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Managing Executive Officer
Executive Officer in Charge of
the Corporate Planning Department

Establishing a Corporate Management Structure to Enable Flexible, Yet Disciplined, Long-Term Management

To ensure long-term stable business management, we will create a new mode of corporate management by flexibly adapting to changes in the operating environment via the reform of our structures for governance, resource management and innovation promotion.

Our Vision toward 2030

Today, the business environment surrounding Meiji Yasuda Life is expected to evolve in various ways due to the prolonged ultra-low interest rates, the introduction of new capital regulations, and advances in digital and healthcare technologies.

As a life insurer handling insurance policies whose duration extends to the ultra-long term, we are being called to place even greater emphasis on practicing disciplined management capable of flexibly adapting to an evolving business environment and securing management stability over the long term. This, we believe, is essential to ensure our

ability to provide our customers with services that live up to the management philosophy “Peace of mind, forever.” Given these circumstances, we will pursue the reform of (1) our governance structure supporting disciplined management, (2) our resource management structure supporting swift decision making and optimal resource allocation, and (3) our innovation promotion structure supporting the ongoing creation of life insurance value that only Meiji Yasuda Life can deliver. By doing so, we will push ahead with the upgrading of our business management structure.

Taking on Threefold Reform Initiatives

Reform of the Governance Structure:

We will upgrade our mutual company management and other business management structures while strengthening our customer-oriented business approach in these endeavors. As we are aware of the need to strengthen supervision over management to ensure customer-oriented business operations over the long term as a mutual company, we will also improve the effectiveness of the Board of Directors’ supervisory functions while enhancing the transparency of mutual company management via information disclosure. Moreover, we believe that establishing a business management structure capable of adapting to changes in the operating environment and strategies will be increasingly important going forward. Specifically, in order for Meiji Yasuda Life to expand its overseas insurance business in line with its growth strategies, the Company must upgrade its business management structure on a groupwide basis. In addition, we will increase the sophistication of our business management approach based on enterprise risk management (ERM) to secure our responsiveness to changes in the economic environment and a future transition to economic value-based capital management.

Reform of the Resource Management Structure:

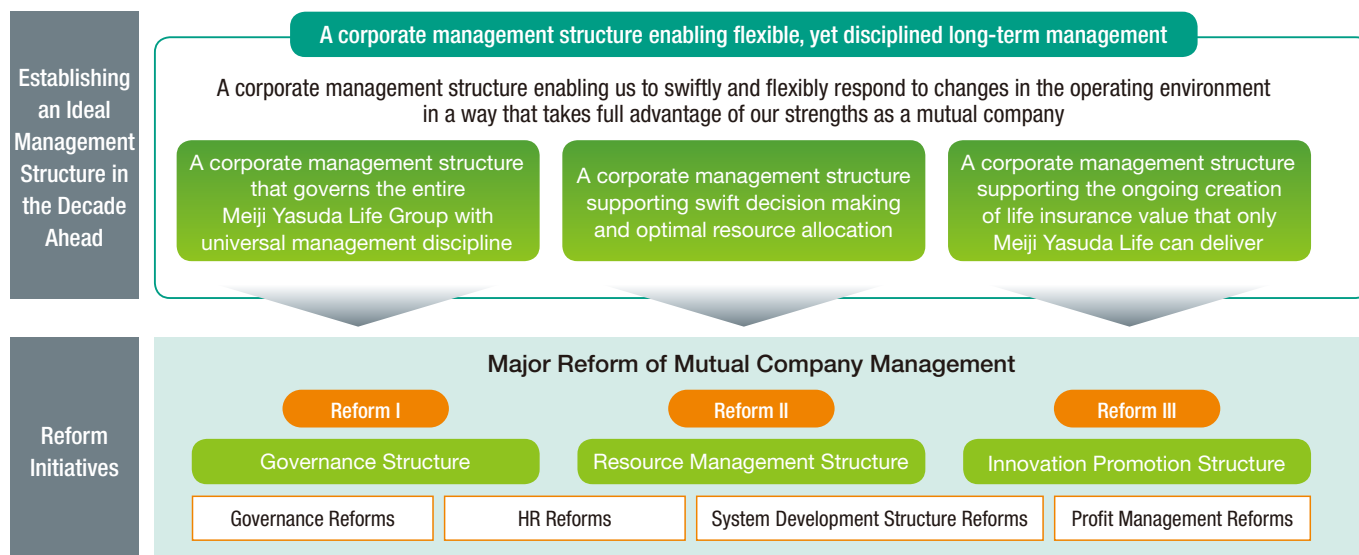
With the aim of helping each business department achieve autonomous management, we will delegate greater authority regarding the management of resources while upgrading our human resource management and system development structures and otherwise enhancing our business infrastructure. In this way, we will secure a structure capable of maximizing the effectiveness and efficiency of our management resources.

Reform of the Innovation Promotion Structure:

To create life insurance value that only Meiji Yasuda Life can deliver via the use of new technologies, we will develop a robust structure for promoting digital transformation (DX). Specifically, as our society faces the growing need to transition to “new norms” resulting from the COVID-19 pandemic, we will work to establish a new mode of after-sales services via the combination of face-to-face and no-physical-contact services while enhancing the Company’s remote work infrastructure that empowers employees to perform their duties no matter where they are. In these ways, we will develop systems in step with the current business environment. In addition, we will conduct survey and research activities to secure our ability to swiftly introduce cutting-edge technologies, such as those associated with big data utilization.

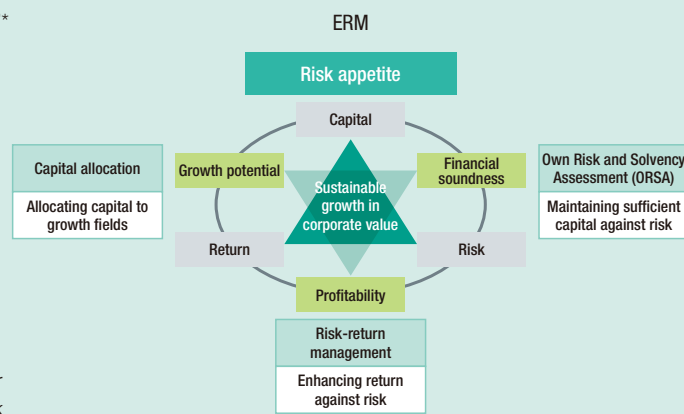
Our initiatives targeting these threefold reforms will be executed through “governance reforms,” “HR reforms,” “system development structure reforms” and “profit management reforms,” which serve as components of a framework for the major reform of mutual company management.

► Our Vision to Be Achieved in 10 Years via the Major Reform of Mutual Company Management



► Main Initiatives under Threefold Reforms

<p>Reform of the Governance Structure</p>	<ul style="list-style-type: none"> Implement corporate philosophy education for employees via “Notebook of MY PHILOSOPHY”* while developing a risk management structure for conduct risk Enhance the effectiveness of our ERM-based business management as we prepare for the introduction of economic value-based capital regulations while upgrading our financial management to secure conformity with IFRS Foster a sense of unity in terms of corporate identity among Group companies by conveying our Group Message “Creating peace of mind, together” Develop new methods for enriching policyholder dividends as a mutual company and giving back to local communities <p>* A booklet featuring concrete examples of action to be taken to embody the Meiji Yasuda Philosophy from the employee perspective</p>
<p>Reform of the Resource Management Structure</p>	<ul style="list-style-type: none"> Establish a structure in which the departments of each business operate autonomously via the use of PDCA cycles, to this end helping them manage their expenses independently Systematically nurture managerial candidates and specialists while developing a personnel management system designed to create a robust workforce supported by diverse people Develop human resources and platforms for enhancing our system development structure; step up system quality management and security enhancement; reinforce IT resources to accelerate digitalization; and upgrade our IT governance systems in anticipation of future technological innovation
<p>Reform of the Innovation Promotion Structure</p>	<ul style="list-style-type: none"> Enhance the digital transformation (DX) promotion structure Develop a data lake to promote big data utilization and train specialist human resources, such as data scientists Enhance our intelligence gathering and R&D functions related to the economic environment, regulatory trends, changes in the social structure, and innovation in digital and healthcare technologies, and establish a PDCA cycle to review our management planning flexibly





Tadashi Onishi
Deputy President
Executive Officer in Charge of
the Branding Strategy Department

Establishing Our Brand Image as a Life Insurer Capable of “Wellness for People, Vitality for Communities” via the Two Major Projects

We will strive to establish brand strength as “A Long-Respected Life Insurance Company” by undertaking unique initiatives aimed at providing customers and their communities nationwide with health improvement assistance and helping them enjoy abundant lives.

Our Recognition of the Business Environment

Meiji Yasuda Life has positioned “A Long-Respected Life Insurance Company that Cares about People First” as a corporate vision that upholds the ideals of our brand image. Currently, efforts are under way to disseminate this brand image among the general public while conducting surveys to assess the outcomes of these efforts. Utilizing a “corporate image indicator,” these surveys are designed to evaluate the degree of our success.

In the fiscal year ended March 31, 2020, we strove to enhance the Meiji Yasuda brand via various initiatives employing the Company’s unique strengths, including the “Wellness for All Project” aimed at assisting our customers, local communities and fellow workers in their health improvement efforts, in addition to implementing community contribution activities utilizing the renewed title partner contract with J.League. As a result, we achieved a significant improvement in our corporate image indicator from the year earlier.

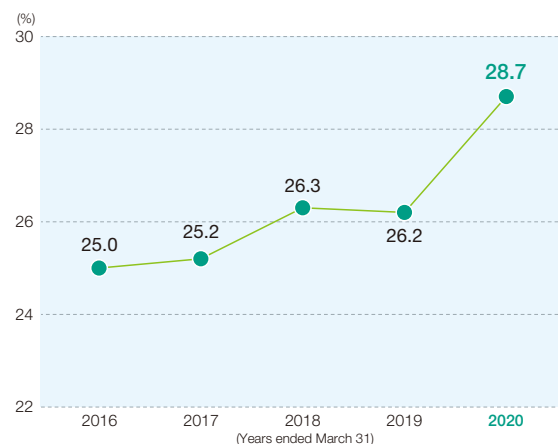
On the other hand, as Japanese society prepares for the imminent arrival of the coming of age of centenarians, we are aware of the growing need for measures aimed at enhancing our ability to accurately meet the needs of customers in light of their life stages and health conditions over the long term. In doing so, we must raise the value of our insurance products and services in terms of their capabilities to ensure unwavering peace of mind for customers. This is, we believe, essential as we aim to remain “A Long-Respected Life Insurance Company” chosen by customers.

Future Initiatives

In line with the recognition discussed above, we will continue the “Wellness for All Project” to assist customers and local communities in their health improvement efforts, with the aim of fulfilling our social mission as a life insurer tasked with providing customers with services that live up to the management philosophy “Peace of mind, forever.” At the same time, we will launch the “Community Vitalization Project” aimed at vitalizing regional communities in which our customers live.

As we aim to establish our brand image as a company supporting “Wellness for People, Vitality for Communities,” we will also encourage each employee to take action to continuously embody this image while leveraging the power of sports to enhance our brand via collaboration

■ Corporate Image Indicator



Note: Survey samples include people ages 20 to 60 (excluding employees at insurance-related businesses and their cohabitating family members). There were 14,100 respondents during the fiscal year ended March 31, 2020.

with J.League and the Japan Ladies Professional Golfers’ Association. In ways like these, we seek to secure greater brand capabilities enabling Meiji Yasuda Life to attract customers and remain their first choice.

In addition, we adopted a new corporate logo to be featured in all brand messages, in-house communications, advertisements and on various pamphlets distributed by Meiji Yasuda Life employees. This move is aimed at unifying the outward appearance of these publications and is expected to help convey our brand image and enhance our presence among the general public. Ultimately, we hope to ensure that one day, the name everyone recognizes when it comes to life insurance is Meiji Yasuda Life.

New Initiatives to Establish a Brand Image as a Company Supporting “Wellness for People, Vitality for Communities”

Disseminating Our Brand Image to the General Public

We will open a dedicated brand information website to post the outline of the Two Major Projects and update the status of initiatives under these projects. Production of a special leaflet featuring articles on these projects is also currently under way. This supplemental tool will allow Meiji Yasuda Life employees to provide customers, local governments and locally-rooted businesses with a convenient explanation of what we are doing to vitalize their communities.



Portal of our dedicated brand information website



A special leaflet featuring articles on the Two Major Projects: Cover (left) and a part of a double-page feature (right)

Communicating Our Brand Image in an Easy-to-Understand Manner

Two colors (green and yellow) used in the new corporate logo are also used in logomarks for the Two Major Projects and in designs of various publications. By doing so, we unify their outward appearance.



Corporate logo



Brand message



Logomark for the “Wellness for All Project”



Logomark for the “Community Vitalization Project”

New Initiatives from Our Partnership with J.League

As part of the “Local Aid Campaign with J,” which stems from our partnership agreement with J.League, we will provide the live-streaming of exercise programs that feature current and former J.League players serving as instructors. These “At-Home Wellness Activities” allow viewers to participate remotely. We also plan to launch a dedicated website for the “Community Vitalization Project” and work in tandem with J.League to produce web-based content showcasing the appeal of regional communities, including local products, specialties and sightseeing spots.



Samples of web-based exercise programs