location as the New Company's, as follows, to strengthen the group management structure.
3-9, Kanda Surugadai, Chiyoda-ku, Tokyo

(2) "Corporate Overview" of the New Company

The name of the New Company is based on the existing brand built together with the strong customer base of MSI and ADI, minimizing the risk of misunderstanding or concern on the part of our customers.
The surviving company, head office location, etc., have been decided considering economic rationality.

① New Company Name (April 1, 2027)

Subject to the approval of shareholders' meetings and relevant authorities, the New Company name will be as follows:

Mitsui Sumitomo Aioi Insurance Company, Limited

② Surviving Company

MSI will be the surviving company.

③ Head Office Location

The head office location of the surviving company will remain unchanged as follows:
3-9, Kanda Surugadai, Chiyoda-ku, Tokyo

④ Capital

The capital of the surviving company of 139,595,523,495 yen will remain unchanged.

(3) Trade Names of Group Companies

The trade names of group companies are planned to be aligned with a unified brand to demonstrate the strengthening of the group management, such as changing "Mitsui Direct General Insurance Co., Ltd." to "Mitsui Sumitomo Direct General Insurance Co., Ltd." Decisions will be made after the prescribed procedures at each company.

2. Aspiration of Fiscal Year 2030

The outline of our initiatives toward FY2030, in alignment with our group's MVV (Mission, Vision, Value), will be explored in the following directions.

(1) Aspiration of the Group

① Approach

- The New Company will seek to deliver the intrinsic value of insurance and strive to become **the insurance and financial group most chosen by our customers**. Building on this effort, the Group will become an entity that, in an era of increasing uncertainty, forecasts changes and solves social risks in order to be entrusted with customers' precious future ("Taking on Risk, Leading the World").
- Through our globally expanding business base, we provide optimal security, the best experiences, and cutting-edge solutions, contributing to the development of a vibrant society and the healthy future of the Earth.

Approach Towards FY2030

Mindset of
the New Company

**The insurance and financial group
most chosen by customers**

Group Tagline

Taking on Risk, Leading the World

② Quantitative Goals

Aim for a return-based profit of “700 billion yen” in FY2030 and “1 trillion yen” in the future.

- The profit^{*1} aimed for FY2030 based on the current outlook assumes **700 billion yen** as a level that can maintain a trend of increasing dividends even after completing the sale of strategic equity holdings.
- As the group's aspiration, **1 trillion yen in profit^{*1*2}** is set as one milestone.

^{*1} Refers to the profit that forms the basis for shareholder returns. With the introduction of IFRS at the end of FY2025, various definitions are scheduled to be reviewed in FY 2026.

^{*2} The international business will lead our group's profit growth as a strategic growth domain.

③ Strengthening Group Management

To balance group growth and discipline based on the grand strategy and appropriate allocation, we will strengthen group management centered on the holding company

Therefore, we will strengthen the functions of the holding company as follows.

a. Strengthening the strategic planning function

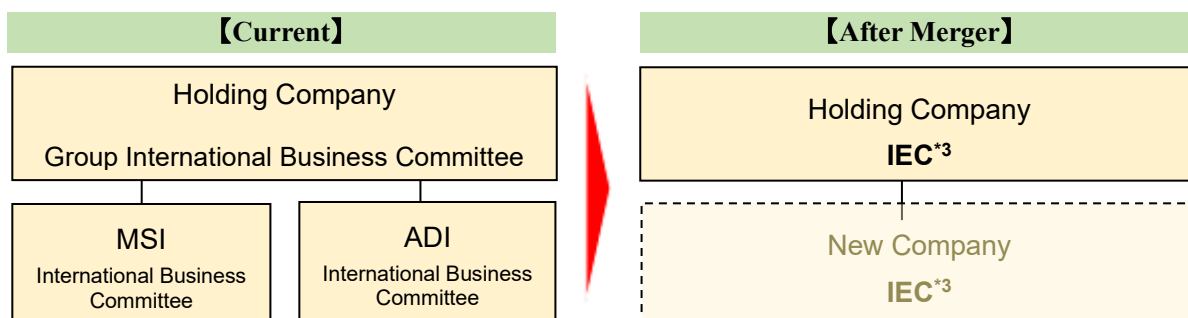
- By strengthening the human resources and general affairs departments and establishing new departments such as the financial planning department, we will enhance the effectiveness of the holding company's steering functions.
- By establishing the life insurance business planning department and strengthening the functions of the international business planning department, we will reinforce the strategic planning functions in growth domains.

b. Strengthening the governance

- We will consider placing personnel on the front lines of sales in our operating companies and establishing a system to share information about events that may lead to risk signals with the headquarters. This will enhance the group's capability to detect early signs of risk.
- We will shift the operation of international businesses to the holding company-centered management. Accordingly, functions related to international businesses within the operating companies will, in principle, be consolidated into the holding company.

【Image of International Business Operational Framework】

- After the merger, the management of international operations will be centralized within the holding company, establishing a decision-making framework centered on the holding company for the international business. This aims to expedite the decision-making.



^{*3} The IEC (International Executive Committee) functions as a task-specific committee of the holding company concerning the international business, and reports its results to the management committee and the board of directors of the holding company. The members are mainly composed of multinational human resources, including the executive officer responsible for the international business. Since decision-making in the New Company is also required from the perspective of Companies Act, IEC with the same

members will be established. For the sake of efficiency, meetings will be held jointly between the holding company and the New Company. In addition, the management committees will achieve swift decision-making through operations such as jointly hosting certain discussions between the holding company and the New Company.

(2) Initiatives of the New Company to Achieve the Aspiration (Domestic Non-Life Insurance Business)

- The domestic non-life insurance business will continue to be positioned as the "core business domain of the group" by integrating and expanding the strengths of Mitsui Sumitomo Insurance and Aioi Nissay Dowa Insurance, and stably generating profits commensurate with its scale.
- To achieve profit generation and market expansion that meet stakeholder expectations through the enhancement of the business foundation and continuous challenges, the New Company will promote initiatives centered on the following, in line with the group aspiration.

Main Initiatives of Domestic Non-Life Insurance Business

Delivering Optimal Security (Intrinsic value of insurance)

① Products and Services that Meet Customer Needs

- Price competitiveness (standardization) & differentiation from competitors (solving social issues)

② Strengthening Risk Solution Proposal and Underwriting

- Pursuit of proper underwriting by utilizing data and risk surveys
- Provision of new coverage and underwriting of new risks through the sharing of domestic and international expertise

③ Strengthening Underwriting Capacity

- Effective use of the New Company' capital and strategic use of reinsurance

Providing the Best Effortless Experience (Improving CX)

① Effortless Value Delivery

- Personalized proposals, digitization of procedures (at application)
- Providing timely information that customers seek (after application)
- Striving for faster and clearer processes via digital transformation (claim payment)

② Optimal Distribution

- Transformation of agency sales model integrating digital along with pursuit of quality improvement
- Expansion of direct marketing (personal) and direct transactions (commercial)

Cutting-Edge Solution Development (Solving Social Issues)

① Solutions before and after compensation utilizing data (DX)

② Contribution to creating safe and secure towns through the spread of telematics auto insurance (SAFE TOWN DRIVE)

③ Initiatives to create common value solutions for social issues (CSV)

- Priority areas: Mobility, Disaster Prevention & Mitigation, Healthcare

④ Bringing international expertise back to the domestic market

- W.R.Berkley, MOTER, Lab, etc.

Reforming the Sales Model with a Priority on Quality (Sustainable Sales Model)

Introduction of New Agency Categories (Development, Collaboration, Mediation Types, etc.)

Regional Revitalization (Solving Regional Issues)

① Promotion of initiatives to solve regional issues in collaboration with local governments and community-rooted companies linked to "Regional Revitalization 2.0"

② Promotion of initiatives leveraging contributions to community, disaster prevention and Mitigation, to drive customer expansion and business development

Collaboration with Partners (Strengthening and Expanding Partnerships)

① Strengthening and expanding collaboration with partners to deliver optimal security, the best effortless experience, and cutting-edge solutions to customers

② Creating collaboration with new partners

Expansion of Areas Aiming for Further Growth, Improvement of Profitability (Balancing Growth and Discipline)

① Investment of Management Resources in Growth Domains ② Disciplined Business Investment

③ Advancement of Reinsurance Strategy ④ Improvement of Profitability in Asset Management