

Relationship with Stakeholders

Relationship with Customers

Initiatives to Promote Customer-Oriented Business Operations	102
Initiatives to Enhance Customer Satisfaction with Regard to Sales Personnel	104
Initiatives to Enhance Customer Satisfaction via IT Utilization	105
Initiatives to Ensure the Swift, Accurate Payment of Insurance Claims and Benefits	106
Diversifying Our Sales Channels while Developing New Markets	108
Contributing to Innovation	110
Products and Services for Corporate and Group Customers	111
Our Overseas Insurance Initiatives	112

Relationship with Local Communities

Our Community and Social Contribution Activities	114
Our Initiatives to Address Environmental Concerns	116

Relationship with Fellow Workers

Promoting Diversity & Inclusion	119
Creating a Healthy Workplace Environment	121
Respecting Human Rights	122

Initiatives to Promote Customer-Oriented Business Operations

In line with the “Meiji Yasuda Philosophy,” we have announced the “Customer-Oriented Business Operations Policy—Our Declaration of Proactively Pursuing a Customer-Oriented Business.” We are thus pursuing customer-oriented business operations to act in the best interest of our customers.

For example, we develop high-quality products and services that accurately meet customer needs. We also provide after-sales services finely tuned to address customer concerns. Furthermore, we strive to ensure the smooth and timely payment of all eligible insurance claims and benefits to customers. In these ways, our customer-oriented business is thoroughly practiced in every aspect of our

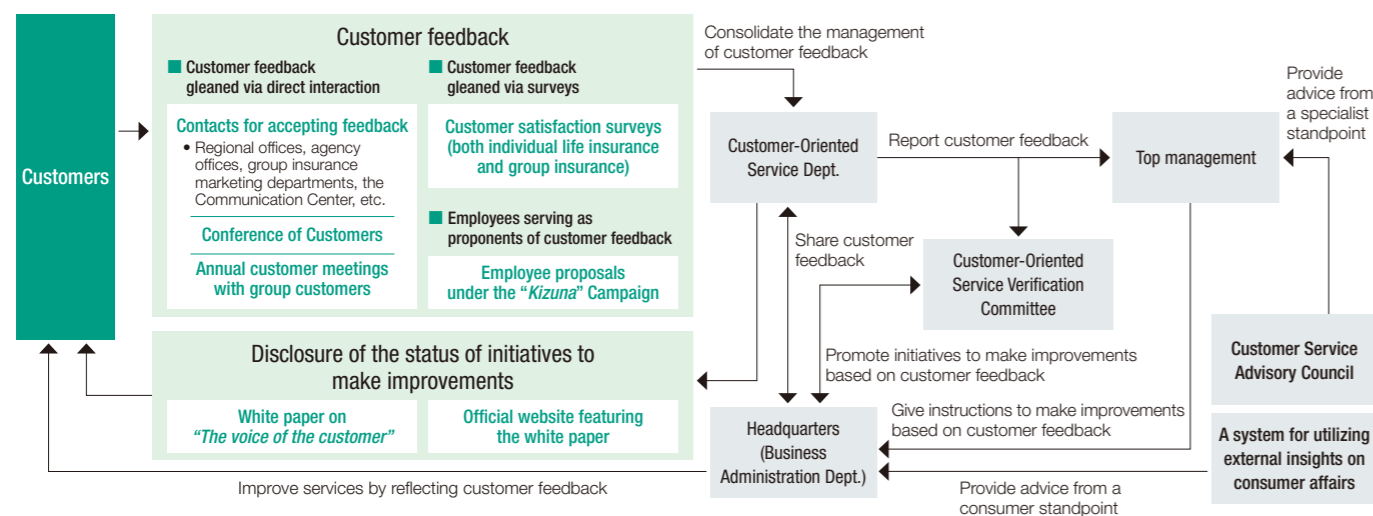
business operations.

In recognition of our customer-oriented efforts under the aforementioned policy, we were chosen to receive an Award from the Consumer Affairs Agency Commissioner in November 2018 under an award program sponsored by the agency to commend excellent practices in consumer-oriented management.



Our Systematic Initiatives to Reflect Customer Feedback in Management

Our Systematic Initiatives to Reflect Customer Feedback in Management



Utilizing Direct Feedback—Voices from Customers

To reflect customer feedback in business management, any customer opinions and requests accepted via the Company’s contacts, including regional offices, agency offices, group insurance marketing departments and the Communication Center, are collectively managed by the Customer-Oriented Service Department by using such tools as a customer feedback management system that is connected throughout the entire Meiji Yasuda business network in Japan. In particular, any feedback indicating customer dissatisfaction is recognized as a complaint, which will, in turn, be swiftly addressed in an effort to resolve the cause of dissatisfaction.

Speaking up on Behalf of Customers —“Kizuna” Proposals

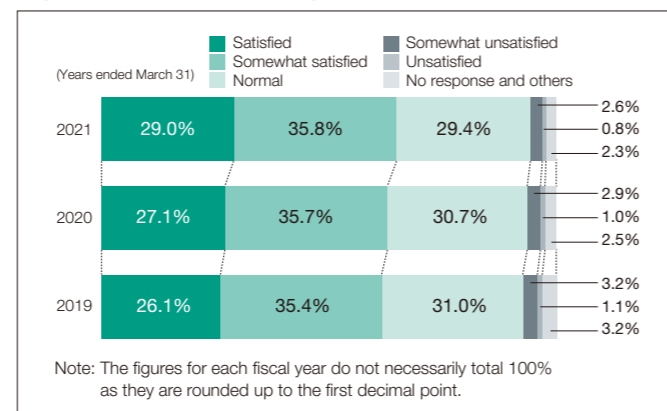
Employees who regularly keep in touch with customers use the insights they acquire in the course of day-to-day operations to create proposals to improve services from a customer perspective.

Addressing Latent Customer Needs —Customer Satisfaction Surveys

In addition to directly accepting customer feedback, we have undertaken annual customer satisfaction surveys since the fiscal year ended March 31, 2007. Targeting customers of our individual

life insurance, we are continuously assessing and monitoring the extent to which our customers are satisfied with our products and services.

Results of Customer Satisfaction Surveys (Total customer satisfaction)*



* We engage separately in Group Customer Satisfaction Surveys targeting corporate and group customers.

Initiatives to Improve Our Operations Employing the Customer Perspective

Customer Service Advisory Council

The Customer Service Advisory Council is tasked with deliberating and verifying our initiatives to promote customer-oriented business operations and the development status of our structure for ensuring compliance, which provides a basis for these operations, via the use of third-party perspectives.

Consisting of external specialists, the council is working to reflect their insights in the Company’s business management to improve its operations and enhance customer satisfaction.

The outline of matters discussed at each council meeting is publicized via the Company’s corporate website.

System for Utilizing External Insights on Consumer Affairs

We have in place the Consumer Affairs Specialist Committee, an advisory body to management that contributes external opinions and advice to improve the Company’s operations based on a consumer standpoint. Committee members are selected from individuals who are qualified to engage in consumer consultation at government-run consumer affairs centers, those who have experience as customer relations specialists and those who take key positions in consumer affairs-related organizations.

Helping Employees Gain Certification as Consumer Affairs Advisors

As we consider it important to nurture human resources equipped with customer-oriented value systems, we strive to help employees become certified as Consumer Affairs Advisors under a government-accredited program. As of April 1, 2021, the number of employees who acquired this certification stood at 398.

Publishing White Paper on “The Voice of the Customer”

This white paper examines what customers say about Meiji Yasuda and includes a broad range of customer complaints, opinions and requests. It also summarizes the status of the Company’s initiatives to improve operations by utilizing such customer feedback. This publication has been issued annually since the fiscal year ended March 31, 2007.

Moreover, since the edition issued in the fiscal year ended March 31, 2019, the white paper has featured a section dedicated to the status of our efforts to realize customer-oriented business operations. This section was added to the publication in conjunction with revisions to the “Customer-Oriented Business Operations Policy,” which aims to include our declaration of proactively pursuing a customer-oriented business.

The white paper is publicly disclosed via our corporate website. In addition, our regional offices and agency offices around the nation maintain printed copies so that our customers can peruse this publication.



White paper on “The voice of the customer”

Initiatives to Enhance Customer Satisfaction with Regard to Sales Personnel

Striving to Enhance the Quality of Consulting Activities

Meiji Yasuda's recent market surveys revealed that a number of customers considering enrollment in life insurance prefer to simultaneously receive comprehensive consulting services encompassing available social security benefits as well as proposals that are meticulously tailored to their individual life planning needs.

Based on these results, we provide customers with an explanation of relevant social security systems, including public pensions and medical insurance, prior to their enrollment in life insurance. Moreover, we employ a simulation tool, which can be used in the course of both face-to-face and no-physical-contact customer meetings, to calculate the necessary coverage amount to help them confirm the coverage they need to secure by themselves in preparation for the major risks most people face during their lifetime.



A booklet explaining social security systems

Provide information on relevant social security systems and explain necessary coverage in light of each customer's individual circumstances

We also explain "Best Style" with the aid of the "Best Style Concept Pamphlet." In addition to explaining coverage available to "Best Style" policyholders, the pamphlet elaborates on the concepts behind the product, helping customers understand the value of insurance designed to assist health improvement efforts and the advantages of flexible coverage revision, as well as the robust, finely tuned after-sales services available to policyholders. In these ways, we are striving to ensure that customers are fully convinced and satisfied in their choice of life insurance policies.

Furthermore, we work to enhance the content of web-based seminars for customers so that they can have access to necessary information at convenient time.



A simulation tool for calculating the necessary coverage amount

Enhancing After-Sales Services via the "Ease of Mind Service Activities Program" and "Wellness Support Activity"

The "Ease of Mind Service Activities Program" Centers on Periodic Policy Checking

We have incorporated the "periodic policy checking" menu into screen layouts of our "Meister Plus" tablet terminals, with the aim of enabling sales personnel to provide an easy-to-understand explanation of policy content, help customers determine whether they have policies eligible for claims or benefits that they can apply for, and offer optimal advice on insurance based on the customer's intention. In this way, we deliver after-sales services highly attuned to the needs of each individual customer.

In addition, we distribute the "Anshin Roadmap" booklet to customers who have enrolled in "Best Style," a product capable of providing comprehensive protection. This booklet is designed to provide them with details about our after-sales services following enrollment. Through these and other efforts, we are endeavoring to help customers confirm whether their coverage is optimal in light of their current circumstances while better understanding the value and importance of after-sales services.

"Wellness Support Activity" Aimed at Offering Optimal Health Improvement Assistance

Having launched the full-scale "Wellness for All Project" in April 2019, our sales personnel (e.g. MY life plan advisors) are now tasked with providing customers with ongoing health improvement assistance. Our sales personnel continue to fulfill their conventional missions, namely, to "swiftly and accurately assist customers applying for insurance claims and benefits" and to "help customers periodically confirm the content of their policies and otherwise offer useful information."

Beyond this traditional role, our sales personnel now strive to empower customers to nurture their own health literacy, proactively improve their health and embrace the practice of continuous health maintenance.

In particular, for customers who enrolled in "Best Style Health Cash Back" we prepare the "MY Wellness Activity Report," which employs

the results of their health checkups. We also offer support to customers when they submit the required health checkup results to receive refunds on insurance premiums. We will thus deliver a comprehensive set of useful information to support their health improvement efforts.



Note: The "MY Wellness Activity Report" is a web-based service aimed at providing customers with health-related insights that are individually tailored from an analysis of the health checkup data they submit annually to qualify for the refunding of insurance premiums.

Notes:

1. If policyholders submit the results of their health checkups on or after the anniversary of their policy, a portion of insurance premiums will be refunded (automatic deposit) on the date the Company receives the health checkup results.
2. The refunded amount is deposited to the policyholder's account with prescribed interest rates and can be withdrawn upon policyholder request. However, policyholders are not allowed to request withdrawals of the refunded amount deposited to their accounts during the period from the date the Company receives the health checkup results to the date the Company determines the "Cash Bank Points" to be granted to each policyholder to classify them into one of three categories based on their health checkup results.
3. Policyholders are not eligible for the refunding of insurance premiums if they fail to submit health checkup results.

Providing Customers with Key Corporate Information

We issue such publications as the Meiji Yasuda Information booklet, providing customers with an easy-to-read summary of Meiji Yasuda's business management, financial soundness and operating results, as well as quick access to financial and other key corporate information. The booklet is designed to ensure that policyholders feel confident in the Company's financial standing and its capability to pay insurance claims and benefits.



Initiatives to Enhance Customer Satisfaction via IT Utilization

As part of our initiatives to enhance customer satisfaction via the utilization of IT, efforts are now under way to develop assistance systems to empower approximately 36,000 sales personnel (e.g. MY life plan advisors), who operate in regions nationwide,

Utilizing "Meister Plus" Tablet Terminals and "MY Phones"

We employ "Meister Plus," tablet terminals equipped with advanced mobile communication functions, as well as company-furnished smartphones called "MY phones" to improve customer convenience.

The "Meister Plus" tablet terminals are currently used by sales personnel (e.g. MY life plan advisors) in the course of face-to-face meetings with customers to offer product proposals and assist them in various procedures from their home or workplace, based on their preference. Also, "Meister Plus" serves as a helpful tool when sales personnel provide customers with the explanation of the web-based "MY Wellness Activity Report" service, which delivers health information in a personalized way tailored to each customer's health status.

In light of the popularization of smartphones and the diversification of customer communication methods, we take full advantage of "MY phones" to improve customer services. Specifically, these

Upgrading Functions of "MY Hoken Page" While Introducing Online Customer Interview Systems

Currently, a large number of customers subscribed to the "MY Hoken Page" website. We are working to upgrade this website dedicated to customers.

As part of these efforts, we strive to expand the scope of procedures that can be completed via the website to accommodate growing customer needs for no-physical-contact procedures. The website also began accepting online application for enrollment from our customers as well as individuals who have yet to enroll in our policies while making it possible to complete a broad range of post-enrollment procedures online, from the amendment of registered information to funding transactions and applications for the payment of benefits.

Furthermore, to enhance customer convenience, we have deployed the "MY Hoken App," a smartphone app equipped with a

Equipping All the Devices with Robust Security Functions

We are equipping "Meister Plus" tablet terminals and "MY phones" with robust security functions as these devices will be used to handle confidential customer information.

For example, customer information handled via "Meister Plus" and "MY phones" will be immediately transmitted to Meiji Yasuda's

to enhance the quality of face-to-face services to customers. Moreover, we are striving to develop a cutting-edge IT infrastructure by, for example, upgrading our administrative service system to improve customer convenience.

devices are now equipped with "LINE WORKS," an app that directly connects with a customer's LINE account, with the aim of securing a communication tool other than phone calls or e-mail. This helps us enhance smartphone-based connections with customers, which, in turn, support our efforts to offer information that may attract their interest in a way that transcends the scope of explanations of their contracts. In addition, the use of a high-definition camera installed in "MY phones" enables sales personnel to go paperless and swiftly complete procedures by simply taking a photo of forms filled in by customers, such as those used for enrollment application as well as health checkup results submitted by "Best Style with Health Cash Back" policyholders. Looking ahead, we will strive to update our modes of offering various explanations to customers, promote a shift to electronic procedures and otherwise enhance customer convenience via the utilization of these devices.

biometrics authorization function to verify log-in operations. This app also provides timely information services that take advantage of push notifications.

In addition, we introduced online customer interview systems that enable customers to casually consult with sales personnel (e.g. MY life plan advisors) from their preferred locations at any time. These systems also support web-based consultation involving the customer's family members who join from a different location, while empowering sales personnel to help them operate various online procedures and fill out electronic forms via the use of screen sharing functions. We are thus pursuing a customer-oriented approach to the upgrading of our communication methods as we strive for the further enhancement of after-sales services.

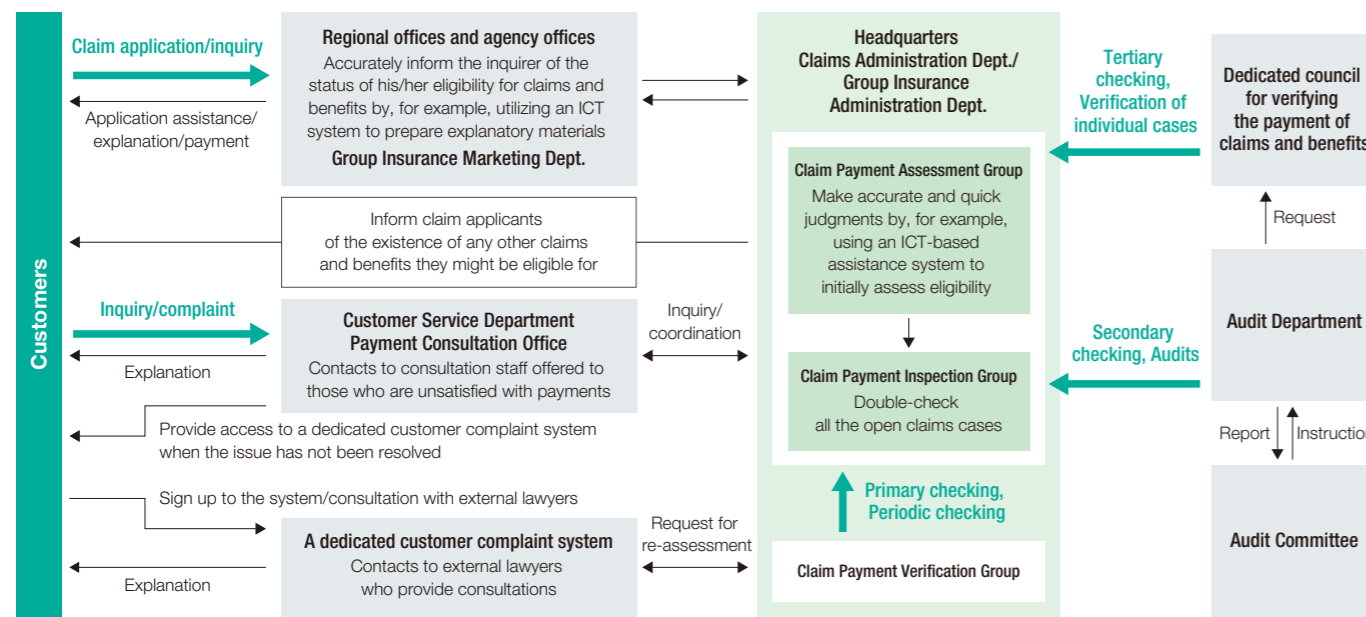
system center charged with consolidated information management and will not be retained in the devices. These tablets and smartphones are also equipped with a biometric authorization system.

Initiatives to Ensure the Swift, Accurate Payment of Insurance Claims and Benefits

Our basic policy for the payment of insurance claims and benefits is to ensure that claims and benefits are accurately and swiftly paid for every eligible application. We also focus on ensuring that every

eligible policyholder is informed of claims and benefits they can apply for. We are thus rallying across-the-board efforts to practice this basic policy.

► A Checking Structure to Ensure Swift, Accurate Payment



Main Initiatives to Develop a Robust Structure for Ensuring Accurate Payment of Insurance Claims and Benefits

Strengthening Checking Functions in Place at the Stages of Accepting and Assessing Claim Applications

In the fiscal year ended March 31, 2007, we established the Claim Payment Inspection Group and other bodies to double-check whether claim applicants have other claims and benefits they might be eligible for. If any, we swiftly inform applicants of such claims and benefits, and assist them in filing the applications.

In the fiscal year ended March 31, 2011, we incorporated a new benchmarking checklist into our claim application forms to systematically encourage applicants to check whether they have other eligible claims and benefits so that no such claims and benefits are left unpaid.

In addition, the Claim Payment Inspection Group utilizes an ICT-based automated keyword inspection system for assessing submitted medical certificates. The group thus accurately determines whether eligibility for claims can be established by these and other certificates, with the aim of preventing any error or omission in payment.

Moreover, in December 2012 we strengthened checking functions to ensure that no eligible claims are missed in the course of the claim payment assessment process. This move is intended to conduct robust checking at an even earlier stage.

Building a Multilayered Verification Structure to Ensure Accurate Payment of Claims and Benefits

We have in place a dedicated council for verifying the payment of claims and benefits. This council includes external members who contribute their specialist insight, with the aim of maintaining appropriateness and fairness in our payment operations. In general, the council is convened on a quarterly basis.

Furthermore, the Claim Payment Verification Group operates under the Claims Administration Department and is independent from other business units in charge of the assessment of payment. In this way, the office inspects the appropriateness of payment operations. In addition, we have steadily increased staffing at the Audit Department to ensure that even more rigorous audits are carried out. Also, the Audit Committee receives reports on the administration status of the payment of insurance claims and benefits on a timely basis. If necessary, the committee provides the Audit Department with direct instructions to take action to correct any flaws that were discovered.

Employing IT to Upgrade Administrative Operations Associated with the Payment of Insurance Claims and Benefits

Aiming to upgrade our administrative operations associated with the payment of insurance claims and benefits, we are developing an IT-driven administration system. This system enables more accurate and even quicker payment services, and helps us inform our customers of any eligible claims and benefits that they can apply for.

Statistics on the Payment of Insurance Claims and Benefits

We have been periodically disclosing statistics on the payment of insurance claims and benefits as well as the status of the usage of a dedicated customer complaint system aimed at handling issues arising from these matters.

► Status of Payments of Insurance Claims and Benefits (Payments, Ineligible Cases and Breakdown of Both; from April 1, 2020 to March 31, 2021)

(Cases)

Classification	Insurance claims					Benefits					Total	
	Death insurance claims	Insurance claims for accidents	Insurance claims for disabilities	Other	Sub total	Death benefits	Hospitalization benefits	Surgery benefits	Disability benefits	Other		Sub total
Cancelled or nullified due to fraudulent application	0	0	0	0	0	0	0	0	0	0	0	0
Nullified due to an attempt to obtain undue gains	0	0	0	0	0	0	0	0	0	0	0	0
Cancelled due to flaws in the declaration of health conditions	68	0	0	40	108	0	248	57	0	73	378	486
Cancelled due to serious violation of policies	0	0	0	0	0	0	0	1	0	1	2	2
Indemnification clauses applied	178	13	4	8	203	52	112	16	1	35	216	419
Not eligible for payment	0	29	1,105	2,752	3,886	0	832	16,344	113	1,130	18,419	22,305
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total number of non-payment cases	246	42	1,109	2,800	4,197	52	1,192	16,418	114	1,239	19,015	23,212
Number of payments	64,856	781	1,947	26,297	93,881	16,726	463,654	163,827	531	172,893	817,631	911,512

Notes:

- Figures presented above pertain to individual life insurance, individual annuities and group life insurance.
- Total number of non-payment cases excludes claim applications for cases that were deemed obviously ineligible for payment after the assessment of submitted documents (e.g., medical certificates); for example, claim applications for hospitalization that falls short of prescribed periods.
- The number of payments excludes insurance claims upon maturity, living benefits, lump-sum benefits, benefits paid under the Happy L.A. bonus payback program and other benefits that do not require prescribed assessments.

► Status of the Usage of the Dedicated Customer Complaint System with regard to the Payment of Insurance Claims and Benefits (from April 1, 2020 to March 31, 2021)

During the period named above, no cases were filed by our customers.

Note: Since the system's installation on March 28, 2006, it has accepted a cumulative total of 159 complaints. Of these cases, 44 resulted in changes to the Company's initial decision.

Diversifying Our Sales Channels while Developing New Markets

Initiatives to Strengthen Our Bancassurance Channel

Marketing Our Life Insurance Products via Financial Institutions around Japan

We market our whole life insurance, individual annuities and other products through the Bancassurance channel, which extends to regions around Japan and is supported by such outlets as banks, long-term credit banks, securities companies, labour banks and credit unions that have signed agency contracts with us. This channel markets single premium products (whole life insurance, endowment insurance and insurance combined with whole life annuity for those who require long-term care) in addition to level premium products (individual annuities, increasing whole life insurance and nursing care whole life insurance) in an effort to meet diverse customer needs.

Notes:

1. Please also see page 137 for the list of products sold via the Bancassurance channel.
2. The name of products may differ by financial institution.
3. The lineup of products handled by these institutions may change due to such factors as trends in market interest rates.
4. "Everybody Plus," a single premium whole life insurance denominated in foreign currencies, "Foreign currency-denominated endowment insurance with a single premium" and "Foreign currency-denominated single premium whole life insurance with three options" require the payment of fees and involve foreign exchange fluctuation risk and interest rate fluctuation risk that have to be borne by policyholders.



A pamphlet for "Everybody Plus" (Japanese only)

A pamphlet for "Foreign currency-denominated single premium whole life insurance with three options" (Japanese only)

A pamphlet for "Foreign currency-denominated endowment insurance with a single premium" (Japanese only)

Contact for After-Sales Services (application procedures following enrollment and other consultation)

Our toll-free phone number listed below accommodates customer inquiries after enrollment in these products and applications for various administrative procedures.

Contact for inquiries about products sold via financial institutions

Meiji Yasuda Life Communication Center
0120-453-860

From 09:00 a.m. to 18:00 p.m. on weekdays and 09:00 a.m. to 17:00 p.m. on Saturdays* (except for Japan's national holidays and designated year-end and new-year holidays)

* Based on Japan Standard Time

Note: Please note that phone conversations with operators at the Meiji Yasuda Life Communication Center are recorded for the purposes of managing Meiji Yasuda's business operations and enhancing its services. (Please also see page 98 for Meiji Yasuda's policy on the handling of customer information.)

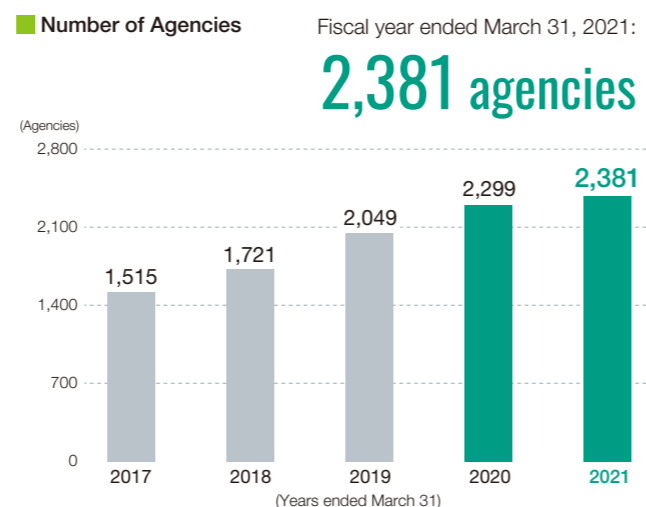
Initiatives to Strengthen Our General Agent Marketing

Boasting a Nationwide Marketing Network Supported by Corporate Agencies, Tax Accounting Firms and Other Agencies

Meiji Yasuda boasts a robust marketing channel supported by corporate agencies, such as those operating under financial institutions and those specializing in insurance agencies, and tax accounting firms as well as individuals who act as our agents. Having signed agency contracts with them, we are striving to develop an even more extensive network for marketing our products.

In addition, we provide business owners with consulting services through corporate agencies and tax accounting firms to meet their needs for measures to secure funds for ensuring business continuity at the time of emergencies, as well as solutions for smooth business succession and wealth inheritance. In doing so, we make proposals that effectively leverage coverage under our life insurance products.

Moreover, we deliver a variety of products through individual agencies in an effort to satisfy increasingly diverse customer needs for death and medical coverage, asset building solutions and robust security for life after retirement. Along with recommending products that are best suited for the customer intentions, we also provide meticulous after-sales services.



We maintain the high quality of services delivered by these agencies by applying stringent standards with regard to the renewal of agent contracts.

Our Structure for Providing Agencies with Business Support and Training

To provide direct and timely business support to agencies, we assign staff in charge of general agent marketing to regions around Japan. We make our "MYLINC Agent Direct," an online business support system, available to corporate agencies in an effort to assist them with their sales activities.

We also develop a range of training programs to better support

the strengths of each agency and meet their needs. Furthermore, we provide them with educational materials on such matters as legal compliance while dispatching lecturers.

Going forward, we will strive to upgrade our structure for providing agencies with business support and training, with the aim of accurately meeting increasingly diverse customer needs.

"MYLINC Agent Direct"

This web-based business support system is equipped with a number of functions, such as automated policy design, while giving users quick access to information on commission fees. Drawing on these features, the system serves as a powerful tool to assist insurance marketing.

Initiatives to Create a New Channel

Developing Our Shop Network

Today, our customers' lifestyles and purchasing needs are increasingly diverse. With the aim of accommodating their expanding needs for services at physical shops, we maintain a network of shops designed to provide customers with a familiar place that welcomes casual visits, whether or not they have policies in force.

Our "Hoken Shops" are set up to handle various procedures and provide consulting associated with insurance policies while meticulously meeting diverse customer needs for products designed to prepare for inheritance or the onset of dementia and other medical conditions. These shops also offer foreign currency-denominated products and pension products that help customers utilize their assets. Moreover, these shops provide consulting services employing specialist expertise and accept online booking for consulting session appointments. Maintaining longer operating hours, which extend until 8 p.m. on weekdays and 7 p.m. on Saturdays, these shops also provide convenience for customers who have difficulties visiting shops during weekday workhours. Furthermore, some of these shops operate on Sundays and national holidays.

Recently, we also introduced online customer interview systems at these shops and began providing no-physical-contact consulting services as part of our efforts to accommodate diverse customer needs.

Even after enrollment, customers and their inquiries are always welcome, whether it's by visiting, a phone call or an e-mail. We look forward to helping our customers with insurance-related information, including various services associated with health improvement. Our shop network is thus supporting a robust after-sales service structure.

Looking ahead, we will strive to meet diverse customer needs through these shops while enriching customer services offered via these outlets.

Note: In addition to the shops discussed above, Meiji Yasuda Insurance Service Company, Limited., a Group company, operates "Hoken Port" shops that handle products of Meiji Yasuda as well as those of other insurance companies.



The "Hoken Shop" Funabashi

Online Sales Initiatives

Today, a growing number of customers consider information they acquired via the internet before enrolling in life insurance. With this in mind, Meiji Yasuda has been striving to enhance the content of various online resources available to customers while promoting "Simple Insurance Series Light! By Meiji Yasuda Life." This flagship product is designed to be "simple," "small amount" and "easy to understand," and it is optimized for those choosing life insurance online.

Moreover, we update video materials on our corporate website to help customers examine and consider the content of products themselves while upgrading such functions as an online simulator for calculating insurance premiums. At the same time, we are reaching out to potential customers via our website and SNS accounts to encourage them to consider enrollment. Also, our official LINE account is equipped with various menus designed to help customers collect information by themselves.

We also aim to fully address the needs of those who are receptive to detailed explanation and proposals in the course of considering enrollment. We usher customers who have requested materials via our official corporate website toward face-to-face and no-physical-contact consulting services offered by our sales personnel (e.g. MY life plan advisors) or staff at our "Hoken Shop."

Going forward, we will continue to enhance the content of various online resources in step with advances in technologies while expanding the scope of procedures available online. By doing so, we will improve convenience for customers and help them better understand our products.



A dedicated page for "Simple Insurance Series Light! By Meiji Yasuda Life," part of Meiji Yasuda's official corporate website (Japanese only)

Collaboration with External Partners

Participation in Smart City Aizu Wakamatsu

Aizu Wakamatsu City has been implementing a “smart city” project in line with industry-academia collaboration involving both government and private institutions. Under this project, the development of cutting-edge, digital- and ICT-driven community services is now under way.

Smart City AICT, an office building established in Aizu Wakamatsu as part of the project, houses a number of ICT-related companies. Meiji Yasuda has been housed in this building as well, with the aim of planning new services and accumulating know-how on promoting innovation and regional vitalization.

Going forward, we will consider acting in collaboration with these and other external corporations as we intend to launch verification testing of ICT-driven solutions designed to improve consumer convenience.

Joint Research with Hirosaki University and MiRTeL Co., LTD.

A research project undertaken by Hirosaki University has been adopted by the Japan Science and Technology Agency (JST) and the Ministry of Education, Culture, Sports, Science and Technology as a subsidized project under the “Center of Innovation Science and Technology based Radical Innovation and Entrepreneurship Program” (COI STREAM). In line with this project, the university is currently promoting R&D aimed at detecting signs of disease via the use of health-related big data and creating prophylactic treatments, with an eye to commercializing such solutions.

Since January 2019, Meiji Yasuda has been involved in joint research with Hirosaki university and MiRTeL Co., Ltd., a venture startup originating from Hiroshima University. This project is expected to help us enhance value delivered through our “Wellness for All Project” and is currently focused on quantifying signs of pre-symptomatic disease and enhancing public literacy about pre-symptomatic status.

Signing a Comprehensive Partnership Agreement and a Joint Research Agreement with the National Cerebral and Cardiovascular Center (NCCV)

Meiji Yasuda and Meiji Yasuda Research Institute, Inc., a Group company, have entered into a comprehensive partnership agreement with the NCCV. This agreement is intended to promote the lengthening of healthy life expectancy in anticipation of the coming era of centenarians. Moreover, we became the first financial institution to sign a joint research agreement with the center.

Promoting Joint Research Employing the Open Innovation Center

Meiji Yasuda and Meiji Yasuda Research Institute have set up their research units within the Open Innovation Center of the NCCV upon the signing of the above-mentioned joint research agreement. Looking ahead, we will take on the R&D of a disease management model leveraging data analysis and other cutting-edge methods to predict the development of cardiovascular diseases and prevent their progression into serious symptoms while promoting joint research aimed at surveying into the early detection of such diseases. As a life insurer, we will thereby contribute to the creation of a society in which everyone can live with confidence while staying healthy.

Main Research Subjects

1. Development of a cardiovascular disease prediction model that can be utilized by private institutions
2. Surveys and research into the expansion of the scope of life insurance underwriting
3. Surveys and research aimed at developing tools for raising public awareness of cardiovascular diseases via the use of findings from the two subjects named above and creating new services that contribute to the early detection of such diseases

Survey and Research Aimed at Creating New Products and Services—Meiji Yasuda Research Institute, Inc.

Since its founding in July 1991, Meiji Yasuda Research Institute has expanded its fields of survey and research, twice undergoing reorganization, in April 2019 and April 2020. Today, the institute has grown into a think tank fulfilling a broad range of survey and research functions to address subjects ranging from healthcare, digital technologies, social structure and the economic environment to regulatory trends for the Meiji Yasuda Life Group. Looking ahead, the institute will strive to help the Group take a flexible business approach amid an increasingly uncertain environment, reflecting both rapid advances in technologies and changes in society. To this end, the institute will employ fresh viewpoints in its research activities, including joint research with external partners, while remaining attentive to social trends on various fronts.



A joint press conference held on March 24, 2021 (Third from the left) Mr. Yasuhiro Nagata, Representative Director of Meiji Yasuda Research Institute, Inc., (And following from the right) Dr. Hisao Ogawa, Chairman of the NCCV, Mr. Akio Negishi, President of Meiji Yasuda Life Insurance Company, and Mr. Atsushi Nakamura, Managing Executive Officer of the Company Note: Titles are as of March 24, 2021.



Open Innovation Center Kishibeshinmachi, Suita City, Osaka Prefecture

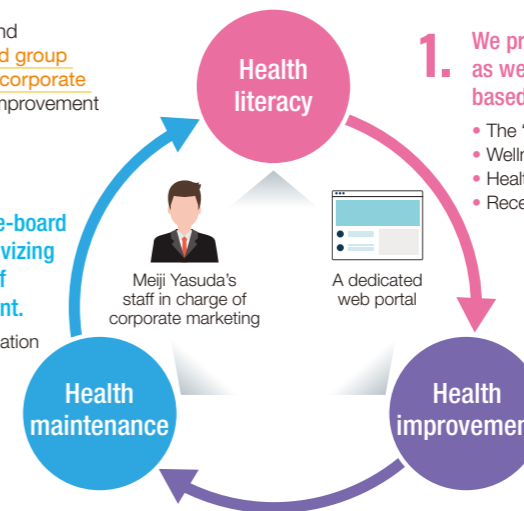
Services Designed to Assist Customers in the Practice of Health-Oriented Corporate Management

We offer a comprehensive lineup of services and products designed to assist our corporate and group customers in their pursuit of health-oriented corporate management and help them facilitate health improvement efforts undertaken by their employees.

3. We help customers pursue across-the-board health improvement efforts by incentivizing such efforts along with the practice of health-oriented corporate management.

- Products employing health-related information
- A dedicated web portal

Note: “Health-oriented corporate management” is a provisional translation of 健康経営®, a registered trademark of the Kenkokeiei NPO.



1. We provide health-related information as well as health improvement advice based on health checkup results.

- The “Wellness Activity Report” service
- Wellness activity analysis and reporting services
- Health checkup data compilation services
- Receipt analysis and consulting services

2. We offer web-based content in addition to holding various events to help customers practice health-oriented corporate management and allow their employees to casually participate in health improvement efforts.

- Health improvement support programs
- Health improvement seminars

Encourage employees to undergo health checkups

Increase the ratio of employees who undergo checkups and accurately assess employee health status

1. Developing tools that encourage employees to undergo health checkups

We develop tools supporting a variety of corporate health promotion endeavors ranging from encouraging employees to undergo health checkups and, if necessary, detailed examinations, to issuing recommendations regarding the use of generic pharmaceuticals.

Expected effects

- An increase in the ratio of employees who undergo health checkups and detailed examinations

2. Acting on behalf of customers to organize health checkups

We allow our customers to comprehensively outsource operations associated with health checkups, with their employees enabled to search checkup sites and secure appointments via the use of smartphones or PCs.

Expected effects

- Reduction in the workload of clerical operations and relevant personnel costs
- Enhancement of convenience for employees and the resulting increase in the ratio of those who undergo health checkups

Data compilation and analysis

Help customers identify employee health issues and plan countermeasures

3. Health checkup data compilation services

We assemble health checkup results in various forms, including paper documents, into unified digital formats to compile and provide an easy-to-handle health checkup database.

Expected effects

- Accurate assessment of employee health status and relevant risks via the consolidated management of health checkup results

4. Receipt analysis and consulting services

Based on health checkup results and medical expense data, we offer multifaceted analysis and consulting services employing specialist agencies.

Expected effects

- Accurate assessment of employee health status and relevant issues
- Access to insightful data that informs the planning and implementation of corporate initiatives aimed at improving employee health and the practice of health-oriented corporate management

5. The “Wellness Activity Report” service*

We inform persons insured of their classification status in terms of points granted to them in connection with products employing health-related information along with delivering other value-added information services.

Expected effects

- Enhancement of employee interest in health checkup results and an improvement in employee motivation to pursue health improvement efforts

6. Wellness activity analysis and reporting services

For individuals responsible for insurance policies at corporate and group customers, we offer our findings from data analysis on health checkup items, which differ by sex and age group, provide them with advice on how to guide employees’ health improvement efforts, and introduce external best practices to them.

Expected effects

- Accurate assessment of employee health status and relevant issues
- Confirmation of the distribution status of employees in terms of their classification status*

Assist health improvement efforts

Help customers promote and implement health improvement efforts

7. Health improvement support programs

We offer smartphone apps that enable users to keep and confirm personal records on diets, exercise and other activities so that persons insured can continue health improvement efforts in a fun way.

Expected effects

- Enhancement of employee awareness and motivation toward day-to-day health improvement efforts via the granting of points

8. Health improvement seminars

For individuals responsible for insurance policies and other employees at corporate and group customers, we host seminars aimed at addressing individual needs associated with health improvement.

Expected effects

- Improvement in employee literacy regarding health-oriented corporate management and health improvement efforts

Formulate plans to make improvement

Employees undergo health checkups

Facilitate changes in employee behavior

Help employees improve their health conditions and empower them to work more energetically

Realize health-oriented corporate management via ongoing initiatives

Improve organizational vitality and productivity

* This service is available only via types of products employing health-related information.

Our Overseas Insurance Initiatives

In addition to the domestic insurance business, we are developing our overseas insurance business to secure a more robust profit base and ensure risk dispersion.

Currently, Meiji Yasuda's overseas insurance business encompasses seven subsidiaries and affiliates spanning five countries. Along with promoting initiatives to expand profit from existing subsidiaries and

affiliates, we are assessing and researching new investment opportunities through local subsidiaries in New York, London, etc. Moreover, these subsidiaries and affiliates are rallying their overall strengths to improve services and contribute to society in line with the Group Message, "Creating Peace of Mind, Together."

Overview of the Overseas Insurance Business

● Local subsidiaries in New York, London and Singapore



TUIR Warta S.A. and TU Europa S.A. (Poland)

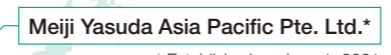
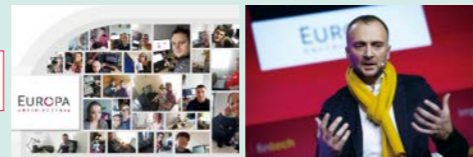
In 2012, we invested in two major Polish insurers TUIR Warta S.A. and TU Europa S.A. jointly with our alliance partner Talanx AG, a well known German insurer, thereby making these two companies our affiliates.

In 2020, TUIR Warta S.A. was chosen to receive approximately 20 awards, including those bestowed to outstanding corporations in terms of customer service quality based on domestic consumer surveys, in recognition of its initiatives to introduce remote and digitalized procedures for insurance sales and policy maintenance. This nods to the solid customer reviews it has earned, especially amid the COVID-19 pandemic, through its proactive engagement in these endeavors. Furthermore, this affiliate cancelled its celebration event, which was scheduled for 2020 to commemorate the centennial of its founding, instead appropriating its budget to make donations to medical institutions and other organizations. This contribution was praised by a private independent research agency, and led to the granting of a CSR-related award to this affiliate. As such, social contribution activities undertaken by TUIR Warta S.A. are highly appreciated.

Meanwhile, TU Europa S.A. has been striving to establish an innovative customer service platform that utilizes phone calls and live chat while developing an app enabling the provision of a broad range of insurance services, as part of its efforts to accommodate rapidly evolving needs of customers via the use of cutting-edge, IT-driven solutions.

Founder Meiji Yasuda Life Insurance Co., Ltd. (China)

In 2010, we invested in a Chinese life insurance company, the precursor of Founder Meiji Yasuda Life Insurance Co., Ltd., making it an affiliate. This affiliate boasts a lineup of diverse products in individual life insurance and group life insurance fields and is striving to develop a stable profit base in China, a robust growth market for insurance. In 2020, Founder Meiji Yasuda Life was commended by *China Business Journal* for a third consecutive year as an insurer with excellent competitiveness. In addition, it is engaged in social contribution activities to support communities affected by fallout from the COVID-19 pandemic, to this end donating masks, disinfectants, emergency food and other supplies to municipalities and other local entities.



Thai Life Insurance Public Company Limited (Thailand)

In 2013, we invested in this major life insurer and thus made it our affiliate. In line with its management philosophy, "To be an iconic brand inspired by the people for the people," Thai Life takes advantage of its significant brand recognition backed by a track record that extends more than 75 years. In 2020, this affiliate offered life insurance to healthcare practitioners who treat COVID-19 patients through the Medical Association of Thailand as part of its initiatives to help combat the COVID-19 pandemic. In the same year, Thai Life received an award, "No.1 Life Insurance Company with outstanding management," upon selection by Thailand's Office of Insurance Commission in recognition of its track record in social contribution and stable corporate management.



StanCorp Financial Group, Inc. (Portland, the United States)

In March 2016, Meiji Yasuda acquired a 100% equity stake in StanCorp Financial Group, Inc., a leading provider of insurance and financial services, making it a wholly owned subsidiary. The company and its subsidiaries, known as "The Standard," was founded—and is still headquartered—in Portland, Oregon, in 1906. The management philosophy of The Standard is to help people achieve financial well-being and peace of mind, and the company has a solid track record of business success and innovation, especially in the U.S. group life and disability insurance market, which is the world's largest. With its strong products and services and a distribution network extending across the United States, The Standard is well-positioned for future growth. The Standard and Meiji Yasuda are aligned in many complementary areas including corporate strategy, business goals and a deep focus on customers. The Standard's Retirement Plans business, for example, earned 48 Best in

Class designations for customer service and administration excellence in *PLANSPONSOR* Magazine's 2020 annual survey. Meiji Yasuda provides The Standard with management oversight, embedding personnel—including a director—at The Standard headquarters to support the company's growth and profitability.

The company and employees donate time and money to schools and nonprofits every year. In 2020, the global COVID-19 pandemic created new challenges for many, and The Standard responded accordingly. The Standard Charitable Foundation contributed to designated COVID-19 relief funds administered by community foundations in Portland and other U.S. cities where the company has large offices: Cincinnati, Ohio; White Plains, New York; and Altavista, Virginia. In addition, employees of The Standard found ways to volunteer safely to support community partners.



Meiji Yasuda America Incorporated



Pacific Guardian Life Insurance Company, Limited (Honolulu, the United States)

In 1976, we acquired a majority equity stake in Pacific Guardian Life Insurance Company, Limited (PGL), thereby becoming the first Japanese life insurer to enter the U.S. life insurance market. In 1985, we went on to increase our equity stake in PGL to 100%, making it our wholly-owned subsidiary. PGL provides life insurance tailored for the needs of customers in local communities, mainly in Hawaii and the West Coast. PGL is also known for proactive employee involvement in volunteer activities. For example, in 2020 its employees raised funds to donate in support of local healthcare institutions by leveraging proceeds from the in-house sale of face masks they handcrafted.



PT Avrist Assurance (Indonesia)

In 2010, we invested in this life insurer. Since then, we gradually stepped up investment, increasing our shareholdings in Avrist, making it our affiliate in 2012. A life insurer boasting a solid track record spanning more than 40 years, PT Avrist Assurance engages in operations in regions across Indonesia via diverse channels.

Amid the COVID-19 pandemic, Avrist pursued such social contribution activities as providing schools with free-of-charge supplies, including cloth masks, and donating more than 4,500 lunches to orphanages in major 11 cities across Indonesia, with the aim of supporting regional communities on multiple fronts.



Our Community and Social Contribution Activities

As part of the “Community Vitalization Project,” we are active in regions around the nation, engaging in social contribution activities aimed at better accommodating the needs of regional communities while helping children grow soundly to nurture the future leaders of regional vitalization.

Our Ongoing Support of Meiji Yasuda J.League

We renewed the title partner contract with J.League in January 2019, with the hope that this partnership will help deliver new value in terms of community revitalization. As they did a year earlier, in the 2021 season our regional offices across Japan have also entered sponsorship deals with J clubs in areas where they operate.* Employing partnerships with these clubs, we are engaged in nationwide initiatives to help children grow soundly and vitalize regional communities by, for example, hosting soccer clinics for elementary school students and organizing tours for supporters to cheer live at the stadium for their favorite J.League club.

* Some business bases, operating in areas where J.League clubs are not active, became sponsors of clubs that belong to such associations as the Japan Football League (JFL).



Initiatives Aimed at Contributing to Communities

Employee Giving Campaign to Support MY Local Community

This program is aimed at extending direct financial assistance to local governments and medical institutions combating fallout from the COVID-19 pandemic to support their regional communities. Specifically, it solicits donations from employees to organizations rooted in communities where they share a common bond and, in line with a matching gift scheme, these donations are combined with matching funds from the Company. Through this program, we donated ¥520 million to 1,210 entities, including municipalities, selected by regional offices nationwide.



Community Safety Initiative

In 2014, we launched community-based initiatives in which sales personnel (e.g. MY life plan advisors) check on children and elderly people living in the neighborhood in the course of their customer visit activities. Whenever they recognize something unusual, they report it to police stations or local municipal authorities, thereby preventing unexpected incidents from occurring. In this way, we are contributing to the safety of local communities.



Initiatives Aimed at Helping Children Grow Soundly

Ashinaga Charity & Philanthropy Walk and Donations to Ashinaga Scholarship Society

In Japanese, *Ashinaga* means “Daddy-Long-Legs,” a fitting name for this activity in which Meiji Yasuda employees from business bases across Japan have taken part in mass since 2011. This walking event and the related charitable fund campaign raise money to support orphans with their schooling and mental healthcare.

In the fiscal year ended March 31, 2021, we donated a total of ¥150 million on two separate occasions through the aforementioned initiative, in light of the additional financial hardship the COVID-19 pandemic placed on a number of underprivileged households with orphans.



In-House Volunteer Commendation System

Each business base in Japan has engaged in social contribution activities uniquely suited to their region. These activities are centered on serving the communities in which Meiji Yasuda operates and include paying visits to facilities for the elderly, children’s foster homes and other local welfare facilities; making donations to help operate these facilities; participating in cleanup initiatives covering nearby areas; and preserving the local natural environment. To commend outstanding performers in terms of social contribution, we have also put in place an in-house volunteer recognition system since 2009. By doing so, we undertake annual screening aimed at selecting and presenting awards to business units that exemplify excellent initiative in terms of creativity and have helped solidify society’s trust in Meiji Yasuda. We are thus endeavoring to raise employee awareness with regard to community and social contribution.



Fureai Concerts

Since 1984, we have been sponsoring the *Fureai* Concerts featuring Shigeki Torizuka of the famous pop group “The Wild Ones,” to give children with disabilities a chance to interact with live music. Over the past 37 years, the concerts have been held at 165 special-needs schools around Japan.



Love & Peace Charity Concert and Classes in Playing Music of the “Future”

Aiming to nurture a rich aesthetic sense by providing children with opportunities to become more familiar with music, we have since 2009 been sponsoring the “Love & Peace Charity Concert,” performed by the famous composer Shigeaki Saegusa across Japan, as well as “Classes in Playing Music of the ‘Future’” at elementary schools and junior high schools. To date, these events were held in 53 locations nationwide, and raised a total of approximately ¥20 million which has, in turn, been donated over the course of the past 12 years to such beneficiaries as an NPO aimed at supporting children in communities hit by the Great East Japan Earthquake.

Note: In the fiscal year ended March 31, 2021, “Classes in Playing Music of the ‘Future’” were cancelled to prevent the spread of COVID-19 infections.



Presenting Yellow Patches

Our longstanding traffic safety campaign of presenting Yellow Patches to new elementary school children has now been in service for well more than half a century. Each Yellow Patch confers insurance protection against traffic-related injuries while helping drivers better spot the children, thereby protecting them from accidents. Since 1965, we have presented approximately 68,680,000 children with these patches.



Note: This activity is conducted in tandem with Mizuho Financial Group, Inc., Sompo Japan Insurance Inc. and The Dai-ichi Life Insurance Company, Limited.

Financial and Insurance Education

Since 2020, in communities nationwide, we have delivered on-site lectures that focus on instilling financial and insurance literacy. Mainly directed to junior high school students, these lectures provide opportunities to learn about the preparatory steps (e.g. securing insurance policies and savings) that they might need to take to support themselves in the future. In this way, we strive to help them enjoy abundant lives in the coming era of centenarians.



Community Contributions Undertaken Overseas

The Standard’s Employee Giving Campaign

StanCorp Financial Group, Inc., a wholly-owned U.S. subsidiary, provides support in the areas of health disabilities, medical and health care, and education through the annual Employee Giving Campaign. This campaign encourages employees to get actively involved in contributing to their communities by offering a

dollar-for-dollar match of their donations by the company. Meiji Yasuda Life is supporting this campaign and last year’s campaign set a record, raising \$5.9 million for 2,200 schools and nonprofit organizations across the United States. StanCorp Financial Group is also engaged in other community contribution to support COVID-19 relief efforts through The Standard Charitable Foundation.

Initiatives Undertaken by Our Foundations

Meiji Yasuda Life Foundation of Health and Welfare

Established in June 1962, this foundation engages in a range of surveys and research on health improvement while working to disseminate its know-how on raising the general public’s health awareness. Moreover, the foundation provides subsidies to young researchers, with the aim of contributing to society as a whole.

In an effort to benefit society as a whole, the foundation is raising public health awareness by, for example, providing its health-related insights, backed by scientific evidence, to local governments, business corporations, community organizations and other entities. The foundation also presents health-themed lectures while hosting health checkup events. In recent years, the foundation has focused on assisting businesses in their efforts to promote employee health management aimed at countering the harmful effects of sitting at a desk for long periods of time in addition to reaching out to regional communities to help nurture health literacy.

awareness. In addition, the center also provides information and assistance to support organizations seeking to promote health-oriented corporate management.

Meiji Yasuda Mental Health Foundation

Established in March 1965 and certified as a public interest incorporated foundation in 2012, this foundation’s calling remains centered on helping children grow soundly. The foundation provides expert counseling and other services to assist parents raising children with developmental disorders and the children themselves. Moreover, the foundation sponsors training programs to nurture specialists in mental healthcare and child psychology while also providing researchers in this field with subsidies.

In addition, with the initial aim of overcoming barriers attributable to language disorders, the foundation has been promoting the use of communication assistance boards—a popular support tool for those with disabilities as well as foreigners.

The Meiji Yasuda Cultural Foundation

Established in June 1991 and certified as a public interest incorporated foundation in 2012, this foundation aims to preserve regional cultural heritage, especially performing arts conveying folklore and handicrafting techniques. To this end, it focuses on providing subsidy systems to foster young artisan apprentices who will take over and preserve this rich heritage. The foundation also provides subsidies to young classical musicians who have ambitions to study abroad to become world-renowned performers. In these ways, the foundation contributes to the betterment of people’s quality of life and Japan’s cultural development.

Our Initiatives to Address Environmental Concerns

Meiji Yasuda believes that addressing environmental issues, especially global warming, is essential to fulfilling its social responsibilities as a corporate citizen. Accordingly, we are striving to minimize the environmental footprint attributable to our operations while helping employees raise their environmental awareness.

Promoting Energy-Saving Measures across the Board

We formulated in-house operational standards for air conditioning systems, including those associated with temperature settings and operational hours. To reduce the use of energy-consuming equipment, we identified basic practices to be observed by employees, such as turning lighting off during lunch breaks or when the office is empty and using stairways where possible instead of

In these ways, we are proactively contributing to environmental protection, aiming to foster and preserve a society rich in the blessings of nature so that people, including our customers, can live with confidence and enjoy abundant lifestyles.

elevators. We also implement various measures to promote these practices, for example, raising employees' energy-saving awareness via in-house communications, such as newsletters and the intranet, and holding "Coolbiz" campaigns that relax dress codes and allow employees to wear cooler clothing.

Total Energy Consumption of All Buildings (calculated based on methods stipulated by Japan's Act on Rationalizing Energy Use)*1

Years ended March 31,	2016	2017	2018	2019	2020
Energy consumption volume (crude oil equivalent: kl)	57,504	57,979	59,017	58,108	56,690
Electricity consumption volume (GWh)	204.67	204.94	207.45	203.18	198.09
CO ₂ emission volume (t-CO ₂)*2	119,569	117,194	116,225	110,416	102,454
Target: Mandatory target as a business operator	Reduce energy consumption intensity by at least 1.0% (annual average over the course of five years), etc.				
Result: Annual average reduction in energy consumption intensity*3	1.9%				
Evaluation: Classification as a business operator under the public evaluation program*4	S class (highest)				

*1 Figures are based on results for the fiscal years leading up to March 31, 2020, which are finalized as of July 1, 2021.

*2 Calculated using emission coefficients specified by Japan's Act on Promotion of Global Warming Countermeasures under calculation, reporting and disclosure systems enforced by said act (CO₂ emission volume attributable to electricity consumption is calculated using emission coefficients announced by power companies).

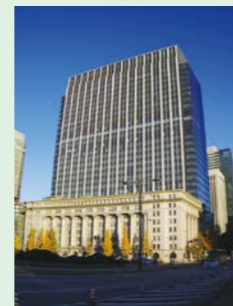
*3 Based on the fourth root of a figure acquired by multiplying each figure for year-on-year change recorded in the years ended March 31, 2017, 2018, 2019 and 2020

*4 An evaluation program operated by the Ministry of Economy, Trade and Industry (METI) that classifies business operators into the "S" (excellent), "A" (normal), "B" (stagnant) or "C" (caution required) class based on the content of their periodic reports and other information. The names of "S"-class corporations receive publicity via METI's website.

External Recognition

Maintaining a "Top-Level Facility" Certification for Marunouchi MY PLAZA

Meiji Yasuda's Marunouchi MY PLAZA (Meiji Yasuda Life Building and Meiji Seimei Kan) applied for a certification under the Tokyo Metropolitan Environmental Security Ordinance aimed at certifying facilities boasting outstanding global warming countermeasures and was successfully certified as a "top-level facility" for the third compliance period specified by said ordinance.* MY PLAZA has previously been certified as a "top-level facility" in the first and second compliance periods. A building complex consisting of office and commercial facilities, MY PLAZA welcomes a vast number of visitors. In addition to installing building equipment with superior energy efficiency, this facility was commended for its collaborative initiatives with tenants to systematically reduce CO₂ emissions.



Acquiring a "Top-Level Facility" Certification for Arc Hills Sengokuyama Mori Tower

Arc Hills Sengokuyama Mori Tower was certified as a "top-level facility" for the third compliance period specified by the above-mentioned ordinance.* With Meiji Yasuda acting as a co-investor, this facility was founded as a building complex consisting of office and commercial facilities and welcomes a vast number of visitors while housing a variety of tenants. In addition to installing building equipment with superior energy efficiency, this facility was commended for its collaborative initiatives with tenants to systematically reduce CO₂ emissions.



* The Tokyo Metropolitan Government certifies large-scale business facilities based in Tokyo via the assessment of a total of 211 items, ranging from the status of organizational structure for reducing CO₂ emissions to the installation of energy-saving equipment. Under this assessment scheme, "top-level facilities" are selected among facilities deemed excellent in terms of specific global warming countermeasures and represent outstanding performance in the promotion of such countermeasures.

Making Our Office Buildings Environmentally Friendly

Meiji Yasuda strives to curb the emission of fluorocarbons, which lead to depletion of the ozone layer, into the atmosphere. To this end, we implement such countermeasures as periodically inspecting our own facilities, such as industrial-use air conditioners

and turbo-type freezers, and undertaking facility repair and renewal. Moreover, we are steadily promoting a switchover to more eco-friendly refrigerants in our effort to reduce greenhouse effects and curb the ozone depletion attributable to our operations.

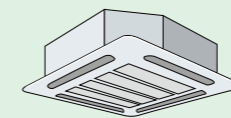
Total Volume of Fluorocarbon Leakage from All Buildings

(calculated based on the Act on Rational Use and Appropriate Management of Fluorocarbons)

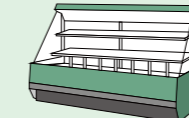
Years ended March 31,	2016	2017	2018	2019	2020
Volume of leakage (t-CO ₂)*	1,157	1,021	1,052	1,031	1,450

* The Act requires mandatory reporting to the minister supervising the relevant business if the annual volume of leakage from a single business operator reaches or exceeds 1,000 t-CO₂, regardless of the number of regulated equipment units containing fluorocarbons a business possesses.

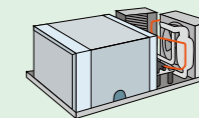
Regulated Equipment Used by Meiji Yasuda



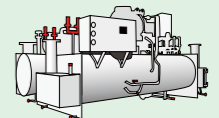
Industrial-use air conditioners



Freezer and refrigerator showcases



Fixed freezer and refrigerator units



Turbo-type freezers, etc.

Planting Greenery on Building Rooftops

We have planted greenery on the rooftops of a total of 12 company-owned buildings located in regions nationwide. In total, such greenery now covers 5,910 m². We expect that the green

rooftops will help alleviate the "urban heat island effect" while providing buildings with additional heat insulation that, in turn, helps reduce energy use by air conditioning systems.



Meiji Yasuda Life Building / Meiji Seimei Kan



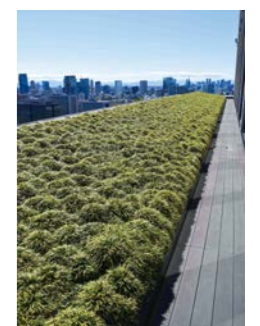
Meiji Yasuda Life Osaka Midotsuji Building



Meiji Yasuda Life Kobe Building



Meiji Yasuda Life Shin Toyochi Building



Greenery on the rooftop of Meiji Seimei Kan

Introducing Hybrid Vehicles via Leasing

In response to a global trend toward reduction in greenhouse gas emissions, our plans call for a switchover of approximately 1,800 vehicles currently used for our business operations to hybrid vehicles over the course of around three years from April 2021 via leasing. Once the five-year lease period expires in the fiscal year

ending March 31, 2027, we intend to begin introducing electric vehicles (EVs) while renewing a portion of lease contracts. In this way, we will continue to consider the switchover to vehicle types that are more environmentally friendly.

Separation and Recycling of Waste

We are proactively engaged in the collection, separation and recycling of waste by, for example, installing recycling boxes at each floor of the Meiji Yasuda Life Building that houses our headquarters. As a result, the recycling ratio stood at 80.7% in the fiscal year ended March 31, 2021.



A recycling box

Reducing the Volume of Paper Use

In addition to the proactive utilization of the “e-filing” electronic document management system aimed at facilitating document and information sharing that transcends organizational boundaries, we are striving to go paperless in meetings and business negotiations by employing additional web-based functions (e.g. screen sketch functions) of online meeting systems via the use of monitors and

projectors. Furthermore, accomplishments by each business unit in terms of reduction in paper use are periodically shared in-house, with the aim of helping employees remain conscious of the volume of paper used, raising their awareness and encouraging spontaneous initiatives.

Employing Environmentally Friendly Printing Methods

Meiji Yasuda is also reducing the volume of paper used in various explanation materials for customers while promoting the use of plant-based biodegradable ink.

As part of our efforts to go paperless, in October 2020 we made it possible to read a summary of policy, policy provisions and other explanatory materials associated with each of our currently available life insurance products, including those marketed through the Bancassurance channel, via our corporate website. Looking ahead, we will push ahead further with initiatives to address environmental concerns.



Summary of policy terms and conditions for “Best Style”



Web-based general terms and conditions

Purchasing Environmentally Friendly Office Equipment

As for office equipment used by headquarters, regional offices and agency offices, we have established a system for ensuring the preferential purchase of products certified under environmentally friendly product certification systems, including the Eco Mark program and the Green Purchasing Network program, or those compliant with Japan’s Green Purchasing Act or certified by the

Forest Stewardship Council. The proportion of environmentally friendly products purchased from these sources in overall value of office equipment purchased in the fiscal year ended March 31, 2021, stood at 72.6%. Going forward, we will promote the procurement of environmentally friendly office equipment via the use of said system.

Implementing Energy Saving Campaigns

We have implemented across-the-board energy saving campaigns, designating a summer campaign period (from July to September 2020) and a winter campaign period (December 2020 to March 2021). These campaigns involved the announcement of standard

room temperature settings (28°C in summer and 20°C in winter) and other energy saving measures, in addition to providing employees with tips for energy saving to raise their environment awareness and encourage spontaneous action.

Helping Children Raise Their Environmental Awareness

We are co-sponsoring the “Nationwide Environment-Themed Painting Competition for Elementary and Junior High School Students” aimed at facilitating environmental education. By doing

so, we are helping raise children’s environmental awareness, with the hope that we can contribute to the preservation of the environment and society as a whole.

Promoting Diversity & Inclusion

In line with MY Mutual Way 2030, we aim to become a mega life insurer capable of reaching out to regional communities by employing a “Policyholders First” approach. To this end, we promote human resource development from a long-term perspective while providing optimal assistance to each employee based on the areas they find motivating and their competencies, better positioning them for personal growth and career success. Simultaneously, we are developing a structure to help employees take on higher goals and realize the full potential of their assignments. That is why Meiji Yasuda has positioned “diversity & inclusion” as a priority issue. Looking ahead, we will thereby raise the value of our human resources while fostering an inclusive corporate culture that embraces diversity.

Maximizing the Performance of Diverse Human Resources via the Promotion of an Inclusive Working Environment and Human Resource Development

Encouraging Women Who Aim for Career Success

Taking a constant and systematic approach, the Human Resources Department acts in collaboration with heads of each business unit to nurture female candidates for managers. These candidates are called “L-NEXT.” Reflecting outcomes of our initiatives thus far, the ratio of women in managerial positions stood at 30.1% as of April 2020, and rose further to 33.3% as of April 2021. Also, in 2020 Meiji Yasuda became the first in the life insurance industry to be chosen to receive the “Grand Award” under the Tokyo Metropolitan Government Women’s Participation Promotion Awards program.

In the fiscal year ending March 31, 2022, we established a training program aimed at nurturing “L-NEXT” candidates to get them ready to assume even higher positions. Under this framework, we have in place a “management course” designed to help candidates develop their management skills and a “specialist course” designed to help them raise their specialist strengths.

Meanwhile, in April 2021, we transitioned approximately 1,900 individuals who had been in term-employment contracts to permanent employment, with, in principle, all such employees who applied for this transition becoming permanent employees. This move is intended to empower each individual to pursue personal growth and career fulfillment based on their personal track records, ambitions and unique strengths. For these individuals, we established “L-Academia,” a human resource development program aimed at providing career development assistance and thereby helping them achieve self innovation and personal growth.

In light of progress in reforms of operations at agency offices, we have appointed approximately 2,200 “administrative service concierges” from among those previously charged with clerical operations at these facilities. They are currently engaged in face-to-face services involving customer visits and otherwise assuming a broad range of duties aimed at creating new value.

As of April 1,	2020	2021
Number of female managers	384	407
Ratio of female managers to overall managerial positions	30.1%	33.3%



- (Left) Included in “FY2014 Diversity Management Selection 100” published by the Ministry of Economy, Trade and Industry (March 2015)
- (Middle) Received an “Award from the Minister of State for Gender Equality” under a program titled “Leading Companies where Women Shine” sponsored by the Gender Equality Bureau of the Cabinet Office (December 2016)
- (Right) Received the “Grand Award” under the Tokyo Metropolitan Government Women’s Participation Promotion Awards program (March 2021)

Offering Robust Job Opportunities for Middle Aged and Senior People

In April 2019, we lengthened the retirement age to 65 as part of our initiatives aimed at encouraging middle aged and elderly employees to remain in the active workforce and, to this end, helping them take full advantage of their longstanding business experience and accumulated skills. Reflecting this move, a number of employees older than age 60 are playing key roles, including managerial positions. Moreover, in April 2021 we raised the upper age limit for contract employees rehired after retirement to 70. In this way, we strive to develop an environment in which anyone who is highly motivated and in possession of robust competencies can continue to pursue career fulfillment.

In addition, efforts are under way to upgrade our “Self-Career Dock” framework, which encompasses training and other programs designed to assist employees in their career development efforts and motivate them to pursue such efforts. In anticipation of future advances in digitalization, we also offer educational programs aimed at helping employees raise their digital skills and otherwise provide them with meticulous support to meet their individual needs.



A career design training session held in the fiscal year ended March 31, 2020
Note: In the fiscal year ending March 31, 2022, career design training sessions were held online.

Creating a Workplace in Which People with Disabilities Play Key Roles

As we aim to offer an inclusive workplace to employees with disabilities, we deployed tablet terminals equipped with a UD talk* app in addition to establishing an in-house counseling desk for such employees. Moreover, we offer them opportunities for promotion while otherwise helping them fully live up to their ambitions and achieve further career success.

We also offer employment for people with disabilities at Meijiyasuda Business Plus Co., Ltd., a special-purpose subsidiary founded in 2017, striving to empower diverse employees with disabilities to realize their career ambitions and full potential.

* An informational supplement app that performs real-time speech-to-text conversion for people with hearing disabilities

As of June 1,	2019	2020
Number of employees with disabilities	1,004	1,073
Ratio of employees with disabilities to the overall employee headcount	2.21%	2.28%

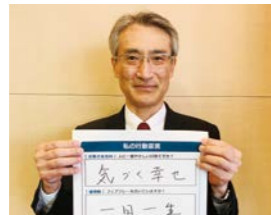
Note: The figures presented above include those hired by Meijiyasuda Business Plus.

Fostering a Corporate Culture That Embraces Diversity and Helps Employees Inspire One Another

Corporate Culture Starts at the Top

As part of our proactive initiatives to foster a corporate culture and workplace environment that encourages mutual collaboration and helps employees inspire one another, all officers and managers at Meiji Yasuda are being called to proactively play their role in fostering this kind of corporate culture and workplace in a way that helps improve organizational performance. To this end, they have declared their commitment to fulfilling these duties and are striving to act upon their action plans. Meanwhile, the Company is conducting surveys targeting all business units to assess the performance of managers in terms of how much they value diversity as part of their leadership aimed at nurturing team strength. Results of these surveys are reflected in the evaluation of their duties. Through the practice of the PDCA cycle explained above, Meiji Yasuda is striving to develop a better environment for fellow workers and help them achieve personal growth.

We also host the annual in-house award program to commend exemplary individuals while sharing their initiatives via the intranet. In ways like these, we are helping each business unit autonomously incorporate best practices to create the desirable corporate culture and working environment.



(Left) Received a "Special Encouragement Award" under the "Ikumen Company Award" program sponsored by the Ministry of Health, Labor and Welfare (MHLW) (October 2013)
(Right) President Hideki Nagashima holding a statement of declaration

Holding the Annual Diversity Seminar

As we aim to foster a corporate culture that embraces diversity & inclusion (D&I), we hold the annual Diversity Seminar, which convenes individuals who are appointed at business units across the nation, to spearhead D&I initiatives. This event serves as a venue for sharing messages from top management with attendees and discussing how to resolve the issues currently being confronted by business units as they carry out D&I initiatives.



Annual Diversity Seminar held in the fiscal year ended March 31, 2020
Note: In the fiscal year ending March 31, 2022, the Diversity Seminar was held online.

Developing a Working Environment That Embraces and Facilitates the Understanding of the LGBT Community

We are striving to create a working environment where members of the LGBT community can work in confidence. For example, our employees who have same sex partners are deemed legally married and eligible for rights for special paid leave (e.g. leave granted at the occurrence of life events). Also, those with same sex partners are now eligible to apply for some employee benefit programs designed for married couples, including the use of company-furnished housing. Moreover, we have set up a dedicated in-house counseling desk while encouraging employees to become allies to such people and express support for them. In addition, each business unit is striving to facilitate employee understanding of the LGBT community by, for example, participating in LGBT-related events and implementing training sessions.



(Left) Participants taking a photo after an LGBT-related event
(Right) Obtained a "Gold" rating under the Pride Index rating program aimed at commending business corporations striving to create an inclusive workplace environment for members of the LGBT community, for the fourth consecutive year



Promoting Flexible Working Styles

In April 2021, we reorganized our conventional initiatives aimed at helping employees strike a work-life balance into "work-life management" initiatives that aim to empower them to pursue fulfillment in both careers and private lives. These new initiatives are thus focused on facilitating a virtuous cycle of improvement in two aspects of their lives to achieve higher productivity. As part of these endeavors, we have introduced work-from-home systems that enable headquarters employees to continue their duties even as they live in regions other than the Tokyo metropolitan area. Thus, we support work styles free of restrictions attributable to geographical locations and the time necessary for commuting. We also aim to create an inclusive workplace environment in which both men and women feel comfortable and, to this end, encourage male employees to take greater roles in child rearing. In the fiscal year ended March 31, 2021, the ratio of male employees who took childcare leave to all eligible male employees amounted to 100%. Going forward, we will continue to support employees who take on child rearing, nursing care and other family duties by empowering each individual to choose from diverse options for workstyles.

In addition, we implement the "MY Style Dress Code" campaign, under which employees are allowed to break away from formal suits and wear a more relaxed outfit, such as "business casual." This move is expected to help employees embrace flexible workstyles, come up with unconventional ideas and facilitate open communications.

Through these initiatives, we will assist diverse human resources in their pursuit of career success.



Acquired "Platinum Kurumin Certification" under the certification program in accordance with Japan's Act on Promotion of Measures to Support the Development of the Next Generation (December 2015)

Relationship with Fellow Workers

Creating a Healthy Workplace Environment

As part of the "Wellness for All Project," Meiji Yasuda is stepping up initiatives to encourage employees to strive to improve their own health.

To this end, we take a proactive approach to help employees pursue health improvement efforts. Moreover, we announced "MY Health Declaration" aimed at pushing ahead further with across-the-board initiatives to advance this goal. Believing that employee health

is a basis for all corporate activities, we are thus engaged in the three initiatives described below.

Hoping that all employees can work energetically even as they strive to maintain and improve their health amid the COVID-19 pandemic, we also implemented thoroughgoing countermeasures to prevent infection with COVID-19 in the course of these initiatives.

Initiatives to Prevent Lifestyle Diseases

Taking a "total population approach" that encompasses the entire workforce, we host in-house walking events two months prior to annual health checkups and otherwise encourage employees to maintain a daily habit of walking via the provision of "MY Log," a smartphone app designed to help keep and confirm records on walking. We also provide health promotion seminars and physical exercise clinics in which external lecturers address various health-related topics, including tips for health management in general and the prevention of stiff shoulder and back pain, with the aim of helping to improve lifestyle habits.

Simultaneously, we take a "risk-based approach," targeting employees confronted by health-related issues with higher risks. Specifically, we help them determine the magnitude of such risks via, for example, the measurement of abdominal girth and BMI. Based on the results of such measurements, we provide them with either a "proactive assistance program" or a "motivational assistance program" as part of our specific health guidance. Furthermore, we hold visceral fat measurement sessions in which employees can receive health guidance from specialists immediately after measurement.

In addition, we endeavor to safeguard our employees from the negative effect of passive exposure to tobacco smoke. To this end, we provide subsidies to employees who visit clinics for smoking

cessation sessions as well as to those who utilize smartphone-based smoking cessation assistance services. We have also designated "no-smoking hours" to create a supportive environment for employees who have a mind to quit smoking. For employees who need ongoing medical assistance to quit smoking, we have introduced online diagnostic services offered by clinicians in line with our policy of helping employees pursue health improvement efforts even amid the COVID-19 pandemic.



Employees participating in physical exercise led by an external lecturer (Nagoya Minami Regional Office)



A screen layout of "MY Log" (a short for "Meiji Yasuda Life Walking Log"), a smartphone app developed via the incorporation of diverse functions to help users compile exercise records and thereby improve their health conditions in a fun way



An employee receiving health guidance following a visceral fat measurement session

Initiatives to Prevent Mental Health-Related Issues

We maintain both in-house and external helpdesks to provide employees with a smooth access to specialist physicians, counselors and health nurses so that they can spontaneously seek counseling on problems associated with their mental health, including those

arising from workplace- or family-related issues. We also provide them with periodic informational assistance, including individual stress-check results and advice on how to improve mental health, to facilitate their self-awareness of stress exposure.

Initiatives for Women's Health

For women age 40 or older who serve as active workforce components, we subsidize optional examinations for breast and uterine cancer in the course of comprehensive health examinations. We also implement health promotion seminars focused on instilling the knowledge of women-specific health issues and ensuring that the impact of such issues on female workers is understood by managers

and throughout workplaces. Moreover, we have expanded the content of similar seminars held at each regional office by incorporating anti-aging and other topics attracting women's interest. Through these and other in-house events, we help women advance their health improvement know-how in a fun way.

External Recognition

Meiji Yasuda has been chosen to receive multiple awards and certification in recognition of its management approach aimed at promoting employee health.

■ **Certified under the 2021 Certified Health and Productivity Management Organization Recognition Program (Large Enterprise Category) co-sponsored by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi Health Promotion Association for the fifth consecutive year**
We have been chosen as one of "White 500" under the program and secured a position in a group of highly rated companies that account for only 10% of all respondents to program surveys.

■ **Selected to be certified by the Japan Sports Agency as a "Sports Yell Company" for the fourth consecutive year**

■ **Selected to be certified by the Tokyo Metropolitan Government under the Fiscal 2020 Tokyo Sports Promotion Company Certification Program for the fourth consecutive year**
We have also been selected, for the third consecutive year, as a "model company," distinguished among the "sports promotion companies" certified under the program, that deserves particular commendation in light of the social impact and spillover effects arising from its initiatives.



Deputy President Onishi holding a certificate alongside Tokyo Metropolitan Governor Koike at a certification ceremony



Respecting Human Rights

We strive to create a sound workplace in which all employees can work energetically with confidence while respecting the human rights of their fellow workers.

Fundamental Concepts

In line with our corporate vision of becoming a life insurance company that cares about people first, we established our Human Rights Policy in April 2021. The policy is applicable to all officers and employees at Meiji Yasuda. Moreover, we require our Group companies to implement initiatives in line with this policy while encouraging investees and business partners to respect human rights.

As such, we have clarified our stance on respecting human rights.

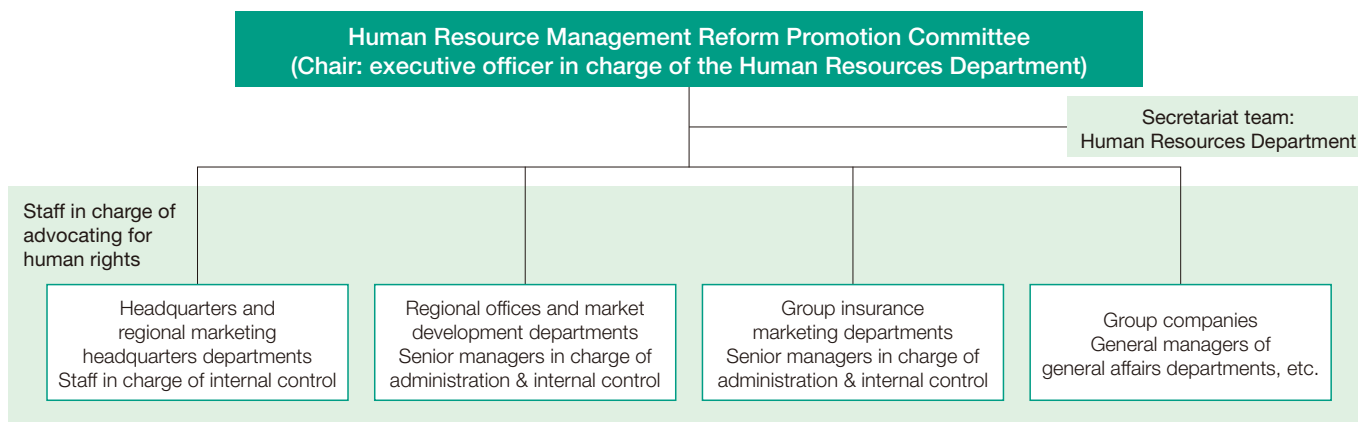
Meiji Yasuda has participated in the United Nations Global Compact since April 2017. This international framework is aimed at realizing sustainable social development through the actions each participant takes as a good corporate citizen.

The full text of our Human Rights Policy is posted on Meiji Yasuda's official corporate website. Please visit the following link.
<https://www.meijiyasuda.co.jp/profile/csr/employee/humanrights.html> (Japanese only)

Promotion Structure

The Human Resource Management Reform Promotion Committee, which is chaired by the executive officer in charge of the Human Resources Department, is tasked with deliberating and coordinating general matters associated with human rights. Initiatives to promote human rights determined by this committee are then promoted by business units across the board, with the Human Resources Department acting as a secretariat. A total of 211 staff are charged

with advocating for human rights, playing a central role in these initiatives. Of these, 68 individuals work at the headquarters and regional marketing headquarters departments; 105 individuals work at other bases nationwide, including regional offices and market development departments; 20 individuals work at group insurance marketing departments; and 18 individuals work at Group companies.



Providing Training Sessions on Human Rights

With the above-mentioned staff playing a central role, training sessions on human rights are hosted at least twice a year at each business unit. Specifically, each workplace holds these sessions to address such themes as the history of ostracized communities known as the “Dowa Problem,” issues associated with workplace

harassment, necessary care for people with disabilities, and the growing public call for equality for the LGBT community.

In addition, programs designed to help employees raise their human rights awareness have been incorporated into job category- and rank-based joint training sessions.

Initiatives to Advocate for Human Rights

Meiji Yasuda is proactively participating in external initiatives, including training sessions hosted by administrative agencies and human rights groups, with the aim of updating its own initiatives to advocate for human rights. We also implement periodic campaigns that solicit human rights awareness slogans from employees and commend those who contribute excellent submissions. In the fiscal

year ended March 31, 2021, a total of 10,068 slogans were contributed by 8,282 applicants, and the prize-winning submissions were announced during the publicly designated “Human Rights Week.” We also created posters featuring three outstanding slogans and displayed them on the walls at each business base.

Establishing the Human Rights Hotline

We have established the Human Rights Hotline within the Compliance Control Department. Administered by dedicated staff, the hotline provides a secure contact for consultation and whistleblowing related to the violation of human rights, including

workplace power harassment and sexual harassment. In addition, the Human Resources Department maintains similar hotlines for people with disabilities and members of the LGBT community, to swiftly and accurately respond to a variety of consultation needs.