## Meiji Yasuda New Development Plan

In January 2006, we formulated the Meiji Yasuda Revitalization Plan and pursued the restoration of customer trust for two years and three months. Upon success, we launched the three-year Meiji Yasuda Challenge Plan in April 2008 to achieve stable growth through enhanced customer satisfaction. In April 2011, we proceeded with the three-year Meiji Yasuda New Development Plan. This consists of the Medium-Term Business Plan and the MOT Project—Phase III, which is designed to establish a basis for the continual improvement of customer satisfaction. The Meiji Yasuda New Development Plan is based on "promoting Corporate Social Responsibility (CSR) management, including strict compliance" and "thoroughly pursuing enhanced customer satisfaction." We seek to improve the quality indicators of our policies, solidify our operating foundation for higher performance and respond accurately to changes transforming the market structure as we aim for steady growth over the long term.

### Status of the Medium-Term Business Plan

## Achieve Stable Growth in Domestic Life Insurance Business

In our sales personnel channel, we have been striving to achieve greater customer satisfaction through the ongoing reform efforts putting emphasis on this channel as a key sales channel. We accelerated such efforts, promoting optimization of our consulting services and development of training programs tailored to the needs of each sales member. In October 2011, we released four new riders including the "Whole Life Annuity Rider with Disability Income Benefit." Responding to customer needs, this provides separate coverage for income protection and survivor support in the event of serious illness, injury or death.

To diversify our sales channels in the Bancassurance channel, we added a fixed annuity with level premiums, as well as other products to the OTC lineup, and strengthened sales support to stabilize transaction volume. We revised the assumed rate of return on single premium whole life insurance in light of current market interest rates. We are also expanding our shops to meet diverse customer needs.

In addition, we are exhaustively reviewing existing services and application processes while working through the administrative service reforms to drastically improve quality from the customer's point of view.



### Step-by-Step Strategic Improvement Leads to the Meiji Yasuda New Development Plan

### Actively Invest in Growth Fields—Overseas Life Insurance Business and Nursing Care Services Business

As for the overseas life insurance business, we concluded acquisition agreements with two major Polish insurers, TU Europa S.A. and TUiR Warta S.A., in December 2011 and January 2012, respectively. These agreements were made jointly with Germanbased insurer Talanx AG, our capital and business alliance partner since November 2010. Later, we successfully acquired shares of Europa in June 2012, and this was followed by the acquisition of Warta shares in July 2012. We are working to get these overseas affiliates, as well as PT Avrist Assurance (Indonesia) and Founder Meiji Yasuda Life Insurance Co., Ltd. (China), on track and expand their businesses.

Progress has been made on our nursing care service business, too. In November 2011, our online nursing care information service *"MY Kaigo-no-Hiroba"* portal was opened. Moreover, we acquired nursing home operator Sunvenus Tachikawa Company Limited (Japan) in March 2012, fully embarking into the operation of nursing care facilities.

# Refining Risk Management Methods, Strengthening Capital and Financial Base

Step by step, we are enhancing the enterprise risk management structure and adopting sophisticated risk management. One such step is the introduction of measures guarding against changes in interest rates. In addition, we raised ¥50.0 billion to strengthen our capital base in August 2011.



### Status of Management Performance Targets and Customer Satisfaction

Progress was made in each of our management performance targets. We increased annualized premiums from individual insurance, premiums from group insurance and corporate value (EEV). Moreover, total customer satisfaction percentage (Satisfied and Somewhat satisfied) rose 4.1 points, to 46.1% in customer satisfaction surveys.

#### Management Performance Targets

	Fiscal 201 <sup>-</sup>	l Year-to-year	Fiscal 2013
	results	comparison	targets
Individual insurance:	¥1,951	+8.8%	¥1,960
Annualized premiums	billion		billion
Group insurance:	¥1,101	+10.4%	¥1,050
Premiums	billion		billion
Corporate value (EEV*)	¥2,706 billion	+20.9%	¥2,900 billion

\*Values are based on the investment environment as of fiscal 2010, when the targets were set.

### Total Customer Satisfaction Ratings from Customer Satisfaction Surveys

FY11	15.4%	30.7%	40.	7% 7.6%
				3.3% 2.3%
FY10	16.0%	26.0%	43.7%	6 7.8%
				3.6% 2.9%
FY09	14.2%	28.5%	42.89	% 8.2%
				3.1% 3.2%
FY08	10.4%	28.5%	41.3%	9.2%
				5.0% 5.6%
	tisfied mewhat sa	tisfied Some	al what unsatisfied	<ul> <li>Unsatisfied and</li> <li>No response etc.</li> </ul>

## Status of the MOT Project— Phase III

The president spearheads this project, which entered phase III, to enhance customer satisfaction while everyone is participating as we spread awareness and adopt a proactive stance toward being a "company that values its customers" throughout the entire organization.

Supporting reconstruction was one way we took action in fiscal 2011. To help those devastated by the Great East Japan Earthquake, we sent children's books gathered from across Japan to preschools, elementary schools and libraries. Employees in the areas also received aid-supplies with messages from colleagues nationwide packed in the "MOT *Kizuna* Boxes."

\* MOT is an acronym for a Japanese phrase that means "Value the customer even more."