



Operating Base Reinforcement Strategy

Operating Base Reinforcement Strategy

Human Resource-Centered Business Management and the Creation of Rewarding Workplaces (Human capital management)	62
Topics: Ensuring equal opportunities and fair treatment as well as promoting health and productivity management	67
Push Ahead Further with IT- and Digital-Related Investment (DX strategy 2.0)	70
Promoting Sustainability Management	
Environmental Protection and Climate Change Response (TCFD and TNFD)	74
Respecting Human Rights	80
Initiatives to Ensure “Easy Access to Insurance for Everyone” (Financial inclusion)	82
Administrative Services Supporting Core Functions	
Such as the Payment of Insurance Claims and Benefits	84
Customer-Oriented Business Operations and Compliance	86
Risk Management	91
Internal Control System	96



We will promote human resource-centered business management to empower employees to achieve success according to their ambitions and enhance their engagement.

Shinya Yamakawa

Managing Executive Officer
Chief Human Resource Officer (CHRO)

Employees have human dignity, which no business should be allowed to exploit as a means of achieving management objectives. Based on this conviction, Meiji Yasuda is promoting human resource-centered business management, instead of human capital management, as part of its operating base reinforcement

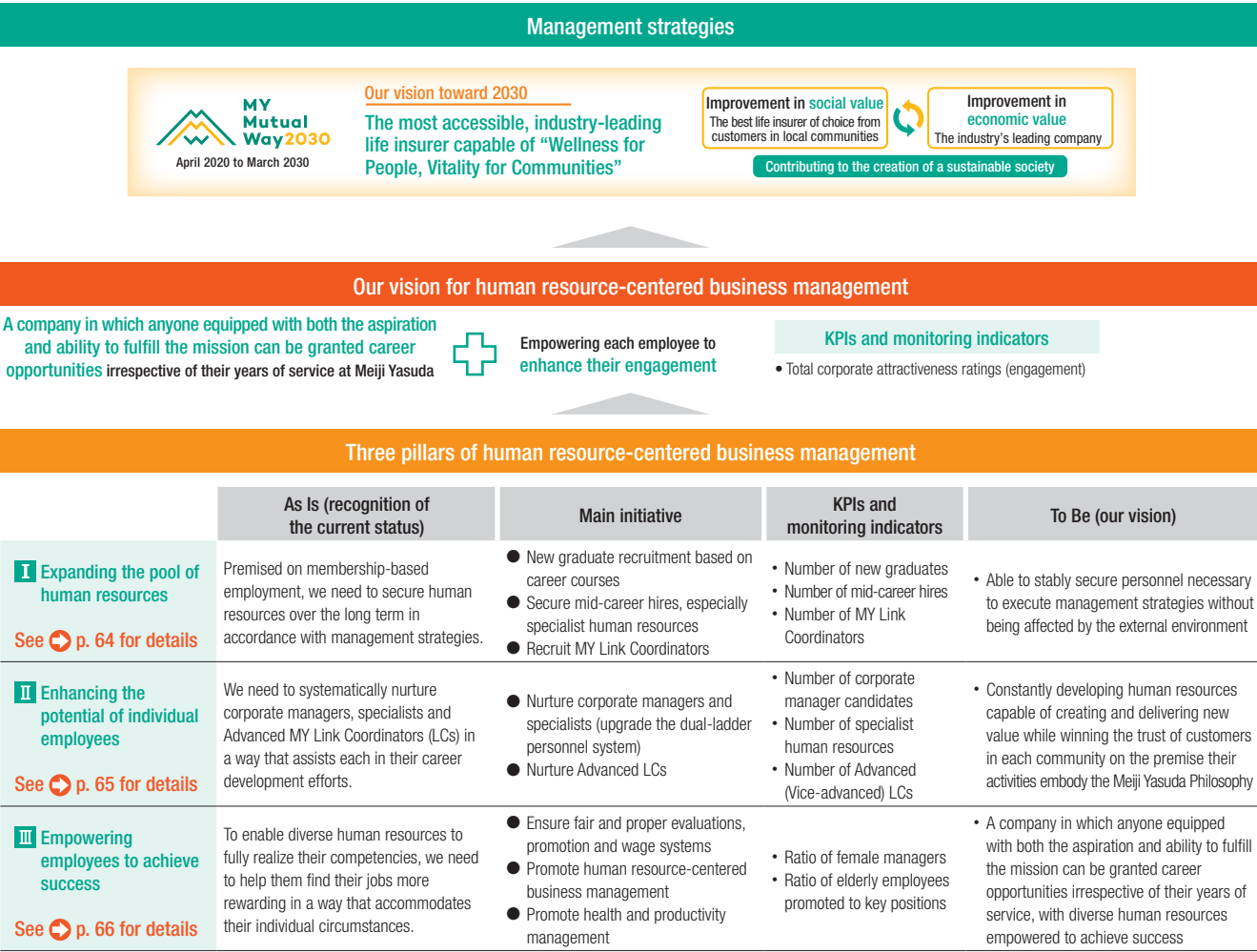
strategy. By doing so, we are empowering each employee to enhance their engagement while developing an environment that helps them fully realize their potential according to their ambitions. In these ways, we aim to raise our business competitiveness.

Our recognition of the environment and issues

The external environment related to human resource management is radically shifting due mainly to the nation's shrinking workforce, changes in the perception of work (especially among young people), and the advancement of AI and digitalization. Amid this environment, however, we are being called upon to

maintain stable employment based on a long-term perspective, nurture human resources and empower them to achieve success. To continuously extend lifelong support to our customers, we need to thus create value that can be delivered only via human capabilities even as we utilize AI and digital technologies.

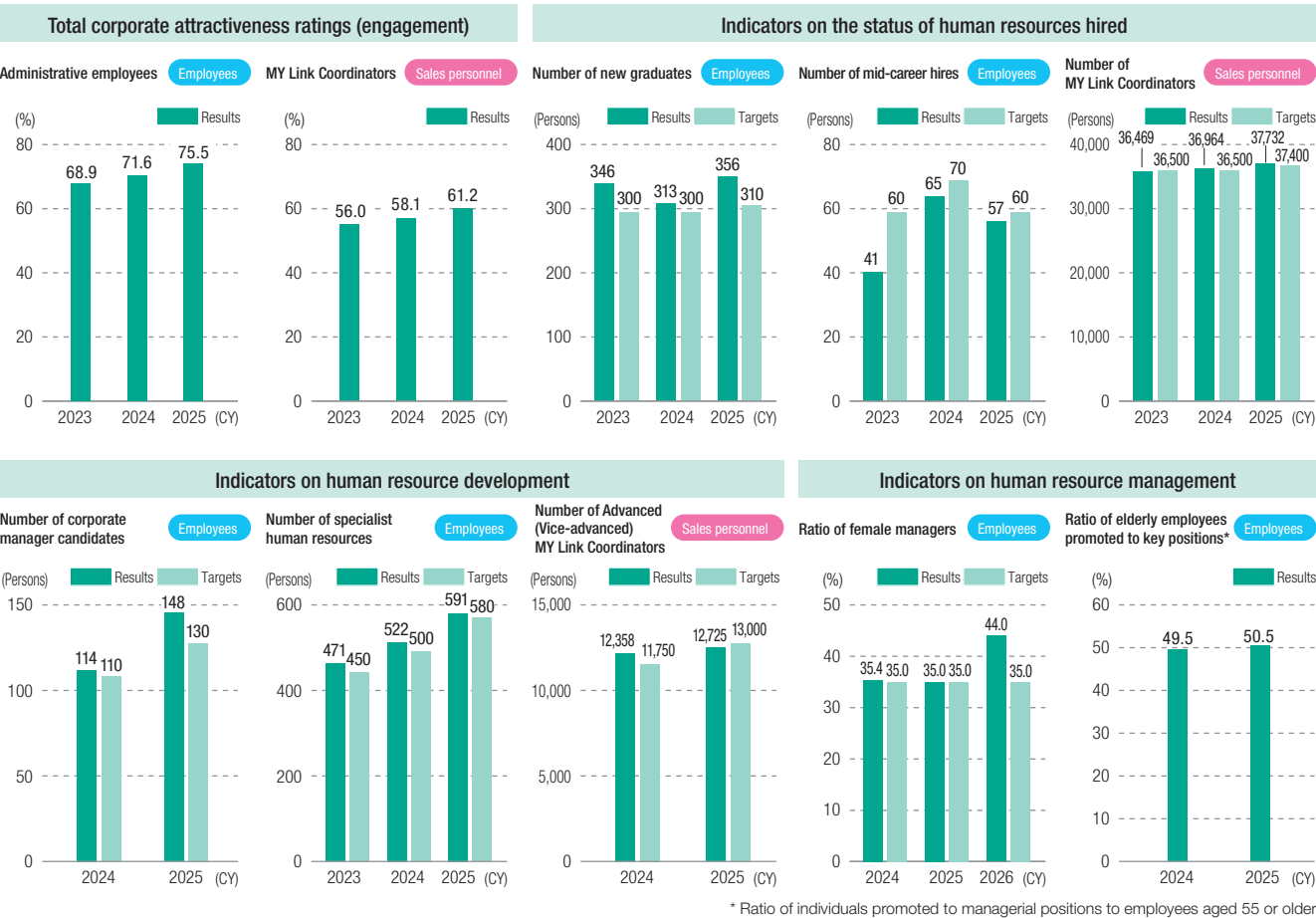
Main initiatives related to human resource-centered business management and our vision



We aim to realize our vision "the most accessible, industry-leading life insurer capable of "Wellness for People, Vitality for Communities"" under "MY Mutual Way 2030," which informs our management strategies. In line with this vision, our goal for human resource-centered business management is 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, in addition to empowering each employee to enhance their engagement. To this end, we

are promoting the three pillars of "Expanding the pool of human resources," "Enhancing the potential of individual employees," and "Empowering employees to achieve success." To promote human resource-centered business management, we have also defined "To Be" (our vision) based on "As Is" (the recognition of the current status). These definitions inform various measures now under way, with their outcomes monitored against KPIs and indicators determined for each of the three pillars.

Status of KPIs and monitoring indicators



Value being created via human resource-centered business management

Our initiatives related to human resource-centered business management not only help us nurture and secure human resources who will lead the next generation of Meiji Yasuda but also enable us to contribute to the resolution of social issues as they strive to, for example, prolong healthy life expectancy and vitalize regional communities.



I Expanding the pool of human resources—Recruitment

● Recruitment of new graduates and mid-career hires

Meiji Yasuda has defined membership-based employment as its primary mode of employment. This naturally causes us to focus on nurturing human resources over the long term by recruiting new graduates to stably secure individuals capable of extending lifelong support to customers. As described below, we provide new graduates with recruitment courses designed to accommodate their visions regarding careers at Meiji Yasuda, skills they hope to acquire, and other personal desires. At the same time, we are also recruiting mid-career hires to operate in business

Courses for new graduates

Job category (recruitment courses)	Features
career S	- A recruitment course designed to enable applicants to learn the basics of insurance sales, agency office management and other matters immediately after joining the workforce, then aim for the position of Agency Manager in the sixth year at the Company - Applicants could subsequently be assigned to sales teams at regional offices, the Individual Insurance Market Development Division at the Head Office, or other business units to play key roles in a broad range of fields
career V	A recruitment course designed to enable each applicant to fully leverage their personal strengths and realize their potential in various business fields at, for example, Head Office, regional offices and group insurance marketing departments based on their competencies and aptitude
Actuary	A recruitment course in which applicants are allowed to take full advantage of their actuarial knowledge to become professional actuaries who play key roles in a diverse range of business fields, including life insurance, corporate pensions and risk management
System and digital	A recruitment course that provides applicants with essential knowledge and skills in system development and data science so that they can grow into system professionals or data scientists sought after by financial institutions at early career stages
career W	A recruitment course that imparts skills in group insurance marketing to nurture specialists who can play key roles in the wholesale sector at early career stages
career A	A recruitment course that imparts administrative service skills in individual insurance marketing to nurture key players in administrative services, which provide a basis for after-sales services
MY Relationship Associates	A recruitment course designed to nurture consulting-based sales specialists focused on corporate and worksite marketing that provides a variety of services via insurance products targeting business corporations, government and public offices, and other entities in urban areas and their employees

● Increasing the number of MY Link Coordinators

As we aim to realize our vision toward 2030, “the most accessible, industry-leading life insurer capable of ‘Wellness for People, Vitality for Communities,’” we are striving to increase the number of MY Link Coordinators, who support Meiji Yasuda’s key sales channel, to secure our ability to deliver “Peace of mind, forever” to each customer.

MY Link Coordinators are sales personnel who exclusively handle our insurance products to support this channel and remain committed to delivering various services ranging from the solicitation of life insurance to after-sales services following enrollment in a way that accommodates the desires of each customer. At the same time, these individuals are also tasked with helping customers improve their health, advocating for

fields that require highly sophisticated expertise and skills as these fields often call for the deployment of ready-to-serve specialists, instead of taking a great amount of time to nurture human resources via in-house training. We are also developing a follow-up structure that facilitates the on-boarding of mid-career hires by holding entrance ceremonies, enabling them to exchange opinions and information at network meetings, and otherwise helping them swiftly take root at the Company and work vibrantly with confidence.

Business fields for which mid-career hires are recruited

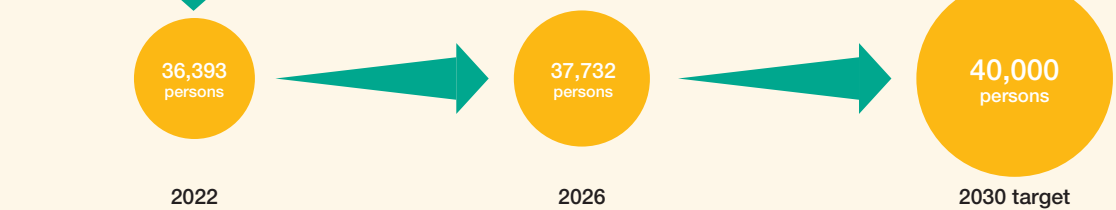
Business field	Features
System and digital	A business field in which highly sophisticated digital-related knowledge and skills are leveraged to resolve management issues and develop in-house infrastructure, customer services and others
Asset management	A business field that requires the use of highly sophisticated expertise in asset management and real estate to conduct such undertakings as the analysis and execution of investment and financing, the screening of potential projects, and the monitoring of post-investment status
Legal, accounting and other licensed professionals	A business field that requires individuals certified as specialists in actuary, accounting, tax accounting, legal affairs and other matters to help Meiji Yasuda avoid management risks and support its business growth
Sales promotion	A business field that involves the development of markets for Meiji Yasuda’s sales organization via the use of operational experience in sales, initiatives to realize harmonious coexistence with communities, and other undertakings

nurturing connections with communities and other missions to deliver value that transcends the framework of insurance.

Moreover, we hope to enable individuals, who resonate with the “Meiji Yasuda Philosophy” and aspire to fulfill the mission of MY Link Coordinators, to work in confidence over the long term. Because of that, we redesigned monthly compensation from performance-based floating wages to fixed salaries that stabilize their earnings. In addition, we have enhanced benefit programs available to sales personnel when they give birth, raise children or engage in nursing care to help them strike a balance between work and family life. In these ways, we are developing an environment that allows them to work with confidence over the long term and find their jobs rewarding.

Trends in the number of MY Link Coordinators

To deliver “Peace of mind, forever” to each customer, we are striving to increase the number of MY Link Coordinators.



II Enhancing the potential of individual employees—Training

● Initiatives to nurture human resources in a way that assists each employee in their career development 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 proactively 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.

To continuously develop both corporate managers who will serve as next-generation leaders and specialists equipped with highly sophisticated skills and expertise, we are upgrading our dual-ladder training structure.

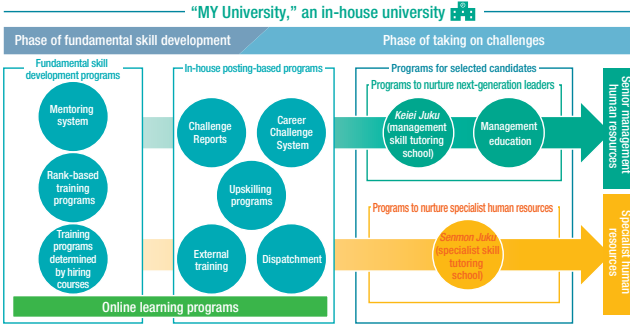
Our “Career Compass” is a human resource development platform that makes it possible for employees to assess the level of skills required based on their career goals, confirm gaps between their current status and the required level, and learn about educational content designed to address these gaps.

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 and specialists.



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)

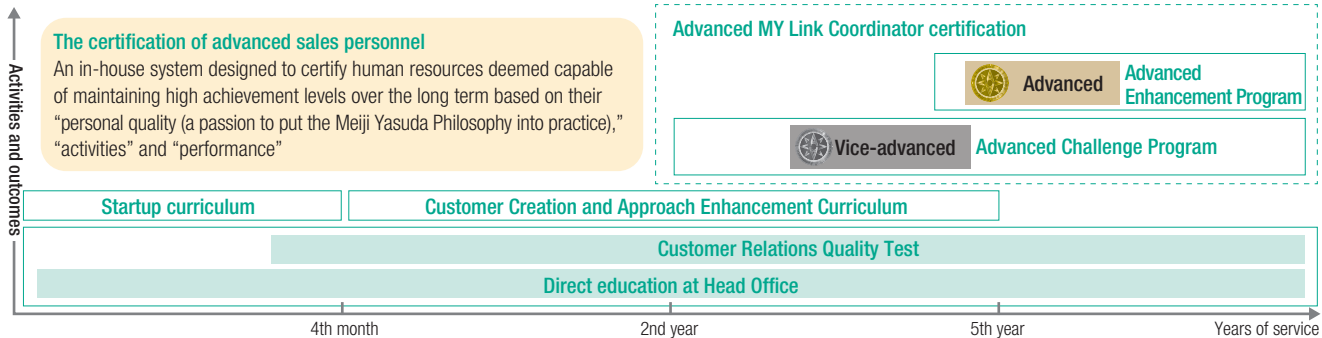
As we aim to nurture MY Link Coordinators who will remain the consistent choice of customers and regional communities, we provide both educational programs, for individuals in all ranks, and job level-based programs, designed to address issues participants may be confronting. The former involve sessions 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 even more sophisticated consulting services to customers.

In addition, from the MY Link Coordinators who satisfy the prerequisites set by the Company, Advanced MY Link Coordinators are designated to serve as role models for their peers.

We implement the “Advanced Challenge Program” to provide skill enhancement opportunities to individuals who aspire to achieve this certification. We will continue to develop an educational structure aimed at aiding each MY Link Coordinator in their pursuit of personal growth as we seek 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

Empowering employees to achieve success—
Evaluations of human resource capabilities, allocations and wage systems

● Basic concepts for the evaluation of human resource capabilities and staff allocation

In evaluating the capabilities of our human resources, we leverage a combination of three methods, namely, “performance assessment,” “value assessment” and “aptitude assessment” to apply a unified perspective to the evaluation of how each individual fulfills their role as well as assessing their personality, aptitude and other attributes. By doing so, we ensure the fairness and appropriateness of wages and staff allocation. Through the evaluation of human resource capabilities, we aim to increase the motivation of employees and enable them to realize their full potential and play their part in achieving the stated goals of each organization and the Company as a whole.

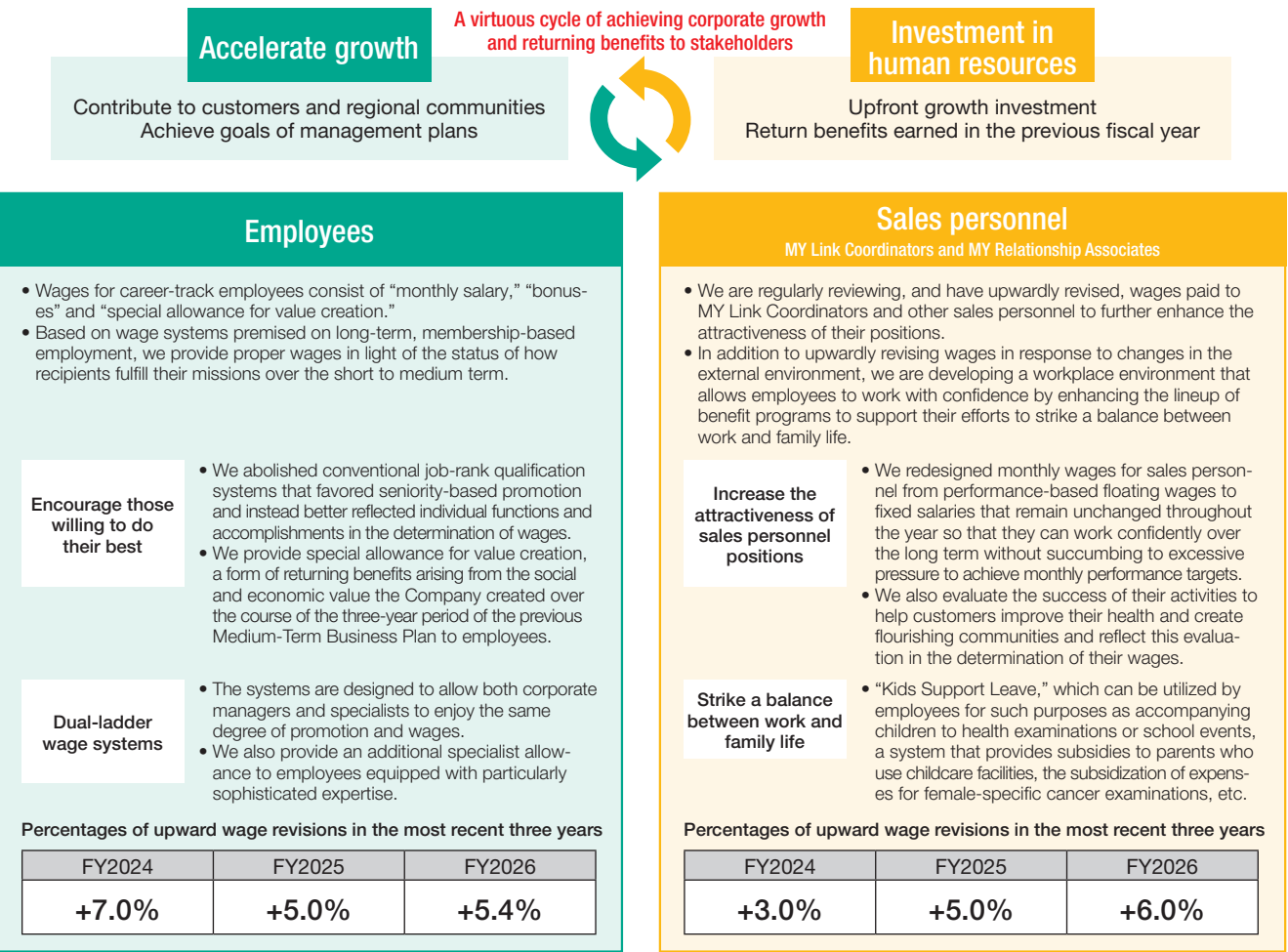
We are promoting employees to higher positions by focusing on their character, as well as aspirations and ability to fulfill their missions irrespective of years of service at Meiji Yasuda or career track at the time of recruitment. Also, we are proactively promoting employees to their desired positions to enhance engagement and productivity. Moreover, we allocate a sufficient number of staff to business fields requiring a robust workforce. Through these endeavors, we aim to achieve the Company’s planned goals and targets.

Composition of human resource capability assessment methods

	Definitions
Performance assessment	Heads of each business unit evaluate how their staff members fulfill their missions by conducting the quantitative and qualitative assessment of their operational accomplishments, processes and other factors
Value assessment	A 360-degree assessment of the employee’s “mindset, attitude, ways of thinking and behavior” related to how they execute their duties, with their supervisors, colleagues, staff members and other individuals serving as evaluators
Aptitude assessment	The head of each business unit assesses the degree of the employee’s achievement in realizing their potential (aptitude) in the current position while identifying posts recommended for them

● Basic concepts for wage systems

In addition to executing upfront investment in human resources to empower each employee to play an even more active role, we reward employees in accordance with the degree of personal growth they have achieved. By doing so, we are striving to ensure that a “virtuous cycle of achieving corporate growth and returning benefits to stakeholders” takes root in this area. Our wage systems are thus designed to encourage those willing to do their best in order to enhance the attractiveness of positions at Meiji Yasuda and secure the human resources needed at present and in the future.



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 10th consecutive year under the “2026 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 this program for the second consecutive year. As an employer, we will proactively play our part to help employees improve their health as part of our efforts to promote health management.

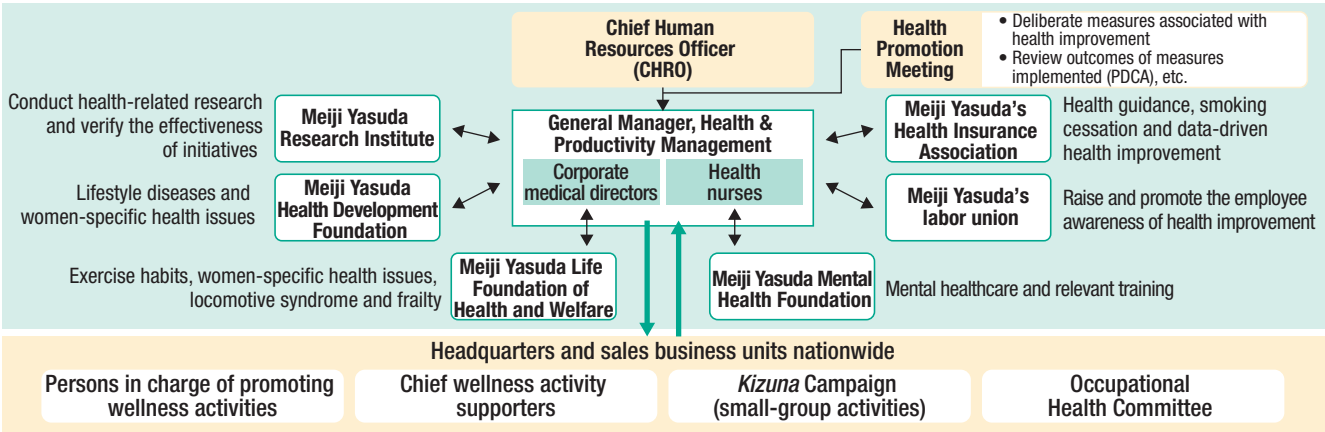
MY Health Declaration

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 the “Health Promotion Meeting” in FY2017. This meeting is convened twice a year and chaired by the CHRO, who supervises the General Manager for Health & Productivity Management, 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 meeting 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
- Provide employees who have propensity toward hypertensive or other lifestyle diseases with guidance from health nurses
- 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
- 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 line-care training for managers
- Develop a structure in which corporate medical directors, health nurses and external specialists provide counsel

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

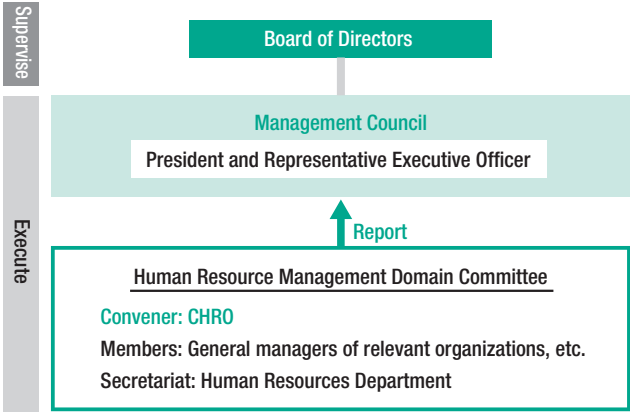
- Provide employee education to instill literacy on the prevention of oral diseases while providing checkups for oral health status
- Develop an environment in which employees can use muscle training equipment during downtime in order to help them maintain and improve their body functions

Our structure supporting human resource-centered business management

Governance

To practice human resource-centered business management, we have the “Human Resource Management Domain Committee,” a body tasked with verifying and evaluating progress under human resource management-related plans and other endeavors, with the CHRO serving as convener. Moreover, members of this body include general managers and other key personnel from relevant organizations. Through their involvement in discussions, we ensure that diverse perspectives are incorporated in our efforts to plan and promote human resource-centered business management.

In addition, important matters are deliberated at the Management Council before the President makes decisions and reports to the Board of Directors.



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 closely monitoring 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 health nurses are allocated to regional offices nationwide to prevent the occurrence of mental health-related 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.

Issuance of MY Report on Human Resource-Centered Business Management

In FY2026, we began compiling “MY Report on Human Resource-Centered Business Management.” This publication features our thoughts regarding human resource-centered business management and initiatives undertaken thus far in the area of human resource management. Through this report, we hope to convey our goals regarding what we aim to achieve via human resource recruitment and development and how we empower employees to achieve success as part of efforts to facilitate stakeholder dialogue. This report is publicly available via Meiji Yasuda’s corporate website.

MY Report on Human Resource-Centered Business Management is disclosed on our corporate website.
<https://www.meijiyasuda.co.jp/profile/hitochushin/> (Japanese only)

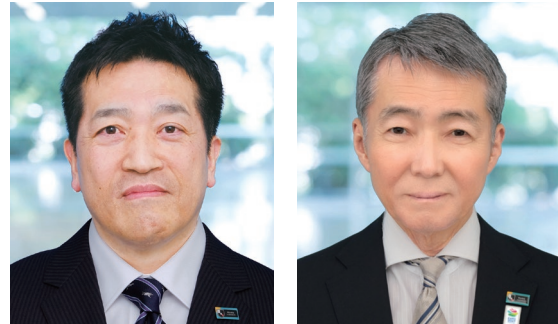


Operating Base Reinforcement Strategy

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.

Initiatives in the AI and digital field



We will promote our AI strategy in the agentic AI era while maximizing value created via human capabilities.

Kenji Ishibashi

Managing Executive Officer
Chief Digital Officer (CDO) and
Chief AI Officer (CAIO)

Masashi Namatame

Senior Managing Executive Officer
Group Chief Digital Officer (Group CDO)
Group Chief AI Officer (Group CAIO)

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. On the other hand, due to the breathtaking advancement of AI technology, we have entered a phase of creating new value through the use of AI, whose applications now extend beyond mere operational streamlining. In other words, this technological advancement facilitates the rapid upgrading of AI from generative AI to agentic AI which, in turn is now redefining the functions of human employees and the form society takes as a whole, in addition to affecting the mode of organizational decision making. And this is happening at an accelerating pace.

As a company that practices human resource-centered business management, Meiji Yasuda considers this major change in the environment to be an opportunity to maximize the capabilities of human employees, rather than perceiving it as a threat. Accordingly, while we will shift certain tasks to AI when appropriate, we will also empower employees to focus on creating value that can be delivered only via human capabilities. By doing so, we will enable all employees to achieve personal growth, which will ultimately facilitate the overall corporate growth of Meiji Yasuda. This is a virtuous cycle we aim to realize via our DX strategy.

Looking ahead, we will steadily take on and overcome one issue after another in the course of deploying and utilizing AI and other digital technologies in all operational areas as well as transforming our operational models for the Company as a whole through these endeavors.

Main initiatives under the Medium-Term Business Plan

In line with the current Medium-Term Business Plan, we are continuously pursuing the effective integration of human operations and digital technologies, which is our fundamental concept. This concept also informs initiatives now under way to streamline and increase the sophistication of our operations via the use of AI, data and digital technologies in a broad range of areas, including sales frontlines, administrative and service operations, and back-office operations.

Meanwhile, AI technology is developing at a pace that exceeds our initial expectations. Aware of this, we newly established an AI strategy in FY2025, based on the belief that the competitiveness of businesses going forward will be dependent on their efforts to stay up to date with the rapid advancement of

AI. We have also positioned AI as a partner that both supports and collaborates with our employees. Thus, we are deploying AI in all areas of our business operations while pushing ahead with the AI-driven restructuring of operational processes. These endeavors are aimed at enabling all employees to achieve drastic improvement in operational quality and productivity. This will, in turn, allow them to shift their focus to tasks that can only be performed with human capabilities. As such, our goal is to create value that can be delivered only via human capabilities.

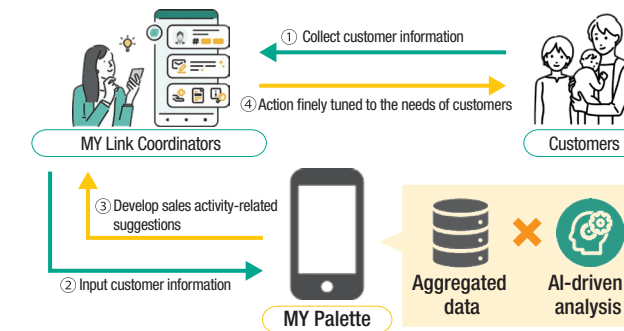
At the same time, we are developing an AI governance structure to fulfill our accountability as a business operator that uses AI as part of our initiatives to mitigate risks that may arise in the process of utilizing AI.

1. Deploying AI in actual operations

① Deployment of “Digital Secretary MY Palette”

In October 2024, we deployed “Digital Secretary MY Palette” for use by more than 36,000 MY Link Coordinators (sales personnel) to assist their sales activities. This tool eases the collection, aggregation, search and utilization of customer information while enabling users to promote sales activities finely tuned to the desires of each customer. Thanks to AI’s capability to organize data and develop sales activity-related suggestions, sales personnel can now focus more on delivering proposals, starting with having dialogue with customers and winning their trust. In short, AI-driven assistance enables sales personnel to raise the quality and productivity of their sales activities.

● How sales personnel utilize “Digital Secretary MY Palette”



2. Strengthening of the promotional structure

① Partnership agreement with Accenture Japan Ltd.

In October 2024, we entered into a comprehensive partnership agreement with Accenture Japan Ltd. In April 2025, we launched the “Digital Innovation Hub,” a dedicated specialist organization consisting of a total of approximately 300 personnel from both Meiji Yasuda and Accenture. Currently, this organization is engaged in planning and development aimed at achieving cross-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.

③ Establishment of an AI governance structure

In addition to accelerating the deployment of AI, we are focused on creating an environment in which all employees can use AI with confidence. To properly deal with risks arising from the use of AI and cyber risks in connection with this technology, we have established a dedicated governance structure to ensure that AI-related risks are identified, dealt with and monitored in each of the planning, development, introduction, pre-release and post-release processes. As such, we will both aggressively utilize AI and maintain a robust protective governance structure. In these ways, we will securely, yet swiftly, promote the use of AI.

Future initiatives

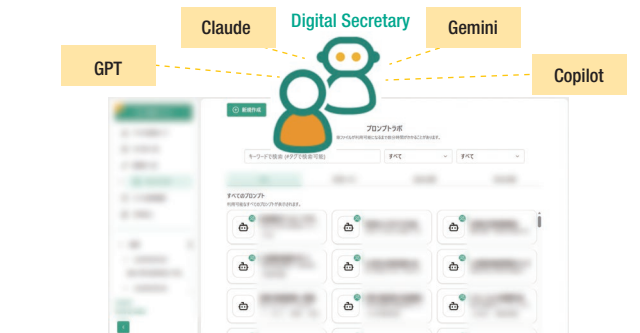
Going forward, we expect to transition to a new phase of incorporating AI in the life insurance business’s key operational processes (proposal of insurance, screening of policy underwriting, after-sales services, screening related to the payment of insurance claims and benefits, etc.) To achieve success in these endeavors, human resources nurtured via the Digital Innovation Hub will play a central role in accelerating development activities. Thus, we will take an integrated approach to deploying various AI tools designed to assist all the sales personnel in their activities and to support our employees in their day-to-day operations, with the aim of realizing drastic improvements in operational productivity.

We also anticipate that the rapid advancement of AI will enable the completion of routine work solely via the use of AI.

② Functional enhancement of “Digital Secretary”

“Digital Secretary” is another variation of an AI tool designed to support the day-to-day operations of Head Office employees as well as employees at regional offices and group insurance marketing departments across the country. This general-purpose tool assists in writing documents, summarizing them and generating ideas. It is equipped with text-search functions that enable users to scour a vast archive of meeting materials used by the Management Council, administrative operation manuals, and others. Thus, “Digital Secretary” is being used to support operational judgment, and sometimes, management decisions. We also enable users to gain access to multiple AI models and external AI tools (e.g., GPT, Claude, Gemini and Copilot) depending on the characteristics of their duties. Moreover, each department is allowed to take initiative in the systematic deployment of AI, with more than 100 AI-driven tools currently used to provide operational assistance. These are examples of how we utilize AI in a flexible and effective manner only Meiji Yasuda is capable of.

● AI models and AI-driven operational assistance tools powered by “Digital Secretary”



② Development of a structure to facilitate the use of AI

To accelerate the deployment of operational processes powered by AI, in April 2026, we appointed approximately 500 “AI utilization leaders” on a Companywide basis. These individuals are currently facilitating the deep integration of AI-driven operations at each organization.

Specifically, “AI utilization leaders” are tasked with identifying issues associated with on-site operations to support the planning, execution and horizontal rollout of AI-driven solutions. These endeavors are intended to promote the use of AI to energize Companywide operational reforms, instead of confining the use of this technology to a closed circle of specialists.

Aware of this, Meiji Yasuda cherishes value that can only be created via human capabilities, such as “empathy,” “creativity,” and “judgment.” In particular, we place great emphasis on “empathy.” We will remain true to our aspiration to support empathy among individuals as we strive to deliver peace of mind and win the trust of customers.

Lastly, we will upgrade these initiatives along with our mode of human resource development and governance in an integrated manner. By doing so, we will enhance experience value for customers and employees while bringing the concept of AI transformation (AX) into reality. With the coming of an AI era, we will thus strive to further enhance our competitiveness.

Initiatives in the IT field



Through the use of AI and the modernization of our system architecture, we aim to establish a “sustainable IT infrastructure” that enables us to deliver new value to customers.

Nobuyuki Aoto
Senior Managing Executive Officer
Chief Information Officer (CIO) and
Chief AI Officer (CAIO)

Our recognition of the environment and issues

On the back of the rapid advancement of generative AI and other digital technologies, corporate investment in IT and digital technologies has grown larger year by year. Moreover, IT is no longer a mere tool for operational streamlining; this technology now constitutes an integral part of management infrastructure supporting business efforts to create new customer value and secure competitive advantage. On the other hand, the number of human resources equipped with robust IT expertise tends to fall short of demand. This, in turn, fuels the intensification of competition over talent acquisition, resulting in rapid changes in the business environment.

Main initiatives under the Medium-Term Business Plan

In this era of high uncertainty, securing flexibility, agility and scalability has become increasingly important in the field of IT development. With this in mind, we launched a 10-year plan of “system architecture reforms” in FY2024, with the aim of establishing a sustainable system development structure that is highly adaptable to changes in the environment. We thus began modernizing our system architecture. Under the current Medium-Term Business Plan, we are developing system infrastructure from the ground up in a way

that aligns with the characteristics of each system field (user contact points, policy management, data management and customer management). In these ways, we have steadily pushed ahead with securing a foundation supporting the realization of our vision for IT systems. Also, we have stepped up the recruitment and development of specialists in the IT field to reinforce staffing to promote these reforms. Through these and other initiatives, we have striven to secure business competitiveness into the future.

System architecture reforms (10-year plan)

Our vision

A sustainable system architecture that is highly adaptable to changes in the environment and equipped with flexibility, agility and scalability

User contact points (SoE)

• Promote the development of web-based services, etc., on new infrastructure

Policy management (SoR)

• Migrate our host systems to open systems, etc.

Data management (SoI)

• Develop a data integration and analysis platform, etc.

Customer management

• Shift from conventional policy-based customer information management to individual customer-based information management

Future initiatives

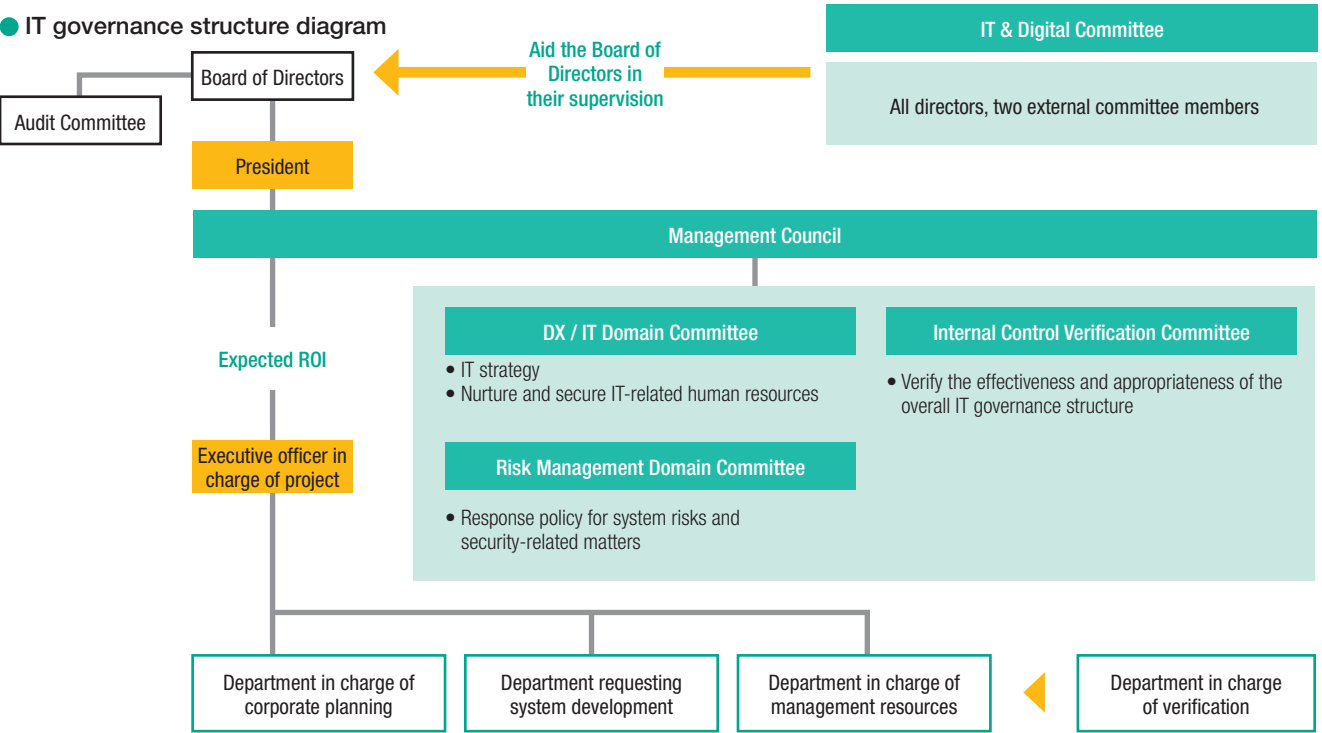
AI is advancing day by day, with new models of AI being created and released in the very moment. Aware of this, we will strive not to lag the IT field’s pace of advancement. As we aim for the completion of a “sustainable system development structure” in line with our vision, we also need to update our conventional initiatives premised on the use of AI. Accordingly, we will restructure our systems and streamline operations as part of our “system architecture reforms” while

utilizing generative AI in security measures and human resource development. This will, in turn, lead to the further upgrading of initiatives implemented thus far. To become “the most accessible, industry-leading life insurer capable of ‘Wellness for People, Vitality for Communities,’” we will play our part in the IT field in the overall optimization of Meiji Yasuda’s business operations.

IT Governance

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 spearhead 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 in business domain committees convened to deliberate important matters related to the Company’s operations, under the executive authority of Heads of Business and CxOs. Matters deemed particularly important are then reported to the Board of Directors and other bodies. In addition, the “IT & Digital Committee,” which was established in FY2023 with the inclusion of external specialists in IT and digital technologies, receives periodic reports on the status of business execution in the IT and digital field. We are striving to upgrade our IT governance structure in a way that leverages input from this committee.



Specific initiatives

In FY2025, we focused on executing a major infrastructure modernization project aimed at establishing system architecture that is highly adaptable to changes in the environment. At the same time, we maintained a policy of accommodating business requirements to the maximum extent possible. As a result, we invested around 60 billion yen in IT system development projects. Business-related development projects included those aimed at enhancing the functionality of “Digital Secretary MY Palette” and others involving the deployment of AI. We also updated MY *Hoken* App. These projects were conducted in collaboration with Accenture based on a partnership agreement.

As part of system-related development projects, we completed the upgrade of in-house system infrastructure and devices used by all employees. In addition, projects have been ongoing since FY2024 in connection with the migration of host systems to open systems and the renewal of policy management systems and front systems for use by corporate policyholders. As such, we are fully involved in projects aimed at developing large-scale system platforms to rebuild our system structure. Looking ahead, we will steadily make high-quality systems available to all users in addition to maximizing the effect of IT-related investment, proactively utilizing such technologies as AI, and otherwise enhancing the efficiency of development projects.

IT investments by purpose		Proportion
Business-related investment	Investment aimed at supporting management strategies and expanding existing system functions	30%
	Of this, investment aimed at acquiring competitive advantages in and promoting expansion into growth fields	27%
System-related investment	Investment aimed at developing a functional system infrastructure from a perspective of ensuring business continuity	70%

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 the standpoint 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 (materiality).

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 standpoint 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 Taskforce on Nature-related Financial Disclosures
*2 Capital consisting of forest, soil, water, air, biological resources and other natural resources

Governance

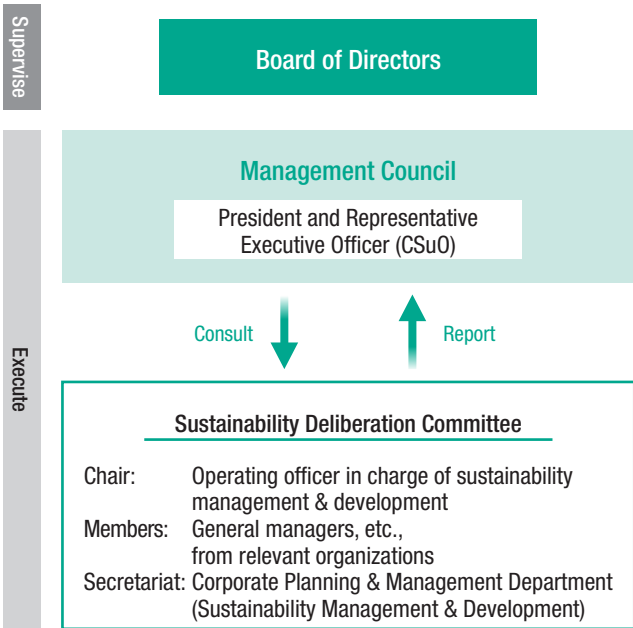
We have also appointed an operating officer in charge of sustainability management & development, with the aim of strengthening environmental protection, climate change response and other initiatives to contribute to the creation of a sustainable society. At the same time, a general manager position was created and charged with sustainability management & development. Also, the Sustainability Deliberation Committee was formulated as an advisory body to the Management Council. Chaired by the operating officer in charge of sustainability management & development, the Sustainability Deliberation 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, 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, social and governance (ESG) 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,



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 Domain Committee, 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 standpoint 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 (Primary/Secondary)*3	Magnitude**4
● 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 employees and sales personnel, shops, IT systems and transportation infrastructure ■ Damage to Meiji Yasuda's real estate properties and an increase in non-life insurance premiums paid for such properties (the impact is expected to be mitigated to a certain degree via BCPs, insurance coverage, etc.)	Primary: Short term Secondary: Medium to long term	Medium
		■ The deterioration of the value of Meiji Yasuda's investment and financing due to damage incurred by investees, the disruption of their supply chains, and the suspension of their business operations	Primary: Short term Secondary: Medium to long term	Small to medium
	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 hazardous substances, as well as the outbreak of emerging infectious diseases due to the loss of biodiversity ■ The deterioration of agricultural productivity due to drought or other phenomena, and a decrease in agricultural and fishery resources due to water pollution or the loss of diversity in marine creatures ■ Shortages of water resources due to growing power demands driven by the expansion of AI demand	Primary: Medium term Secondary: Long term	Small to medium
		■ A decline in the profitability of Meiji Yasuda's investees and the resulting deterioration in the value of its investment and financing as the result of lower labor productivity due to higher temperatures and rising costs stemming mainly from water resource constraints and the depletion of agricultural and fishery resources	Primary: Medium term Secondary: Long term	Small to medium
Transition risks	Policy	■ An increase in costs due to the tightening of regulations on CO ₂ emissions, fossil fuel levy, specified business contributions, etc. ■ The tightening of regulations related to the use of land and water and those related to pollutant emissions, along with growth in compliance-related costs	Primary: Short term Secondary: Medium to long term	Medium to large
	Technological	■ An increase in costs for technological development (as demand shifts from existing products to alternative products), along with higher costs stemming from the introduction of new facilities with lower CO ₂ emissions ■ An increase in costs for securing product traceability, transitioning to new processes and undertaking other measures	Primary: Medium term Secondary: Long term	Medium to large
	Market	■ A decline in demand for existing products and services due to changes in consumer preferences and behavior ■ An increase in costs due to higher raw material prices, limitations in supplier selection, and other factors ■ An increase in transaction costs due to requirements for certification and traceability, etc.	Primary: Medium term Secondary: Long term	Medium to large
	Reputational	■ Deterioration in social standing of corporations that fail to take sufficient measures to address climate change-related risks ■ Criticism for allegations of “nature washing” and reputational deterioration arising from shortfalls in environmental efforts undertaken by constituents of Meiji Yasuda's supply chain	Primary: Medium term Secondary: Long term	Medium to large
Opportunities	Resource efficiency	■ Improvement in productivity and reductions in costs due to the success of investee efforts to efficiently use resources	Primary: Medium term Secondary: Long term	Medium to large
	Energy	■ An increase in R&D projects and CAPEX aimed at contributing to decarbonization and natural environment protection, and resulting expansion in investment and financing opportunities for Meiji Yasuda to support these projects and relevant businesses ■ Growing tenant needs for the office buildings owned by Meiji Yasuda due to their superior environmental performance ■ An increase in the value of Meiji Yasuda's investment and financing due to improved profitability resulting from reductions in energy costs incurred by investees	Primary: Medium term Secondary: Long term	Small to medium
	Products and services	■ The widespread use of renewable energy and the stabilization of its prices ■ 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 ■ 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	Primary: Medium term Secondary: Long term	Medium to large
	Market	■ Expansion in investment and financing opportunities for Meiji Yasuda to support the development of new technologies, aimed at contributing to decarbonization and natural environment protection, and CAPEX for the same purpose ■ Growing trend toward the development of innovative insurance products and financial services ■ Improvement in Meiji Yasuda's social standing due to its proactive initiatives to combat climate change and protect the natural environment ■ An increase in the value of Meiji Yasuda's investment and financing due to rising demand for products and services handled by investees and the resulting improvement in operating results	Primary: Medium term Secondary: Long term	Small to medium

*3 Short term: risks that are highly likely to materialize in the next one or two 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
*4 Magnitude is determined via comprehensive assessment of the financial impact on Meiji Yasuda's operations (e.g., business bases, IT and owned assets) and on its investment and financing portfolio.

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 1.5 billion yen in the payment of death insurance claims, while a rise of 4°C will lead to an increase of around 5.8 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

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.

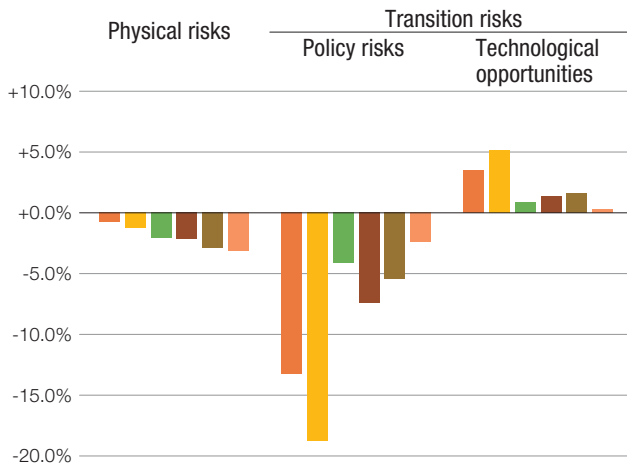
However, when it comes to the analysis of the impact of higher temperatures on the amount of death insurance claims and hospitalization benefits, there are no globally agreed-upon methods for carrying out such analysis at present, with various methods now in the process of development. Therefore, we 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.

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.

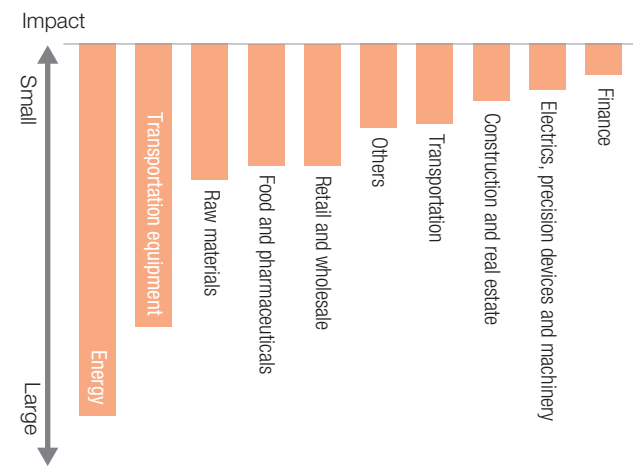
Leveraging this tool, we calculated and analyzed climate change's potential financial impact on our investees. As a result, the 1.5°C scenario, which pertains to the rise in air temperature from the pre-industrial revolution level, forecasts the materialization of significant transition risks. Under the 3.0°C scenario, the frequency of abnormal weather is expected to grow, with physical risks becoming more profound. However, the estimated impact is considered to be absorbable within the scope of real net assets (see Diagram 1 below).

Diagram 1: Impact on our investment and financing portfolio by climate change scenario



Note: Please refer to the subsequent page for the detail of each scenario
Source: Provisional calculation using MSCI's "CVaR"

Diagram 2: Impact on our investment and financing portfolio by sector (domestic corporations)



Note: Magnitude is based on the total of domestic stocks and bonds
[Physical risks + Transition risks (Policy risks + Technological opportunities)]
and determined with reference to the Net Zero 2050 Scenario
Source: Provisional calculation using MSCI's "CVaR"

	Name of NGFS* Scenario	Scenario descriptions
1.5°C scenario	Low Demand	Pressures on economic systems, which are expected to remain in place until net-zero status is achieved worldwide in 2050, will be mitigated thanks to lower energy demand resulting from a significant behavioral shift and the introduction of carbon pricing and decarbonization technologies.
	Net Zero 2050	The enforcement of stringent regulations to curb GHG emissions and innovation limits global warming to 1.5°C as some countries achieve net-zero status for CO ₂ and all other types of greenhouse gases (GHGs).
2.0°C scenario	Below 2°C	The probability of successfully limiting global warming to below 2.0°C is 67% as the result of gradually tightening policies aimed at reducing GHG emissions.
	Delayed Transition	The volume of GHG emissions will not decline by 2030, and the introduction of stronger policy will be needed to limit global warming to below 2.0°C. Moreover, the removal of CO ₂ will be constrained.
3.0°C scenario	Nationally Determined Contributions	All policies promised by major countries are expected to be implemented.
	Fragmented World	The introduction of policies to combat climate change will be delayed and globally divergent. With growth in both physical and transition risks, countries aiming for net-zero targets will only succeed in achieving 80% of their targets. Other countries will continue implementing their conventional policies.

* Network for Greening the Financial System

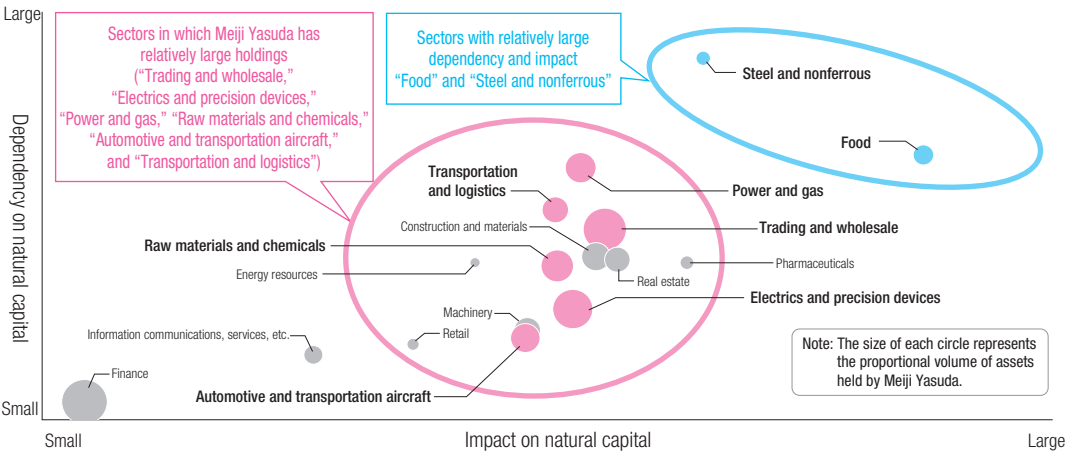
The analysis of nature-related dependency and impact: TNFD

We have also analyzed nature-related risks associated with our investment and financing portfolio. In doing so, we utilized "ENCORE" 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. At the same time, this analysis identified sectors in which Meiji Yasuda has relatively large holdings:

"Trading and wholesale," "Electrics and precision devices," "Power and gas," "Raw materials and chemicals," "Automotive and transportation aircraft," "Transportation and logistics." Currently, we are analyzing the degree of dependency and impact relative to these eight primary sectors based on important natural capital that has been identified for each. Drawing on analysis results, Meiji Yasuda will promote dialogue with investees 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

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

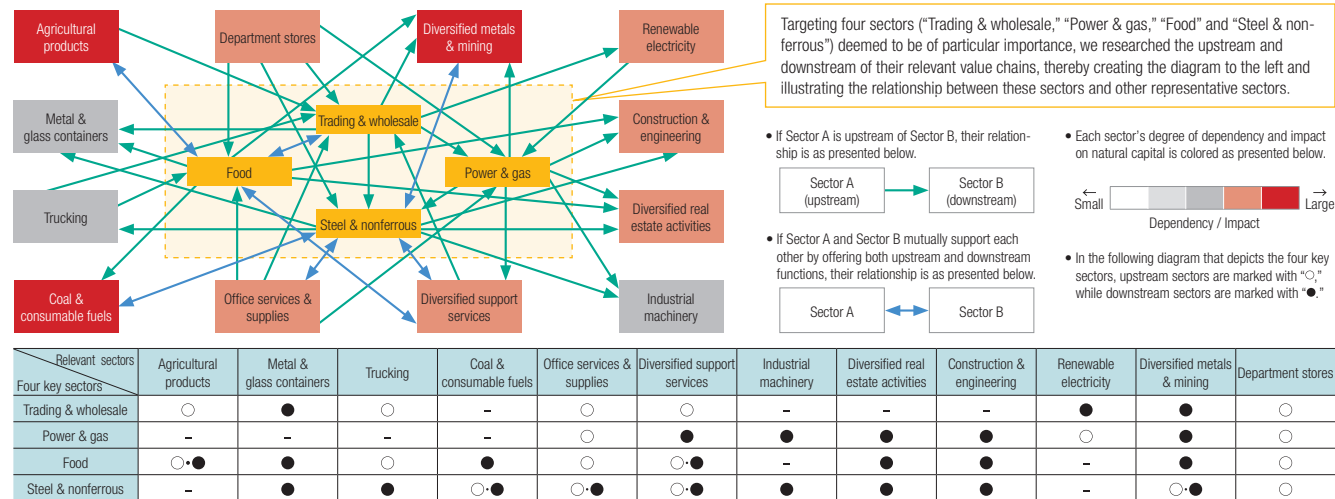
Dependency

		Small ← </							
--	--	--	--	--	--	--	--	--	--

The TNFD requires the assessment of dependency and impact on natural capital throughout the entire value chain (upstream and downstream) of businesses. With this in mind, we have selected the four particularly important sectors from among the eight sectors identified in the preceding page to study and

analyze relationships between their upstream and downstream value chain constituents. Meiji Yasuda is thus taking a more precise approach to engagement with investee corporations by conducting dialogue based on the assessment of nature-related risks confronting these investees as well as their value chains.

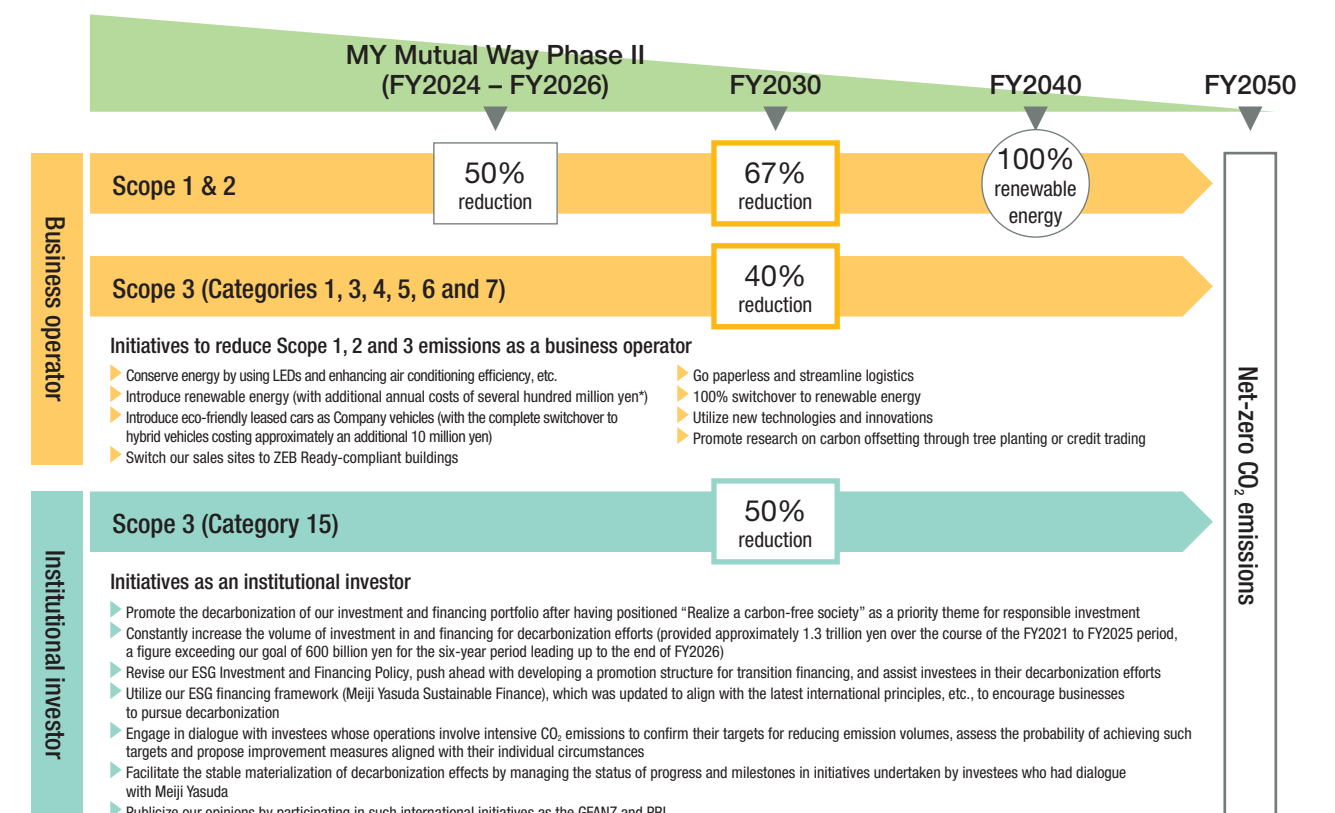
Value chain analysis relative to four key sectors



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.

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 a phased switchover to renewable energy for the electricity used in our real estate holdings, including three buildings with major Head Office functions, and other properties now in the process of rebuilding. 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 are switching our sales sites nationwide to ZEB Ready-compliant buildings at the timing of renovations such as long-term repair while proactively introducing leased vehicles that are eco-friendly. Aiming to achieve our intermediate reduction target of -67%, which was set for FY2030 relative to our Scope 1 & 2 emissions, we will accelerate the introduction of renewable energy at our real estate properties and otherwise step up our endeavors to reduce the volume of CO₂ emissions.

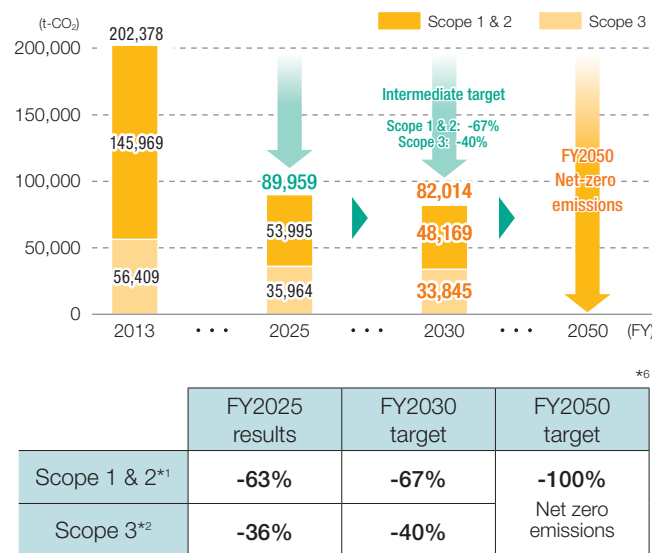
As an institutional investor, we strive to transition to a portfolio capable of contributing to the realization of a carbon-free society. To this end, we invest in Green Bonds alongside investment and financing to support renewable energy power generation businesses. At the same time, we are proactively engaged in transition finance. After studying the transition plans of our investees and other companies, whose operations entail a high volume of CO₂ emissions, we are engaging with them as well. By

doing so, we practice milestone management regarding the status of initiatives undertaken by these companies to reduce their CO₂ emissions. Our engagement activities not only consist of those undertaken by Meiji Yasuda alone but also include joint engagement involving other investors. We also ask our external asset managers to conduct engagement activities and promote initiatives that support decarbonization.

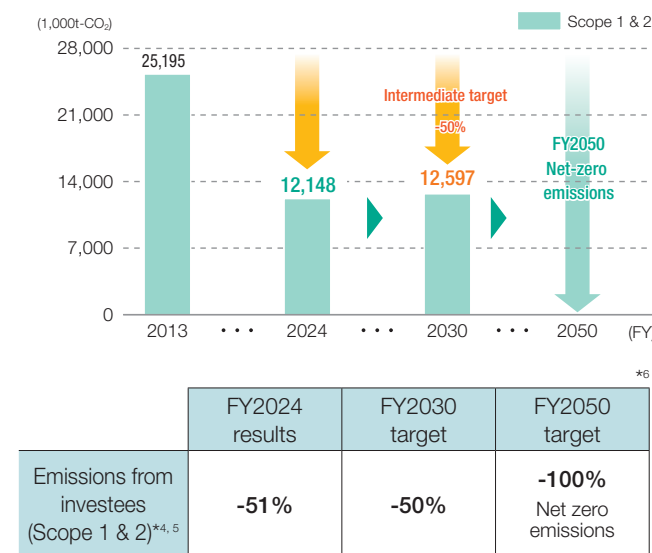
Metrics and targets

From the standpoint 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. (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 (FY2025 results: 44%)

*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 Trust Life 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 FY2024 as an institutional investor is calculated based on data available as of April 22, 2026.

*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.



Fundamental concepts

Based on its “Group Sustainability Policy,” Meiji Yasuda has positioned “Respecting human rights” as a priority issue in sustainability management to contribute to the creation of a sustainable society. Moreover, we established our Human Rights Policy in reference to the United Nations Global Compact, Guiding Principles on Business and Human Rights, and other international guidelines and norms. (This policy, following Management Council deliberation and determination, was reported to the Board of Directors.)

The policy also aligns with the Meiji Yasuda Philosophy and applies to every officer and employee 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.

We are thus promoting initiatives to become a life insurance company that cares about people first by ensuring respect for the human rights of customers, residents of regional communities, employees and all other stakeholders.

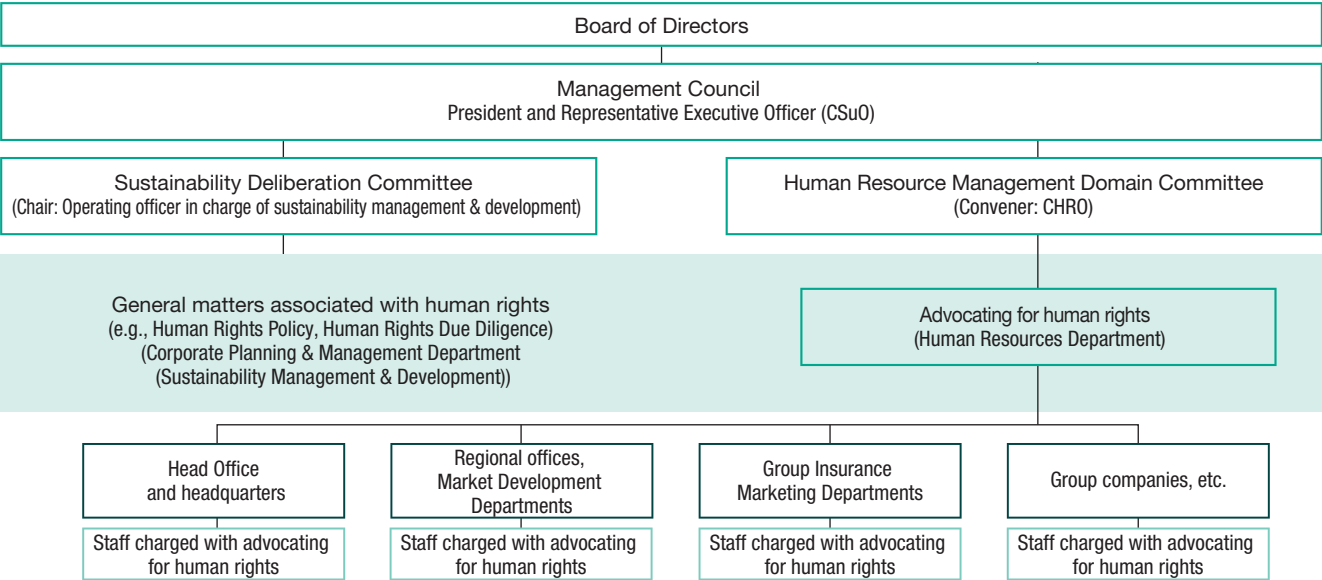
 Our Human Rights Policy is disclosed via Meiji Yasuda’s corporate website.
<https://www.meijiyasuda.co.jp/profile/employee/humanrights.html> (Japanese only)



Promotion structure

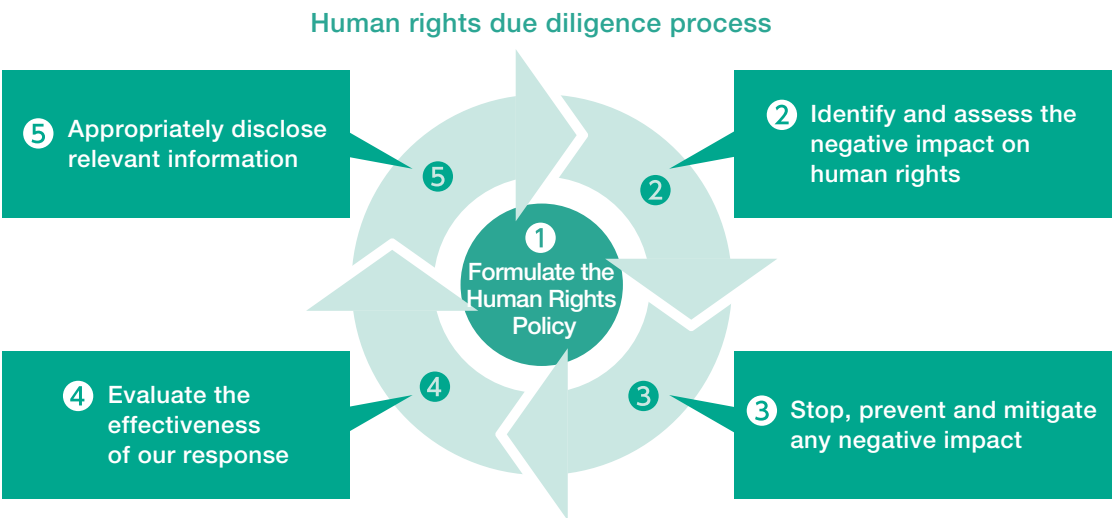
The Sustainability Deliberation Committee, an advisory body to the Management Council, is tasked with deliberating and coordinating general matters associated with human rights.

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.”



The identification and assessment of the negative impact on human rights (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, in FY2023, we identified important human rights risks for Meiji Yasuda as presented below. In principle, we intend to review these risk descriptions every three years.

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

Halting, preventing and mitigating negative impacts (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.

Evaluation of the effectiveness of our response

At its meetings, the Sustainability Deliberation Committee discusses plans for human rights due diligence initiatives and other relevant subjects. This Committee also evaluates the effectiveness of each initiative. Furthermore, having identified “a failure to promote sustainability management” as an important risk, we are engaged in risk monitoring over initiatives to ensure respect for human rights. To this end, the Risk Management Control

Department is acting in collaboration with other relevant departments to conduct assessments and verifications. Monitoring results are periodically reported to the Management Council and the Risk Management Domain Committee to enable these bodies to recognize signs of abnormalities and implement appropriate countermeasures.

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).

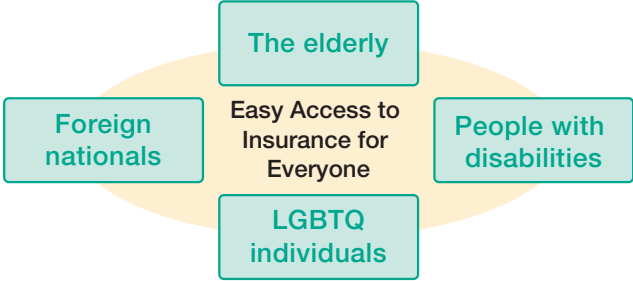
 The detail of our initiatives to ensure respect for human rights is disclosed via Meiji Yasuda’s corporate website.
<https://www.meijiyasuda.co.jp/profile/employee/humanrights.html> (Japanese only)



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 the personal traits of our customers (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 policies 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.

Main initiatives to ensure “Easy Access to Insurance for Everyone”

(as of July 2026)

▶ 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.  “Sound Arch” created based on Meiji Yasuda's ideas
	Installation of cartilage conduction earphones as a conversational support tool	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.
 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 written communication service	Customers with hearing impairment can communicate with the operator using sign language or written communication. (We also provide a “telecommunication relay service” for phone-based customer inquiries.)
	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. 
	Installation of a web-browsing assistance function in our corporate website	Our corporate website is now equipped with “FACIL'iti,” a web-browsing assistance tool that enables users to meticulously optimize on-screen display in line with their personal conditions. (See the next page for the detail.)

 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	Multilingual 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

Initiatives to build a reader-friendly website

- Some customers experience difficulties with web browsing due to age-related deterioration of their physical functions. With this in mind, in July 2025 we introduced “FACIL'iti,” a web-browsing assistance tool, to our corporate website. This tool is expected to ensure smooth browsing for people who have vision-related challenges due to, for example, color blindness or cataracts, as well as those who find it difficult to operate our website due to hand tremors.
- This tool allows users to select optimal settings from among 24 options, designed to accommodate needs arising from various symptoms, and also enables them to create customized settings by combining these options. Thus, “FACIL'iti” optimizes the on-screen display of our corporate website in a way that suits each user's condition. (This tool is also compatible with smartphone browsing.)

Examples of on-screen displays

• Unadjusted display



• Display adjusted for cataract patients



Adjustment of font size and contrast

• Display adjusted for people with vision deterioration or hand tremors



Magnification of font size, adjustment of interval between buttons, and expansion of areas that react upon clicking

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,”**3 Meiji Yasuda is acting as a member of the “Caravan of Support for Dementia” while striving to nurture “dementia supporters”**4 based on a training program promoted by the Ministry of Health, Labour and Welfare. (End of FY2025: 43,616 employees completed dementia support training, while 341 employees act as Caravan Mates.)



*3 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

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



We aim to consistently provide administrative processes and services that customers and employees find “Speedy,” “Simple,” and “Smiley”—pleasant and approachable.

Kenichi Arai
Managing Executive Officer
Chief Process Officer (CPrO)

Our basic concepts in the domain of administrative services

We are strongly determined to never forget what we learned from the receipt of administrative measures in 2005 due to the inappropriate non-payment of insurance claims and benefits as well as what we experienced in the aftermath of the Great East Japan Earthquake that struck in 2011. Accordingly, we are striving to enhance the quality of and upgrade our mode of administrative services, which provide us with valuable contact points with customers, with the aim of steadily fulfilling core functions, especially those related to the payment of insurance claims and benefits. Moreover, having introduced a matrix management structure in FY2026, we aim to facilitate close coordination among business units in the domain of

administrative services related to individual insurance marketing, group insurance marketing and asset management. Thus, we are moving beyond our conventional policy of coordinating individual insurance marketing and group insurance marketing. This will enable us to update our administrative service platform supporting the asset management business. With all employees who handle administrative services working as one, we will take a cross-business approach to enhancing our administrative service processes so that we can consistently provide administrative processes and services that customers and employees find “Speedy,” “Simple,” and “Smiley”—pleasant and approachable.

Review of FY2025 achievements

In FY2025, all business units tasked with administrative services in areas of individual insurance marketing, group insurance marketing and asset management strove to take on the challenge of delivering new value. Specifically, in individual insurance marketing-related administrative service, we introduced tools for visualizing and analyzing operational processes associated with the payment of insurance claims and benefits as part of ongoing efforts to update our mode of business operations. At the same time, we have appointed “Administrative Service Managers,” a rank of personnel recently established to increase the sophistication of internal management and our compliance structure, at a growing number of sales bases. In group insurance marketing-related administrative services, we pushed ahead with the

streamlining of headquarters operations through business process reengineering (BPR). Also, we consolidated certain back-office operations, which had been undertaken by group insurance marketing departments nationwide, at the Head Office. This, in turn, enabled our salespeople to allocate more time to customer visits. With regard to asset management-related administrative services, we have designed dedicated accounts for the consolidated management of foreign currencies in anticipation of expansion in overseas transactions. Thus, we have developed a new mode of administrative operations that makes it possible to undertake transactions with foreign currencies alone.

of our mode of operations via the use of generative AI and other digital technologies in anticipation of the launch of the next Medium-Term Business Plan. Moreover, we will nurture human resources to empower them to fulfill more sophisticated functions in administrative services.

Future initiatives

In FY2026, the final year of “MY Mutual Way Phase II,” we will focus on promoting operational streamlining in a way that encourages employees tasked with administrative services related to individual insurance marketing, group insurance marketing and asset management to incorporate each other’s insights. In addition, we will execute the fundamental upgrading

Initiatives to assign more sophisticated functions to back office employees

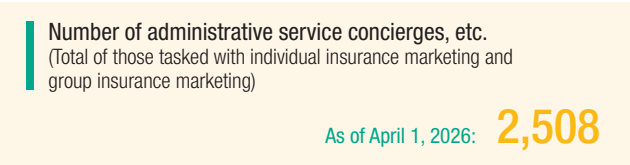
At Meiji Yasuda, administrative services are mostly handled by region-specific career track employees who are not required to relocate or be transferred, with female employees accounting for a high proportion in this workforce. This is why we are proactively promoting women to managerial positions in this area. As of April 1, 2026, female managers account for approximately 60% of those in managerial positions at headquarters business units tasked with planning and operating administrative services related to individual insurance marketing, group insurance marketing and asset management. Furthermore, “administrative service concierges” are stationed in agency offices, group insurance marketing departments and other sales bases nationwide to implement “face-to-face service activities” and other initiatives to extend direct customer support. In these ways, we are striving to deliver value that exceeds the expectations of our customers.

In the area of individual insurance marketing-related administrative services, we allocated “Administrative Service Managers,” a rank of personnel established in April 2024 to supervise “administrative service concierges” and others, at a growing number of sales bases. Currently, these managers are appointed at 739 of 1,026 bases across Japan. Administrative Service Managers undertake internal control- and compliance-related operations while serving as contact points in charge of local government relations in the course of the Two Major Projects. They are also tasked with supporting Agency Managers in such aspects as mental health care for MY Link Coordinators and others. We will also continue to extend procedural support finely tuned to meet customer needs through “face-to-face service activities.”

In the area of group insurance administrative services, in April 2025 we established the “Chief Group Insurance Administrative Service Concierge” (Chief) position to supervise “group administrative service concierges.”

“Group administrative service concierges” are tasked with customer communication and support associated with administrative procedures in addition to promoting the digitalization of these procedures by assisting in the introduction of “Min-na-no MY Portal,” a dedicated web-based service for group insurance customers. In these and other ways, these individuals are striving to enhance convenience for customers. Chiefs are expected to supervise the operations described above while training their staff members by, for example, providing education and instruction, with the aim of ensuring that group insurance marketing departments can operate smoothly overall.

In the area of asset management-related administrative services, we are endeavoring to enable back-office employees to expand their roles by helping them enhance their specialist strength and expanding the scope of assets they are in charge of in order to adapt to the increasing diversity and sophistication of asset management methodologies.



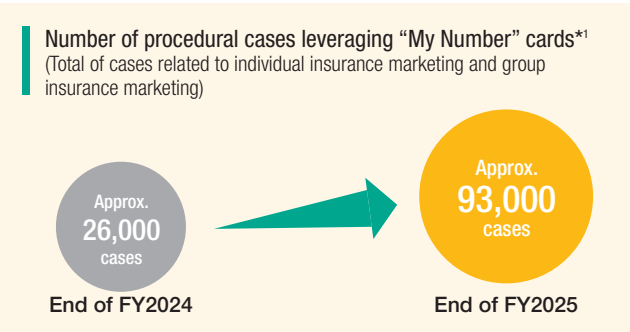
Utilization of digital technologies in the area of administrative services

● Provision of services that leverage “My Number” cards

In June 2024, we released a service enabling the automatic updating of the policyholder’s registered address and name by leveraging data registered in the “My Number” system. We have also begun delivering automatic annuity payments by referring to the validity of the annuity recipient’s “My Number” card to confirm whether they are alive and transfer annuities to their designated bank accounts.

For customers enrolled in “Best Style with Health Cash Back,” we provide the “Myna-de-Kenshin” service that automatically determines their eligibility to Health Support Cash Back based on data registered in “Myna Portal” regarding checkup results.

Looking ahead, we will strive to deliver innovative services while reviewing procedural methods to enhance convenience for customers.



*1 Cumulative total number since the launch of services

● Utilization of AI and other digital technologies

We are expanding the menu of on-line procedures available on “My Hoken Page,” a website dedicated to customers. Moreover, we are constantly updating UX and UI to ensure that each webpage can be intuitively operated and is easily readable as part of initiatives to enhance user convenience.

We have also updated “Min-na-no MY Portal,” a website dedicated to group insurance customers. Specifically, we released a system that responds to customer inquiries on an around-the-clock basis throughout the year via the introduction of “Digital Human,” an automated interactive service.

At the Head Office, we introduced a technology called AI-OCR*2 to upgrade administrative service operational processes in areas of individual insurance marketing, group insurance marketing and asset management. By doing so, we are pushing ahead with operational streamlining via the accurate and swift conversion of documents submitted by customers into data. In addition, we are proactively implementing Proof of Concept (POC) verification testing aimed at expanding the scope of operations that leverage generative AI and other digital technologies.

Looking ahead, we will continue to promote the digital-driven streamlining and upgrading of administrative services.

*2 A technology that reads text and images via AI-powered optical character recognition (OCR) and converts them into data.



We will upgrade our compliance structure that provides a basis for the promotion of customer-oriented business operations aimed at realizing best interests for customers.

Takeo Ueda
Senior Managing Executive Officer
Group Chief Compliance Officer (Group CCO)
Chief Compliance Officer (CCO)

Basic approach to customer-oriented business operations and compliance

In line with the “Meiji Yasuda Philosophy,” we have announced the “Customer-Oriented Business Operations Policy—Our Declaration of Proactively Pursuing a Customer-Oriented Business.” We are thus pursuing customer-oriented business operations to act in the best interest of our customers. For example, we develop high-quality products and services that accurately meet customer needs. We also provide after-sales services that are finely tuned to address customer concerns. Furthermore, we strive to ensure the smooth and timely payment of all eligible insurance claims and benefits to customers. In these ways, our proactive business operations fully reflect our desire to be a customer-oriented business.

We also believe that securing thorough compliance is essential to strengthening our ability to practice these and other

customer-oriented business initiatives. 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 always 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 through their day-to-day operations to realize “A long-respected life insurance company that cares about people first” in line with our corporate vision. Upon this premise, we will promote compliance through the following initiatives.

Review of FY2025 achievements

In FY2025, total customer satisfaction ratings rose to 69.6%, while satisfaction ratings for MY Link Coordinators stood at 72.9%. Moreover, product satisfaction ratings amounted to 70.2%. As such, we achieved record highs in these three ratings from surveys that are designed to determine important indicators for measuring the success of customer-oriented business operations. These results are, we believe, attributable to the steady cultivation of a customer-oriented corporate culture via the accumulation of each employee’s creative efforts and day-to-day actions, which have led to the improvement in ratings from customers and society.

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

Looking ahead, we will further enhance initiatives to build a structure designed to enable each business unit to autonomously promote customer-oriented business operations while stepping up the cultivation of a customer-oriented corporate culture. At the same time, we will strive to reflect customer feedback in operations handled by each business unit to a greater degree than before. Furthermore, we will upgrade our customer service structure by, for example, enhancing our support for staff tasked with customer relations via the use of AI and other digital technologies. In these ways, we will further solidify the trust of our customers.

On the other hand, it was announced in December 2025 that significant misconduct related to money had taken place. We take this seriously and are determined to prevent recurrences through further upgrading our compliance structure, the updating of which will remain ongoing. To become “A long-respected life insurance company that cares about people first,” Meiji Yasuda will strive to enhance the effectiveness of its conventional initiatives while upgrading its structure to ensure compliance across the board in all operations, including those involving the agency channel. To that end, we will make ceaseless efforts.

Customer-Oriented Business Operations

“Customer-Oriented Business Operations Policy—Our Declaration of Proactively Pursuing a Customer-Oriented Business”

In order to advance the Company’s initiatives aimed at realizing customer-oriented business operations in line with the “Meiji Yasuda Philosophy,” this policy was established with reference to the “Principles for Customer-Oriented Business Conduct” issued by the Financial Services Agency (FSA) as well as the “Voluntary Declaration of Consumer-Orientation” promoted by the Consumer Affairs Agency. Guided by our management philosophy, “Peace of mind, forever,” we aim to remain a life insurance company that cares about people first. To this end, we have defined basic principles, which apply to all aspects of our operations, that require everyone at Meiji Yasuda to always be customer-centric and base their actions on strong moral bearings in order to realize the best interests of our customers. By doing so, we thoroughly practice customer-oriented business operations.

More specifically, we have established the Customer-Oriented Service Department tasked with supervising the status of customer-oriented business operations. This enables us to operate a PDCA cycle via, for example, the introduction of mechanisms for setting individual targets for each business unit regarding the practice of customer-oriented business operations.

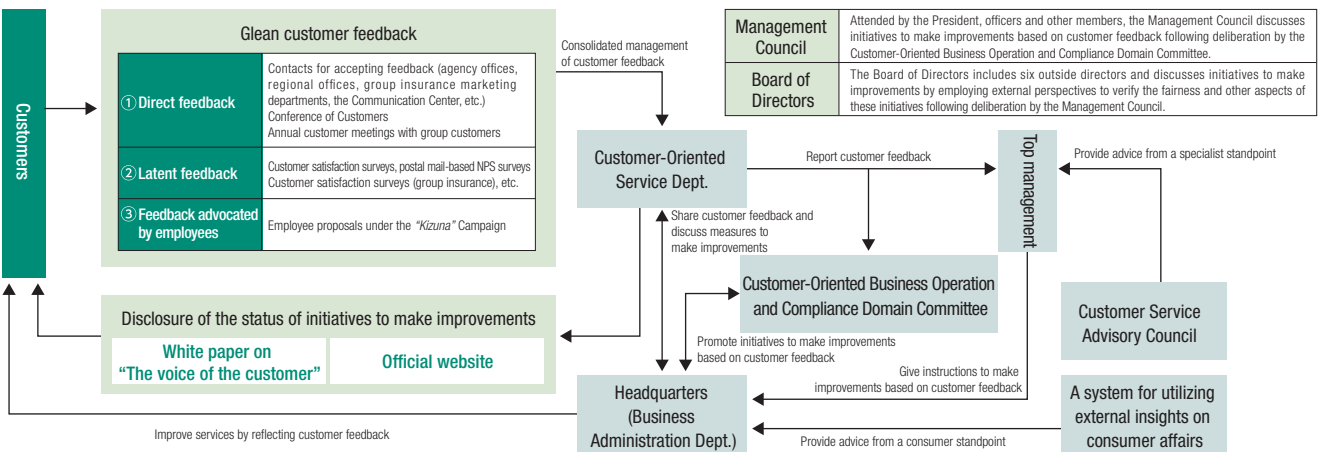
In addition, we annually implement education and training to secure the widespread recognition of the “Customer-Oriented Business Operations Policy—Our Declaration of Proactively Pursuing a Customer-Oriented Business” and to ensure that all employees are aware of specific initiatives under way based on this policy. Also, we regularly review this policy and relevant key initiatives while announcing the results of such reviews to all employees.

Our structure to support customer-oriented business operations—Mechanisms designed to reflect customer feedback in business management

Any customer opinions and requests accepted by the Company are collectively managed by the Customer-Oriented Service Department. These inputs constitute customer feedback, which is then reflected in business management. Meiji Yasuda collects and classifies customer feedback into “direct feedback,” “latent feedback,” and “feedback advocated by employees.” In particular, we recognize any feedback indicating customer dissatisfaction as a complaint and focus our efforts on resolving the source of the dissatisfaction.

Consolidated customer feedback is periodically reported to top management at the Management Council. Moreover, the Customer-Oriented Business Operation and Compliance Domain Committee was established as a body tasked with verifying and promoting initiatives to improve our operations based on customer feedback. This body thus deliberates and makes proposals with regard to these initiatives to take better heed of customer feedback, with its conclusions being relayed to the relevant headquarters business unit (Business Administration Department) to request improvement in operations.

Mechanisms designed to reflect customer feedback in business management



Utilizing direct feedback—voices from customers

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

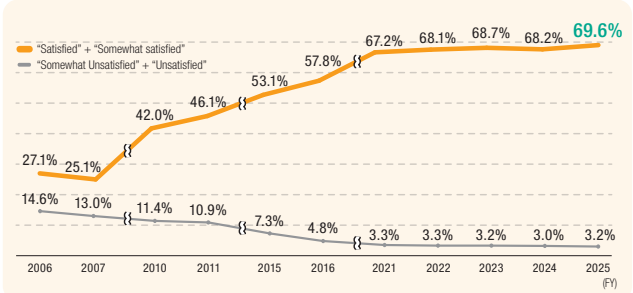
Addressing latent customer needs—customer satisfaction surveys

In addition to directly accepting customer feedback, we have undertaken annual customer satisfaction surveys since FY2006. Targeting customers of our individual life insurance, we are continuously assessing and monitoring the extent to which our customers are satisfied with our products and services.

Speaking up on behalf of customers—“Kizuna” proposals

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

Results of customer satisfaction surveys (total customer satisfaction)*



* Results since the launch of surveys in 2006. Based on a five-grade rating system: “satisfied,” “somewhat satisfied,” “normal,” “somewhat unsatisfied” and “unsatisfied.”

Promoting customer-oriented business operations
—Initiatives to reflect customer feedback in business management

● Customer Service Advisory Council

We have established the “Customer Service Advisory Council,” which serves as a third-party organization to reflect external opinions in Meiji Yasuda’s business management. With external specialists acting as council members, the council thus contributes its insights into such matters as measures to be implemented to improve customer services, a structure to ensure compliance and how Meiji Yasuda should execute customer-oriented business operations. In FY2025, the council met three times. In addition to conducting a third-party verification of Meiji Yasuda’s internal reporting system as part of its annual schedule in response to a management request, the council offered its insights into specific initiatives undertaken by the Company in the area of sustainability management. Relevant measures, now under way, reflect these insights. The outline of matters discussed at each council meeting is publicized via the Company’s corporate website.



Consumer Affairs Specialist Meeting (Tokyo)

● System for utilizing external insights on consumer affairs

As part of a system for utilizing external insights on consumer affairs, we have commissioned external specialists to serve as Consumer Affairs Specialist Committee members who exchange opinions on such matters as Meiji Yasuda’s mode of customer service with the goal of improving the Company’s operations based on a consumer standpoint. Committee members include experts who engage in consumer consultation at government-run consumer affairs centers and those who take key positions in consumer affairs-related organizations. In FY2025, committee members and relevant Meiji Yasuda employees met on a total of six occasions in Tokyo and Osaka to provide opinions regarding how Meiji Yasuda should increase the sophistication of e-mail-based marketing, the content of materials used to solicit enrollment in protection-type products (concept pamphlets) and the renewal of the UX/UI of “*Min-na-no* MY Portal,” a dedicated website for employees of corporate and group customers enrolled in the Company’s group life insurance. Drawing on the opinions offered at these meetings, we have improved our services, especially from the perspective of providing customers with easy-to-understand explanations.



Consumer Affairs Specialist Meeting (Osaka)

● MY Consumer Affairs Advisor Network

We recognize that nurturing human resources equipped with customer-oriented value systems is important. Based on this recognition, we encourage employees to qualify as “Consumer Affairs Advisors.” Moreover, in April 2024 we launched the “MY Consumer Affairs Advisor Network” consisting of employees with Consumer Affairs Advisor qualifications. This in-house network helps promote customer-oriented business operations via the contribution of opinions from employees who have a certain degree of knowledge related to consumer affairs. As of April 1, 2026, a total of 732 employees are registered as qualified Consumer Affairs Advisors.

FY	2022	2023	2024	2025	2026
Number of qualified Consumer Affairs Advisors*	484	552	595	654	732

* Number of individuals registered by the Japan Industrial Association as of April 1 of each fiscal year

Publishing white paper on “The voice of the customer”

This white paper features reports on what customers say about Meiji Yasuda, including complaints, opinions and requests. It also summarizes the status of the Company’s specific initiatives to promote customer-oriented business operations based on “Customer-Oriented Business Operations Policy—Our Declaration of Proactively Pursuing a Customer-Oriented Business.”



Please click here for the detail of the white paper on “The voice of the customer” (Japanese only)



Link to smartphone version

Compliance

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 our “Fiduciary Guidelines on Suitability” that provide basic standards for judgment giving 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

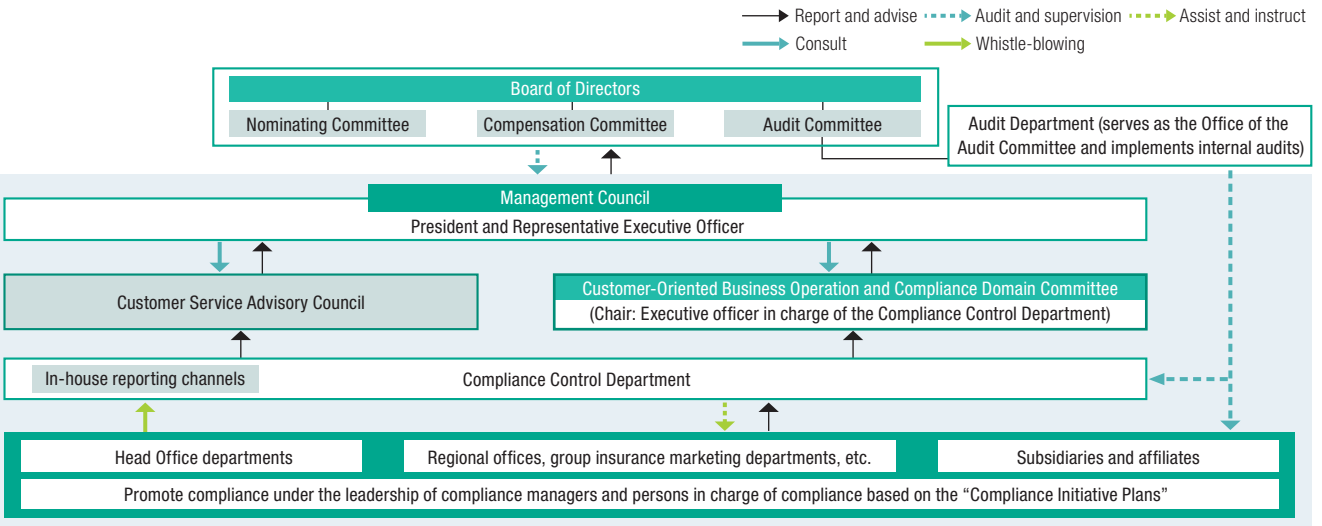
Meiji Yasuda has put the Compliance Control Department in place to carry out integrated management of compliance issues throughout the Meiji Yasuda Group. In addition to spearheading the development and updating of the Group’s compliance structure, this department maintains cooperation with compliance 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), administrative staff, agency managers and other specific personnel.

The Customer-Oriented Business Operation and Compliance Domain 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 domain 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

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 Customer-Oriented Business Operation and Compliance Domain Committee to periodically confirm the status of these countermeasures.

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

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.

to ensure the appropriate management of transactions that may 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.

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.



Meiji Yasuda’s Protection of Personal Information Policy is disclosed on the Company’s corporate website.

https://www.meijiyasuda.co.jp/assets/pdf/english/company_policy/policy_on_the_protection_of_personal_information.pdf



Risk Management



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

Akinobu Sato

Managing Executive Officer, Group Chief Risk Officer (Group CRO)
Chief Risk Officer (CRO) and Chief Information Security Officer (CISO)
ESR Verification Officer

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 FY2025 achievements

In FY2025, the sense of uncertainty over the outlook for the global economy reached unprecedented levels due mainly to geopolitical tensions and the volatility of trade policies executed by the United States and other countries. In Japan, long-term interest rates and stock prices continued to increase on the back of public concerns over expansionary fiscal policies the Takaichi administration might unleash, as well as expectations for economic stimulus packages the administration aims to release. However, such factors as the worsening of tensions in the Middle East and additional tariffs imposed by the United States led to instability in the financial environment. To adapt to these volatile changes in the business environment, Meiji Yasuda has striven to properly manage, monitor and flexibly control the risks described above. By doing so, the Company endeavored to maintain and secure financial soundness and ensure the appropriateness of its operations.

With regard to cybersecurity, we are aware of the growing threat of cyberattacks and, therefore, we have strengthened continuous monitoring, threat detection and other technological countermeasures. We have also augmented our incident response capabilities by conducting drills, including those involving members of top management. Furthermore, in December 2025, we signed a partnership agreement with Deloitte Tohmatsu Cyber LLC to nurture human resources with highly sophisticated cybersecurity expertise and advance cybersecurity measures. Moreover, we formulated and publicly disclosed our “Policy Statement on the Secure Use and Management of Encryption Technology” after conducting research and analysis on new types of threats (e.g., the risk of cryptographic compromise). In these and other ways, we have developed a structure to handle various threats.

Future initiatives

Due to a perpetual sense of uncertainty over the global economic outlook and growing geopolitical risks, 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 cutting-edge generative AI, such as “Claude Mythos,” 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 FY2026 (as of May 2026).

Top risks	Corresponding key risks
Insufficiency of measures to achieve the elimination of compliance violations	• The occurrence of compliance violations
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 keep pace with advancing technologies and handle a growing number of cyberattacks, etc.	• The advancement of ICT and AI and the progress of DX • Damage arising from cyberattacks and other cybercrimes

Key risks identified for FY2026

• 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 advancement of ICT and AI and the progress of DX [G]	• Damage arising from cyberattacks and other cybercrimes [G] • The occurrence of serious system risk • Materialization of third-party risks [G] • Materialization of geopolitical risks • Regulatory revisions in the area of consumer protection and growing expectations for insurers regarding their roles in society	• Insufficiency of measures in the overseas insurance business • The occurrence of a major natural disaster or a pandemic [G] • The growing public call for the promotion of sustainability management [G] • Insufficiency of measures to ensure employee safety • Innovation in medical technologies
---	--	---

[G] Indicates Meiji Yasuda's key risks that are also considered Group key risks

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 CRO serves as the

convener of the Risk Management Domain Committee, 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 Domain 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 interviews with top management and other key personnel 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.

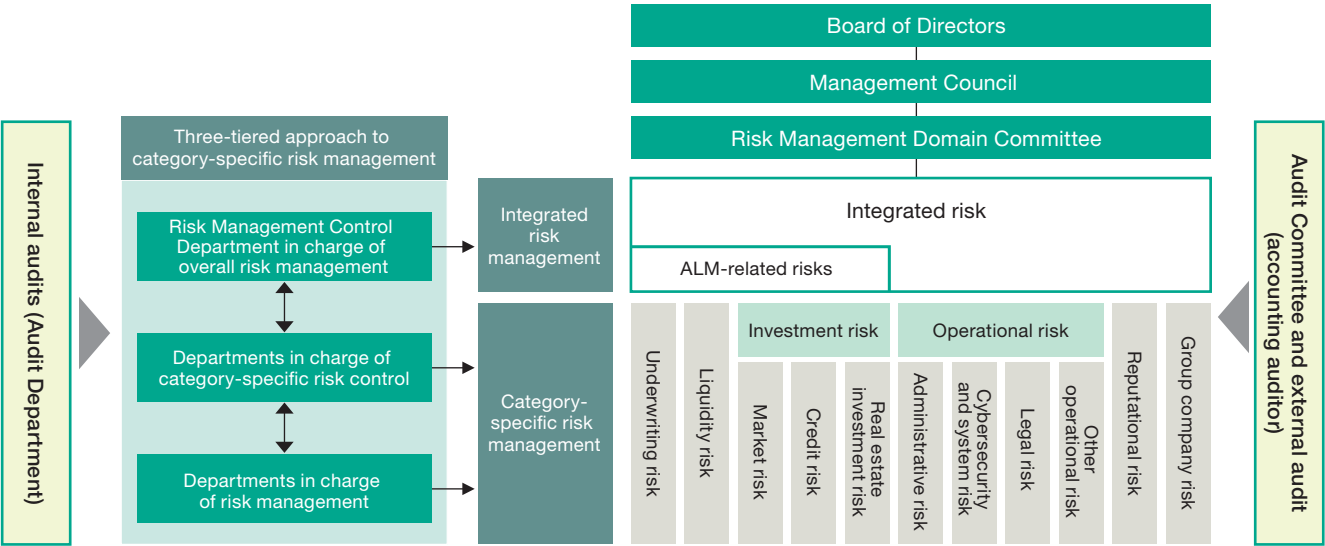
Stress tests

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
	Cybersecurity and system risk	Risk that may cause Meiji Yasuda or its customers to sustain losses due to system failure, malfunction, or other system-related flaws; the unauthorized use of information systems; or cyberattacks
	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) a 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 without any justifiable reason
	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.

Cybersecurity

Basic approach to cybersecurity

Today, cyberattacks are posing greater threats as they utilize ever more sophisticated and malicious tactics in step with progress in digital transformation (DX) and the emergence of new technologies, such as cloud computing, AI, IoT, and high-performance quantum computers. Accordingly, we consider 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 leadership of the Chief Information Security Officer (CISO). These measures consist of three pillars of “organizational countermeasures,” “technological countermeasures,” and “drills and evaluations.”

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*1 under the direct supervision of the CISO. 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.

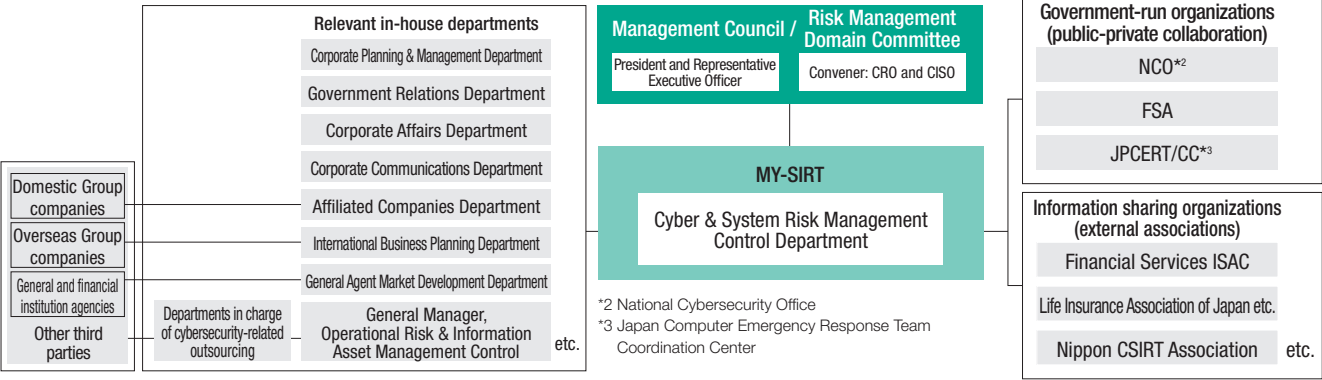
Self-help initiatives include security monitoring in place on a 24/7 basis to swiftly respond to cyberattacks, along with support to cyber incident responses undertaken by Meiji Yasuda Group companies. We are also collecting information regarding cyberthreat actors and assessing system vulnerabilities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

Mutual aid initiatives include exchanging information through 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.

*1 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, and swift response to, incidents by monitoring cyberattacks and collecting and utilizing information regarding cyberthreat actors, system vulnerabilities and other matters. To secure preparedness against the risk of becoming the victim of a cryptographic compromise that leverages high-performance quantum computing, we are working to transition to quantum-resistant cryptography as part of our proactive initiatives to counter the latest mode of cyber threats.

We are also striving to enhance the effectiveness of our cybersecurity structure based on third-party assessments using the latest international standards, cybersecurity-related guidelines

published by the Financial Services Agency (FSA), and other references. Furthermore, we proactively and constantly recruit mid-career professionals equipped with specialist expertise. By doing so, we strive to upgrade and enhance our cybersecurity structure.

To raise cybersecurity awareness across our entire workforce, we regularly implement initiatives (such as conducting targeted email attack drills involving all employees, holding cross-organizational drills for top management and participating in external drills hosted by public agencies) and swiftly issue security alerts to warn employees in a timely manner.

Upgrading our cybersecurity structure and nurturing specialist human resources through collaboration with Deloitte Tohmatu Cyber LLC

In FY2026, we entered into a comprehensive partnership agreement with Deloitte Tohmatu Cyber LLC regarding the upgrading of our cybersecurity management structure in order to counter the growing number of cyberattacks, shortages of cybersecurity specialists and other changes in the external environment. This partnership encompasses both the axis of “organizational and technological countermeasures” and the axis of “human resource development.” To advance our “organizational and technological countermeasures,” we will strive to secure conformity with the latest external guidelines while introducing

cutting-edge technologies. As part of “human resource development,” we will implement training programs offered by Deloitte Tohmatu Cyber LLC to nurture cybersecurity specialists while dispatching our human resources to allow them to acquire practical knowledge and advanced know-how. Acting in close collaboration with this partner, we will thus develop and operate mechanisms for human resource management and development that comprehensively support various processes ranging from staff allocation plans to skill evaluation.

Development and enhancement of the internal control system

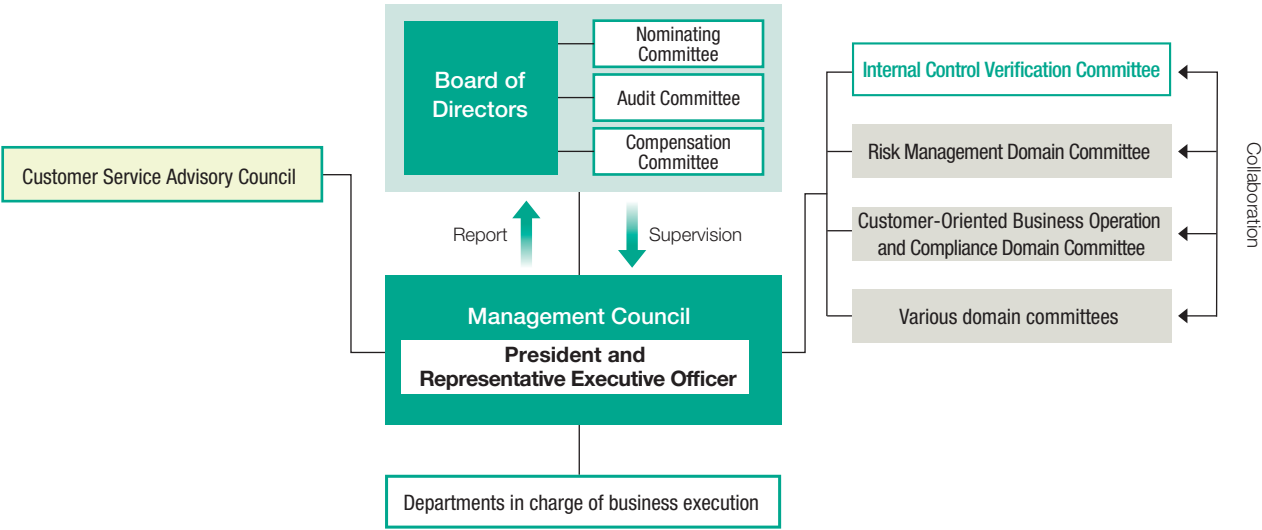
Meiji Yasuda established the Basic Policy of Group Internal Controls that guides its initiatives to develop and maintain sophisticated internal controls. Moreover, the Company set up the Internal Control Verification Committee, an advisory body to the Management Council with the aim of deliberating various 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 effective and efficient 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. Furthermore, we strive to utilize generative AI and other digital technologies in conducting internal audit-related tasks.

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.