

MEIJI YASUDA LIFE'S BUSINESS FIELD AND MODELS

The business fields of Meiji Yasuda Life and its group companies consist of life insurance/annuities, medical and nursing-care insurance, non-life insurance, investment advisory/investment trust and related services.

Based on the business environment in the 21st century and the above-mentioned business fields, Meiji Yasuda Life shall establish the following three business models to provide comprehensive high-quality insurance services to its customers.

Total Life Planning Services

Through cordial services and face-to-face consultations provided by sales personnel with full knowledge of products and related matters, Meiji Yasuda Life offers comprehensive insurance services best suited to the circumstances and personalized needs of its customers and be the best partner for both individuals and households.

Total Corporate & Group Services

Meiji Yasuda Life provides comprehensive services to both group and corporate customers by designing services based directly upon their risk planning needs. This will be achieved primarily through the promotion of progressive products by expert staff, the utilization of a "development & proposal" team-consulting model, which actively takes advantage of our service infrastructure, as well as the provision of high-quality after-sales service. Meiji Yasuda Life will establish de facto standards in the employee benefit sector and develop firm relationships with corporations and groups by widely supporting employee benefit programs and self-reliant efforts of employees and members.

Collaboration Marketing Services

With the start of OTC sales of individual annuity at financial institutions, Meiji Yasuda Life has formed alliances with 222 financial institutions as of the end of March, 2004 to provide the best individual annuity products and related services to financial institutions and their customers, and continues to pursue innovative opportunities from untapped sales channels such as insurance agencies and the internet to enhance customer convenience and expand a new customer base.

MEDIUM-TERM BUSINESS PLAN

Meiji Yasuda Life has established a Medium-Term Business Plan which aims to complete the development of the three business models and generate synergies from the merger.

From January 2004 through March 2005, Phase I of the Business Plan, we will complete all the necessary preparation for the prompt generation of synergies. We set aside Phase II, from April 2005 through March 2007, as the period in which we will achieve our corporate objectives. The basic policies of the Medium-Term Business Plan are as follows.

Basic Policies

Meiji Yasuda Life shall ensure profit-earning capability, growth potential and a sound financial base by effectively reallocating management resources expanded by the merger. At the same time, we will position ourselves to be the best company in the insurance industry in Japan by upgrading our management quality and scale.

We will promptly complete the development of the three business models, Total Life Planning Services, Total Corporate & Group Services and Collaboration Marketing Services, and will propel these business models by undertaking various measures, including the implementation of divisional and regional management systems. While swiftly establishing these business models, Meiji Yasuda Life will achieve growth in market share and confirm its solid presence in each business domain.

It is also our firm determination to make efforts for self-innovation in establishing a new corporate culture, enhancing the utilization of human resources, increasing profitability, upgrading compliance and risk management capabilities, and uplifting collective strength as Meiji Yasuda Group.

Major Objectives of the Medium-Term Business Plan

We will reinforce marketing for a wide range of customers, including breadwinners and their families as the main target group of our core insurance products, the younger generation and the female market, introducing new products commemorating the birth of Meiji Yasuda Life. We will also continue to launch new products based on the research and analysis of market trends and develop new products and distribution channels for the priority market, which includes the work-site market in large and mid-size groups and corporations. Through these initiatives, we are projecting ¥19 trillion of net life insurance in force from new business in 2006.

At the same time, we will focus on improving our after-sales service capabilities by reviewing internal systems and rules, such as the implementation of a new sales personnel system, which puts more emphasis on policy maintenance, including after-sales service activities. Together with increasing new business, we are aiming to post a net increase in life insurance in force in 2006.

Improving Management Efficiency

Both Meiji Life and Yasuda Life worked on improving management efficiency before the merger in order to raise profitability by consolidating sales offices and promoting manpower planning. Meiji Yasuda Life continues to implement measures to optimize the number of employees, consolidate sales offices, integrate information resources and improve efficiency in administration and services after the merger as well. Our objective is to reduce operating expenses by more than ¥40 billion compared with fiscal 2002, for a total of approximately ¥410 billion in 2006.