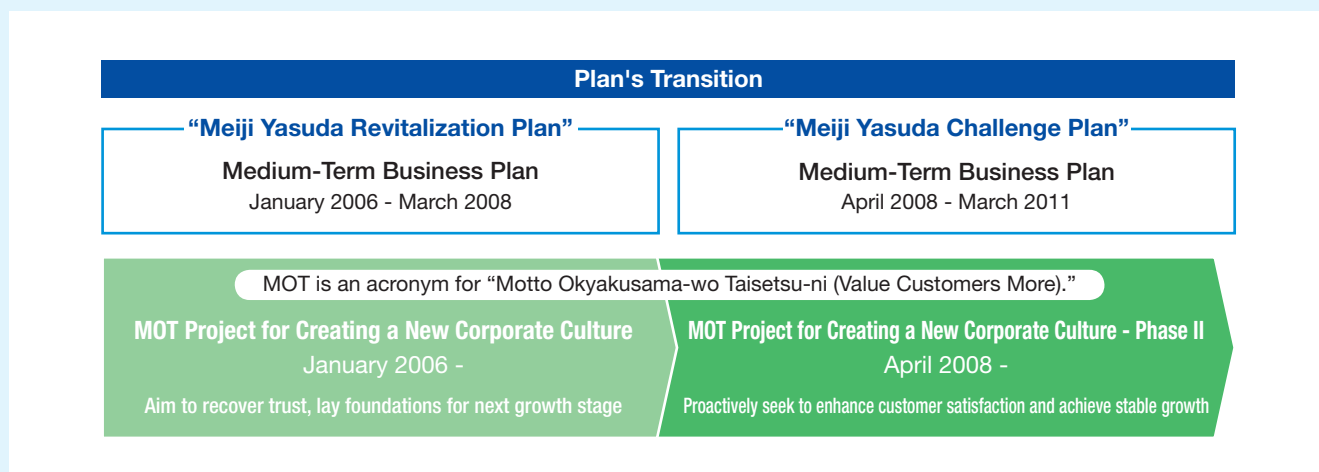


The Meiji Yasuda Challenge Plan

1. Overview of the Meiji Yasuda Challenge Plan

In January 2006, we drew up the “Meiji Yasuda Revitalization Plan” aimed at restoring customers’ trust, and implemented it for two years and three months ending in March 2008. In April 2008, we launched the “Meiji Yasuda Challenge Plan,” which

comprises a new “Medium-Term Business Plan” and the “MOT Project for Creating a New Corporate Culture - Phase II” to realize stable growth through enhanced customer satisfaction.



(1) Overview of the “Medium-Term Business Plan”
We are promoting three challenges in the “Medium-Term Business Plan”: “Drastic Reforms of the Key Channel,” “Channel Diversification and the Development of New Markets,” and “Further Improvement of the Business Structure.”

Taking the thoroughgoing pursuit of enhanced customer satisfaction levels as its basic premise, the first initiative, “Drastic Reforms of the Key Channel,” seeks massive qualitative and quantitative improvements in the after-sales services offered by sales personnel, who constitute our key channel. To this end, we are implementing vigorous changes in our marketing structure, standardizing our service level and the frequency of visits to policyholders, enhancing and homogenizing the knowledge, skills and manners of sales personnel, and improving and stabilizing

our treatment of these personnel premised on their achievements in these areas.

The second initiative, “Channel Diversification and the Development of New Markets,” promotes channel diversification centered on bancassurance to satisfy customers’ wide-ranging needs while developing the new types of shops and internet service. In the group market, we enhance services in the new market for retirees.

The third initiative, “Further Improvement of the Business Structure,” involves continuing efforts to strengthen our office procedures and system infrastructure to offer customers highly convenient services for our key functions as a life insurance company – underwriting, policyholder services and claim payments. We are also striving to maintain a sound financial base by adopting a more sophisticated approach to risk management and

rigorously enforcing compliance rules.

As a result of these initiatives, survey results on customer satisfaction show that overall satisfaction continues to increase year-on-year, along with improvements in policy persistency ratios and increases in insurance premium income for three successive years. We achieved the insurance premium income target for our “Medium-Term Business Plan” one year early. Our solvency margin ratio, an indicator of the soundness of our business structure, was 1,187.5%, maintaining our top-level position in the Japanese insurance industry.

(2) Overview of the “MOT Project for Creating a New Corporate Culture - Phase II”

The second phase of the “MOT Project for Creating a New Corporate Culture” not only continues existing initiatives such as the “MOT Proposal” scheme whereby employees suggest improvements that will enhance customer support and convenience, but also promotes the implementation of “Hospitality” aimed at thoroughly enhancing customer satisfaction. We are striving to nurture

and spread an awareness of hospitality through initiatives like our “Thank You Box” for sharing good examples of the services to which customers expressed gratitude, and the “Thank You Card” for showing appreciation to our colleagues.

We are thus steadily implementing the “Meiji Yasuda Challenge Plan” through the synergies between initiatives like this and the “Medium-Term Business Plan.”

Plan’s Basic Approach

Promote CSR management policies

Faithfully satisfy the demands that customers and society make upon us as a life insurance company, and fulfill society’s mandate

Proactively seek enhanced customer satisfaction

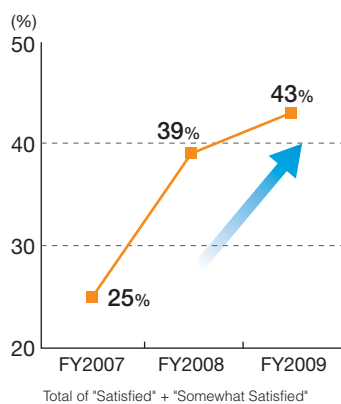
As a “Company that Values its Customers,” promote initiatives that enable customers to experience greater ease of mind and convenience

Create a corporate culture that supports enhanced customer satisfaction

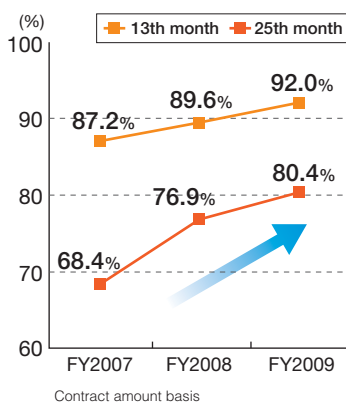
Continue the “MOT Project for Creating a New Corporate Culture,” promote the creation of a corporate culture that supports enhancing customer satisfaction

Achieve stable growth

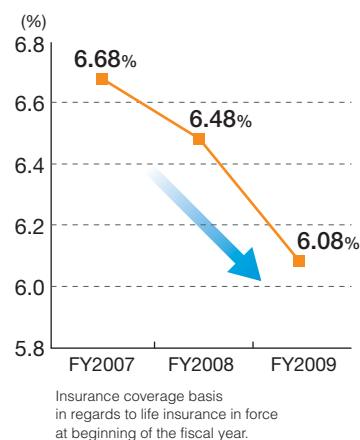
Customer Satisfaction Survey



Persistency Ratios



Lapse and Surrender Ratios



2. Progress in Implementing the "Medium-Term Business Plan"

We Are Carrying Out the Following Initiatives of the "Medium-Term Business Plan"

The Challenge of "Drastic Reforms of the Key Channel"

Fostered a Key Channel That Offers Excellent Communications with Customers

- By standardizing after-sales services for customers under the "Program of Ease of Mind Service Activities", customer satisfaction rose as a result of explanations of contract details to 96.5% of customers (increased +4.1 percentage points year-on-year) and other efforts through the "Ease of Mind Service Activities"
- Implemented the "Company Training Authorization System" with a view to improving the quality of sales personnel. Further, as a result of promoting efforts to acquire FP (Financial Planner) qualifications, the number of people with such qualifications rose to 19,058, an increase of 3,216 compared with the previous year

Promoted Sales Management & Marketing from the Customer's Perspective

- In addition to reforms that place more emphasis on operational processes in the management of regional offices, etc., promoted marketing tailored to regional characteristics

- In regions where we focused on a stronger approach to customer services as a matter of priority, we increased the number of sales personnel by 6.4% year-on-year to 7,393
- Persistency ratio improved company-wide, starting with regions where priority was given to enhancing contract quality

Strengthened Products, Services and Communications to Provide a Broader Response to Customers' Needs

- Launched "Ashita no Mikata" and "Genki no Mikata" to cover self-burden of hospitalization and medical care costs
- Launched "Tashika na Keikaku," single premium fixed annuity, in response to the need for stable investments
- Improved the system so that call centers can provide better information to enhance customer after-sales services

The Challenge of "Channel Diversification and the Development of New Markets"

Sales Channel Diversification

- As for bancassurance, as a result of providing carefully designed sales support for OTC sales at each bank, sales of fixed products (whole life insurance and annuities) increased to the extent that premium income of bancassurance rose 260.5% year-on-year to ¥800.7 billion
- Established new Internet service for explaining life insurance in April 2009
- Launched two new types of shops in May 2009: one is for handling our products exclusively, the other is for handling other companies' products as well as our products

Maintained Superiority in the Group Market and Opened up New Markets

- Expanded customer interfaces like call centers and interactive websites, and strengthened ability to propose optional products
- Using specially-prepared promotional materials, encouraged customers who are soon to become retirees to maintain their assurance for post-retirement and purchase savings products

Built a Service Structure to Deal with Channel Diversification

- Improved office procedures for dealing with higher bancassurance sales volumes and the opening of the shops
- Steadily increased the number of companies adopting the web based support service for administration. Started introducing the system into individual offices

The Challenge of "Further Improvement of the Business Structure"

Ongoing Reinforcement of Underwriting, Policyholder Services and Claim Payments

- Allocated management resources on a priority basis to make office procedures more accurate and reliable
- Introduced a new medical exam IT system in December 2009 to refine and speed up underwriting. It is operating smoothly

Strengthened Financial Base and Worked to Eliminate Negative Spreads

- Reduced interest rate risk by prolonging asset duration in a sustained, stable manner and hedging interest rate risk of insurance liabilities
- Promoted stabilization of surplus levels by decreasing equity exposure and reducing exchange rate risk
- Accumulated additional policy reserves as planned in order to reduce negative spreads

Strengthened Group Business Structure

- Improved the framework for identifying and managing integrated risk
- Strengthened personal information protection and management by clarifying rules for handling information and making them widely known
- Improved the framework for fostering personnel resources who are well-versed in each operation, and enhanced awareness among employee of career formation through training