Corporate Governance Report

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Note: This is a translation of the Japanese language original for convenience purposes only, and in the event of any discrepancy, the Japanese language original shall prevail.

The corporate governance of Sompo Holdings, Inc. (the ñCompanyò) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

(1) Management Philosophy etc.

Sompo Holdings Group (hereinafter ñthe Groupò) has established the following Group Management Philosophy, Group Action Guidelines, and Group Vision.

Group Management Philosophy

We will at all times carefully consider the interests of our customers when making decisions that shape our business. We will strive to contribute to the security, health, and wellbeing of our customers and society as a whole by providing insurance and related services of the highest quality possible.

Group Action Guidelines

To provide the highest possible quality of service to our customers we will:
1. treat each and every customer with sincerity, and act in the knowledge that our every action as an individual shapes our entire reputation as a company;
2. act with initiative, set ourselves the highest goals, and always learn from our actions;
3. strive to be both prompt and clear in our dealings and activities; and,
4. act with the utmost integrity.

Group Vision

Our goal is to always be the best customer service provider both at home and abroad.

(2) Basic Views on Corporate Governance

Following the principles of the Group management philosophy, the Group considers value creation for stakeholders in the administration of its business and maintains and enforces the Group Action Guidelines as the standard of behavior for the Group employees in Japan and worldwide with the business objectives of realizing sustainable business growth to increase corporate value and fulfilling its mission to be the best customer service provider both at home and abroad.

The Group considers continually improving the transparency and fairness of the Groupôs corporate governance and fulfilling its corporate social responsibility as essential to maintaining strong relations of trust with stakeholders. The Board of Directors has accordingly established the Corporate Governance Policy to

clarify basic policies regarding the formation of the overall vision for the governance structure and the governance framework. We continue to improve our corporate governance and aim the best. Further information on the Groupôs Corporate Governance Policy may be viewed on the Company website at http://www.sompo-hd.com/en/company/governance/overview/policies/
The Group has elected to be a company with *Kansayaku* Board and maintains and promotes effective oversight and auditing functions using a system of corporate governance comprising the Board of Directors, which makes important management decisions and oversees business execution, and *Kansayaku* and a *Kansayaku* Board that are independent from the Board of Directors. The Group also utilizes the business owner system and the executive officer system to enable swift decision-making and to ensure the clarity of authority and responsibility.
The Board of Directors sets the Basic Policy on Internal Controls, which serves as the foundation for the Basic Policy for Group Management. These policies provide the framework for a highly transparent governance structure for the Company and Group companies. To ensure transparency in the appointment and treatment of directors, the chairman and a majority of the members of the Nomination and Remuneration Committee, an advisory organ to the Board of Directors, are outside directors.

(3) View on the Corporate Governance Code

We understand that the Corporate Governance Code (the ñCodeò) is established in order to contribute to companyôs sustainable corporate growth and the increase of corporate value in the medium term by improving the system for transparent, fair, prompt, and decisive decision-making based on the perspective of all stakeholders, including the companyôs shareholders, customers, employees and local communities.
In the spirit of the Code, the Group constantly seeks to improve its corporate governance to promote the Groupôs ongoing growth and the enhancement of corporate value in the medium term.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

The Group complies with all principles of the Code.

[Disclosure Based on the Principles of the Corporate Governance Code]

Principle 1.4 Cross-Shareholdings

Policy on Cross-Shareholdings

-The Companyôs subsidiary Sompo Japan Nipponkoa Insurance Inc. engages in cross-shareholdings for the purposes of receiving investment return in the form of dividend income and share price appreciation, fortifying relations with the insurance sales channels and business partners, and maintaining and strengthening insurance transactions with corporate clients.
-The Board of Directors annually examines the rationale for continuing to maintain the primary cross-shareholding accounts. The examination considers the future use of the shares based on the cross-shareholding objectives, such as supporting insurance transactions and strengthening alliances, reviews the long-term outlooks for unrealized gains from value appreciation and the share value, and sets quantitative risk and return assessment benchmarks for the associated insurance transactions and share values.
-As part of the Groupôs capital policy, the Company implements a management policy of allocating a portion of the capital buffer realized from the continuous selling of cross-shareholdings to growth business investment, such as overseas M&A, to support the maintenance of financial soundness and improve capital efficiency. These activities are conducted in accordance with the midterm and annual retention and disposal plans for cross-shareholdings established by the Board of Directors.

Exercising voting rights for cross-shareholdings

-The Companyôs subsidiary Sompo Japan Nipponkoa Insurance Inc. maintains a Policy for Conformance to the Japanese version of the Stewardship Code. The Policy for the Exercise of Voting Rights and the execution results are as follows.
<Sompo Japan Nipponkoa Insurance Inc.: Policy for Conformance to the Japanese version of the Stewardship Code (abridged)>
1. Basic Policy on Exercise of Voting Rights
Sompo Japan Nipponkoa Insurance Inc. exercises its voting rights following a basic policy of supporting the sustainable growth of the invested company and as deemed appropriate in consideration of the invested companyôs activities to address environmental issues, corporate governance status, compliance structure, and other areas.

2. Policy on Discussions
The discussion of items considered as requiring careful examination from various perspectives, such as the significance related to raising corporate value, includes a thorough examination of the purpose and objectives. Final decisions for such discussion items are determined based on the dialogue with the invested company and other information. Items given special attention include the following.
(1) Transfer of important assets
(2) Share transfers related a merger or wholly owned subsidiary
(3) Provision of retirement benefits to officers of companies with a capital deficiency or poor business performance
(4) Capital increase from a third-party allocation with an advantageous placement
(5) Introduction of hostile acquisition defensive measures
3. Disclosure of exercising the right to dissent
Sompo Japan Nipponkoa Insurance Inc. believes it is important to conduct constructive dialogue and as deemed necessary provide risk management to raise the corporate value of invested companies and promote damage prevention and sustainable growth. As such, Sompo Japan Nipponkoa Insurance Inc. believes that merely tabulating the exercise of voting rights does not necessarily accurately represent the Sompo Japan Nipponkoa Insurance Inc.ôs responsibility for stewardship and therefore discloses information associated with the exercise of voting rights, including cases of exercising the right of dissent.

Principle 1.7 Related Party Transactions
When the Company engages in transactions or other dealings defined as a related party transaction, the Company conducts proper oversight, which shall include consulting with experts as considered necessary and presenting the transaction for approval and/or reporting the transaction at the Board of Directors Meeting attended by outside directors and outside *kansayaku* in compliance with all laws, regulations, and Company internal rules. The execution of such a transaction shall be properly disclosed as a material fact base as stipulated by law.

Principle 3.1 Full Disclosure
The Company has established the Group Management Philosophy, Group Action Guidelines, and Group Vision and publically communicates its management strategy and medium-term management plans to realize the vision for the corporate group. The Companyôs management strategy and medium-term management plans are presented on the Company website.
http://www.sompo-hd.com/en/ir/strategy/
The basic philosophy on corporate governance is based on the principles of the Corporate Governance Code, which are presented in the section ñ1. Basic Views, (2) and (3)ò of this report.
As the decision-making policy and process for setting director remuneration amounts, the Company makes the policies on decisions pertaining to remuneration for officers and describes in section ñ9. Policies on Decisions pertaining to Compensation for Officersò of the Corporate Governance Policy on the Company website.
http://www.sompo-hd.com/en/company/governance/overview/policies/
The reasons for selecting a candidate for director are presented in the reference materials provided with the ñNotice of Convocation of the General Meeting of Shareholdersò for discussion and election at the Meeting. The Companyôs ñNotice of Convocation of the Ordinary General Meeting of Shareholdersò is available on the Company website.
http://www.sompo-hd.com/en/ir/stock/meeting/

Supplementary Principle 4.1.1 Roles and Responsibilities of the Board (Scope and content of matters delegated to management)
The roles and responsibilities of the Companyôs Board of Directors are stipulated by law and the Articles of Incorporation, and matters to be resolved the Board of Directors Meeting are stipulated in the Companyôs ñRules and Regulations for the Board of Directors.ò Decisions regarding other matters of business execution are delegated to management under the Group CEO and business owners, and the content of such matters is clearly stipulated in the internal rules, including the basic policies and the managerial decision rules.
<Main items for resolution by the Board of Directors Meeting other than items stipulated by law and the Articles of Incorporation>
-Important matters concerning Group management policy
-Matters related to the exercise of voting rights at the General Meeting of Shareholders of Sompo Japan

Nipponkoa Insurance, Inc. and Sompo Japan Nipponkoa Himawari Life Insurance, Inc.
-Important matters concerning business administration activities
-Other important matters, such as the establishment or dissolution of subsidiaries

Principle 4.8 Effective Use of Independent Directors

The Company maintains a structure comprising nine internal directors involved in the execution of business and appoints an additional four outside directors. At present, the number of independent outside directors is more than 30% of the total.
The Company appoints outside directors with experience as corporate managers, academicians, lawyers, and other professions and with extensive knowledge in such areas as information and communications technology, overseas operations, compliance, CSR, and retail (practical experience) to provide active and meaningful guidance for the execution of the Groupôs management strategies.

Principle 4.9 Independence Standards and Qualification for Independent Directors

The Company has established ñStandards regarding Independence of Outside Directors / *Kansayaku*ò based on the recommendations of the Nomination and Remuneration Committee and by resolution of the Board of Directors in accordance with the standards required for Financial Instruments Exchange.
The Company selects individuals with experience as corporate managers, academicians, and lawyers and with extensive knowledge in a wide range of fields with the aim of enabling valuable discussion incorporating objective and multiple viewpoints and perspectives on the Groupôs management strategy and management issues. The independent outside directors contribute to frank, active, and constructive deliberations and discussions at meetings of the Board of Directors and meetings of the Nomination and Remuneration Committee.

Supplementary Principle 4.11.1 Policy and Procedure regarding the Board of Directors Skillset and the Appointment of Directors

The Companyôs views on the overall balance of knowledge, experience, and capabilities and the diversity and scope of the Board of Directors as well the policy and procedure for selecting a candidate for director are presented in sections ñ3. Directors and Board of Directorsò and ñ7. Policies for Appointments of Officersò of the Corporate Governance Policy on the Company website.
http://www.sompo-hd.com/en/company/governance/overview/policies/

Supplementary Principle 4.11.2 Concurrent Positions of Directors and *Kansayaku*

In the event a director or *kansayaku* would be holding a concurrent position at another company, the Board of Directors determines the appropriateness of the appointment upon verifying the appropriateness of such positions as stipulated by law and by verifying the business content, volume of duties, and other conditions of the concurrent position. The Company seeks candidates with minimum of concurrent positions.

Supplementary Principle 4.11.3 Evaluation of the Effectiveness of the Board of Directors

The Company conducts ñEvaluations of the Effectiveness of the Board of Directors.ò
For the appointment of individuals for directors, the Board of Directors considers the balance of experience and record of the director in their field of expertise and that it does not present a bias with the core operations of the Company. Individuals appointed to be outside directors are considered for their wide-ranging knowledge and experience in various fields. For the appointment of individuals for *kansayaku*, the Board of Directors considers the overall balance of elements including the appropriateness of their financial and accounting knowledge and their experience and knowledge of corporate management and legal issues. The Company evaluates that through the configuration described above the Board of Directors fulfills its function fully and improves effectiveness through measures including ñholding integrated Board of Directors meeting and preliminary briefing sessionò and ñholding meetings with open and unrestricted discussionsò to ensure the Board fulfills fully its supervisory function and function to encourage appropriate risk taking in the execution of business.
The Board of Directors endeavors to continually enhance the effectiveness of the Board guided by reflecting on whether its actions are functioning to promote the Companyôs sustaining growth and increase corporate value in the medium-term.

Supplementary Principle 4.14.2 Policy on Director and *Kansayaku* Training

The Companyôs policy on training directors and *kansayaku* is presented in section ñ8. Officers Training

Policyò of the Corporate Governance Policy on the Company website. http://www.sompo-hd.com/en/company/governance/overview/policies/ **Principle 5.1 Policy for Constructive Dialogue with Shareholders** The Company, to a reasonable extent, proactively responds to requests from shareholders and engages in positive and constructive dialogue. To further promote constructive dialogue with shareholders, the Board of Directors decides the matter for carrying out the Investor Relations framework and Investor Relations activities. The Company sets an Investor Relations Action Plan and reports to the Board of Director in addition to the summary of last year.

2. Capital Structure

Foreign Shareholding Ratio	More than 30%

[Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
STATE STREET BANK AND TRUST COMPANY	23,789,598	5.73
Japan Trustee Services Bank, Ltd. (Trust account)	19,491,600	4.69
The Master Trust Bank of Japan, Ltd. (Trust account)	18,424,900	4.44
The Dai-ichi Life Insurance Company, Limited	10,227,000	2.46
Sompo Holdings Employee Shareholders Association	9,804,850	2.36
Nippon Express Co., Ltd.	8,001,221	1.93
STATE STREET BANK AND TRUST COMPANY 505225	6,391,359	1.54
THE BANK OF NEW YORK MELLON SA/NV 10	5,628,842	1.36
Japan Trustee Services Bank, Ltd. (Trust account 7)	5,355,000	1.29
STATE STREET BANK WEST CLIENT ï TREATY 505234	4,883,810	1.18

Controlling Shareholder (except for Parent Company)	None
Parent Company	None

Supplementary Explanation

Major Shareholders mentioned above are based on the shareholderôs list as of March 31,2016. The number of shares held by The Dai-ichi Life Insurance Company, Limited includes 4,492,750 shares contributed by that company as trust assets for a retirement benefit trust (In the shareholder register, the shares are listed in the name of Mizuho Trust & Banking Co., Ltd., Dai-ichi Life Insurance Retirement Benefit Trust).

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange First Section

Fiscal Year-End	March
Type of Business	Insurance
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1000
Sales (consolidated) as of the End of the Previous Fiscal Year	More than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 100 to less than 300

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

None

5. Other Special Circumstances which may have Material Impact on Corporate Governance

None

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Kansayaku Board

[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	15
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	13
Number of Outside Directors	4
Number of Independent Directors	4

Outside DirectorsôRelationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Sawako Nohara	From another company											
Isao Endo	From another company											

Tamami Murata	Lawyer											
Scott Trevor Davis	Academic											

* Categories for ñRelationship with the Companyò

* ò○ò when the director presently falls or has recently fallen under the category;
ñ△ò when the director fell under the category in the past

* ñ●ò when a close relative of the director presently falls or has recently fallen under the category;
ñ▲òwhen a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiaries
b. Non-executive director or executive of a parent company of the Company
c. Executive of a fellow subsidiary company of the Company
d. A party whose major client or supplier is the Company or an executive thereof
e. Major client or supplier of the listed company or an executive thereof
f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/*kansayaku*
g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)
i. Executive of a company, between which and the Company outside directors/*kansayaku* are mutually appointed (the director himself/herself only)
j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)
k. Others

Outside DirectorsôRelationship with the Company (2)

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Sawako Nohara	ƍ	Representative Director, President of IPSe Marketing, Inc. Project Professor, Keio University Graduate School of Media and Governance Board Member of Nissha Printing Co., Ltd. Director of Japan Post Bank Co., Ltd.	Nominated with the expectation of providing Company management with pertinent advice from a diverse and expert perspective based on the experience as a business manager and abundant experience in the IT industry. Appointed as an independent director as concern is judged not to exist for a conflict of interest with general shareholders from the perspectives of a personal, capital, transaction, or other interests or relationships.
Isao Endo	ƍ	Chairman of Roland Berger Ltd. Director of Ryohin Keikaku Co., Ltd. *Kansayaku* of Yamaha Motor Co., Ltd. Director of Nisshin Steel Co., Ltd.	Nominated with the expectation of providing Company management with pertinent advice from the wide-ranging knowledge as an academician, abundant experience as a corporate manager and at a consulting firm, particularly through practical experience in active research at a university. Appointed as an independent director as concern is judged not to exist for a conflict of interest with general shareholders from the perspectives of a

			personal, capital, transaction, or other interests or relationships.
Tamami Murata	☓	Lawyer	Nominated with the expectation of providing Company management with pertinent advice from a knowledgeable and experienced professional perspective based on the abundant knowledge and experience in the legal field. Appointed as an independent director as concern is judged not to exist for a conflict of interest with general shareholders from the perspectives of a personal, capital, transaction, or other interests or relationships.
Scott Trevor Davis	☓	Director of Seven & I Holdings Co., Ltd. Professor of the Department of Global Business, College of Business, Rikkyo University Director of Bridgestone Corporation	Nominated with the expectation of providing Company management with pertinent advice from the wide-ranging knowledge as an academician, gained particularly through university research in strategic management and CSR, and from global perspective. Appointed as independent director as concern is judged not to exist for a conflict of interest with general shareholders from the perspectives of a personal, capital, transaction, or other interests or relationships.

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established

Committeeôs Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committeeôs Name	Nomination and Remuneration Committee	Nomination and Remuneration Committee
All Committee Members	5	5
Full-time Members	0	0
Inside Directors	1	1
Outside Directors	4	4
Outside Experts	0	0
Other	0	0
Chairperson	Outside Director	Outside Director

Supplementary Explanation

None

[*Kansayaku*]

Establishment of *Kansayaku* Board	Established
Maximum Number of *Kansayaku* Stipulated in Articles of Incorporation	7
Number of *Kansayaku*	5

Cooperation among *Kansayaku*, Accounting Auditors and Internal Audit Departments

Relationship of *Kansayaku* and internal audit department

Kansayaku formulate auditing programs and implement audits and endeavor to conduct efficient audits by working closely with internal audit department and regularly exchanging opinions and information.

For sharing recognitions, the Internal Audit Department attends the meeting of reporting the audit results to *kansayaku* by the accounting auditor.

All of the results of audit departmentôs audits are reported to *kansayaku* and, as deemed necessary, the *kansayaku* request audits and other measures as part of the auditorôs audits.

***Kansayaku* and accounting auditor collaboration**

Kansayaku regularly meet with the accounting auditors to mutually deepen understanding of the content of the audits, including risk awareness and auditing programs, and exchange opinions after receiving the details of the audit implementation status.

The quality of the audits by the accounting auditors is maintained by consenting to the decision for the accounting auditorsôaudit fee after verifying that adequate time will be able to be provided for the audits.

Steps have also been taken to provide a supportive environment for the accounting auditor, including enabling access to senior management personnel and promoting collaboration with the internal audit and other departments.

The *Kansayaku* Board sets standards to ensure appropriate assessments of the accounting auditors. The board evaluates the auditors for quality control, including evaluating the independence and expertise required of the accounting auditors, and also, as the primary unit responsible for the Companyôs corporate governance, evaluates for the functioning and execution status of the auditors operations.

Relationship between the internal control department and the *kansayaku*, internal audit department, and accounting auditors

During the audits and other activities, the *kansayaku*, internal audit department, and accounting auditors exchange opinions and information with the internal control departments, including the executive management department, accounting department, and other departments. The internal control departments use the results of the opinion and information exchanges and the audits to strengthen the internal controls.

Appointment of Outside *Kansayaku*	Appointed
Number of Outside *Kansayaku*	3
Number of Independent *Kansayaku*	3

Outside *Kansayaku*ôs Relationship with the Company (1)

Name	Attribute	Relationship with the Company*											
		a	b	c	d	e	f	g	h	i	j	k	l	m
Chikami Tsubaki	CPA													
Haruo Kasama	Lawyer													

Naoki Yanagida	Lawyer													

* Categories for ñRelationship with the Companyò

* òOò when the director presently falls or has recently fallen under the category;
ñ△ò when the director fell under the category in the past

* ñ●ò when a close relative of the director presently falls or has recently fallen under the category;
ñ▲òwhen a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiary
b. Non-executive director or accounting advisor of the Company or its subsidiaries
c. Non-executive director or executive of a parent company of the Company
d. *Kansayaku* of a parent company of the Company
e. Executive of a fellow subsidiary company of the Company
f. A party whose major client or supplier is the Company or an executive thereof
g. Major client or supplier of the Company or an executive thereof
h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a *kansayaku*
i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
j. Executive of a client or supplier company of the Company (which does not correspond to any of f, g, or h) (the *kansayaku* himself/herself only)
k. Executive of a company, between which and the Company outside directors/*kansayaku* are mutually appointed (the *kansayaku* himself/herself only)
l. Executive of a company or organization that receives a donation from the Company (the *kansayaku* himself/herself only)
m. Others

Outside *Kansayaku*ûs Relationship with the Company (2)

Name	Designation as Independent *Kansayaku*	Supplementary Explanation of the Relationship	Reasons of Appointment
Chikami Tsubaki	ƨ	Certified Public Accountant *Kansayaku* of HEIWA REAL ESTATE CO., LTD. Director, Audit & Supervisory Committee Member of Seiko Epson Corporation	Nominated with the expectation of effectively performing the duties as an outside *kansayaku* based on the specialized knowledge and experience as a certified public accountant. Appointed as an independent *kansayaku* as concern is judged not to exist for a conflict of interest with general shareholders from the perspectives of a personal, capital, transaction, or other interests or relationships.
Haruo Kasama	ƨ	Attorney at law *Kansayaku* of SUMITOMO CORPORATION *Kansayaku* of Kewpie Corporation	Nominated with the expectation of effectively performing the duties as an outside *kansayaku* based on the specialized knowledge and experience as a legal expert. Appointed as an independent *kansayaku* as concern is judged not to exist for a conflict of interest with general shareholders from the perspectives of a personal, capital, transaction, or other interests or relationships
Naoki Yanagida	ƨ	Attorney at law Director, Audit &	Nominated with the expectation of effectively performing the duties as an

		Supervisory Committee Member of Alpine Electronics, Inc.	outside *kansayaku* based on the specialized knowledge and experience as a lawyer. Appointed as an independent *kansayaku* as concern is judged not to exist for a conflict of interest with general shareholders from the perspectives of a personal, capital, transaction, or other interests or relationships

[Independent Directors/*Kansayaku*]

Number of Independent Directors/*Kansayaku*	7

Matters relating to Independent Directors/*Kansayaku*

The Company will determine the independence from the Company of outside directors and outside *kansayaku* based on the matters set forth below:
1. Personal Relationships: A kinship between the candidate and any Group officer or employee, status of mutual appointments of officers between the Company and the company which the candidate is originally from.
2. Capital Relationships: The holding of shares in the Company by the candidate or the company which the candidate is originally from, holding of shares by the Group.
3. Business Relationships: Business transactions or donations between the Group and the candidate or the company which the candidate is originally from.
4. Other interests.
In the event that a candidate for outside director falls within any of the categories listed below, the Nomination and Remuneration Committee, a committee primarily constituted of outside directors, will examine his/her independence. Following final determination by the Board of Directors, a proposal for appointment will be submitted to a general meeting of shareholders of the Company and the Company will submit notification of such outside director as an independent director as prescribed by each relevant Financial Instruments Exchange.
In the case of a candidate for outside *kansayaku*, the *Kansayaku* Board will take into consideration these standards in determining whether to consent to a proposal being submitted to a general meeting of shareholders of the Company for the appointment of *kansayaku*.
(1) The candidate is a spouse, or a relative within the third degree of kinship, of an executive director, executive officer, or employee who holds the position of general manager or higher of the Company or any of its subsidiaries.
(2) The candidate is originally from a company (Note 2) with which the Company has a ñmutual appointment relationship of outside director/ *kansayaku*ò (Note 1).
(3) The Company and its subsidiaries hold 5% or more of the shares in the company which the candidate is originally from (Note 3).
(4) The candidate or the company which the candidate is originally from (Note 3) holds 5% or more of the shares in the Company.
(5) The company which the candidate is originally from (Note 3) is a major business partner (Note 4) for the Company and its subsidiaries.
(6) The Company and its subsidiaries are major business partners (Note 4) for the candidate or the company which the candidate is originally from (Note 3).
(7) The candidate or an organization to which the candidate belongs is an accounting auditor of the Company or any of its subsidiaries.
(8) The candidate or an organization which the candidate is originally from has received donations from the Company and its subsidiaries totaling 10 million yen or more per year.
(9) Any other important interests that give rise to doubts as to the independence of the candidate.
Notes:
1. ñMutual appointment relationship of outside director/ *kansayaku*ò means appointing a person as an outside director/ *kansayaku* of the Company from a company in which a person originally from the Company

currently serves as an outside director/ *kansayaku*.
2. ñPerson from a companyò means, with respect to any company, a person who currently serves as an executive director, executive officer, or employee holding the position of general manager or higher of such company, or a person who has experience of holding such position in the past 10 years.
3. ñCompany which a person is originally fromò means a company in which the person currently serves as an executive director, executive officer or employee holding the position of general manager or higher, or in which the person has experience of holding such position in the past 10 years.
4. ñMajor business partnerò means a counterparty in transactions where the amount of such transactions accounts for 2% or more of the consolidated sales (or, in the case of loan transactions, 2% or more of the consolidated assets) of either party to such transactions.
Provided that i) in the case of transactions between the candidate personally and the Company and its subsidiaries, this means that an amount of payment (such as remuneration) from the Company and its subsidiaries is 10 million yen or more per year, and ii) in the event that the candidate belongs to an organization that provides professional services (such as lawyers and accountants), this means that an amount of payment (such as remuneration) from the Company and its subsidiaries to such an organization is 10 million yen or more per year.

[Incentives]

Incentive Policies for Directors	Performance-linked Remuneration / Other

Supplementary Explanation

Remuneration for directors, executive officers, and *kansayaku* shall in the case of remuneration of directors and executive officers be determined by the Board of Directors after consultation with the Nomination and Remuneration Committee, and in the case of remuneration of *kansayaku* be determined through discussion between the *kansayaku*, in accordance with the policies on decisions pertaining to remuneration for officers.
In the 6th Ordinary General Meeting of Shareholders held on June 27, 2016, the Company has decided to establish a new performance-linked stock remuneration plan, ñBoard Benefit Trustò.

Recipients of Stock Options	None

Supplementary Explanation

None

[Director Remuneration]

Disclosure of Individual DirectorsôRemuneration	Selected Directors

Supplementary Explanation

Aggregate totals for director and *kansayaku* remuneration and totals by category of remuneration and other remunerations are reported in the financial statements and business reports.
The Company discloses individually the amount of the remuneration of the director total consolidated remuneration is ¥100 million or more.
Masaya Futamiya and Kengo Sakurada are applicable in fiscal 2015.

Policy on Determining Remuneration Amounts and Calculation Methods	Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

Remuneration for directors, executive officers, and *kansayaku* shall in the case of remuneration of directors and executive officers be determined by the Board of Directors after consultation with the Nomination and Remuneration Committee, and in the case of remuneration of *kansayaku* be determined through discussion between the *kansayaku*, in accordance with the policies on decisions pertaining to remuneration for officers.

1. Basic Policy

Remuneration for directors and executive officers shall be in the form of a remuneration structure that gives them continuous incentive toward improving the Companyôs performance and contributes to improving corporate value over the long term, and shall be a level of remuneration that enables recruiting of superior human resources, as indicated in items (2) and (3) below. Objectiveness and transparency will be achieved by determining the specific level after deliberation by the Nomination and Remuneration Committee composed primarily by outside members.

In principle the same structure shall be used for the structure of remuneration of directors and executive officers of subsidiaries.

Remuneration of *kansayaku* shall be in the form of a remuneration structure and level that is consistent with their duties and responsibilities, while taking into consideration their independence.

2. Remuneration for Directors

Remuneration of directors shall consist of basic remuneration and performance-based stock remuneration.

With regard to monthly remuneration, performance-linked remuneration and performance-linked stock remuneration, fixed amount shall be determined for monthly remuneration, while a base amount and the number of standard point (one point = one common share) shall be determined for performance-linked remuneration and performance-based stock remuneration depending on whether the person in an outside or internal director, or does or does not have authority to represent the Company.

Performance-linked remuneration shall be determined by reflecting the corporate performance and the individual performance to the base amount of performance-linked remuneration. Corporate performance-linked remuneration shall be determined using the corporate performance indicator on the adjusted consolidated profit, net income for the period (consolidated) attributable to the shareholders of the parent company and the rate of increase and decrease in net assets per share.

Individual performance shall be determined in accordance with the individual performance evaluation of directors. Performance-linked stock remuneration shall be awarded in order to increase the linking between remuneration and increases in corporate value over the long term. Performance-linked stock remuneration shall be determined by utilizing stock benefit trust to reflect the medium to long-term stock value and consolidated performance to the number of performance-linked stock remuneration standard point in comparison to the market.

Nevertheless, performance-linked remuneration and performance-linked stock remuneration will not be paid to outside directors.

Remuneration as a director and remuneration as an executive officer shall be totaled and paid together to those directors who are serving concurrently as executive officers.

3. Remuneration for Executive Officers

Remuneration of executive officers shall consist of basic remuneration and performance-linked stock remuneration. Basic remuneration shall consist of monthly compensation and performance-linked remuneration.

With regard to monthly remuneration, performance-linked remuneration and performance-linked stock remuneration, fixed amount shall be determined for monthly remuneration, while a base amount and the number of standard point (one point = one common share) shall be determined for performance-linked remuneration and performance-based stock remuneration according to the rank of position in the Company.

Performance-linked remuneration shall be determined by reflecting corporate performance and individual performance to the base amount of performance-linked remuneration. Corporate performance remuneration shall be determined using the corporate performance indicator on the adjusted consolidated profit, net income for the period (consolidated) attributable to the shareholders of the Company and net assets per share. Individual performance-linked remuneration shall be determined in accordance with the individual performance evaluation of executive officers.

Performance-linked stock remuneration shall be awarded in order to increase the linking between remuneration and increases in corporate value over the long term. Performance-linked stock remuneration shall be determined by utilizing stock benefit trust to reflect the medium to long-term stock value and consolidated performance to the number of performance-linked stock remuneration standard point in comparison to the market.

4. Remuneration for *Kansayaku*

Remuneration of *kansayaku* shall be determined at a fixed amount through discussion between the *kansayaku*, depending on whether the *kansayaku* is full time or part-time.

[Supporting System for Outside Directors and/or *Kansayaku*]

The support system is structured for the Corporate Legal Department to assist the outside directors, and the Audit Department to assist outside *kansayaku*.
The Company maintains a system for the Corporate Legal Department overseeing the secretariat of the Board of Directors and departments with jurisdiction over issues to be covered at a Board of Directors meeting to hold preliminary briefings to the outside directors and outside *kansayaku* in advance of the meetings.
The Company provides a variety of information sources for the outside directors and outside *kansayaku*, including the Group Journal, Disclosure Magazine, White Paper of Customer Feedback, CSR Communication Report, and IR Briefing Materials.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

The Group considers continually improving the transparency and fairness of the Groupôs corporate governance as essential to maintaining strong relations of trust with stakeholders. The Board of Directors has accordingly established the Corporate Governance Policy and endeavors to clarify basic policies regarding the formation of the overall vision for the governance structure and the governance framework.

Directors and the Board of Directors

The Board of Directors performs its duties as stipulated by law, establishes important items for management, and serves a supervisory function overseeing the conditions of business execution. The Board of Directors meeting, in principle, convenes on a monthly basis and comprises an appropriate number of members to realize swift decision-making. Preliminary briefing sessions are held with outside directors to provide details about the discussion agenda with specific emphasis on the key agenda items. The integration of the Board of Directors meeting and preliminary briefing session, which includes communicating the opinions, questions, and other comments expressed by the outside directors at the preliminary briefing sessions to all attending directors before the Board of Directors meeting, is intended to facilitate constructive deliberations at the Board of Directors meeting and ensure the effectiveness of the Board of Directors operations. Steps including convening meetings of the outside directors and the Group CEO are implemented to facilitate open exchange of opinions between the independent directors and the chief executive.
The Companyôs Board of Directors comprises 13 members, four of which are outside directors. Current members include 12 Japanese nationals and 1 non-Japanese, and 11 men and 2 women.
The directors apply their accumulated knowledge and experience to the key issues for the Company to realize the proper execution of fair and effective executive management.
To ensure full clarity of responsibility related to business matters in each fiscal year, a directorôs tenure ends at the close of the Ordinary General Meeting of Shareholders held within the latest fiscal year that is within one year of the appointment.

***Kansayaku* and a *Kansayaku* Board**

Kansayaku audit the work performance of the directors through such activities as auditing the construction and maintenance conditions of the Group internal control system and providing effective advice and recommendations to senior management that promotes the Groupôs sustainable growth and increases the corporate value over the medium- and long-term.
The *Kansayaku* Board establishes the audit standards, basic policy on audits, and auditing programs to make the above auditing activities functional and effective and systematically conduct auditing operations.
The *Kansayaku* Board sets an annual meeting schedule and endeavors to realize for full participation of all members and coordinates activities, such as distributing information materials before meetings, to ensure members are fully prepared to conduct thorough reviews and deliberations.
The Companyôs *Kansayaku* Board comprises 5 members, three of which are outside directors. Current members include 5 Japanese nationalsð 4 men and 1 woman. One of the *kansayaku* is a certified public accountant with extensive experience and an expert on finance, accounting, auditing, and international

accounting standards. This individual provides an outstanding amount of knowledge on financial and auditing.
The Company has also established the *Kansayaku* Boardôs Office to enhance the effectiveness of the *kansayaku's* audits and assigns exclusive personnel with the supplemental knowledge and experience required by the *kansayaku* to assist the *kansayaku* in carrying out their duties.
The *Kansayaku* Board additionally commissions an external legal expert to serve as an advisor who is independent from the execution of operations to protect the interests of the Company and shareholders.

Nomination and Remuneration Committee
The Company has established a Nomination and Remuneration Committee as an advisory organ to the Board of Directors to ensure transparency of director appointments and treatment.
The committee sets the director appointment policy and appointment standards, determines individuals to propose as candidates, conducts director evaluations and submits recommendations to the Board of Directors for director remuneration amounts and the remuneration structure, and contributes to the appointment and treatment of subsidiary directors based on the subsidiary business content and scope.
In addition, the committee conducts the Group CEO performance evaluation to improve the transparency of corporate governance.
The committee is comprised of members appointed from the Companyôs directors with outside directors representing the majority of members in order to ensure the independence and neutrality of the members.
The committee chairperson is an outside director elected by the committee members. At the time of the submission of this report, the committee comprises five members with four outside directors and one internal director.

3. Reasons for Adoption of Current Corporate Governance System

The Company is a company with a *Kansayaku* Board and maintains and promotes effective oversight and auditing functions by maintaining corporate *kansayaku* and a *Kansayaku* Board that are independent from the important management decisions and business execution activities of the Board of Directors.
The Company also utilizes the business owner system and the executive officer system to enable swift decision-making and to ensure the clarity of authority and responsibility.
Through these and other efforts, the Company is seeking to construct a highly effective system of corporate governance.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Shareholder Meeting	The Notice of Convocation of the 6th Ordinary General Meeting of Shareholders was sent on June 3, 2016.
Scheduling AGMs Avoiding the Peak Day	The 6th Ordinary General Meeting of Shareholders was held on June 27, 2016.
Allowing Electronic Exercise of Voting Rights	The Company enables the exercise of voting rights via the Internet.
Participation in Electronic Voting Platform	Participation in the Electronic Voting Platform for Foreign and Institutional Investors for submission of voting rights.
Providing Convocation Notice in English	The Company provides an English-language version of the Notice of Convocation via the Company homepage.
Other	The Company provides the Notice of Convocation of the Ordinary General Meeting of Shareholders, IR meeting materials, and other information via the Company homepage to promote participation in the General Meeting of Shareholders and the smooth exercise of voting rights.

2. IR Activities

	Supplementary Explanations
Preparation and Publication of Disclosure Policy	The Board of Directors has established a Disclosure Policy, which is available from the Companyôs website.
Regular Investor Briefings for Individual Investors	None
Regular Investor Briefings for Analysts and Institutional Investors	Briefings are held twice annually after announcing the midyear and full fiscal year results.
Regular Investor Briefings for Overseas Investors	Briefings are held more than once annually for overseas institutional investors in the United States, Europe, Asia, or other regions.
Posting of IR Materials on Website	Web page for investor relations materials English-language IR materials are available at www.sompo-hd.com/en/ir/ Information for investors available on the web site: Stock market price quotes, stock market price historical data, share information, dividend information, credit ratings information, IR materials (including video), Disclosure Magazine, CSR Communications Report, Annual Report, financial data, financial results, financial statements, quarterly financial statements, Notice of Convocation of the Ordinary General Meeting of Shareholders, notices of resolutions, monthly business results reports, etc. (Many of the materials are also available in English.) In addition to providing information via the web site, the Company also distributes news releases and other communications to analysts, institutional investors, and other stakeholders.
Establishment of Department and/or Manager in Charge of IR	IR Department: Officers are appointed from the Corporate Planning Department IR Officer in Charge:Masahiro Hamada, Executive Officer, General Manager, Corporate Planning Department IR Operations Contact: Yukinori Kuroda, Corporate Planning Department TEL: +81-3-3349-3913
Other	IR Meetings are held twice annually with the Group CEO and senior management, in principle, in attendance and include presentations and question and answer sessions. The Company arranges for senior management, including the Group CEO, to visit and engage in dialogue with overseas investors several times a year. In Japan, the executive officer of the Corporate Planning Department, which oversees IR activities, arranges for dialogue with shareholders as needed. These dialogues enable the Company to explain it management policies and other topics in a timely manner while also allowing the Company senior management to receive timely feedback on shareholder interests and concerns, which contributes to forming management strategy and executing operations.

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	The Group Basic Management Policy states that the Group will engage in active dialogue with stakeholders to fulfill its social responsibility as a corporation and contribute to realizing a sustainable society.
Implementation of Environmental Activities, CSR	The Company has established a Group CSR Vision for all Group companies in Japan and worldwide to fulfill its corporate social responsibility. The

Initiatives etc.	Company recognizes that natural disasters are increasing, populations are aging, and traffic safety is a growing issue, and that these and other issues are rapidly becoming major concern. The Company is focusing its activities into the Groupôs Six CSR Material Issues and achieving the Groupôs CSR-KPI targets. www.sompo-hd.com/en/csr/system/ The Group addresses global environmental issues following the precepts of the Group Environmental Policy and engages activities to reduce CO_2 emissions, promote eco-safe driving, while also developing and marketing such products as Weather Index Insurance to mitigate drought damage for farmers in developing countries. The Group provides information about these and other activities via its website, the Disclosure Magazine, CSR Communications Report, and other materials. <Groupôs CSR Materiality> Based upon our CSR Group Vision, following Three Key Strengths are of critical importance for us. <Our Key Strengths> 1.Developing and providing innovative products and services using financial expertise and digital technologies to provide innovative solutions for social issues. 2.Promoting the development of advanced human skills by fostering partnerships with stakeholders representative of broad sectors of civil society. 3.Promoting the quality of life and its enrichment by the application throughout all our operations of our expertise and resources in the arts and culture. The Group has redefined its Five CSR Material Issues, the Groupôs framework for achieving its CSR Vision to realize a resilient and sustainable society by providing products and services that contribute to security, health, and wellbeing. <Five Material Issues> 1.Providing Solutions for Disaster Preparedness 2.Contributing to Health and Welfare 3.Promoting the Manageability of Global Environmental Issues 4.Empowering Community and Society 5. Supporting Diversity and Inclusion in Private and Public Life
Development of Policies on Information Provision to Stakeholders	The Sompo Holdings Group Basic Policy on Disclosure stipulates the Company shall actively endeavor to distribute information to stakeholders even when not stipulated by law or other regulation and that the information shall be relevant, accurate, easy to understand, and provided in a timely manner.
Other	**Promoting diversity** The Group Personnel Vision states that promoting diversity is a key element to fulfilling the Group Management Philosophy to ñprovide the highest possible quality of service to our customers.ò The Group respects and values the individuality and diversity of each employee and seeks to encourage all employees to fulfill their potential. The Diversity Promotion Headquarters is established with the aims of stepping up activities to promote diversity throughout the group and a workforce that value all personnel as individuals, regardless of gender, nationality, or other characteristics. Particular effort is given to empowering women in the workplace and measures are implemented to promote female advancement to managerial and executive positions. One of these measures is to provide role models and encourage the desire for career advancement among female employees. Accordingly, two outside directors and one outside *kansayaku* at the Company are women, and two executive officer and one outside director at Sompo Japan Nipponkoa Insurance Inc. are women.

	The Group is also implementing specific measures to achieve targets for women in managerial positions. The Group has set targets for 10% of managerial positions to be held by women by the end of fiscal 2015 and 30% by the end of fiscal 2020. The Group is creating a company culture that is supporting of career advancement for women through measures to cultivate female management personnel, including the Executive Management Preparatory Training and Career Advancement Training programs, as well as the Mentor System in which a superior other than a direct supervisor serves as a mentor providing career development support. As a result of these efforts, the number of women holding management position has risen from 305 women or 5.0% of managerial positions in July 2013 when the targets were set to 560 people or 13.2% as of April 1, 2016. In January 2015, the Company received the Tokyo Stock Exchange Corporate Activity Award in recognition of its efforts to promote the women empowerment in the workplace. Sompo Japan Nipponkoa Insurance Inc. (including its previous entity Sompo Japan Insurance Inc.) was listed in the Japanôs Diversity Management Selection 100 of the Ministry of Economy, Trade and Industry in March 2014, and won Second Prize in the Advancement Division at the 2015 J-Win Diversity Awards presented by Japan Womenôs Innovative Network (J-Win) and received an Award for Excellence in the Women Empowerment Awards sponsored by Japan Productivity Center in March 2015 and February 2016 respectively. As mentioned above, the Company has received recognition from outside parties every year. The Company is also taking active steps to further advance diversity and globalization. The Company appointed its first non-Japanese executive director in July 2015, and an internal recruitment program was launched to bring employees from overseas Group companies to Sompo Japan Nipponkoa Insurance Inc. and other companies.

IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and the Progress of System Development

The Companyôs Board of Directors has resolved the Basic Policy on Internal Control based on relevant laws and regulations, and the Group Management Philosophy for the purpose of ensuring that the Group business operations are appropriately performed and that corporate governance is continually reinforced and qualitatively improved. The details thereof are as follows. Under this Basic Policy, the Company continuously seeks to monitor and verify the Groupôs control systems and works to improve related structures.

1. System for Ensuring Proper Conduct of Operations of the Group

As set forth below, the Company shall establish systems required to ensure that its operations and the operations of its Group companies are conducted properly.

(1) The Company shall present the Group Management Philosophy, the Group Action Guideline, the Group Vision, the Group Basic Management Policies, the Group Personnel Vision, and the Group CSR Vision to its Group companies.

(2) The Company shall prescribe the Sompo Holdings Group Basic Policy of the Business Management of Group Companies and appropriately manage its Group companies. As to its directly owned subsidiaries, the Company shall enter into management agreements with them and appropriately exercise its shareholderôs rights. As to other Group companies, the Company shall manage them directly or through the directly owned subsidiaries.

(3) The Company shall establish systems for approval and reporting of its Group companiesô business strategies and other important matters that affect Group operations.

(4) The Company shall appropriately manage the Group by formulating various basic policies that prescribe the Groupôs control framework and disseminating thereof. The Company shall also have its Group companies formulate their own rules suited to their business operations and establish systems based on these basic rules

and shall establish a system for having matters pertaining to the execution of duties by their directors and other board members of its Group companies reported.
(5) The Company shall establish systems for information collection, inspections, and examinations required for management decisions. The Company shall also seek to activate management discussions through such means as reliably providing information to outside directors, and ensure the adequacy of management decisions on important matters regarding Group management.
(6) The Company shall prescribe the Sompo Holdings Group Basic Policy on Intra-Group Transactions, appropriately monitor and review material intragroup transactions and other such matters, and ensure the fairness and soundness of intragroup transactions.
2. System for Ensuring Execution of Duties of Directors, Executive Officers and Employees in Compliance with Applicable Laws and the Firmôs Articles of Incorporation
As set forth below, the Company shall establish systems required to ensure that its own and its Group companiesô directors, executive officers, and employees (ñOfficers and Employeesò) execute their duties in compliance with applicable laws and the firmôs Articles of Incorporation.
(1) The Company shall verify that its own and its Group companiesô Officers and Employees are executing their duties in a legally compliant manner through such means as reporting on the state of directorsôexecution of their duties at Board of Directors meetings.
(2) The Company shall prescribe the Sompo Holdings Group Basic Policy on Compliance, and the Compliance Code of Conduct to establish compliance systems. The Company shall also issue a compliance manual with standards of conduct for Officers and Employees of the Group, and conduct ongoing education and training based on compliance manual to disseminate these basic policies, the code of conduct, and compliance manual.
(3) The Company shall establish a department that controls compliance matters across the board and manage the progress of compliance programs that formulate plans in response to compliance issues. Additionally, Compliance Committee shall confer on the Groupôs compliance promotion systems and methods and monitor the states of compliance promotion.
(4) The Company and its Group companies shall establish systems for internal reporting, internal whistle-blowing, and internal audits of misconduct and other such incidents, and properly rectify or otherwise respond to such matters.
(5) The Company shall prescribe the Sompo Holdings Group Basic Policy on Response to Customer Feedback and establish effective systems for responding to customer feedback.
(6) The Company shall prescribe the Sompo Holdings Group Basic Policy on the Establishment and Maintenance of Customer Information Management System and appropriately manage customer information.
(7) The Company shall prescribe the Security Policy to ensure appropriate management systems for information assets.
(8) The Company shall prescribe Sompo Holdings Group Basic Policy on Managing Conflict-of-Interest Transactions, and appropriately manage conflict-of-interest transactions with the potential to unduly harm customers' interests.
(9) The Company shall prescribe the Sompo Holdings Group Basic Policy on Response to Antisocial Forces and establish systems for responding to such antisocial forces. The Company shall deal with antisocial forces resolutely to reject undue claims from and sever relationships with antisocial forces by cooperating with specialized agencies.
3. Strategic Risk Management Frameworks
The Company shall prescribe the Sompo Holdings Group Basic Policy on ERM and implement the Strategic Risk Management, i.e. an ERM designed to minimize unforeseen losses while effectively utilizing its capital, increasing its profits under appropriate control of risks, and maximizing the Groupôs corporate value.
(1) To ensure the effectiveness of the Strategic Risk Management, the Company shall establish and promote the frameworks for Strategic Risk Management such as the Group Risk Appetite Statement to work as a guideline for risk takings in capital budgeting.
The Company shall also appropriately manage risks that may confront the Group as a whole, through the adequate assessment of the risks inherent to a group structure and of the outline of various risk characteristics that exist within the Group.
The Company shall establish the Group ERM Promotion Committee and the Risk Management Committee for this purpose.
(2) The Company shall have its Group companies develop and implement the appropriate frameworks for strategic risk management including assessment and evaluation of risks, according to their scope, scale and characteristics of operations.

4. System to Ensure Effective and Accurate Execution of Duties
As set forth below, The Company shall delegate authority for execution of job duties, prescribe rules regarding decision-making and reporting, establish a command and control structure, and effectively utilize management resources to ensure that its own and its Group companiesô Officers and Employees execute their duties properly and efficiently.
(1) The Company shall formulate the Groupôs mid-term management plans and fiscal year plans and share these plans with its Group companies.
(2) The Executive Management Meeting shall confer on matters pertaining to the performance of the Groupôs key operations and seek to improve the efficiency and effectiveness of Board of Directorsôdeliberations.
(3) The Company and its Group companies shall clearly identify matters in which the Board of Directors is to be involved by designating matters over which the Board of Directors has decision-making authority and matters to be reported to the Board of Directors. They shall also determine executive officers and other personnelôs decision-making authority consistent with the matters thus designated.
(4) The Company and its Group companies shall establish rules and clearly define internal organizational unitsô objectives and scope of responsibilities, and shall determine for each organizational unit division of its duties, executives, and scope of operational authority.
(5) To achieve highly reliable, convenient, and effective business operations, the Company shall prescribe the Sompo Holdings Group Basic Policy on IT system Strategy and IT system Risk Management and establish adequate and accurate Group IT systems.
(6) The Company shall prescribe the Sompo Holdings Group Basic Policy on Establishing Business Continuity Systems and establish systems to ensure the continuity or early restoration of the Groupôs key operations during times of crisis, including major natural disasters, and ensure the stability and soundness of the Groupôs operational foundation in times of emergency.
5. System for Ensuring the Financial Soundness and Adequacy of Financial Reporting
(1) The Company shall prescribe the Sompo Holdings Group Basic Policy on Managing Financial Soundness and Actuarial Matters and establish management systems to ensure financial soundness.
(2) The Company shall prescribe the Sompo Holdings Group Basic Policy for Establishing Internal Controls over Financial Reporting and, to ensure adequacy and reliability of its financial reporting on a consolidated basis, determine a framework for establishment, operation, and evaluation of internal controls over the Groupôs financial reporting and establish requisite systems within its own and its Group companies.
6. Systems for Ensuring Appropriate Information Disclosure
The Company shall prescribe the Sompo Holdings Group Disclosure Policy and set up a department that controls disclosure matters and the Disclosure Committee based on laws and regulations to establish systems for timely and appropriate disclosure of information concerning its business activities.
7. System for Retention and Management of Information Related to Directors and Executive Officersô Performance of their Duties
To appropriately retain and manage information related to its own and its Group companiesô directors and executive officersô performance of their duties, the Company shall prescribe rules dictating methods for retaining and managing information related to its own and its Group companiesô directors and executive officersôexecution of their duties, including minutes of Board of Directors and other important meetings and documentation related thereto. The Company shall also establish system required to retain and manage such information.
8. System to Ensure Internal AuditsôEffectiveness
To ensure the effectiveness of its own and its Group companiesôinternal audits, the Company shall prescribe the Sompo Holdings Group Basic Policy on Internal Audits and establish systems required thereby. Said basic policy shall define matters related to internal audit sectionsô independence from audited organizational sections, planning and conduct of internal audits, and Group companiesô compliance duties with respect to internal audits.
9. System Related to *Kansayaku*ôs Audits
The Company shall establish the following systems to improve the effectiveness of *kansayaku*ôs audits:
9-1. Matters relating to employees who assist *kansayaku* in the performance of their duties
The Company shall establish a *kansayaku*ôs office and, at *kansayaku's* requests, appoint personnel with the requisite knowledge and experience to serve as Staff of *Kansayaku* Board (employees to assist with *kansayaku's* duties) assigned exclusively to audit duty. The Company shall also prescribe rules regarding Staff of *Kansayaku* Board and ensure their independence from executive functions and the effectiveness of instructions issued by *kansayaku* to the Staff of the *Kansayaku* Board as follows.
(1) The Company shall ensure Staff of *Kansayaku* Boardôs independence from directors by making decisions

regarding Staffôs appointment, dismissal and remuneration subject to the approval of a standing Members and by seeking a standing Membersôapproval of Staffôs personnel evaluations.
(2) In conducting their duties, Staff of *Kansayaku* Board shall follow the instructions and orders of *kansayaku* only and not receive instructions or orders from directors, executive officers, or other non-audit personnel.
(3) Staff of *Kansayaku* Board shall have the authority to collect information required in relation to their duties ordered by *kansayaku*.
9-2. System for Reporting to *kansayaku*
(1) The Company shall, under the *Kansayaku* Boardôs approval, prescribe matters that are to be reported to *kansayaku* by Officers and Employees (including gross violations of laws or Articles of Incorporation or other improprieties in connection with execution of duties that potentially may cause a material loss for the company) and the timing of such reports. Officers and Employees shall unfailingly submit reports in accord with such prescriptions and other reports requested by *kansayaku*. Provided, however, that none of such Officers and Employees who have submitted such reports to *kansayaku* shall be treated unfavorably because of such submission.
(2) When *kansayaku* express opinions on directors or executive officersô execution of their duties or recommend improvements thereof, the director or executive officer in question shall report back to the *kansayaku* on progress in addressing the matter cited by the *kansayaku*.
9-3. Other Systems to Ensure that *Kansayaku*ôs Audits are Conducted Effectively
(1) *Kansayaku* may attend and express their opinions at the Board of Directors meeting, Executive Management Meeting and other important meetings.
(2) The Company shall ensure that there are opportunities for *kansayaku* to appropriately and fully exchange opinions with directors, executive officers, internal audit sections, accounting auditors and other persons required to appropriately perform the duty of *kansayaku*. Officers and Employees shall submit reports on matters concerning the performance of their duties at the request of *kansayaku*.
(3) The Company shall respond to *kansayaku's* requests concerning access to the minutes of important meetings and other important documents (including electromagnetic records).
(4) The Company shall ensure that there are opportunities for *kansayaku* to cooperate with the *kansayaku* of Group companies and collect information from Officers and Employees of Group companies at the request of *Kansayaku*.
(5) When *kansayaku* submit a request for the coverage of costs arising in connection with the execution of their duties, it shall be appropriately processed according to the request made by the *kansayaku*.

2. Basic Views on Eliminating Anti-Social Forces

The Company seeks to continually earn the trust of society and maintain sound corporate management and has established the Sompo Holdings Group Basic Policy on Response to Antisocial Forces which stipulates maintaining an absolutely uncompromising stance on undue claims and other activities by antisocial forces that disrupt or threaten the safety of civil society, rejecting all overtures, and blocking all relations with antisocial forces.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted

Supplementary Explanation

None

2. Other Matters Concerning Corporate Governance System

Overview of the system for timely disclosure

1. Basic stance

The Company maintains a system for disclosure in line with its Basic Policy on Disclosure. The policy is to provide information to about the Groupôs business conditions and various activities that is accurate, easy to understand, and provided in a timely manner as well as highly impartial and beneficial to various stakeholders including our shareholders, investors, and policyholders of subsidiary insurance companies.

The Company proactively complies with the Companies Act, Financial Instruments and Exchange Act, Insurance Business Act, and similar corporate laws (hereinafter ñlawsò) as well as the regulations of the Financial Instruments Exchanges on which the Company is listed, and distributes information to stakeholders even when not stipulated by law or other regulation. The Company also endeavors to provide accurate, easy to understand, and timely information that is appropriate for the stakeholder that will be receiving the information.

2. Execution framework for disclosure operations

(1) System for disclosure

As mandated by law, the Company maintains a Corporate Legal Department that serves as a supervisory office for disclosure compliance.

Each of the Companyôs departments immediately reports all important information (information that is potentially required to be disclosed) to the Corporate Legal Department. The Companyôs direct subsidiaries similarly report any important information they become aware of related to their company or their subsidiary and affiliate companies to the Corporate Legal Department and the departments with jurisdiction.

The Corporate Legal Department makes a decision whether or not to disclose and determines the actual contents. Important disclosure items area also reviewed by the Disclosure Committee, which is comprised of officers from the Corporate Legal Department, Corporate Planning Department, Public Relations Department, and Accounting Department.

(2) Disclosure system monitoring

The Company, as stipulated in the Sompo Holdings Group Basic Policy on Internal Audits, maintains an internal auditing system for the Company and Group companies. The Companyôs Internal Auditing Department conducts internal audits to verify the appropriateness of business operations, including the disclosure of information, monitors the internal auditing activities of Group companies, and reports major issues to the Board of Directors.