



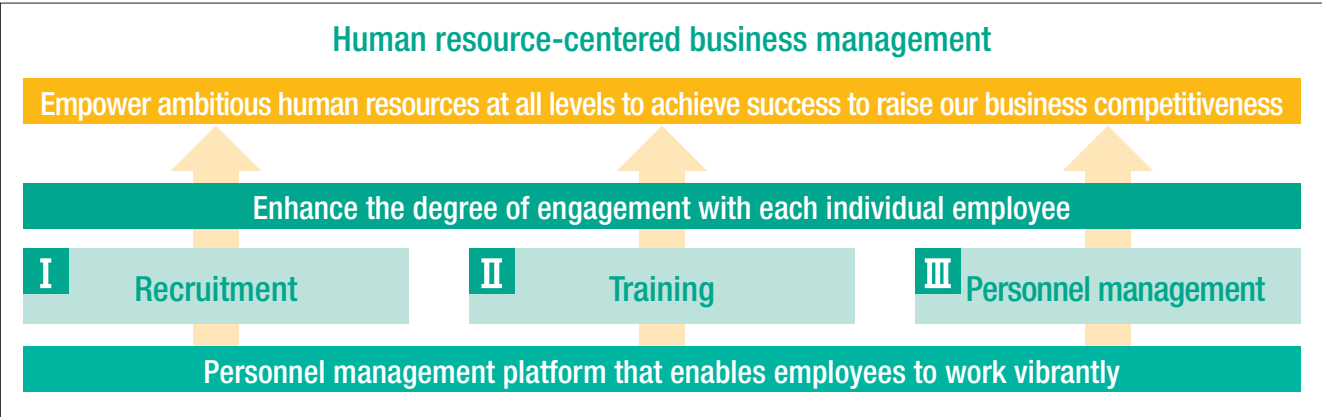
Operating Base Reinforcement Strategy

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- Based on our respect for human dignity and the resulting conviction that no business should be allowed to exploit employees as a means of achieving management objectives, we have identified human resource-centered business management, instead of “human capital” management, as a component of our operating base reinforcement strategy.
- With the three pillars of recruitment, training and personnel management, we will enhance the degree of engagement with each individual human resource while developing an environment that empowers human resources at all levels to fully realize their competencies according to their ambitions, with the aim of raising our business competitiveness.

Our recognition of the environment and issues

The external environment surrounding labor management is radically evolving due to such factors as the shrinkage of working population, the increasing liquidity of human resources and the widespread use of digital technologies. Moreover, in order to secure their ongoing abilities to extend lifelong support to customers, life insurers are being called upon to maintain stable employment, nurture human resources and empower them to achieve career success based on a long-term perspective in the face of drastic changes in the perception of work, especially among young people.



I Recruitment	Employees	● We are stepping up the recruitment of mid-career hires in fields requiring sophisticated specialist expertise while maintaining membership-based employment and hiring university graduates as our primary mode of recruitment in order to nurture human resources over the long term. ● We are striving to empower ambitious human resources to achieve success by, for example, promoting them to higher positions irrespective of age or gender, with our plans calling for raising retirement age to 70 with the provision of diverse workstyle options.
	MY Link Coordinators	● We are striving to increase the number of MY Link Coordinators tasked with weaving ties between people, delivering peace of mind to customers and helping them improve their health and cultivate connections with local communities.
	Common to all human resources	● We raised average wages for employees and MY Link Coordinators by 5% in FY2025 to accelerate a virtuous cycle of achieving corporate growth and returning benefits to stakeholders.
II Training	Employees	● We are operating “MY University,” an in-house university serving as a learning platform to nurture human resources capable of embodying the “Meiji Yasuda Philosophy.” ● We are enhancing rank-based training opportunities available to employees by, for example, providing younger employees in their fifth year (or even earlier career stages) at Meiji Yasuda with programs designed to enhance their fundamental capabilities. We are also upgrading our dual-ladder personnel system that systematically nurtures corporate managers and specialists.
	MY Link Coordinators	● We are striving to nurture a growing number of individuals who can be certified as advanced sales personnel and are equipped with robust abilities to put into practice, over the long term, the Company’s objectives for “activities,” “achievements” and the “embodiment of the philosophy.” To this end, we are developing an educational and training curriculum aimed at enhancing the knowledge and skills of sales personnel via the combination of general programs (for those in all ranks) and job level-based programs (designed to address issues individual recipients may be confronting).
III Personnel management	Employees	● We are updating our human resource system via the abolishment of seniority-based factors as we strive to become a company in which anyone equipped with both the aspiration and ability to fulfill the mission can be granted career opportunities irrespective of their years of service at Meiji Yasuda. We will also focus on personalities when selecting candidates for senior positions. ● We are promoting human resource-centered business management and engaged in the development of work environments and mechanisms that enable diverse human resources to fully realize their individual potential.
	MY Link Coordinators	● Through the development of an optimal working environment for MY Link Coordinators, we are striving to help them better fulfill their missions and, to this end, enable them to work with confidence over the long term.
	Common to all human resources	● We are endeavoring to create a vibrant workplace in which employees can find their jobs rewarding as we simultaneously help them improve their emotional and physical health.

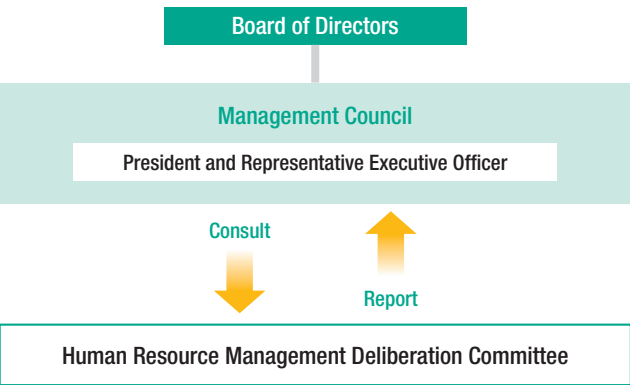
Our structure supporting human resource-centered business management

Governance

The status of human resource-centered business management is deliberated by the Management Council. After the Council’s conclusions receive approval by the President, any matters deemed particularly important are reported to the Board of Directors.

The Human Resource Management Deliberation Committee, with the Human Resources Department functioning as the secretariat, then deliberates on specific initiatives and verifies the status of their progress.

In addition, the Company has established a framework to enable the deep involvement of outside directors in the development of CEO succession plans. Moreover, outside directors not only cast votes to determine requirements for senior managerial human resources at Board of Directors meetings, they also attend training programs for officer candidates to exchange opinions with candidates on their business philosophies and other subjects.



Risk management

Meiji Yasuda has identified the “quantitative and qualitative insufficiency of human resources” and the “insufficiency of measures to ensure employee safety” as key risks requiring attention.

To prevent the “quantitative and qualitative insufficiency of human resources,” we are stepping up monitoring on the status of their training and retention to secure competent individuals needed to execute business plans.

To prevent the “insufficiency of measures to ensure employee safety,” we maintain monitoring over mental health-related issues

present in the workforce and the overall status of labor management. Reports are made periodically to the Management Council and other bodies, while necessary countermeasures are implemented to address the above issues. At the same time, we have in place thoroughgoing crime prevention measures to protect Meiji Yasuda’s human resources from becoming victims of sexual harassment or stalking by customers and other individuals.

Metrics and targets

As we aim to enhance the degree of engagement with each individual employee, we promote human resource management measures that involve effective investment in employees. Having also identified targets related to these measures, we are monitoring the status of their achievements.

In addition, we undertake pulse surveys to assess trends in employee engagement in a timely manner. Findings from these surveys are utilized to enable each business unit to realize highly effective human resource management.

Employee satisfaction and engagement

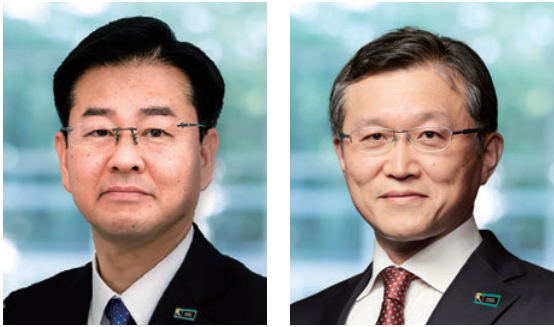
“Total corporate attractiveness ratings” by employees and MY Link Coordinators both improved year on year. In particular, ratings by MY Link Coordinators hit a record high.

Items	FY25 targets	FY24 results*	
Total corporate attractiveness ratings	Improve from the FY24 level	Employees: 71.6% (+2.7 pts YoY)	MY Link Coordinators: 58.1% (+2.1 pts YoY)

* Ratio of positive responses to questions regarding the overall attractiveness of Meiji Yasuda

Metrics and results relative to three pillars of “recruitment,” “training” and “personnel management”

Recruitment			Training			Personnel management		
Items	FY25 targets	FY24 results	Items	FY25 targets	FY24 results	Items	FY25 targets	FY24 results
Number of new graduates	310	307	Number of specialist human resources	580	522	Ratio of female managers	35% or more	35.0%
Number of mid-career hires	60	65	Number of Advanced and Vice-advanced LCs	12,100	12,358	Ratio of elderly employees	Improve from the FY24 level	49.5%
Number of MY Link Coordinators	37,000	36,964						



We are promoting human resource-centered business management that honors individual lifestyle needs and takes sufficient time to nurture competent human resources.

Shinya Yamakawa
Managing Executive Officer
Executive Officer in Charge of the Human Resources Department

Yoshiichi Asano
Senior Managing Executive Officer
Executive Officer in Charge of the Sales Personnel Department

Human resource centered business management
—aimed at creating a virtuous cycle of achieving corporate growth and returning benefits to stakeholders

Under “MY Mutual Way Phase II,” we are promoting human resource-centered business management and the creation of rewarding workplaces as part of the operating base reinforcement strategies that underpin our growth drivers (growth strategies).

Employees have human dignity, which no business should be allowed to exploit as a means of achieving management objectives. Based on this conviction, we aspire to enable human resources who resonate with the Meiji Yasuda Philosophy to work at the Company over the long term even as we encourage them to ceaselessly pursue self-innovation and personal growth. Accordingly, we promote human resource-centered business management, instead of human capital management, premised on our respect for personalities and each individual’s unique value system.

Human resource-centered business management is also guided by our belief that “Customer satisfaction cannot be achieved without employee satisfaction” as we consider valuing employees and empowering them to work vibrantly to be the very source of improved customer satisfaction. This, in turn, leads us to promote initiatives to enhance the degree of engagement with each employee as well as their satisfaction.

Specific examples of our initiatives include the upward revision of wages for employees and sales personnel in FY2025. Because better motivating our human resources to fulfill their missions is essential to accelerating Meiji Yasuda’s corporate growth, we have taken a forward-looking approach and raised their average wages by 5% in expectation that they will pursue higher targets and more challenging endeavors.

At the same time, we executed upfront investment in human resources to create an even better workplace environment and step up human resource development. Other initiatives related to employees and sales personnel are as exemplified below.

● **Employees**

For the Company to maintain customer trust and achieve sustainable corporate development, it is essential to secure both “corporate managers,” who can leverage a broad range of insight and a multifaceted perspective to lead a team consisting of diverse individuals tasked with various operational fields, and “specialists,” who boast specialized knowledge and skills in particular fields, such as IT and digital technology.

With this in mind, Meiji Yasuda is continuously enhancing its dual-ladder personnel system designed to systematically nurture candidates for both corporate managers and specialists.

Furthermore, we are striving to create an even better workplace environment in preparation for our planned upward revision of the retirement age to 70, which will be coupled with the provision of even more diverse workstyle options. For example, we increased subsidies granted to employees who underwent comprehensive health checkups. In these and other various ways, we are helping employees improve their health through the provision of robust opportunities to undergo health checkups and medical examinations.

Through the initiatives discussed above, we will encourage each employee to take on challenges and accomplish higher targets. This will, in turn, enable the Company to achieve corporate growth and secure a greater volume of surplus to be returned to stakeholders. These stakeholders include customers and local communities, as well as employees who will be better motivated to lead the Company to achieve further growth. This is how we will pursue a virtuous cycle of achieving corporate growth and returning benefits to stakeholders.

We will thus remain a life insurance company that cares about people first and, through the practice of human resource-centered business management, is chosen by customers and employees.

● **MY Link Coordinators**

MY Link Coordinators are now tasked with an even broader range of missions, including helping customers improve their health, in addition to continuously handling their conventional tasks, namely, the solicitation of insurance and the provision of after-sales services. Given this situation, we have redesigned their monthly wages to fixed salaries to stabilize their wages, with the aim of establishing an environment in which they can work with confidence over the long term.

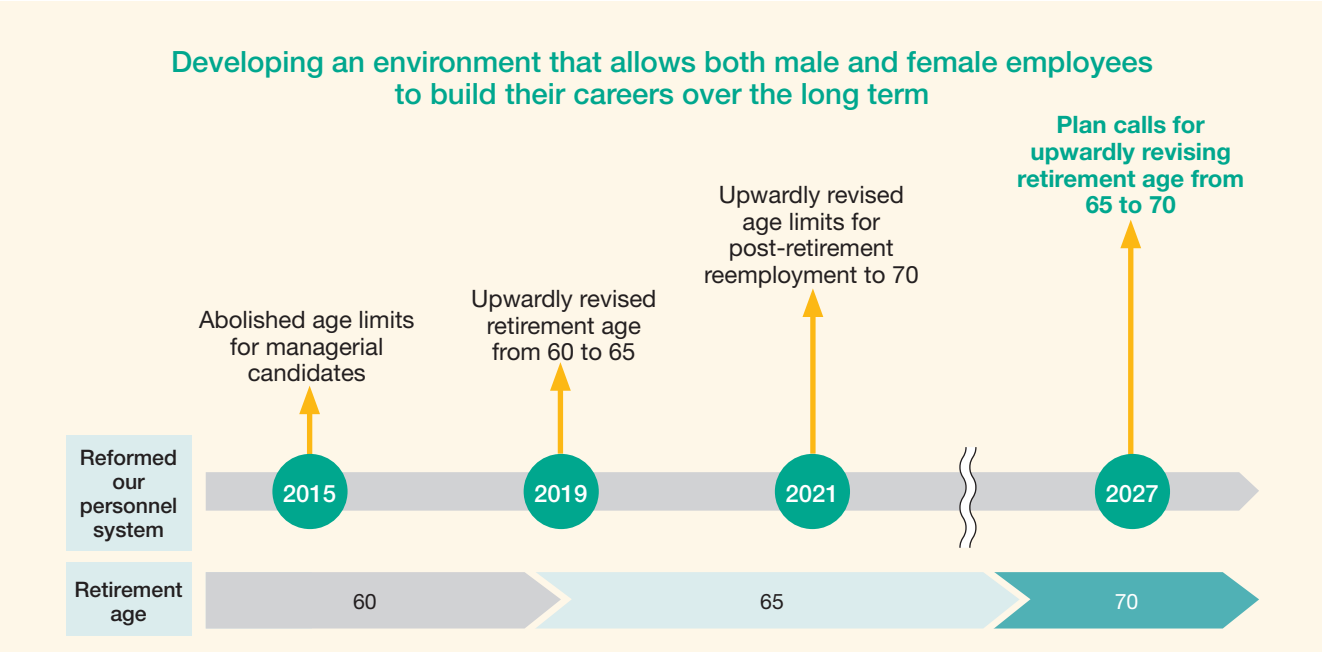
Also, we certify Advanced MY Link Coordinators from among those who not only achieve outstanding performance, but also serve as role models for their peers in terms of their approach to day-to-day operations, their words and their deeds. We also redefined sales unit managers, who supervise MY Link Coordinators, as managerial positions and upwardly revised their wages.

Looking ahead, we will strive to help customers improve their health while developing and nurturing human resources appreciated by other members of their communities, with the aim of playing our part in creating flourishing communities.

Main initiatives under human resource-centered business management

I Recruitment

- **Securing diverse human resources**
 - **The upward revision of the retirement age to 70 coupled with the provision of diverse workstyle options**
- Meiji Yasuda has defined membership-based employment as its primary mode of employment. Accordingly, we allocate a robust amount of time to nurture our human resources even as we hire a set number of new graduates annually while stably securing a diverse range of workers who will be tasked with extending life-long support to customers.
- We are also stepping up job-based scouting recruitment to secure individuals who boast strength in highly specialized fields, such as IT and DX. Furthermore, we are striving to rehire a growing number of former employees who previously left Meiji Yasuda due to various reasons, such as child rearing, studying abroad and reskilling.
- As we expect our workforce to shrink over the long term due to Japan’s aging population and declining birthrate, we are striving to secure diverse human resources who can be tasked with customer services by enabling them to play key roles in an even broader range of fields.
- In particular, we aim to empower elderly employees to remain active in our workforce for an extended period of time in the coming era of centenarians. In FY2015, we abolished age limits for managerial candidates and, in FY2019, we lengthened the retirement age from 60 to 65. Our plan for FY2027 calls for raising the mandatory retirement age to 70 with the provision of even more diverse workstyle options aligned with the life plans and other individual circumstances of employees. In these and other ways, we will strive to develop an even better working environment that allows both male and female employees to work over the long term as we create a company in which diverse people can work with confidence.
- The endeavors discussed above are expected to help us expand our pool of human resources through the transformation of roles assigned to elderly employees. Doing so will also be instrumental to addressing such social issues as the shrinking working-age population.



● **Increasing the number of MY Link Coordinators**

To achieve our vision for 2030, “The most accessible, industry-leading life insurer capable of ‘Wellness for People, Vitality for Communities,’” we renamed our sales personnel as “MY Link Coordinators.” This move expresses our hope that our sales personnel will help weave ties between people. In addition to continuously fulfilling their conventional roles, such as consulting on life planning and the provision of periodic after-sales services, these individuals are currently pursuing the fresh mission of assisting customers in their health improvement efforts and connecting people with local communities, with the aim of delivering value that transcends the scope of insurance.

Currently, we are striving to increase the number of MY Link Coordinators to secure our ability to deliver “Peace of mind, forever” to each customer. To this end, we redesigned their monthly wages from floating wages to fixed salaries to stabilize their wages. Moreover, in the course of recruiting activities, we closely assess the aptitude of candidates on an individual basis and provide them with detailed explanations to help them fully understand the “Meiji Yasuda Philosophy” and the attractiveness of their jobs. By doing so, we strive to ensure that individuals, who resonate with our corporate philosophy and the mission of a MY Link Coordinator, can work with confidence over the long term.

II Training

Human resource development initiatives aimed at aiding each employee in their career building efforts

As Meiji Yasuda maintains membership-based employment, we are using a long-term time frame to nurture human resources who can embody the Meiji Yasuda Philosophy. We consider “career ownership” to be an important concept in terms of enabling diverse human resources to achieve personal growth. This concept aims to empower each individual to spontaneously develop career visions, confirm skills they need to hone, and ceaselessly pursue self-innovation and personal growth. Based on this concept, we are developing platforms aimed at encouraging each employee to take on new challenges while providing them with robust training opportunities.

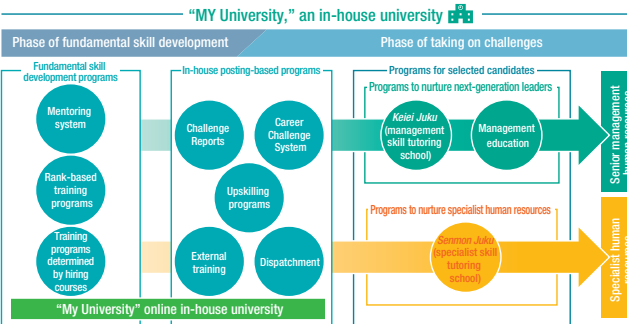
Our “Career Compass” is a human resource development platform that makes it possible for employees to assess the level of skills required based on their career goals, confirm gaps between their current status and the required level, and learn about educational content designed to address these gaps. Drawing on input from this platform, each employee is currently engaged in self-directed learning.

Furthermore, “MY University,” an in-house university serving as a learning platform, provides a variety of training opportunities and educational programs.

As part of our job level-based training programs, we consider employees in their fifth year or even earlier career stages at Meiji Yasuda to be in a phase of fundamental skill development and provide them with training opportunities aimed at raising their fundamental capabilities via, for example, a mentoring system.

For employees with a strong drive to take on new challenges, we provide additional training opportunities via online learning programs, along with “Challenge Reports,” an in-house posting program that solicits proposals from applicants regarding how to resolve issues confronting customers or their communities. In addition, we have developed various upskilling programs, including those designed to allow individuals selected via certain screening procedures to study abroad or otherwise enroll in external educational institutions.

We also run training programs for selected applicants, such as those titled *Keiei Juku* (management skill tutoring school) and *Senmon Juku* (specialist skill tutoring school), to nurture candidates for corporate managers who will be next-generation leaders and specialists equipped with sophisticated expertise and skills.



Note: The above diagram shows primary examples of training programs.

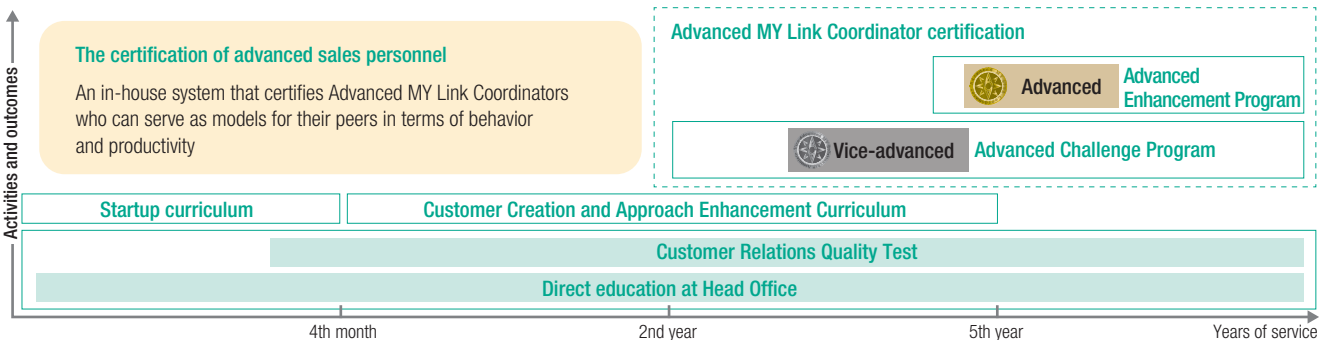
Nurturing human resources, who will be chosen by customers, by increasing the number of advanced sales personnel (MY Link Coordinators)

As we aim to nurture MY Link Coordinators who will remain the consistent choice of customers and regional communities, we provide both educational programs, for individuals in all ranks, and job level-based programs, designed to address issues participants may be confronting. The former involve sessions focused on discussing the Company’s Management Philosophy, in addition to imparting basic knowledge and skills needed in the area of customer relations, with the aim of ensuring that sales personnel uphold social norms in the course of their business conduct. Moreover, we confirm the degree of understanding and proficiency among MY Link Coordinators by conducting the annual Customer Relations Quality Test targeting all of them.

Other initiatives include encouraging MY Link Coordinators to qualify as Certified Skilled Workers of Financial Planning under a government-sponsored certification system. These efforts are intended to help enhance the quality of after-sales services while

equipping these individuals with expertise to provide customers with even more sophisticated consulting services.

Job level-based educational programs include the “Customer Creation and Approach Enhancement Curriculum,” which discusses topics related to basic activities to be undertaken by sales personnel in accordance with their in-house job qualifications, and other programs designed to address individual issues they may be confronting. In addition, MY Link Coordinators who satisfy a certain level of requirements set by the Company are granted opportunities to enhance their skills and aim for even higher accomplishments. These include “Advanced Challenge Program” and “Advanced Enhancement Program.” We will continue to develop an educational structure aimed at aiding each MY Link Coordinator in their pursuit of personal growth to increase the number of individuals who can be certified as advanced sales personnel.



Note: “Customer Creation and Approach Enhancement Curriculum” is available only to individuals with a service span between four months and five years.

III Personnel management

Encouraging ambitious employees from all ranks to achieve career success

Since the reform of our personnel system in FY2024, we have been promoting employees to higher positions by focusing on their character, without regard to seniority. By doing so, we aim to become a company where those equipped with aspiration and ability to fulfill a mission can be granted career opportunities irrespective of their years of service at Meiji Yasuda. We are also

proactively promoting younger employees at early stages of their careers while enabling back office employees to take senior management positions. We are thus developing an environment in which ambitious employees from all ranks can achieve career success, regardless of their age, gender and hiring courses.

Promoting flexible workstyles and otherwise enabling employees to strike a balance between work and private life

We are stepping up the development of a working environment and enhancing the lineup of measures to enable employees to strike a balance between work and private life. These endeavors are aimed at promoting “work-life management.” To this end, support is available across the four categories of “child rearing,” “nursing care,” “disease treatment” and “female-specific health issues.” For example, we provide a leave program for employees who need to take care of a sick child. Moreover, we enable employees, who assume nursing care for a family member or require time to treat their own disease, to opt for three days off

per week as part of our efforts to empower them to remain active in the workforce. We also support employees battling female-specific health issues by, for example, providing subsidies for cancer examination expenses.

Other measures include “Multi-Stage Long-Term Leave,” a newly introduced program available to employees who hope to enroll in educational institutions or need to accompany their spouses transferred overseas, as well as teleworking, flex-time and other systems designed to promote flexible workstyles without constraints regarding time and location.

Main initiatives to enable employees to strike a work-life balance			
Child rearing	Nursing care	Disease treatment	Female-specific health issues
Leave for taking care of a sick child Kids Support Leave	Granting the option to take three days off per week for nursing care or disease treatment		Subsidizing expenses for female-specific cancer examinations and HPV vaccinations
This leave can be utilized to take care of a sick child or participate in school events (available until the child becomes a third grader).	Employees are allowed to designate a certain weekday as a fixed holiday and opt to work only four days per week to assume nursing care of a family member or to treat their own disease.		Expenses for breast and cervical cancer examinations are entirely subsidized, while expenses for HPV vaccinations are partially subsidized.
Allowing employees to flexibly set their working hours to take on child rearing or nursing care		Disease Treatment Support Leave	
Employees are allowed to advance or delay their start and finish times, as well as to shorten their working hours, to engage in child rearing (until the child enters elementary school) or assume nursing care of a family member.		This leave can be utilized by employees requiring ongoing treatment for serious diseases such as cancer, infertility treatment, or symptoms related to menopause.	

Revising wage systems to increase the attractiveness of sales personnel positions (MY Link Coordinators)

As Meiji Yasuda promotes human resource-centered business management, the Company considers investment in human resources to be an important theme. This, of course, applies to the MY Link Coordinator channel as well. Accordingly, we regularly review the level of wages for MY Link Coordinators and consider upward revisions. In particular, we reformed three aspects of the personnel system for MY Link Coordinators in FY2022, in order to stabilize their wages and develop an environment in which they can work with confidence over the long term.

First, we redesigned their monthly wages from floating wages to fixed salaries that remain unchanged throughout the year. By doing so, we established an environment in which they can work with confidence without becoming subject to excessive pressures to achieve monthly performance targets. Also, we have newly tasked them with implementing “Community Worker Activities” as a part of the “Wellness for All Project” and the “Community Vitalization Project,” which together represent Meiji Yasuda’s unique endeavors. In line with this change, MY Link Coordinators began assisting customers in their health improvement efforts and contributing to the creation of flourishing communities, in addition to fulfilling their conventional functions, such as the proposal of insurance and the provision of after-sales services.

Second, we have redefined sales unit managers, who supervise MY Link Coordinators, as managerial positions and assigned additional responsibilities commensurate with the post

while upwardly revising their wages. This move resulted in enhancing the attractiveness of sales unit manager positions while promoting the empowerment of women.

Third, we began certifying “advanced” and “vice-advanced” sales personnel. These individuals are selected from among MY Link Coordinators who can serve as models for their peers and be recognized by local communities due to their long-lasting, robust accomplishments in terms of putting the Meiji Yasuda Philosophy into practice, as well as the successfulness of their sales activities and performance. We also raised wages for certified individuals.

In terms of employee welfare, we have developed various systems with industry-leading levels of progressiveness. For example, we grant “Kids Support Leave,” which can be utilized by employees for such purposes as accompanying children to health examinations, vaccinations or school events. We also have in place a system that provides subsidies to parents who use childcare facilities as part of our efforts to develop an employee-friendly environment in which everyone can work with confidence.

Looking ahead, we will strive to increase the attractiveness of MY Link Coordinator positions while increasing the robustness of this sales channel. To this end, we will constantly redesign our personnel system in a way that appropriately aligns with changes in the internal and external environments.

Topics: Ensuring equal opportunities and fair treatment as well as promoting health and productivity management

Ensuring equal opportunities and fair treatment

To ensure equal opportunities and fair treatment for all employees, we accommodate their individual circumstances instead of just extending support using a one-size-fits-all approach. By doing so, we help them gain necessary experience and information as well as ensure that all of them have access to equal career opportunities. In these ways, we are stepping up our efforts to empower diverse human resources to fully realize their individual potential even as we upgrade our working environment and personnel systems while fostering a corporate culture that embraces diversity and encourages employees to respect one another's personalities.

Developing a working environment and personnel systems that empower employees to fully realize their individual potential

● Promoting women's empowerment

Taking a constant and systematic approach to nurturing women in managerial positions, we have developed a human resource development program "L-NEXT." In FY2024, approximately 1,100 female employees, with a drive to pursue higher careers, were selected and put forward by the heads of each business unit as nominees to complete programs offered under "L-NEXT." These include training sessions provided by external lecturers and opportunities to be mentored by officers, etc.

Other career development assistance measures include a system in which employees are allowed to experience types of operations they wish to take on and, to this end, be temporarily assigned to relevant departments. Moreover, we maintain a "Career Challenge System" designed to allow employees to apply for voluntary transfer to desired departments or assignments.

As a result of these initiatives, at least two out of three supervisory positions, including sales unit manager positions tasked with supervising MY Link Coordinators and their activities rooted in local communities, are now filled by women. Furthermore, we have steadily maintained the ratio of women in departmental manager positions or higher at 35% or above.

● Empowering people with disabilities to play key roles

With regard to the employment of people with disabilities, we are proactively offering a growing range of career opportunities at such workplaces as Meiji Yasuda Business Plus Co., Ltd., a special-purpose subsidiary. As of June 2025, the number of employees with disabilities within our workforce totaled 1,312, and the ratio of employees with disabilities to the overall employee headcount was 2.57%. (The number is calculated based on working hours and the severity of disabilities in accordance with the Act to Facilitate the Employment of Persons with Disabilities.)

We also offer individuals with disabilities who are in term-employment contracts a route for promotion to permanent employee while striving to improve their wages, with the aim of empowering them to grow into key players.

Fostering a corporate culture that ensures equal opportunities, upholds fairness and encourages mutual respect

● Promoting work-life management

We promote "work-life management" initiatives that aim to empower each employee to pursue fulfillment in both careers and private lives, focusing on facilitating a virtuous cycle of improvement in two aspects of their lives to achieve higher productivity. To this end, we have specified four categories of "child rearing," "nursing care," "disease treatment" and "women's health issues" to focus our efforts on developing a working environment and enhancing various support measures.

In addition, we are encouraging eligible male employees to take childcare leave. Our goal is to have 100% of eligible employees make use of this leave, with an average period of at least one month. To this end, we recommend that eligible individual employees utilize childcare leave while reflecting the status of utilization in the evaluation of senior manager performance. As a result, the ratio of eligible male employees who took childcare leave in FY2024 amounted to 100% for the fifth consecutive year since FY2020.

● Supporting members of the LGBTQ community

At Meiji Yasuda, employees who have same sex partners are deemed legally married and eligible for rights for special paid leave granted at the occurrence of life events. Also, those with same sex partners are now eligible to apply for employee benefit programs designed for married couples, including eligibility for use of the employee housing subsidy system. Moreover, we have set up a dedicated in-house counseling desk while encouraging employees to become an "ALLY."* In addition, each business unit is participating in LGBTQ-related events and implementing training sessions.

* A business or person who expresses support for members of the LGBTQ community

● Promoting elderly employees to assume key positions

In FY2019, we lengthened the mandatory retirement age to 65. In addition, age limits for managerial candidates have already been abolished. Moreover, in FY2021 we raised the upper age limit for reemployment after retirement to 70. Currently, we plan to further lengthen the mandatory retirement age to 70 in FY2027.

Reflecting these moves, a number of employees aged 60 or older are currently fulfilling important roles, taking managerial positions or otherwise taking on tasks requiring specialized expertise.

To enable elderly employees to play even more active roles, we implement seminars and training sessions lectured by external specialists while providing business skill enhancement programs and other opportunities for reskilling.



Training session for elderly employees

● Human Resource-Centered Business Management Forum

To ensure that the understanding of our human resource-centered business management is widespread among our workforce, we have been holding an annual forum since FY2014. In FY2024, approximately 640 employees, including heads of business units nationwide as well as individuals responsible for spearheading the promotion of diversity, participated in this forum. The President delivered a message to the event participants who discussed measures to address relevant issues at each business unit.



Human Resource-Centered Business Management Forum



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 LGBTQ community, for the eighth consecutive year

Promote Health & Productivity Management

We consider health management to be a foundation for all employees to enable them to energetically work. Therefore, we encourage them to strive to improve their health as part of the "Wellness for All Project."

Based on "MY Health Declaration" announced in 2017, we are stepping up initiatives to help employees stay healthy, energetic and free to exercise their full potential.



Meiji Yasuda was certified as one of the "White 500" corporations for the ninth consecutive year under the "2025 Outstanding Organizations of KENKO Investment for Health" program sponsored by the Ministry of Economy, Trade and Industry (METI) and the NIPPON KENKO KAIGI (Japan Health Council). The Company was also granted a place among the top 50 corporations in the 2025 round of this program. As an employer, we will proactively play our part to help employees improve their health as part of our efforts to promote health management.

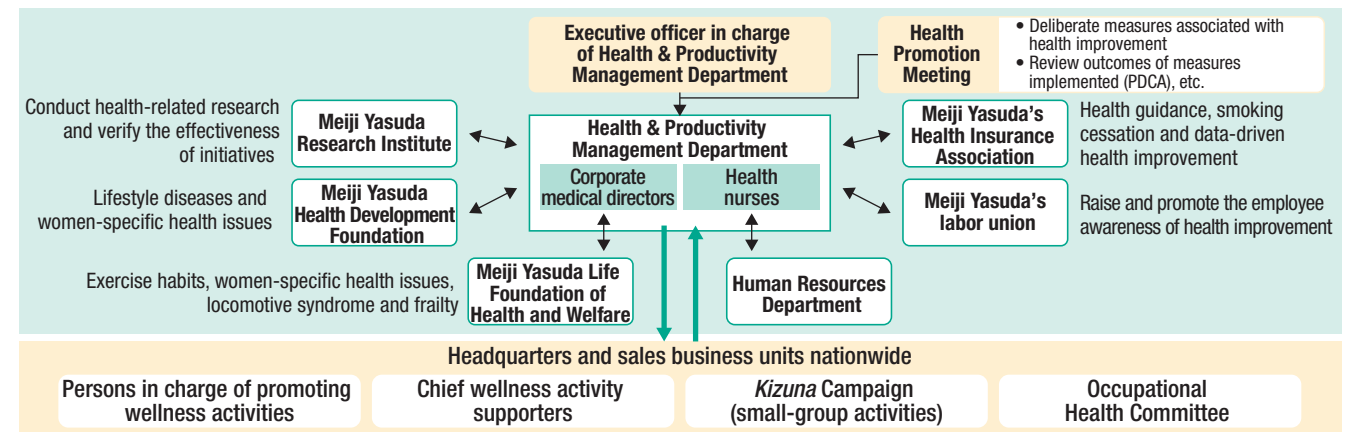
MY Health Declaration

We will strive to realize a vibrant and rewarding workplace and promote business management focused on enabling employees to improve their emotional and physical health, in order to remain a life insurance company that cares about people first and is capable of contributing to society even as we provide customers with "Peace of mind, forever."

Promotion structure

Based on "MY Health Declaration," we are developing a structure for effectively improving employee health by drawing on insights and specialist expertise afforded by Group companies, the Health Insurance Association, the labor union and others. As part of these initiatives, we began regularly holding "Health Promotion Meeting" in FY2017. This meeting is convened twice a year and chaired by the executive officer in charge of Health & Productivity Management Department, and is attended by representatives from Group companies and other participants.

Through the "Health Promotion Meeting," we verify the effectiveness of various measures aimed at improving employee health while striving to implement an even more sophisticated PDCA cycle for this purpose. The council also enables participants to exchange their opinions and share information regarding, for example, new measures to be implemented going forward.



Specific measures implemented thus far

① Lifestyle diseases

- Encourage all employees across the board to engage in such exercises as walking and otherwise counter lifestyle diseases, using an app designed specifically for this purpose
- Promote a smoking ban during working hours while implementing measures to support individuals taking on smoking cessation together with their colleagues
- Hold casual health checkup sessions to allow employees to confirm their health conditions (e.g., the degree of metabolic syndrome or locomotive syndrome)

② Mental health

- Help employees raise their capabilities for self-healthcare by delivering opportunities to precisely understand their conditions themselves through the implementation of stress checks and the provision of useful information
- Develop a structure in which corporate medical directors, health nurses and external specialists provide counsel
- Strengthen the structure enabling supervisors to detect mental health issues their staff members develop in early stages and thus extend proper follow-up measures by, for example, implementing training for managers

③ Women-specific health issues

- Help employees raise awareness of the importance of checkups for female-specific cancers (cervical cancer and breast cancer) as well as the need to take HPV vaccinations while subsidizing expenses for these checkups and vaccinations
- Appoint a gynecologist at our in-house clinic while establishing an external helpline, in addition to opening a women-only break room
- Enhance the lineup of leave programs that can be used by employees affected by menstruation or menopause

④ Anti-aging

- Provide employee education to instill literacy on the prevention of oral diseases while providing checkups for oral health status
- Develop an environment in which employees can use muscle training equipment during downtime in order to help them maintain and improve their body functions

Operating Base Reinforcement Strategy

Push Ahead Further with IT- and Digital-Related Investment (DX strategy 2.0)

- We will enable employees to focus on fulfilling even more sophisticated functions and drastically improve their productivity through the further promotion of IT- and digital-related investment as well as the utilization of such cutting-edge technologies as generative AI.

Our recognition of the environment and issues

To date, we have striven to achieve the effective integration of human operations and digital technologies. Our efforts to this end include increasing the sophistication of our customer response via the combination of face-to-face and no-physical-contact services while pushing ahead with streamlining and upgrading our mode of operations via the use of digital technologies and data. Meanwhile, the advancement of cutting-edge technologies, such as generative AI, could lead to the disruptive reshaping of society and a complete redefinition of the roles people play in it.

To adapt to this evolving environment, we are continuously striving to improve experience value for both customers and employees. To that end, based on a spirit of taking on challenges, we need to overcome one issue after another in the course of proactively introducing and utilizing a range of cutting-edge technologies, including generative AI.

Main initiatives under the Medium-Term Business Plan

- Under “MY Mutual Way Phase II,” we will continuously aim for the effective integration of human operations and digital technologies in line with Meiji Yasuda’s unique concept of DX. In this way, we are taking a progressive approach to constantly enhancing experience value for customers and employees. At the same time, we are promoting four initiatives, as described below, under our “DX strategy 2.0” to achieve our vision for 2030. In FY2025, we are also poised to strengthen our related structure based on a comprehensive partnership with Accenture.

(1) Promote the use of AI and other cutting-edge technologies so that employees can focus on fulfilling even more sophisticated functions

We will promote the use of generative AI and other cutting-edge technologies in order to increase the efficiency and sophistication of our operations, thereby enabling employees to secure spare capacity and reallocate it to improving customer services.

In FY2024, we expanded the scope of employees who are allowed to use an “AI Assistant,” which makes it possible to utilize ChatGPT in a secure environment without the risk of information leakage. We also upgraded functions afforded by this tool. In addition, we have conducted the verification and trial deployment of other new technologies to increase the efficiency of routine operations.

Number of cases in which “AI Assistant” was used

Approx. **650,000** cases*

* Cumulative number of cases in which prompts are executed in FY2024; sum of Head Office and domestic Group companies



Chosen for the third consecutive year to receive “IT Award” (management category)

(2) Improve service quality by updating communication tools

We will update terminals and other devices used by MY Link Coordinators (sales personnel), while enhancing the service menu available to customers.

In October 2024, we deployed “Digital Secretary MY Palette” for use by more than **36,000** MY Link Coordinators and other personnel to assist their sales activities.

In January 2025, we introduced a “Digital Human,” an automated interactive service that can be used as part of our corporate website functions, with the aim of enriching customer communication tools.

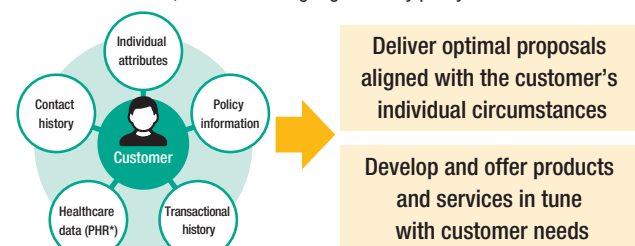
Deployment of “Digital Secretary MY Palette”

The installation of this app is intended to enable the hassle-free, timely entry and confirmation of diversifying customer needs and data. This tool is expected to support personalized services finely tuned to customer desires through AI-based data analysis from FY2025 onward.

(3) Consolidate, analyze and utilize customer data

We will revamp our mode of information management to consolidate, accumulate and organize every piece of data on a customer-by-customer basis.

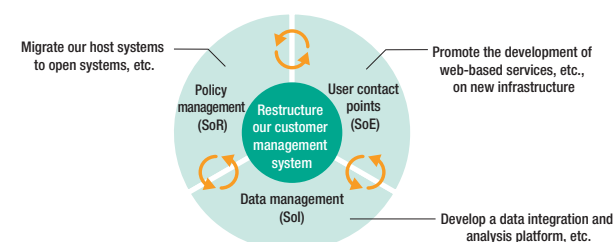
In FY2024, we developed a new information management infrastructure designed to enable the consolidation and utilization of data on an individual customer basis, instead of being organized by policy.



(4) Conduct system updates aimed at securing responsiveness to changes in the external environment

We will renovate our system architecture to enhance its adaptability to the evolving environment and thereby establish infrastructure supporting DX initiatives.

In FY2024, we conducted planning and development aimed at creating a system infrastructure from the ground up in a way that aligns with characteristics of each system field (policy management, user contact points, data management and customer management).



Topics: About the comprehensive partnership agreement with Accenture



Toshiya Watanabe

Managing Executive Officer

Executive Officer in Charge of the Corporate Planning Department

We will tackle product development and human resource development to enjoy full benefits arising from the use of generative AI and other cutting-edge technologies.

Signing of the comprehensive partnership agreement

Thus far, Meiji Yasuda has been proactive in utilizing generative AI in operations undertaken by individual employees. However, for the Company to fully enjoy the benefits arising from the deployment of cutting-edge technologies, we need to be capable of properly handling every type of technology-related risk and adapting to rapid advancement in this field. In this light, the Company is aware that shortfalls still remain in its knowledge, human resources and infrastructure.

With this in mind, Meiji Yasuda signed a comprehensive partnership agreement with Accenture in October 2024, with the purpose of promoting comprehensive initiatives to create output via the use of cutting-edge technologies, including generative AI, and to develop human resources in an integrated manner. We are thus poised to strengthen our relevant structure with the help of this firm.

In April 2025, we also established “Digital Innovation Hub,” a dedicated in-house organization. In consultation with Accenture, we are engaged in planning and development aimed at achieving across-the-board deployment of cutting-edge digital technologies. Simultaneously, through this joint planning and

development process we aim to develop human resources equipped with practical skills.

This agreement will remain effective until the end of FY2029, with approximately 30 billion yen currently being budgeted for investment in this field. Based on this partnership, we aim to address major themes for Meiji Yasuda that are considered to be strategically important, have bearing on the future, and impact its operations. We will also develop systems and deploy them in operations while nurturing human resources with the goal of securing more than 300 specialists who can play key roles in DX- and AI-related fields.

Thus, we will simultaneously push ahead with utilizing cutting-edge technologies and empowering employees to focus on fulfilling more sophisticated functions. By doing so, we will realize the effective integration of human operations and digital technologies, which will, in turn, help us create and deliver value that transcends our conventional role as a life insurer in such areas as “the improvement of healthcare and quality of life (QOL)” as well as “the vitalization of regional communities.”

An example of partnership initiatives

● Digital Secretary

- We developed a “Digital Secretary” designed to aid all officers and employees in enhancing the efficiency and sophistication of their operations via, for example, the use of generative AI.
- This tool was released in conjunction with the expansion of functions afforded by “Digital Secretary MY Palette,” which was released in October 2024 to support activities undertaken by more than 36,000 MY Link Coordinators and other personnel.

● AI Platform

- We will establish an AI-driven digital platform, equipped for agility and scalability, to remain up-to-date with technological advancement, prepared for other future developments and capable of flexibly utilizing diverse types of AI and data.

● Business process reengineering (BPR)

- Through BPR utilizing cutting-edge technologies, we will strive to achieve greater operational efficiency even as we develop an environment that allows employees to fully focus on undertaking operations aimed at delivering value that can be created only via human capabilities.



Meiji Yasuda President Nagashima (left) and Mr. Atsushi Egawa, the CEO of Accenture Japan Ltd. (right) at the press conference

Our environmental protection initiatives and climate change response

In line with its management philosophy, “Peace of mind, forever,” Meiji Yasuda considers the preservation of the Earth on which people can live with peace of mind to be a universal and crucial issue for humanity. Accordingly, we have positioned “Protect the environment and combat climate change” as a priority issue that must be addressed in order to create social value from standpoints of both a business operator and an institutional investor and contribute to the creation of a sustainable society.

Our response to recommendations from the TCFD and TNFD*1

Today, global warming, climate change and the loss of natural capital*2 and biodiversity have begun affecting our economic and social activities. These problems call for urgent response in countries around the world. This is why Meiji Yasuda has positioned “Protect the environment and combat climate change” as a priority issue.

Meiji Yasuda is striving to ensure that every aspect of its business operations harmonizes with the global environment in line with its Group Environmental Policy, which defines its stance to environmental protection initiatives. From the standpoints of both a business operator and an institutional investor, efforts are now under way to step up our relevant initiatives.

*1 The Task Force on Climate-related Financial Disclosures, the Task Force on Nature-related Financial Disclosures
*2 Capital consisting of forest, soil, water, air, biological resources and other natural resources

Governance

We have also appointed an executive officer in charge of sustainability management & development, with the aim of strengthening environmental protection, climate change response and other initiatives to contribute to the creation of a sustainable society. 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, with the Sustainability Disclosure & Climate Change Response Subcommittee operating under said committee. Chaired by the executive officer in charge of sustainability management & development, the Sustainability Management & Development Committee is tasked with discussing climate change-related strategies, risk management, metrics, targets and transition plans as well as policies for sustainability management initiatives while monitoring and reporting the progress of such initiatives to the Management Council and the Board of Directors.

In asset management, we established a general manager position for supervising the Responsible Investment Development in FY2024, with the aim of strengthening our relevant structure under which we promote responsible investment based on our fundamental concept for investment and financing intended to help resolve environmental (E), social (S), governance (G) issues and create a sustainable society.

Risk management

Meiji Yasuda has defined risks arising from climate change as a “key risk” to be addressed via its framework for enterprise risk management, and we are striving to strengthen our structure for monitoring such risks on both a qualitative and quantitative basis.

Specifically, the Risk Management Control Department is acting in collaboration with relevant departments to identify and assess risks and opportunities arising from climate change,

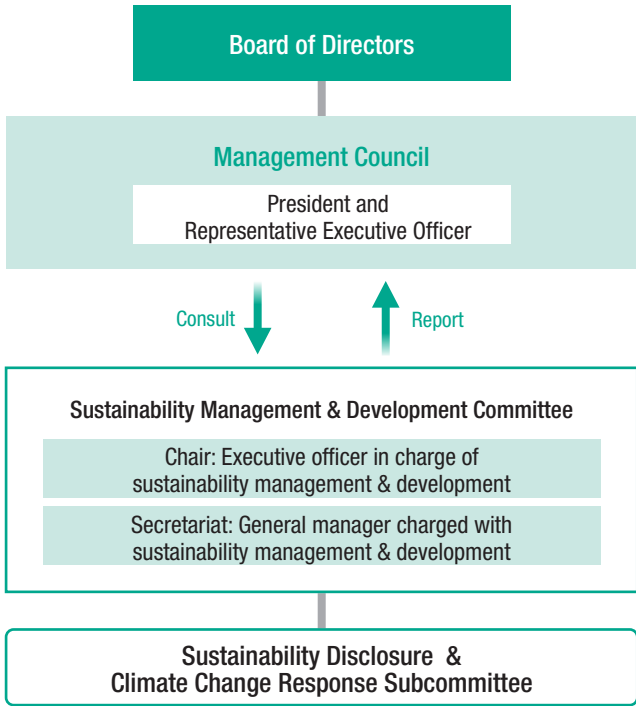
TCFD

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TNFD

Taskforce on Nature-related Financial Disclosures

In addition, we consider appropriate information disclosure pursuant to international standards to be an integral part of these initiatives. Accordingly, in January 2019 we declared our support for recommendations from the TCFD (dissolved in November 2023 and taken over by the IFRS). In June 2023, we also participated in the TNFD forum and, in November of the same year, we were registered as a “TNFD Adopter” who declared its commitment to undertaking information disclosure in accordance with the TNFD recommendations. Thus, we have been striving to enhance the content of information disclosure in line with these two frameworks.



monitor regulatory trends at home and abroad and the status of initiatives undertaken by Meiji Yasuda, and evaluate and verify progress in these initiatives.

Findings from the above endeavors are periodically reported to the Management Council and the Risk Management Verification Committee, which serves as an advisory body to the former, so that signs of risks are properly detected and addressed.

Strategy

Climate change- and nature-related risks and opportunities

We recognize climate change- and nature-related risks and opportunities as presented in the following chart (items marked with “●”). Moreover, we have conducted scenario analysis associated with climate change-related risks and opportunities from the standpoints of both a business operator and an institutional investor, with results of such analysis featured on the next page.

In addition, the status of natural capital and biodiversity is closely connected to climate change. Accordingly, the TNFD recommends the integrated disclosure of both climate change- and nature-related information. In line with this recommendation, we have organized climate change- and nature-related risks and opportunities in a manner that integrates both.

Climate change- and nature-related risks and opportunities

Risks and opportunities		Primary impacts on business activities	Timespan*	Magnitude
● Climate-related (including those overlapping with nature-related items) ● Nature-related		■ As a business operator ■ As an institutional investor		
Physical risks	Acute	■ Temporary suspension of our business operations in areas affected by natural disasters due to damage incurred by officers and employees, shops, IT systems and transportation infrastructure ■ An increase in nonlife insurance premiums paid by Meiji Yasuda in connection with its real estate properties ■ Impairment of the value of stocks, corporate bonds and loans held by Meiji Yasuda due to disaster-related damage incurred by investees and supply chain disruption	Medium to long term	Medium to small
	Chronic	■ An increase in the number of people who suffer from heat stroke and the spread of tropical infectious diseases (e.g., malaria and dengue fever) ■ The occurrence of health damage due to the increasing severity of air pollution and the intake of food containing hazardous substances, as well as the outbreak of emerging infectious diseases due to the loss of biodiversity ■ Surges in food prices reflecting the deterioration of agricultural productivity due to drought or other phenomena, a decrease in fishery resources due to water pollution or the loss of diversity in marine creatures, and other factors		
Transition risks	Policy	■ Growing costs of measures to reduce CO ₂ emissions from real estate, vehicles and other properties owned by Meiji Yasuda ■ Deterioration in prices of stocks held by Meiji Yasuda and increased defaults in corporate bonds and unrecoverable loans due to declining business performance of investees	Short to medium term	Large to medium
	Technological			
	Market			
	Reputational			
Opportunities		■ Growing customer awareness regarding the prevention of wind and flooding damage, heat stroke and infectious diseases, as well as growing economic needs as they seek medical treatment ■ Progress in the development and introduction of new technologies, including those supporting environmental countermeasures (e.g., decarbonization) as well as renewable energy generation and energy storage ■ Shift of consumer behavior and preferences toward selecting products and services designed to help protect the natural environment ■ Progress in investment aimed at protecting and improving the status of water and marine resources as well as forest and land resources in addition to the development and introduction of new technologies for the same purpose	Short to medium term	Medium to small

* Short term: risks that are highly likely to materialize in the next two or three years; medium term: risks that are highly likely to materialize or exert a profound impact by around 2030; long term: risks that may materialize or exert a profound impact from 2030 onward

Climate change-related scenario analysis: TCFD

We conduct scenario analysis to understand the detailed status of climate change-related risks. As a business operator, our scenario analysis focuses on determining the impact of these risks on the amount of death insurance claims and hospitalization benefits to be paid. As an institutional investor, our analysis is aimed at assessing to what extent our investment and financing portfolio will be impacted by these risks.

Scenario analysis refers to the analysis of the impact of climate change on future corporate activities via the use of multiple differing scenarios for climate change.

Impact on the amount of death insurance claims and hospitalization benefits to be paid

As a business operator, we have analyzed expected growth in the amount of death insurance claims and hospitalization benefits due to global rises in temperatures in light of the relatively high likelihood of this phenomenon compared with other repercussions of climate change.

Based on growing mortality risks arising from higher temperature and severe heat, results of this analysis suggested that a 2°C rise in average temperature will lead to an increase of approximately one billion yen in the payment of death insurance claims, while a rise of 4°C will lead to an increase of around 5 billion yen in the payment of these claims. As for the amount of hospitalization benefits, our analysis forecasts that the payment of hospitalization benefits will grow by about 20 million yen and 70 million yen, respectively, due to a rise of 2°C and 4°C in average

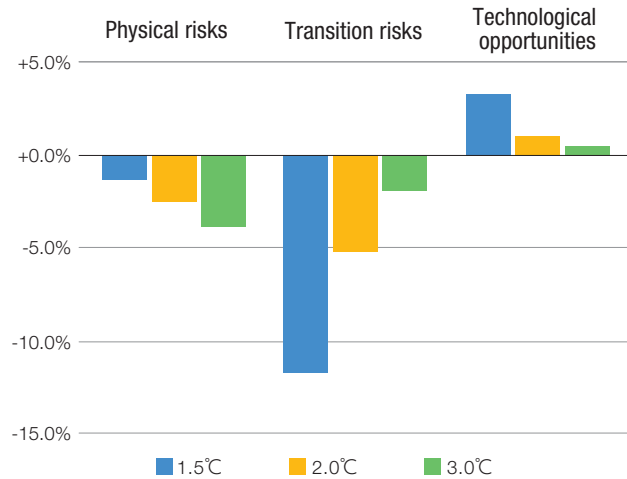
Impact on our investment and financing portfolio

As an institutional investor, we have introduced Climate Value-at Risk (“CVaR”), a tool developed by MSCI, to conduct the quantitative assessment of the impact of climate change on our investment and financing portfolio of domestic and foreign stocks as well as both domestic and foreign bonds.

Leveraging this tool, we are engaged in the provisional calculation and analysis of climate change’s potential financial impact on our investees. Thus far, we have concluded that such impact will be absorbable, given the volume of real net assets possessed by Meiji Yasuda. Methods for analyzing climate change’s impact on the investment and financing portfolio are still in the development phase. Looking ahead, we will continuously update our methods for surveys and analysis.

Meanwhile, the 1.5°C scenario, which pertains to the rise in air temperature from the pre-industrial revolution level, forecasts the

● Diagram 1: Impact on our investment and financing portfolio by climate change scenario (Risk volumes / The balance of assets held by Meiji Yasuda)



Source: Provisional calculation using MSCI’s “CVaR”

temperature, as a growing number of policyholders are expected to be hospitalized to treat heat stroke and other symptoms caused by higher temperatures. It was also confirmed that the financial impact of these rises is limited, considering Meiji Yasuda’s past track record in the payment of these claims and benefits.

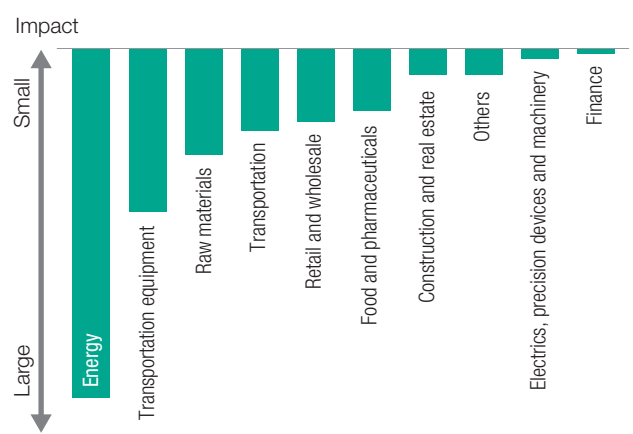
However, when it comes to the analysis of the impact of higher temperatures on the amount of death insurance claims and hospitalization benefits, there are no globally agreed-upon methods for carrying out such analysis at present, with various methods now in the process of development. Therefore, we will strive to remain apprised of international trends and maintain collaboration with research institutions and specialist organizations at home and abroad, with the aim of promoting further surveys and analysis.

materialization of significant transition risks. Under the 3.0°C scenario, the frequency of abnormal weather is expected to grow, with physical risks becoming more profound.

These scenarios thus suggest that transition risks and physical risks are in a trade-off relationship (see Diagram 1 below). In addition, the 1.5 C° scenario anticipates an increase in technological opportunities due to the growing trend toward minimizing carbon emissions.

We have also conducted a sector-based analysis of the impact of climate change on our investment and financing portfolio, targeting investee corporations in Japan. As a result, it was suggested that the impact on the energy, transportation equipment and other sectors that consume massive volumes of fossil fuels will be profound (see Diagram 2 below). We are utilizing results of this and similar analyses to inform our efforts to engage in constructive dialogue with investees.

● Diagram 2: Impact on our investment and financing portfolio by sector (domestic stocks and bonds): 1.5°C scenario (Transition risks + Physical risks + Technological opportunities)



Source: Provisional calculation using MSCI’s “CVaR”

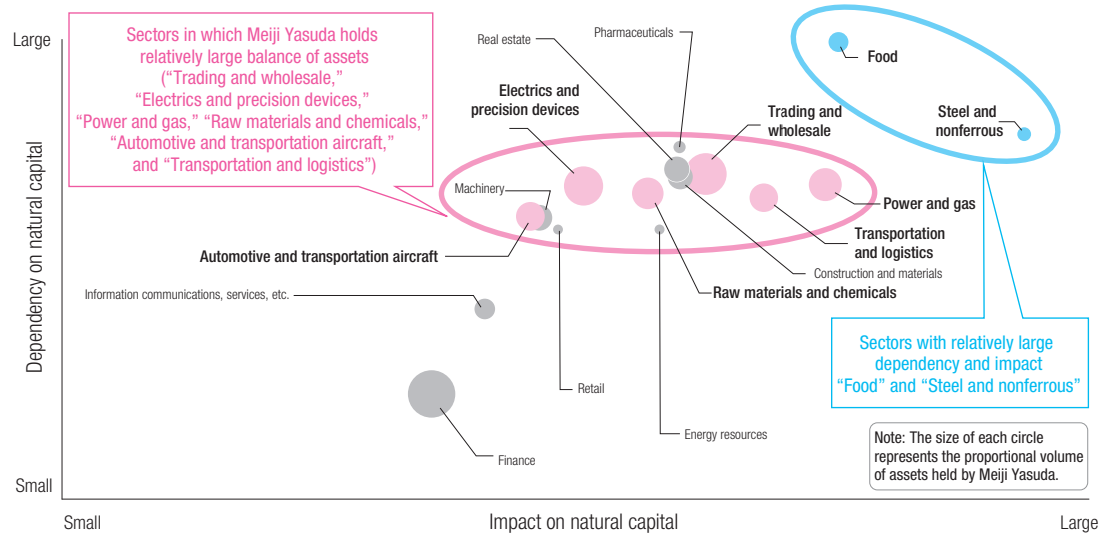
The analysis of nature-related dependency and impact: TNFD

We have also analyzed nature-related risks associated with our investment and financing portfolio. Although our analysis had targeted only domestic stocks until FY2024, we included domestic loans and bonds into the new scope of target assets in FY2025. We also utilized “ENCORE,”* a tool recommended by the TNFD, to conduct a sector-based assessment and evaluate the degree of our portfolio’s dependence on benefits arising from natural capital as well as the degree of its impact on changes in the status of such capital.

Results of this analysis suggested that “Food” and “Steel and nonferrous” are primary sectors with a relatively large degree of

dependency and impact while indicating that “Trading and wholesale,” “Electrics and precision devices” and “Power and gas” are primary sectors in which Meiji Yasuda holds relatively large balance of assets. Looking ahead, we will conduct more detailed analysis focused on corporations belonging to these sectors and promote dialogue to encourage them to upgrade their initiatives to protect natural capital and biodiversity as well as their mode of information disclosure.

● Relationship between dependency and impact



* ENCORE: An online analysis tool developed by the Natural Capital Finance Alliance (NCFA) and others to help private corporations assess their dependency and impact on natural capital

Also, we assessed the level of the dependency and impact of the eight primary sectors identified via the process described above by taking important types of natural capital for each sector into account. Drawing on the results of this assessment, we will engage in dialogue with each investee corporation to establish a shared recognition of nature-related risks and promote forward-looking initiatives to resolve such issues.

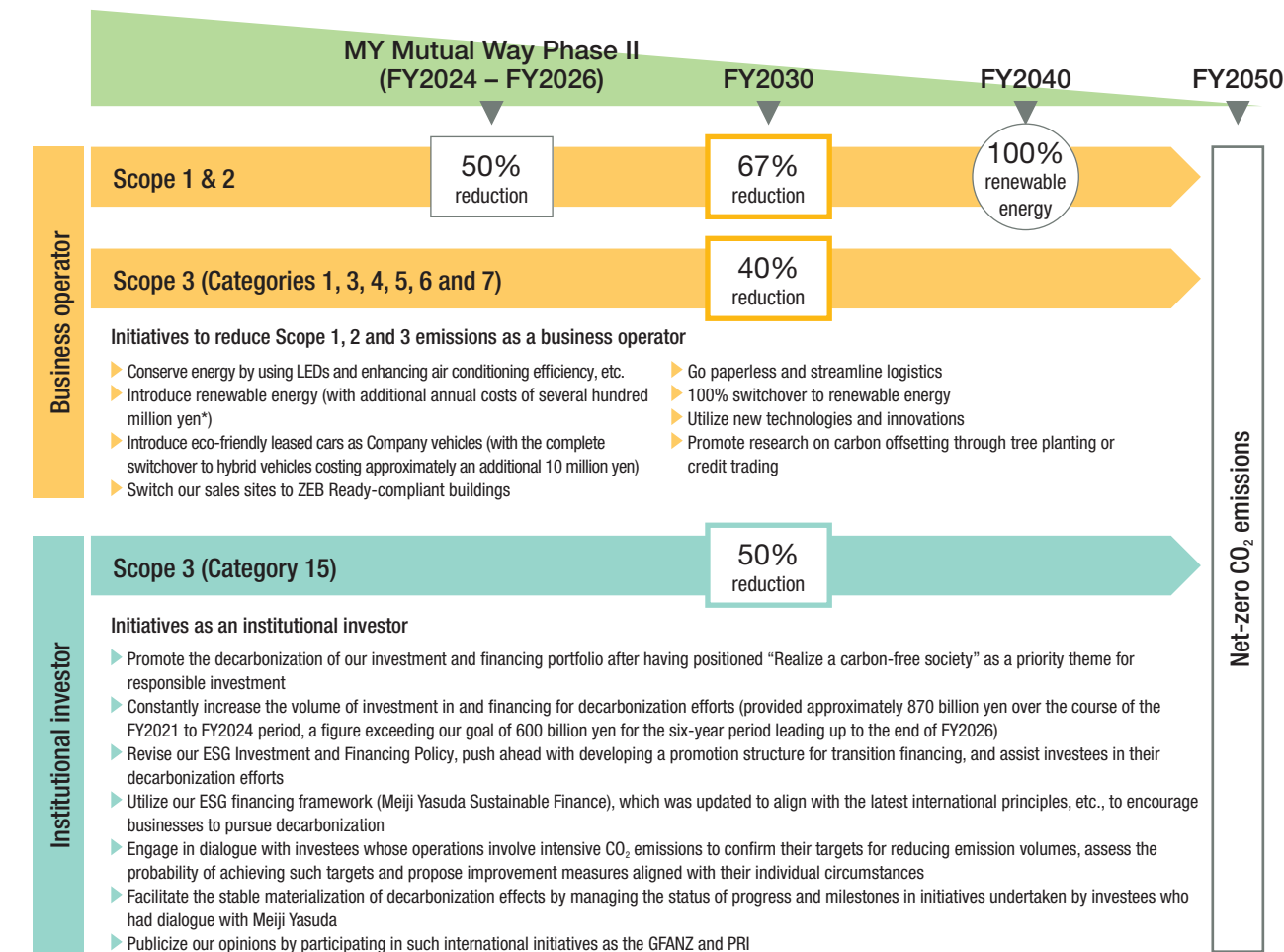
● Assessment of the dependency and impact of eight primary sectors on natural capital

Dependency	Sector	Small ← → Large							
		Food	Raw materials and chemicals	Automotive and transportation aircraft	Steel and nonferrous	Electrics and precision devices	Power and gas	Transportation and logistics	Trading and wholesale
Dependency	Biomass supply	High	Low	Low	Low	Low	Low	Low	Low
	Freshwater supply	High	High	Low	High	High	High	Low	Low
	Alignment with rainfall patterns	High	High	Low	High	High	High	Low	Low
	Alignment with local (micro- and meso-) climate	High	High	Low	High	High	High	Low	Low
	Atmospheric purification	High	High	Low	High	High	High	Low	Low
	Maintenance of soil and sand	High	High	Low	High	High	High	Low	Low
	Purification of solid waste	High	High	Low	High	High	High	Low	Low
	Water purification	High	High	Low	High	High	High	Low	Low
	Mitigation of violent storms	High	High	Low	High	High	High	Low	Low
	Atmospheric and ecosystem-based dilution	High	High	Low	High	High	High	Low	Low
Impact	Sector	Food	Raw materials and chemicals	Automotive and transportation aircraft	Steel and nonferrous	Electrics and precision devices	Power and gas	Transportation and logistics	Trading and wholesale
		High	Low	Low	Low	Low	Low	Low	Low
		High	Low	Low	High	High	High	Low	Low
		High	Low	Low	High	High	High	Low	Low
		High	Low	Low	High	High	High	Low	Low
		High	Low	Low	High	High	High	Low	Low
		High	Low	Low	High	High	High	Low	Low
		High	Low	Low	High	High	High	Low	Low
		High	Low	Low	High	High	High	Low	Low
		High	Low	Low	High	High	High	Low	Low

Transition plan

To contribute to the realization of a carbon-free society, we set and announced a target of net-zero CO₂ emissions to be achieved in FY2050 and an intermediate target to be achieved in FY2030 from the standpoint of both a business operator and an institutional investor.

● A roadmap to net-zero CO₂ emissions



* Additional costs may vary depending on such factors as the trends in renewable energy supply and the procurement methods available

For more details, please visit the following URL.
https://www.meijiyasuda.co.jp/profile/society/tcfd-tnfd/pdf/net_zero.pdf (Japanese only)



Approximately 80% of CO₂ emissions currently related to Scope 1 & 2 arise from electricity used in our business activities. Given these factors, as a business operator, we strive for the widespread use of renewable energy for electricity used in our real estate holdings, including three buildings with major Head Office functions.

We are also promoting energy conservation within our company, including the use of LEDs for lighting fixtures and more efficient air conditioning equipment for our real estate holdings.

Furthermore, we will switch our sales sites nationwide to ZEB Ready-compliant buildings at the timing of renovations such as long-term repair. Simultaneously, we will proactively introduce leased vehicles that are eco-friendly.

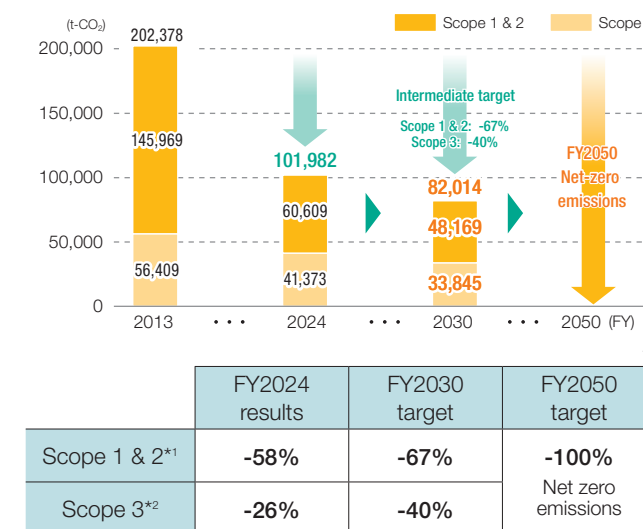
Taking the expected effect of these initiatives into account, we raised our intermediate reduction target to be achieved in FY2030 for Scope 1 & 2 as a business operator from -50% to -67%. In conjunction with this move, we have accelerated the introduction of renewable energy at our real estate properties and stepped up our other endeavors to reduce the volume of CO₂ emissions.

As an institutional investor, we will execute ESG investment and financing aimed at contributing to decarbonization and engage in dialogue with investees on an ongoing basis, with the aim of achieving our target of reducing our portfolio-based emissions by 50% in 2030.

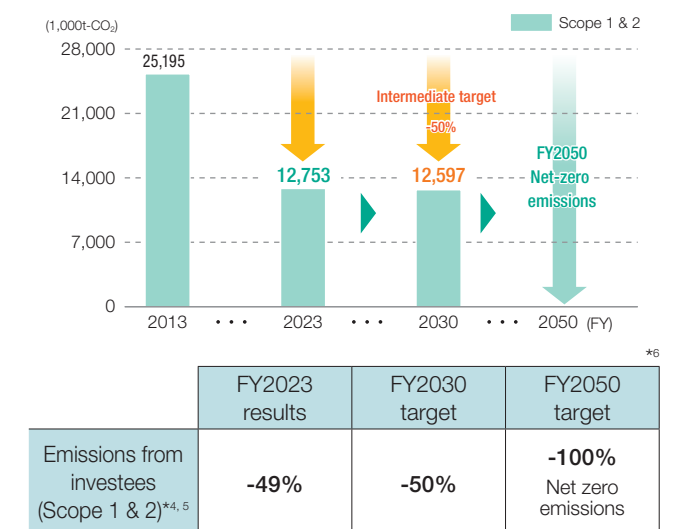
Metrics and targets

From the standpoints of both a business operator and an institutional investor, we monitor the volume of our CO₂ emissions and the status of progress in our initiatives. With regard to our intermediate reduction target to be achieved in FY2030 for Scope 1 & 2 emissions as a business operator, we raised this target to -67% by taking into account progress in the introduction of renewable energies for electricity used in our real estate holdings, such as the Head Office building. (All targets indicate reduction from the level recorded in FY2013.)

● Reduction targets for the volume of CO₂ emissions as a business operator (Scope 1 & 2: Meiji Yasuda Group; Scope 3: Meiji Yasuda, non-consolidated basis)



● Reduction targets for the volume of CO₂ emissions from portfolio as an institutional investor*3 (Meiji Yasuda, non-consolidated basis)



● The ratio of renewable energy used

Target: Achieve 100% switchover to renewable energy in terms of electricity used at our domestic business bases by the end of FY2040 (FY2024 results: 39%)

*1 Scope 1 consists of direct emissions from the Company's activities, such as the use of fuel. Scope 2 consists of indirect emissions attributable to such factors as sources of purchased energy. The scope of calculation comprises Meiji Yasuda Life Insurance Company and its domestic consolidated subsidiaries (Meiji Yasuda General Insurance Co., Ltd., Meiji Yasuda Asset Management Company Ltd. and Meiji Yasuda System Technology Company Limited), as well as its consolidated overseas subsidiaries, namely, Meiji Yasuda America Incorporated, StanCorp Financial Group, Inc. and Pacific Guardian Life Insurance Company, Limited.

*2 Scope 3 consists of indirect emissions attributable to supply chains outside the Company. The above targets for Scope 3 are calculated based only on six categories (1, 3, 4, 5, 6 and 7) in light of their importance. As an institutional investor, the Company manages emissions in category 15 (Investments) separately as emissions from investees.

*3 In April 2025, the Company switched its method for measuring the volume of CO₂ emissions from its investment and financing portfolio. The new method is based on the PCAF standard, which provides criteria for measurement methods to be undertaken by financial institutions to assess the volume of CO₂ emissions from their investees. Accordingly, the past results presented above, including those for the benchmark year (FY2013), have been retrospectively restated.

*4 Representing reduction targets for Scope 1 & 2 emissions from domestic listed companies we invest in via stock, corporate bonds and other financing.

*5 The volume of emissions in FY2023 as an institutional investor is calculated based on data available as of April 24, 2025.

*6 Results of and reduction plans for the volume of CO₂ emissions as a business operator and an institutional investor may be amended due to changes in calculation standards, the scope of calculation, information disclosed by investees and their plans.

Initiatives to protect the natural environment and biodiversity

● Meiji Yasuda × J.League “Forest to Weave the Future”

As we aim to pass down Japan's forest—a source of nature's rich blessings supporting people's lives—to future generations, we launched forest restoration and maintenance activities through which we act in partnership with J.League. We started out working on forests in Kanagawa Prefecture in FY2023 and in Yamanashi Prefecture in FY2024, with our plan calling for expanding the geographical scope of activities going forward.



Participants in a tree planting event in Yamanashi Prefecture

● Initiatives to reduce plastic emissions and introduce eco-friendly office equipment

We strive to curb the use of plastic products in the course of business activities while introducing eco-friendly office equipment.



Eco-friendly file folders made of recyclable materials (e.g., paper)



Office chairs used at Head Office have been replaced with carbon-offsetting products

Please visit Meiji Yasuda's corporate website for the detail of our initiatives.
<https://www.meijiyasuda.co.jp/profile/society/environment.html> (Japanese only)



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. (This policy, following Management Council deliberation and determination, was reported to the Board of Directors.)

The policy is applicable to all officers and employees at Meiji Yasuda. Moreover, we require our Group companies and other relevant entities to implement initiatives in line with this policy while encouraging investees and business partners to respect human rights. In these and other ways, we have clarified our stance on human rights due diligence.

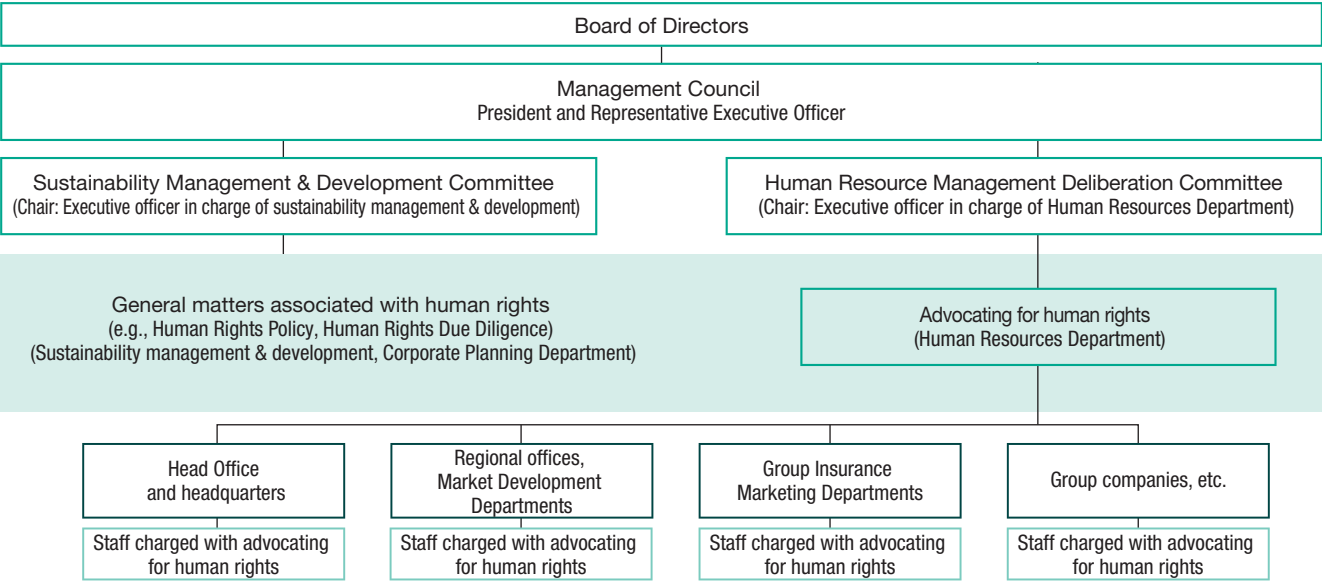
 Our Human Rights Policy is disclosed via Meiji Yasuda's corporate website.
https://www.meijiyasuda.co.jp/english/sustainability/corporate-citizen/human_rights_policy.pdf



Promotion structure

The Sustainability Management & Development Committee, an advisory body to the Management Council, is tasked with deliberating and coordinating general matters associated with human rights.

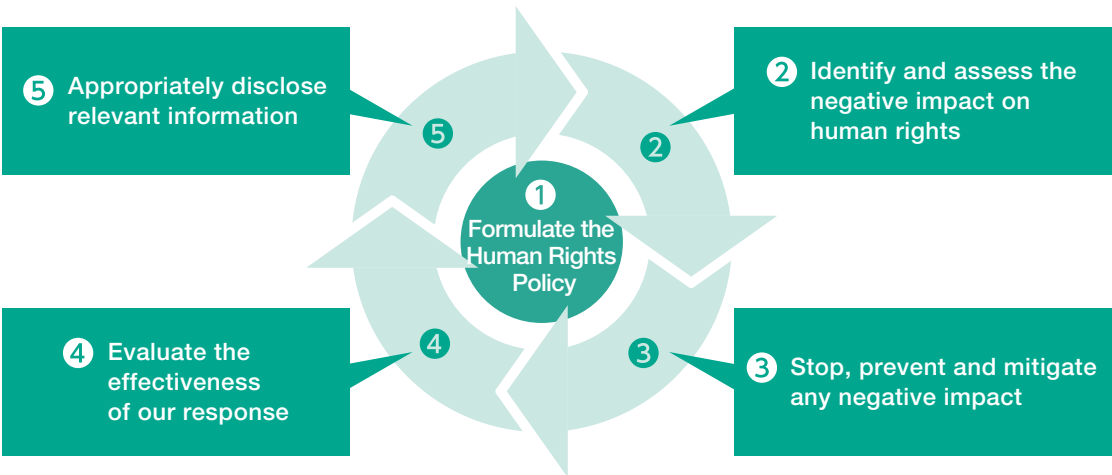
To ensure that in-house initiatives aimed at advocating for human rights are promoted by business units across the board, staff charged with advocating for human rights are appointed at the Head Office and headquarters as well as at other bases nationwide, including regional offices, market development departments, group insurance marketing departments and Group companies.



Human rights due diligence

We are conducting human rights due diligence in accordance with the United Nations “Guiding Principles on Business and Human Rights” and the Japanese government’s “National Action Plan on Business and Human Rights (2020–2025).”

Human rights due diligence process



Important human rights risks for Meiji Yasuda

We have created a human rights risk map based on the severity of the negative impact on victims should human rights risks emerge, as well as the probability that such risks emerge. With reference to this map, we have identified important human rights risks for Meiji Yasuda as presented below.

Important human rights risks	Representative human rights violations assumed	Main responses	Stakeholders
Harassment	Harassment and the lack of due consideration to the handicapped - An employee was subjected to, or subjects others to, discriminatory treatment or remarks at the workplace. - Meiji Yasuda's business base lacks reasonable accommodations for people with disabilities, for example, failing to introduce barrier-free facilities. Customer harassment - An employee at Meiji Yasuda or Group company was subjected to physical threat, discriminatory treatment or discriminatory words by a customer, etc.	- Enforce in-house rules that prohibit harassment while implementing various human rights training. Also established counseling desks specialized in human rights-related issues. - Establish the “Policy on Our Response to Customer Harassment” to showcase acts that constitute customer harassment and clarify our stance against such acts. Develop a structure to ensure the early detection of customer harassment and the prevention of subsequent damage, in addition to establishing helplines to accommodate employee requests for counseling regarding mental healthcare.	- Customers - All officers and employees - Group company employees - General agencies - Vendors
Privacy violation	Inadequate protection of personal information - Meiji Yasuda's server was infected by a computer virus, causing the leakage of a customer's personal information. - Customers' personal information was used in data analysis for the development of new services without consent.	Implement thoroughgoing cybersecurity measures while taking steps to ensure robust information security management.	- Customers - All officers and employees - Group company employees - General agencies - Vendors
Infringement of consumers' safety and right to know	Lack of consumer protection A customer cannot receive insurance claims or benefits due to Meiji Yasuda's failure to provide full policy explanations at the time of enrollment.	Defined our policy of delivering optimal products and services as part of our “Customer-Oriented Business Operations Policy.” Moreover, established the “Communication Center” to accommodate customer feedback.	- Customers - General agencies

Promotion of activities to advocate for human rights

Staff in charge of advocating for human rights play central roles in such initiatives as holding human rights training sessions at each business unit and soliciting human rights awareness slogans.

Human rights training sessions are focused on addressing the history of ostracized communities known as the “Dowa Problem” and issues associated with workplace harassment. Sessions are conducted in accordance with Meiji Yasuda’s Human Rights Policy and discuss the relationship between business and human rights via the use of the “Human Rights Handbook,” which the Company has compiled. Through these sessions, we help employees gain in-depth understanding of human rights-related issues, including those possibly affecting individuals in the supply chain and other stakeholders, and the Company’s

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

At Meiji Yasuda, all employees and their families are eligible to contribute human rights awareness slogans. The prize-winning submissions are announced during the publicly designated “Human Rights Week.” In conjunction with this announcement, we create posters featuring three outstanding slogans and display them on the walls at each business base.

Furthermore, we proactively participate in training sessions and other events hosted by administrative agencies and human rights groups to update our initiatives to advocate for human rights.

Ensuring remedy and rectification of human rights violations

Establishing the human rights hotline

We have established the Human Rights Hotline administered by dedicated staff. This 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, we maintain similar hotlines for people with disabilities and members of the LGBTQ community, to swiftly and accurately respond to a variety of consultation needs.

Moreover, we have also established a separate hotline for accommodating reports from external stakeholders about human rights violations and other misconduct by Meiji Yasuda officers and employees or MY Link Coordinators (sales personnel).

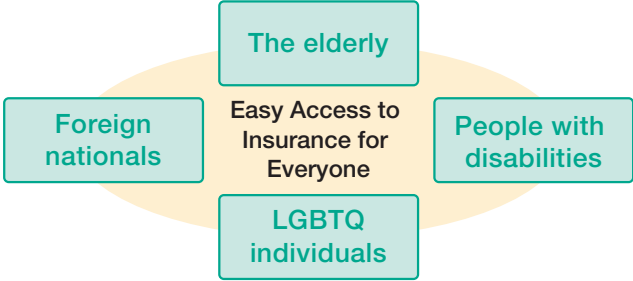
 The detail of our initiatives to ensure respect for human rights is disclosed via Meiji Yasuda's corporate website.
https://www.meijiyasuda.co.jp/english/sustainability/corporate-citizen/human_rights.html



Initiatives to Ensure “Easy Access to Insurance for Everyone” (Financial inclusion)

As diversity in society increases, we have implemented endeavors to increase customer convenience such as procedures optimized for our customer's personal traits (including the elderly, people with disabilities, LGBTQ, and foreign nationals), in order to achieve our corporate vision as “A long-respected life insurance company that cares about people first.”

In FY2022, we identified “Ensure equal access to financial services” as one of our priority issues to promote sustainability management. In addition, we have positioned financial inclusion as an “endeavor to solve the procedural inconveniences of our customers and to enable them to acquire contracts and carry out maintenance management with peace of mind, leaving no one behind.” We will thus continue to promote “Easy Access to Insurance for Everyone.”



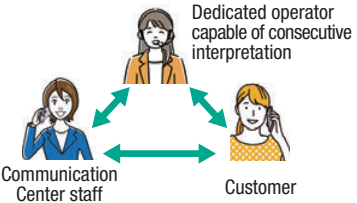
*1 In accordance with the World Bank's definition, financial inclusion means that all individuals have access to useful and affordable financial services that meet their needs in order to seize opportunities for economic activities or mitigate economic instability.

Initiatives to ensure “Easy Access to Insurance for Everyone” (as of July 2025)

▶ To see the details of Meiji Yasuda's initiatives to ensure “Easy Access to Insurance for Everyone,” please scan the QR code (Japanese only).
<https://www.meijiyasuda.co.jp/profile/financial-inclusion/>



Initiatives for elderly customers	○ A dedicated contact for the reception of inquiries from elderly customers We have set a toll-free phone number that enables inquirers to immediately contact dedicated staff, bypassing automated menus/instructions and eliminating the need to press additional buttons. ○ Installation of telephone hearing aid device “Sound Arch” We have installed “Sound Arch,” a device created based on Meiji Yasuda's ideas, at our Communication Center, which operates dedicated contacts for the reception of inquiries from elderly customers. These devices are utilized in phone-based communications with customers with hearing difficulties so that they can hear the voice of Meiji Yasuda staff more clearly. ○ Installation of cartilage conduction earphones as a conversational support tool July 2025 We made cartilage conduction earphones available for use by visitors of our shops so that those with hearing disabilities can smoothly converse with shop staff without either needing to raise their voices. ○ MY Longevity Policy Checking Scheme This policy checking scheme is supported by MY Link Coordinators (sales personnel) tasked with undertaking periodic visits to customers and helping them confirm the content of policies. Specifically, these individuals proactively reach out to policyholders reaching longevity celebration years to determine whether they have eligible claims that they would like to apply for and to reconfirm their latest contact information, with the aim of extending robust support to customer procedures that may occur as a result of confirmation. ○ Policyholder procedure support system (Policyholder Proxy Rider) This rider enables policyholders to designate their proxy who will undertake procedures on their behalf when they develop dementia or other conditions making it difficult to express their intentions.	 “Sound Arch” created based on Meiji Yasuda's ideas
Initiatives for people with disabilities	○ MY Assist* (MY assist plus) System This system is intended to support and enhance convenience for customers who have physical difficulties in filling out paper documents or making data entries on screen due to such factors as age-related vision deterioration, hearing impairment, or the lasting damage of disease. Under this system, Meiji Yasuda employees fill in application documents on behalf of the customer. We have also established the “Assist Desk,” through which dedicated staff extend assistance. ○ A dedicated contact for customers with disabilities in hearing or verbal communication Dedicated staff directly respond to various inquiries via phone or e-mail. ○ Sign language or texting communication service Customers with hearing impairment can communicate with the operator using sign language or texting communication. (In March 2025, we began providing a “telecommunication relay service” for phone-based customer inquiries.) ○ Chat bot service An AI chat bot offers automated responses when a customer types a question regarding such subjects as procedures. ○ Reading and filling in documents on behalf of customers and offering texting communication Our stores display a signboard indicating that our staff can read and fill in documents on behalf of customers and offer texting communication to make it easier for customers with disabilities to ask for help. Thus, our staff extend appropriate assistance upon request from customers.	 

Initiatives for LGBTQ individuals	○ A dedicated contact for LGBTQ customers We have set a dedicated toll-free phone number and assigned well-trained dedicated staff to operate it so that our LGBTQ customers can make inquiries with confidence. ○ Allowing same-sex partner to be designated as beneficiary of death benefit, etc. When certain requirements are met, the same-sex partner of the policyholder can be designated as death benefit beneficiary, etc.	
Initiatives for foreign nationals	○ Multi-lingual contact for inquiries (English, Chinese, Korean, Vietnamese and Thai) We have established a dedicated toll-free phone number to accommodate customer inquiries in five languages. ○ Interpreter service (English, Chinese, Korean, Vietnamese and Thai) When the customer desires, we support communication between a Meiji Yasuda employee and the customer by assigning an operator capable of consecutive interpretation. ○ Providing English and Chinese versions of explanatory materials We provide foreign national customers with explanatory materials written in easy Japanese*2 as well as those written in English and Chinese. These materials include a leaflet describing matters to be noted by such customers regarding riders whose coverage is not applicable when they are outside Japan, and a guidebook for those intending to fly to countries abroad.	

*2 Japanese expressions selected with due consideration to the needs of non-Japanese readers by, for example, paraphrasing difficult words to plain words

A dedicated contact for LGBTQ customers

Establishing an environment that ensures customers who identify as LGBTQ can make inquiries with confidence

- In June 2023, the Act on the Promotion of Public Understanding of the Diversity of Sexual Orientation and Gender Identity came into effect. This, in turn, led to a growing public call for businesses to ensure that their employees have a robust understanding of gender and sexual diversity. However, many people who comprise sexual minorities have said that they are reluctant to contact insurers due to their anxiety over “outing”^{*3} or other negative consequences. Aware of these issues, we established a dedicated contact for LGBTQ customers within our Communication Center in October 2024.
- This contact is operated by dedicated communicators who have completed external training programs and acquired robust knowledge of issues LGBTQ people may confront, including those related to sexual orientation and gender identity, as well as how these people feel about such issues and what kind of support they need.
- The above endeavors were highly rated by the Tokyo Metropolitan Government which, in turn, certified Meiji Yasuda as an “LGBT-Friendly Declaration Company.” Moreover, an article regarding progressive initiatives undertaken by the Company in this area was featured on the metropolitan government website.

Dedicated contact for LGBTQ customers

Reception hours: Monday to Friday 9:00 to 17:00 (excluding national holidays, year-end holidays and New Year holidays)

 **0120-121-834**

External recognition

- Certified as an “LGBT-Friendly Declaration Company” by the Tokyo Metropolitan Government (March 2025)
- An interview discussing the establishment of the above contact with Meiji Yasuda staff was featured on the metropolitan government website



Article on the Tokyo Metropolitan Government's website featuring the interview with Meiji Yasuda Staff

▶ Please click on the following URL to read the interview.
<https://www.lgbtq-company.metro.tokyo.lg.jp/interview/16/> (Japanese only)



*3 The act of revealing someone's sexual orientation or gender identity to others without their consent

Initiatives to realize a barrier-free society for people who have dementia

Nurturing support for dementia

Having announced its support of the “Dementia Barrier-Free Declaration,”^{*4} Meiji Yasuda is acting as a member of the “Caravan of Support for Dementia” while striving to nurture “dementia supporters”^{*5} based on a training program promoted by the Ministry of Health, Labour and Welfare. (End of FY2024: **41,710** employees completed dementia support training, while **327** employees act as Caravan Mates.)



*4 A declaration advocated by the Japan Government-Private Council on Dementia to realize a system under which citizens work in collaboration with businesses and other organizations to ensure mutual support across society and thereby remove barriers for people who develop dementia in every facet of their lives so that they can continue to live normally in their familiar communities as long as possible

*5 Human resources capable of accommodating the needs of people who have dementia

Development and enhancement of the internal control system

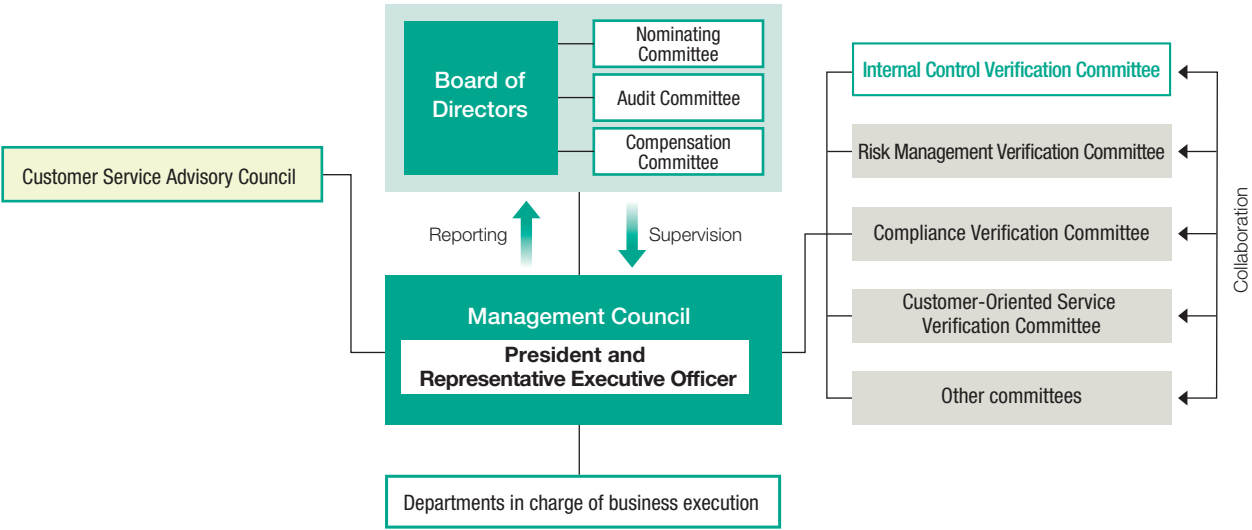
Meiji Yasuda established the Basic Policy of Group Internal Controls that guides its initiatives to develop and maintain sophisticated internal controls. Moreover, the Company set up the Internal Control Verification Committee, an advisory body to the Management Council with the aim of deliberating various matters related to internal controls from across-the-board perspectives.

Although it operates as a mutual company, Meiji Yasuda voluntarily adopts the reporting framework of internal control over financial reporting, which is mandatory for all domestically listed companies, and has established systems to maintain related in-house rules, thereby enhancing the reliability of its financial reporting. At the close of its full-year financial results, the Company evaluates the status of its internal controls to confirm whether or not significant problems requiring disclosure were identified. Based on this evaluation, the Company prepares

internal control reports. These reports are audited by our accounting auditors, who then issue an internal control auditing report.

To develop a robust internal control structure, designated personnel, such as internal control managers, have been assigned throughout the organization. These personnel spearhead the internal control self-assessments performed by each business unit and, by checking operations for the appropriateness of internal controls, they confirm whether legal requirements are met and business risk is managed. We have also developed system platforms that enable us to quickly verify assessment results and give instructions accordingly with the aim of executing rigorous follow-up measures after self-assessments. Thus, we strive to continuously ensure the appropriateness of our business operations through self-assessments.

● The Internal Control Verification Committee's relationships with other important bodies



Basic Policy of Group Internal Controls

In accordance with the revision of the Insurance Business Act following the enforcement of the Company Act in May 2006, the Company's Basic Policy of Group Internal Controls is defined as a matter that should be resolved at its Board of Directors meeting. Within this policy, Meiji Yasuda has established basic policies governing such matters as its Audit Committee structure, as well as systems for compliance, risk management and internal audits to ensure the appropriateness of groupwide business operations.

Internal audit structure

Basic approach

Meiji Yasuda has positioned internal auditing as an important process in which auditors evaluate the status of the audited department's activities from a fair and objective standpoint, providing advice and/or recommendations with the aim of helping the department achieve its targets. To secure the effectiveness of internal audits, the Company established the Basic Policy of Group Internal Audit. In line with this policy, the Audit Department has been put in place, operating under the direct supervision of the Audit Committee. With the aim of ensuring that its audit function is strictly independent from business execution functions, the Company requires a resolution by the Audit Committee for any change in the aforementioned policy or the formulation of internal audit plans while also requiring all internal audit results to be reported to the committee.

Moreover, the Audit Committee is positioned to directly instruct the Audit Department, which is tasked with monitoring functions as a component of the internal control system.

Initiatives to reinforce our internal audit structure

In anticipation of the strengthening of international supervisory regulations, Meiji Yasuda aims to enhance its across-the-board audit functions encompassing the entire Group. To this end, we have developed and upgraded our internal audit structure that helps improve organizational performance and operational quality via the use of a risk-based, forward-looking approach.

To ensure that internal audits are carried out in an efficient and effective manner, internal audit plans are formulated based on plans drafted by the Audit Committee and risk assessments conducted by the Audit Department, with the scope of audits encompassing all business units and activities of Meiji Yasuda and its domestic Group companies. Specifically, we perform a risk-based audit covering such themes as the status of key risks specified by the Company and the progress of the Medium-Term Business Plan. Such risk-based audits are conducted in an effective and efficient manner, mainly in the course of the theme-based audit applied to the entire organization including the Group companies.

In addition, these audits involve off-site monitoring in which meeting materials and other documents are examined in a timely and appropriate manner, with monitoring results being reflected in the risk assessment process. The results of internal audits and the status of recommended improvement measures are swiftly reported to the Audit Committee, Board of Directors, President, Management Council and other bodies. Meiji Yasuda gives instructions and advice to the internal audit department of the main domestic Group companies, and also cooperates with its overseas Group insurance companies as necessary, with the aim of strengthening the internal auditing systems of the entire Group.

Initiatives to maintain and enhance the quality of internal audits

To maintain and enhance specialist knowledge and skills possessed by internal auditors, we established programs to nurture our human resources, including an in-house educational program, and are regularly providing training sessions. In doing so, we are striving to nurture expert human resources who can be accredited under the Certified Internal Auditor (CIA) scheme sponsored by The Institute of Internal Auditors (IIA), an international association of internal auditing professionals. Moreover, we utilize accounting auditors and other outside experts to conduct audits in certain fields that require highly specialized expertise.

Also, we have striven to constantly enhance the quality of internal auditing, to this end carrying out the periodic evaluation of audit quality. In FY2018, we appointed dedicated staff in charge of assessing the quality of the internal audit results from the viewpoints of fairness, validity and appropriateness. In FY2023, we again commissioned a third-party audit firm to evaluate our internal audit results, as we did in FY2018, in accordance with IIA's International Standards for the Professional Practice of Internal Auditing that require conducting external assessments at least once every five years. These assessments concluded that our audits deserve a "Generally Conforms" rating, which represents the highest degree of conformity to the standards.

Enterprise Risk Management (ERM) structure

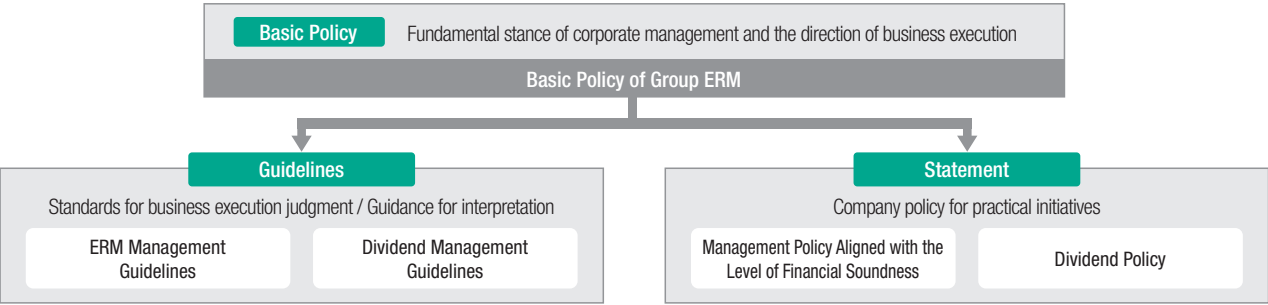
Meiji Yasuda has developed its ERM structure by establishing the “Basic Policy of Group ERM,” which stipulates the use of ERM as a core business management method.

Specifically, Meiji Yasuda has determined that its ERM structure must serve two functions: capital management and integrated risk management. In line with this determination, the Company has charged its Corporate Planning Department with the former function while assigning the latter function to the Risk

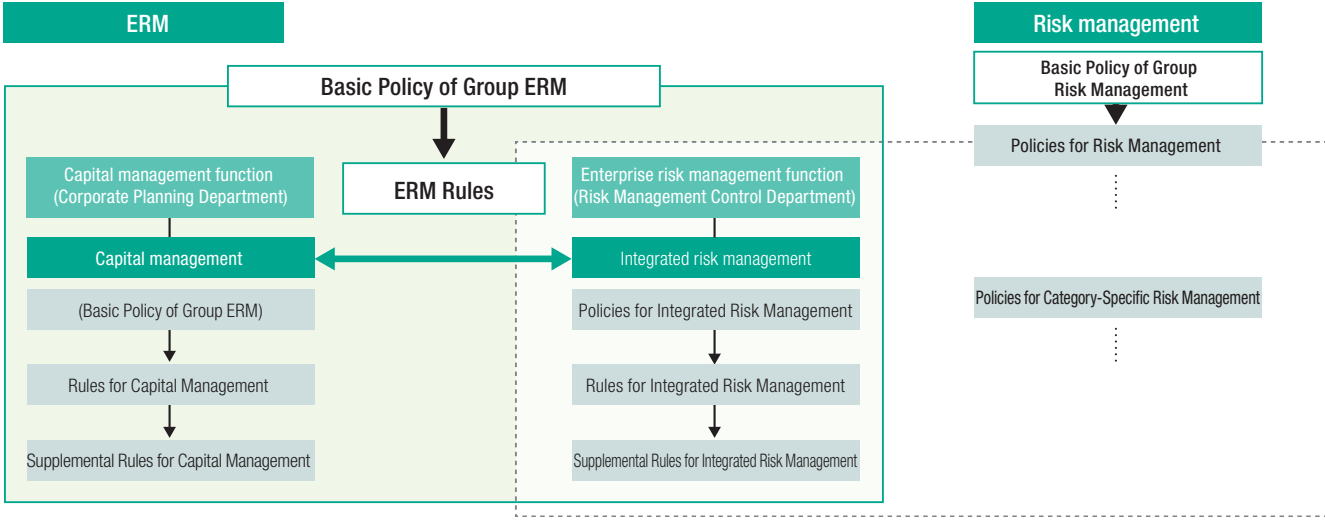
Management Control Department. These two bodies are expected to realize synergies in the practice of ERM while mutually providing checks and balances.

We have also established the “ERM Operational Meeting,” a body tasked with deliberating important matters related to ERM. In these ways, we have secured a robust structure for assessing the outlook for the financial environment and ESR so that we deliberate and implement risk control measures accordingly.

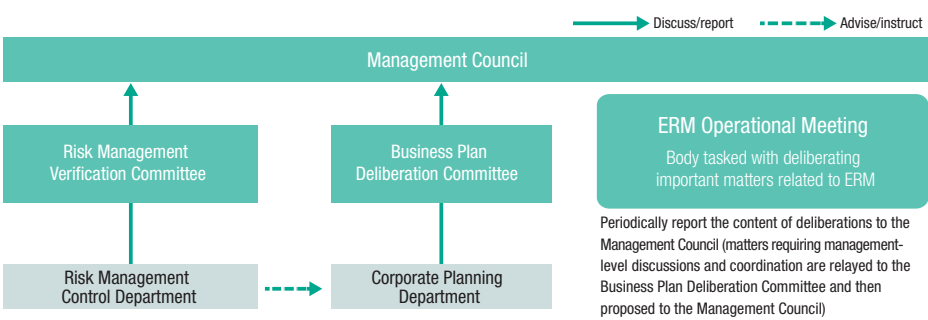
Basic Policy of Group ERM, Guidelines and Statement



ERM and risk management policies and rules



Positioning of the ERM Operational Meeting



The ERM framework in operation

Meiji Yasuda has utilized an ERM framework in the formulation and implementation of business plans.

More specifically, the Company engages in risk-based capital management, risk-return management and Own Risk and Solvency Assessment (ORSA) in an integrated manner based upon our unique risk appetite, which clarifies the types and levels of acceptable risk. By doing so, we pursue profit opportunities while robustly controlling risks.

From the perspective of Group management, we secure consistency between Meiji Yasuda's risk appetite and the Group's risk appetite while allocating risk-weighted capital to important subsidiaries. By doing so, we develop a framework that supports

Risk appetite

At Meiji Yasuda, risk appetite designates the types and levels of risk the Company is willing to take. It clarifies the Company's targets for risk and returns, which, in turn, are utilized to direct its decision making and manage its business activities.

The Company's Risk Appetite Policy is set forth in its Basic Policy of Group ERM and serves as a key element supporting business plan formulation and operations management. In

effective governance in both qualitative and quantitative aspects.

Our Group ESR stood at 216% as of the end of FY2024, indicative of a sufficient level of financial soundness. This was due to the effect of the Company's efforts to curb domestic interest rate risks and other risk control measures, as well as the external financing of capital.

Under “MY Mutual Way Phase II,” we will continue upgrading our ERM-based business management structure in order to maintain a sound level of ESR. By delivering a stable volume of policyholder dividends and pursuing appropriate risk-taking, we will sustainably improve our corporate value.

addition, the Company has defined Group risk appetite, which is commonly applied to the Company and its important subsidiaries.

The Company has specified its risk tolerance in written rules. These rules include established criteria that must be met upon assuming risk. They are also used to determine quantitative limits on the risk that can be taken, helping us maintain appropriate control over risk-taking.

Outline of Meiji Yasuda's risk appetite

- Based on its management philosophy, the Company aims to provide its customers with services that live up to the management philosophy “Peace of mind, forever” and, to this end, engages in risk-taking in the pursuit of its domestic life insurance business, asset management, and other Group businesses as long as its financial soundness is maintained at high levels.
- To achieve an industry-leading level of financial soundness, the Company will align its policies for risk-taking and the payment of policyholder dividends with the level of its ESR, striking a balance between growth potential and profitability in a way that ensures financial soundness. By doing so, the Company will earn stable profit while achieving sustainable improvement in its corporate value over the medium to long term. Moreover, these endeavors are expected to help us secure our ability to deliver the stable payment of policyholder dividends.
- In the domestic life insurance business, the Company aims to diversify insurance underwriting risk. At the same time, the Company proactively underwrites insurance in markets related to medical and nursing care insurance as well as asset building.
- In asset management, the Company focuses on controlling interest rate risk, with due consideration given to the impact of interest rates on its liabilities. The Company also disperses its asset management risk while diversifying its asset management methodologies by, for example, taking a more proactive approach to overseas investment and financing. In these ways, the Company engages in risk-taking, with the aim of securing the greatest profitability possible within its risk tolerance.
- In other Group businesses, the Company engages in risk-taking aimed at securing potential for sustainable future growth while avoiding the concentration of risk in the domestic life insurance business.

Risk-based capital management

Risk-weighted capital (economic capital) is calculated based on the potential monetary loss that may arise from various risks. This capital is allocated after giving due consideration to each business category and risk type while also taking into account our strategic and profit targets.

Business units engage in risk-taking within the scope of allocated capital, while the department in charge of capital management oversees the status of such risk-taking and discusses whether additional capital needs to be allocated.

Risk-return management

In line with its aim of securing profitability corresponding to risk, Meiji Yasuda employs a risk-adjusted return index, a profitability indicator that takes risk into account. The Company utilizes this indicator in the course of business planning, product development and asset management.

Own Risk and Solvency Assessment (ORSA)

ORSA provides a comprehensive verification of an insurer's risk-taking strategies by evaluating the sufficiency of its capital through comparisons of present and future risk and capital. To analyze internal and external conditions, Meiji Yasuda undertakes an ORSA whenever formulating or revising business plans, with the sufficiency of its capital being evaluated via such methods as stress tests based on foreseeable medium-term risk scenarios over three to five years.



In addition to securing financial soundness, we will promote the appropriate assessment and control of risks to improve our corporate value.

Yasushi Ueda

Senior Managing Executive Officer
Group CRO, Executive Officer in Charge of the Risk Management Control Department

Basic approach to risk management

In line with the management philosophy, “Peace of mind, forever,” we have established the Basic Policy of Group Risk Management and have striven to ensure that our risk management process remains effective across all aspects from risk recognition, assessment and monitoring to control. Specifically, we have

worked to comprehensively assess and recognize various risks arising from the execution of Group company operations while swiftly implementing necessary risk countermeasures. By doing so, we have maintained financial soundness in addition to raising the corporate value of the Meiji Yasuda Group as a whole.

Review of risk management activities in FY2024

In FY2024, tariff policies and other “America First” agendas implemented by the United States sparked anxieties amid the prolongation of the Russia-Ukraine war as well as armed conflict in the Middle East. Reflecting these and other factors, the sense of uncertainty grew stronger over the outlook for the global economy.

Against this backdrop, we strove to conduct proper risk management and step up risk monitoring in a way that aligns with the volatile financial environment, which was influenced by such factors as additional policy rate hikes undertaken by the Bank of Japan and stock price fluctuations triggered by fears of U.S. recession.

In the area of cybersecurity, we have strengthened technological countermeasures, constant monitoring and threat detection in order to address the growing threat of cyberattacks. We have also augmented our incident response capabilities by conducting drills, including those conducted by members of top management. Furthermore, we have developed an ESR verification structure in anticipation of the adoption of economic value-based solvency regulations at the end of FY2025. In these and other ways, we have endeavored to maintain and secure financial soundness and the appropriateness of operations through the proper assessment and control of risks.

Future initiatives

Due to a growing sense of uncertainty over the global economic outlook, the external environment is expected to remain highly volatile under the influence of financial markets and other external conditions. We will continue striving to maintain and secure the appropriateness of risk management activities across the Group.

At the same time, we recognize novel types of risks that emerge from technological innovation, including the advance of generative AI, and changes in the business environment. Accordingly, we will take a forward-looking approach to the assessment and control of such risks. In addition to securing financial soundness, we will thus endeavor to further improve our corporate value.

Top risks and key risks

Based on the magnitude of a given risk and the probability of its materialization, the Company periodically examines various risks, including latent risks, to define key risks in light of their importance. Among these key risks, those that are particularly deemed to warrant extra attention from management during the fiscal year are identified as top risks and treated as such in the Company’s risk management activities.

Our responses to these top risks are stipulated as priority measures, which constitute key components of the annual

business plan. Moreover, we monitor the status of our response to such risks, with the aim of ensuring robust risk control through the preemptive implementation of necessary countermeasures and securing our ability to take flexible action whenever a top risk materializes.

The following table lists the top risks that we have identified and are responding to during FY2025 (as of May 2025).

Top risks	Corresponding key risks
Insufficiency of response to drastic changes in the economic and financial environment	• Changes in the insurance market environment due mainly to hikes in domestic interest rates and shifts in customer awareness and behavior • Drastic deterioration in the asset management environment • Materialization of geopolitical risks
Insufficiency of measures to achieve the elimination of solicitation-related compliance violations	• The occurrence of compliance violations
Insufficiency of measures to ensure customer-oriented business conduct and of responses to the revision of relevant regulations	• Regulatory revisions in the area of consumer protection and growing expectations for insurers regarding their roles in society

Key risks identified for FY2025

• Changes in the insurance market environment due mainly to hikes in domestic interest rates and shifts in customer awareness and behavior • Drastic deterioration in the asset management environment [G] • Failure to secure a quantitatively and qualitatively sufficient pool of human resources [G] • The occurrence of compliance violations • The widespread use of ICT and the progress of DX [G]	• Damage arising from cyberattacks and other cybercrimes [G] • The occurrence of serious system risk • Materialization of geopolitical risks • Regulatory revisions in the area of consumer protection and growing expectations for insurers regarding their roles in society • Materialization of third-party risks [G]	• Insufficiency of measures in the overseas insurance business • The occurrence of a major natural disaster or a pandemic [G] • The growing public call for sustainability management [G] • Innovation in medical technologies • Insufficiency of measures to ensure employee safety
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[G] Indicates Meiji Yasuda’s key risks that are also considered Group key risk

Risk management structure

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 serves as an advisory body for the Management Council, with the aim of ensuring regular monitoring and appropriate control of all manner of risks.

To enhance the effectiveness of our risk management, the Audit Department undertakes audits, while the Audit Committee carries out inspections and the audit firm undertakes external audits. These audits examine the appropriateness and efficacy of risk management functions, as well as the risk management system.

Integrated risk management

In addition to maintaining an integrated risk management framework to handle all category-specific risks, Meiji Yasuda pays close attention to the risk associated with its entire operations. More specifically, the Company performs risk management employing a PDCA cycle, in which it undertakes the quantitative and qualitative evaluation of risk, including potential risks that may significantly impact its business operations, while monitoring and controlling such risk. The Company also employs Own Risk and Solvency Assessment (ORSA), a process for verifying the appropriateness of its risk-taking strategies, as a core methodology to promote integrated risk management.

Furthermore, the Company has established the Basic Policy of Group Risk Management and developed an overarching framework for assessing and managing risks associated with the entire Group. Under this framework, the Company takes a groupwide, integrated approach in key risk management, as well as the quantitative measurement of risks related to Group operations.

The status of these risk management activities is periodically reported to the Risk Management Verification Committee, Management Council and Board of Directors.

ALM risk management

Risk management employing an Asset Liability Management (ALM) approach has two basic roles. It helps Meiji Yasuda perform asset management attuned to the probable cash flows of liabilities, based on the characteristic of insurance claims and benefits under insurance policies. Moreover, ALM can be utilized to better reflect the current asset management environment in the Company's product development and sales strategies. Accordingly, the Company has positioned ALM as an important management method and is endeavoring to appropriately control asset-liability mismatches.

Key risk management

Meiji Yasuda identifies key risks that can cause significant loss to the Company, taking into account the impact of these events on its business operations based on their magnitude and probability.

These risks include changes in the insurance market environment due mainly to hikes in domestic interest rates and shifts in customer awareness and behavior, along with drastic deterioration in the asset management environment. To identify such risks, the Company utilizes heat maps to assess changes in the external environment, paying attention to a broad range of risk factors from those that originate in the business environment to climate change risk. The Company also takes a comprehensive approach to identify key risks by combining both top-down and bottom-up methodologies. For example, the Company conducts top management interviews and brainstorming to assess their understanding of key risks while also acquiring insights offered by staff in charge of category-specific risk control to employ a frontline perspective on how to manage category-specific risk.

Having thus identified key risks, the Company is closely monitoring indicators suggesting the occurrence of the aforementioned events and periodically reports the findings to management. Moreover, the Company is implementing preemptive countermeasures as necessary and working to maintain a robust risk management process aimed at ensuring flexible response in the event a key risk materializes.

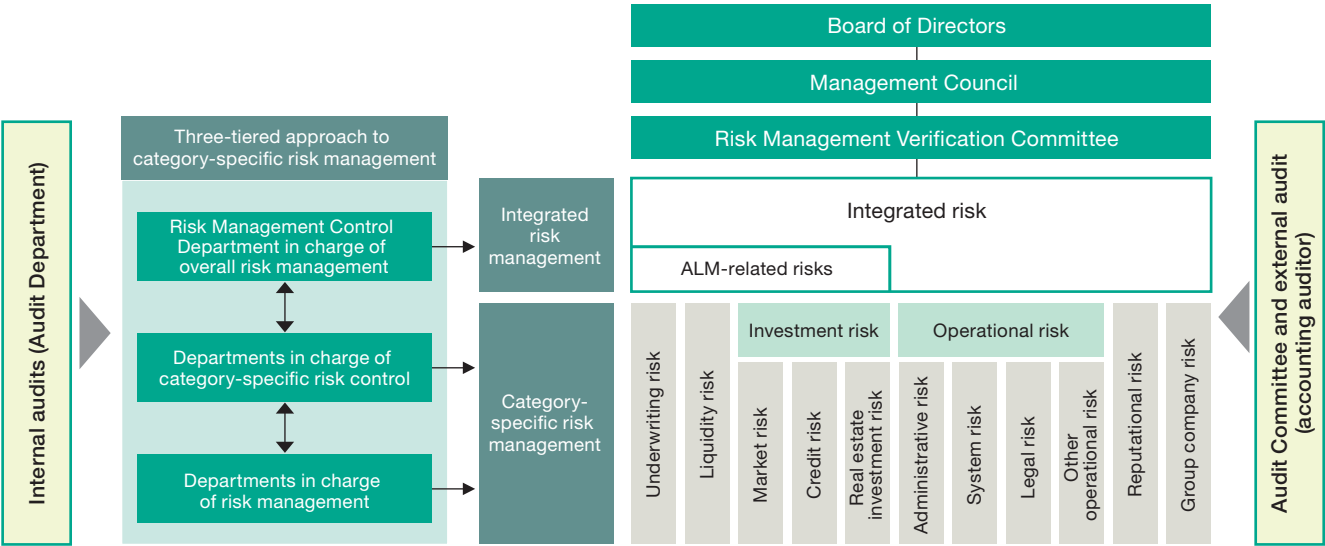
Stress tests

Meiji Yasuda conducts stress tests to simulate conditions that exceed normal forecasts and cannot be assessed with VaR* (a method based on maximum foreseeable loss), such as drastic economic deterioration and major disasters including earthquakes. Through stress tests, the Company performs multivariate analysis on such factors as the assumed impact on assets and liabilities, as well as the level of increase in insurance payments.

Test results are utilized to verify the appropriateness of the Company's risk-taking strategies and discuss measures for strengthening the financial foundation.

* A method for measuring specific portfolio risk based on the maximum foreseeable loss that can be incurred in a certain period of time with a certain probability. Utilizing statistical analysis, VaR boasts advantages in accurately and uniformly assessing the value of risk associated with each asset type.

Risk management structure



Category-specific risk management

Meiji Yasuda categorizes and manages risks based on their causative factors and characteristics. The Company is striving to ensure that newly emerging risk is rapidly identified by giving due consideration to the uniqueness of risk in each category. Moreover, as risks are identified, the incidents are quantitatively and qualitatively evaluated so that appropriate risk control measures can be implemented as necessary.

Definitions of category-specific risk

Category-specific risk		Risk definition
Underwriting risk		Risk that may cause Meiji Yasuda to sustain losses when economic trends, the incidence of insured events or other factors fluctuate contrary to the expectations of the Company upon pricing insurance premiums
Liquidity risk		Risk that may cause Meiji Yasuda to sustain losses if it is forced to divest assets at significantly lower prices than usual to meet urgent funding requirements due to a deterioration in cash flows
Investment risk	Market risk	Risk that may cause Meiji Yasuda to sustain losses due to changes in various market-related risk factors, such as interest rates, foreign exchange rates and securities prices, which will, in turn, lead to fluctuations in the value of its assets (including off-balance sheet assets) and liabilities or otherwise alter the yield from its assets
	Credit risk	Risk that may cause Meiji Yasuda to sustain losses due to a decline in or disappearance of the value of its assets (including off-balance sheet assets) in step with the financial deterioration of borrowers the Company granted credit
	Real estate investment risk	Risk that may cause Meiji Yasuda to sustain losses when the yield from its real estate is reduced by changes in rents, or the overall value of its real estate deteriorates due to fluctuations in market conditions
Operational risk		Risk that may cause Meiji Yasuda or its customers to sustain losses due mainly to personnel, process or system functions in the course of operations or the impact of external factors
Administrative risk		Risk that may cause Meiji Yasuda or its customers to sustain losses when its officers, employees or personnel commissioned by the Company to solicit insurance fail to maintain accuracy in administrative procedures or engage in impropriety or fraudulent behaviors in the course of such procedures
System risk		Risk that may cause Meiji Yasuda or its customers to sustain losses due to system failure, malfunction, or other system-related flaws, as well as the unauthorized use of its computers
Legal risk		Risk that may cause Meiji Yasuda to sustain losses due to business decisions made by its business units when such decisions result in (1) the violation of laws or regulations that exposes the Company to legal liability or (2) the signing of an agreement that is significantly detrimental to the Company's own interest
Other operational risk		Any other risk (excepting administrative, system and legal risk) that may cause Meiji Yasuda or its customers to sustain losses due mainly to personnel, process or system functions in the course of operations or the impact of external factors
Reputational risk		Risk that may cause Meiji Yasuda to sustain losses when a negative impression of the Company or the life insurance industry as a whole, including concerns about credit worthiness, spreads among policyholders or the general public via press coverage, internet communications or other media and negatively impacts the Company's operating results
Group company risk		Risk that may cause the Meiji Yasuda Life Group or its customers to sustain losses due to incidents at Group companies

Countermeasures to major disasters, etc.

We aim to secure our responsiveness to the emergence of an incident that would materially impact the Company's business operations or a situation in which such an incident is highly likely to emerge. Having defined these circumstances as a "crisis," we have formulated the Basic Policy of Group Crisis Management, Basic Rules of Crisis Management and related bylaws for crisis management to ensure that prompt action can be taken at the time of a crisis incident.

As part of these efforts, we have actively maintained business continuity plans (BCPs)* since April 2014, aiming to secure our ability to continue the timely and steady payment of insurance claims and benefits to customers even at times of emergencies

and thereby fulfill our public and social responsibilities as a life insurer. These BCPs assume the disruption of functions provided by Meiji Yasuda's Head Office in Tokyo, the suspension of the Company's main system and other incidents involving grave and serious damage. In accordance with BCPs, we also carry out various drills on a periodic basis and verify their effectiveness. Moreover, we strive to draw on findings gleaned in the course of such verification to review, upgrade and otherwise improve our BCPs via the operation of a PDCA cycle.

* BCPs refer to action plans created in preparation for the emergence of a major disaster, terror attack, system disruption or other serious incident in order to secure businesses' ability to minimize the period and scope of operational suspension and to achieve early resumption.

Topics: Cybersecurity

Basic approach to cybersecurity

Today, the business environment surrounding Meiji Yasuda is constantly evolving due to the recent emergence of new technologies, such as cloud, AI and IoT, as well as the promotion of digital transformation (DX). With the use of IT becoming widespread, cyberattacks are posing greater threats as they utilize ever more sophisticated and malicious tactics. Accordingly, we consider

Cybersecurity management structure

As we aim to protect our information assets from cyberattacks while complying with cybersecurity-related laws, regulations and other rules, we have set up MY-SIRT,* a dedicated cybersecurity team, under the direct supervision of the Group CRO. This cybersecurity management structure is designed to enable us to robustly implement cybersecurity through self-help initiatives, as well as mutual aid initiatives and public assistance initiatives.

Self-help initiatives include security monitoring in place on a 24/7 basis to swiftly respond to cyberattacks, along with support to cyber incident responses undertaken by Meiji Yasuda Group companies. We are also collecting information regarding cyberthreat actors and assessing system vulnerabilities while analyzing their impact on Meiji Yasuda.

Mutual aid initiatives include exchanging information through

maintaining robust cybersecurity an important issue in terms of management strategies. Having formulated the “Cybersecurity Management Declaration,” we constantly strive to promote cybersecurity measures under the strong leadership of the Group Chief Risk Officer (Group CRO).

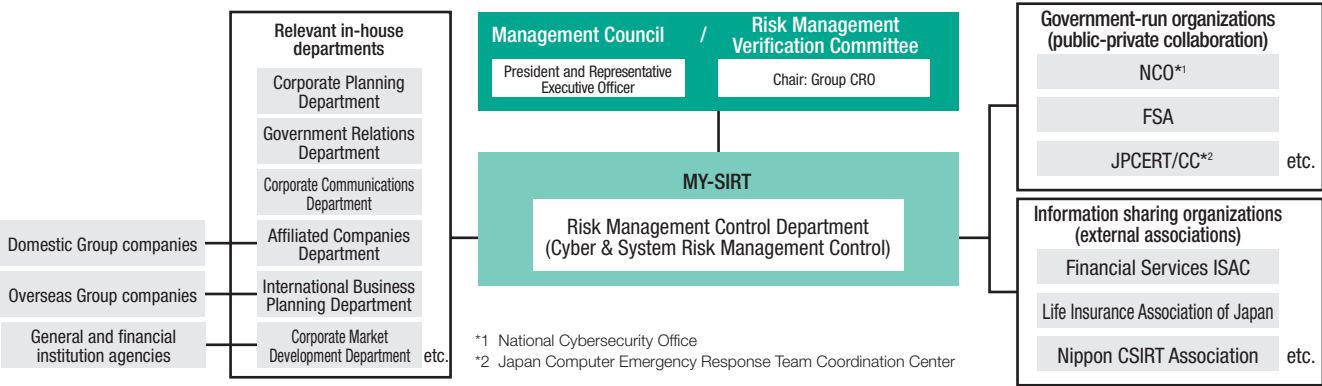
our membership in external associations, such as the Financial Services Information Sharing and Analysis Center (ISAC) to stay current with the latest trends in cyber incidents and other matters.

Public assistance initiatives include participation in close public-private collaboration, working together with NCO, the Financial Services Agency (FSA) and other government-run organizations in order to develop a robust cybersecurity management structure.

We also strive to make improvements by periodically reporting the status of activities undertaken by MY-SIRT, along with issues and other findings gleaned in the course of such activities, to the Group CRO and top management at the Risk Management Verification Committee, the Management Council and other bodies.

* Meiji Yasuda Computer Security Incident Response Team

Cybersecurity management structure



Main cybersecurity initiatives
Cybersecurity measures

We are making it possible to ensure the early detection of swift response to incidents by monitoring cyberattacks and collecting and utilizing information regarding cyberthreat actors, system vulnerabilities and other matters.

Moreover, in order to enable customers to securely use our services, we thoroughly maintain the proper handling of private information while, prior to releasing a new service, implementing security assessments based on international standards.

In addition, we regularly collect information regarding the latest security measures, which continue their ceaseless evolution, in order to proactively implement and operate such measures from the perspectives of “identification, protection, detection, response and restoration.” After implementing security measures, we also commission specialist security vendors to regularly diagnose and verify their effectiveness, discover potential vulnerabilities and remedy any weaknesses.

Facilitating stronger employee awareness of cybersecurity while nurturing human resources

To raise cybersecurity awareness among the entire workforce and foster a desirable corporate culture, all employees participate in drills for targeted e-mail attacks and participate in e-learning programs focused on cultivating fundamental security literacy. Also, we periodically conduct training for senior management while sharing the latest security information throughout the Company to ensure everyone stays alert.

In addition, we proactively and constantly recruit mid-career professionals equipped with specialist expertise. Furthermore, we

have defined skillsets required in the execution of cybersecurity-related duties while nurturing and augmenting our security team through ongoing training and skill enhancement.

With the aim of strengthening our structure to respond to the emergence of cyberattack incidents, we serve as an active participant in cyber protection drills hosted by NCO, FSA, Financial Services ISAC and other organizations in order to enhance the overall level of our organization’s cybersecurity.



We will not only comply with laws, regulations and in-house rules, but also upgrade our compliance structure in line with our aim of upholding social ethics, living up to the rational expectations of our customers and respecting human rights.

Takeo Ueda

Senior Managing Executive Officer

Group CCO, Executive Officer in Charge of the Compliance Control Department

Basic approach to compliance

Meiji Yasuda defines compliance as “acting with fairness and integrity, not only by complying with laws and in-house rules, but also through the exercise of common sense.” Based on this definition, everyone at Meiji Yasuda is expected to proactively apply “Our Conduct Principles.” Specifically, they are called upon to think for themselves about whether their actions put

people first and are consistent with a spirit of fairness. We recognize that every officer and employee of the Group must practice compliance to realize “A long-respected life insurance company that cares about people first” in line with our corporate vision. With this in mind, we are implementing the following initiatives to promote compliance.

Review of compliance activities in FY2024

As part of ongoing initiatives to promote compliance, we have implemented training programs that involve group discussions to address topics related to “Our Conduct Principles” while providing compliance education that delivers an appropriate combination of programs focused on rule-based and principle-based compliance.

In response to the updated version of “Viewpoints for Further Enhancement of Compliance Risk Management Structure Related to Direct Salesperson Channel” announced by the Life Insurance Association of Japan, we also organized the status of relevant initiatives undertaken by Meiji Yasuda and publicized this status via its corporate website.

Moreover, we have promoted various initiatives to prevent improprieties from occurring in the course of insurance solicitation, ensure the early detection of improper conduct through compliance questionnaires targeting employees, step up monitoring over insurance solicitation and enhance our ability to detect incidents via the use of digital forensics and other methods. We have also increased the sophistication of our structure for ensuring financial crime countermeasures and severing relationships with antisocial forces.

Future initiatives

Our initiatives to upgrade the compliance structure are unending. We will strive to further enhance the effectiveness of initiatives undertaken thus far, in addition to tirelessly endeavoring to increase the sophistication of our Companywide compliance structure encompassing the agency channel. In this way, we will become “A long-respected life insurance company.”

Compliance-related policies and rules

In line with the Basic Policy of Group Internal Controls, we established the Basic Policy of Group Compliance, which stipulates fundamental matters for promoting compliance throughout the Meiji Yasuda Group. Having clarified that the utmost priority should be placed on compliance in all aspects of our operations, this basic policy not only mandates compliance with all applicable laws and regulations at home and abroad, as well as with international standards and in-house rules, but also asks all Meiji Yasuda Group members to maintain fair and sincere conduct in conformity with social norms. Furthermore, this basic policy defines that compliance must be promoted in a way that lives up to customer trust via the provision of optimal products and high-quality services. We also take a customer-centric approach

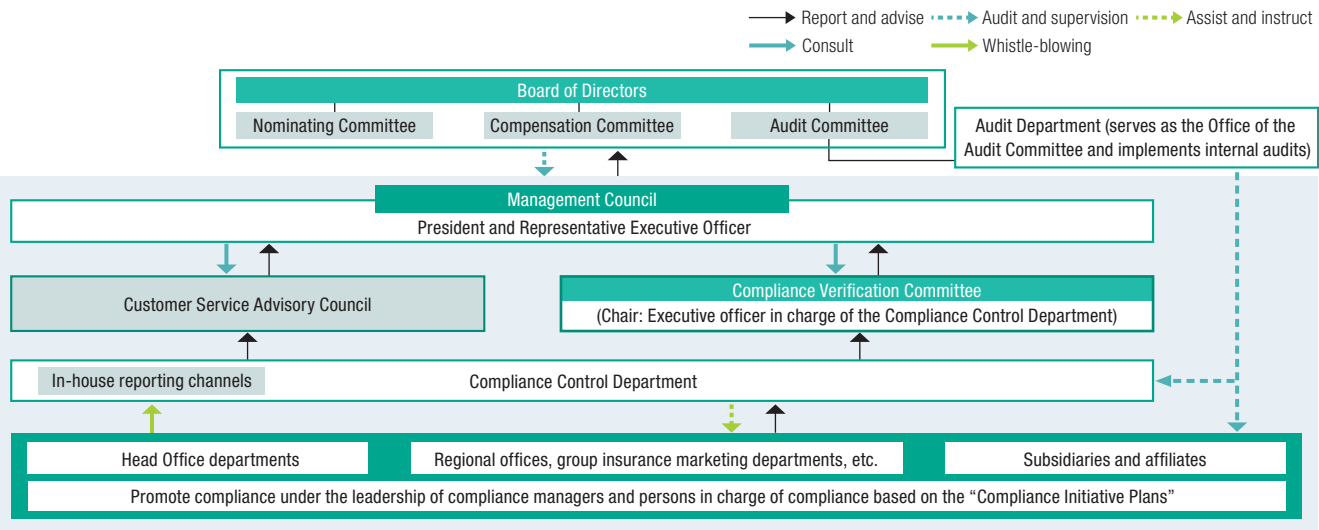
to insurance solicitation based on management guidelines that give due consideration to each customer's individual circumstances, such as their life stage and purpose of enrollment, in the course of delivering proposals and soliciting enrollment. Moreover, we have in place various compliance-related policies and rules. We also issue "Compliance Manuals" that specify laws, regulations and in-house rules that must be observed in the course of day-to-day business conduct to ensure that every officer and employee is well-versed in these matters. The content of important policies, rules and manuals with regard to compliance is determined by the Management Council or the Board of Directors.

Compliance structure

Meiji Yasuda has put the Compliance Control Department in place to carry out integrated management of compliance issues throughout the Meiji Yasuda Group. In addition to spearheading the development and updating of the Group's compliance structure, this department maintains cooperation with compliance managers and persons in charge of compliance at each business section to provide compliance education, implement preemptive measures and deal with compliance issues when improprieties are identified. Furthermore, we have in place a "Corporate Ethics Hotline" that provides those uncovering impropriety with a direct whistleblowing channel to external specialists. We also maintain in-house reporting channels that include a "Compliance Hotline" and "Human Rights Hotline." In addition, to handle work

environment issues, we maintain dedicated in-house counseling desks for MY Link Coordinators, Meiji Yasuda Relationship Associates (MYRA), back office employees, agency managers and other specific personnel. The Compliance Verification Committee is charged with the planning of compliance systems throughout the Meiji Yasuda Group while providing guidance to departments charged with business execution. Moreover, the Customer Service Advisory Council is in place, with external specialists serving as some of the council members. This council deliberates such important matters as the development and improvement of compliance systems aimed at supporting a customer-oriented business approach, thereby serving as an advisory body on these matters.

Overview of compliance structure



Initiatives to promote robust compliance

To robustly promote compliance, each business unit at Meiji Yasuda is aware of its compliance risk ownership and is striving to effectively maintain compliance under the leadership of compliance managers and other personnel in charge of the autonomous and continuous operation of a PDCA cycle. In this way, the Company is working to achieve its ideal in terms of compliance. Specifically, we aim to accomplish priority initiatives under the annual business plan and meet our targets based on the evaluation indicators. To this end, we have identified priority compliance fields for each organizational category, such as regional offices and group insurance marketing departments, in light of their risk status. We are thus promoting "Compliance Initiative Plans" in which each business unit is responsible for the formulation and execution of concrete measures aimed at ensuring compliance. In line with these "Compliance Initiative Plans," we have also set objective evaluation indicators, which we use to

evaluate compliance status at year-end. Moreover, progress at each business unit is being reported to the Management Council and the Board of Directors in a periodic manner. Also, the Compliance Control Department is charged with the periodic monitoring of progress in the "Compliance Initiative Plans." The department also provides necessary assistance to ensure that each business unit is able to firmly operate its PDCA cycle. We also implement mandatory compliance education for all officers and employees. Specifically, we engage in ongoing efforts to conduct training sessions involving group discussions focused on corporate ethics based on "Our Conduct Principles," and otherwise provide educational programs employing an optimal combination of rule-based and principle-based approaches. Furthermore, we utilize in-house newsletters, the intranet and other outlets in an effort to constantly update officers and employees on the latest compliance issues.

Promoting countermeasures against money laundering, financing of terrorism and other financial crimes / Our response to antisocial forces

Meiji Yasuda aims to become a company that is trusted by every customer as well as society as a whole. Therefore, Meiji Yasuda recognizes that for the Company to fulfill its responsibility as a corporate citizen, an essential management task is severing ties with antisocial forces and implementing robust countermeasures against such financial crimes as money laundering and the financing of terrorism.

In line with this recognition, our Basic Policy of Group Compliance identifies countermeasures against antisocial forces and financial crimes as one of our priority compliance issues. Under the leadership of the executive officer in charge of the Compliance Control Department, a key body tasked with handling these issues, we are striving to ensure that appropriate countermeasures are in place. At the same time, representatives from all relevant departments attend the Compliance Verification Committee to periodically confirm the status of these countermeasures.

give rise to a conflict of interest between the Company and its customers, between customers, or between customers and third parties. In these ways, we are engaged in systematic efforts to protect customer interests from being unjustly harmed. Furthermore, we have developed in-house rules and structures aimed at preventing bribes (both accepting and offering), insider trading and other financial crimes.

Promoting countermeasures against money laundering, financing of terrorism and other financial crimes

We are striving to upgrade our management structure in accordance with In-house Rules Governing Countermeasures Against and Responses to Money Laundering and the Financing of Terrorism while referring to the Financial Services Agency's Guidelines for Anti-Money Laundering and Combating the Financing of Terrorism and other inputs published by supervisory authorities. In addition, we have established "Basic Policy of Group Management for Conflicts of Interest." These policies are intended to ensure the appropriate management of transactions that may

Our response to antisocial forces

We have appointed managers and staff in charge of responding to antisocial forces at each business unit, thereby maintaining a robust organizational structure to prevent these forces from exploiting the Company. As part of measures aimed at severing relationships with antisocial forces, in April 2012 we incorporated new articles, regarding the exclusion of organized crime syndicates, into policy provisions. We also engage in ongoing efforts to sign contracts incorporating similar articles with all business counterparties, aiming to prevent any involvement of antisocial forces in our transactions. In addition, we have been developing a centralized database to manage antisocial force information while encouraging employees to undergo training sessions hosted by prefectural police departments to enhance employee skills to prevent undue requests. Moreover, we are striving to facilitate collaboration with police, lawyers and other external specialists in addition to holding in-house study sessions and conducting online education to provide necessary training and guidance.

Information management

Meiji Yasuda established its "Protection of Personal Information Policy" and has disclosed these policies through such media as its corporate website. In line with the aforementioned policies, the Company strives to develop a robust information management system, ensuring that information is protected on every stage of its lifecycle, from acquisition to disposal of information, while strictly controlling the handling of its information by subcontractors.



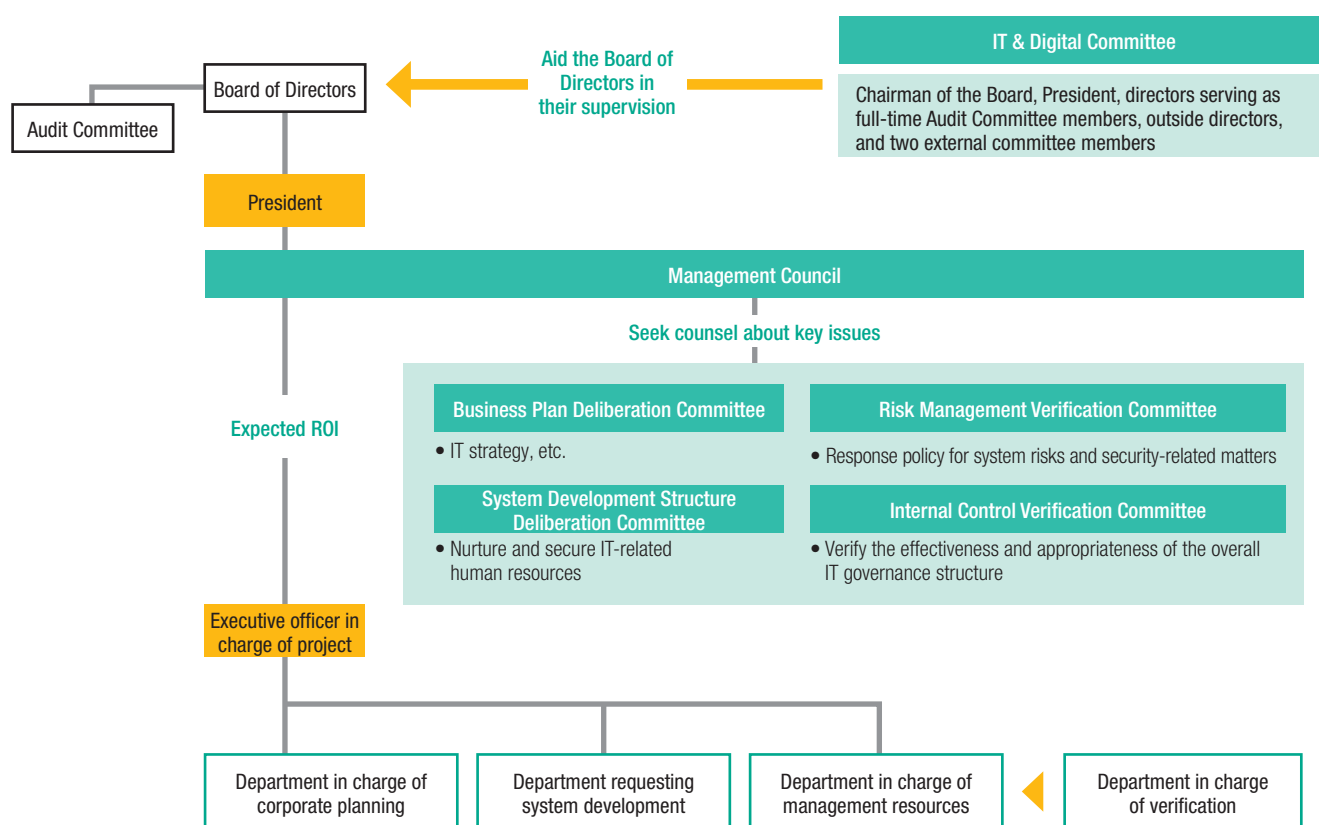
Developing a solid IT governance structure

Striving to become “A long-respected life insurance company that cares about people first,” Meiji Yasuda is promoting the proactive use of IT, to this end developing a robust IT governance structure.

Specifically, to take charge of spearheading each major project, an executive officer of the relevant business unit is appointed in accordance with instructions issued by the President regarding the project’s expected return on investment (ROI). Relevant initiatives under way are discussed, managed and verified by each

committee in place to serve an advisory body to the President, with matters deemed particularly important being reported to the Board of Directors and other bodies.

In FY2023, we established the IT & Digital Committee whose membership includes IT and digital specialists from outside the Group. This Committee helps us develop an even more solid governance structure by supplementing supervisory functions afforded by the Board of Directors over business execution in the digital field.



Specific initiatives

In FY2024, the first year of “MY Mutual Way Phase II,” we invested around 50 billion yen in IT system development projects.

Business-related development projects included those aimed at supporting the release of two new products—“Meiji Yasuda’s Annuity under Long-Term Management” and “Cardiovascular Disease Prevention Pro”—as well as the deployment of “Digital Secretary MY Palette.”

As part of system-related development projects, we updated in-house system infrastructure and other platforms used by all

employees. In addition, we also accelerated several major system planning and development projects. These included the migration of host systems to open systems and the renewal of policy management systems and other dedicated systems for use by corporate policyholders.

Looking ahead, we will take on system development aimed at maximizing the effect of IT-related investment while establishing a structure to ensure the steady procurement of high-quality systems.

IT investments by purpose		Promotion
Business-related investment	Investment aimed at supporting management strategies and expanding existing system functions	40%
	Of this, investment aimed at acquiring competitive advantages in and promoting expansion into growth fields	35%
System-related investment	Investment aimed at developing a functional system infrastructure from a perspective of ensuring business continuity	60%