



Meiji Yasuda Three-Year Program (FY2024 – FY2026)

“MY Mutual Way Phase II”

June 2024



Contents

- 1 . Our 10-Year Plan “MY Mutual Way 2030 ”**
- 2 . Review of Three-Year Program “MY Mutual Way Phase I” (FY2021 – FY2023)
- 3 . Our Three-Year Program “MY Mutual Way Phase II ” (FY2024 – FY2026)

Our 10-Year Plan “MY Mutual Way 2030”

10-year plan

MY Mutual Way 2030

We launched 10-Year Plan “MY Mutual Way 2030”, in April 2020, with a renewed focus on securing responsiveness to flexibly adapt to long-term change in the business environment and pursuing customer-oriented business operations that transcend time. These endeavors will be accomplished via the full utilization of our strength as a mutual company supported by policyholders acting as mutual members.

Under this 10-year plan, we are taking on the challenge of becoming the best life insurer of choice from customers in local communities as well as the industry’s leading company based on the further enhancement of our customer-oriented business approach.

Moreover, we have identified “The most accessible, industry-leading life insurer capable of ‘Wellness for People, Vitality for Communities’” as our ideal with regard to what Meiji Yasuda must look like in 10 years (2030) upon fully accomplishing this challenge.

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



Meiji Yasuda NEXT Challenge Program

MY INNOVATION 2020 Meiji Yasuda three-year program

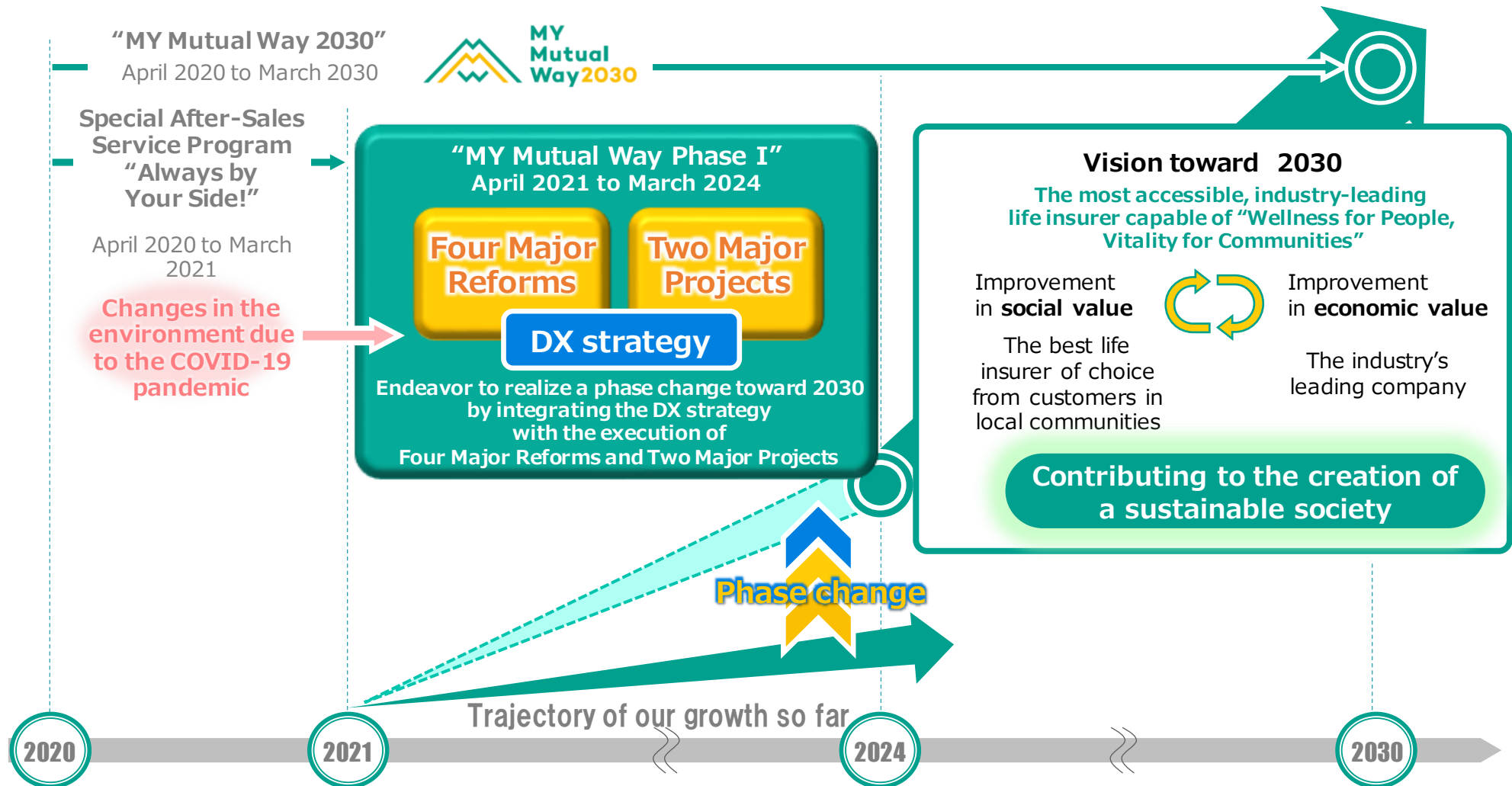


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"MY Mutual Way Phase I" (FY2021 – FY2023)

- Under the three-year program "MY Mutual Way Phase I" (FY2021 – FY2023), we have striven to secure a path leading to the realization of our vision toward 2030 by integrating the DX strategy with the Four Major Reforms and the Two Major Projects.



Review of Three-Year Program “MY Mutual Way Phase I” (FY2021 – FY2023)

- Thoroughly strengthened and upgraded our structure for each field of operations through the implementation of the Four Major Reforms, the Two Major Projects, DX strategy and other endeavors

Main achievements under the Four Major Reforms, etc.

Upgraded and strengthened our structure via the
thoroughgoing review of systems and infrastructure, etc.

Major reform of sales and services

- Instituted the “MY Link Coordinator” (sales personnel) system while implementing a social contribution-oriented sales model (e.g., providing information regarding public services)
- Established a digital-driven sales model for group insurance marketing

Major reform of core functions and administrative services

- Launched new face-to-face service activities undertaken by administrative service concierges
- Released an administrative service that leverages Japan’s “My Number” system (a government-run personal identification service), the first of its kind in the industry

Major reform of asset management and the overseas insurance business

- Developed even more robust asset allocation functions while diversifying and enhancing asset management methodologies
- Strengthened our involvement in ESG investment and financing, stewardship initiatives and other endeavors related to responsible investment
- Enhanced our existing portfolio of investees in the overseas insurance business
- Executed two bolt-on investment deals through StanCorp Financial Group, Inc.

Major reform of mutual company management

- Enhanced the effectiveness of enterprise risk management (ERM) (establishment of “MY Mutual Dividends,” announcement of “Management Policy Aligned with the Level of Financial Soundness,” etc.)
- Further increased the sophistication of disciplined mutual company management
- Expanded the scope of initiatives that transcend business categories and involve entities across the Group
- Developed a promotion structure for sustainability management and strengthened relevant initiatives

Main achievements under the Two Major Projects

Contributed to customers' health improvement efforts while playing our part in the development of flourishing communities

Wellness for All Project



- Enhanced our lineup of products designed to support customer's “Wellness Activity” and encourage them to undergo health checkups and cancer checkups
- Delivered “MY Wellness Activity Report,” provided customers with opportunities to engage in physical exercise via collaboration with J.League and the Japan Ladies Professional Golfers' Association (JLPGA) and otherwise supported their health improvement efforts

Community Vitalization Project



- Cultivated even stronger ties with communities by acting in collaboration with local businesses, local governments, roadside stations, community centers, the Japanese Red Cross Society, etc.
- Signed partnership agreements with more than 950 local governments
- Implemented collaborative initiatives based on partnership with the public sector

Main achievements under DX strategy

Enhanced customer experience (CX) and employee experience (EX)

- Improved UX and UI of websites dedicated to customer services (e.g., “MY Hoken Page”)
- Increased the sophistication of our services and enhanced operational efficiency through the use of AI, etc.
- Introduced a new product development system capable of flexibly releasing products at low cost



Digital Transformation Certification



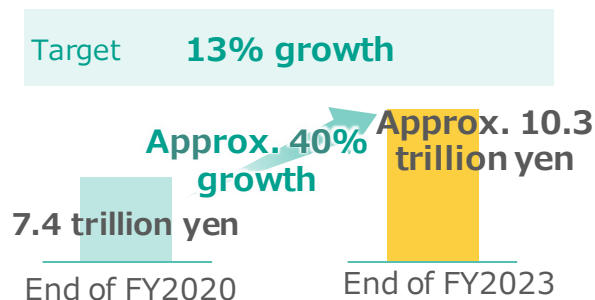
Information Technology Award

Review of Three-Year Program “MY Mutual Way Phase I” (FY2021 – FY2023)

- Our management targets under the Medium-Term Business Plan are expected to be mostly met in terms of Group surplus, which indicates our corporate value, as well as financial soundness, profitability and growth potential.
- In FY2023, customer satisfaction ratings (in terms of total customer satisfaction) hit all-time best for the fifth consecutive year.

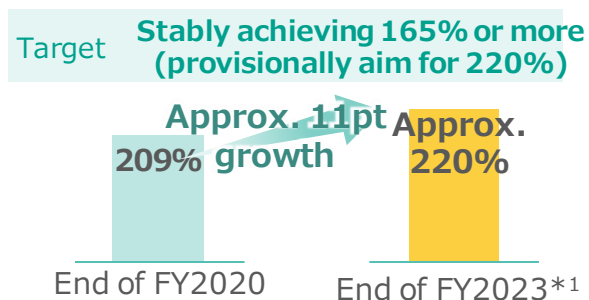
Corporate value

Group surplus



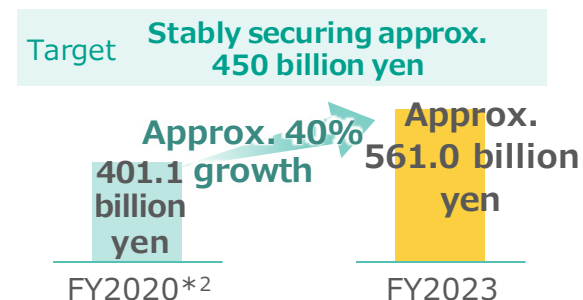
Financial soundness

Group ESR



Profitability

Base profit of the Group

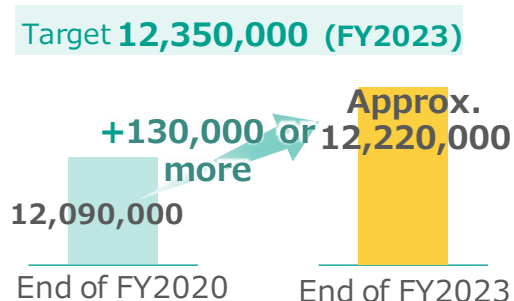


*1 We plan to revise our measurement model in April 2024 or later in anticipation of the introduction of new capital regulations. (Upon revision, an approximately 15-point decrease is expected in the forecast.)

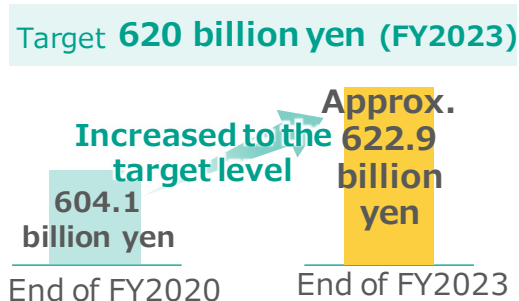
*2 The figure is calculated by retrospectively reflecting the FY2021 revision of the definition of the indicator

Growth potential

Number of customers



Annualized premiums in force [protection-type products]

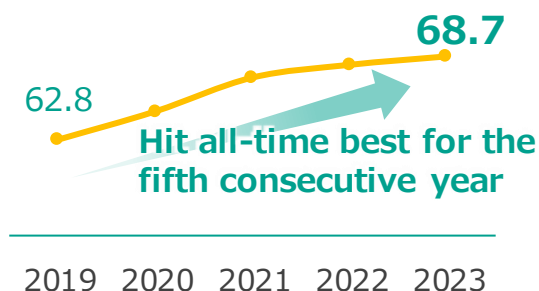


Group life insurance in force

Maintain No.1 domestic share

Customer satisfaction

Total customer satisfaction*3



*3 Sum of the number of respondents who chose “satisfied” or “somewhat satisfied” (%). Survey respondents select from a five-grade rating system: “satisfied,” “somewhat satisfied,” “normal,” “somewhat unsatisfied” and “unsatisfied.”

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Meiji Yasuda brand statement

Wellness for People, Vitality for Communities

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

Meiji Yasuda’s precursors include Japan’s oldest life insurance company, which, for around 150 years, has supported people’s well-being and helped them lead fruitful lives.

“Peace of mind, forever.”

Amidst the rapid changes of the times, we have remained focused on serving our customers’ best interest as we pursue our unique mission as a mutual company. Consequently, we are more convinced than ever of the following.

For us to help customers enjoy better health, we should not only extend support to them when they suffer from a disease or injury, but also provide them with long-lasting assistance following any incident. In fact, even when there isn’t a specific incident, we should help them improve their health.

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

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

We believe that we can accomplish more.

We aspire to help create a world in which people enjoy fulfilling lives with peace of mind.

We seek to pass down a society filled with hope to the children of future generations.

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

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



明治安田生命から、明治安田へ。

※From Meiji Yasuda Life Insurance Company to Meiji Yasuda

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Our Vision toward 2030 and 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.”



MY Mutual Way 2030

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**

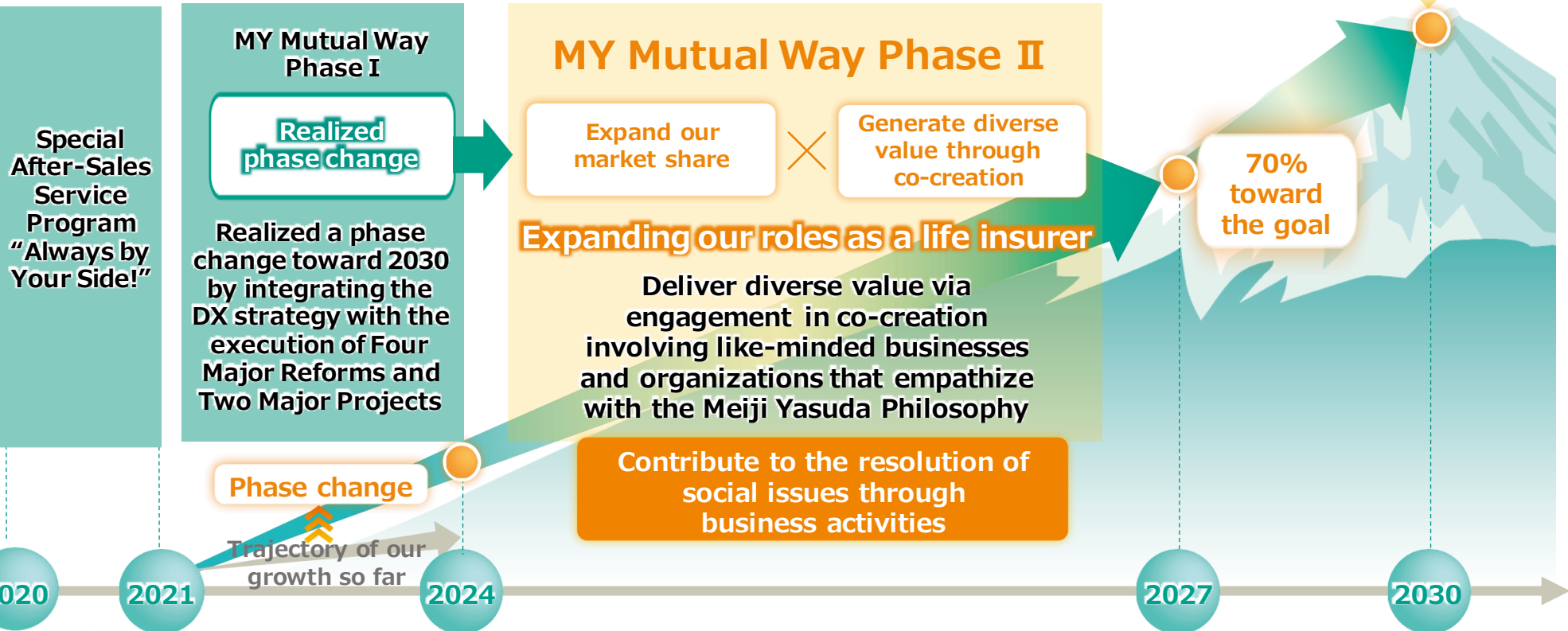
The best life insurer of choice from customers in local communities



Improvement in **economic value**

The industry’s leading company

Contributing to the creation of a sustainable society



Our Vision under “MY Mutual Way Phase II”

- Under “MY Mutual Way Phase II,” we will contribute to the resolution of social issues through our business activities while striving to achieve sustainable growth for the entire Group. At the same time, we will endeavor to bring benefits to customers and society as a whole to a greater degree.

**The most accessible, industry-leading life insurer capable of
“Wellness for People, Vitality for Communities”**

Improvement in
social value



Improvement in
economic value

Contribute to the resolution of social issues

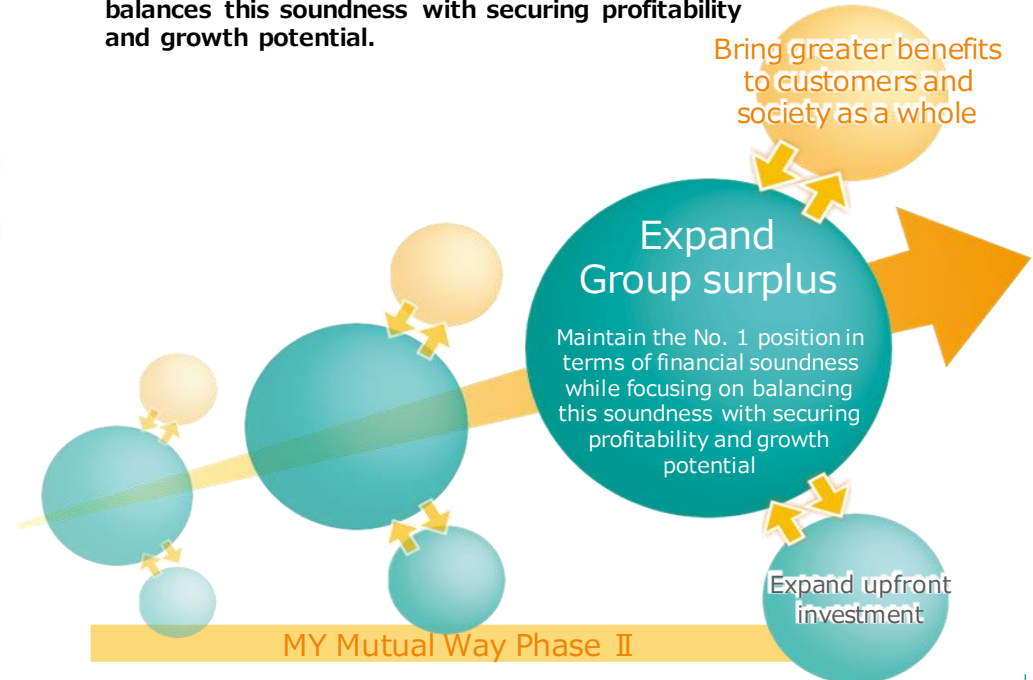
Strive to create social value to resolve priority issues

Priority issues (materiality) for Meiji Yasuda

Prolong healthy life expectancy	3 GOOD HEALTH AND WELL-BEING	みんなの健活プロジェクト
Vitalize regional communities	11 SUSTAINABLE CITIES AND COMMUNITIES	地元元気プロジェクト
Protect the environment and combat climate change	7 AFFORDABLE AND CLEAN ENERGY	13 CLIMATE ACTION
Help create a sustainable society through responsible investment as an institutional investor	3 GOOD HEALTH AND WELL-BEING	7 AFFORDABLE AND CLEAN ENERGY
Support sound development of children	1 NO POVERTY	3 GOOD HEALTH AND WELL-BEING
Ensure equal access to financial services	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES
Promote diversity, equity & inclusion (DE&I)	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH
Respect human rights	10 REDUCED INEQUALITIES	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

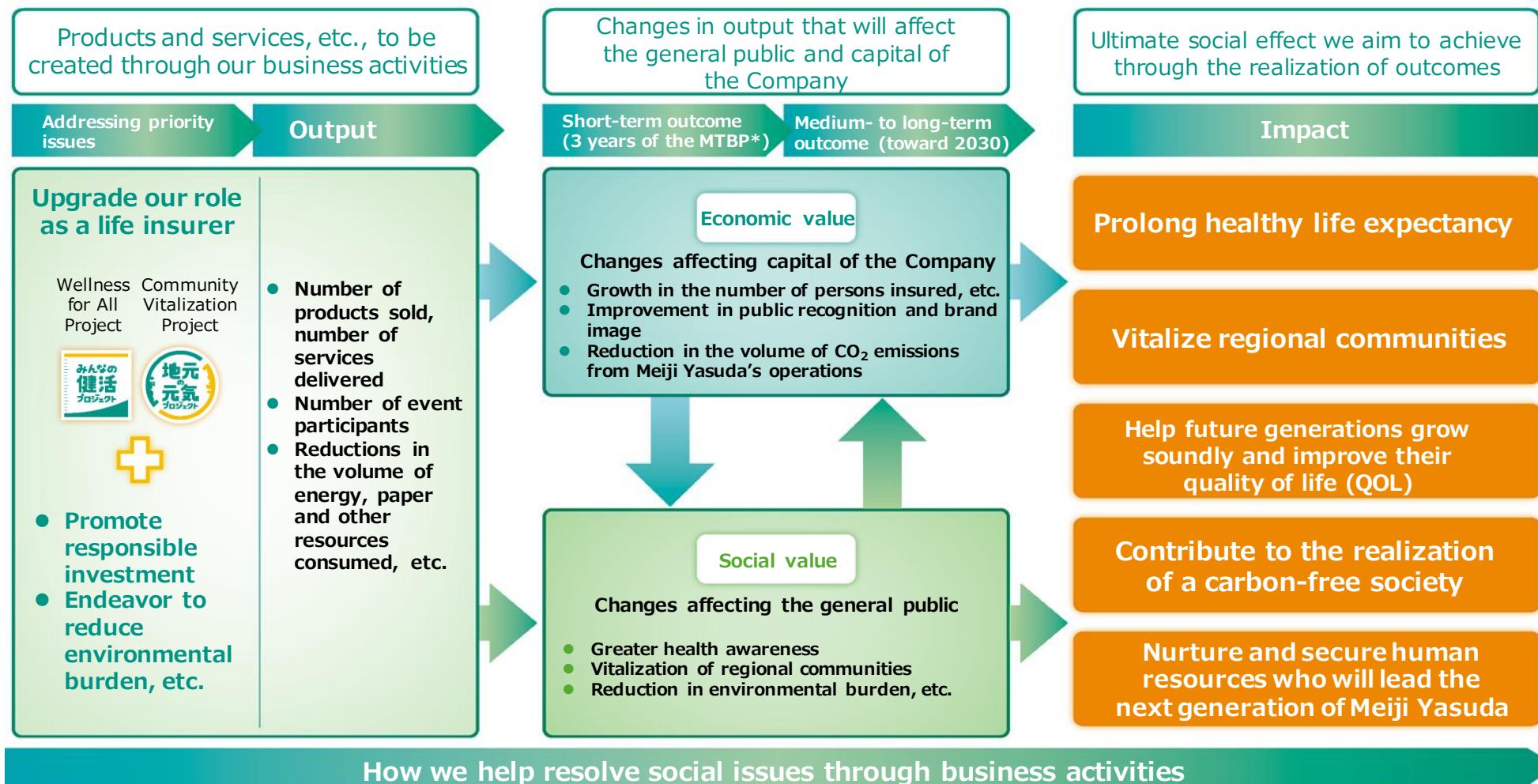
Secure sustainable growth for the entire Group

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



Contribute to the Resolution of Social Issues (1)

- Contribute to the resolution of social issues, to this end creating positive social impacts, such as the prolongation of healthy life expectancy and the vitalization of regional communities, via the realization of a virtuous cycle of improving both our economic and social value through business activities



*Medium-Term Business Plan

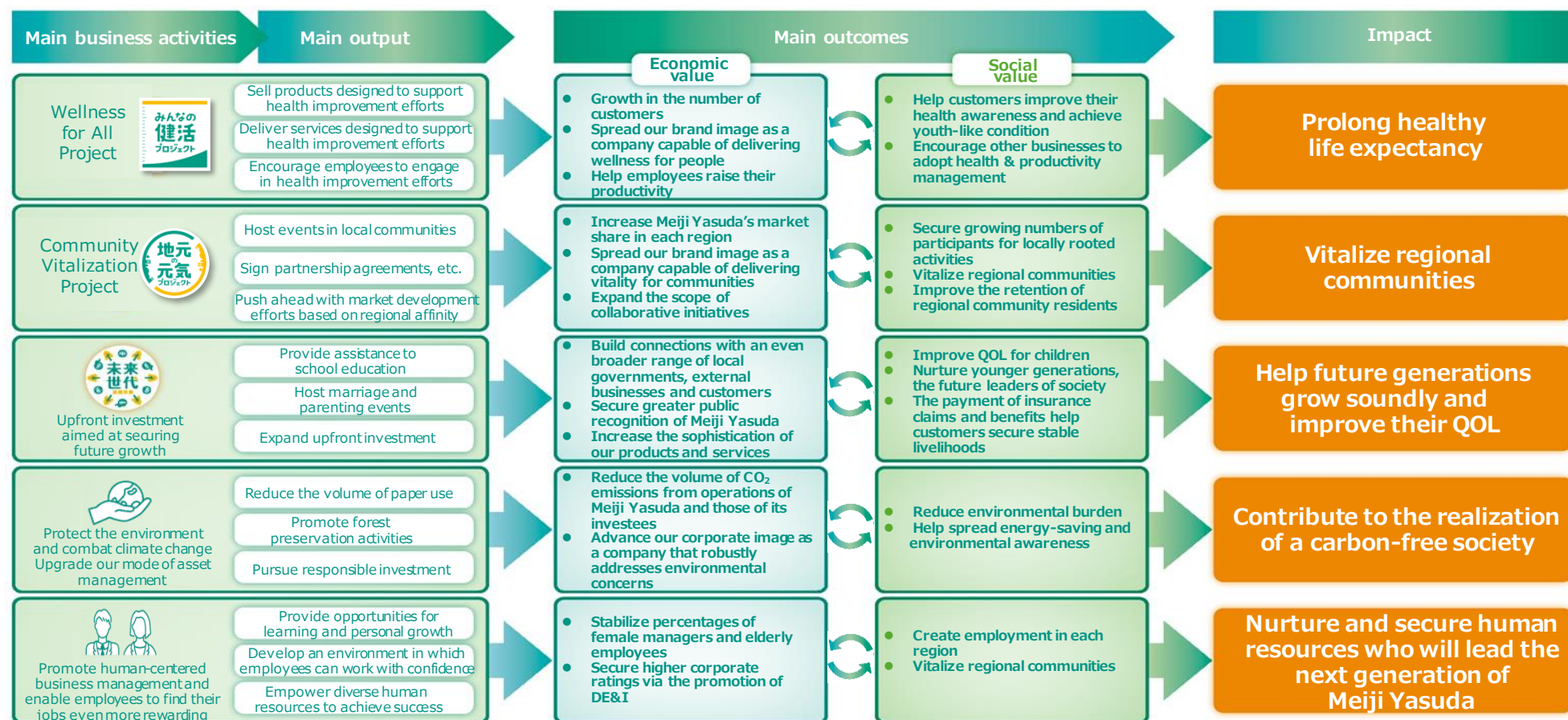
Contribute to the Resolution of Social Issues (2)

- We have identified pathways that start with creating output through our business activities in order to realize outcomes that effect change on society and the Company while achieving the ultimate social benefit: positive impact.
- We will strive for the resolution of social issues, with all employees uniting as one team.

Engage fully in each initiative through Meiji Yasuda's business operations

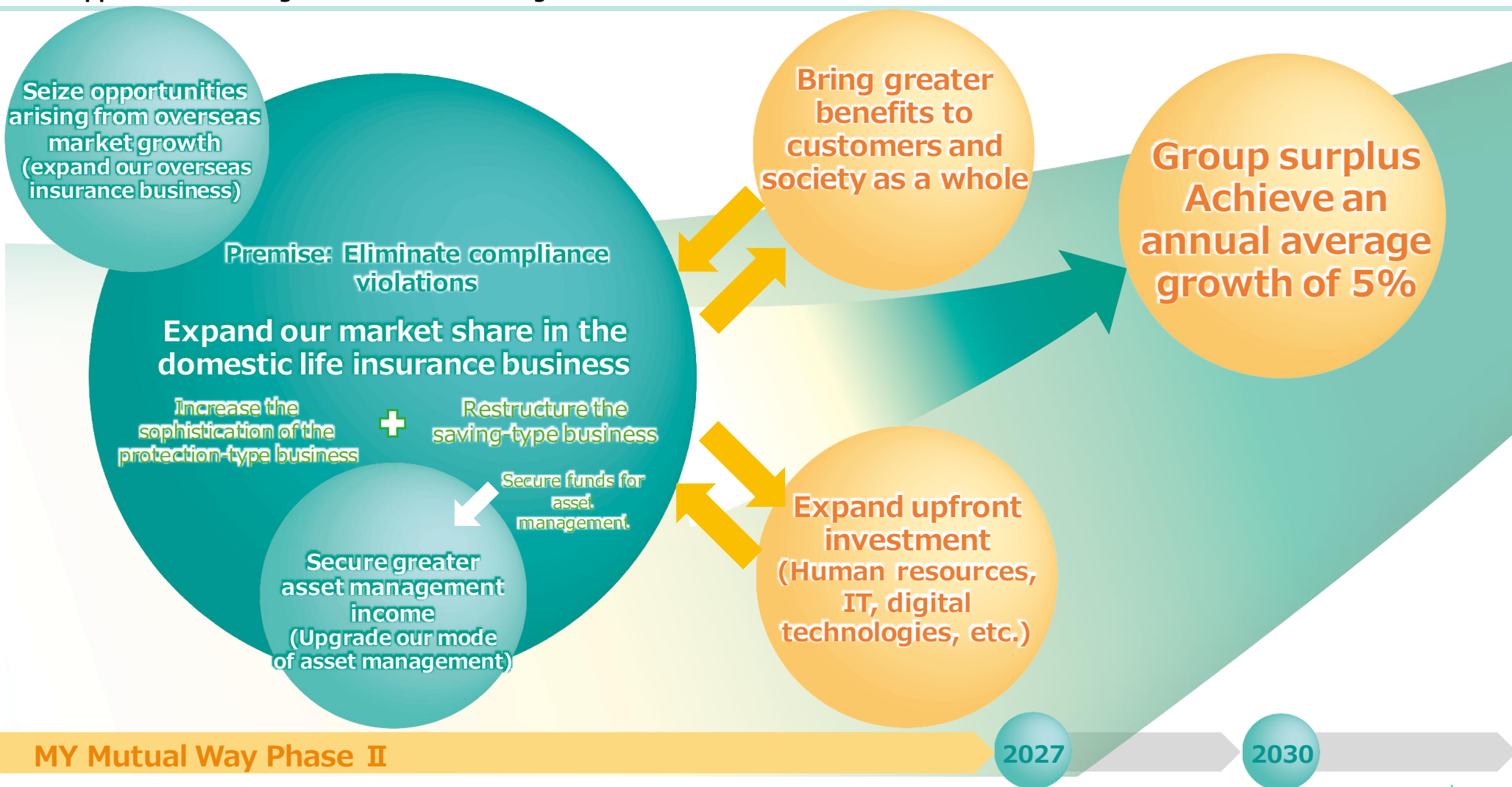
Our long-term endeavors positively affect society as well as the Company

Effect changes that will help resolve social issues



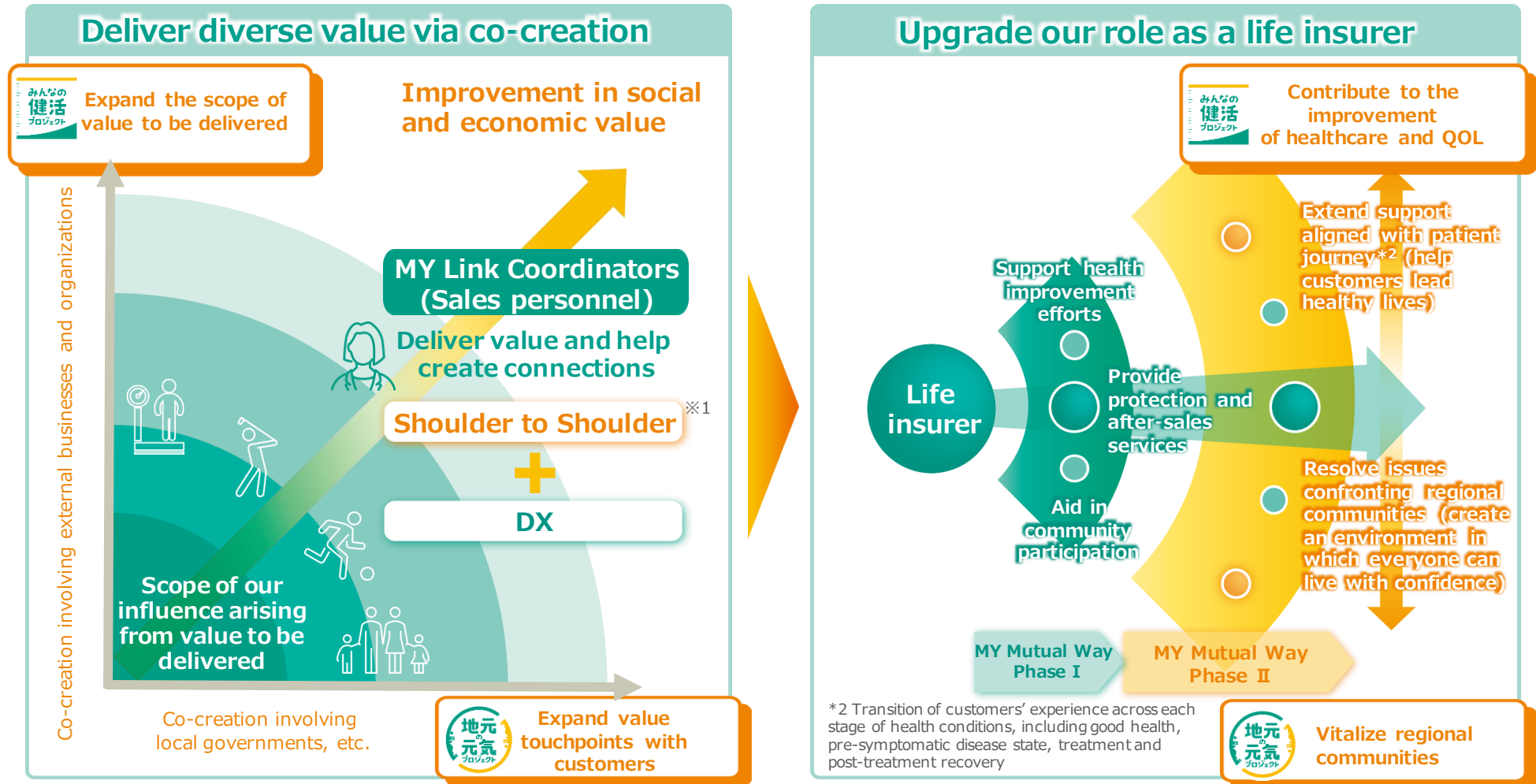
Strategic Framework of “MY Mutual Way Phase II”

- In the domestic life insurance business, we will strive to expand our market share by increasing the sophistication of the protection-type business and restructuring the saving-type business.
- Moreover, we will realize sustainable growth for the entire Group by securing greater asset management income and seizing opportunities arising from overseas market growth.



Upgrade Our Roles as a Life Insurer

- Generate new, diverse value by promoting co-creation involving local governments, external businesses and organizations
- Upgrade our role as a life insurer and, to this end, contribute to “the improvement of healthcare and QOL” as well as “the vitalization of regional communities” even as we cherish our traditional functions of providing “protection and after-sales services”



Overview “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



Further Strengthen Sales, Service and Other Front-Line Functions (Assign More Sophisticated Functions to Employees) (1)

- Strive to achieve drastic improvement in the quality and productivity of the MY Link Coordinator (sales personnel) channel based on a premise that we eradicate compliance violations
- Maintain our position as a leading company in the group life insurance field

Ensure that our “social contribution-oriented sales model” takes root

- Expand and strengthen initiatives aimed at helping customers resolve issues they are confronting and assisting them in their health improvement efforts

Provide information regarding public services

(Deliver information regarding cancer checkups and child rearing assistance programs sponsored by local governments)



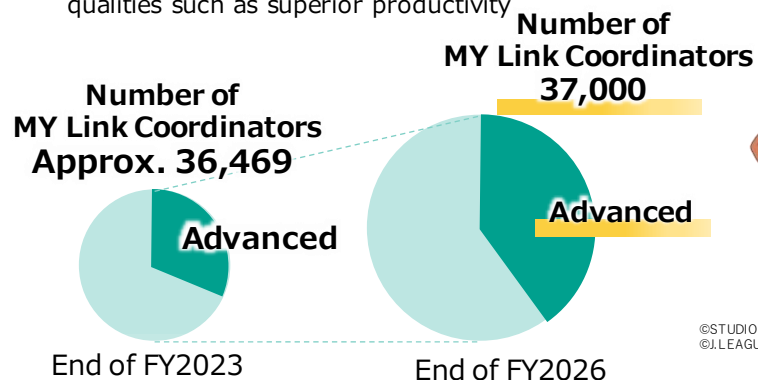
Wellness Support Activity

(Encourage citizens to undergo health and cancer checkups, deliver helpful information in terms of disease prevention, etc.)



Improve the productivity of the MY Link Coordinator (sales personnel) channel

- Expand the proportion of “advanced” sales personnel equipped with qualities such as superior productivity



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Maintain the No. 1 position in terms of domestic share in the group life insurance field

- Push ahead further with differentiating ourselves from competitors in the group life insurance field

Expand contact points with customers

Leverage digital technologies to expand contact points with customers (Improve UX and UI of websites dedicated to customer services)



Cultivate markets

Strengthen our sales structure for community-focused market development efforts



Products and services

Enhance the lineup of medical care-related products aligned with customer needs and develop similar services



Improve our competitiveness in the Bancassurance channel

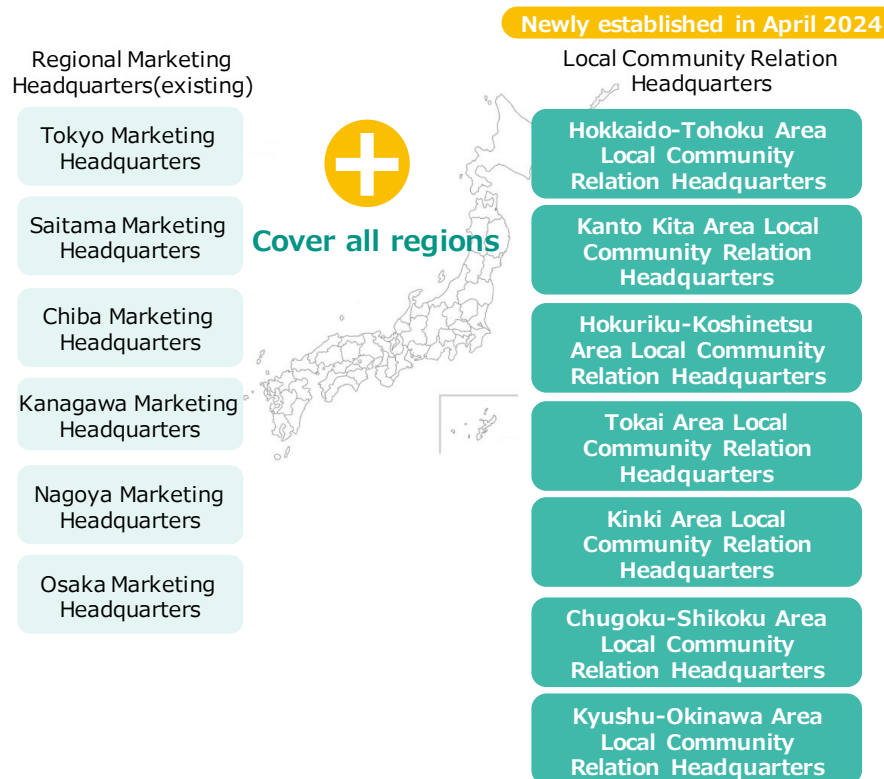
- Strengthen our compliance and customer service structures
- Upgrade our product lineup in line with changes in the market environment

Further Strengthen Sales, Service and Other Front-Line Functions (Assign More Sophisticated Functions to Employees) (2)

- Strive to enhance contact points with local businesses, etc., and expand transactions with them through the strengthening of our structure for community-focused market development, with the aim of securing greater presence in each region
- Drastically improve customer convenience by assigning more sophisticated functions to back office employees and utilizing innovative technologies

Strengthen our structure for community-focused market development

- Establish new organizations to expand contact points with local businesses, local governments and regional financial institutions, etc.



Strengthen collaboration between staff engaged in individual insurance marketing and group insurance marketing

- Step up coordination between sales activities undertaken through both channels to secure greater synergies

Individual insurance marketing

- Expand the scope of group life insurance products to be sold by MY Link Coordinators (sales personnel)

Step up collaboration

Group insurance marketing

- Secure a growing number of corporate and group customers that have introduced systems allowing persons insured to transition to individual life insurance policies upon their retirement
- Expand contact points with customers by strengthening relationships with external corporations

Further Strengthen Sales, Service and Other Front-Line Functions (Assign More Sophisticated Functions to Employees) (2)-2

Assign more sophisticated functions to back office employees

- Empower back office employees to play key roles in an even broader range of fields

Established administrative service concierge and group insurance administrative service concierge positions

FY2021~

Conduct "new face-to-face service activities"

Expand roles and duties

Administrative services in individual insurance marketing

- Serve as liaison staff in charge of local government relations
- Provide follow-up services as part of the Wellness Support Activity
- Offer support to sales base management, especially internal control (new duty)

Expand roles

Administrative services in group insurance marketing

- Handle an even broader range of customer service-related operations by, for example, paying direct visits to personnel in charge of group life insurance policies

Deliver improved convenience by utilizing Japan's "My Number" system

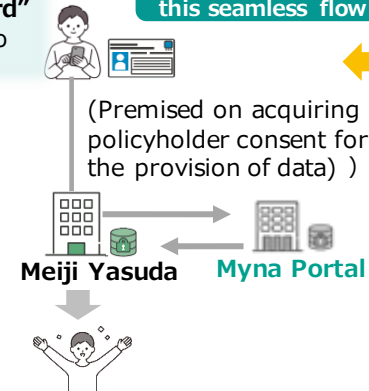
Flow of procedures for Health Support Cash Back*

Scan your "My Number Card"
via our websites dedicated to customer services, etc.

Health checkup data is relayed to Meiji Yasuda

Eligible policyholders are allowed to withdraw Health Support Cash Back

Planning to realize this seamless flow



Comparison with conventional procedures

Applicants are asked to **photograph each page** of their health checkup results

* A system through which a portion of premiums are refunded based on health checkup results

Expand Functions Afforded via Life Insurance

- Develop and deliver a “QOL support program,” which comprehensively provides “insurance premiums, healthcare services and encouragement (intervention)” to help policyholders improve their health
- Assist customers in their asset management efforts and, to this end, enhance the lineup of attractive saving-type products equipped with higher maturity yields by leveraging our unique strength as a mutual company

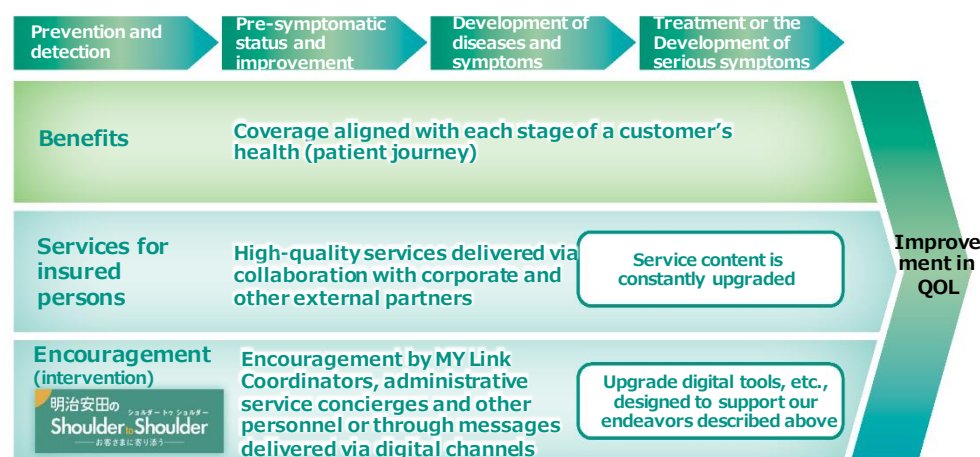
Integrated provision of protection and services

- Develop and deliver a “QOL support program” designed to offer an expanded range of functions afforded via life insurance

Expand functions afforded via life insurance



QOL support program



Enhance the lineup of saving-type products

- Enhance the lineup of attractive saving-type products equipped with higher maturity yields by leveraging our unique strength as a mutual company

Revised maturity yields in December 2023 (upward)



Non-Participating Child Insurance

Revised maturity yields in February 2024 (upward)



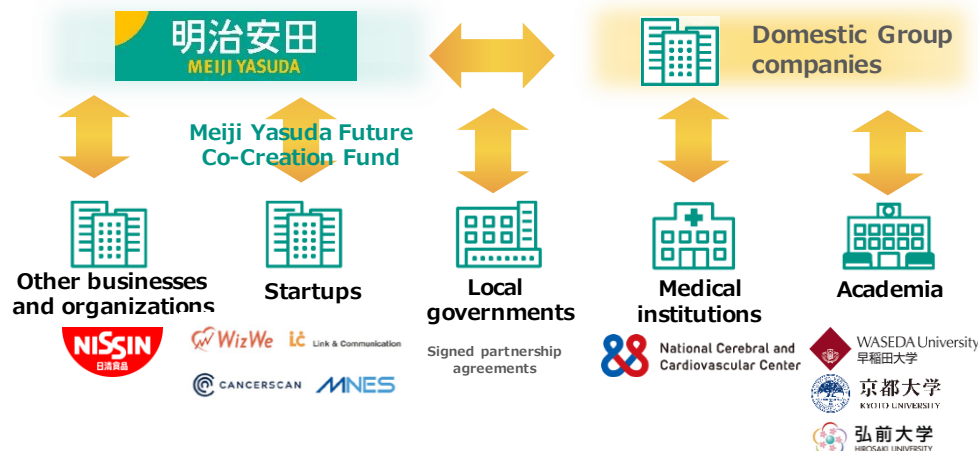
Savings-type insurance with non-par disaster coverage

FY2024~

Enhance the lineup of products equipped with attractive maturity yields

Promote co-creation involving local governments, other businesses and organizations, as well as domestic Group companies

- Strive to realize innovation via co-creation



Further expand the scope of partnerships and alliances

Upgrade Our Asset Management Methodologies While Expanding the Overseas Insurance Business (1)

- Upgrade our asset management methodologies by further strengthening our capabilities to secure total return while stepping up our involvement in responsible investment

Strengthen our capabilities to secure total return

- Develop more robust asset allocation functions



Increase the precision of scenarios used in analysis of financial environment

Execute asset allocation and hedging strategies in a way that flexibly aligns with market changes

- Expand overseas investment and financing while increasing the sophistication of our asset management methodologies



Increase investment in overseas private assets

Expand management of overseas assets via local investment vehicles

Diversify and enhance our asset management methodologies, e.g., utilize Emerging Managers Programs (EMPs)

Step up our involvement in responsible investment

- Expand funds allocated to impact financing* while enhancing engagement
- Endeavor to secure higher ratings from external rating agencies, etc.



Funds extended in ESG investment and financing during the FY2024 – FY2026 period

800 billion yen

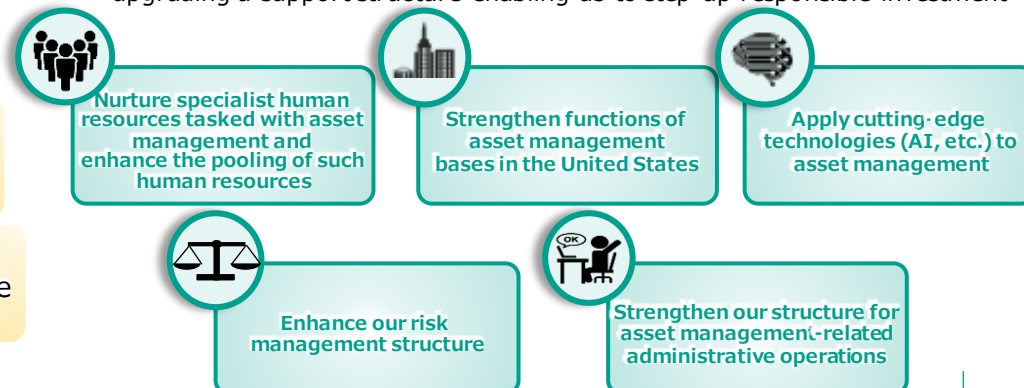
Of this, funds extended in impact financing

120 billion yen

* Financing for projects aimed at resolving environmental, social or economic issues

Upgrade our asset management platforms

- Enhance our capabilities to secure total return while developing and upgrading a support structure enabling us to step up responsible investment



Upgrade Our Asset Management Methodologies While Expanding the Overseas Insurance Business (2)

- Seize opportunities arising from overseas market growth via the strengthening of fresh investment as well as existing operations, with the aim of securing greater profit on a Groupwide basis

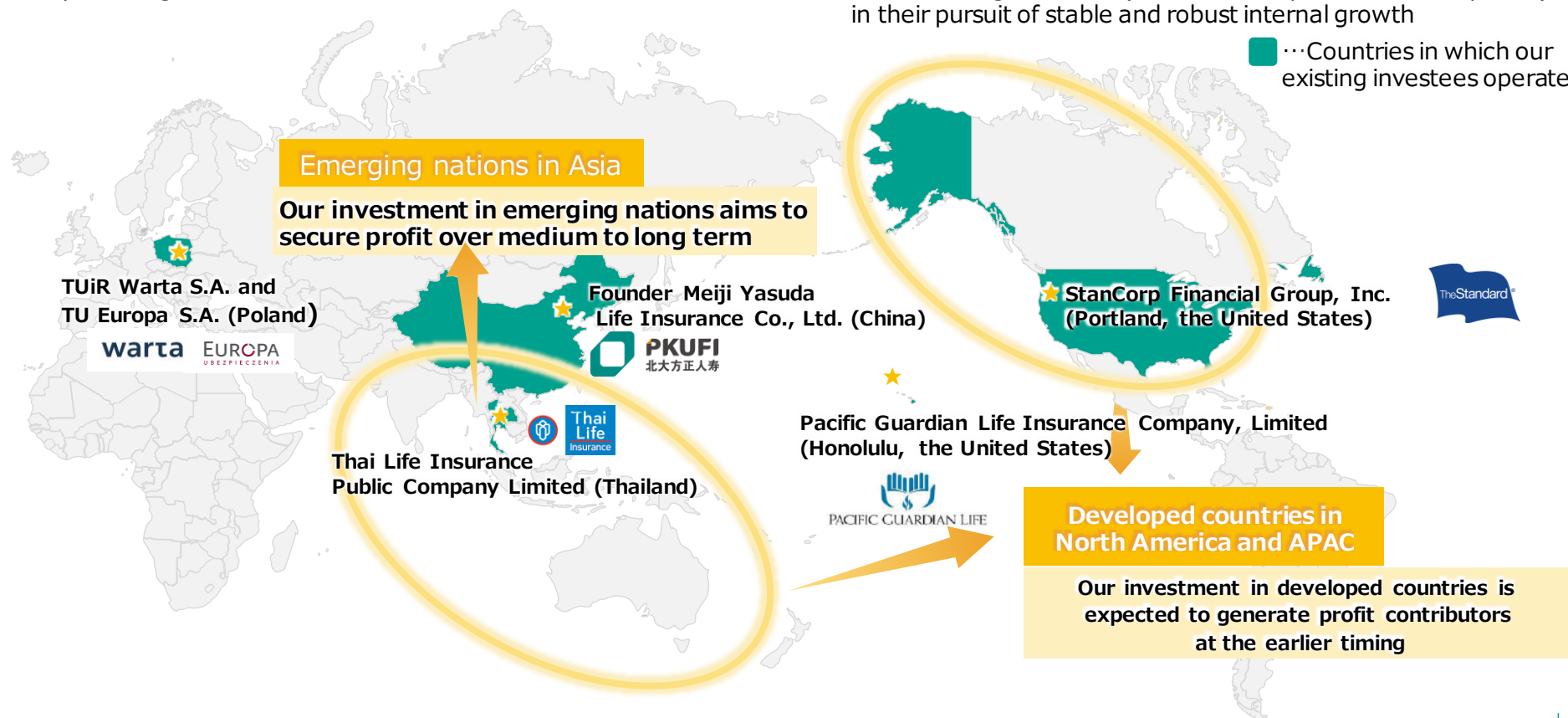
Promote new investment

- Push ahead with fresh investment initiatives in emerging nations with future growth potential as well as in developed countries, primarily focusing on the United States

Strengthen and stabilize existing businesses

- Systematically complete the post-merger integration (PMI) process for businesses acquired by StanCorp
- Assist existing investees (overseas Group insurance companies) in their pursuit of stable and robust internal growth

...Countries in which our existing investees operate



Promote Human Resource-Centered Business Management and Enable Employees to Find Their Jobs Even More Rewarding

- Enhance our competitiveness by empowering each employee to stay even more spirited and realize their full potential via the promotion of human resource-centered business management

Review wage systems

- Increase employee motivation with even better wages

Revise wages upward

MY Link Coordinators (Sales personnel)

FY2022 and FY2023

Approx.
7% raise



FY2024~

Approx.
4% raise

- Improve attractiveness of sales personnel positions at Meiji Yasuda by raising and stabilizing wages

Career-track employees

FY2024

Approx.
7% raise

- Establish special allowance for value creation
- Ensure that wages more greatly reflect assigned roles and actual performance

Enhance human resource pools for each rank

- Step up initiatives to expand human resource pools for each employee rank in anticipation of a medium- to long-term decrease in candidates

Hiring

- Strengthen the hiring of new graduates
- Recruit a growing number of mid-career hires

Hiring via scouting

Hiring via reemployment

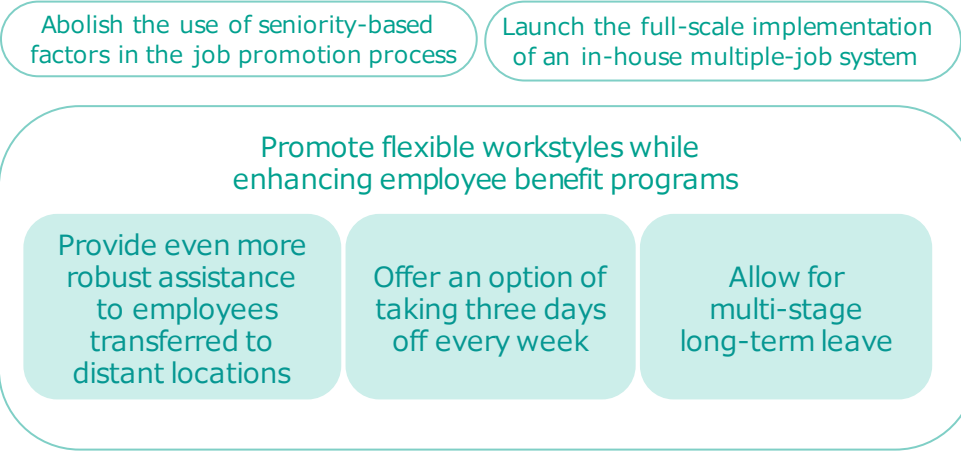
Human resource utilization

- Consider setting retirement age at 70
- Promote the utilization of human resources across the Group

Promote Human Resource-Centered Business Management and Enable Employees to Find Their Jobs Even More Rewarding-2

Empower our human resources to achieve success

- Develop systems and environments that help employees find their job rewarding to ensure that anyone with motivation can achieve success



Promote DE&I

- Offer equal opportunities through the provision of career options and information aligned with individual circumstances, instead of furnishing assistance based on a “one-size-fits-all” approach

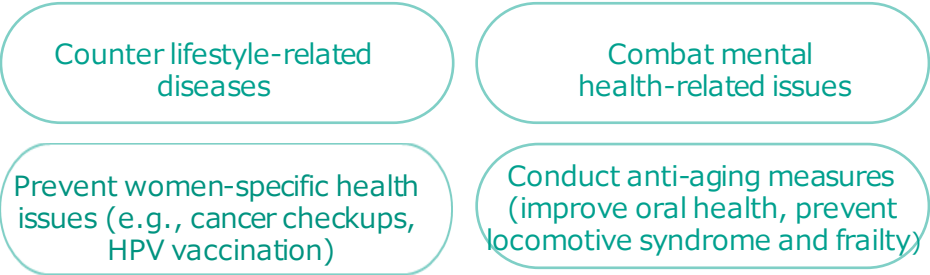


- Provide women with opportunities to gain new business experience
- Offer a diverse range of promotion routes
- Promote reskilling
- Assist in efforts to stay in good health or strike a balance between work and disease treatment



Promote health & productivity management

- Enable employees to stay emotionally and physically healthy



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

- Assign more sophisticated functions to employees and drastically improve their productivity by pushing ahead further with IT- and digital-related investment and utilizing cutting-edge technologies

Further increase the efficiency and sophistication of our operations

- Promote the use of AI and data so that employees can focus on fulfilling even more sophisticated functions

Use of AI

- Promote the use of generative AI
- Develop digital platforms to support the use of AI

Data utilization

- Develop a data analysis model
- Upgrade our mode of market analysis
- Enhance the efficiency of our core functions, etc.

Enable employees to secure spare capacity and take on more sophisticated functions

Promote the development of sales tablet terminals, etc.

- Update screen layouts and introduce new devices to increase user friendliness

Enhance the convenience of tablet terminals and smartphones furnished to sales personnel and PCs used by headquarters employees, etc.

Develop systems aimed at helping make sales and other employee activities more productive and efficient

Planning to update devices in FY2025



【Examples of initiatives】

Introduce “Digital Secretary MY Palette”

(to be introduced in phases from October 2024 onward)

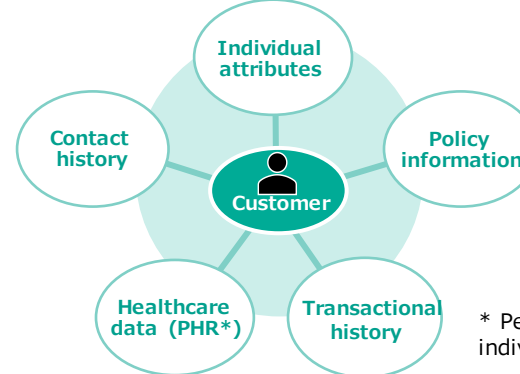
- Install an app designed to enable the hassle-free and timely entry and confirmation of customer needs and data
- From FY2025 onward, AI-based data analysis will support MY Link Coordinators in sales and proposal activities



Consolidate, analyze and utilize customer data

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

【Structure of our new customer management platform】



Deliver optimal proposals aligned with the customer's individual circumstances

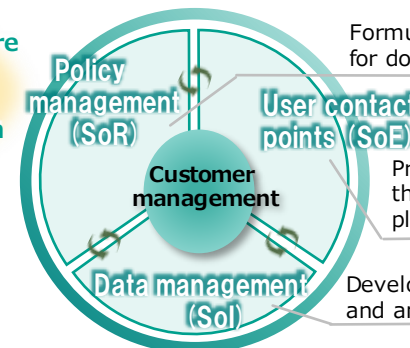
Develop and offer products and services in tune with customer needs

* Personal Health Record (data regarding the individual's health conditions and medical care, etc.)

Revamp system architecture

- Establish a sustainable system development structure that is highly adaptable to changes in the environment

Develop infrastructure in line with characteristics of our operations in each field



Formulate and promote a basic plan for downsizing host systems, etc.

Promote system development on the next-generation front-line platform, etc.

Develop a data integration and analysis platform, etc.

Upgrade Our Mode of Corporate Governance While Promoting Sustainability Management (1)

- Utilize the policyholder perspective to increase the sophistication of mutual company management while further strengthening the Group's business management structure

Increase the sophistication of mutual company management

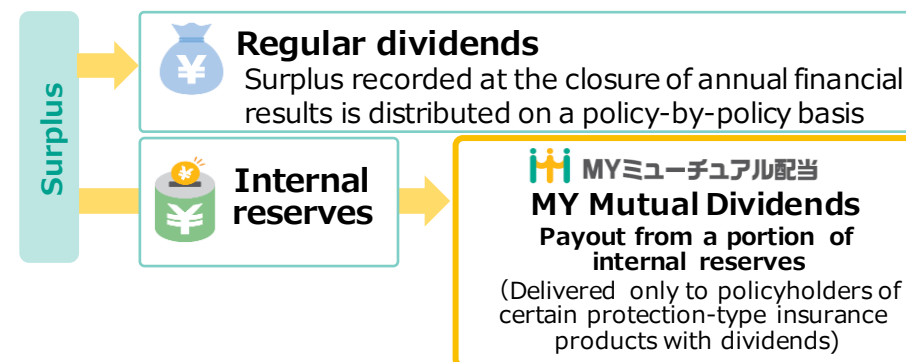
Promote public understanding of the mutual company system and improve its attractiveness

- Enhance dialogue with policyholders
- Strengthen content delivery to help the general public realize the attractiveness of a mutual company

Upgrade our methods for delivering return to customers while bringing benefits to communities

- Strive to upgrade the MY Mutual Dividend system, etc.

【MY Mutual Dividend system】



- Enhance initiatives and contributions aimed at vitalizing regional communities

Sports promotion (partnerships with J.League, the JLPGA, etc.)

Subsidies to local festivals

The "Employee Giving Campaign to Support MY Local Community," etc.

Upgrade Our Mode of Corporate Governance While Promoting Sustainability Management (1)-2

Enhance the effectiveness of ERM

- Develop a measurement and verification structure in preparation for the introduction of economic value-based capital regulations in Japan
- Upgrade our mode of ERM-based business management and increase its effectiveness

Strengthen the Group's business management structure

- Strive to ensure that our Group identity is fully shared throughout the workforce
- Upgrade our Group company monitoring structure, etc.

Reinforce and upgrade three lines of defense

- Establish more robust functions to detect and analyze potential improprieties and other incidents while stepping up delivering proposals to top management as well as to front-line organizations

Compliance

- Establish a corporate culture that tolerates no misconduct
- Strengthen our structure for handling compliance-related issues and ensure that this structure remains effective

Risk management

- Upgrade risk management methodologies and develop a risk management structure
- Enhance our structure for responding to such issues as cybersecurity-related issues

Customer-oriented business approach

- Strive further to help employees become "customer-oriented"
- Collect and analyze an even more diverse range of customer feedback
- Strengthen quality management for administrative and other services

Reinforce our audit structure and upgrade management supervisory functions

- Strengthen the Audit Committee structure
- Launch the full-scale operation of the IT and Digital Committee (Non-statutory committee established within the Board of Directors)

Upgrade Our Mode of Corporate Governance While Promoting Sustainability Management (2)

- Contribute to the realization of a sustainable society by proactively striving to create positive impacts based on our unique strength, in addition to deterring negative impacts

Increase the sophistication of our initiatives to protect the environment and combat climate change

- Reduce the volume of CO₂ emissions based on the renewed reduction targets

Targets for the reduction of CO₂ emissions volumes (comparison with the FY2013 level)



Revised Scope 1 & 2 reduction targets as a business operator into Groupwide targets, resetting the interim target set for FY2030 from -50% to -67%

	As a business operator		As an institutional investor
	Scope 1 & 2	Scope 3	Scope 1 & 2
FY2030	-67%	-40%	-50%
FY2050	-100%		-100%

Introduce renewable energy

Raise the ratio of renewable energy to energy used via our operations to 100% by the end of FY2040

- Promote forest preservation and environmental education



Meiji Yasuda × J.League "Forest to Weave the Future"



An environmental class for children

- Increase the sophistication of information disclosure

Enhance the content of natural capital-related information disclosed in accordance with the TNFD framework



Taskforce on Nature-related Financial Disclosures

Promote "Activities to Support Future Generations"

Play our part in nurturing future generations by supporting school education and sports activities, etc.



Provide financial and insurance education and otherwise support school education

Extend support to people searching for potential spouses, taking on child rearing or raising children with special needs

Help children grow soundly by enabling them to enjoy sports and cultural activities and interact with other community members

Locally rooted initiatives to protect the environment



A class aimed at instilling robust financial and insurance literacy



Step up initiatives related to "Easy Access to Insurance for Everyone"

- Strengthen financial inclusion initiatives to help customers sign, maintain and manage their policies with ease of mind, with no-one left behind



The elderly

Foreign nationals

Easy Access to Insurance for Everyone

People with disabilities

Members of the LGBTQ community

Brand Strategy Initiatives

- Implement promotional activities focused on delivering a brand experience informed by Meiji Yasuda's worldview based on our ideal brand image, "Wellness for People, Vitality for Communities"

Create a story that attracts empathy

- Renew our common brand name, officially changing the Company's name to "Meiji Yasuda"

明治安田生命から、明治安田へ。

※From Meiji Yasuda Life Insurance Company to Meiji Yasuda

The new name represents our determination to expand our roles as a life insurer and take on fresh roles to "Prolong healthy life expectancy" and "Vitalize regional communities"

Meiji Yasuda brand statement

- Newly establish a brand story (statement) that is relatable and based on our utmost priority on people, as defined in the corporate vision, as well as "Wellness for People, Vitality for Communities," which summarizes our brand message

New corporate ambassador and character

- Use new corporate ambassador and character in a unified manner



Soccer player
Kazuyoshi Miura



MEIYASU Pentan

Communicate visible and consistent messages to help convince viewers that Meiji Yasuda can serve as their "new partner"



Deepen brand communications

- Provide a space in which people can connect with counterparts in each region, with Meiji Yasuda Village* serving as a key base
- Implement promotional activities via various media as well as through MY Link Coordinators, etc., taking a multi-layered approach



* A collective name of brand communication facilities that utilize Meiji Yasuda's own real estate properties to energize residents of local communities

Update brand-related content

- Further strengthen our corporate image as a company capable of contributing to the well-being of people and communities
- Step up our support of sports activities via co-creation involving J.League and the JLPGA



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- Continue participating in blood donation campaigns as part of "SHAREN!" collaborative social contribution activity while considering and launching new initiatives under this activity
- Full-scale tie-up with the J.League player OB association
- Furnish additional assistance to J3, JFL and regional leagues



- Host introductory golf classes for children
- Increase our presence as the JLPGA's official partner
 - Expand our exposure in Meiji Yasuda-sponsored and other tournaments
 - Newly establish "Meiji Yasuda Step Ranking," etc.

Initiatives under the Two Major Projects

- Guided by our aspiration to help customers enjoy better health and create a community in which everyone can live with confidence, we will expand our roles as a life insurer by stepping up initiatives under the Two Major Projects.



Help create a regional community in which people connect, interact and support one another



Achieve better health together

Expand value touchpoints with customers

Promote the signing of partnership agreements with local governments and other entities



Roll out the provision of information regarding public services to regions nationwide



Take part in industry-government-academia collaboration aimed at resolving region-specific



Enhance initiatives to support health & productivity management and corporate response to SDGs, etc.



Support future generations (Education on finance, insurance, SDGs, etc.)



An event aimed at supporting people who look for spouse candidates

Raise the ratio of people who undergo "Kenshin"*

Accept checkup results via the LINE account and the Myna Portal

Provide information regarding "Kenshin" sponsored by local governments

Host health checkup events that utilize cutting-edge measurement equipment



* We collectively refer to health checkups and cancer checkups as "Kenshin"

Deliver value aimed at helping prevent diseases

Upgrade "MY Wellness Activity Report"

Feature the reference point indicating the degree of the recipient's healthiness in the form of age*

Reports furnished in paper and via LINE

Enhance the content of events aimed at supporting health improvement efforts

Laughter

Eating

Oral health

Beauty care, etc.

* Patent pending


Increase the sophistication of "Wellness Activity Analysis Report" for corporate and group customers



Expand synergies arising from the Two Major Projects through, for example, the support of sports activities and events as well as collaboration with local governments

- Create connections with diverse stakeholders by ceaselessly striving to spread and embody the Meiji Yasuda Philosophy via the implementation of bottom-up activities

[Customers and local community residents]

Our ideal for brand image	ひとに健康を、まちに元気を。 Wellness for People, Vitality for Communities		
Contact points with customers	Wellness for All Project		Community Vitalization Project
Our initiatives	<div><div><p>“Corporate Culture and Brand Creation Activities” = Create Meiji Yasuda’s corporate culture and brand based on a bottom-up approach</p><p>Our Conduct Principles</p><div><p>Customer-oriented Do your actions care about people first?</p><p>Moral value Do you consistently uphold the spirit of fair play?</p><p>Ambition and creation Are you taking on challenges to achieve your dreams?</p><p>Teamwork and growth Do you cherish being on the Meiji Yasuda team?</p></div></div><div><p>Our vision</p><p>The “Kizuna” campaign aims to create connections with diverse stakeholders by ceaselessly striving to spread and embody the Meiji Yasuda Philosophy</p></div></div> <div></div>		

Management Targets (FY2024 – FY2026)

- Maintain the No. 1 position in terms of financial soundness while securing sustainable growth for the entire Group in a way that balances this soundness with securing profitability and growth potential

Improve corporate value (Group surplus) toward 2030

Realize annual average growth of 5%*1

*1 Compared with the beginning of the FY2020, when the 10-year plan was launched

Financial soundness	Profitability	Growth potential	
<p>Group ESR Stably achieving 165% or more (provisionally aim for 220%)</p>	<p>Base profit of the Group Stably securing approx. 500 billion yen</p>	<p>Insurance premiums of the Group End of FY2026 4.0 trillion yen or more</p>	<p>Number of customers End of FY2026 12,400,000</p>
<p>On-balance sheet capital End of FY2026 4.5 trillion yen or more</p>		<p>Annualized premiums in force [protection-type products]*2 End of FY2026 615 billion yen</p>	<p>Group life insurance in force No. 1 domestic share</p>
		<p>Number of MY Link Coordinators, etc. (sales personnel) End of FY2026 37,000</p>	<p>Of these, “advanced” sales personnel Increase the number in the course of the MY Mutual Way Phase II period</p>

Note: All the figures presented above are provisional.
The finalized targets will be disclosed after the closure of FY2023 financial results.

*2 The product lineup was partially revised in FY2024. However, the target value is virtually unchanged from the previous value disclosed at the beginning of said fiscal year if the impact of this revision is excluded.