

The Meiji Yasuda Revitalization Plan

— Working to Restore Confidence

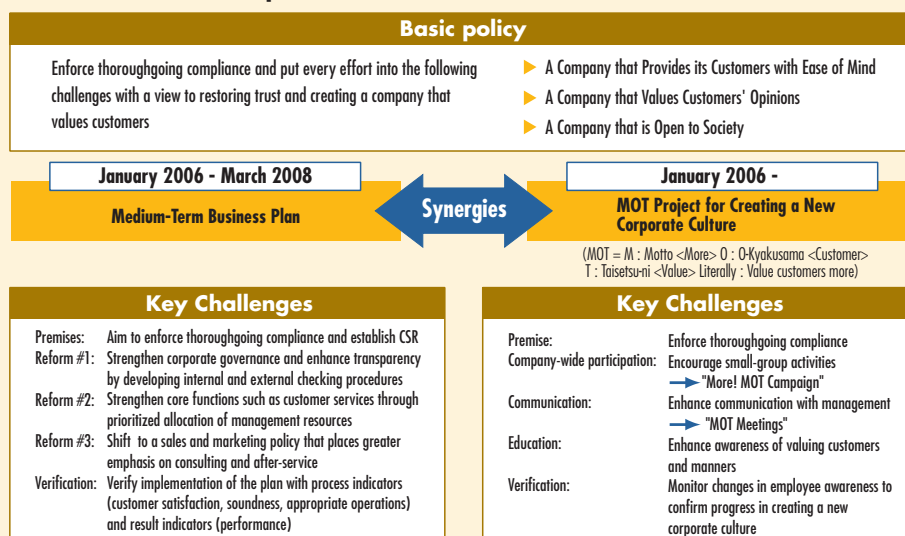
In January 2006, Meiji Yasuda Life drew up the "Meiji Yasuda Revitalization Plan," which is comprised of the "Medium-Term Business Plan" and the "MOT Project for Creating a New Corporate Culture." In addition to enforcing rigorous compliance, the plan calls upon all officers and employees to make every effort to restore trust in Meiji Yasuda Life by creating a "Company that Values its Customers:" a company that provides its customers with ease of mind, values their opinions, and is open to society.

The "Medium-Term Business Plan" runs from January 2006 through March 2008 and promotes the following three reforms designed to establish thoroughgoing compliance and corporate social responsibility (CSR).

- Reform #1 Strengthen corporate governance and enhance transparency by developing internal and external checking procedures
- Reform #2 Strengthen core functions such as customer services through prioritized allocation of management resources
- Reform #3 Shift to a sales and marketing policy that places greater emphasis on consulting and after-service

The "MOT Project for Creating a New Corporate Culture" calls for the creation of a new corporate culture that values customers and forms the foundations for realizing the "Meiji Yasuda Revitalization Plan." Under the leadership of the company president, it comprises three-pronged basic policies; mobilizing all officers and employees in the challenge to value customers, nurturing a sense of value and awareness of valuing customers, and enhancing employee motivation.

Overview of the "Meiji Yasuda Revitalization Plan"



Progress in Implementing the Medium-Term Business Plan

The initiatives set forth in the "Medium-Term Business Plan" have for the most part advanced according to schedule.

In July 2006, we completed the transition to the "Company with Committees" system and created the Board of Directors with a majority of outside directors. We also adopted a representative members candidacy scheme to strengthen our business management, established a multi-layered checking system and reinforced our core functions (underwriting, policyholder services and claims payment procedures) through prioritized allocation of human resources and budgets.

On the marketing side, we converted to evaluation systems that focus on enhancing quality and trust as a means of improving qualitative indicators such as new business persistency ratios and cancellation and lapse rates for insurance business in force. By strengthening our training programs, we greatly increased the number of sales personnel who are government-certified financial planners to reinforce our consulting capabilities.

In terms of sales results, annualized premiums in force fell year-on-year, but annualized new business premiums (ANP) increased because new products such as "Nenkin Hitosuji" and "Everybody" launched in September 2006, and "Life Account L.A. Double '7 Guard' " launched in November the same year were well-received.

Progress in Implementing the MOT Project for Creating a New Corporate Culture

Under the "MOT Project for Creating a New Corporate Culture," we developed our original, long-standing company-wide approach into the "More! MOT Campaign" and promote it through an incentive approach in each organizational entity, with a view to realizing a company that values customers.

We worked to enhance communication between the management and a wider range of employees by holding 21 "MOT Meetings" at the head office during the fiscal year to encourage direct dialog, and arranging for the management to hold similar meetings on their business visits to branches.

In April 2006, we introduced the "MOT Proposal" scheme to allow employees to make use of our intranet to file proposals to protect our customers and to improve their convenience, and received a large number of suggestions in response. The departments in charge are now considering the viability of these proposals and, if viable, they will steadily put them into practical use.

Main Pillars of the "Meiji Yasuda Revitalization Plan"

