

# **Meiji Yasuda Life Insurance Company Vision toward 2030 and the New Three-Year Program**



**Management Targets was added (P17)**

**June 26, 2020**

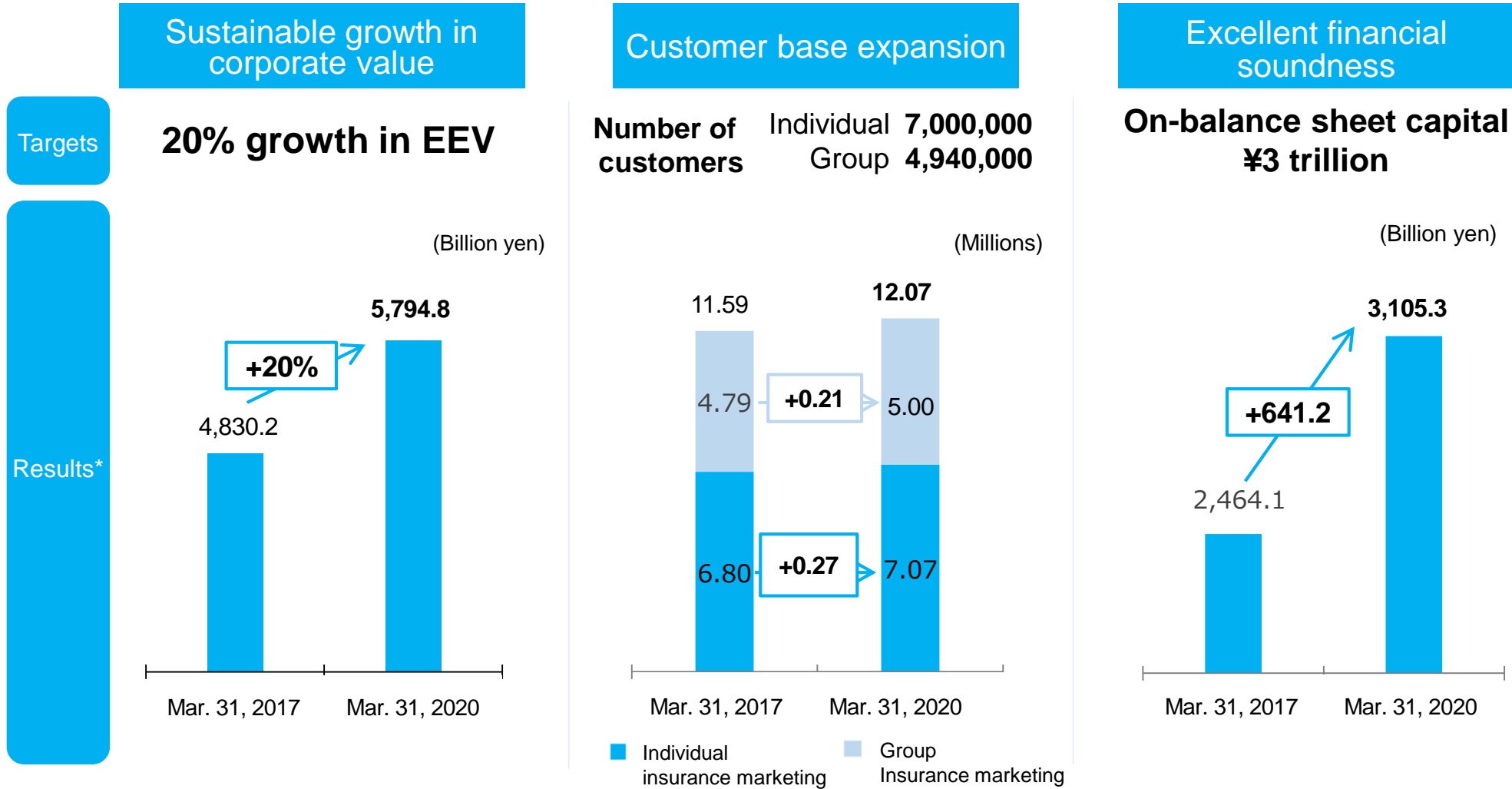
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## **Introduction**

# **Review of Achievement under MY INNOVATION 2020**

# Review of Achievement under MY INNOVATION 2020 - Management Performance Targets

We achieved 20% growth in EEV as a result of our efforts to increase corporate value while balancing growth, profitability and financial soundness.

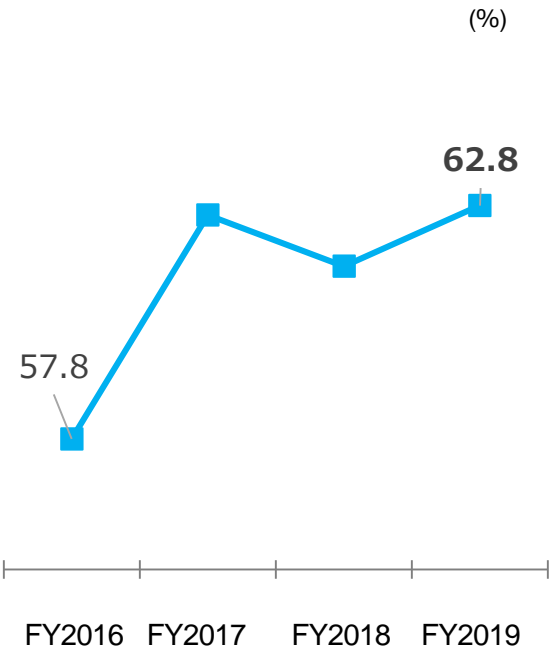


# Review of Achievement under MY INNOVATION 2020 - Management Performance Targets

In the fiscal year ended March 31, 2020, we hit record highs in our customer satisfaction rating, consolidated solvency margin ratio. In addition to these, we hit a record high in base profit of the Group for the third consecutive year.

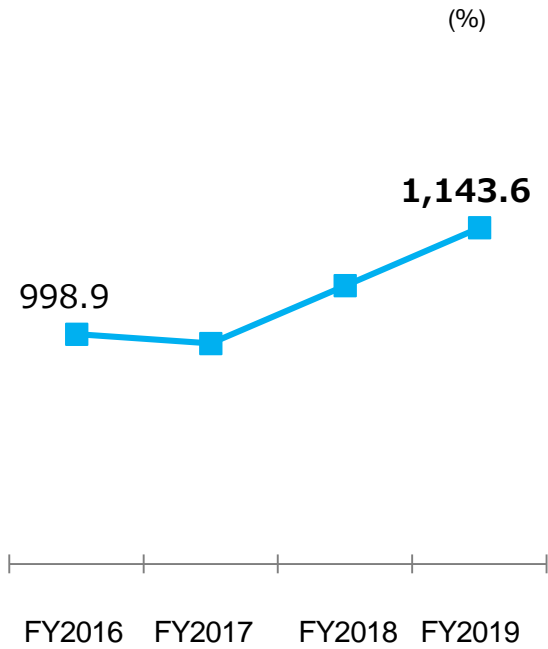
## Customer satisfaction rating

Hit a record high



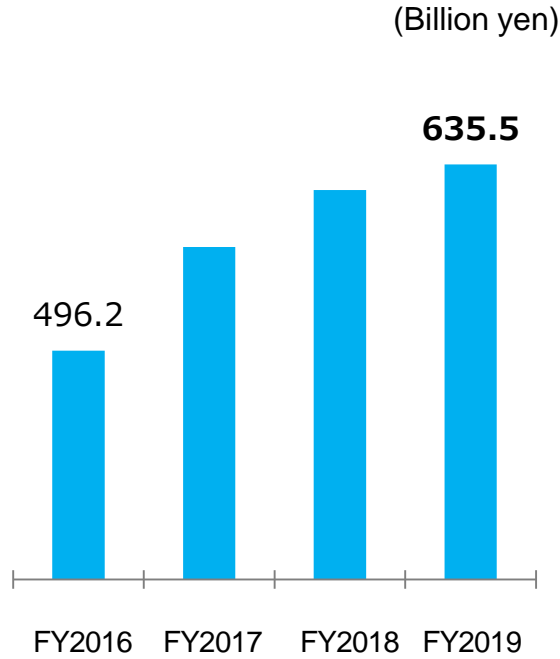
## Consolidated solvency margin ratio

Hit a record high



## Base profit of the Group

Hit a record high for the third consecutive year



# Review of Achievement under MY INNOVATION 2020 - Key Policies

We made progress in various initiatives in line with key policies under MY INNOVATION 2020.

## New Market Initiatives

### ■ Domestic life insurance market

Identified four priority fields, namely, “products for seniors and retirees,” “women-oriented products and services,” “third-sector insurance,” and “investment-type products,” thereby releasing products tailored to meet the precise needs of each field

### ■ Overseas insurance market

Base profit of the overseas insurance business in FY2019 resulted in ¥60.3 billion, which represents significant improvement (+32% compared to the result of FY2017), with StanCorp Financial Group playing a key role

## Better Governance

### ■ Promoted and practiced business management based on ERM

Securing profit that matches to the risk taken and continuously taking risks for the future growth in order to achieve sustainable growth in corporate value

### ■ Upgraded our governance structure

Established the Group Management Headquarters Council to secure conformity with ComFrame and equally robust internal control for all business units along with advancing the Group’s business management structure

## Better Asset Management

### ■ Strengthened credit investment and financing

To enhance profitability, we strengthened credit investment and financing and we invested total of ¥1,830 billion during the medium-term business plan period

### ■ Promoted sustainable investment and financing

We invested total of ¥690.0 billion in ESG fields as well as to support community vitalization, infrastructure development and innovation sectors

## Improved Work Engagement

### ■ Initiatives to create a rewarding and inclusive workplace

Systematically selected and nurtured future managerial candidates in an ongoing effort to raise the capabilities of our human resources. Placed particular emphasis on providing career development assistance to women, seniors and people with disabilities in line with our policy of accepting diverse human resources and helping them achieve fulfilling careers. As a result, the ratio of women in managerial positions hit our target and reached 30% in April 2020.

Chosen as one of “White 500” for the fourth consecutive year thanks to our efforts to promote employee health

## Advanced Technological Innovation

### ■ Initiatives in the field of digital technologies (AI and ICT)

Introduced AI- and ICT-based solutions or completed proof of concept (PoC) for such solutions to improve approximately 30 operations in core functions, thereby realizing more convenient, digitized procedures

### ■ Initiatives in the healthcare field

Engaged in surveys and R&D to create new services in the disease prevention field, and, in February 2020, released the “Kantan Brain Check” app in conjunction with the release of an insurance product covering dementia

## Promote New Corporate Philosophy

### ■ Established and promoted the Meiji Yasuda Philosophy

Strove to promote the Meiji Yasuda Philosophy, which was established in April 2017, by, for example, pushing ahead with the Corporate Vision Realization Project, with employee awareness survey results suggesting robust progress in our efforts to gain employee support and understanding

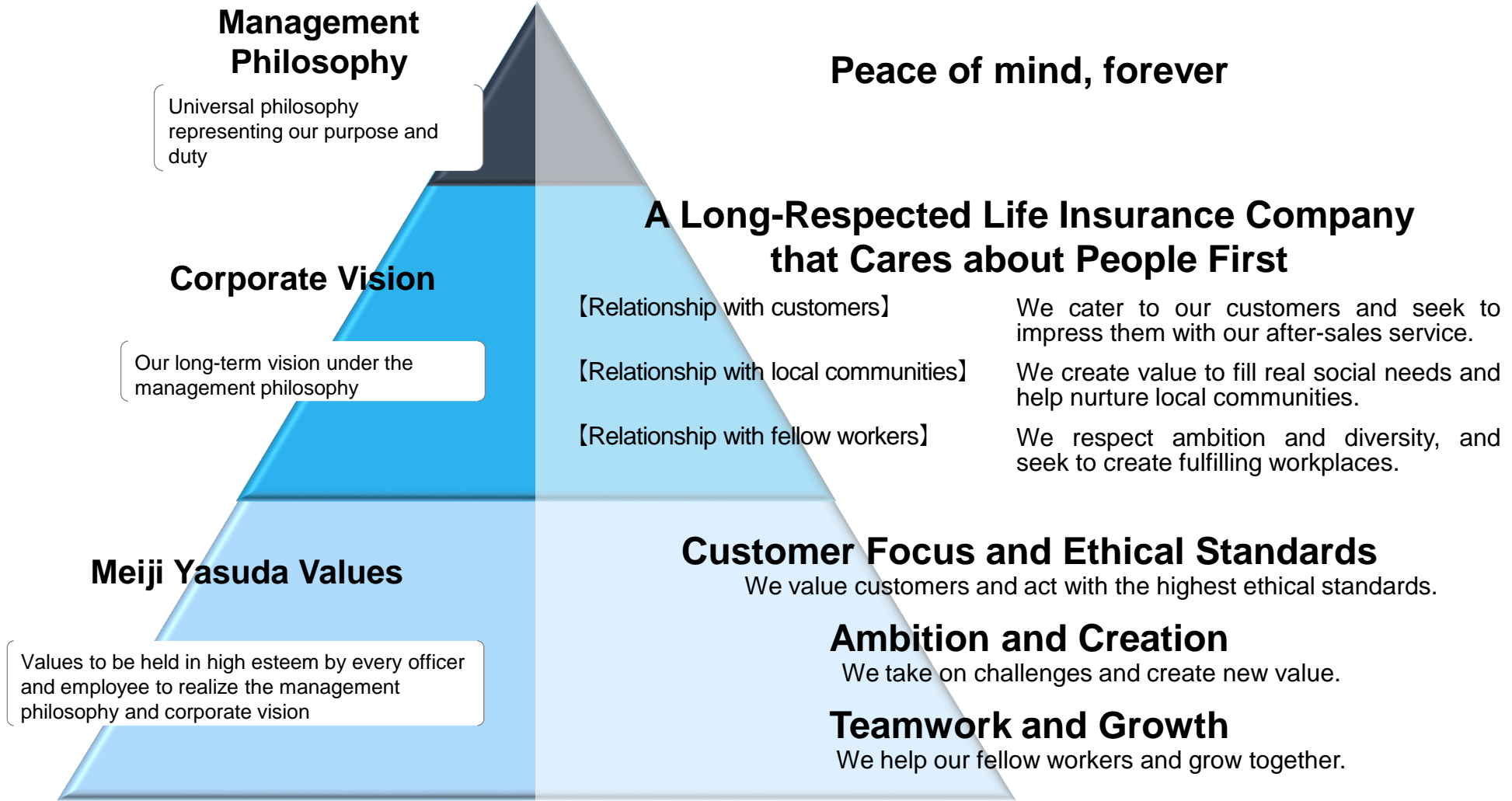
### ■ Carried out unified and effective promotions

Engaged in promotions aimed at enhancing our brand image in a unified and integrated manner

see next page

# Review of Achievement under MY INNOVATION 2020 - Meiji Yasuda Philosophy

Under the Meiji Yasuda Philosophy, we have positioned “A Long-Respected Life Insurance Company that Cares about People First” as our corporate vision and, to achieve this vision, we clarified values that must be held in high esteem by every officer and employee



## **Chapter 1**

# **Vision toward 2030**



# 1-1. MY Mutual Way 2030 - the New 10-Year Plan



## The New 10-Year Plan MY Mutual Way 2030

We have formulated a new plan to carry on from the former plan, with the aim of directly addressing the rising sense of crisis over disruptive change\*<sup>1</sup> in the business environment. In doing so, we utilized a backcasting approach\*<sup>2</sup> based upon a business environment analysis that forecasts the next 30 years.

Based on the results of this analysis, our new 10-year plan MY Mutual Way 2030 has thus been created with a renewed focus on securing responsiveness to flexibly adapt to long-term change as a mutual company, while pursuing customer-focused business operations that transcend time.

Under this plan, we will take 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-focused business approach.

Moreover, we established the following ideal with regard to what Meiji Yasuda Life must look like in 10 years upon fully accomplishing this challenge.

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

\*1. Fundamental changes in the business environment that force existing business models to change.

\*2. A future-oriented approach that begins with the forecast future and then works backwards in order to determine what needs to be done in the present.

# 1-2. Step up Our Customer Focus in Line with Changes in the Operating Environment

As we seek to remain capable of delivering “peace of mind, forever”, we must upgrade our customer-focused management approach to flexibly adapt to expected changes in the operating environment going forward.



## Economic environment and regulatory trend

Changes in financial environment due to COVID-19

Introduction of new laws and regulations



## Changes in social structure

Rapidly aging society  
Public social security system reforms

Population decline in regional communities



## Advance of digitalization and healthcare technologies

Digitalization  
Evolution of digital technologies

Evolution of healthcare technologies and changes in medical services

We aim to remain a company capable of meeting the needs of customers and local communities in anticipation of the coming of the age of centenarians. Therefore, we created policies to address the following issues:

**Prolonged ultra-low interest rate environment**

- Secure financial soundness that allows us withstand the ultra-low interest rate
- upgrading our asset management methodologies

**Customer focus**

- Implement the Meiji Yasuda Philosophy
- strengthening governance

**Rapid aging society**

- Enhance our services for elderly people
- Measures against longevity risk

**Overconcentration of people in urban areas**

- Promote initiatives to create flourishing regional communities

**Evolution of digital technologies**

- Improve our proposals and procedures with advanced technologies

**Evolution of preventive medical technologies**

- Provide coverage designed to support preventive medical practices
- Evolution of Wellness for All activities

# 1-3. Vision toward 2030

Based on the further enhancement of our customer-focused business approach, we aim to raise our corporate value in two aspects. Namely, we raise our “social value” via the provision of finely tuned, face-to-face after-sales services aimed at extending long lasting support for customers while improving our “economic value” through stable business management that can navigate Meiji Yasuda Life over the next 100 years.

## Vision toward 2030 based on the Corporate Vision

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

Fundamental Approach for Business Management

Constant upgrading of customer-focused business operations in line with changing times

〔Social Value〕

The best life insurer of choice from customers in local communities

We aim to become **the most accessible life insurer that takes deep roots in each community where we operate**. To this end, we provide finely tuned, face-to-face after sales services to meet individual needs of customers while closely engaging with their communities via the involvement in community activities. We will therefore undertake a variety of initiatives aimed at helping people of all communities in Japan improve their health and enjoy abundant lives.

〔Indicator for verifying our social value〕

Customer satisfaction rating, NPS®/public recognition of our health promotion and community contribution activities/ the value of funds extended via ESG investment and financing/total corporate attractiveness rating

〔Economic Value〕

The industry’s leading company

We aim to become **a life insurer capable of constantly earning top-notch evaluation among domestic peers** via the practice of stable business management that can navigate Meiji Yasuda Life over the next 100 years no matter the changes we face going forward. To this end, we will expand our market share in the domestic life insurance field in regions across Japan while striving to enhance profit from asset management and the overseas insurance business as well as archive the No. 1 position in terms of financial soundness.

〔Indicator for verifying our economic value〕

Group EEV/Group ESR

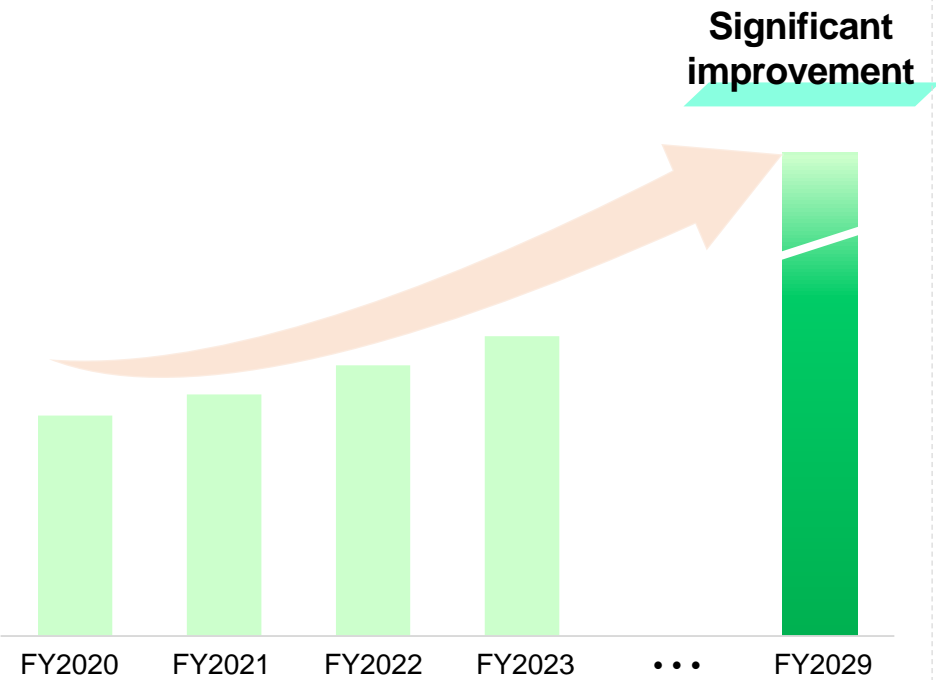
\* NPS is a registered trademark of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

# 1-3. Vision toward 2030 - Growth in Social and Economic Value

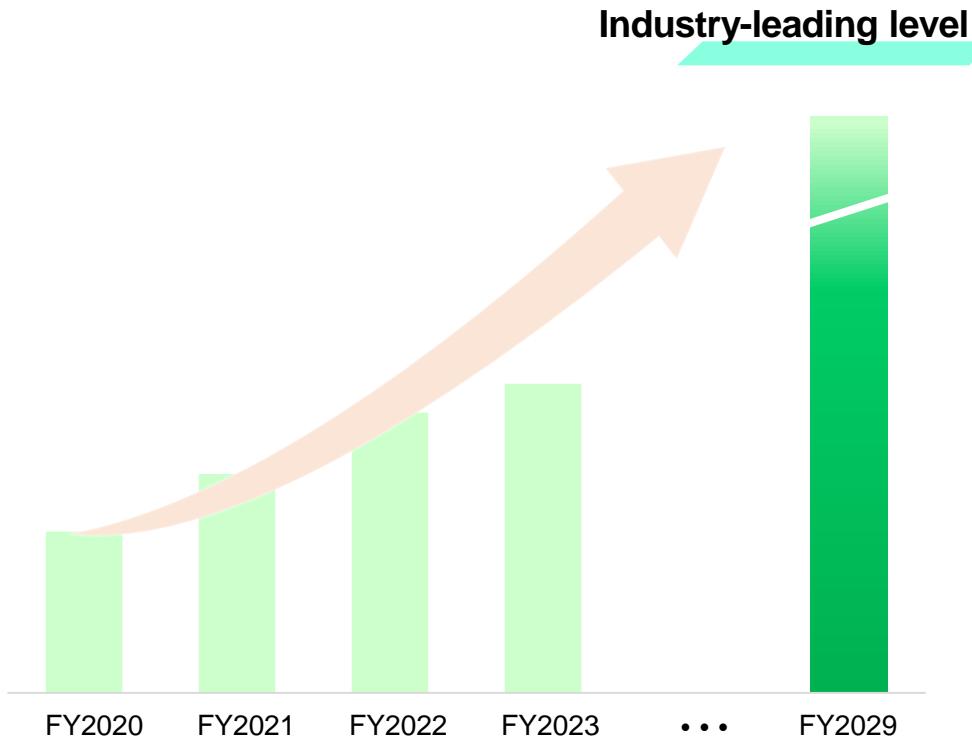
Under the 10-year plan, we will implement various initiatives supported by the further enhancement of our customer focus, with the aim of significantly raising our social value (measured by NPS® and the public recognition of our health promotion and community contribution activities) while improving our Group EEV and other economic value indices to the industry-leading level.

## 〔Social Value〕

NPS®/public recognition of our health promotion and community contribution activities, etc.



## 〔Economic Value〕 Group EEV

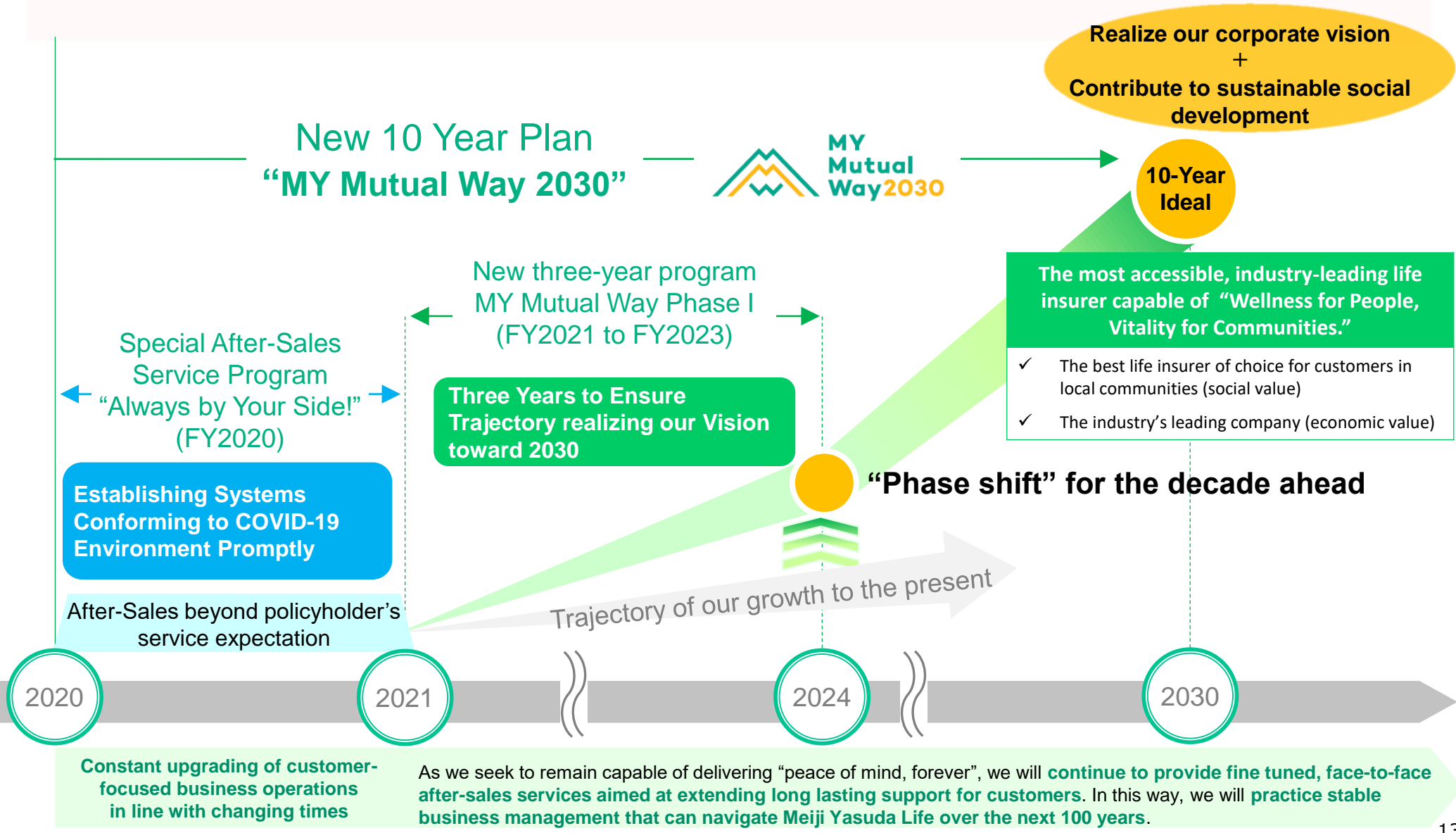


# 1-4. Key Policies under the 10-Year Plan

<div>1</div> <b>Provide customers and their communities with value beyond their expectation</b>	<table> <tr> <td><b>Products and services</b></td><td> <ul style="list-style-type: none"> <li>Develop leading-edge products and services focused on providing higher social value by contributing to quality of life (QOL) in the age of centenarians</li> </ul> </td></tr> <tr> <td><b>Key sales channel</b></td><td> <ul style="list-style-type: none"> <li>Enhance face-to-face services tailored to meet individual needs of customers with an eye to serving a growing number of elderly customers</li> </ul> </td></tr> <tr> <td><b>Community contribution</b></td><td> <ul style="list-style-type: none"> <li>Step up initiatives to help members of regional communities enjoy abundant lives with focus on being a life insurer that roots to each community</li> </ul> </td></tr> </table>	<b>Products and services</b>	<ul style="list-style-type: none"> <li>Develop leading-edge products and services focused on providing higher social value by contributing to quality of life (QOL) in the age of centenarians</li> </ul>	<b>Key sales channel</b>	<ul style="list-style-type: none"> <li>Enhance face-to-face services tailored to meet individual needs of customers with an eye to serving a growing number of elderly customers</li> </ul>	<b>Community contribution</b>	<ul style="list-style-type: none"> <li>Step up initiatives to help members of regional communities enjoy abundant lives with focus on being a life insurer that roots to each community</li> </ul>
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<div>2</div> <b>Effective integration of human operations and technologies</b>	<table> <tr> <td><b>Reduce burden on customers</b></td><td> <ul style="list-style-type: none"> <li>Reduce the sense of burden customers may feel when they, for example, apply for administrative procedures, via the integration of human operations and digital technologies</li> </ul> </td></tr> <tr> <td><b>Operational process reforms</b></td><td> <ul style="list-style-type: none"> <li>Promote operational process reforms via the use of digital technologies while allocating more sophisticated functions to employees</li> </ul> </td></tr> <tr> <td><b>Resource allocation</b></td><td> <ul style="list-style-type: none"> <li>Enhance the effectiveness and efficiency of our management resources by shifting them from the “cost center” (cost-intensive operations)</li> </ul> </td></tr> </table>	<b>Reduce burden on customers</b>	<ul style="list-style-type: none"> <li>Reduce the sense of burden customers may feel when they, for example, apply for administrative procedures, via the integration of human operations and digital technologies</li> </ul>	<b>Operational process reforms</b>	<ul style="list-style-type: none"> <li>Promote operational process reforms via the use of digital technologies while allocating more sophisticated functions to employees</li> </ul>	<b>Resource allocation</b>	<ul style="list-style-type: none"> <li>Enhance the effectiveness and efficiency of our management resources by shifting them from the “cost center” (cost-intensive operations)</li> </ul>
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<div>3</div> <b>Develop asset management and the overseas insurance business into earnings pillars</b>	<table> <tr> <td><b>Profit and business portfolio</b></td><td> <ul style="list-style-type: none"> <li>Promote the reform of our profit and business portfolio, with asset management and the overseas insurance business being positioned as growth fields</li> </ul> </td></tr> <tr> <td><b>Upgrade asset management methodologies</b></td><td> <ul style="list-style-type: none"> <li>Diverse and Enhance the methodologies to improve the asset management total income (income gain and capital gain)</li> </ul> </td></tr> <tr> <td><b>Ratio of profit from the overseas insurance business and other</b></td><td> <ul style="list-style-type: none"> <li>Raise the ratio of profit from the overseas insurance business and other to 15% by March 31, 2028</li> </ul> </td></tr> </table>	<b>Profit and business portfolio</b>	<ul style="list-style-type: none"> <li>Promote the reform of our profit and business portfolio, with asset management and the overseas insurance business being positioned as growth fields</li> </ul>	<b>Upgrade asset management methodologies</b>	<ul style="list-style-type: none"> <li>Diverse and Enhance the methodologies to improve the asset management total income (income gain and capital gain)</li> </ul>	<b>Ratio of profit from the overseas insurance business and other</b>	<ul style="list-style-type: none"> <li>Raise the ratio of profit from the overseas insurance business and other to 15% by March 31, 2028</li> </ul>
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<div>4</div> <b>Flexible and disciplined mutual company management</b>	<table> <tr> <td><b>Business management for the Group</b></td><td> <ul style="list-style-type: none"> <li>Strengthen the Group’s business management structure to secure responsiveness to the future expansion of the overseas insurance business</li> </ul> </td></tr> <tr> <td><b>ERM-based management</b></td><td> <ul style="list-style-type: none"> <li>Put business management based on ERM into practice with an eye to changes in the economic environment and a shift of management focus to economic-value based induces</li> </ul> </td></tr> <tr> <td><b>Surveys and R&amp;D</b></td><td> <ul style="list-style-type: none"> <li>Strengthen our structure for surveys and R&amp;D aimed at securing flexibility to adapt to changes in the business environment</li> </ul> </td></tr> </table>	<b>Business management for the Group</b>	<ul style="list-style-type: none"> <li>Strengthen the Group’s business management structure to secure responsiveness to the future expansion of the overseas insurance business</li> </ul>	<b>ERM-based management</b>	<ul style="list-style-type: none"> <li>Put business management based on ERM into practice with an eye to changes in the economic environment and a shift of management focus to economic-value based induces</li> </ul>	<b>Surveys and R&amp;D</b>	<ul style="list-style-type: none"> <li>Strengthen our structure for surveys and R&amp;D aimed at securing flexibility to adapt to changes in the business environment</li> </ul>
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# 1-5. Outline of 2020-2023 Plan in 10-Year Plan

FY2020 is the year to establish systems conforming to COVID-19 environment promptly. FY2021 to FY2023 are the years to ensure trajectory realizing our Vision toward 2030.



# 1-5. 2020-2023 Fiscal Year Initiatives for 10-Year Plan

In the 2020 fiscal year Special After-Sales Service Program “Always by Your Side!”, we undertake partial priority implementation of the 2021 fiscal year initiative “MY Mutual Way Phase I” while committing to initiatives aimed at customers based on COVID-19, without setting performance targets				
	FY2020	FY2021	FY2022	FY2023
Name	Special After-Sales Service Program “Always by Your Side!”	MY Mutual Way Phase I		
Business Plan (top-down)	Establishing Systems Conforming to COVID-19 Environment Promptly	Ensuring Trajectory realizing our Vision toward 2030		
	Initiatives accompanying dramatic overhaul of systems, infrastructure, etc. for a phase shift focused on realizing Our 10-Year Ideal			
	<div>Four Major Reforms</div>			
	Initiatives dramatically raising the value provided to customers, rousing consumer interest “Wellness for People, Vitality for Communities.”			
All Company Projects	<div>Two Major Projects</div>			
Activities (bottom-up)	Bottom-up activities for proactive conduct of each employee and cultivation of Meiji Yasuda's brand			
	<div>Corporate Culture and Brand Creation Activities</div>			

\*The “major” of the reform and projects connotes concentrated investment of management resources gathered from all companies toward the offering of new value and the dramatic overhaul of systems/infrastructure

## **Chapter 2**


# **Special After-Sales Service Program “Always by Your Side!” (FY2020)**



# 2-1. Overview

The 2020 fiscal year Special After-Sales Service Program “Always by Your Side!” is composed of business plans and corporate culture/brand creation activities from three essential policies

## Special After-Sales Service Program “Always by Your Side!”

Business Plan	Manage - ment Targets	<u>Setting indexes measuring progress of follow-up as management targets without establishing performance targets. Also, operating through confirmation indicators measuring those results and verification indicators measuring management quality, etc.</u>	
	Essential Policies	<div>Promotion of Customer-Oriented Initiatives</div> <ul style="list-style-type: none"><li>- Certain and careful implementation, such as paying claims benefit utilizing no-physical-contact procedures</li><li>- Meticulous follow-up to existing policy owners such as delivering “Peace of mind” to customers</li></ul>	P. 17
		<div>Establishing Systems considering COVID-19</div> <ul style="list-style-type: none"><li>- Establishing no-physical-contact infrastructure actively utilizing digital technology</li><li>- Initiatives regarding two major projects and contribution to society</li></ul>	P. 18
		<div>Implementation of Four Major Reforms in Advance</div> <ul style="list-style-type: none"><li>- System toward achieving Vision toward 2030 – Partial implementation of dramatic overhaul of infrastructure etc. in advance</li></ul>	P. 23
<div></div> <div>Corporate Culture and Brand Creation Activities</div>		Promotion of bottom-up activities to strengthen culture of proactive employee conduct and create a Meiji Yasuda brand toward the implementation of a “Meiji Yasuda Philosophy” <div>P. 19</div>	

## 2-2. Management Target

In order to deliver hands-on Special After-Sales Service to the existing policyholders and insureds, we set our management targets in FY2020 as follows:

Item		Target
Number of Customer Contacts by Sales-advisors (Individual Market) *1		5.0 million
Number of Customer Contacts by Sales-advisors (Corporate Market)	Insureds	2.5 million
	Corporations	6,800
Number of Sales-advisors *2		34,500 (+1,000 from last year)

\*1 Including online communication.  
\*2 As of the beginning of April 2021.

## 2-3. Promotion of “Delivering Peace of Mind Activities”

In addition to consulting activities focused on policy continuation and special treatment notification via active follow-up combining face-to-face and no-physical-contact procedures utilizing high-tech devices, we will start no-physical-contact signing procedures for life insurance policies

Delivering  
“Peace of  
mind” to  
Customers

- We will give notice of special treatment related to COVID-19, and implement consulting activities focused on keeping life insurance coverage

Special Treatment	
Payment of accidental death benefits and etc.	
Extension of insurance premium grace period*	Interest exemption related to new policy loans
Payment of claim benefit	Flexible contract renewal processes
Special measure for hospitalization benefits payments	Offering business-oriented loans

\*Acceptance planned to commence starting August 2020

Evolution and  
Deepening of  
Operation  
Service  
Activities

- Active follow-up through “face-to-face and no-physical-contact” methods utilizing devices high-tech technology (corporate smartphones, business terminals, payment terminals)

### Infrastructure Implementing Active After-Sales Services



Industry first 30k-scale distribution “MY Phone”



Next-generation business terminal “Meister Plus”



Promotion of cashless via payment terminal

- Implementation of no-physical-contact life insurance signing processes

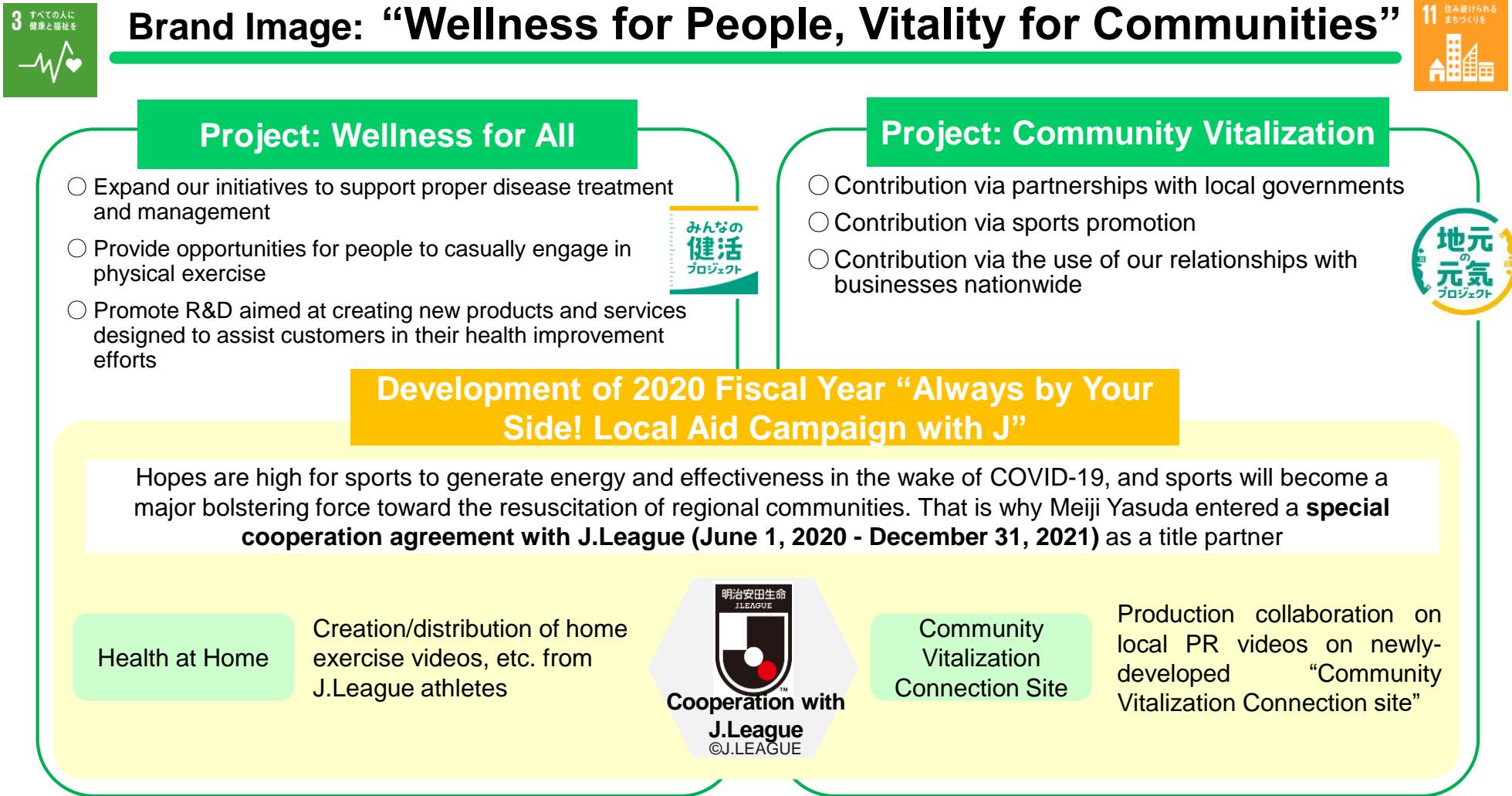
- Expanded provision of information for health and communicable disease control



\* Images above are as of March 2020

## 2-4. Development of Two Major Projects

As an initiative toward accomplishing the SDGs, we have newly develop the Community Vitalization Project that undertakes local community support initiatives, while continuing the Wellness for All Project. In the 2020 fiscal year, we will develop the “Always by Your Side!” Local Aid Campaign with J” in cooperation with J.League to offer spirit-raising toward overcoming of COVID-19



## 2-5. Corporate Culture and Brand Creation Activities

To promote customer focused initiatives, we encourage our behaviors based on “Our Conduct Principles”. We promote “donation to my home town” to support local communities related to two major projects

### Customers and Local Communities

Brand Image	“Wellness for People, Vitality for Communities”		
Engagement with Customers	Two Major Projects		
	<div>Project: <b>Wellness for All</b></div> <div>My activities to support local communities</div>	<div></div> <div></div> <div></div> <div>Project: <b>Community Vitalization</b></div> <div><ul style="list-style-type: none"><li>- Social contribution activities closely related to communities as a bottom up activities</li><li>- Donation to my home town</li></ul></div> <div>See next page</div>	

Our Initiatives	Corporate Culture and Brand Creation Activities = A Bottom-Up Approach Supporting the Total Enhancement of Employee Capabilities		
	<div></div> <div>Establish “Our Conduct Principles”</div> <div>To upgrade our customer-focused business approach, we publicized a booklet that clearly describes the actions employees are expected to take to embody the Meiji Yasuda Philosophy</div>	<div></div>	<div></div> <div>Continue “Kizuna” Campaign</div> <div>An across-the-board initiative aimed at facilitating the provision of new value and the creation of a new corporate culture in ways that take full advantage of Meiji Yasuda Life’s unique capabilities by encouraging every employee to take concrete and spontaneous action to cultivate relationships with three stakeholder groups*</div>

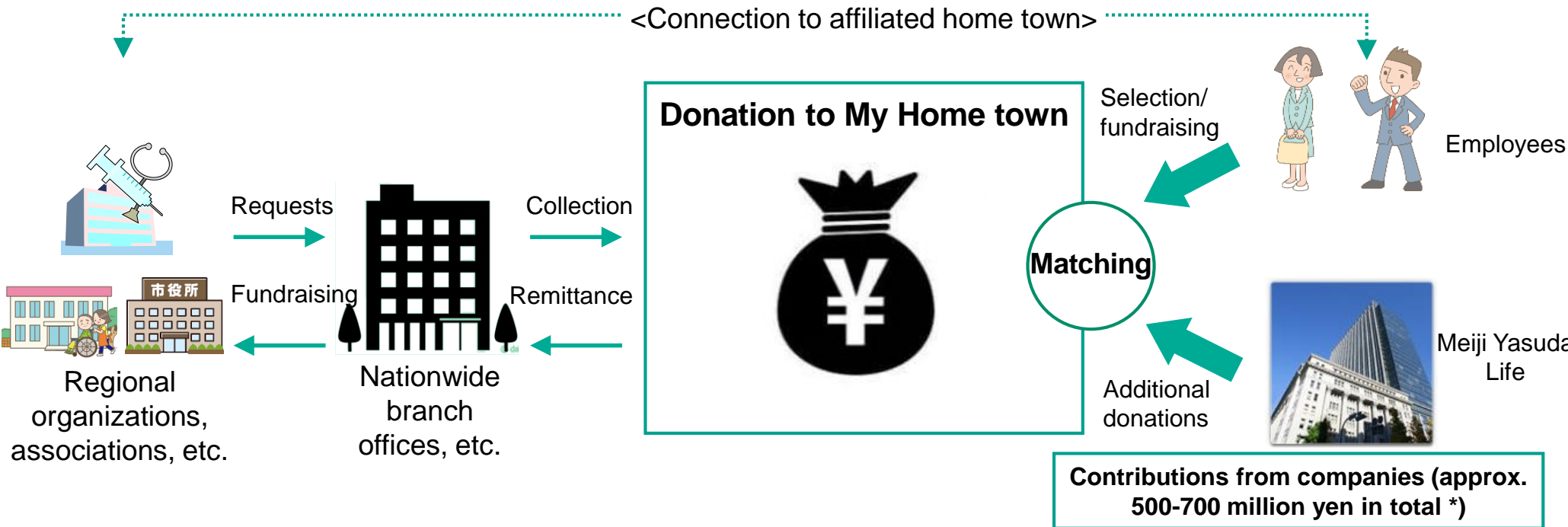
\*Customers, local communities and fellow workers

## 2-6. Regional Community Contribution Initiatives through “Donation to My Home town”

We gather information on regional organizations/associations etc. requesting support due to COVID-19, and we are implementing “Donation to my home town” to encourage employees to donate for their home towns. Furthermore, we offer additional corporate donations matching to the employee giving

### Local Aid via Networking Employees and Companies, “Donation to my home town”

- Nationwide branch offices select organizations/associations etc. they want to support locally. Employees voluntarily collect funds for potential donation recipients connected to their birthplace



\* Including donations for “Ashinaga Foundation” and in sites functioning as company headquarters

- Donations implemented toward “Ashinaga Foundation” as a pillar of the company’s endowments
- Also, implementation of the following donations in Tokyo and Osaka, the sites functioning as company headquarters

<Tokyo> Protect Tokyo: Novel Coronavirus Treatment Aid Endowment <Osaka> Novel Coronavirus Cooperation Fund

## **Chapter 3**

# **MY Mutual Way Phase I (FY2021-2023)**

### 3-1. Overview

The new three-year program, starting from FY 2021, MY Mutual Way Phase I consists of the medium-term business plan, which promotes the “Four Major Reforms” and “Two Major Projects,” as well as initiatives for corporate culture and brand creation

# MY Mutual Way Phase I

## Promote the “Four Major Reforms” and “Two Major Projects”



## Corporate Culture and Brand Creation Activities

To realize the Meiji Yasuda Philosophy, we strive to foster a culture where every employee can work proactively and independently, engaging via a bottom-up approach in our ongoing initiatives aimed at creating the Meiji Yasuda Brand



## 3-2. Main Initiatives under the Four Major Reforms

Focused on achieving the Four Major Reforms, we will push ahead with initiatives to develop systems and infrastructures to prepare for phase shifts to realize Vision toward 2030

1

Major Reform of Sales and Services

Page 24

Transition to a next-generation sales channel

Develop leading-edge products and services

Cultivate markets by taking advantage of our corporate capabilities

営業サービス

「大」改革

3

Major Reform of Asset Management

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Enhance our core asset management functions

Rebuild our asset management platforms

Strengthen asset management governance

資産運用

「大」改革

2

Major Reform of Core Functions and Administrative Services

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Promotion of further digitalization

Establish new visiting service channels

Increase the sophistication and efficiency of our headquarters operational structure

基幹機能事務

「大」改革

4

Major Reform of Mutual Management

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Reform of the governance structure

Reform of the resource management structure by segments

Reform of the innovation promotion structure

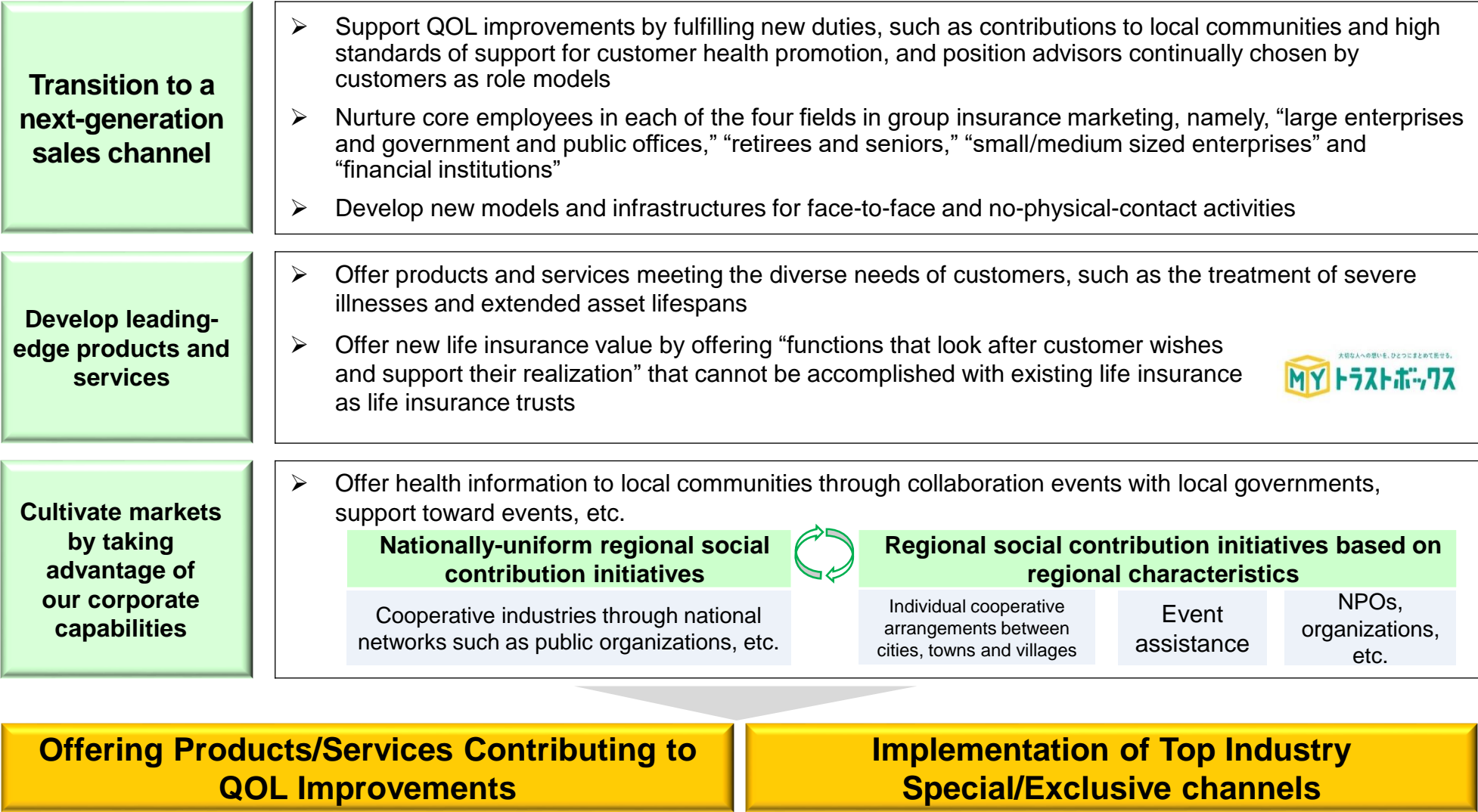
Mutual経営

「大」改革

\*The word “Major” in major reforms means concentrated investment of all of our company management resources toward offering new value and transforming rules and infrastructures drastically

### 3-3-1. [Growth Strategy] Domestic Life Insurance: Major Reform of Sales and Services


We will deliver leading-edge products and services and explore a new market by using our company ability while strengthening our existing sales force to the next generation channel which is able to manage environmental changes that may happen in the future.



# 3-3-2. [Growth Strategy] Domestic Life Insurance: Major Reform of Core Functions and Administrative Services

Promote initiatives as industry front-runners in administrative services: Promotion of further digitalization, construction of face-to-face services/channels, and sophistication/optimization of HQ administrative systems

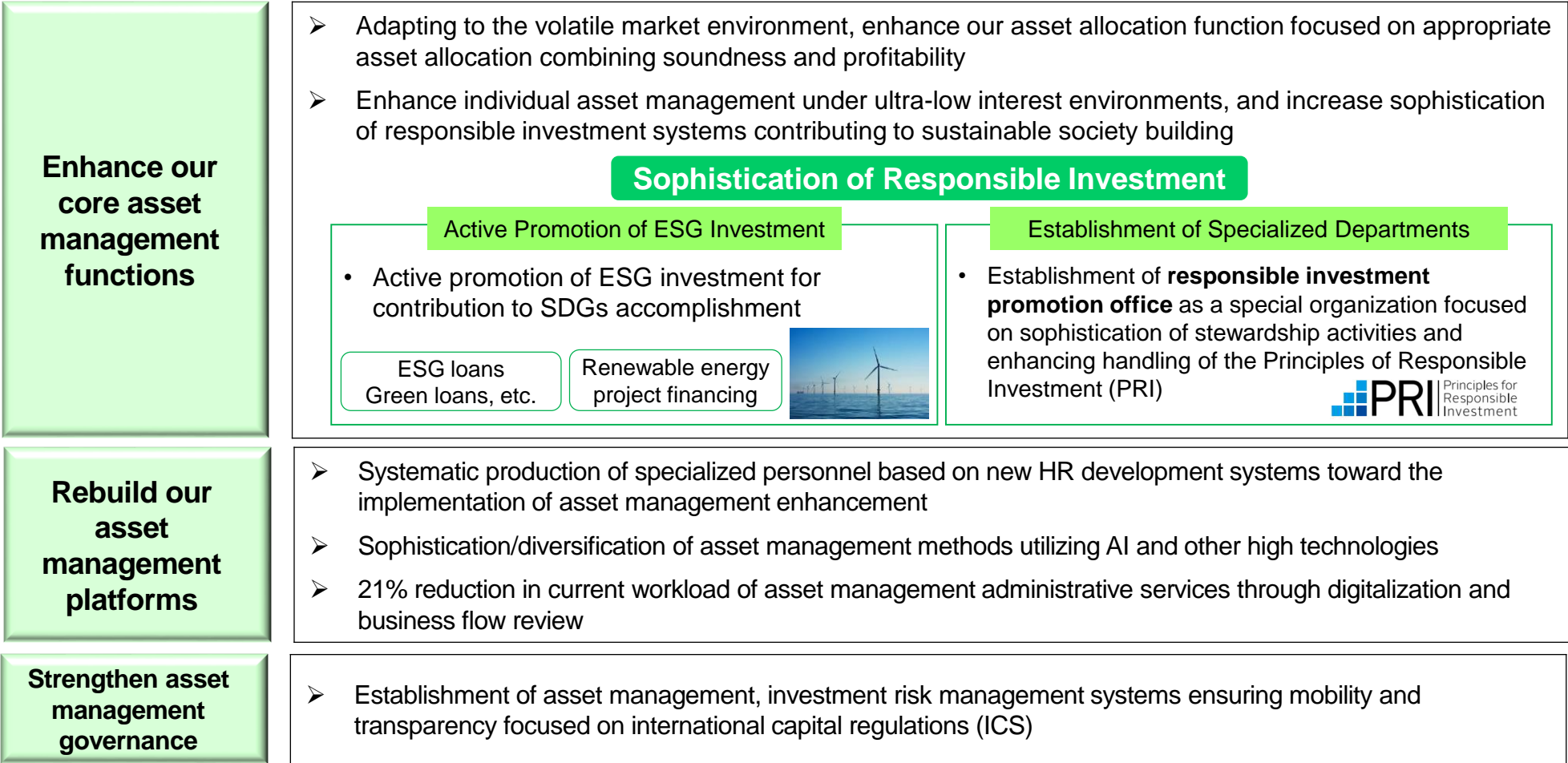


<b>Promotion of further digitalization</b>	<ul style="list-style-type: none"><li>➤ Implement stress-free procedures and smooth communication fitting the diverse needs costumers by evolving our face-to-face and no-physical-contact procedures through digitalization</li><li>➤ Encourage further expansion/improvement and immediacy of digital procedures incorporating high technologies like AI, while going completely paperless/cashless</li><li>➤ The initiatives above and face-to-face services channels allow the company to offer high-end services offering piece of mind and further improve customer satisfaction and the customer experience (CX)</li></ul>	 <b>CX improvement</b> <b>EX improvement</b> <b>DX promotion</b>
<b>Establish new visiting service channels</b>	<ul style="list-style-type: none"><li>➤ In order to offer the ultimate after-sales services to customers, confer the following new roles on regional administrative staff covering 1,000 locations nationwide, and offer an encompassing sense of security to customers</li><li>➤ Collaborating with advisors, introduce new face-to-face services/channels (of 2,000 personnels) offering services with high added value to customers through face-to-face procedures</li></ul> <p>eg.   <b>Process support</b>   <b>Senior support</b>   <b>Bereaved family support</b></p>	
<b>Increase the sophistication and efficiency of our HQs operational structure</b>	<ul style="list-style-type: none"><li>➤ Promote further sophistication/optimization of HQ administrative operation with dramatic “minimalism” and “reduction of human work “through digitalization and up-to-date review of business rules, premised on constructing and enhancing high quality, stable administrative systems</li><li>➤ Current operational workloads will be greatly reduced through these initiatives (40% of administration in individual insurance and 25% in group insurance)</li></ul>	

### 3-3-3. [Growth Strategy] Asset Management - Major Reform of Asset Management



Initiatives toward the realization of asset management that can offer “peace of mind, forever” to customers:  
Enhancing core functions of asset management, reconstruction of asset management platforms, and enhancement of asset management governance



Deliver the returns to regional communities and policyholders by maintaining stable total investment earnings

# 3-3-4. [Growth Strategy] Operating Base Reinforcement Strategy: Major Reform of Mutual Management



Promote three initiatives to establish the government structure to realize Vision toward 2030

## Reform of the governance structure

- Implement corporate philosophy education for employees via the use of “Our Conduct Principles” while developing a risk management structure for conduct risk
- Enhance the effectiveness of our ERM-based business management and secure conformity with IFRS in financial management in preparation for new capital regulations requiring us to maintain performance in light of economic-value based indices
- Foster a sense of unity in terms of corporate identity among Group companies by delivering our Group Message “Creating peace of mind, together”
- Develop new methods for enriching policyholder dividends as a mutual company and giving back to local communities

## Reform of the resource management structure by segments

- Establish a structure in which departments in each business operate autonomously via the use of PDCA cycles, to this end helping them manage their expense independently
- Systematically nurture managerial candidate and specialist while developing a personnel management system designed to create a robust workforce supported by diverse people
- Develop human resources and platforms for enhancing our system development structure; step up system quality management and security enhancement; reinforce IT resources for accelerating digitalization; and upgrade our IT governance systems in anticipation of future technological innovation

## Reform of the Innovation Promotion Structure

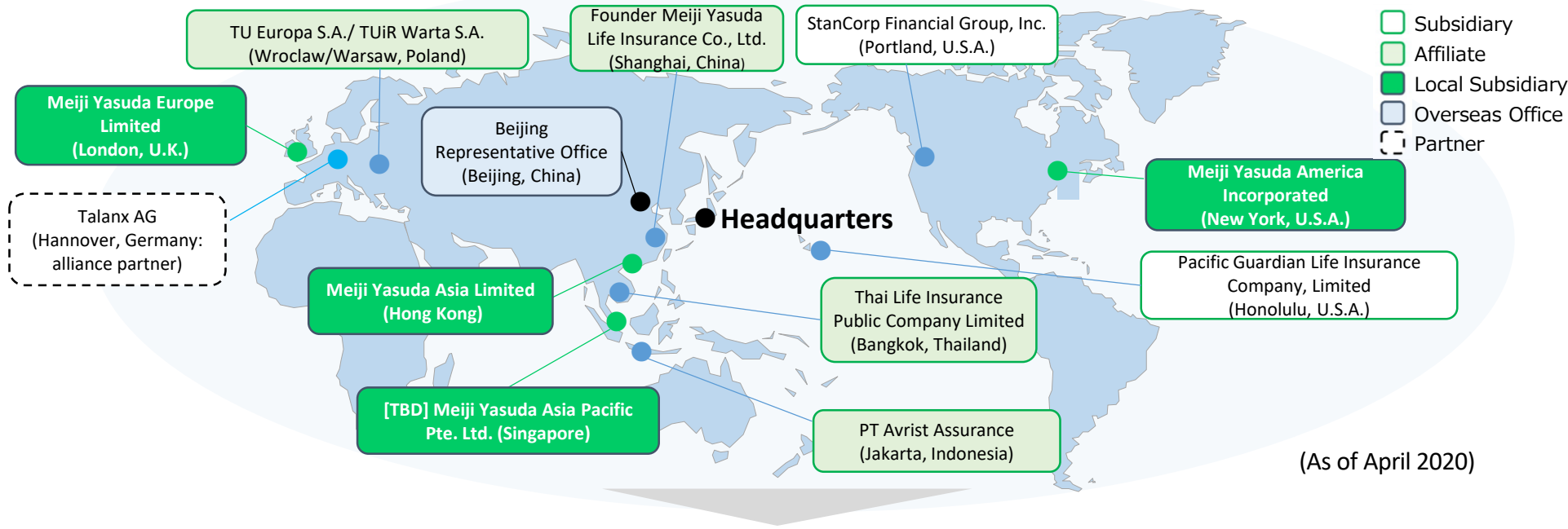
- Enhance the digital transformation (DX) promotion structure
- Build a data lake for the utilization of big data while nurturing such specialist human resources as data scientists
- Enhance our survey and R&D functions in the fields of the economic environment, regulatory trends, changes in the social structure and the innovation of digital and healthcare technologies, and establish PDCA cycle to review management plan flexibly

Realize flexible and disciplined management over the long term

### 3-3-5. [Growth Strategy] - Overseas Insurance Business Initiatives

We build an even more robust business portfolio that enables us to secure stable dividend resources while upgrading our overseas operating structure

Enhance profit base for existing subsidiaries and affiliates	➢ Enhance profit base for seven subsidiaries and affiliates in five countries by helping them get on a track of organic growth as well as executing in-organic growth through StanCorp's bolt-on investment and other initiatives
Build a new profit base	➢ Enhance our efforts to develop a new profit base in the Asia Pacific region (planning to establish Meiji Yasuda Asia Pacific Pte. Ltd. in Singapore)
Develop a structure supporting growth	➢ Nurture human resources supporting sustainable growth and develop more robust operational structure for the Group



Raise the ratio of profit from the overseas insurance business and other to 15% by March 31, 2028



**We have introduced a new corporate logo mark since April 2020.**

**Long form stretched left and right means “Long lasting relationship with customer”.**

**Green color expresses “Young leaf” with the meaning of hoping to grow up together.**

**Yellow color refers “Sunlight” shines on living of customer warmly.**