

[Unofficial translation]

March 2, 2021  
Meiji Yasuda Life Insurance Company

## **Announcement of Changes in Executive Personnel and Changes in Responsibilities of Executive Personnel (as of April 1, 2021)**

Meiji Yasuda Life Insurance Company (President: Akio Negishi) hereby announces changes in its executive personnel and changes in the responsibilities of its executive personnel that are implemented on April 1, 2021.

**Note: This document is a translation from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.**

## Changes in Executive Personnel

Note: "New Title" and "Former Title" indicate titles that have changed. As such, the new title represents titles indicated in "New Title" and in "No Change/Current Title" (if applicable), while the current title represents titles indicated in "Former Title" and in "No Change/Current Title" (if applicable).

### 1. Executive Officers and Operating Officers

New Title	Former Title	No Change/Current Title	Name
Managing Executive Officer	Operating Officer: General Manager, Group Market Planning & Research Department		Shinji Makino
Managing Executive Officer	Operating Officer: General Manager, Information Systems Department		Nobuyuki Aoto
Managing Executive Officer	Operating Officer: General Manger, Marketing Planning & Research Department		Toshihiko Naka
Managing Operating Officer: Deputy Chief Executive, Public Marketing Division	Operating Officer: General Manager, 1st Public Sector Marketing Department		Masanori Takano
Managing Operating Officer	Operating Officer	Chief General Manager, Osaka Marketing Headquarters	Yoshiya Kato
Operating Officer: Chief General Manager, Fukuoka Marketing Headquarters	Associate Officer: General Manager, Marunouchi Regional Office		Shinji Misawa
Operating Officer		General Manager, Agency Department	Tsuyoshi Yasuda

New Title	Former Title	No Change/Current Title	Name
Operating Officer	Associate Officer	Chief General Manager, Chiba Marketing Headquarters	Takeshi Kanayama
Operating Officer: General Manager, Digital Strategy Department	Meiji Yasuda Research Institute, Inc. Representative Director, President		Yasuhiro Nagata
Operating Officer: General Manager, Investment Planning & Research Department	Meiji Yasuda Asset Management Company Ltd. Representative Director, President		Yoshimasa Osaki
Operating Officer		General Manager, Customer Service Planning & Administration Department	Kenichi Arai

Note: Please refer to Appendix 1 for the reason of the appointment of the Executive Officers and Operating Officers.

## 2. Executive Officers and Operating Officers

New Title	Former Title	No Change/Current Title	Name
Retire	Senior Managing Executive Officer		Takashi Kikugawa
Retire	Operating Officer: General Manager, Credit Investment Department		Motohiko Sato
Retire	Operating Officer: Chief General Manager, Fukuoka Marketing Headquarters		Hideaki Kurumaya

Notes:

a. Mr. Takashi Kikugawa is appointed as Standing Advisor of Meiji Yasuda Life on April 1, 2021.

- b. Mr. Motohiko Sato is appointed as Chairman of Meiji Yasuda Research Institute, Inc. on April 1, 2021.
- c. Mr. Hideaki Kurumaya is appointed as Deputy President of Meiji Yasuda Life Planning Center Company, Limited on April 1, 2021.

### 3. Appointed Actuary

New Title	Former Title	No Change/Current Title	Name
Appointed Actuary	General Manager, Profit Management & Actuarial Department		Yoshiki Adachi

### 4. Associate Officers

New Title	Former Title	No Change/Current Title	Name
Associate Officer: General Manager, Affiliated Companies Department	Associate Officer: General Manager, Branding Strategy Department		Yutaka Taguchi
Associate Officer: General Manager, Fukuoka Regional Office	General Manager, Fukuoka Regional Office		Toshio Namai
Associate Officer: General Manager, Kyoto Regional Office	Associate Officer: General Manager, Okayama Regional Office		Toshiro Nakamura
Associate Officer: General Manager, Hiroshima Regional Office	General Manager, Hiroshima Regional Office		Shiro Takeoka
Associate Officer: General Manager, 1st Public Sector Marketing Department	Associate Officer: General Manager, Public Market Development Department		Ryosuke Nishikawa

## Changes in Responsibilities of Executive Officers and Operating Officers

The new title below is added on April 1, 2021 in order to assist the president through developing cooperation among divisions and controlling the business activities so that their operations are performed integrally and consistently with a management plan.

- Executive Officer, [Name of business area]

In addition, as a mission of an Executive Officer, the following responsibility is added:

- Responsible for the matters relevant to Digital Transformation and Healthcare Development.

Note : "New Title" and "Former Title" indicate titles that have changed. As such, the new title represents titles indicated in "New Title" and in "No Change/Current Title" (if applicable), while the current title represents titles indicated in "Former Title" and in "No Change/Current Title" (if applicable).

(as of April 1, 2021)

New Title	Former Title	No Change/Current Title	Name
<p>Executive Officer, Investment Division</p> <p>( Fixed Income Investment Department, Equity Investment Department )</p>	<p>Chief Executive, Investment Division</p> <p>( Corporate Finance Department, Credit Investment Department, Securities Investment Department, Specified Insurance Product Investment Department, Credit Analysis Department, Investment Administration Department )</p>	<p>Deputy President</p> <p>( Investment Planning &amp; Research Department, Real Estate Investment Department, Secretarial Department )</p>	Masao Aratani
<p>Executive Officer, Domestic Marketing Division</p> <p>( Local Community Relation Development Department )</p>	<p>( Marketing Planning &amp; Research Department, Group Market Planning &amp; Research Department )</p>	<p>Deputy President</p> <p>( Wellness for All Project, Community Vitalization Project, Branding Strategy Department )</p>	Tadashi Onishi
<p>( Digital Transformation and Healthcare Development, Customer and Healthcare Service Development Department, Digital Strategy Department )</p>	<p>( Product Development Department, Human Resources Department )</p>	<p>Deputy President</p> <p>( Claims Administration Department, Information Systems Department )</p>	Shinya Makino

		Senior Managing Executive Officer: Group Chief Compliance Officer (Group CCO)	Teruki Umezaki
	( Customer Service Department, Customer-Oriented Service Department )	( Legal Affairs Department, Compliance Control Department )	
( Consulting Education Department )		Managing Executive Officer ( Sales Personnel Department, Affiliated Companies Department, Human Resources Department )	Hideki Nagashima
	( International Business Planning Department )	Managing Executive Officer ( Corporate Communications Department, Corporate Planning Department, Government Relations Department )	Atsushi Nakamura
Group Chief Risk Officer (Group CRO) ( Credit Analysis Department, Information Systems Department (Cyber Security & System Quality Management), Risk Management Control Department )	Group Chief Actuary (Group CAc) ( Profit Management & Actuarial Department, General Affairs Department )	Managing Executive Officer	Yasushi Ueda
( Marketing Planning & Research Department, Group Market Planning & Research Department, Product Development Department )	( Customer Service Planning & Administration Department, Policy Administration Department, Underwriting Department, Policy Service Department, Claims Administration Department )	Managing Executive Officer	Toshiyuki Sumiyoshi
Group Chief Actuary (Group CAc) ( General Affairs Department, Profit Management & Actuarial Department )	Group Chief Risk Officer (Group CRO) ( Credit Analysis Department, Information Systems Department (Cyber Security & System Quality Management), Risk Management Control Department )	Managing Executive Officer	Kenji Fukui

<p>Managing Executive Officer</p> <p>( Corporate Finance Department, Specified Insurance Product Investment Department, Investment Administration Department )</p>	<p>Operating Officer: General Manager, Group Market Planning &amp; Research Department</p>		<p>Shinji Makino</p>
<p>Managing Executive Officer</p> <p>( Customer Service Planning &amp; Administration Department, Policy Service Department, Administrative Operation Department )</p>	<p>Operating Officer: General Manager, Information Systems Department</p>		<p>Nobuyuki Aoto</p>
<p>Managing Executive Officer</p> <p>( Customer Service Department, Customer-Oriented Service Department )</p>	<p>Operating Officer: General Manger, Marketing Planning &amp; Research Department</p>		<p>Toshihiko Naka</p>
	<p>( Financial Institution Market Development Department )</p>	<p>Managing Operating Officer: Deputy Chief Executive, Corporate Marketing Division</p>	<p>Masahiro Koyama</p>
<p>Managing Operating Officer: Deputy Chief Executive, Public Marketing Division</p>	<p>Operating Officer: General Manager, 1st Public Sector Marketing Department</p>		<p>Masanori Takano</p>
<p>Managing Operating Officer</p>	<p>Operating Officer</p>	<p>Chief General Manager, Osaka Marketing Headquarters</p>	<p>Yoshiya Kato</p>

Operating Officer: Chief General Manager, Fukuoka Marketing Headquarters	Associate Officer: General Manager, Marunouchi Regional Office		Shinji Misawa
Operating Officer		General Manager, Agency Department	Tsuyoshi Yasuda
Operating Officer	Associate Officer	Chief General Manager, Chiba Marketing Headquarters	Takeshi Kanayama
Operating Officer: General Manager, Digital Strategy Department	Meiji Yasuda Research Institute, Inc. Representative Director, President		Yasuhiro Nagata
Operating Officer: General Manager, Investment Planning & Research Department	Meiji Yasuda Asset Management Company Ltd. Representative Director, President		Yoshimasa Osaki
Operating Officer		General Manager, Customer Service Planning & Administration Department	Kenichi Arai

Note: Please refer to Appendix 2 for the Responsibilities of Executive Officers and Operating Officers.

## 1. Basic principle for the appointment of the executive officers and the operating officers

- The appointment is made by taking account of continuous business expansion and the activation of the organization through generation change and the rejuvenation with a view of steadily pursuing our strategies for medium- and long-term growth.
- In the appointment, priority is placed on their possession of social credibility, as well as their knowledge, experience and internal / external assessment that assure corporate management will be executed in an appropriate, fair and efficient manner.

## 2. Basic principle and reasons for the appointment of the managing executive officers and executive officers effective on April 1, 2021

- (1) In appointing the managing executive officers, priority is placed on their capabilities in assisting the president through participating in overall business operations in addition to their proven track records.
- (2) In appointing the executive officers, priority is placed on their capabilities in assisting the president through participating in overall business operations in addition to their proven track records serving as operating officers.

Name	Reason for Appointment and Expected Role
Shinji Makino	Appointed as the managing executive officer based on his significant achievements in formulating and promoting strategies in the group market, such as promoting “Wellness for All Project” and leading the expansion of “BtoE” business. Expected to play the leading role in rebuilding the asset management platform that contributes to maintain asset soundness, performing lending, conditioned to certain profitability and enhancing investment capability of asset corresponding to the foreign currency-denominated insurance products.
Nobuyuki Aoto	Appointed as the managing executive officer based on his significant achievements such as playing the leading role in providing the latest and the best IT service through promoting the system development structure reform. Expected to play the leading role in executing the major reform of core functions and administrative services and providing high-end services which go beyond customer expectations by using digital technologies.
Toshihiko Naka	Appointed as the managing executive officer based on his significant achievements such as penetration and advancement of “Wellness for All Project”, establishing contact points with customers by combining face-to-face communication and digital technology and formulating and promoting marketing strategies to accomplish management targets and other objectives. Expected to play the leading role in improving customer service quality as a part of enhancing the customer-oriented management and enhancing the system of customer service line to improve customer experience.

### 3. Basic principle and reasons for the appointment of the managing operating officers effective on April 1, 2021

In appointing the managing operating officers, priority is placed on their capabilities in assisting the president through their business operations in addition to their proven track records serving as operating officers.

Name	Reason for Appointment and Expected Role
Masanori Takano	Appointed as the managing operating officer based on his significant business achievements such as enhancing relations with large groups in the public sector under his jurisdiction and enhancing the mutual cooperation system between the individual and group marketing channel. Expected to play the leading role to increase sales in corporate market channel in order to strengthen development of the public sector market by promoting comprehensive and effective operation including cooperation with other channels and by the expansion of “BtoE” business.
Yoshiya Kato	Appointed as the managing operating officer based on his significant business achievements such as developing sales of branches under his jurisdiction. Expected to play the leading role, such as to enhance the organization structure to develop regional markets and to promote no-physical-contact services in order to increase share in Osaka market.

### 4. Basic principle and reasons for the appointment of the new operating officers effective on April 1, 2021

- Appointed diverse and appropriate personnel aiming to contribute to the stable and steady improvement of the corporate value through the Company’s long-term management policies to be a “Regional mega life insurer” with “Policyholders first” management further evolving “customer-oriented management” and through growth strategies and corporate strategies, including the operating base reinforcement strategies, branding strategies and DX strategies which are newly added, in the medium-term business plan starting in the fiscal year 2021 although it was postponed one year due to the COVID-19 pandemic.
- In addition, the newly appointed members are expected to demonstrate their capabilities in maximizing the organization’s performance based on their managerial experiences, multifaceted assessment as well as assessment result based on the Company’s human resource criteria of the Succession Plan.

Name	Reason for Appointment and Expected Role
Shinji Misawa	Appointed as the operating officer based on his successive experience as a general manager of regional offices and significant business experience and achievements as a general manager of the general management division. Expected to play the leading role, such as to enhance the organization structure to develop regional markets and to promote no-physical-contact services in order to increase share in Fukuoka market.
Tsuyoshi Yasuda	Appointed as the operating officer based on his significant business experience in the individual market division and achievements such as increasing sales in the individual market and strengthening the sales organization structure. Expected to play the leading role in promoting the major reform of sales and services in order to construct the next generation sales advisor channel which is combined by face-to-face communication and digital technology.
Takeshi Kanayama	Appointed as the operating officer based on his significant business experience in individual market division and achievements such as leading sales performance in regional offices under his jurisdiction as Chief General Manager, Chiba Marketing Headquarters. Expected to play the leading role, such as to enhance the organization structure to develop regional markets and to promote no-physical-contact services in order to increase share in Chiba market.
Yasuhiro Nagata	Appointed as the operating officer based on his diverse experience as major roles in the group marketing areas and a general manager of the general management division. In addition, he demonstrated appropriate management performance as a president of a subsidiary. Expected to play the leading role in promoting a new initiative in the new three-year program, that is, utilization of digital technology through the whole company and in establishing system for promoting the strategy.
Yoshimasa Osaki	Appointed as the operating officer based on his significant business achievements such as contributing to strengthen investment capability of the group as a president of a subsidiary and demonstrating management capability. Expected to play the leading role in promoting the major reform of asset management such as strengthening asset allocation function for sustainable expansion of total investment return and for maintaining soundness.

Name	Reason for Appointment and Expected Role
Kenichi Arai	<p>Appointed as the operating officer based on his significant business achievements in steady promotion of the precedence part of the major reform of core functions and administrative services and improving the quality of administrative services as a general manager of Customer Service Planning &amp; Administration Department.</p> <p>Expected to play the leading role in enhancing contacts with customers by steadily promoting the major reform of core functions and administrative services and increasing the number of loyal customers by improving customer satisfaction ratings and customer experience.</p>

## Responsibilities of Executive Officers and Operating Officers

(as of April 1, 2021)

Name	Title	Responsibilities
Akio Negishi	President, Representative Executive Officer	《Group Chief Executive Officer (Group CEO) 》
Masao Aratani	Deputy President	〈Executive Officer, Investment Division *〉 Investment Planning & Research Department, Fixed Income Investment Department, Equity Investment Department, Real Estate Investment Department, Secretarial Department
Tadashi Onishi	Deputy President	〈Executive Officer, Domestic Marketing Division **〉 [Wellness for All Project] [Community Vitalization Project] Local Community Relation Development Department, Branding Strategy Department
Shinya Makino	Deputy President	[Digital Transformation and Healthcare Development] Claims Administration Department, Customer and Healthcare Service Development Department, Information Systems Department, Digital Strategy Department
Kazunori Yamauchi	Senior Managing Executive Officer	International Business Planning Department, International Business Development Department
Teruki Umezaki	Senior Managing Executive Officer	《Group Chief Compliance Officer (Group CCO) 》 Legal Affairs Department, Compliance Control Department
Hideki Nagashima	Managing Executive Officer	Sales Personnel Department, Consulting Education Department, Affiliated Companies Department, Human Resources Department
Shinji Nakatani	Managing Executive Officer	[Chief Executive, Public Marketing Division] Public Market Development Department

Name	Title	Responsibilities
Hideki Yamaguchi	Managing Executive Officer	〔Chief Executive, Individual Insurance Marketing Division〕 Agency Department, MYRA Development Department
Koichi Nagao	Managing Executive Officer	Underwriting Department, Group Insurance Administration Department, Group Pension Administration Department
Atsushi Nakamura	Managing Executive Officer	Corporate Communications Department, Government Relations Department, Corporate Planning Department
Masanao Kawamura	Managing Executive Officer	〔Chief Executive, Corporate Marketing Division〕 Corporate Market Development Department, Financial Institution Market Development Department
Yasushi Ueda	Managing Executive Officer	《Group Chief Risk Officer (Group CRO) 》 Credit Analysis Department, Information Systems Department (Cyber Security & System Quality Management), Risk Management Control Department
Toshiyuki Sumiyoshi	Managing Executive Officer	Marketing Planning & Research Department, Group Market Planning & Research Department, Product Development Department
Kenji Fukui	Managing Executive Officer	《Group Chief Actuary (Group CAc) 》 General Affairs Department, Profit Management & Actuarial Department
Shinji Makino	Managing Executive Officer	Corporate Finance Department, Specified Insurance Product Investment Department, Investment Administration Department
Nobuyuki Aoto	Managing Executive Officer	Customer Service Planning & Administration Department, Policy Service Department, Administrative Operation Department
Toshihiko Naka	Managing Executive Officer	Customer Service Department, Customer-Oriented Service Department
Michihiko Hayashi	Managing Operating Officer	【Chief General Manager, Tokyo Marketing Headquarters】

Name	Title	Responsibilities
Masahiro Koyama	Managing Operating Officer	〔Deputy Chief Executive, Corporate Marketing Division〕
Shiro Kishimoto	Managing Operating Officer	【Chief General Manager, Saitama Marketing Headquarters】
Masanori Takano	Managing Operating Officer	〔Deputy Chief Executive, Public Marketing Division〕
Yoshiya Kato	Managing Operating Officer	【Chief General Manager, Osaka Marketing Headquarters】
Minoru Wakabayashi	Operating Officer	〔General Manager, Corporate Market Development Department〕
Kenji Soejima	Operating Officer	【Chief General Manager, Kanagawa Marketing Headquarters】
Yoshiichi Asano	Operating Officer	〔General Manager, Human Resources Department〕
Daisaku Shintaku	Operating Officer	〔Responsible for the matters relevant to StanCorp〕
Nobuhiro Nakamura	Operating Officer	【Chief General Manager, Nagoya Marketing Headquarters】
Takeo Ueda	Operating Officer	〔General Manager, Specified Insurance Product Investment Department〕
Shinji Misawa	Operating Officer	【Chief General Manager, Fukuoka Marketing Headquarters】

Name	Title	Responsibilities
Tsuyoshi Yasuda	Operating Officer	[General Manager, Agency Department]
Takeshi Kanayama	Operating Officer	【Chief General Manager, Chiba Marketing Headquarters】
Yasuhiro Nagata	Operating Officer	[General Manager, Digital Strategy Department]
Yoshimasa Osaki	Operating Officer	[General Manager, Investment Planning & Research Department]
Kenichi Arai	Operating Officer	[General Manager, Customer Service Planning & Administration Department]

\* The Investment Division includes Investment Planning & Research Department, Corporate Finance Department, Fixed Income Investment Department, Equity Investment Department, Specified Insurance Product Investment Department, Real Estate Investment Department, Credit Analysis Department and Investment Administration Department.

\*\* The Domestic Marketing Division includes Marketing Planning & Research Department, Sales Personnel Department, Consulting Education Department, Local Community Relation Development Department, Agency Department, MYRA Development Department, Group Market Planning & Research Department, Corporate Market Development Department, Financial Institution Market Development Department and Public Market Development Department.