

Financial Results Summary for the Fiscal Year Ended March 31, 2026

May 26, 2026

Meiji Yasuda Life Insurance Company



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**Insurance Premiums
of the Group
(Excluding Reinsurance
Income)
4,485.4 billion yen**

Increased by 1,076.0 billion yen (+31.6%) year-on-year

- Mainly due to favorable sales of yen-denominated single payment premium products in the Agency channel and the resumption of underwriting for defined benefit corporate pensions.

**Net Operating Profit
of the Group *
760.2 billion yen**

Increased by 92.8 billion yen (+13.9%) year-on-year

- Mainly due to an increase in "interest, dividends and other income" at Meiji Yasuda and a profit increase at StanCorp.
- Both net operating profit of the Group and net operating profit of the overseas insurance business achieved a record high.

**Group ESR
208% (Preliminary)**

Decreased by 8 pts from the end of FY2024

- Maintaining solid financial soundness.

Outlook for FY2026

- Insurance premiums of the Group (excluding reinsurance income) are expected to continue to "increase" and net operating profit of the Group is expected to remain "flat."

- Net operating profit of the Group: Net operating profit (base profit excluding the impact of provision or reversal of standard policy reserves) of Meiji Yasuda + Net operating profit equivalents (which are pretax profit excluding capital gains/losses, etc.; adjusted based on the ratio of equity stakes held by Meiji Yasuda) of consolidated subsidiaries and affiliates, as well as equity-method affiliates. This figure also offsets some internal transactions within Meiji Yasuda Group.

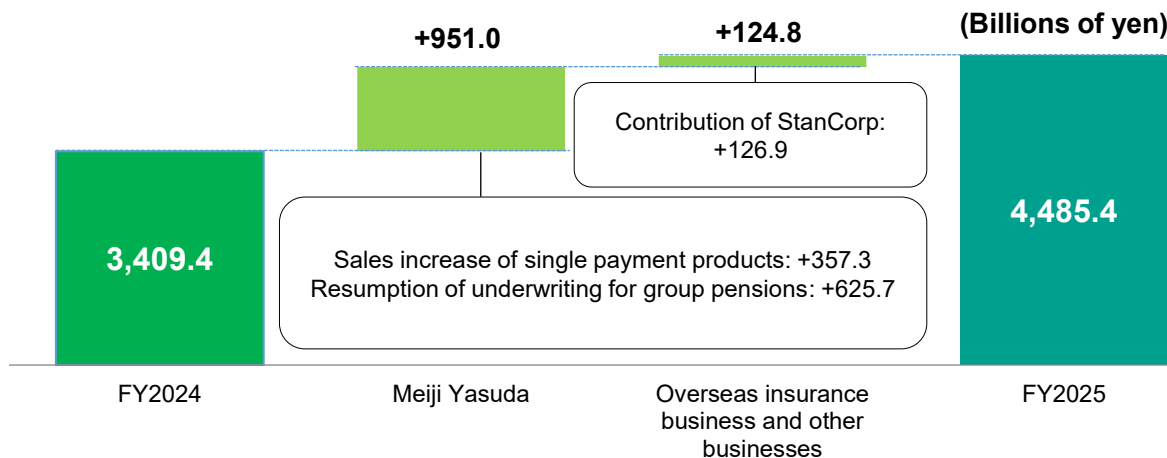
1. Insurance Premiums of the Group (1/2)

■ Insurance Premiums of the Group

(Billions of yen)

	FY2024	FY2025	Change
Insurance premiums of the Group (excluding reinsurance income)* ¹	3,409.4	4,485.4	+31.6%
Overseas insurance business and other businesses* ²	651.1	776.0	+19.2%
StanCorp	609.0	735.9	+20.8%
Insurance premiums of the Group* ³	3,417.2	4,528.7	+32.5%

■ Main Factors of Change in Insurance Premiums of the Group (excluding reinsurance income)



- Insurance premiums of the Group (excluding reinsurance income) increased by 31.6% year-on-year, mainly due to favorable sales of yen-denominated single payment premium products in the Agency channel and the resumption of underwriting for defined benefit corporate pensions at Meiji Yasuda.
- Insurance premiums at StanCorp increased by 20.8% year-on-year, mainly due to the acquisition of Allstate's group insurance business.

*1 "Insurance premiums of the Group (excluding reinsurance income)" refers to the amount after deducting reinsurance income of Meiji Yasuda from group insurance premiums.

*2 The sum of overseas insurance business and domestic business except for domestic insurance business. The accounting period for consolidated overseas subsidiaries and affiliates is from January to December.

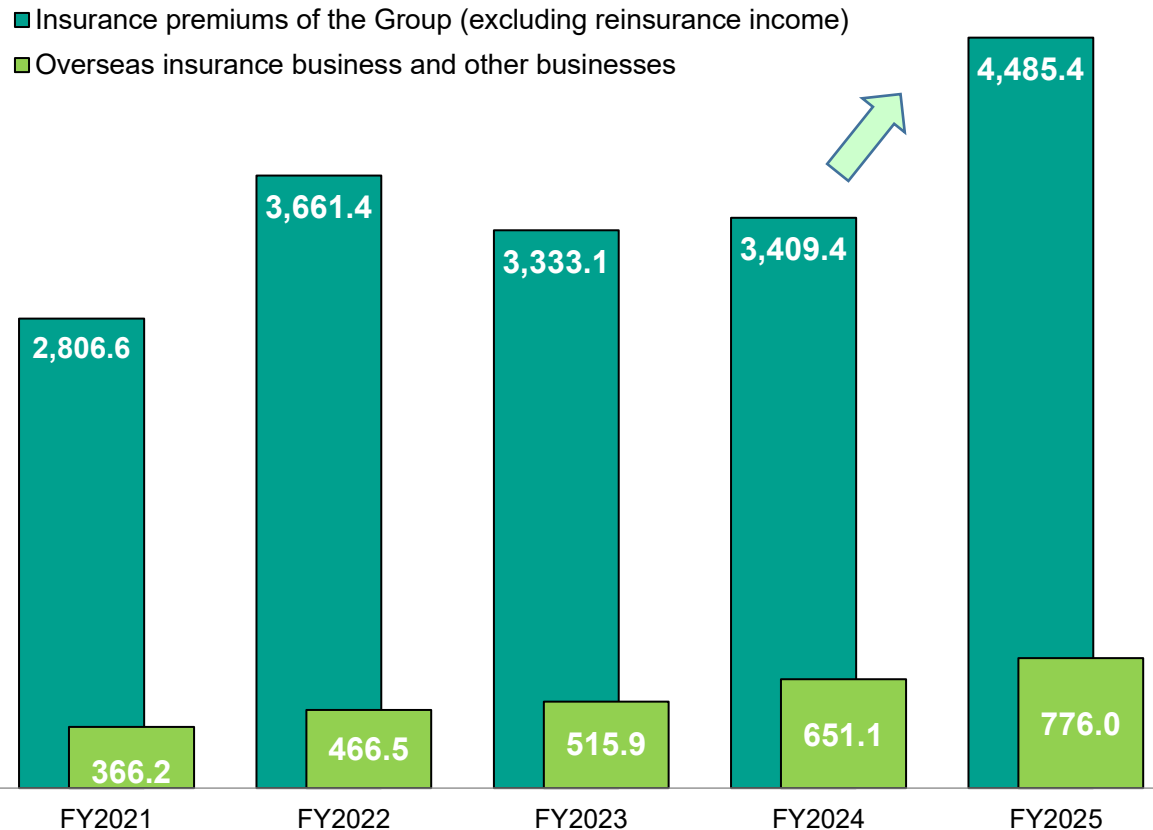
*3 "Insurance premiums of the Group" refers to insurance premiums and other in the consolidated statements of income.

1. Insurance Premiums of the Group (2/2)

■ Trend of Insurance Premiums of the Group (Excluding Reinsurance Income)

(Billions of yen)

Increased by 31.6%
year-on-year



- Insurance premiums of the Group (excluding reinsurance income) increased significantly compared with the past four years.
- Insurance premiums of the overseas insurance business achieved a record high, mainly due to an increase in insurance premiums at StanCorp.

2. Net Operating Profit of the Group (1/2)

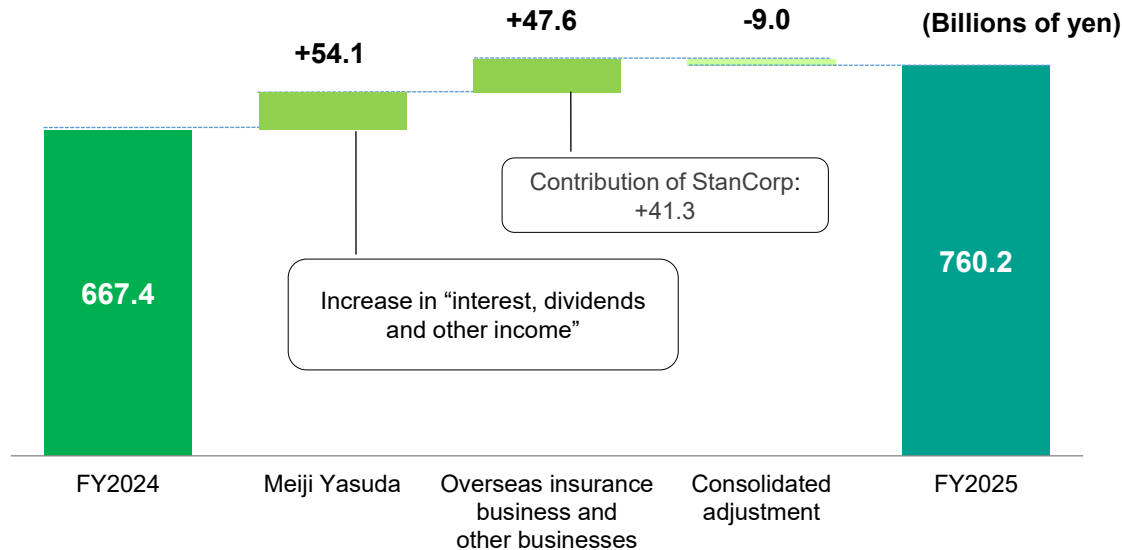
■ Net Operating Profit of the Group

(Billions of yen)

	FY2024	FY2025	Change
Net operating profit of the Group* ¹	667.4	760.2	+13.9%
Overseas insurance business and other businesses* ²	124.8	172.5	+38.2%
StanCorp	97.9	139.3	+42.2%

○ Net operating profit of the Group increased by 13.9% year-on-year, mainly due to an increase in “interest, dividends and other income” at Meiji Yasuda, and a profit increase at StanCorp. Both net operating profit of the Group and the overseas insurance business*³ achieved a record high.

■ Main Factors of Change in Net Operating Profit of the Group



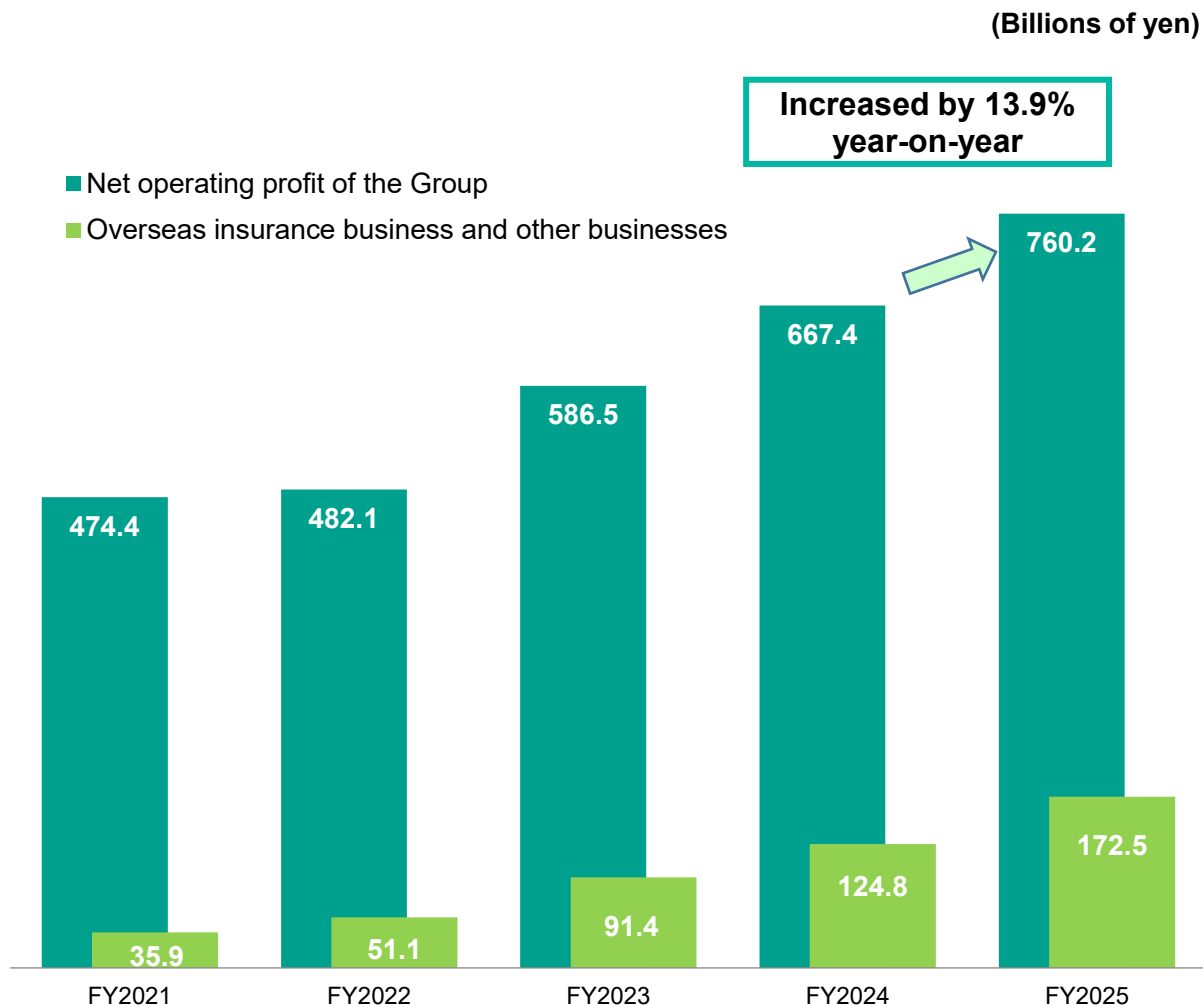
*1 Net operating profit of the Group: Net operating profit (base profit excluding the impact of provision or reversal of standard policy reserves) of Meiji Yasuda + Net operating profit equivalents (which are pretax profit excluding capital gains/losses, etc.; adjusted based on the ratio of equity stakes held by Meiji Yasuda) of consolidated subsidiaries and affiliates, as well as equity-method affiliates. This figure also offsets some internal transactions within Meiji Yasuda Group.

*2 The sum of overseas insurance business and domestic business except for domestic insurance business. The accounting period for consolidated overseas subsidiaries and affiliates is from January to December.

*3 Achieved a record high even excluding the reversal of policy reserves at StanCorp, an exceptional factor affecting FY2025 results.

2. Net Operating Profit of the Group (2/2)

■ Trend of Net Operating Profit of the Group*



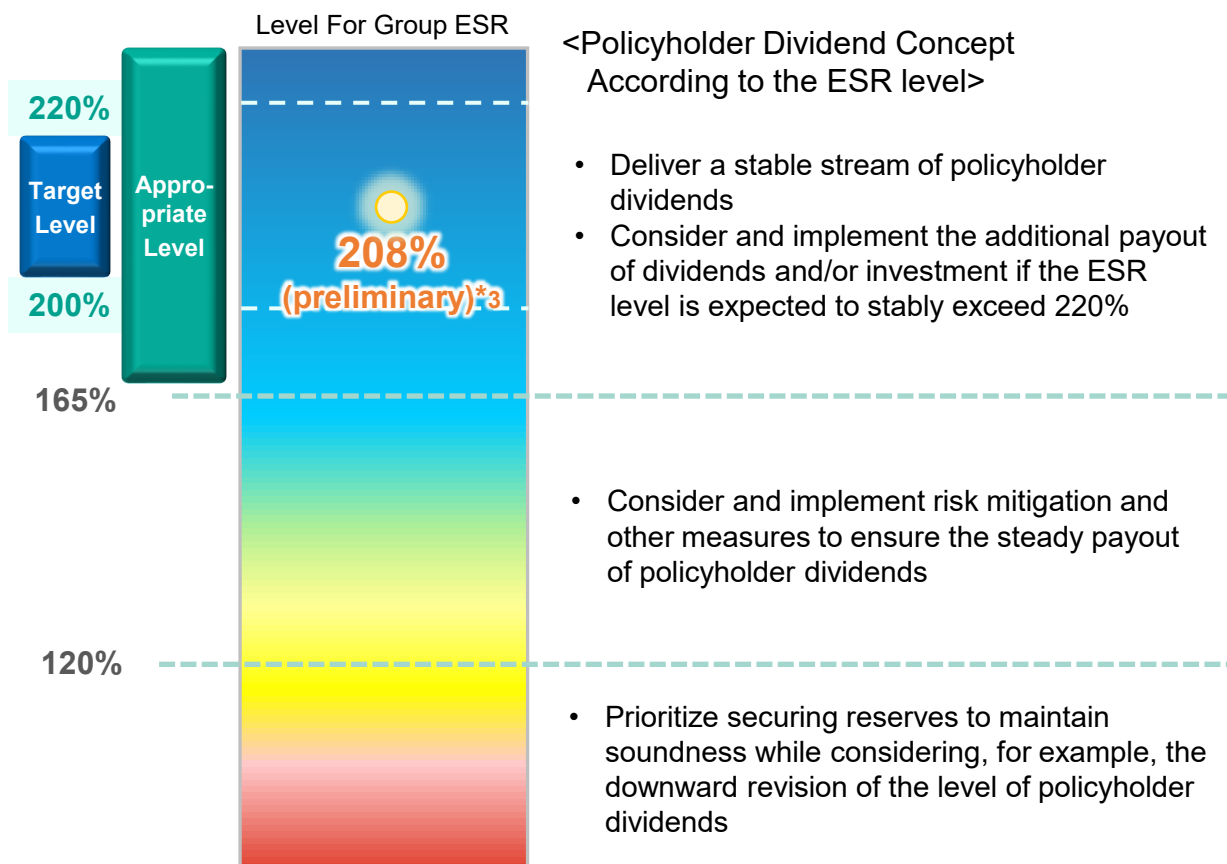
- Net operating profit of the Group increased by 13.9% year-on-year (a record high).
- Net operating profit equivalents of the overseas insurance business increased steadily by 38.2% year-on-year (a record high).

* Figures from FY2021 to FY2024 for “net operating profit of the Group” are also restated.

3. Indicators of Soundness (1/2)

■ Group ESR

Our company has set the Group ESR defined as the lower of the standard model ESR*¹ and the internal model ESR *². We ensure soundness and make management decisions such as policyholder dividends and other matters.



- Group ESR (preliminary) decreased by 8 pts to 208% from the end of FY2024, still maintaining a high level of soundness.
- We will work towards the sustainable improvement of corporate value and the stable realization of policyholder dividends while continuing to prioritize maintaining financial soundness.

*1 A solvency indicator used by Financial Services Agency of Japan (JFSA) in supervising insurers (its statutory name is the “Solvency Margin Ratio”), referring to the ESR calculated using a standard model based on industry-wide common standards.

*2 ESR calculated using an internal model that reflects our actual business practices.

Standard model ESR (preliminary)	Internal model ESR (preliminary)
213%	208%

*3 To be finalized after an external audit by the independent auditor.

3. Indicators of Soundness (2/2)

■ Corporate Value (Group Surplus)

(Billions of yen)

	End of FY2024	End of FY2025	Difference
Group Surplus*	11,270.0	12,900.0	+1,630.0

- Group Surplus increased from the end of FY2024, due to the acquisition of new policies and rise in domestic stock prices.

* The FY2025 year-end figures are preliminary and will be finalized after an external audit by the independent auditor.

4. Consolidated Statements of Income and Balance Sheet

Consolidated Statements of Income

(Billions of yen)

	FY2025	Change
Ordinary income (A)	7,441.8	+32.4%
Insurance premiums and other	4,528.7	+32.5%
Investment income	2,735.0	+40.5%
Ordinary expenses (B)	7,386.1	+35.3%
Benefits and other payments	3,997.7	+14.4%
Provision for policy reserves and other reserves	818.0	+15,301.1%
Investment expenses	1,563.5	+45.6%
Operating expenses	816.4	+13.7%
Ordinary profit (A-B)	55.7	-66.0%
Extraordinary gains/losses	59.2	—
Income taxes	-12.7	-70.0%
Net surplus attributable to the parent company	127.2	-17.1%

Consolidated Balance Sheet

(Billions of yen)

	End of FY2025	Difference
Total assets	59,098.5	+5,639.2
Cash, deposit and call loans	1,154.1	-104.7
Securities	46,903.0	+4,068.1
Loans	5,996.9	+235.9
Tangible fixed assets	1,066.0	+81.8
Intangible fixed assets	1,231.2	+612.1
Total liabilities	52,355.5	+4,006.7
Policy reserves and other reserves	44,425.9	+3,565.6
Policy reserves	43,197.9	+3,802.2
Bonds	1,298.0	+90.2
Reserve for price fluctuation	1,144.7	-28.9
Total net assets	6,742.9	+1,632.5
Foundation funds and reserve for redemption of foundation funds	980.0	—
Surplus	167.7	-36.7
Net unrealized gains on available-for-sale securities	4,970.2	+1,597.0

1. Insurance Premiums and Other

■ Insurance Premiums and Other

(Billions of yen)

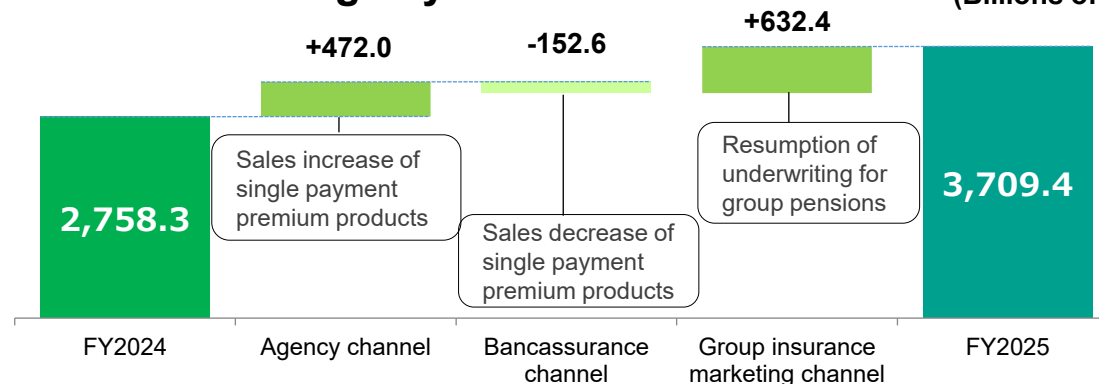
	FY2024	FY2025	Change
Insurance premiums	2,758.3	3,709.4	+34.5%
Individual life insurance and annuities	1,991.4	2,310.9	+16.0%
Agency channel	1,466.4	1,938.3	+32.2%
Level premiums	1,154.0	1,125.5	-2.5%
Single payment premiums	312.4	812.8	+160.2%
Bancassurance channel	489.2	336.5	-31.2%
Group insurance	303.6	309.7	+2.0%
Group pensions	432.3	1,058.0	+144.7%
Insurance premiums and other*	2,766.0	3,752.6	+35.7%

- Insurance premiums increased by 34.5% year-on-year to 3,709.4 billion yen.
- Mainly due to favorable sales of yen-denominated single payment premium products in the Agency channel and the resumption of underwriting for defined benefit corporate pensions.

* “Insurance premiums and other” refers to the income from insurance premiums stated in the unconsolidated statement of income, which includes both insurance premium income and reinsurance income.

■ Factors of Change by Channels

(Billions of yen)



2. Annualized New Premiums (Individual Life Insurance and Annuities)

■ Annualized New Premiums (Individual Life Insurance and Annuities)

(Billions of yen)

	FY2024	FY2025	Change
Annualized new premiums	126.1	163.1	+29.4%
Agency channel	94.2	139.1	+47.6%
Bancassurance channel	30.3	22.3	-26.2%
Protection-type products premiums*¹	34.1	30.6	-10.3%
Saving-type products premiums*²	82.1	122.3	+48.9%
Third-sector insurance premiums*³	44.2	35.1	-20.7%

- Annualized new premiums increased by 29.4% year-on-year to 163.1 billion yen, mainly due to favorable sales of yen-denominated single payment premium products in the Agency channel.

*1 Consist of comprehensive protection insurance such as “Best Style”, and protection-type products including medical and nursing care insurance.

*2 Consist of whole life insurance, annuity insurance, endowment insurance and others.

*3 Third-sector insurance premiums reflect medical benefit, living needs, premium waiver benefit and others.

3. Annualized Premiums in Force (Individual Life Insurance and Annuities)

■ Annualized Premiums in Force (Individual Life Insurance and Annuities)

(Billions of yen)

	End of FY2024	End of FY2025	Change
Annualized premiums in force	2,129.8	2,144.0	+0.7%
Agency channel	1,616.6	1,651.5	+2.2%
Bancassurance channel	468.8	448.3	-4.4%
Protection-type products premiums*1	613.2	610.1	-0.5%
Saving-type products premiums*2	1,413.0	1,438.0	+1.8%
Third-sector insurance premiums*3	515.6	521.1	+1.1%

- Annualized premiums in force increased by 0.7% from the end of FY2024, mainly due to favorable sales of yen-denominated single payment premium products in the Agency channel.

*1 Consist of comprehensive protection insurance such as “Best Style”, and protection-type products including medical and nursing care insurance.

*2 Consist of whole life insurance, annuity insurance, endowment insurance and others.

*3 Third-sector insurance premiums reflect medical benefit, living needs, premium waiver benefit and others.

4. Life Insurance in Force (Group Insurance and Group Pensions)

■ Life Insurance in Force

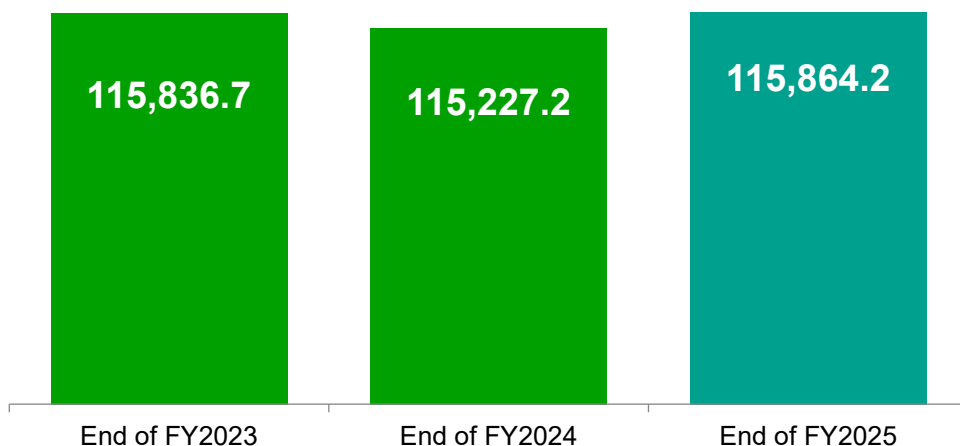
(Group Insurance and Group Pensions)

(Billions of yen)

	End of FY2024	End of FY2025	Change
Group insurance	115,227.2	115,864.2	+0.6%
(Domestic Group) ^{*1}	115,227.2	118,439.9	+2.8%
Group pensions	7,765.1	8,223.6	+5.9%
(Domestic Group) ^{*2}	8,938.5	9,400.0	+5.2%

■ Trend of Group Insurance in Force

(Billions of yen)



- Group insurance in force increased to 115,864.2 billion yen from the end of FY2024, continuing to maintain the top share in the domestic market.
- Group pensions in force increased by 5.9% from the end of FY2024, due to the resumption of underwriting for defined benefit corporate pensions and corporate pensions with individual contribution.
- In light of higher investment income from the general account of group pensions, we will increase dividends for defined benefit corporate pension from FY2024, and will resume dividends for corporate pensions with individual contribution for the first time in five years.

*1 The sum of Meiji Yasuda and Meiji Yasuda Trust Life Insurance Co., Ltd.

*2 The sum of Meiji Yasuda and Meiji Yasuda Asset Management Company Ltd.

5. Net Operating Profit

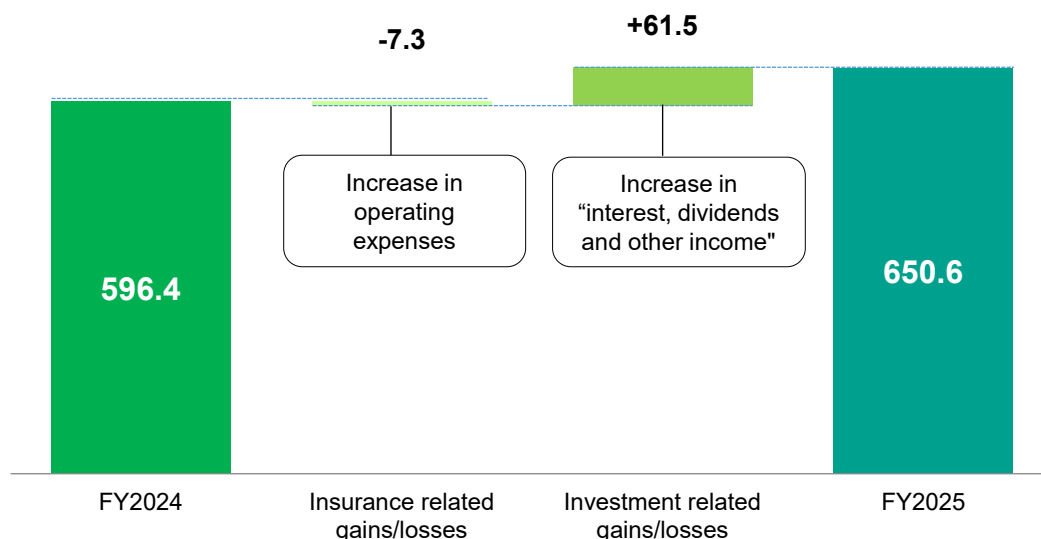
■ Net Operating Profit

(Billions of yen)

	FY2024	FY2025	Change
Net operating profit ^{*1}	596.4	650.6	+9.1%
Insurance related gains/losses ^{*1,2,3}	287.4	280.1	-2.6%
Investment related gains/losses ^{*1,2,3}	309.0	370.5	+19.9%

■ Main Factors of Change in Net Operating Profit

(Billions of yen)



- Net operating profit increased by 9.1% year-on-year to 650.6 billion yen.
- Insurance related gains/losses decreased by 2.6% year-on-year due to an increase in operating expenses from investments in human capital and IT/digital initiatives.
- Investment related gains/losses increased by 19.9% year-on-year, mainly due to an increase in “interest, dividends and other income.”

^{*1} Net operating profit is Base profit of Meiji Yasuda excluding the impact of provision or reversal of standard policy reserves. This is also applied in insurance related gains/losses and investment related gains/losses.

^{*2} Due to changes in management methods, the calculation method for the breakdown of base profit is revised from FY2025 (the results for FY2024 are also restated).

^{*3} For the investment income, the portion that is anticipated in advance for premium calculation purposes is recognized as an effect of insurance sales under “insurance related gains and loss,” rather than “investment related gains and loss.”

6. Net Investment Income

■ Net Investment Income

(Billions of yen)

	FY2024	FY2025	Difference
Net investment income (total)	828.5	1,113.7	+285.1
Net investment income (general account)	837.1	1,060.0	+222.9
Investment income	1,774.8	2,475.3	+700.4
Interest, dividends and other income	1,212.5	1,351.9	+139.3
Gains on sales of securities	515.8	837.7	+321.8
Gains on redemption of securities	43.5	59.2	+15.6
Foreign exchange gains	—	223.1	+223.1
Investment expenses	937.7	1,415.2	+477.5
Losses on sales of securities	229.0	764.2	+535.1
Losses on valuation of securities	4.4	44.3	+39.8
Losses on redemption of securities	0.0	0.0	+0.0
Losses on derivative financial instruments	528.6	499.8	-28.8
Foreign exchange losses	84.1	—	-84.1

- Net investment income (general account) increased by 222.9 billion yen year-on-year to 1,060.0 billion yen.
- As a result of switching and selling yen-denominated bonds, losses on the sale of securities increased, while “interest, dividends and other income” increased. In addition, foreign exchange gains/losses increased due to the depreciation of the yen.

【Reference】 Investment Environment in FY2025

	End of FY2025	Difference from End of FY2024
TOPIX	3,497.86	+839.13
Nikkei 225(Yen)	51,063.72	+15,446.16
Interest rate of 10-year JGBs(%)	2.345	+0.860
Interest rate of 10-year U.S. Treasury Bond(%)	4.317	+0.111
Dollar / Yen exchange rate	159.88	+10.36
Euro / Yen exchange rate	183.41	+21.33

7. Indicators of Soundness

■ On-Balance Sheet Capital

(Billions of yen)

	End of FY2024	End of FY2025	Difference
On-balance sheet capital *	5,054.4	4,913.9	-140.4

- On-balance sheet capital remained at a high level, although it decreased due to the redemption of subordinated notes and others.

* The total amount of specified internal reserves and externally financed capital.

8. Unrealized Gains and Breakeven Point of Domestic Stocks

■ Unrealized Gains in General Account Investment Assets

(Billions of yen)

	End of FY2024	End of FY2025	Difference
Unrealized gains in general account	4,078.0	5,603.4	+1,525.4
Securities with market price^{*1}	3,427.8	4,880.6	+1,452.8
Domestic bonds	-1,385.8	-2,161.8	-776.0
Domestic stocks	4,234.4	6,141.7	+1,907.2
Foreign securities	482.0	709.4	+227.3
Real estate	649.6	695.0	+45.3

- Unrealized gains in general account increased by 1,525.4 billion yen from the end of FY2024, mainly due to the unrealized gains on domestic stock.

^{*1} Including securities that are deemed appropriate to be handled under the Financial Instruments and Exchange Act.

■ Breakeven Point of Domestic Stocks

If Meiji Yasuda's portfolio fully correlates with TOPIX.

	End of FY2024	End of FY2025 ^{*2}
TOPIX	Approx. 700 pts	Approx. 660 pts

^{*2} Breakeven point in Nikkei 225 basis was estimated approximately 9,700 yen.

1. Insurance Premiums, Net Operating Profit Equivalents and Net Income of StanCorp

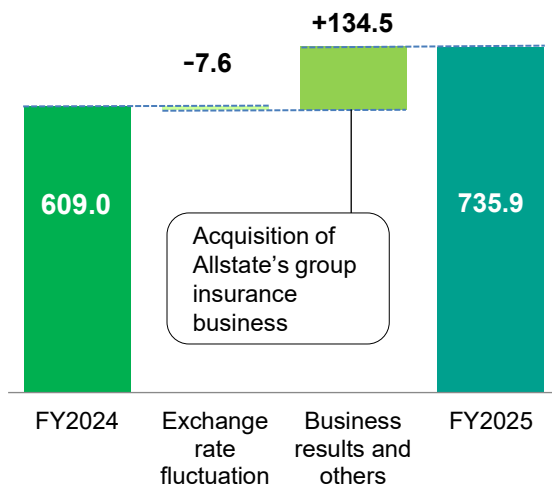
■ Insurance Premiums, Net Operating Profit Equivalents and Net Income^{*1}

(Billions of yen)

	FY2024	FY2025	Change ^{*3}
Insurance premiums and other	609.0	735.9	+20.8%
Net operating profit equivalents ^{*2}	97.9	139.3	+42.2%
Net income	22.4	32.0	+42.7%

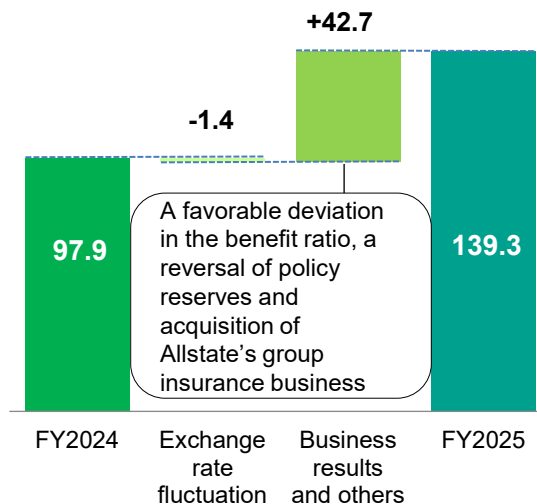
■ Main Factors of Change in Insurance Premiums and Other

(Billions of yen)



■ Main Factors of Change in Net Operating Profit Equivalents

(Billions of yen)



- Insurance premiums and other increased mainly due to acquisition of Allstate's group insurance business.
- Net operating profit equivalents increased mainly due to a favorable deviation in the benefit ratio, a reversal of policy reserves^{*4} and acquisition of Allstate's group insurance business.

*1 The accounting period for StanCorp is from January to December 2025.

*2 Net operating profit equivalents are pretax profit excluding expenses such as expenses for capital gains/losses and intangible asset amortization associated with purchase accounting.

*3 Changes based on US dollar were +22.1% in insurance premiums and other, and +43.7% in Net operating profit equivalents.

*4 A reversal resulting from the policy reserve adequacy test confirming that the reserve level is sufficient.

* Exchange rate used was 158.18 yen to 1 US dollar at the end of December 2024 for FY2024, and 156.56 yen to 1 US dollar at the end of December 2025 for FY2025.

2. Statements of Income and Balance Sheet (StanCorp)*1

Statements of Income

(Billions of yen)

	FY2025 *2	Change *3
Ordinary income (A)	1,056.3	+19.5%
Insurance premiums and other	735.9	+20.8%
Investment income	262.1	+15.9%
Ordinary expenses (B)	1,006.5	+18.1%
Benefits and other payments	472.3	+14.0%
Provision for policy reserves and other reserves	15.5	+211.8%
Investment expenses	152.7	+11.6%
Operating expenses	314.7	+21.9%
Ordinary profit (A-B)	49.8	+57.0%
Extraordinary gains/losses	-5.6	—
Income taxes	12.1	+43.2%
Net Surplus	32.0	+42.7%

Balance Sheet

(Billions of yen)

	End of FY2025*2	Difference *3
Total assets	8,978.0	+1,395.7
Cash, deposit and call loans	210.2	+23.2
Securities	5,034.6	+698.3
Loans	2,067.0	+177.3
Tangible fixed assets	39.0	+1.9
Intangible fixed assets	781.2	+201.3
Total liabilities	7,565.1	+973.8
Policy reserves and other reserves	7,059.5	+687.7
Policy reserves	6,303.0	+936.6
Total net assets	1,412.9	+421.8
Capital surplus	1,322.9	+333.6
Earned surplus	94.7	-20.5
Net unrealized gains on available-for-sale securities	-73.2	+48.7

*1 Reclassified from financial statements based on USGAAP to JGAAP.

*2 Exchange rate was 156.56 yen to 1 US dollar at the end of December 2025.

*3 Exchange rate was 158.18 yen to 1 US dollar at the end of December 2024.

The Expected Amount of Dividend Payment for FY2026

■ The Expected Amount of Dividend Payment*1

(Billions of yen)

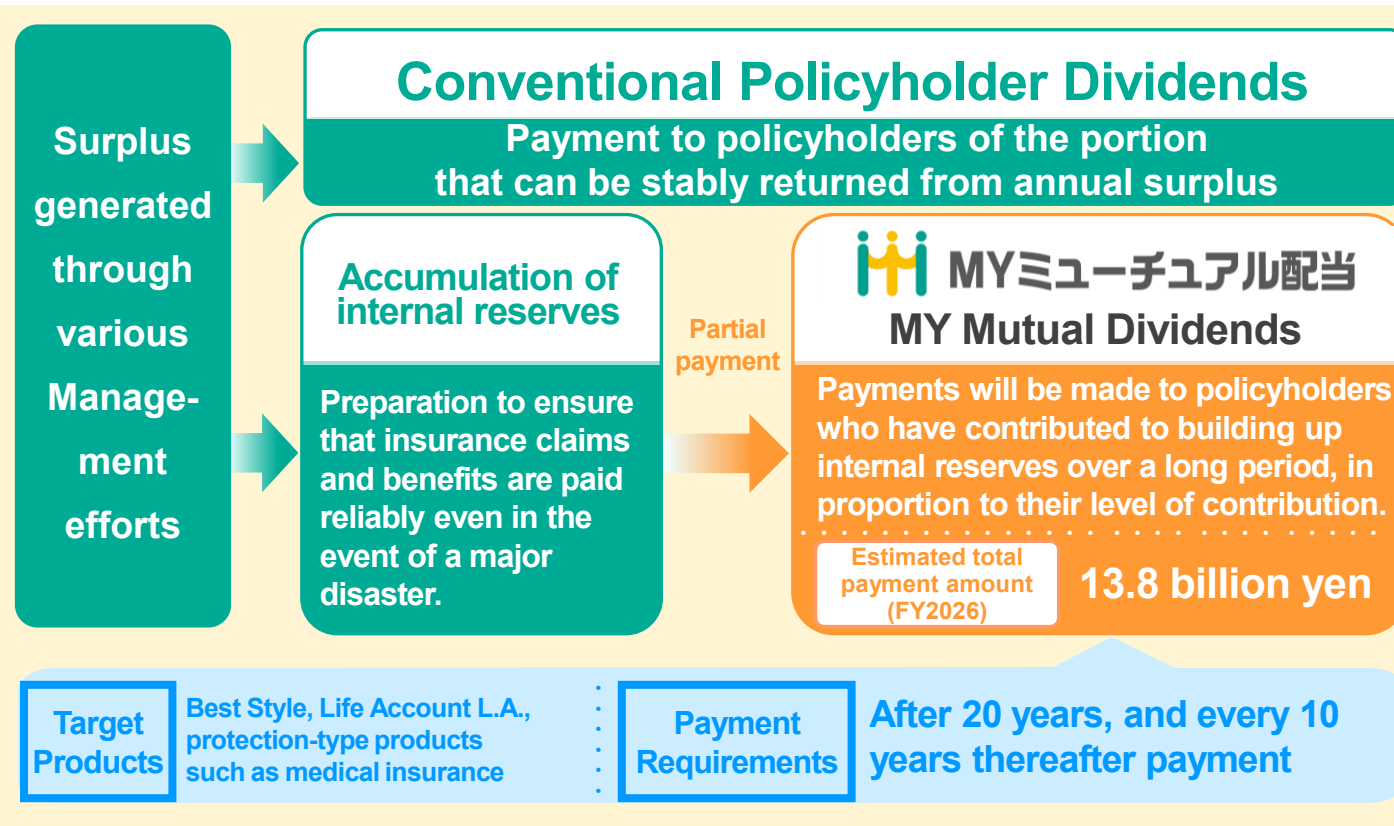
	The expected amount of payment for FY2026	Difference
Total	173.9	+16.5
Individual life insurance and individual annuities	33.4	+2.9
MY Mutual Dividends	13.8	+2.7
Group pensions	11.9	+10.9

*1 Based on the proposed appropriation of surplus in the FY2025 financial results for individual life and individual annuities, group insurance, group pensions and other products, the amount of provision for policyholder dividends to be carried forward (in preparation for payment in FY2026).

*2 The number of eligible contracts is 3.09 million, and the increased dividend amount is 1.8 billion yen.

- We plan to pay a total of 173.9 billion yen to policyholders as dividend payments based on the proposed FY2025 financial results.
- For individual life insurance and individual annuities, due to rising domestic interest rates, we will increase the interest differential dividend rate for level-premium policies with a low assumed interest rate.*2 Including MY Mutual Dividends, we plan to pay a total of 33.4 billion yen (We will increase the dividend rate for the third consecutive year).
- In light of higher investment income from the general account of group pensions, we will increase the interest differential dividend rate (For corporate pensions with individual contribution, dividends will be resumed for the first time in five years).

(Reference) MY Mutual Dividends and Interest Rate Catch-Up Dividend



- MY Mutual Dividends began paying out in October 2021, as an “industry-first” mechanism*1 that leverages the strengths of a mutual company, in addition to conventional policyholder dividends.
- We plan to pay an interest rate catch-up dividend for “Meiji Yasuda’s Annuity under Long-Term Management” for the first time in FY2026. *2

*1 An industry-first payment mechanism (based on our research) that pays out in accordance with the degree of contribution to internal reserves.

*2 Because “Meiji Yasuda’s Annuity under Long-Term Management” uses a dividend payment method applied every five years, dividends calculated each year are accumulated and paid in a lump sum on the policy anniversary every five years.



Meiji Yasuda’s Annuity under Long-Term Management

Interest Rate Catch-Up Dividend

- “Meiji Yasuda’s Annuity under Long-Term Management” includes an “interest rate catch-up dividend,” which returns dividends reflecting increases in market interest rates, so that customers can enroll with peace of mind even when interest rates are expected to rise after joining.
- The interest rate catch-up dividend is a dividend unique to “Meiji Yasuda’s Annuity under Long-Term Management.”

Business Outlook for FY2026 (Note) It may vary due to future conditions and other factors. We will review it as needed in quarterly disclosures going forward. Outlook is based on our current information and reasonable assumption.

■ Outlook for Insurance Premiums of the Group

(Billions of yen)

	FY2026 (Outlook)	Change	FY2025 (Actual)
Insurance premiums of the Group (excluding reinsurance income)	Approx. 5,000.0 billion yen	Increase	4,485.4
Overseas insurance business	Approx. 1,450.0 billion yen	Increase	754.7

■ Outlook for Net Operating Profit of the Group

(Billions of yen)

	FY2026 (Outlook)	Change	FY2025 (Actual)
Net operating profit of the Group	Approx. 760.0 billion yen	Flat	760.2
Overseas insurance business	Approx. 130.0 billion yen	Decrease*	167.4

* Based on the FY2025 results, excluding the effects of special factors such as the performance of Europa and Warta, which were sold, and the reversal of policy reserves at StanCorp, the outlook is expected to remain "flat."

VII. Progress Status of Management Targets for “MY Mutual Way Phase II” (FY2024-FY2026)

Progress Status of Management Targets

		Mid-term management targets	FY2025 (Actual)	Change/difference ^{*4}
Corporate value	Group Surplus	5% average yearly growth (Compared to the start of the 10-year plan in FY2020)	13.4% average yearly growth (Compared to FY2020) *preliminary	—
Financial soundness	Group ESR	Steadily maintain 165% or higher (Aiming to return to the 200–220% range over the Mid-term)	208.0% *preliminary	-8 pts
	On-balance sheet capital	4.5 trillion yen or more	4.9 trillion yen	-0.1 trillion yen
Profitability	Net operating profit of the Group	Steadily secure about 600.0 billion yen	760.2 billion yen	113.9%
Growth potential	Insurance premiums of the Group (excluding reinsurance income)	4.0 trillion yen or more	4.4 trillion yen	131.6%
	Annualized premiums in force [protection-type products] ^{*1}	615.0 billion yen	610.1 billion yen	99.5%
	Group life insurance in force	No.1 in domestic share	No.1 in domestic share	—
	Number of customers	12,400,000	12,260,000	-13,000
	Number of MY Link Coordinators ^{*2}	37,000	37,732	+768
	Number of “advanced” sales personnel ^{*3}	Expanding through MY Mutual Way Phase II	Increased from the end of FY2023	—

*1 Meaning those products handled by MY Link Coordinators and others (sales personnel) and group insurance marketing channel, including comprehensive protection insurance such as “Best Style”, medical insurance and nursing care insurance.

*2 Mid-term management target is as of April 1, 2027. FY2025 result is as of April 1, 2026.

*3 MY Link Coordinators and others (sales personnel) with a certain or higher level of productivity.

*4 Difference from April 1, 2025 in the case of the number of MY Link Coordinators; year-on-year change/difference or change/difference from the end of FY2024 in the case of other indicators.

The Positioning of FY2024 to FY2026 Management Plan

To realize our vision toward 2030, “The most accessible, industry-leading life insurer capable of ‘Wellness for People, Vitality for Communities,’” we have identified “Expanding our roles as a life insurer” as our goal for “MY Mutual Way Phase II.”



April 2020 to March 2030

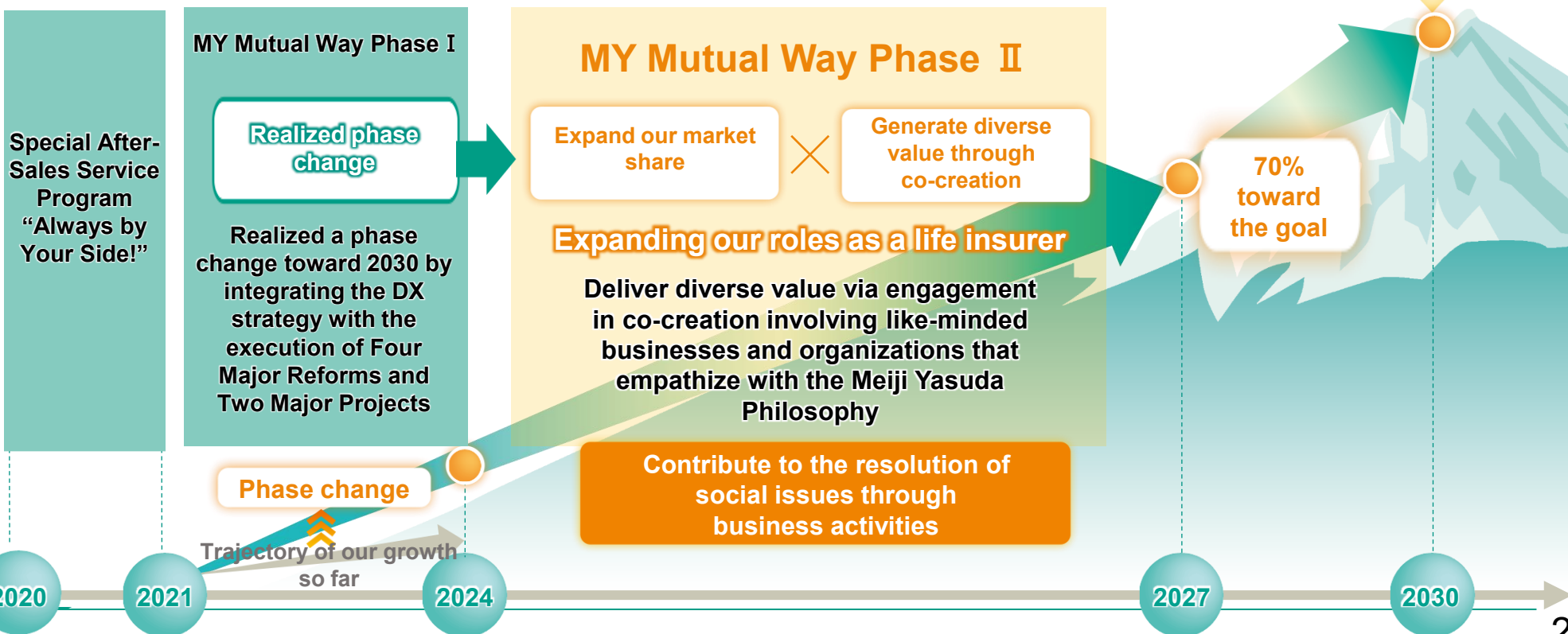
Our vision toward 2030
 The most accessible, industry-leading life insurer capable of “Wellness for People, Vitality for Communities”

Improvement in social value
 The best life insurer of choice from customers in local communities



Improvement in economic value
 The industry’s leading company

Contributing to the creation of a sustainable society



Overview of “MY Mutual Way Phase II”

We aim to expand our roles as a life insurer even as we cherish our conventional functions, which provide protection and after-sales services. To this end, we will strengthen the Two Major Projects by promoting our “growth drivers” (growth strategies) as well as our “operating base reinforcement strategy” supporting these drivers.

Contribute to the resolution of social issues



Secure sustainable growth for the entire Group

Contribute to the improvement of healthcare and QOL

MY Mutual Way Phase II —expand our roles as a life insurer
(Upgrade our role as a life insurer)

Vitalize regional communities



Expand the scope of value to be delivered

Strengthen the Two Major Projects
Expand synergies between both projects by supporting sports activities and events and acting in partnership with local governments, etc.



Expand value touchpoints with customers

Growth drivers (growth strategies)

Promote three strategies in growth fields of the domestic life insurance business, asset management and the overseas insurance business

Further strengthen sales, service and other front-line functions (assign more sophisticated functions to employees)

Expand functions afforded via life insurance

Upgrade our mode of asset management while expanding the overseas insurance business

Operating base reinforcement strategy

Promote three strategies to support growth drivers

Promote human resource-centered business management and enable employees to find their jobs even more rewarding

Push ahead further with IT- and digital-related investment (DX strategy 2.0)

Upgrade our mode of corporate governance while promoting sustainability management

Brand strategy

Strengthen corporate brand creation activities

Corporate Culture and Brand Creation Activities (phase II)

Create connections with diverse stakeholders by engaging via a bottom-up approach in our initiatives aimed at spreading the Meiji Yasuda Philosophy

