



**MS&AD Insurance Group
Holdings, Inc.**

Ticker : 8725 Country of Operation : Japan

Meeting Date : 6/26/2023 Meeting Type : Annual

Item #	Proposal Text	Proponent	Mgmt Rec	Vote Instruction	Vote Rationale
1	Elect Director Hara, Noriyuki	Management	For	Against	The nominee is the most senior executive and the board comprises less than 50.1% independent outsiders.Top management is responsible for the company's low capital efficiency.
