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(Securities code: 8729)

June 3, 2026

(Commencement date of electronic provision measures: June 2, 2026)

To Shareholders with Voting Rights:

Toshihide Endo
Director, President and CEO, Representative
Corporate Executive Officer
Sony Financial Group Inc.
1-9-2 Otemachi, Chiyoda-ku, Tokyo, Japan

**NOTICE OF
THE 22nd ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

We hereby inform you that the 22nd Ordinary General Meeting of Shareholders of Sony Financial Group Inc. (the “Company”) will be held as described below.

This General Meeting of Shareholders will be held in a format that allows shareholders to attend even if they do not come to the venue, by the method described in “Attendance via the Internet” (page 5).

If you wish to attend at the venue, you must apply in advance by the method described in “Attendance at the Venue” (page 4). We will make efforts to secure a sufficient number of seats. However, if the number of applications exceeds the venue capacity, attendees will be selected by lottery.

Even if you are unable to attend on the day of the meeting, you can exercise your voting rights in advance via the Internet or by mail. Please review the Reference Documents for the General Meeting of Shareholders included in the matters subject to the electronic provision measures and follow the instructions on page 3 to exercise your voting rights by 5:30 p.m., Wednesday, June 24, 2026, Japan time.

- 1. Date and Time:** Thursday, June 25, 2026 at 10:00 a.m. Japan time
2. Venue: Main Conference Room, 2nd Floor, Headquarters of Sony Group Corporation
1-7-1 Konan, Minato-ku, Tokyo, Japan

*Please note that, although the headquarters building of Sony Group Corporation is used, this General Meeting of Shareholders is held by Sony Financial Group Inc.

3. Meeting Agenda:

- Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for Fiscal Year 2025 (April 1, 2025 - March 31, 2026) and results of audits by the Independent Auditors and the Audit Committee of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for Fiscal Year 2025 (April 1, 2025 - March 31, 2026)

Proposals to be resolved:

Proposal: Election of Ten (10) Directors

The Company proposes the election of the following Ten (10) candidates, including eight (8) candidates for Outside Directors.

1. [Reelection] [Outside] [Independent]	Toshihide Endo	5. [Reelection] [Outside] [Independent]	Yasuyuki Hayase	9. [New] [Outside] [Independent]	Tadao Kikuchi
2. [Reelection] [Outside] [Independent]	Sadahiko Hayakawa	6. [Reelection] [Outside] [Independent]	Miho Niunoya	10. [New] [Outside] [Independent]	Ungyong Shu
3. [Reelection] [Outside] [Independent]	Shogo Ikeuchi	7. [Reelection] [Outside] [Independent]	Sonoko Kajiyama		
4. [Reelection] [Outside] [Independent]	Kazuhiro Yoshizawa	8. [Reelection] [Outside] [Independent]	Kozo Takaoka		

Website Containing Matters Subject to Electronic Provision Measures

In convening this General Meeting of Shareholders, the Company has taken measures for electronic provision of the information contained in the Reference Documents, etc. for this General Meeting of Shareholders (matters subject to the electronic provision measures), which has been posted as “NOTICE OF THE 22nd ORDINARY GENERAL MEETING OF SHAREHOLDERS” on the following websites on the Internet. Please access one of these websites and review the information.

[Company’s website]

<https://www.sonyfg.co.jp/ja/ir/shareholder/meeting.html>

[Tokyo Stock Exchange’s website (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

* Please enter and search for “Sony Financial Group” in the “Issue name (company name)” field or “8729” in the “Code” field, select “Basic information” and “Documents for public inspection/PR information” in that order, and review the information.

[Net de Shoshu website]

This website can be viewed from PCs, smartphones, and tablet devices.

<https://s.srdb.jp/8729/>

- * Pursuant to laws and regulations, documents for delivery are sent only to shareholders who completed the procedure for requesting delivery of paper-based documents by March 31, 2026.
- * If any matters subject to the electronic provision measures are revised, the Company will post a notice of the revision, the matters before the revision, and the matters after the revision on each website where the information is posted.
- * Of the matters subject to the electronic provision measures, the following items are not included in the documents delivered to shareholders who have requested delivery of paper-based documents, in accordance with laws and regulations and Article 16 of the Company’s Articles of Incorporation. The Independent Auditors and the Audit Committee have audited the documents subject to audit, including the following items:
 - Business Report: Systems to Ensure the Appropriateness of Operations; Summary of the Operational Status of Systems to Ensure the Appropriateness of Operations
 - Consolidated Financial Statements: Consolidated Balance Sheets; Consolidated Statements of Income; Consolidated Statements of Changes in Equity; Notes to Consolidated Financial Statements
 - Non-consolidated Financial Statements: Non-consolidated Balance Sheets; Non-consolidated Statements of Income; Non-consolidated Statements of Changes in Equity; Notes to Non-consolidated Financial Statements
 - Audit Reports: Independent Auditors’ Accounting Audit Report on the Consolidated Financial Statements; Independent Auditors’ Accounting Audit Report on the Non-consolidated Financial Statements; Audit Committee’s Audit Report

Guide to Exercising Voting Rights

Exercise of Voting Rights via the Internet (Electronic gifts available by lottery (See back cover))

By 5:30 p.m. on Wednesday, June 24, 2026, Japan time

Please access the voting rights exercise website designated by the Company and enter your approval or disapproval.

Method using the QR code

1. Please scan the “QR Code for Login” shown at the lower right of the front side of the enclosed Voting Rights Exercise Form. (QR Code is a registered trademark of DENSO WAVE INCORPORATED.)
2. Please enter your approval or disapproval by following the instructions on the screen.

Method using the “Login ID” and “Temporary Password”

1. Please access the voting rights exercise website.
<https://evote.tr.mufg.jp/>
2. On the login page, please enter the “Login ID” and “Temporary Password” shown at the lower right of the front side of the enclosed Voting Rights Exercise Form.
3. Please enter your approval or disapproval by following the instructions on the screen.

Notes on the voting rights exercise via the Internet

- If you exercise your voting rights both by mail and via the Internet, the exercise via the Internet will be treated as valid.
- If you exercise your voting rights multiple times via the Internet, the last exercise will be treated as valid.

Contact for inquiries about the voting rights exercise website

Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation (Help Desk)

0120-173-027 (toll-free; hours: 9:00 a.m. to 9:00 p.m.)

* Service suspension period for website maintenance and inspection: 2:30 a.m. to 4:30 a.m.

Exercise of Voting Rights by Mail

To arrive by 5:30 p.m. on Wednesday, June 24, 2026, Japan time

Please indicate your approval or disapproval of the proposals on the enclosed Voting Rights Exercise Form and return it by mail as soon as possible.

Notes on the voting rights exercise by mail

- If there is no indication of approval or disapproval for a proposal, it will be treated as an indication of approval.

Guide to Advance Questions

Acceptance deadline: **11:59 p.m. on Thursday, June 18, 2026, Japan time**

1. Click “Advance Questions.”
 2. Select a category.
 3. Enter your question (up to 200 characters).
 4. Review the Terms of Use, check “I agree to the Terms of Use,” and click “Go to Confirmation Screen.”
Review the content and click “Send.”
- We plan to take up matters of high interest to shareholders at the General Meeting of Shareholders.

Guide to Attendance at the General Meeting of Shareholders

In order to attend the General Meeting of Shareholders, shareholders are required to complete the necessary procedures through the shareholder-only website (Engagement Portal). Advance questions (page 3) will also be accepted through the same website.

Login Method

1. Access by smartphone or tablet
You can omit entry of your “Login ID” and “Password” by scanning the “QR Code.”
2. Access by computer
<https://engagement-portal.tr.mufg.jp/>

* You cannot log in during the following system maintenance periods: 2:00 a.m. to 5:00 a.m. every day, and 12:00 a.m. to 5:00 a.m. on Sundays and Mondays.

Back side of the Voting Rights Exercise Form

Inquiries about the shareholder-only website
Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation
0120-676-808

(Weekdays from 9:00 a.m. to 5:00 p.m., excluding Saturdays, Sundays, national holidays, etc. However, on the day of the General Meeting of Shareholders, it is available from 9:00 a.m. until the close of the meeting.)

Attendance at the Venue (Guide to Advance Application)

Application deadline: **11:59 p.m. on Tuesday, June 16, 2026, Japan time**

1. Click “Advance Application for Attendance.”
2. Enter the required information.
3. Review the Terms of Use, check “I agree to the Terms of Use,” and click “Go to Confirmation Screen.”
4. Review the content and click “Send.”

Notes

- To operate the meeting appropriately according to the number of attendees, we ask shareholders who wish to attend at the venue to apply in advance. We plan to prepare a sufficient number of seats. However, if the number of applications significantly exceeds our expectations, attendees will be selected by lottery.
- We will send an email with the lottery results for attendance at the venue to shareholders who applied in advance, at the email address they registered. (The email is scheduled to be sent on June 18, 2026.) Please note that shareholders who have not received a winning email will not be permitted to enter the venue even if they come to the venue.
- When you come to the venue, please be sure to bring your Voting Rights Exercise Form and something that shows the “email with the lottery results for attendance at the venue” (such as a smartphone screen or a printed copy).

Attendance via the Internet

Streaming date and time: **10:00 a.m. on Thursday, June 25, 2026, Japan time** (Access available from 30 minutes before the start time)

1. Click “Attendance via the Internet.”
2. Review the Terms of Use and check “I agree to the Terms of Use.”
3. Click “Watch.”

Inquiries about the live stream (such as problems viewing the video player)

J-Stream Inc.

Tel: 0120-597-260

Reception period: From 9:00 a.m. on the day of the General Meeting of Shareholders until the close of the meeting

Method for Asking Questions When Attending via the Internet

1. Click the “Question Tab.”
2. Select a category.
Enter your question (up to 200 characters).
Review the content and click “Send.”

Method for Exercising Voting Rights When Attending via the Internet

1. Click the “Voting Rights Exercise Tab.”
2. Click “Exercise Voting Rights.”
3. Select “Approve,” “Disapprove,” or “Approve All Proposals.”
Review the content and click “Complete Exercise of Voting Rights.”

Notes

- Please note that proxy attendance is permitted only in person at the venue; virtual attendance by proxy is not permitted.
- If a shareholder who has exercised voting rights in advance attends the General Meeting of Shareholders and exercises voting rights, the vote exercised in advance will be cancelled and the vote exercised on the day of the meeting will be counted.
- The Company assumes no responsibility for any disadvantage suffered by shareholders due to the communication environment or other factors, such as problems that prevent them from participating in the proceedings or exercising their voting rights.
- If the Company determines that it is unavoidable due to a system failure or other circumstances, the operation of this General Meeting of Shareholders may be changed. In such case, we will announce the change on the Company’s website (<https://www.sonyfg.co.jp/ja/ir/shareholder/meeting.html>).
- For the environment required for attendance via the Internet, please check the website of Mitsubishi UFJ Trust and Banking Corporation (<https://www.tr.mufg.jp/daikou/pdf/faq.pdf>).

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal: Election of Ten (10) Directors

The terms of office of all eight Directors will expire at the conclusion of this General Meeting. Accordingly, to further enhance corporate governance, the Company proposes the election of Ten (10) Directors based on the decision of the Nominating Committee.

The candidates for Director are as follows.

[Reelection] Candidate for Director to be reelected

[New] Candidate for new Director

[Outside] Candidate for Outside Director

[Independent] Candidate for independent Director

[Nomination] Member of the Nominating Committee

[Audit] Member of the Audit Committee

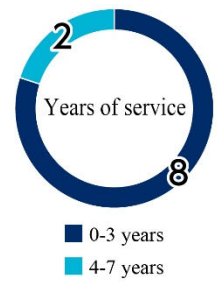
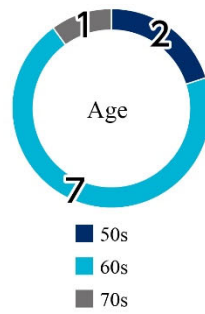
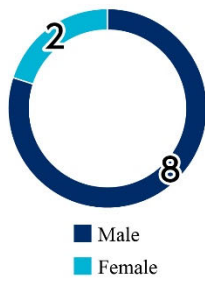
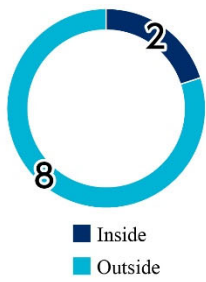
[Compensation] Member of the Compensation Committee

[Nomination], [Audit], and [Compensation] indicate the chairperson of each committee.

No.	Name		Proposed placement	Current positions and responsibilities at the Company	Years of service	Attendance at the Board of Directors meetings
1	[Reelection]	Toshihide Endo	[Nomination] [Compensation]	<ul style="list-style-type: none"> • Director • President and CEO, Representative Corporate Executive Officer • Member of the Nominating Committee • Member of the Compensation Committee 	3 years	100% (13/13)
2	[Reelection]	Sadahiko Hayakawa		<ul style="list-style-type: none"> • Director • Corporate Executive Officer and CFO 	1 year	100% (10/10)
3	[Reelection] [Outside] [Independent]	Shogo Ikeuchi	[Nomination]	<ul style="list-style-type: none"> • Outside Director • Member of the Nominating Committee (Chairperson) • Member of the Compensation Committee 	7 years	100% (13/13)
4	[Reelection] [Outside] [Independent]	Kazuhiro Yoshizawa	[Compensation] [Nomination]	<ul style="list-style-type: none"> • Outside Director • Member of the Compensation Committee (Chairperson) • Member of the Nominating Committee 	5 years	100% (13/13)
5	[Reelection] [Outside] [Independent]	Yasuyuki Hayase	[Audit]	<ul style="list-style-type: none"> • Outside Director • Member of the Audit Committee (Chairperson) 	2 years	100% (13/13)
6	[Reelection] [Outside] [Independent]	Miho Niunoya	[Audit]	<ul style="list-style-type: none"> • Outside Director • Member of the Audit Committee 	2 years	100% (13/13)

No.	Name	Proposed placement	Current positions and responsibilities at the Company	Years of service	Attendance at the Board of Directors meetings
7	[Reelection] [Outside] [Independent] Sonoko Kajiyama	[Audit]	• Outside Director • Member of the Audit Committee	1 year	100% (10/10)
8	[Reelection] [Outside] [Independent] Kozo Takaoka	[Compensation]	• Outside Director	1 year	100% (10/10)
9	[New] [Outside] [Independent] Tadao Kikuchi	[Nomination]	-	-	-
10	[New] [Outside] [Independent] Ungyong Shu	[Compensation]	-	-	-

■ Composition Ratio



■ Skill Matrix

Experience and Areas of Specialization in Which the Company has Particularly High Expectations*						
Management	Financial Services	Finance / Accounting	Legal / Compliance / Risk Management	IT / Digital	Sustainability	Global
•	•	•	•		•	•
•	•	•	•		•	•
•	•			•	•	•
•		•		•	•	
•	•	•	•			
		•	•		•	
		•	•			•
•				•	•	•
•	•		•		•	
•	•	•				•

* These are the areas in which the Company particularly expects contributions from the Directors concerned and do not represent the entirety of their experience and expertise.

- (Note 1) The candidates' appointments to each committee are scheduled to be decided at the Board of Directors meeting to be held after the conclusion of this General Meeting.
- (Note 2) The current positions and responsibilities at the Company are as of this General Meeting, and the years of service are as of the conclusion of this General Meeting.
- (Note 3) None of the candidates has any special interest with the Company.
- (Note 4) Mr. Sadahiko Hayakawa, Ms. Sonoko Kajiyama, and Mr. Kozo Takaoka were newly elected as Directors at the previous year's Ordinary General Meeting of Shareholders (held on June 20, 2025). Therefore, the number of Board of Directors meetings differs for them.
- (Note 5) The age of each candidate for Director shown on page 13 and the following pages is their age as of this General Meeting.
- (Note 6) The number of shares of the Company held by each candidate for Director shown on page 13 and the following pages is the number of shares of the Company's common stock held as of March 31, 2026.
- (Note 7) The Company grants performance share units (PSUs) and restricted stock units (RSUs) as stock compensation to its Directors and Corporate Executive Officers. The number of shares scheduled to be delivered to each candidate for Director shown on page 13 and the following pages is the number of shares of the Company's common stock that will be delivered to that candidate if all performance share units (PSUs) and restricted stock units (RSUs) held by that candidate as of March 31, 2026 vest at the maximum level. For an overview of the Company's performance share units (PSUs) and restricted stock units (RSUs), please refer to "Policy for Determining the Amount or Calculation Method of Executive Compensation" in the Business Report.
- (Note 8) The Company has entered into liability limitation agreements with each of the six candidates for Director who currently serve as Outside Directors. If their reelection is approved at this General Meeting, the Company plans to continue the above liability limitation agreements with them. For Mr. Tadao Kikuchi and Mr. Ungyong Shu, who are new candidates for Outside Director, the Company plans to enter into similar liability limitation agreements with them if their election is approved. For an overview of the contents of these liability limitation agreements, please refer to "Liability Limitation Agreements" in the Business Report.
- (Note 9) The Company has entered into a directors' and officers' liability insurance policy under which all Directors are insured. The candidates and persons newly elected during the insurance period will also be included as insured persons. For an overview of the contents of this insurance policy, please refer to "Matters Concerning Directors' and Officers' Liability Insurance Policy" in the Business Report. The Company also plans to renew this insurance policy with the same contents at the next renewal.
- (Note 10) For the attendance of each Outside Director at each committee in fiscal 2025, please refer to "Principal Activities of Outside Officers" in the Business Report.
- (Note 11) The Company has filed notifications with the Tokyo Stock Exchange stating that all candidates for Outside Director are independent directors as stipulated in the Securities Listing Regulations of the Tokyo Stock Exchange.

Knowledge and Experience Particularly Expected of Candidates for Director, and the Company's View

Knowledge and Experience	The Company's View
Management	The Company has selected this item because it considers knowledge and experience in management to be important in order to appropriately supervise the formulation and execution of management strategies and decision-making based on an overall view of the business portfolio, with the aim of enhancing corporate value over the medium to long term.
Financial Services	The Company has selected this item because it considers knowledge and experience in financial services to be important in order to appropriately supervise important management decisions in the financial industry, including capital policy, profit structure, and soundness, in light of changes in the financial and economic environment.
Finance / Accounting	The Company has selected this item because it considers specialized knowledge and experience in finance and accounting to be important from the perspective of accurately understanding business performance and financial position, and supervising decision-making with financial discipline and the appropriateness of disclosure.
Legal / Compliance / Risk Management	The Company has selected this item because it considers knowledge and experience in legal affairs, compliance, and risk management to be important in order to ensure sustainable growth and a sound governance system through thorough compliance with laws and regulations and the understanding and control of risks.
IT / Digital	The Company has selected this item because it considers knowledge and experience in IT/digital and future use of AI to be important in order to supervise strategic decision-making, including the promotion of DX and responses to system risks, in light of the impact of the development of digital technologies on business and management control.
Sustainability	The Company has selected this item because it considers knowledge and experience in sustainability to be important in order to promote responses to environmental and social issues together with management strategies, secure trust from stakeholders, and enhance corporate value over the medium to long term.
Global	The Company has selected this item because it considers knowledge and experience in global matters to be important in order to enable decision-making based on international regulatory trends and diverse values, with a view to future changes in the environment and growth opportunities.

Basic Policy on the Selection of Director Candidates

A director candidate for the Company shall be an individual who satisfies the requirements listed below.

- i) A person who understands the content of viewpoints on business management indicated in the Insurance Business Act, Banking Act, other related legislation and supervisory guidelines, possesses a level of knowledge and experience sufficient to implement them, and has sufficient social credibility
- ii) A person to whom the grounds for disqualification stipulated in the Insurance Business Act, Banking Act and Companies Act do not apply
- iii) A person who has a sense of ethics and spirit of legal obedience befitting a director, possesses dignity, and is respected by others
- iv) A person who has the qualities of being able to participate proactively in free, open and constructive discussions as a member of the Board of Directors, and sufficient capacity for judgment to decide management strategy with the aim of ensuring the sustainable growth, and enhancement of the corporate value over the medium to long term, of the Sony Financial Group (hereinafter, the "Group")

- v) A person who is not a director or employee of another company recognized as having a competitive relationship with the Group

Basic Policy on the Selection of Outside Director Candidates

An outside director candidate for the Company shall be an individual who satisfies the requirements listed below, as well as the items listed in “Basic Policy on the Selection of Director Candidates.”

- i) A person who possesses extensive knowledge and experience in a field such as corporate management, risk management, legal affairs, accounting, finance or financial services
- ii) A person who is able to identify essential issues and risks by adopting a strategic high-level view of overall management, and to frankly express opinions to members of the management based on their personal knowledge
- iii) A person who satisfies the independence standards described below
 1. The independence requirements of the Companies Act and the standards for independent directors provided by the Tokyo Stock Exchange
 2. The following standards
 - 1) A person who is not an entity for which the Group is a major client (or if that entity is a corporation, etc., not one of its executives) (*1, 2)
 - 2) A person who is not a major client of the Group (or if that client is a corporation, etc., not one of its executives) (*1, 2)
 - 3) A person who is not receiving significant amounts of money or other property from the Group as a consultant, accounting specialist, legal specialist or similar, other than executive compensation (*3)
 - 4) A person who is not a major shareholder of the Group (or if that major shareholder is a corporation, etc., not one of its executives) (*1, 4)
 - 5) A person who is not an executive of a corporation in which the Group is a major shareholder (*4)
 - 6) A person who is not an entity receiving substantial amounts of contributions from the Group (or if that entity receiving contributions is a corporation, etc., not one of its executives) (*1, 5)
 - 7) A person whose posts in the three years preceding their appointment satisfy items 1) through 6) above
 - 8) A person who in the 10 years preceding their appointment has not been an executive of the Company’s parent company or a subsidiary of the Company’s parent company
 - 9) A person who is not a spouse of or related within two degrees of kinship to a person who does not satisfy any item in 1) through 8) above (a key person (*6))

*1 “Corporation, etc.” refers to a corporation, association or other organization.

*2 “Major client” refers to a party that made or received payments in transactions with the Group in the most recent fiscal year and each of the preceding three fiscal years, where such payments accounted for 2% or more of the consolidated net sales of either the Group or the party.

*3 “Significant amounts of money” refers to an annual average over the past three fiscal years of ¥10 million or more if the indicated party is an individual, or if the indicated party is affiliated with a corporation, etc., an amount corresponding to 2% or more of that entity’s consolidated net sales.

*4 “Major shareholder” refers to a shareholder holding 10% or more of total voting rights in the most recent register of shareholders.

*5 “Substantial amounts of contributions” refers to an annual average over the past three fiscal years of the greater of a) ¥10 million or more or b) 2% of consolidated net sales or total revenue of the party receiving contributions.

*6 “Key person” refers to a corporate officer, division general manager, or executive with equivalent authority, and in the case of an accounting expert or legal expert, etc., a person with expert qualifications such as a certified public accountant or lawyer.

Basic Policy on the Selection of Candidates for Directors Serving Concurrently as Audit Committee Members

A director candidate for the Company who will also serve as an Audit Committee Member shall be an individual who satisfies the requirements of “Basic Policy on the Selection of Director Candidates” in addition to the requirements listed below.


- i) A person who has sufficient social credibility and a level of knowledge and experience sufficient to accurately, fairly, and efficiently audit the performance of duties of directors and corporate executive

officers as indicated in the Insurance Business Act, Banking Act and other related legislation and supervisory guidelines


- ii) A person who possesses extensive knowledge and experience in a field such as corporate management, risk management, legal affairs, accounting, finance or financial services
- iii) A person who is able to identify essential issues and risks by adopting a high-level strategic view of overall management, and to frankly express opinions to members of the management based on their personal knowledge

Number of Times for Re-election of Outside Directors

The Nominating Committee may nominate an outside director for re-election no more than five times, with nominations beyond that to be determined by the Nominating Committee based on the opinion of the Board of Directors. However, in any event, the number of times that an outside director may be re-elected shall not exceed eight times.


No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
1	 <p>Toshihide Endo (January 27, 1959) (Age: 67)</p> <p>[Male] [Reelection] [Execution]</p> <p>[Current responsibilities as Director] Member of the Nominating Committee Member of the Compensation Committee</p> <p>[Years of service as Director] 3 years</p> <p>[Attendance at the Board of Directors meetings] 13/13</p>	<p>Apr. 1982 Joined Ministry of Finance, Japan</p> <p>Jul. 1984 London School of Economics and Political Science (M.Sc)</p> <p>Jul. 1988 Chief of Yonago Tax Office, Hiroshima Regional Taxation Bureau</p> <p>Jun. 1998 Advisor, IMF Asia and Pacific Department / Finance Department</p> <p>Jul. 2002 Director, Investigation Division, Securities and Exchange Surveillance Commission, Financial Services Agency</p> <p>Aug. 2005 Director, Banks Division I, Supervisory Bureau, Financial Services Agency</p> <p>Jul. 2007 Counselor of Banking and Payment Regulations, Planning and Coordination Bureau, Financial Services Agency</p> <p>Jul. 2008 Director, Inspection Coordination Division, Inspection Bureau, Financial Services Agency</p> <p>Jul. 2009 Director, General Coordination Division, Planning and Coordination Bureau, Financial Services Agency</p> <p>Aug. 2011 Deputy-Director General, Supervisory Bureau, Financial Services Agency</p> <p>Jun. 2013 Deputy Director-General, Planning and Coordination Bureau, Financial Services Agency</p> <p>Jul. 2014 Director-General, Inspection Bureau, Financial Services Agency</p> <p>Jul. 2015 Director-General, Supervisory Bureau, Financial Services Agency</p> <p>Jul. 2018 Commissioner, Financial Services Agency</p> <p>Jul. 2020 Advisor, Financial Services Agency</p> <p>Nov. 2020 Senior Advisor, Sony Corporation (currently Sony Group Corporation) Advisor, Fukoku Mutual Life Insurance Company Advisor, Rickie Business Solution Co., Ltd. Advisor, jintec Corporation Advisor, Topaz Capital, Inc.</p> <p>Jan. 2021 Advisor, Tokio Marine & Nichido Fire Insurance Co., Ltd. Advisory Board, Norinchukin Value Investments Co., Ltd.</p> <p>Mar. 2021 Advisor, URYU & ITOGA Law Office Advisor, Tiglon Partners Ltd.</p> <p>May 2021 Senior Advisor, KPMG Tax Corporation Senior Advisor, KPMG Japan</p> <p>Oct. 2021 Advisory Board Member, justInCase, Inc.</p> <p>Apr. 2022 Outside Director, DeCurret DCP, Inc.</p> <p>Oct. 2022 Regional Advisor and Advisory Board Member, Goldman Sachs Japan Co., Ltd.</p> <p>Jun. 2023 Senior Executive Vice President, Sony Group Corporation President & CEO, Representative Director, Sony Financial Group Inc.</p>	<p>[Number of shares of the Company held] - shares</p> <p>[Number of shares scheduled to be delivered] 619,750 shares</p>

No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
		<p>Director, Sony Life Insurance Co., Ltd. (current position) Director, Sony Assurance Inc. (current position) Director, Sony Bank Inc. (current position) Director, Sony Lifecare Inc. (current position) President, Representative Director of Sony Financial Ventures Inc.</p> <p>Apr. 2024 Outside Director, Nakano Asset Management Co., Ltd. (current position)</p> <p>Oct. 2024 Director, President and CEO, Representative Corporate Executive Officer, Sony Financial Group, Inc. (current position)</p> <p>Apr. 2025 Business CEO, Sony Group Corporation Director, Sony Financial Ventures Inc. (current position)</p>	
<p>[Reason for nomination as candidate for Director] In addition to possessing extensive experience and knowledge of financial administration as a former Commissioner of the Financial Services Agency, and broad insight into corporate governance, human capital strategy, sustainability, and international economic trends, since June 2023 he has overseen Group-wide management as President & CEO, Representative Director (and since October 2024 as Director, President and CEO, Representative Corporate Executive Officer). He therefore possesses the knowledge and experience necessary to execute, in an accurate, fair and efficient manner, the management control of a financial holding company. For these reasons, the Nominating Committee determined him as a candidate for Director.</p>			

No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
2	 <p>Sadahiko Hayakawa (October 26, 1967) (Age: 58)</p> <p>[Male] [Reelection] [Execution]</p> <p>[Current responsibilities as Director] -</p> <p>[Years of service as Director] 1 year</p> <p>[Attendance at the Board of Directors meetings] 10/10</p>	<p>Apr. 1990 Joined The Sakura Bank, Ltd. (currently Sumitomo Mitsui Banking Corporation)</p> <p>Feb. 2001 Joined Sony Corporation (currently Sony Group Corporation)</p> <p>Jul. 2008 Vice President & Treasurer, Sony Global Treasury Services New York Inc.</p> <p>Feb. 2013 Left Sony Corporation</p> <p>Jun. 2018 Rejoined Sony Corporation as General Manager, Financial Planning Section, Finance Dept.</p> <p>Jul. 2020 VP Senior General Manager, Finance Dept., Sony Corporation</p> <p>Apr. 2022 Senior Vice President, In charge of Finance and IR, Sony Group Corporation</p> <p>Apr. 2025 Corporate Executive Senior Vice President, In charge of Finance and IR, Sony Group Corporation</p> <p>Jun. 2025 Director, Sony Financial Group Inc.</p> <p>Sep. 2025 Director, Corporate Executive Officer and CFO, Sony Financial Group Inc. (current position)</p> <p>Oct. 2025 Director, Sony Life Insurance Co., Ltd. (current position) Director, Sony Assurance Inc. (current position) Director, Sony Bank Inc. (current position)</p>	<p>[Number of shares of the Company held] - shares</p> <p>[Number of shares scheduled to be delivered] 276,500 shares</p>
<p>[Reason for nomination as candidate for Director] Having long been engaged in finance at the Sony Group and having served since April 2022 as a Senior Vice President of Sony Group Corporation (Senior Vice President from April to August 2025), he possesses the knowledge, experience, and capacity for judgment necessary to appropriately conduct decision-making and supervision for overall Group management. For these reasons, the Nominating Committee determined him as a candidate for Director.</p>			


No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
3	 <p>Shogo Ikeuchi (June 6, 1962) (Age: 64)</p> <p>[Male] [Reelection] [Outside] [Independent]</p> <p>[Current responsibilities as Director] Member of the Nominating Committee (Chairperson) Member of the Compensation Committee</p> <p>[Years of service as Director] 7 years</p> <p>[Attendance at the Board of Directors meetings] 13/13</p>	<p>Apr. 1988 Joined Recruit Co., Ltd. (currently Recruit Holdings Co., Ltd.)</p> <p>Apr. 2005 Corporate Executive Officer, Recruit Co., Ltd.</p> <p>Jun. 2012 Board Director and Corporate Executive Officer, Recruit Co., Ltd.</p> <p>Apr. 2013 Board Director and Managing Corporate Executive Officer, Recruit Holdings Co., Ltd.</p> <p>Apr. 2016 Board Director and Senior Managing Corporate Executive Officer, Recruit Holdings Co., Ltd.</p> <p>Jun. 2019 Outside Director, Sony Financial Holdings Inc. (currently Sony Financial Group Inc.) (current position)</p> <p>Apr. 2020 Board Director and Advisor, Recruit Holdings Co., Ltd.</p> <p> Outside Director, AnyMind Group Inc. (current position)</p> <p>Jun. 2020 Advisor, Recruit Holdings Co., Ltd.</p> <p>Sep. 2020 President and CEO, JIC Capital, Ltd. (current position)</p> <p>Jun. 2024 Director, JSR Corporation (current position)</p>	<p>[Number of shares of the Company held] - shares</p> <p>[Number of shares scheduled to be delivered] 6,200 shares</p>
<p>[Reason for nomination as candidate for Outside Director and summary of expected roles] He has experience in promoting new business development and overseas expansion at a global company and has served as head of corporate planning and human resources, giving him a high level of insight into management. He is therefore expected to contribute to strengthening the decision-making and supervisory functions of the Board of Directors of the Company. For these reasons, the Nominating Committee determined him as a candidate for Outside Director.</p>			

No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
4	 <p>Kazuhiro Yoshizawa (June 21, 1955) (Age: 71)</p> <p>[Male] [Reelection] [Outside] [Independent]</p> <p>[Current responsibilities as Director] Member of the Compensation Committee (Chairperson) Member of the Nominating Committee</p> <p>[Years of service as Director] 5 years</p> <p>[Attendance at the Board of Directors meetings] 13/13</p>	<p>Apr. 1979 Joined NTT Public Corporation</p> <p>Jun. 2007 Senior Vice President, General Manager of Corporate Sales and Marketing Department II, NTT DOCOMO (currently NTT DOCOMO, INC.)</p> <p>Jun. 2011 Senior Vice President, General Manager of Human Resources Management Department, Member of the Board of Directors, NTT DOCOMO</p> <p>Jun. 2012 Executive Vice President, General Manager of Corporate Strategy and Planning Department, Responsible for Mobile Society Research Institute, Member of the Board of Directors, NTT DOCOMO</p> <p>Jul. 2013 Executive Vice President, General Manager of Corporate Strategy and Planning Department, General Manager of Structural Reform Office, Responsible for Mobile Society Research Institute, Member of the Board of Directors, NTT DOCOMO</p> <p>Jun. 2014 Senior Executive Vice President, Responsible for Technology, Devices and Information Strategy, Representative Member of the Board of Directors, NTT DOCOMO</p> <p>Jun. 2016 President and Chief Executive Officer, Representative Member of the Board of Directors, NTT DOCOMO</p> <p>Dec. 2020 Member of the Board of Directors, NTT DOCOMO</p> <p>Jun. 2021 Corporate Advisor, NTT DOCOMO (current position) Outside Director, Sony Financial Holdings Inc. (currently Sony Financial Group Inc.) (current position)</p> <p>Jul. 2021 Advisor, Daiwa House Industry Co., Ltd.</p> <p>Jun. 2022 Outside Director, PERSOL HOLDINGS CO., LTD. (current position) Outside Director, Daiwa House Industry Co., Ltd. (current position)</p>	<p>[Number of shares of the Company held] - shares</p> <p>[Number of shares scheduled to be delivered] 6,200 shares</p>
<p>[Reason for nomination as candidate for Outside Director and summary of expected roles] He has many years of business experience at a major telecommunications company, including service as President and Chief Executive Officer, Representative Member of the Board of Directors, giving him a high level of insight into management. He is therefore expected to contribute to strengthening the decision-making and supervisory functions of the Board of Directors of the Company. For these reasons, the Nominating Committee determined him as a candidate for Outside Director.</p>			


No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
5	 <p>Yasuyuki Hayase (May 30, 1957) (Age: 69)</p> <p>[Male] [Reelection] [Outside] [Independent]</p> <p>[Current responsibilities as Director] Member of the Audit Committee (Chairperson)</p> <p>[Years of service as Director] 2 years</p> <p>[Attendance at the Board of Directors meetings] 13/13</p>	<p>Apr. 1980 Joined Mitsui Bank Corporation (currently Sumitomo Mitsui Banking Corporation)</p> <p>Apr. 2003 General Manager, Kumamoto Corporate Business Office, Sumitomo Mitsui Banking Corporation</p> <p>Jun. 2005 General Manager, Mitadori Corporate Business Office, Sumitomo Mitsui Banking Corporation</p> <p>Apr. 2007 General Manager, Credit & Investment Planning Department, Sumitomo Mitsui Banking Corporation</p> <p>Jun. 2010 Corporate Auditor, Sumitomo Mitsui Banking Corporation</p> <p>Jun. 2012 President & Chief Executive Officer, Sakura Card Co., LTD.</p> <p>Jun. 2015 Standing Outside Audit & Supervisory Board Member, Sony Financial Holdings Inc. (currently Sony Financial Group Inc.) Audit & Supervisory Board Member, Sony Life Insurance Co., Ltd. (current position) Audit & Supervisory Board Member, Sony Assurance Inc. (current position) Audit & Supervisory Board Member, Sony Bank Inc. (current position)</p> <p>Oct. 2024 Outside Director, Sony Financial Group Inc. (current position)</p>	<p>[Number of shares of the Company held] - shares</p> <p>[Number of shares scheduled to be delivered] 6,200 shares</p>
<p>[Reason for nomination as candidate for Outside Director and summary of expected roles] He has many years of business experience at a major financial institution, including service as President & Chief Executive Officer of its group company, giving him a high level of insight into management. He is therefore expected to contribute to strengthening the decision-making and supervisory functions of the Board of Directors of the Company. For these reasons, the Nominating Committee determined him as a candidate for Outside Director.</p>			

No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
6	 <p>Miho Niunoya (August 31, 1964) (Age: 61)</p> <p>[Female] [Reelection] [Outside] [Independent]</p> <p>[Current responsibilities as Director] Member of the Audit Committee</p> <p>[Years of service as Director] 2 years</p> <p>[Attendance at the Board of Directors meetings] 13/13</p>	<p>Apr. 1993 Registered as attorney, Japan Joined Tokyo Aoyama Aoki Law Office (currently Baker & McKenzie)</p> <p>Jul. 1997 Joined Baker & McKenzie Consultants (Indonesia)</p> <p>Jan. 1998 Joined Baker & McKenzie (Singapore)</p> <p>Dec. 2000 Partner, Tokyo Aoyama Aoki Law Office</p> <p>Nov. 2002 Senior Partner, Atsumi & Sakai (current position)</p> <p>Jan. 2020 Outside Director, PARK24 CO., LTD. (current position)</p> <p>Jun. 2023 Outside Audit & Supervisory Board Member, Sony Financial Group Inc.</p> <p>Oct. 2024 Outside Director, Sony Financial Group Inc. (current position)</p>	<p>[Number of shares of the Company held] - shares</p> <p>[Number of shares scheduled to be delivered] 6,200 shares</p>
<p>[Reason for nomination as candidate for Outside Director and summary of expected roles] She has served as a partner at international law firms and has extensive experience and knowledge as a legal professional in the field of corporate law. In addition, she has provided appropriate advice on diversity and inclusion. She is therefore expected to contribute to strengthening the decision-making and supervisory functions of the Board of Directors of the Company. For these reasons, the Nominating Committee determined her as a candidate for Outside Director.</p>			

No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
7	 <p>Sonoko Kajiyama (May 3, 1968) (Age: 58)</p> <p>[Female] [Reelection] [Outside] [Independent]</p> <p>[Current responsibilities as Director] Member of the Audit Committee</p> <p>[Years of service as Director] 1 year</p> <p>[Attendance at the Board of Directors meetings] 10/10</p>	<p>Apr. 1991 Joined Fujitsu Limited</p> <p>Oct. 2002 Joined Asahi & Co. (currently KPMG AZSA LLC)</p> <p>Mar. 2013 Joined LIXIL Corporation</p> <p>Jan. 2018 General Manager, Quality Assurance Division, Internal Audit Department, LIXIL Corporation</p> <p>Jul. 2019 Secretary General, LIXIL Group Audit Committee Audit & Supervisory Board Member, LIXIL TEPCO Smart Partners Inc.</p> <p>Apr. 2020 Vice President, Planning & Quality Global, Internal Audit Department, Olympus Corporation</p> <p>Jun. 2020 Senior Director, Internal Audit China, Internal Audit Department, Olympus Corporation Audit & Supervisory Board Member, Sony Olympus Medical Solutions Inc.</p> <p>Dec. 2023 Senior Vice President, Deputy Chief Internal Audit Officer, Olympus Corporation</p> <p>Mar. 2024 Outside Audit & Supervisory Board Member, McDonald's Holdings Company (Japan), Ltd. (current position)</p> <p> Audit & Supervisory Board Member, McDonald's Company (Japan), Ltd. (current position)</p> <p>Jun. 2024 Outside Audit & Supervisory Board Member, ITOCHU ENEX CO., LTD. (current position)</p> <p>Jun. 2025 Outside Director, Sony Financial Group Inc. (current position)</p> <p> Outside Director Audit & Supervisory Committee Member, Yokogawa Bridge Holdings Corp. (current position)</p>	<p>[Number of shares of the Company held] - shares</p> <p>[Number of shares scheduled to be delivered] 6,200 shares</p>
<p>[Reason for nomination as candidate for Outside Director and summary of expected roles]</p> <p>She has considerable expertise in finance and accounting as a certified public accountant, and in addition to her extensive experience as an auditor, she provides appropriate advice based on deep insight cultivated through work in a major auditing firms and the internal audit divisions of global companies. She is therefore expected to contribute to strengthening the decision-making and supervisory functions of the Board of Directors of the Company. For these reasons, the Nominating Committee determined her as a candidate for Outside Director.</p>			

No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
8	 <p>Kozo Takaoka (March 30, 1960) (Age: 66)</p> <p>[Male] [Reelection] [Outside] [Independent]</p> <p>[Current responsibilities as Director] -</p> <p>[Years of service as Director] 1 year</p> <p>[Attendance at the Board of Directors meetings] 10/10</p>	<p>Apr. 1983 Joined Nestlé Japan Ltd. Jan. 2005 President & CEO, Nestlé Confectionary K.K. Jan. 2010 Representative Director & Executive Vice President, General Manager of Beverage Business Group, Nestlé Japan Ltd. Nov. 2010 Representative Director, President & CEO, Nestlé Japan Ltd. Apr. 2015 Representative Director, K & Co. K.K.(current position) Aug. 2019 Representative Director, KT Digital K.K. (current position) Mar. 2020 Resigned: Representative Director, President & CEO, Nestlé Japan Ltd. Dec. 2020 Outside Director, CyberAgent, Inc. (current position) Jun. 2025 Outside Director, Sony Financial Group Inc. (current position)</p>	<p>[Number of shares of the Company held] - shares</p> <p>[Number of shares scheduled to be delivered] 6,200 shares</p>
<p>[Reason for nomination as candidate for Outside Director and summary of expected roles] He has many years of business experience at a global company, including service as Representative Director, President & CEO, giving him a high level of insight into management. He is therefore expected to contribute to strengthening the decision-making and supervisory functions of the Board of Directors of the Company. For these reasons, the Nominating Committee determined him as a candidate for Outside Director.</p>			

No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
9	 <p>Tadao Kikuchi (December 4, 1965) (Age: 60)</p> <p>[Male] [New] [Outside] [Independent]</p> <p>[Current responsibilities as Director] -</p> <p>[Years of service as Director] - years</p> <p>[Attendance at the Board of Directors meetings] -</p>	<p>Apr. 1988 Joined The Nippon Credit Bank, Ltd. (currently Aozora Bank, Ltd.)</p> <p>Jun. 1993 Graduated from ESSEC Business School in France</p> <p>Jun. 1997 Secretary, Secretary's Office (in charge of the President), The Nippon Credit Bank, Ltd.</p> <p>Feb. 2000 Joined Tokyo Branch, Deutsche Securities Inc.</p> <p>Apr. 2003 Director, Investment Banking Division, Deutsche Securities Inc.</p> <p>Apr. 2004 Joined ROYAL Co., Ltd. (currently Royal Holdings Co., Ltd.) as Executive Officer, Head of Corporate Planning Department, and Head of Legal Office</p> <p>Mar. 2007 Director, Head of Corporate Planning Department, Head of Legal Affairs, and Head of Group Management Department, Royal Holdings Co., Ltd.</p> <p>May 2009 Director, Head of Administration Headquarters, Head of Corporate Planning Department, and Head of Legal Affairs, Royal Holdings Co., Ltd.</p> <p>Mar. 2010 President, Royal Holdings Co., Ltd.</p> <p>Mar. 2016 Chairman & CEO, Royal Holdings Co., Ltd.</p> <p>Feb. 2018 Outside Director, QB Net Holdings Co., Ltd.</p> <p>Mar. 2019 Chairman, Royal Holdings Co., Ltd.</p> <p>Sep. 2021 Outside Director (Audit and Supervisory Committee Member), QB Net Holdings Co., Ltd. (current position)</p> <p>Mar. 2026 Director and Chairman, Royal Holdings Co., Ltd. (current position)</p>	<p>[Number of shares of the Company held] 500 shares</p> <p>[Number of shares scheduled to be delivered] - shares</p>
<p>[Reason for nomination as candidate for Outside Director and summary of expected roles] He has extensive management experience as a top executive over many years, as well as broad and deep insight gained through his experience in business management at financial institutions. He is therefore expected to contribute to strengthening the decision-making and supervisory functions of the Board of Directors of the Company. For these reasons, the Nominating Committee determined him as a candidate for Outside Director.</p>			

No.	Name (Date of birth)	Career summary and significant concurrent positions	Number of shares held and scheduled to be delivered
10	 <p>Ungyong Shu (October 19, 1962) (Age: 63)</p> <p>[Male] [New] [Outside] [Independent]</p> <p>[Current responsibilities as Director] -</p> <p>[Years of service as Director] - years</p> <p>[Attendance at the Board of Directors meetings] -</p>	<p>Apr. 1986 Joined Morgan Guaranty Trust Company of New York, Tokyo Office</p> <p>May 2000 Head of Financial Institutions Department, J.P. Morgan Securities</p> <p>May 2001 Managing Director, J.P. Morgan Securities</p> <p>Jul. 2005 Head of Financial Institutions Division, J.P. Morgan Securities</p> <p>May 2007 Chairman of Financial Institutions Group, Investment Banking Division, Merrill Lynch Japan Securities Limited</p> <p>Jul. 2010 Co-Head of Investment Banking Division, Merrill Lynch Japan Securities Limited</p> <p>Jul. 2011 Vice Chairman, Merrill Lynch Japan Securities Limited</p> <p>Nov. 2013 Representative Director, The Core Value Management, Inc. (current position)</p> <p>Jun. 2021 Outside Director, Sojitz Corporation (current position) (scheduled to retire on June 30, 2026)</p> <p>Sep. 2022 Visiting Professor, Graduate School of Business Administration, Hitotsubashi University (current position)</p>	<p>[Number of shares of the Company held] - shares</p> <p>[Number of shares scheduled to be delivered] - shares</p>
<p>[Reason for nomination as candidate for Outside Director and summary of expected roles] He has extensive management and business experience at financial institutions over many years, as well as broad and deep insight gained through his experience as an Outside Director in multiple industries. He is therefore expected to contribute to strengthening the decision-making and supervisory functions of the Board of Directors of the Company. For these reasons, the Nominating Committee determined him as a candidate for Outside Director.</p>			

[For Reference]

(1) Compensation, etc. for Company Officers

Category	Number of recipients (persons)	Amount by type of compensation, etc. (million yen)			Total (million yen)	Remarks
		Fixed compensation	Performance-linked compensation	Non-monetary compensation, etc.		
Corporate Executive Officers	10	227	41	120	389	-
Directors	6	100	-	7	107	-
Total	16	328	41	128	497	-

Notes: 1. As of the end of the fiscal year under review, the number of recipients was six Directors and ten Corporate Executive Officers.

2. The Company's Compensation Committee deliberated on the details of individual compensation, etc. for Directors and Corporate Executive Officers for the fiscal year under review and determined those details in accordance with "(2) Policy for Determining the Amount or Calculation Method of Executive Compensation" below. Therefore, the Company has determined that the details of individual compensation, etc. are in line with this policy.
3. Non-monetary compensation, etc. includes stock options (stock acquisition rights), performance share units, and restricted stock units using the Company's shares, and restricted stock units granted by Sony Group Corporation.

(2) Policy for Determining the Amount or Calculation Method of Executive Compensation

The Compensation Committee, chaired by an Outside Director, deliberates and determines the individual compensation amounts for Directors and Corporate Executive Officers.

The Compensation Committee consists of the following three members. In fiscal 2025, the Committee held eight meetings and determined individual compensation for Directors and Corporate Executive Officers of the Company, as well as indicators for the performance-linked component and the medium- to long-term incentive component, and the design and grant policy for the post-delivery stock compensation plan using shares of the Company.

Outside Director	Kazuhiro Yoshizawa (Chairperson)
Outside Director	Shogo Ikeuchi
Director	Toshihide Endo

The various policies established by resolution of the Compensation Committee are as follows.

(i) Corporate Executive Officers

The basic policy for determining compensation for Corporate Executive Officers is to ensure that the Company can attract and retain outstanding talent and to provide incentives that promote improvements in both the performance and corporate value of the Group as a whole. Compensation consists of a fixed component, a performance-linked component, and a medium- to long-term incentive component, with an emphasis on balance among the three.

a) Compensation Structure

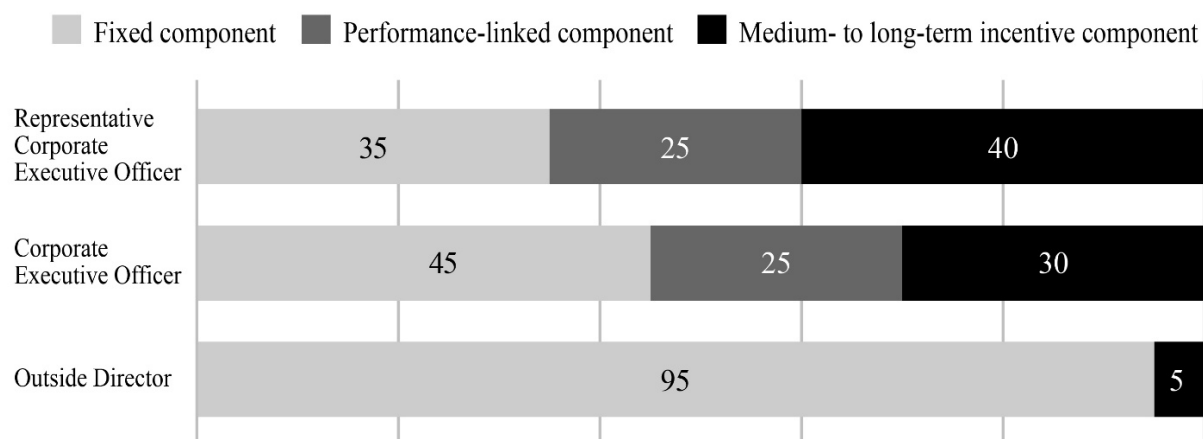
Compensation consists of a fixed component based on position, a performance-linked component based on the Company's consolidated performance for each fiscal year and the responsibilities of each officer, and a medium- to long-term incentive component, including stock compensation.

- The fixed component is determined at a level according to position and responsibilities, and a fixed amount is paid monthly in cash. As officers are promoted, the proportion of the fixed component to annual compensation decreases while the proportions of performance-linked and medium- to long-term incentive components increase.
- The performance-linked component is designed to meet the expectations and trust of all stakeholders, and to promote the sustainable growth and medium- to long-term enhancement of corporate value across the Group. Objective and expert advice from external compensation consultants is referenced, and both quantitative and qualitative indicators—based on the Company's consolidated performance—are used as performance indicators after deliberation by the Compensation Committee. Quantitative indicators may vary from 0% to 200% and qualitative

indicators from 0% to 150% relative to a 100% baseline. This component generally accounts for around 20-25% of total compensation and is paid in cash at a fixed time each year. The Compensation Committee confirms the calculated amount of the performance-linked component based on the indicators and determines the individual compensation amounts for each Corporate Executive Officer.

- The medium- to long-term incentive component is intended to provide an incentive to achieve the sustainable enhancement of the Company's corporate value and to further promote value sharing with shareholders. Units are granted according to position and responsibilities, and shares of the Company are delivered based on the number of units that vest under the vesting method determined by the Compensation Committee. This component consists of "performance share units (PSUs)" and "restricted stock units (RSUs)." "PSUs" are granted at a fixed time each year. After a certain period has passed from the grant of the units, PSUs vest based on the calculation method resolved by the Compensation Committee, within the range of 0% to 150% according to the achievement rate of numerical targets set by the Company and other factors, and shares of the Company are delivered. "RSUs" are granted at a fixed time each year. After a certain period has passed from the grant of the units, RSUs vest and shares of the Company are delivered. The specific details of this medium- to long-term incentive component are resolved by the Compensation Committee. This component generally accounts for around 20-35% of total compensation.

[Image of compensation composition]



[Indicators for the performance-linked component]

	Indicator	Weight	Plan	Results
		Representative Corporate Executive Officer		
Quantitative	Consolidated IFRS Income before income taxes (compared with plan)	40%	59.0 billion yen	(11.5) billion yen
	Consolidated IFRS Adjusted net income (compared with plan)	20%	107.5 billion yen	105.1 billion yen
	Subsidiary top-line achievement rate	30%	100.0%	76.1%
Qualitative	Employee engagement	5%	Improvement compared with the previous fiscal year	+1
	Group sustainability achievement rate	5%	100.0%	100.0%

[Indicators for the medium- to long-term incentive component]

Indicator	Weight	Plan
Relative TSR	50%	(Note)
Adjusted ROE	50%	10%

Note: For relative TSR, the number of PSUs to vest is calculated after comparing the Company's total shareholder return with the total shareholder returns of three competitors (Daiichi Life Group, Inc., T&D Holdings, Inc., and JAPAN POST INSURANCE Co., Ltd.) and the return on the Tokyo Stock Price Index (TOPIX including dividends), using the monthly average for March of the fiscal year preceding the fiscal year in which the PSU grant date falls (for the first grant, the monthly average for February 2026) and the monthly average for March of the fiscal year preceding the fiscal year in which the vesting date falls.

b) Compensation Levels

Compensation levels are set at appropriate levels in order to secure highly capable management personnel. In determining specific amounts, third-party compensation benchmarking studies for corporate executives are taken into account.

(ii) Outside Directors

To achieve medium- to long-term enhancement of corporate value, compensation for Directors—whose primary role is to improve transparency and objectivity in management through supervision and oversight of the execution of duties by Corporate Executive Officers (and in the case of Directors who are Audit Committee members, also through auditing the execution of duties by Directors and Corporate Executive Officers)—consists of a fixed component and a medium- to long-term incentive component designed to secure outstanding talent and to ensure the effectiveness of their supervisory and oversight functions.

a) Compensation Structure

The fixed component is paid monthly in cash as a fixed amount corresponding to each individual's role.

The medium- to long-term incentive component is intended to prevent the deterioration of the Group's corporate value and maintain trust, and to increase incentives to promote sustainable growth and maintain and enhance medium- to long-term corporate value, through advice to the Group's management policies and management improvement based on each individual's own expertise. Units are granted according to position and responsibilities, and shares of the Company are delivered based on the number of units that vest under the vesting method determined by the Compensation Committee. This component consists of "RSUs." "RSUs" are granted at a fixed time each year. After a certain period has passed from the grant of the units, RSUs vest and shares of the Company are delivered.

b) Compensation Levels

In order to secure outstanding management talent, an appropriate level of compensation is provided. Specific determinations are made with reference to third-party survey data and other information regarding the compensation of corporate executives.

The individual compensation amounts paid to Directors and Corporate Executive Officers for fiscal 2025 have been determined by the Compensation Committee or under its supervision. The Compensation Committee has determined that the details of such compensation are in line with the "Policy for Determining the Amount or Calculation Method of Executive Compensation."

(3) Liability Limitation Agreements

Name	Overview of liability limitation agreements
Shogo Ikeuchi (Outside Director)	The Company has entered into liability limitation agreements with each of the persons listed on the left pursuant to Article 427, Paragraph 1 of the Companies Act, which limit the amount of liability for damages to the minimum amount provided for by laws and regulations.
Kazuhiro Yoshizawa (Outside Director)	
Yasuyuki Hayase (Outside Director)	
Miho Niunoya (Outside Director)	
Sonoko Kajiyama (Outside Director)	
Kozo Takaoka (Outside Director)	

(4) Indemnity Agreements

The Company has not entered into indemnity agreements with its Directors or Corporate Executive Officers pursuant to Article 430-2, Paragraph 1 of the Companies Act.

(5) Matters Concerning Directors' and Officers' Liability Insurance Policy

The Company has entered into a directors' and officers' liability insurance policy under Article 430-3, Paragraph 1 of the Companies Act, whereby such insurance covers damage compensation and litigation costs, etc. arising from corporate lawsuits, shareholder derivative suits, and third party lawsuits incurred by the insured in connection with the execution of their duties for the Company. Provisions were made to ensure that illegal private gain, provision of undue benefits, criminal acts, or willful misconduct by executives are excluded from indemnification coverage, in order to preserve the sound execution of their duties.

The Company's Directors, Corporate Executive Officers, and executive officers and also its subsidiaries' Directors, auditors, and executive officers are insured under such directors' and officers' liability insurance policy, and the Company pays all premiums for all of the insured with the consent of all Outside Directors.