

February 27, 2026

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>

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Notice Regarding Change of Directors, Executive Officers and Audit & Supervisory Board Members

MS&AD Insurance Group Holdings, Inc. (the “Company”) hereby announces the change of Directors, Executive Officers and Audit & Supervisory Board Members described below.

1. Change of Representative Directors

Not applicable.

2. Change of Directors, Executive Officers and Audit & Supervisory Board Members

(1) Outside Directors

- ① Newly appointed Outside Directors, subject to approval at the General Shareholders’ Meeting in June 2026

Director other than Audit & Supervisory Committee Member

Jiro Seguchi

- ② Directors scheduled to leave office

Director other than Audit & Supervisory Committee Member

Junichi Tobimatsu

(2) Executive Officers

① Promotion and change of responsibilities as of April 1, 2026

Name	New Position	Current Position
Shigeo Kudo	Representative Director Executive Vice President - Chief Financial Officer Corporate Strategy, Capital Policy, Investor Relations, Brand Strategy Corporate Planning Dept., Corporate Communications Dept., Group Communications Dept., Investor Relations Dept., Life Insurance Business Planning Dept.	Representative Director Executive Vice President - Group Chief Financial Officer Capital Policy Corporate Planning Dept., Corporate Communications Dept., Investor Relations Dept.
Satoru Tamura	Executive Vice President - Chief Human Resource Officer Human Capital Strategy, Management Administration (Compliance) Human Resources Dept., General Affairs Dept., Legal Dept., Compliance Dept.	Senior Executive Officer - Group Chief Risk Officer Human Resources and General Administration Dept., Legal Dept., Accounting Dept., Compliance Dept., Corporate Risk Management Dept.
Takuya Tsuda	Senior Executive Officer - Chief Information Officer, Chief Information Security Officer Information Technology Strategy, Information Security Data Management Dept., Information Technology Planning Dept.	Executive Officer - Group Chief Information Officer (Information Technology Planning), Group Chief Information Security Officer (Information Security) Data Management Dept., Information Technology Planning Dept.
Tomoyuki Motoyama	Senior Executive Officer - Chief Digital Officer Artificial Intelligence and Data Strategy, Business Model Transformation, Customer Experience Marketing Business Design Dept.	Executive Officer - Group Chief Digital Officer (Digital Transformation Planning) Operations Innovation Planning Dept.
Hironori Morimoto	Senior Executive Officer - Chief Global Officer International Business Development International Business Planning Dept., Life Insurance Business Planning Dept.(deputy in charge)	Executive Officer - International Business Planning Dept.
Takuma Hayakawa	Managing Executive Officer - Chief Investment Officer Corporate Finance and Investment Strategy, Financial Service Business	Executive Officer - Investment Management, Financial Service Business

	Finance and Investment Planning Dept.	
Sachiko Hori	Managing Executive Officer - Chief Sustainability Officer Sustainability Management, Global Reinsurance Corporate Sustainability Dept.	Executive Officer General Manager, Corporate Risk Management Dept.

② Newly appointed Executive Officers as of April 1, 2026

Name	New Position	Current Position
Kazuaki Asai	Senior Executive Officer - Chief Risk Officer Management Administration (Risk) Corporate Risk Management Dept.	Senior Executive Officer, Aioi Nissay Dowa Insurance Co., Ltd. (hereinafter “ADI”)
Yasuko Fukuda	Senior Executive Officer - Chief Accounting Officer, Chief Global Supervising Officer Financial Closing, Financial Projections, Investor Relations (assistant), International Business Management Accounting Dept., Investor Relations Dept. (deputy in charge), International Supervisory Dept.	Senior Executive Officer, Mitsui Sumitomo Insurance Co., Ltd. (hereinafter “MSI”)
Hidetoshi Kometani	Executive Officer General Manager, Corporate Planning Dept. - Corporate Strategy (Assistant), Intra-group Merger, Corporate Planning Dept. (deputy in charge)	General Manager, Corporate Planning Dept.
Takashi Sato	Executive Officer General Manager of Human Resources Dept.	General Manager of Human Resources Dept., MSI
Shintaro Shimada	Executive Officer - European Business, Africa, MS Amlin AG	General Manager, MS Amlin Underwriting
Norihiro Tanaka	Executive Officer - Asian Business (Chairman and General Manager of Planning Dept., MSIG ASIA)	General Manager, MSIG ASIA
Masaaki Izawa	Executive Officer - America Business (General Manager of Planning Dept., MSIG Holdings North America)	General Manager, MS Marine Management USA

Andrew Carrier	Executive Officer - International Business (Assistant) (WRB Business)	Executive Officer, MSI
Peter Mckenna	Executive Officer - International Business (Assistant) (Chief Executive Officer, MSIG USA)	Chief Executive Officer, MSIG USA
Clemens Philippi	Executive Officer - International Business (Assistant) (Chief Executive Officer, MSIG Asia)	Executive Officer, MSI
Takashi Kawai	Executive Officer General Manager of Information Technology Innovation Dept.	General Manager of Information Technology Planning Dept., MSI
Robert Wiest	Executive Officer - International Business (Assistant) (Chief Executive Officer, MS Reinsurance and Group Reinsurance Business)	Executive Officer, MSI

③ Executive Officers scheduled to leave office as of March 31, 2026

Name	New Position	Current Position
Naomi Motojima	-	Managing Executive Officer - Group Chief Sustainability Officer (Sustainability) Corporate Sustainability Dept., Diversity, Equity & Inclusion
Tetsuji Higuchi	Representative Director, Chairman of the Board, and Chairman Executive Officer, Mitsui Sumitomo Primary Life Insurance Co., Ltd.	Executive Officer - International Supervisory Dept.
Hiroshi Arakawa	Director, Senior Executive Officer, ADI	Executive Officer - Assist Management

<References>

Responsibilities of Executives from April 1, 2026

Name	Position	Responsibilities
Noriyuki Hara	Chairman of the Board Chairman Executive Officer	
Yasuzo Kanasugi	Representative Director Vice Chairman of the Board Vice Chairman Executive Officer	
Shinichiro Funabiki	Representative Director President & Chief Executive Officer	Chief Executive Officer
Shigeo Kudo	Representative Director Executive Vice President	Chief Financial Officer Corporate Strategy, Capital Policy, Investor Relations, Brand Strategy Corporate Planning Dept., Corporate Communications Dept., Group Communications Dept., Investor Relations Dept., Life Insurance Business Planning Dept.
Satoru Tamura	Executive Vice President	Chief Human Resource Officer Human Capital Strategy, Management Administration (Compliance) Human Resources Dept., General Affairs Dept., Legal Dept., Compliance Dept.
Takuya Tsuda	Senior Executive Officer	Chief Information Officer, Chief Information Security Officer Information Technology Strategy, Information Security Data Management Dept., Information Technology Innovation Dept.
Tomoyuki Motoyama	Senior Executive Officer	Chief Digital Officer Artificial Intelligence and Data Strategy, Business Model Transformation, Customer Experience Marketing Business Design Dept.
Kazuaki Asai	Senior Executive Officer	Chief Risk Officer Management Administration (Risk) Corporate Risk Management Dept.
Hironori Morimoto	Senior Executive Officer	Chief Global Officer International Business Development International Business Planning Dept., Life Insurance Business Planning Dept. (deputy in charge)
Yasuko Fukuda	Senior Executive Officer	Chief Accounting Officer, Chief Global Supervising Officer Financial Closing, Financial Projections, Investor Relations (Assistant), International Business Management Accounting Dept., Investor Relations Dept. (deputy in charge), International Supervisory Dept.

Takuma Hayakawa	Managing Executive Officer	Chief Investment Officer Corporate Finance and Investment Strategy, Financial Service Business Finance and Investment Planning Dept.
Sachiko Hori	Managing Executive Officer	Chief Sustainability Officer Sustainability Management, Global Reinsurance Corporate Sustainability Dept.
Keisuke Niiro	Director Executive Officer	Assist Management
Kenjiro Matsuda	Executive Officer	Claims Services
Hiroshi Umiyama	Executive Officer	Assist Management
Kuniyuki Hirano	Executive Officer	Sales
Atsushi Kadoya	Executive Officer	General Manager of Corporate Planning Dept.
Hisashige Doisaki	Executive Officer	Underwriting
Hidetoshi Kometani	Executive Officer	Corporate Strategy (Assistant), Intra-group Merger, Corporate Planning Dept. (deputy in charge) General Manager, Corporate Planning Dept.
Takashi Sato	Executive Officer	General Manager of Human Resources Dept.
Shintaro Simada	Executive Officer	European Business, Africa, MS Amlin AG
Norihiro Tanaka	Executive Officer	Asian Business (Chairman and General Manager of Planning Dept., MSIG ASIA)
Masaaki Izawa	Executive Officer	America Business (General Manager of Planning Dept., MSIG Holdings North America)
Andrew Carrier	Executive Officer	International Business (Assistant) (WRB Business)
Peter McKenna	Executive Officer	International Business (Assistant) (Chief Executive Officer, MSIG USA)
Clemens Philippi	Executive Officer	International Business (Assistant) (Chief Executive Officer, MSIG ASIA)
Takashi Kawai	Executive Officer	General Manager of Information Technology Innovation Dept.
Robert Wiest	Executive Officer	International Business (Assistant) (Chief Executive Officer, MS Reinsurance and Group Reinsurance Business)
Junichi Tobimatsu	Outside Director	
Rochelle Kopp	Outside Director	
Akemi Ishiwata	Outside Director	
Jun Suzuki	Outside Director	
Atsuko Okajima	Outside Director	
Hideki Kawatsu	Director, Audit & Supervisory Committee Member	

Taisei Kunii	Outside Director, Audit & Supervisory Committee Member	
Yukari Murayama	Outside Director, Audit & Supervisory Committee Member	

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