

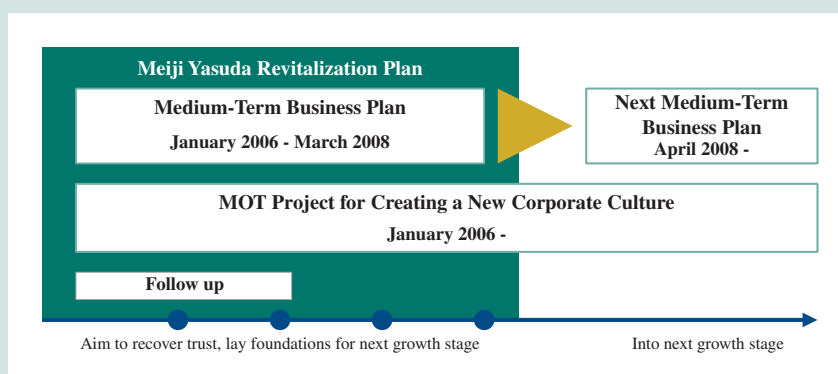
The Meiji Yasuda Revitalization Plan

Basic Approach

In January 2006, Meiji Yasuda Life drew up the “Meiji Yasuda Revitalization Plan”, which comprises the “Medium-Term Business Plan” and the “MOT Project for Creating a New Corporate Culture”. Its basic approach is to enforce rigorous compliance with a view to restoring customers’ and society’s trust in Meiji Yasuda Life by creating a company that provides its customers with ease of mind, values customers’ opinions, and is open to society. With compliance as a fundamental premise and the “Medium-Term Business Plan” and the “MOT Project for Creating a New Corporate Culture” as its two pillars, we utilize the synergies between these elements to restore trust by creating a “Company that Values its Customers”.

The “Medium-Term Business Plan” is due to run for two years and three months, through the end of March 2008. During that time, we will endeavor to reform management, giving absolute priority to recovering trust, and to enhance quality of customer services. The plan is also designed to lay the foundations for a new growth stage from April 2008.

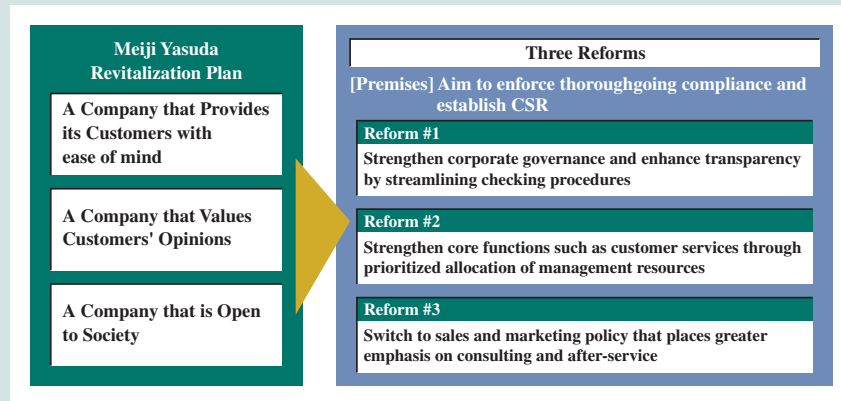
As the creation of a new corporate culture is a permanent challenge, no particular time limit has been set for the “MOT Project for Creating a New Corporate Culture”.



Medium-Term Business Plan

Based on the challenge of recovering trust, the “Medium-Term Business Plan” calls for the resolute implementation of three reforms premised on thoroughgoing compliance and establishing CSR that takes into consideration the public nature of life insurance companies.

It also provides for regular follow-ups on progress in implementing the prescribed stages to facilitate the transition to the new growth stage envisaged by the next Medium-Term Business Plan. In this way, we will reform management in a responsible manner in order to create a “Company that Values its Customers”.



Premises: Aim to enforce thoroughgoing compliance and establish CSR

- (1) Streamline group-wide compliance procedures
- (2) Establish and promote an organizational set-up conducive to CSR deployment

Reform #1: Strengthen corporate governance and enhance transparency by streamlining checking procedures

- (1) Review functions and roles of each department from the customers' viewpoint and ensure appropriate operations by strengthening our self-inspection and internal audit
- (2) Expand the functions for gathering customers' opinions (including complaints) and strengthen our ability to analyze them and respond to customers' opinion
- (3) Streamline group-wide risk management
- (4) Establish a "Disclosure Promotion Council", and proactively disclose information sought by customers and society (number of non-payment of insurance claims, number of complaints, etc.)
- (5) Adopt the "Company with Committees" system and strengthen supervisory functions by reforming the Board of Representative Members (introduce a representative members candidature system)
- (6) Research and consider the pros and cons of adopting a joint-stock corporation system

Reform #2: Strengthen core functions such as customer services through prioritized allocation of management resources

- (1) Reinforce the systems infrastructure giving priority to system investment and prioritize allocation of work force with a view to providing high quality operations

and services stably

- (2) Restructure operational procedures in order to protect customers and increase convenience through a general review of operations
- (3) Deliberate about expansion of the scope of underwriting by enhancing ability to assess and appraise underwriting risk
- (4) Promote asset management based on increasing stable earnings assets by appropriate risk management with a view to maintaining and enhancing soundness
- (5) Continue capital management policy through surplus management

Reform #3: Switch to sales and marketing policy that places greater emphasis on consulting and after-service

- (1) Switch from a sales personnel evaluation scheme that focuses on death benefit product and new business to one that focuses on quality in the form of providing various types of product and maintaining contract persistency
- (2) Establish insurance agent channels that win high marks from customers for consulting and after-service
- (3) Realize a diverse product line-up by strengthening the competitiveness of medical care, nursing care and savings products
- (4) Expand sales from agency channels (bank OTC sales, etc.) by launching competitive products
- (5) Streamline and strengthen consulting functions for corporate marketing channels and reinforce proposal ability creating market

The MOT Project for Creating a New Corporate Culture

The “MOT Project for Creating a New Corporate Culture” is led by the President and operated primarily by young employees, and aims to create a new corporate culture with every employee effort.

Meiji Yasuda Life has delineated a target image defined by three key phrases: its “sense of mission” as a life insurance company, fulfilled by providing its customers with ease of mind; the “motivation” to voluntarily deal with reforms, implement growth and adapt to environmental changes; and the building of mutual “trust” between customers, the company and employees.

We have also adopted a basic policy founded in the participation of all officers and employees in the challenge to value customers, nurture a sense of value and an awareness of valuing customers, and enhance employee motivation and trust in the company. Specifically, this comprises: – bottom-up driven – “small-group activities” with company-wide movement; – enhanced communication with management; – enhanced awareness of valuing customers and manners; and – monitoring changes in employee awareness to confirm progress in these projects.

