Value Creation Story

GO BEYOND.

We aspire to help each customer enjoy a life of long-lasting happiness and share such happiness with their loved ones.

Meiji Yasuda's origins include Japan's first life insurance company. For nearly 150 years, we have supported people's well-being and helped them lead fruitful lives.

"Peace of mind, forever."

Amidst the rapid changes of the times, we have remained focused on serving our customers' best interest as we pursue our unique mission as a mutual company.

Consequently, we are more convinced than ever of the following.

For us to help customers enjoy better health, we should not only extend support to them when they suffer from a disease or injury, but also provide them with long-lasting assistance following any incident.

In fact, even when there isn't a specific incident, we should help them improve their health.

At the same time, we are called upon to play an even greater role in developing communities in which everyone can live with confidence and, to this end, help nurture ties among individuals and connect people with community.

Moreover, we can do better at resolving unique issues local communities are now confronting by pulling together with J.League, the JLPGA, and other like-minded partners so that we complement one another and rally greater power.

We believe that we can accomplish more.

We aspire to help create a world in which people enjoy fulfilling lives with peace of mind. We seek to pass down a society filled with hope to the children of future generations.

As we have the longest track record in Japan in nurturing ties supported by mutual aid, we believe that Meiji Yasuda can work with you to create a better future like the one described above.

This is why Meiji Yasuda is determined to expand our roles as a life insurer.

Wellness for People, Vitality for Communities

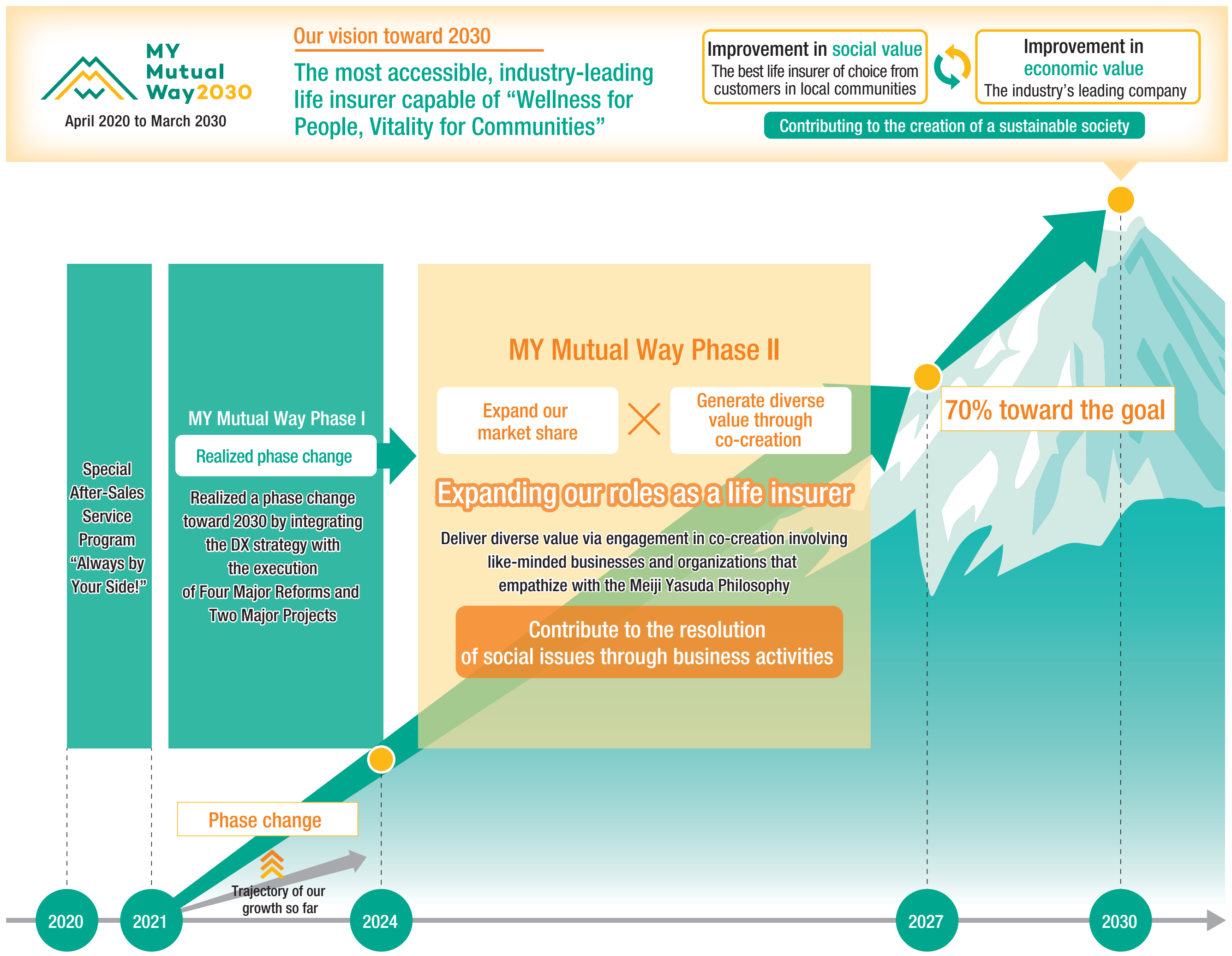
明治安田生命から、明治安田へ。

From Meiji Yasuda Life Insurance Company to Meiji Yasuda

Our vision toward 2030 and the positioning of the FY2024 – FY2026 period

As we aim to achieve our vision toward 2030, "the most accessible, industry-leading life insurer capable of 'Wellness for People, Vitality for Communities,'" we engage in co-creation involving like-minded business corporations and organizations that resonate with the Meiji Yasuda Philosophy, which serves as our compass, with the aim of creating and delivering diverse value* as defined under "MY Mutual Way Phase II." In this way, we strive to expand our roles as a life insurer even as we cherish our traditional functions of providing protection and after-sales services.

* The diverse value discussed above is not limited to economic value but includes social value focused on facilitating health improvement and community vitalization.



Our Vision under "MY Mutual Way Phase II"

Under "MY Mutual Way Phase II," we will push ahead further with contributing to the resolution of social issues to achieve sustainable growth for the entire Group. At the same time, we will endeavor to bring benefits to customers and society as a whole to a greater degree.

As a mutual company, Meiji Yasuda will continue embodying the spirit of mutual aid through its mainstay life insurance business while approaching various social issues head-on by leveraging a long-term perspective.

As part of these efforts, we will endeavor to "Prolong healthy life expectancy" and "Vitalize regional communities," as these two issues are particularly relevant to our business operations. Furthermore, we will strive to protect the environment while supporting the sound development of children and promoting financial inclusion as well as human resource-centered business management. Having defined these as our priority issues, we will put even greater efforts into addressing them.

—The most accessible, industry-leading life insurer capable of "Wellness for People, Vitality for Communities"—

Improvement in **social value**

Contribute to the resolution of social issues

Strive to create social value to resolve priority issues

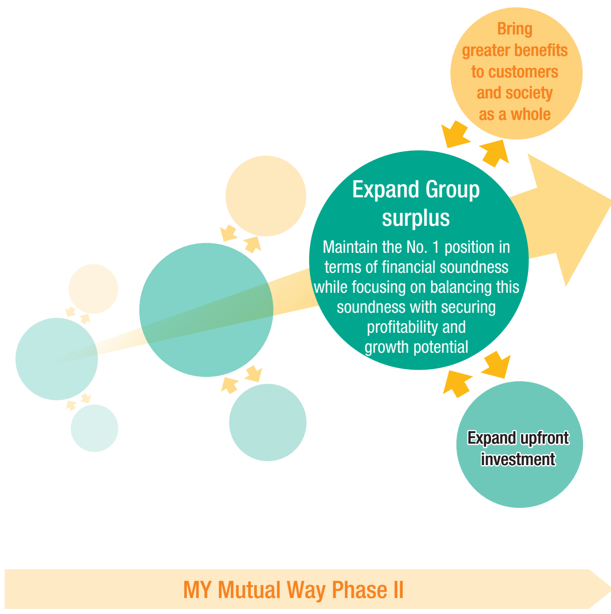
Priority issues (materiality) for Meiji Yasuda

- Prolong healthy life expectancy
- Vitalize regional communities
- Protect the environment and combat climate change
- Help create a sustainable society through responsible investment as an institutional investor etc.
- Support the sound development of children
- Ensure equal access to financial services
- Promote human resource-centered business management
- Respect human rights

Improvement in **economic value**

Secure sustainable growth for the entire Group

We will maintain the No. 1 position in terms of financial soundness while striving to achieve sustainable growth for the entire Group in a way that balances this soundness with securing profitability and growth potential.



Group Sustainability Policy

Meiji Yasuda Life Insurance Company (the "Company") sets the Group Sustainability Policy that, along with shared values, guides the Meiji Yasuda Group (the "Group").

Based on this policy, the Company is promoting concerted efforts rallying the strength of the entire Group, fulfilling the responsibilities of good corporate citizens by contributing to the realization of a sustainable and hopeful society. To this end, together with stakeholders—including customers, local communities and colleagues—the Group will create shared value and extend it to future generations.

To see the full text of the Group Sustainability Policy, please visit our corporate website.
https://www.meijiyasuda.co.jp/english/sustainability/commitment/

Identification of priority issues (materiality)

Guided by its management philosophy, "Peace of mind, forever" Meiji Yasuda aims to pursue long-term, stable management as a mutual company while providing after-sales services finely tuned to individual needs of customers in light of their life stages. We believe that our thoughts behind these pursuits coincide with the SDGs, which aim to realize a sustainable society.

In FY2024, we reviewed priority issues (materiality) that have been selected from among social issues addressed by the 17 goals and 169 targets of the SDGs taking into account their impact on stakeholders and their relevance to our business activities. As a result, we reorganized these priority issues into eight items and confirmed their appropriateness through the in-house exchange of opinions as well as dialogue with external experts.

We have also redefined five items of "Prolong healthy life expectancy," "Vitalize regional communities," "Protect the environment and combat climate change," "Promote human resource-centered business management," and "Respect human rights" as priority issues requiring initiatives across the Group, with the aim of further promoting integrated Groupwide sustainability management in accordance with the Group Sustainability Policy.

Priority issues (materiality)

Addressed through Two Major Projects, etc.

- Prolong healthy life expectancy ★ (SDG 3; みんなの健活プロジェクト)
- Vitalize regional communities ★ (SDG 11; 地元の元気プロジェクト)

Create social value from standpoints as a business operator and an institutional investor

- Protect the environment and combat climate change ★ (SDGs 7, 13, 14, 15)
- Help create a sustainable society through responsible investment as an institutional investor (SDGs 3, 7, 11, 13, etc.)
- Support the sound development of children (SDGs 1, 3, 4, 10)
- Promote human resource-centered business management ★ (SDGs 5, 8)
- Ensure equal access to financial services (SDGs 8, 10)
- Respect human rights ★ (SDGs 10, 16)

★: Priority issues requiring initiatives across the Group

Identification process

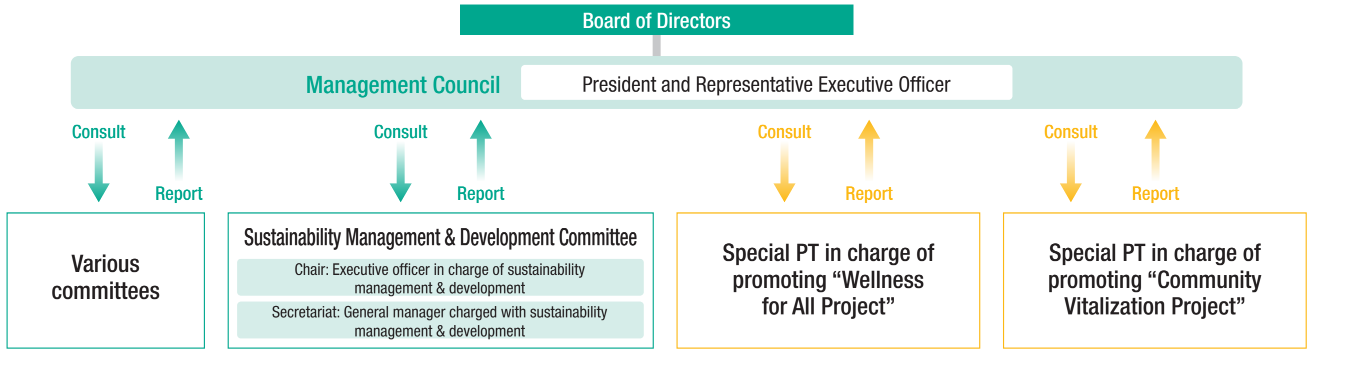
STEP 1.	Identify social issues relevant to Meiji Yasuda	Identify relevant social issues from among the social issues addressed by the 17 goals and 169 targets of the SDGs based on our perspective as a life insurer with roots in Japan.
STEP 2.	Consider the impact of the issues on stakeholders and their relevance to our business activities	Screen the items identified via Step 1 to select eight priority issues that have relatively high impact on stakeholders (customers, local communities, future generations, and colleagues) while also being highly relevant to our business activities.
STEP 3.	Exchange opinions among employees	Conduct the in-house exchange of opinions regarding the relationship between Meiji Yasuda's vision and selected priority issues among employees in a manner that transcends divisional boundaries and job categories.
STEP 4.	Conduct dialogue with external experts	Confirm the appropriateness of materiality via dialogue with external experts. Dialogue themes • The appropriateness of materiality in light of roles to be fulfilled by Meiji Yasuda as a business operator and an institutional investor • The comprehensiveness of materiality in terms of how it encompasses the Company's wide range of shareholders, etc.
STEP 5.	Make a management decision	The Board of Directors receives reports on the priority issues identified via the steps described above and finalizes them after deliberations by the Sustainability Management & Development Committee and the Management Council.


Dialogue with SDG Impact Japan

Promotion structure (governance)

With the aim of strengthening initiatives to contribute to the creation of a sustainable society, we appointed an executive officer in charge of sustainability management & development. At the same time, a general manager position was created and charged with sustainability management & development.

Also, the Sustainability Management & Development Committee was formulated as an advisory body to the Management Council. This committee is tasked with formulating overall strategies regarding Meiji Yasuda's sustainability management, deliberating its policies for initiatives to address priority issues (materiality) and monitoring the status of their progress. Under this committee, Special Project Teams (PTs) are in place to address specific themes deemed to bear particular importance in terms of how we help "Prolong healthy life expectancy" and "Vitalize regional communities." These PTs thus deliberate and consolidate measures to address these issues and deliver periodic reporting on their conclusions to the Management Council and the Board of Directors, respectively.



Role of meeting bodies

Sustainability Management & Development Committee	Chaired by the executive officer in charge of sustainability management & development, this committee consists of general managers and others overseeing business units related to priority issues (materiality). The committee formulates overall strategies for Meiji Yasuda's sustainability management, deliberates policies for initiatives to address priority issues (e.g., environmental protection, climate change response and respect for human rights), monitors the status of progress under these initiatives, and reports its conclusions to the Management Council and the Board of Directors.
Special PT in charge of promoting "Wellness for All Project"	Tasked with developing and reviewing various products and services, including those utilizing health information, as well as confirming and sharing the status of discussions regarding the promotion of health & productivity management and exchanging opinions among PT members. The PT thus formulates measures related to "Prolong healthy life expectancy" and reports its conclusions to the Management Council and the Board of Directors.
Special PT in charge of promoting "Community Vitalization Project"	Tasked with confirming and sharing the status of discussions regarding collaboration with local governments, community centers, roadside stations and other partners as well as initiatives to contribute to regional communities, thereby exchanging opinions among PT members. The PT thus formulates measures related to "Vitalize regional communities" and reports its conclusions to the Management Council and the Board of Directors.
Various committees	Committees are in place to discuss individual initiatives to address each priority issue by taking a cross-sectional approach.

Risk Management

The department in charge of overall risk management (Risk Management Control Department) develops and promotes the overall risk management system, integrating our risk management structure. It monitors and supervises the overall status of risk management while also providing expert advice to departments in charge of category-specific risk control and departments in charge of risk management, both of which are established to handle category-specific risk. Moreover, the Risk Management Verification Committee is in place to serve as an advisory body to the Management Council in order to ensure that risk monitoring is regularly implemented, thereby securing the appropriate control of all manner of risks.

In addition, as part of the enterprise risk management framework, we have identified "climate change risks" and "the growing public call for sustainability management" as key risks and enhanced our structure for monitoring these risks.

Initiatives to address priority issues (materiality) (Strategy and metrics & targets)

<table>
<tr><th>Priority issues</th><th></th><th>Risks and opportunities</th><th>Main initiatives</th><th>Metrics & targets</th><th>Relevant SDGs</th></tr>
<tr><td rowspan="2">Prolong healthy life expectancy</td><td>Risks</td><td>• Increase in the volume of benefits paid in connection with hospitalization, surgeries, status requiring nursing care and other incidents when gaps grow between average longevity and healthy life expectancy</td><td rowspan="2">"Wellness for All Project"
• Provide products designed to assist customers in their health improvement efforts and, to this end, encourage policyholders to undergo periodic health and cancer checkups
• Provide information and services that include the prediction of future disease risks and otherwise contribute to illness prevention and health improvement
• Provide people with insights regarding illness prevention and health improvement and encourage them to change their behavior by, for example, holding events nationwide</td><td rowspan="2">Contribute to the improvement of QOL and the prolongation of healthy life expectancy
Metrics
• The cumulative number of policies signed for products designed to support "Wellness Activity": 1,711 thousand (as of March 31, 2025)
• The status of improvement in terms of difference between the actual age of policyholders and a typical reference point as determined by the comprehensive health analysis*1 (based on the period of enrollment in products designed to support "Wellness Activity"): Approx. -1.4 years (based on a FY2024 survey)
• The ratio of individuals whose health awareness has grown stronger over the past year*2: 75.3% (based on a FY2024 survey on policyholder health awareness)
• The number of individuals who participated in health promotion events: 2.15 million (FY2024 results)</td><td rowspan="2">3 Good Health and Well-Being</td></tr>
<tr><td>Opportunities</td><td>• Increase of new products and services and the resulting expansion of markets on the back of ever-higher health awareness among the general public and the growing importance of health & productivity management for corporations</td></tr>
<tr><td rowspan="2">Vitalize regional communities</td><td>Risks</td><td>• The shrinkage of the market size due to the depopulation of rural regions and their weakening economies which will, in turn, deprive regional communities of their vitality
• The ongoing weakening of social connections among individuals and a resulting decrease in contact points with customers</td><td rowspan="2">"Community Vitalization Project"
• Hold events and seminars in collaboration with, for example, local governments and community centers while providing information regarding public services that could be helpful to resolving issues citizens are confronting
• Host health promotion events, help raise public awareness of blood donations and push ahead with other activities utilizing roadside stations while acting in collaboration with J.League, the Japan Ladies Professional Golfers' Association (JLPGA), and other organizations to hold sports events
• Assist businesses and organizations supporting local communities in their efforts to practice health & productivity management and contribute to the SDGs</td><td rowspan="2">Advocate for the provision of social connections and act as a bridge among community residents
Metrics
• The number of partnership agreements signed with local governments: 1,078 (As of March 31, 2025)
• The number of cases in which information regarding public services was delivered: Approx. 3.8 million cases (FY2024)
• The number of individuals who participated in the "Community Vitalization Project": Approx. 8.23 million (FY2024)</td><td rowspan="2">11 Sustainable Cities and Communities</td></tr>
<tr><td>Opportunities</td><td>• Deliver new value as an insurer by contributing to the vitalization of regional economies via collaboration with local governments and helping local residents resolve issues they are confronting in connection with their own health, nursing care, child rearing and other matters
• Expand contact points with local customers, businesses and organizations by acting in collaboration with community centers, roadside stations and other public sector facilities</td></tr>
<tr><td rowspan="2">Protect the environment and combat climate change</td><td>Risks</td><td>• An increase in the payment of insurance claims and benefits due to the growing magnitude of damage from extreme winds and flooding as well as increasing cases of heat stroke
• An impairment of the value of our investees due to deterioration in the business performance of investees engaged in CO_2 emission-intensive operations</td><td rowspan="2">Strengthen initiatives to achieve net-zero CO_2 emissions status by the end of FY2050 from the standpoint of both a business operator and an institutional investor
• Further reduce energy consumption while promoting the phased introduction of renewable energy, with the aim of reducing CO_2 emissions from our own operations
• Proactively execute ESG investment and financing while stepping up engagement with investees to encourage them to reduce the volume of CO_2 emissions from their operations</td><td rowspan="2">Metrics & targets
• The volume of CO_2 emissions (comparison with FY2013 actuals)
Emissions as a business operator
(Scope 1 & 2: emissions from the Meiji Yasuda Group; Scope 3: non-consolidated emissions from the Company)<table><tr><th></th><th>Results for FY2024</th><th>Targets for FY2030</th><th>Targets for FY2050</th></tr><tr><td>Scope 1 & 2</td><td>-58%</td><td>-67%</td><td rowspan="2">-100%
Net zero emissions</td></tr><tr><td>Scope 3</td><td>-26%</td><td>-40%</td></tr></table>Emissions from portfolio as an institutional investor
(Meiji Yasuda; non-consolidated)<table><tr><th></th><th>Results for FY2023</th><th>Targets for FY2030</th><th>Targets for FY2050</th></tr><tr><td>Emissions from Investees (Scope 1 & 2)</td><td>-49%</td><td>-50%</td><td>-100%
Net zero emissions</td></tr></table>• The ratio of renewable energy used:
100% by the end of FY2040 (FY2024 results: 39%)</td><td rowspan="2">7 Affordable and Clean Energy
13 Climate Action
14 Life Below Water
15 Life on Land</td></tr>
<tr><td>Opportunities</td><td>• Growing needs for new insurance products and services designed to address risks arising from winds and flooding damage, heat stroke and infectious diseases
• Growing opportunities for investment in and financing for businesses and projects associated with research, development and capital expenditure aimed at minimizing carbon emissions</td></tr>
<tr><td rowspan="2">Help create a sustainable society through responsible investment as an institutional investor</td><td>Risks</td><td>• Insufficient response to investor requests regarding the provision of means to facilitate the resolution of social issues</td><td rowspan="2">• Promote ESG investment and financing to pursue priority themes, namely, "Realize a carbon-free society," "Protect biodiversity" and "Address other social issues (human rights, etc.)" as well as to "Prolong healthy life expectancy" and "Vitalize regional communities" while expanding the volume of funds allocated to impact financing
• Upgrade our mode of engagement (dialogue) with investees</td><td rowspan="2">Metrics & targets<table><tr><th></th><th>Target for Medium-Term Business Plan (FY2024–FY2026)</th><th>FY2024 results</th></tr><tr><td>ESG investment and financing</td><td>800 billion yen</td><td>Approx. 600 billion yen</td></tr><tr><td>Of this, impact finance</td><td>170 billion yen</td><td>Approx. 84 billion yen</td></tr></table>• The quantitative and qualitative enhancement of engagement (sustainability-focused dialogue)
The number of dialogue events
FY2026 target: 100 annually
(FY2024 results: 83)
The content of dialogue: Delivering proposals aimed at encouraging the creation of positive social impact</td><td rowspan="2">3 Good Health and Well-Being
7 Affordable and Clean Energy
11 Sustainable Cities and Communities
13 Climate Action
etc.</td></tr>
<tr><td>Opportunities</td><td>• Contribution to the resolution of environmental and social issues around the globe as well as the vitalization of Japan's regional economies through ESG investment and financing, which is also expected to result in the enhancement of our investees' corporate value</td></tr>
<tr><td rowspan="2">Support the sound development of children</td><td>Risks</td><td>• Stagnant future expansion in our customer base due to the lack of robust support extended by Meiji Yasuda to children who will constitute future generations, such as programs aimed at helping them stay emotionally and physically healthy while receiving quality education to acquire asset-building literacy and navigate the coming era of centenarians</td><td rowspan="2">• Provide financial and insurance education as well as environmental education aimed at helping children learn about how important the natural environment is and why protecting it is so significant
• Hold sports clinics for children while helping them grow soundly via cultural interactions and exchanges with fellow community members
• Act in collaboration with local governments to support citizens during parenthood, in addition to supporting the upbringing of children with developmental disorders through initiatives undertaken by foundations</td><td rowspan="2">Metrics
• The number of schools at which financial and insurance education was provided: 2,629 (cumulative total as of FY2024)
• The degree of public acceptance of our ideal corporate image as a contributor to future generations</td><td rowspan="2">1 No Poverty
3 Good Health and Well-Being
4 Quality Education
10 Reduced Inequalities</td></tr>
<tr><td>Opportunities</td><td>• Future expansion in our customer base due to the provision of financial and insurance education, etc., and the resulting enhancement of children's financial literacy
• Improvement in Meiji Yasuda's public recognition and the widespread acceptance of its brand image through the success of our efforts to support future generations</td></tr>
<tr><td rowspan="2">Ensure equal access to financial services</td><td>Risks</td><td>• In the face of the increasing diversity of people living in society, the Company may suffer a loss of transactional opportunities or face a decline in customer satisfaction if insufficient consideration is given to convenience delivered via procedures and other services</td><td rowspan="2">• Promote initiatives under the banner of "Easy Access to Insurance for Everyone" to improve the convenience of procedures and other services to accommodate needs of customers with diverse characteristics, including elderly people, people with disabilities, members of the LGBTQ community and foreign nationals</td><td rowspan="2">Metrics
• The status of customer complaints related to financial inclusion
• Customers' ratings of our procedures in terms of financial inclusion</td><td rowspan="2">8 Decent Work and Economic Growth
10 Reduced Inequalities</td></tr>
<tr><td>Opportunities</td><td>• Expand the foundations supporting Meiji Yasuda's growth and improve customer satisfaction by securing in-depth understanding of the diverse characteristics of customers and by resolving inconveniences they perceive with our procedures in a way that aligns with their individual circumstances</td></tr>
<tr><td rowspan="2">Promote human resource-centered business management</td><td>Risks</td><td>• Deterioration in Meiji Yasuda's competitiveness due to the lack of human resources in terms of both quantity and quality reflecting such factors as delays in human resource recruitment and development
• Deterioration in Meiji Yasuda's ability to adapt to radical changes in the environment due to the excessive homogeneity of human resources</td><td rowspan="2">• Enable elderly employees to continue career building, remain highly motivated to work and otherwise serve as active workforce components while developing a workplace environment that is friendly to employees with disabilities
• Promote skill and career development programs offered under "MY University," an in-house university
• Set targets for the promotion of women to managerial positions and develop a training structure for female managerial candidates while creating a workplace environment supportive of employees who are members of the LGBTQ community and facilitating employee understanding of sexual minorities</td><td rowspan="2">Metrics & targets (results for FY2024)
• Total corporate attractiveness ratings*3: 71.6%
(FY2025 target: improvement from the FY2024 level)
• Ratio of female managers: 35.0%
(FY2025 target: 35.0% or more)
• Ratio of eligible male employees who took childcare leave: 100%
(FY2025 target: 100%)
• The number of specialist human resources: 522
(FY2025 target: 580)</td><td rowspan="2">5 Gender Equality
8 Decent Work and Economic Growth</td></tr>
<tr><td>Opportunities</td><td>• Enhance corporate competitiveness by enabling diverse human resources to inspire one another and realize their full potential; realize a virtuous cycle of improving corporate value, attracting excellent human resources and improving employee engagement</td></tr>
<tr><td rowspan="2">Respect human rights</td><td>Risks</td><td>• Deterioration in stakeholders' trust in Meiji Yasuda due to the lack of consideration given to human rights and a decline in its corporate value due to its involvement in human rights violations</td><td rowspan="2">• Implement human rights due diligence based on the Human Rights Policy while providing employees with training focused on human rights-related topics to help them raise their human rights awareness and enable them to promote efforts to ensure respect for customers' human rights
• Encourage investees to promote initiatives to ensure respect for human rights in the course of dialogue focused on sustainability-related topics
• Confirm the status of particular outsourcees to determine whether they have structures for promoting sustainability in place and undertake initiatives to ensure respect for human rights</td><td rowspan="2">Metrics
• The implementation status of human rights-related training
(All officers and employees underwent training in FY2024)
• The number of reports received by our whistleblowing channel
• The status of our initiatives in the area of human rights in terms of whether they fulfill the 10 Principles of the UN Global Compact</td><td rowspan="2">10 Reduced Inequalities
16 Peace, Justice and Strong Institutions</td></tr>
<tr><td>Opportunities</td><td>• Improve Meiji Yasuda's corporate trustworthiness by helping employees raise their human rights awareness in addition to encouraging customers, investees and business partners to ensure respect for human rights</td></tr>
</table>

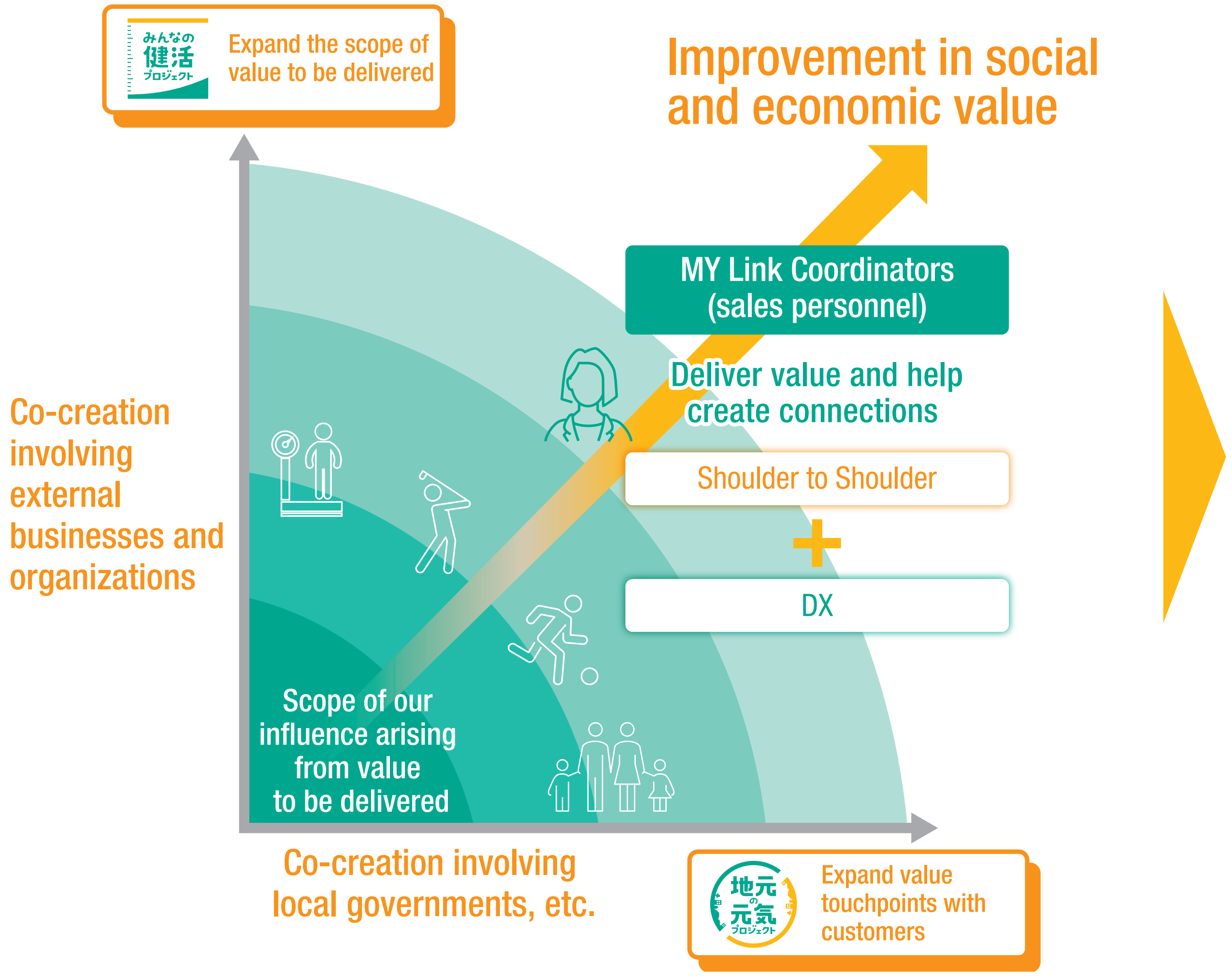
*1 Indicates the status of health improvement among policyholders enrolled in "Best Style with Health Cash Back" based on differences between the actual age of policyholders and the typical reference point as determined by comprehensive health analysis. Moreover, average difference based on period of enrollment was collectively analyzed for policyholders at the second to fifth year of enrollment, and then its degree of improvement from average difference among policyholders at one year of enrollment was assessed (excluding those who have not submitted health checkup results on an annual basis).

*2 Ratio among policyholders enrolled in "Best Style with Health Cash Back" includes individuals whose health awareness has always been high.

*3 This rating is based on the ratio of employees who submitted positive answers indicating that, from a comprehensive perspective, Meiji Yasuda is an attractive company.

Expand Our Roles as a Life Insurer

Deliver diverse value via co-creation



To date, Meiji Yasuda has developed robust relationships with diverse partners, including more than 1,000 local governments nationwide, J.League (Divisions 1, 2 and 3), the Japan Ladies Professional Golfers' Association (JLPGA), roadside stations and community centers, by acting in collaboration with them through the implementation of Two Major Projects (the "Wellness for All Project" and the "Community Vitalization Project") and other endeavors.

Building on the relationships described above, we will create and deliver new value (diverse value*1) under "MY Mutual Way Phase II," to this end promoting co-creation involving like-minded local governments, business corporations and other organizations that resonate with the "Meiji Yasuda Philosophy," a compass for Meiji Yasuda.

Specifically, we will implement the "Wellness for All Project" to push ahead with co-creation in tandem with external business corporations and organizations in order to create attractive products and services that will, in turn, enable us to expand the scope of value to be delivered.

At the same time, we will engage in co-creation involving local governments and other partners through the "Community Vitalization Project" to increase contact points with customers and local communities. This will enable us to expand value touchpoints with customers.

The diverse value discussed above will be delivered by MY Link Coordinators (sales personnel) with the help of digital technologies while employing the customer-centric "Shoulder to Shoulder" approach to accommodate customers' desires. In these ways, we will strive to improve social and economic value.

*1 The diverse value discussed above is not limited to economic value but includes social value focused on facilitating health improvement and community vitalization.

"Shoulder to Shoulder"—Meiji Yasuda's customer-centric business approach

Meiji Yasuda is committed to cultivating relationships with customers and helping them enjoy abundant lives and higher living standards. To this end, we will always be mindful of serving the best interest of our customers and will consistently take a customer-centric business approach by aligning the timing and mode of service with their desires.

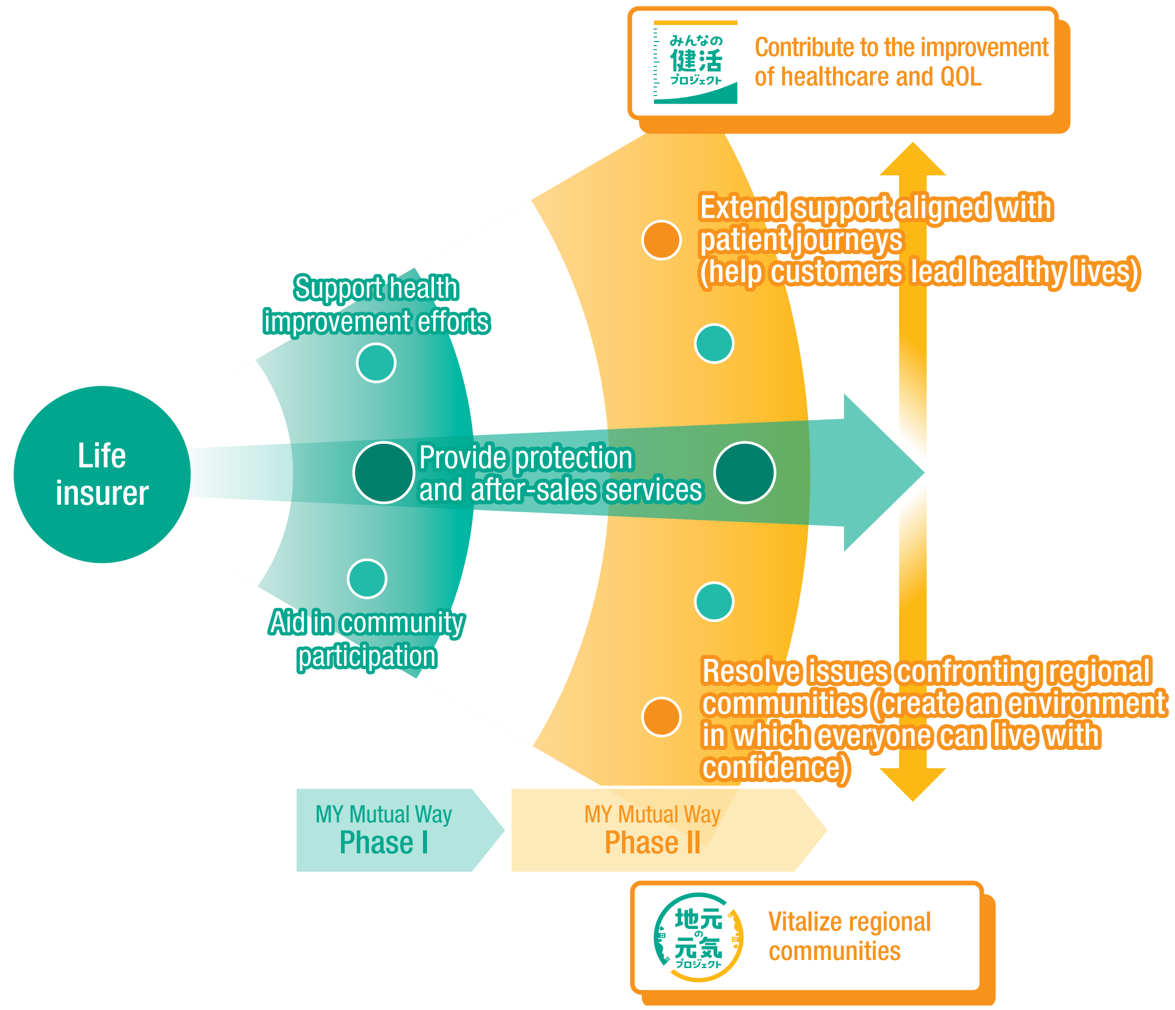
We call this stance "Shoulder to Shoulder," and will strive to embody it through our business activities.

明治安田の Shoulder to Shoulder ——お客さまに寄り添う——

Specific value to be delivered

- We will accommodate needs and issues customers are now confronting and deliver appropriate and timely information.
- We will not only meet customers' needs when an incident occurs but also accommodate their intentions at any time, to this end delivering proposals and extending procedure-related assistance to them at the optimal timing they desire.
- We will strive to satisfy customer requests regarding our mode of delivering services by, for example, utilizing digital technologies as well as conducting face-to-face services.

Upgrade our role as a life insurer



Through "MY Mutual Way Phase I," we have striven to deliver new value centered on supporting health improvement and community participation through Two Major Projects. These projects are the "Wellness for All Project" and the "Community Vitalization Project" aimed at assisting customers in their health improvement efforts and helping create flourishing regional communities, respectively.

Our goal under "MY Mutual Way Phase II," a new three-year program launched in FY2024, is to "expand our roles as a life insurer." Even as we cherish our traditional roles of providing protection and after-sales services, we will upgrade our role as a life insurer and, to this end, step up initiatives under Two Major Projects to contribute to "the improvement of healthcare and quality of life (QOL)" as well as "the vitalization of regional communities."

With regard to "the improvement of healthcare and QOL," we will deliver a diverse range of healthcare services aligned with the patient journeys*2 of our customers via co-creation involving external business corporations and organizations. Simultaneously, we will extend comprehensive support to customers and help raise their QOL by encouraging them to improve their health via MY Link Coordinators (sales personnel) and digital tools.

As for "the vitalization of regional communities," we will advocate for nurturing social ties and, to this end, strive to serve as a bridge that connects residents with local resources and communities. In this way, we will play a greater part in the communities where we operate and help them flourish.

*2 Transition of a customer's experience across each stage of a health condition, including good health, pre-symptomatic disease, treatment, and recovery

Two Major Projects: "Community Vitalization Project" and "Wellness for All Project"

Expand value touchpoints with customers

We champion connections, interaction and mutual aid in regional communities.

We will contribute to the vitalization of regional communities by advocating for the provision of social connections, helping to nurture social ties as a bridge among community residents, and connecting them with local resources and communities.

We aim to help create flourishing regional communities through the three initiatives described below.

- Enable people of regional communities to maintain and improve their emotional and physical health
- Support future generations to help realize a sustainable society
- Empower local businesses and organizations, a source of regional vitality, to achieve sustainable growth

Concept

- The goal of these initiatives is to contribute to the vitalization of regional communities by connecting residents with local resources and communities through collaboration with local governments, businesses and other organizations.
- We will fully take advantage of Meiji Yasuda's network encompassing 47 prefectures across Japan to "Enable people of regional communities to maintain and improve their emotional and physical health," "Support future generations to help realize a sustainable society" and "Empower local businesses and organizations, a source of regional vitality, to achieve sustainable growth."

Details of initiatives

To enable people of regional communities to maintain and improve their emotional and physical health, we strive to assess issues they are confronting in the four areas, namely, "health improvement," "nursing care," "child rearing" and "disaster & crime prevention." We provide them with helpful information regarding relevant public services in addition to encouraging them to undergo health checkups and cancer checkups. We also notify them of public seminars aimed at imparting knowledge regarding cardiovascular diseases, dementia, and other health issues.

In collaboration with local governments and other partners, we also host "Meiji Yasuda's Health Checkups" utilizing cutting-edge medical equipment. At the same time, we sponsor health promotion events in tandem with J.League and the JLPGA while endorsing "Kenko-Mahjong," which is considered beneficial in terms of preventing dementia and other such illnesses. Furthermore, we sponsor such events as the "Meiji Yasuda Coloring Competition for Adults."

To support future generations to help realize a sustainable society, we co-sponsor or participate in traditional festivals that have been cherished in local communities, in addition to providing on-demand classes for elementary, junior high and high school students to instill insurance and financial literacy. Educational events sponsored by Meiji Yasuda also include the "Kids' Job Expo," a job experience workshop aimed at enabling children to find the right job in their own communities or develop their career visions.

Local businesses and organizations are a source of regional vitality. To empower them to achieve sustainable growth, we collaborate with branches of the Japan Health Insurance Association and assist local businesses in practicing health & productivity management. This helps to create a workplace where employees can work over the long term while staying healthy, both emotionally and physically, and highly spirited.

Achievements under the Community Vitalization Projects

The number of individuals who participated in the Community Vitalization Project*[1,2]:	The number of partnership agreements with local governments*[3]:	The number of cases in which information regarding public services was delivered*[1]:	The amount of donations under the "Employee Giving Campaign to Support MY Local Community" *[1]:
8.23 million yen	1,078 local governments	Approx. 3.8 million cases	880 million yen

*1 Figures for the period from April 2024 to March 2025
*2 The number of participants in health promotion events, including "Meiji Yasuda's Health Checkups," as well as those who watched soccer games at stadiums or joined golf-related and other sports events as part of the project
*3 Cumulative total as of March 31, 2025

In FY2024, we were chosen to receive the Consumer Affairs Agency Commissioner's Award under the agency's Consumer-Oriented Management Excellence Award program. This was in recognition of our activities aimed at providing citizens with information regarding public services.

Expand the scope of value to be delivered

Achieve better health together

We will assist customers and residents of regional communities in their proactive health improvement efforts ("Wellness Activity") by meticulously accommodating their differing needs and encouraging them to join us in health promotion campaigns and events.

We aim to help improve people's QOL and prolong healthy life expectancy by encouraging them to undergo health checkups and cancer checkups, as well as to strive to prevent diseases, through the provision of products, services and campaigns & events.

A cycle of health improvement through *"Kenshin"* health and cancer checkups as well as illness prevention measures

Concept

- We will strive to raise the ratio of people who undergo *"Kenshin"* health checkups and cancer checkups to periodically confirm their health status and detect diseases, and we will assist them in their illness prevention efforts through products, services and campaigns & events.

Products	We provide insurance products designed to assist policyholders in their health improvement efforts and, to this end, encourage them to undergo periodic *"Kenshin"* health and cancer checkups.
Services	We offer information and services that include the prediction of future disease risks and otherwise contribute to illness prevention and health improvement.
Campaigns & events	We strive to provide people with insights regarding illness prevention and health improvement, and encourage them to change their behavior by, for example, holding events nationwide while disseminating information regarding such events.

- We will help customers improve their QOL and prolong their healthy life expectancy through a cycle of health improvement via health and cancer checkups as well as illness prevention measures.

Details of initiatives

With regard to "Best Style with Health Cash Back," an insurance product designed to refund a portion of premiums based on annual health checkup results, we upgraded the classification of health checkup results from three categories to five categories to enable policyholders to feel more tangible benefits of their health improvement efforts. This will enable eligible policyholders to receive refunds equivalent to up to 110% of their monthly premiums. In these and other ways, we strive to develop and deliver insurance products aimed at assisting policyholders to undergo *"Kenshin"* health and cancer checkups.

As for services, we deliver the "MY Wellness Activity Report" service, which includes providing customers with a comparable reference point indicating their comprehensive health status and illness risk prediction based on checkup results they have submitted. We will continue to provide customers with helpful services and information to assist them in their illness prevention and health improvement efforts.

In January 2025, we released "Best Style with Health Cash Back Cardiovascular Disease Prevention Pro." This product is designed to deliver new value to customers by combining "protection" and "services" in a way that can respond to the characteristics of cardiovascular diseases as well as changes in the policyholder's health conditions, starting from the prevention of serious symptoms.

In terms of campaigns & events, we host "Meiji Yasuda's Health Checkups," which allow participants to casually assess their health status via the use of cutting-edge measurement equipment. In addition to hosting these and other events across the country, we promote the "QOL Health Checkups Meiji Yasuda × Hirosaki University," through which participants can quickly undergo examinations of their overall health status and receive results immediately. We are thus striving to enhance the content of campaigns & events aimed at encouraging customers to change their behavior.

Achievements under the Wellness for All Project

Products designed to support customer's "Wellness Activity"*[4] The cumulative number of policies sold:	The cumulative amount of premiums refunded under Health Support Cash Back:	The ratio of individuals whose health awareness has grown stronger over the past year*[6]:	The number of individuals who participated in health promotion events:
1,711 thousand *[5]	26.6 billion yen*[5]	73.5%	2.15 million*[7]

Policyholders of "Best Style with Health Cash Back"
(Based on a FY2025 survey on policyholder health awareness)

A health promotion event held at a roadside station

*4 Scope: "Best Style with Health Cash Back," "Dementia Insurance for Your Future," "Dementia Insurance for Your Future: MCI Plus," "Dementia Care," "Dementia Care MCI Plus" and "Cardiovascular Disease Prevention Pro"
*5 Cumulative total as of March 31, 2025
*6 Includes individuals whose health awareness has always been high
*7 The figure pertains to results for the period from April 2024 to March 2025.

Flow of effecting changes to help resolve social issues through Meiji Yasuda's business activities

Engage fully in each initiative through Meiji Yasuda's business operations		Our long-term endeavors positively affect society as well as the Company		Effect changes that will help resolve social issues
Main business activities	**Main output**	**Main outcomes** **Economic value**	**Main outcomes** **Social value**	**Impact**
Wellness for All Project	● Sell products designed to support health improvement efforts ● Deliver services designed to support health improvement efforts ● Encourage employees to engage in health improvement efforts	● Growth in the number of customers ● Spread our brand image as a company capable of delivering wellness for people ● Help employees raise their productivity	● Help customers improve their health awareness and achieve youth-like condition ● Encourage other businesses to adopt health & productivity management	Prolong healthy life expectancy
Community Vitalization Project	● Host events in local communities ● Sign partnership agreements, etc. ● Push ahead with market development efforts based on regional affinity	● Increase Meiji Yasuda's market share in each region ● Spread our brand image as a company capable of delivering vitality for communities ● Expand the scope of collaborative initiatives	● Secure growing numbers of participants for locally rooted activities ● Vitalize regional communities ● Improve the retention of regional community residents	Vitalize regional communities
Upfront investment aimed at securing future growth	● Provide assistance to school education ● Host marriage and parenting events ● Expand upfront investment	● Build connections with an even broader range of local governments, external businesses and customers ● Secure greater public recognition of Meiji Yasuda ● Increase the sophistication of our products and services	● Improve QOL for children ● Nurture younger generations, the future leaders of society ● The payment of insurance claims and benefits helps customers secure stable livelihoods	Help future generations grow soundly and improve their QOL
Protect the environment and combat climate change Upgrade our mode of asset management	● Reduce the volume of paper use ● Promote forest preservation activities ● Pursue responsible investment	● Reduce the volume of CO_2 emissions from operations of Meiji Yasuda and those of its investees ● Advance our corporate image as a company that robustly addresses environmental concerns	● Reduce environmental burden ● Help spread energy-saving and environmental awareness	Contribute to the realization of a carbon-free society
Promote human-centered business management and enable employees to find their jobs even more rewarding	● Provide opportunities for learning and personal growth ● Develop an environment in which employees can work with confidence ● Empower diverse human resources to achieve success	● Stabilize percentages of female managers and elderly employees ● Secure higher corporate ratings via the promotion of human resource-centered business management	● Create employment in each region ● Vitalize regional communities	Nurture and secure human resources who will lead the next generation of Meiji Yasuda