

# Meiji Yasuda Life Insurance Company Three-Year Program “MY Mutual Way Phase I”



July 5, 2021

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Note: Hereinafter, Meiji Yasuda’s long-term management direction shall be referred to as the “10-year plan” and digital transformation shall be referred to as “DX.”

## **Chapter 1**

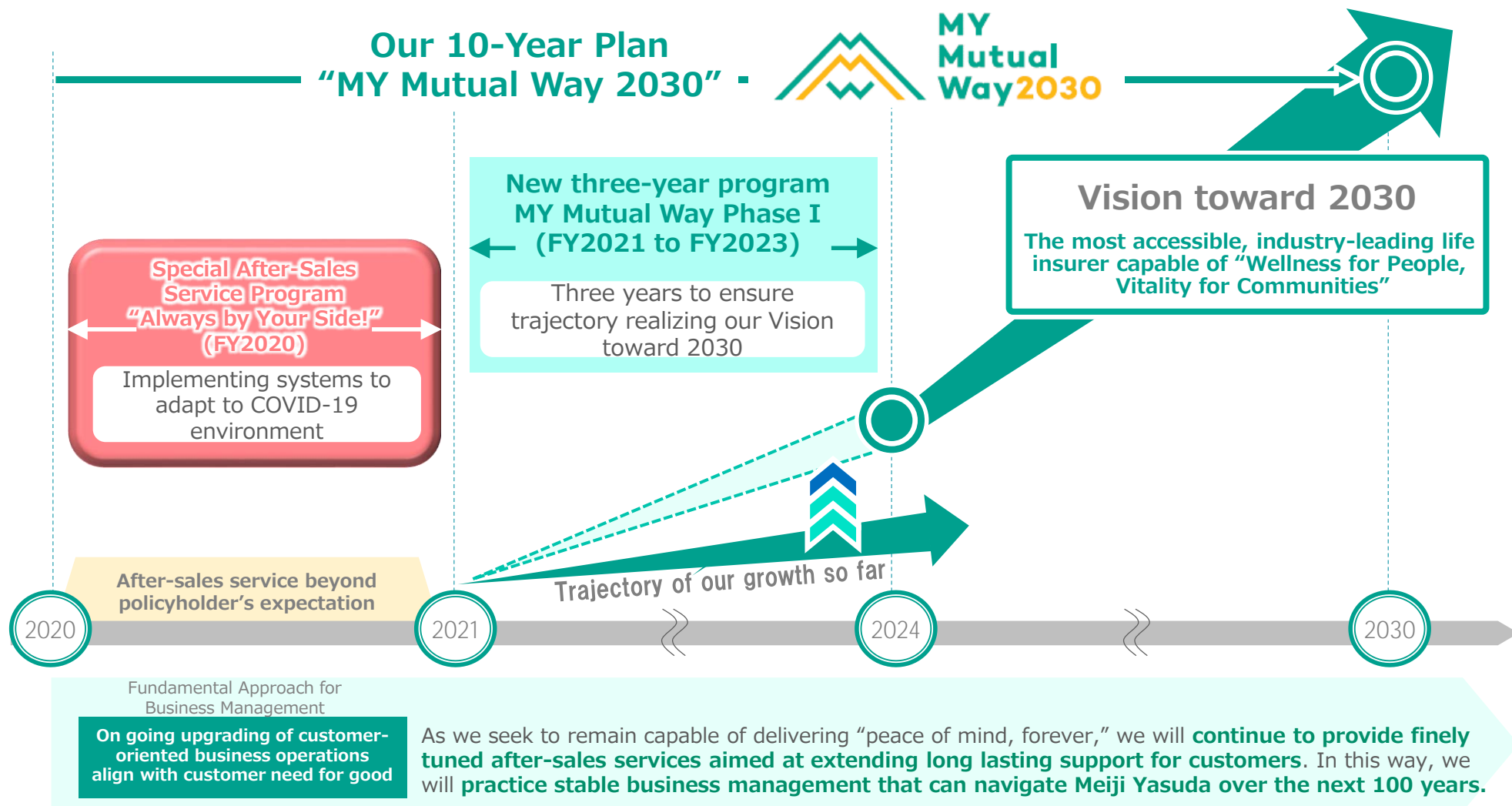
### **Review of Special After-Sales Service Program “Always by Your Side!” (FY2020)**

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# 1. Positioning of “Always by Your Side!”

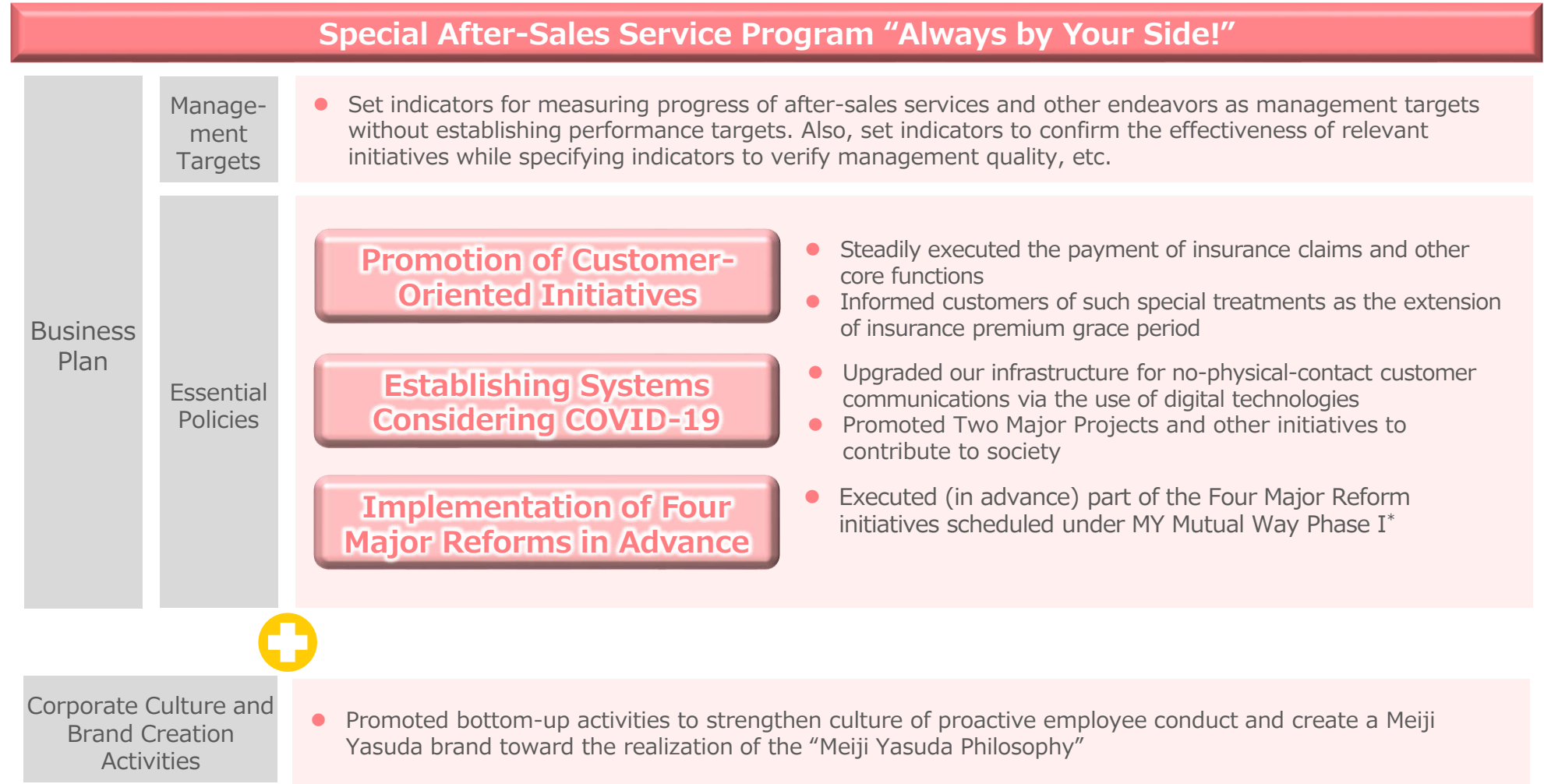
- Our 10-year plan “MY Mutual Way 2030” marked its first year in the fiscal year ended March 31, 2021 (fiscal 2020). However, the planned commencement of the “MY Mutual Way Phase I” three-year program was postponed until fiscal 2021 in light of changes in the business environment due to the COVID-19 pandemic. Instead, we formulated and implemented a single-year business plan titled **Special After-Sales Service Program “Always by Your Side!”**, from April 2020.

## Our 10-Year Plan “MY Mutual Way 2030”



# 2. Overview of “Always by Your Side!”

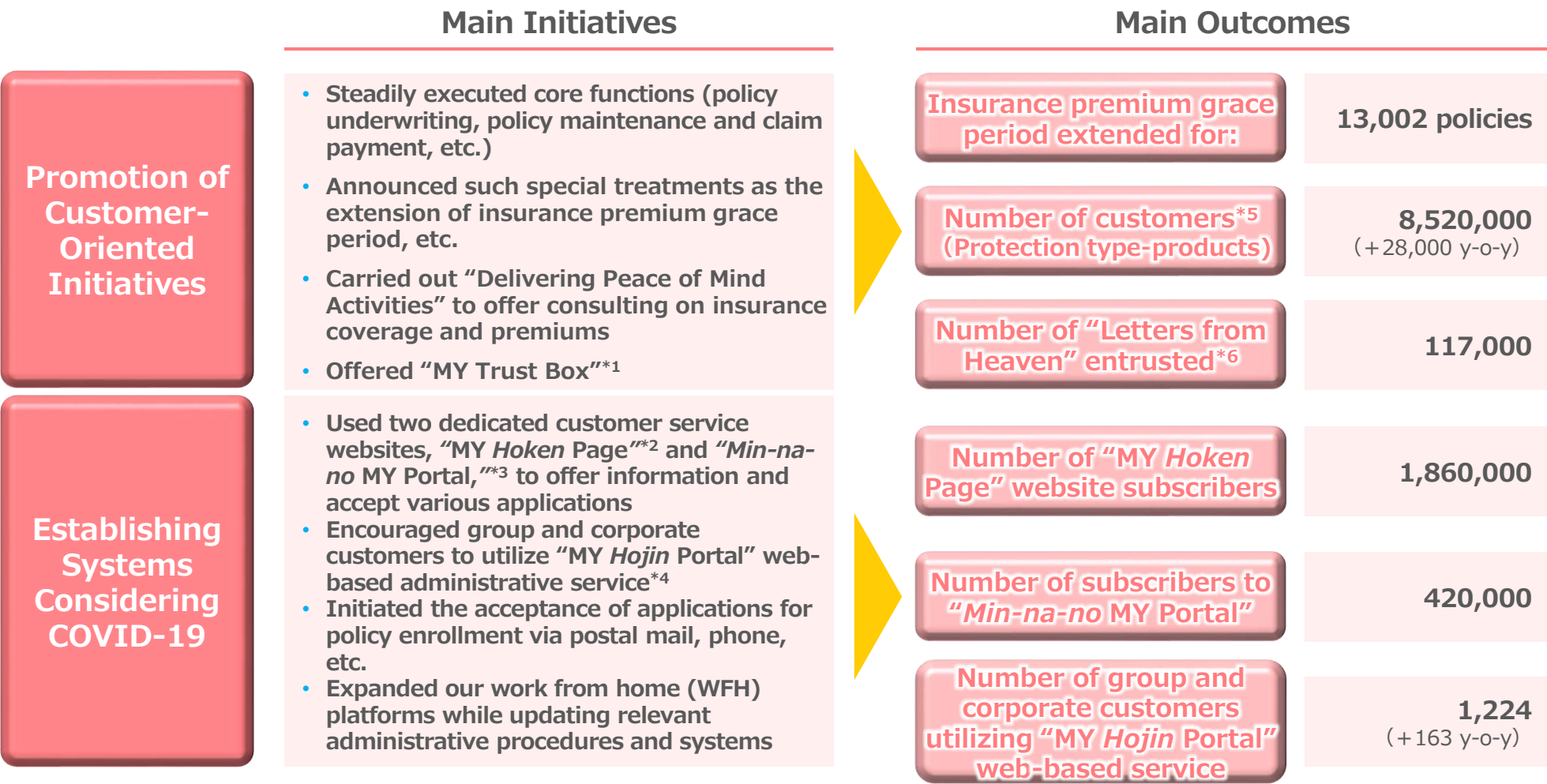
- Premised on ensuring customer and employee safety, we placed the utmost priority on the steady execution of the payment of insurance claims and other core functions as well as the provision of after-sales services to customers. In line with this prioritization, we implemented three essential policies: “Promotion of Customer-Oriented Initiatives,” “Establishing Systems Considering COVID-19” and “Implementation of Four Major Reforms in Advance.”



\* These reform initiatives were carried out in an integrated manner along with the promotion of customer-oriented initiatives and the establishment of systems considering COVID-19.

# 3. Initiatives Related to Essential Policies

- In addition to the steady execution of core functions, we strove to inform customers of such special treatments as the extension of insurance premium grace period while promoting “Delivering Peace of Mind Activities” as well as the development and upgrading of infrastructure for no-physical-contact customer communications.



<sup>\*1</sup> A package consisting of “Letter from Heaven,” testamentary trust and estate division services, adult guardianship service, trust-related family consultation service, and other optional products and services  
<sup>\*2</sup> A dedicated website for policyholders of individual life insurance <sup>\*3</sup> A dedicated web-based service system for persons insured by group insurance policies <sup>\*4</sup> A dedicated web-based service system for individuals in charge of insurance policies at corporate and group customers  
<sup>\*5</sup> Sum of policyholders of individual insurance and persons insured by group insurance policies <sup>\*6</sup> A service in which Meiji Yasuda is entrusted by the policyholder with a hand-written letter (in the form of scanned data). After insurance claims were paid at the death of the policyholder, Meiji Yasuda sends a card featuring a method to access such data to the recipients so that they can receive a message from their loved one.

# 4. Initiatives to Promote Two Major Projects

- In light of fallout from the COVID-19 pandemic, we promoted initiatives strongly focused on social contribution.

## Our Vision for Brand Image “Wellness for People, Vitality for Communities”



### Wellness for All Project



- Provided opportunities to enable customers to casually and remotely join exercise activities**
  - Launched At-Home Wellness Activities to provide the live-streaming of exercise videos and other web-based programs, with approximately 600,000 customers (cumulative total) participating in exercise activities
- Promoted R&D to create new products and services designed to assist customers in their health improvement efforts**
  - Released “Dementia Insurance for Your Future: MCI Plus,” a new product designed to support health improvement efforts, in Jan. 2021
- Launched new initiatives to help employees address their health issues**
  - Provided health-related advice and other information to employees with health issues but not subject to specific health guidance offered by the health insurance association



### Community Vitalization Project



- Made donations aimed at supporting regional communities in the face of the COVID-19 pandemic**
  - Donated a total of ¥520 million to 1,210 entities via the “Employee Giving Campaign to Support MY Local Community,” a matching donation program that combined employee donations and matching funds from the Company
  - Donated additional ¥200 million to 748 municipalities
- Stepped up partnership with local governments to solidify our foundation for regional contribution**
  - Signed partnership agreements with 33 prefectures and 287 municipalities (as of March 31, 2021) to promote collaboration
- Contributed to regional communities via sports**
  - Signed an official partner contract with Japan Ladies Professional Golfers' Association (JLPGA) in February 2021, securing a structure for undertaking unique initiatives
  - Launched “Local Athlete Support Program” to cheer for young athletes with local residents

### Development of “Local Aid Campaign with J”



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Hopes are high for sports to generate energy and effectiveness in the wake of COVID-19, and sports will become a major force propelling the resuscitation of regional communities. That is why Meiji Yasuda entered a special cooperation agreement with J.League as a title partner to launch new initiatives in light of the pandemic's fallout

- At-Home Wellness Activities with J.League**

Created and provided the live-streaming of exercise and other web-based programs performed by J.League players





- Website Introducing Local Specialties**

Players and other representatives from J Clubs nationwide introduced the appeal of local specialties

# 5. Results of Management Targets (1) Management Targets / Indicators for Confirmation

- With successful implementation of essential policies and other endeavors, we were able to **meet all management targets** for assessing progress in after-sales services. Indicators designed to confirm the effectiveness of these endeavors recorded year-on-year growth.

## Management Targets

		Results	Targets
Number of customer contacts (Individual insurance marketing)* <sup>1</sup>		 <b>5,283,000</b>	5,000,000 individuals
Number of customer contacts (Group insurance marketing)	Persons insured by group life insurance* <sup>2</sup>	 <b>2,835,000</b>	2,500,000 individuals
	Corporate and group customers* <sup>3</sup>	 <b>6,842</b>	6,800 corporate and group customers
Number of advisors* <sup>4</sup>		 <b>36,736</b>	34,500 (Approx. +1,000 year on year)

## Indicators for Confirmation

		Results	Reference: FY2019 results
Group EEV		<b>¥6,000 billion</b>	¥4,537 billion
Sound-ness	Group ESR	<b>209%</b>	184%
	Group Solvency Margin Ratio	<b>1,152%</b>	1,143%
	On-Balance Sheet Capital* <sup>5</sup>	<b>¥3,905.5 billion</b>	¥3,732.6 billion

\*<sup>1</sup> The number of life insurance policyholders reached by Meiji Yasuda's sales personnel (MY life plan advisors) or other employees via face-to-face and/or no-physical-contact services

\*<sup>2</sup> The number of persons insured by voluntary group insurance through Meiji Yasuda's personnel in charge of group insurance marketing (including those reached via corporate or group customers or their business bases)

\*<sup>3</sup> The number of corporate and group customers reached (among those enrolled in group insurance policies or other products sold via the Bancassurance channel) by Meiji Yasuda's personnel in charge of group insurance marketing

\*<sup>4</sup> Number as of April 1, 2021

\*<sup>5</sup> Total amount of specified internal reserves, etc. (essential capital and excess of continued Zillmerized reserves) and externally financed capital

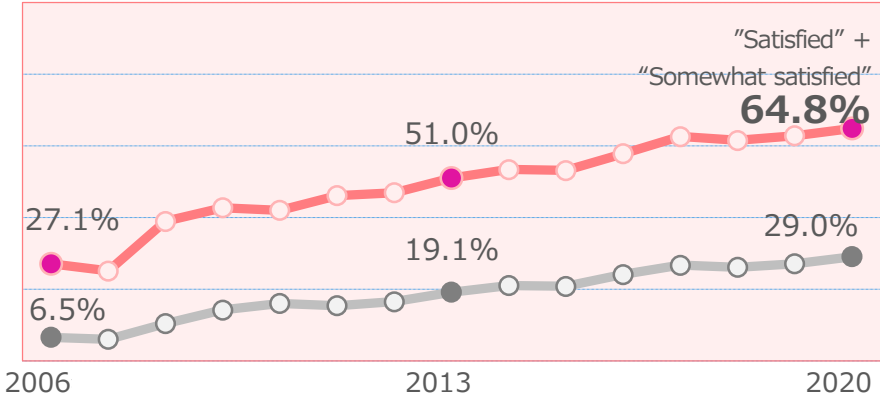


# 5. Results of Management Targets (2) Indicators for Verification

- With regard to indicators designed to verify management quality, **the total customer satisfaction ratings hit a record high**, while the **(partial) surrender and lapse rate for flagship products improved significantly**.

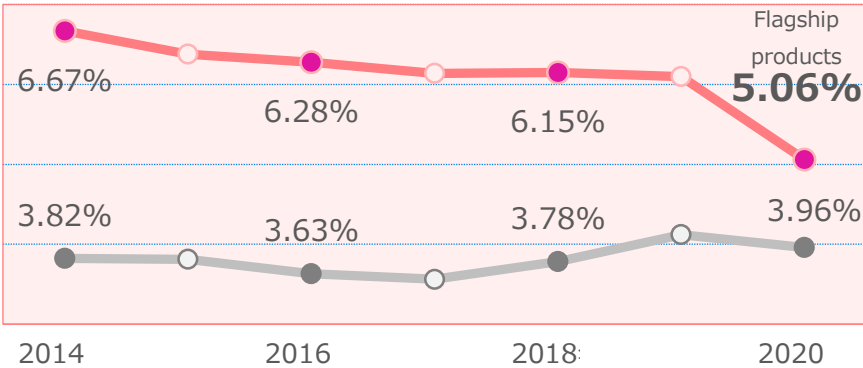
## Indicators for Verification (Customer satisfaction ratings)\*1

Item	Results	Ref. FY2019 results
"Satisfied" + "Somewhat satisfied"	<b>Record high 64.8%</b>	62.8%
"Satisfied"	<b>Record high 29.0%</b>	27.1%



## Indicators for Verification ((partial) surrender and lapse rate)\*2

Item	Results	Ref. FY2019 results
Individual life insurance and individual annuities	<b>3.96%</b>	4.12%
Flagship products*3	<b>5.06%</b>	6.10%



1 Results of customer satisfaction surveys undertaken in November 2020 targeting policyholders of individual life insurance and individual annuities as of August 31, 2020. Respondents select from a five-grade rating system: "satisfied," "somewhat satisfied," "normal," "somewhat unsatisfied" and "unsatisfied."  
\*2 (Partial) Surrender and lapse rate represent the proportion of (partial) surrendered and lapsed policies to policies in force at the beginning of the fiscal year. The rates are calculated based on annualized premiums in force.  
\*3 (Partial) Surrender and lapse rate of "Best Style" and "L.A."

## **Chapter 2**

### **Long-Term Management Direction “MY Mutual Way 2030”**

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# 1. Our 10-Year Plan “MY Mutual Way 2030”

## Our 10-Year Plan **MY Mutual Way 2030**

We have formulated this 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 10-year plan **MY Mutual Way 2030** was launched on April 1, 2020, with a renewed focus on securing responsiveness to flexibly adapt to long-term change and pursuing customer-oriented business operations that transcend time via the full utilization of our strength as **a mutual company** supported by policyholders acting as mutual members.

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-oriented business approach.

Moreover, we established the following ideal with regard to what Meiji Yasuda 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

# 2. Changes in the Environment Surrounding Us

- The COVID-19 pandemic prompted the significant acceleration of the digital shift throughout society. With a “contactless economy”<sup>\*</sup> becoming a new norm, the pandemic also caused changes in individual behavior and social structure, leading to higher public awareness regarding health maintenance and social sustainability.

## Conventional Megatrends

### Economic environment / regulatory trends

- Prolongation of the ultra-low interest rate environment
- Introduction of new laws and regulations

### Social structure

- A decline in domestic population, the excessive depopulation of local areas and the coming of an ultra-aging society
- An increase in the number of women and seniors serving in the active workforce

### Digitalization /healthcare

- Progress in digitalization
- Advances in healthcare technologies



## Changes Induced by the COVID-19 Pandemic

### Acceleration of digital shift

- A “contactless economy” becomes a new norm
  - Popularization of no-physical-contact communications, online shopping, WFH environment, etc.
  - Changes in customer contact points
- Materialization of risks arising from the concentration of business bases
  - A trend toward geographical dispersion
- Changes in key factors affecting competition among corporations
  - Decreased significance of geographical restrictions
  - Growth of platform businesses

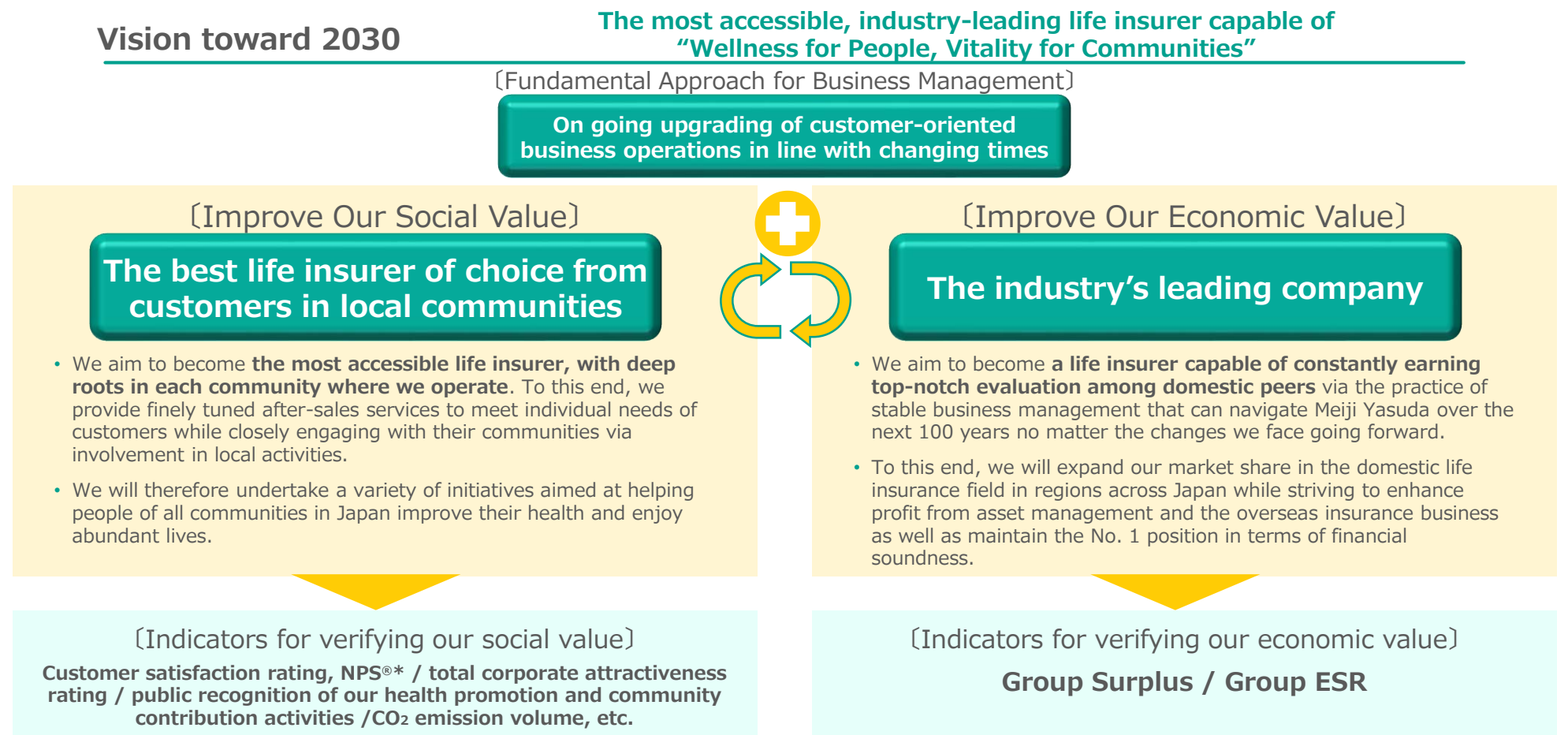
### Changes in value systems

- Rising health awareness
- A growing international trend toward social sustainability

<sup>\*</sup> Continuing daily life and business operations while avoiding physical contacts

# 3. Vision toward 2030

- “My Mutual Way 2030” aims to pursue customer-oriented business operations that transcend time while flexibly adapting to long-term change. Accordingly, this 10-year plan is based on the further enhancement of our customer-oriented business approach. By executing this plan, we aim to raise our corporate value in two aspects. Namely, we will raise our “social value” by providing each customer with finely tuned after-sales services while improving our “economic value” through stable business management that can navigate Meiji Yasuda over the next 100 years.



\*Net Promoter Score: a registered trademark of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc. Meiji Yasuda has introduced NPS as an indicator for evaluating the status of customer relations as it helps formulate across-the-board measures aimed at creating loyal customers and improving sales approaches via the survey into and analysis of latent customer needs, which cannot be assessed by conventional customer satisfaction surveys.

# 4. Essential Policies under “MY Mutual Way 2030”

1

Provide customers and their communities with value beyond their expectation

- **Products and Services**

Develop leading-edge products and services focused on providing higher social value by contributing to quality of life (QOL) in the age of centenarians

- **Key sales channel**

Enhance face-to-face after-sales services tailored to meet individual needs of customers with an eye on serving a growing number of elderly customers

- **Community contribution**

Step up initiatives to help create prosperous regional communities with focus on being a life insurer with roots to each community

2

Effectively fuse human and digital capabilities

- **Reduce burden on customers**

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

- **Operational process reforms**

Promote operational process reforms via the use of digital technologies while allocating more advanced functions to employees

- **Resource allocation**

Enhance the effectiveness and efficiency of our management resources by shifting them from the “cost center” (cost-intensive operations)

3

Develop asset management and the overseas insurance business into earnings pillars

- **Profit and business portfolio**

Promote the reform of our profit and business portfolio, with asset management and the overseas insurance business being positioned as growth fields

- **Upgrade asset management methodologies**

Diversify and enhance asset management methodologies to improve total asset management return

- **Ratio of profit from the overseas insurance business and other**

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

4

Flexible and disciplined mutual company management

- **Business management for the Group**

Push ahead further with the upgrading of the Group’s business management structure to secure responsiveness to the further expansion of the overseas insurance business

- **ERM-based management**

Put business management based on ERM into practice with an eye on changes in the economic environment and a shift of management focus to economic-value based indices

- **Surveys and R&D**

Strengthen our structure for surveys and R&D aimed at securing flexibility to adapt to changes in the business environment

\* Excluding domestic life insurance business

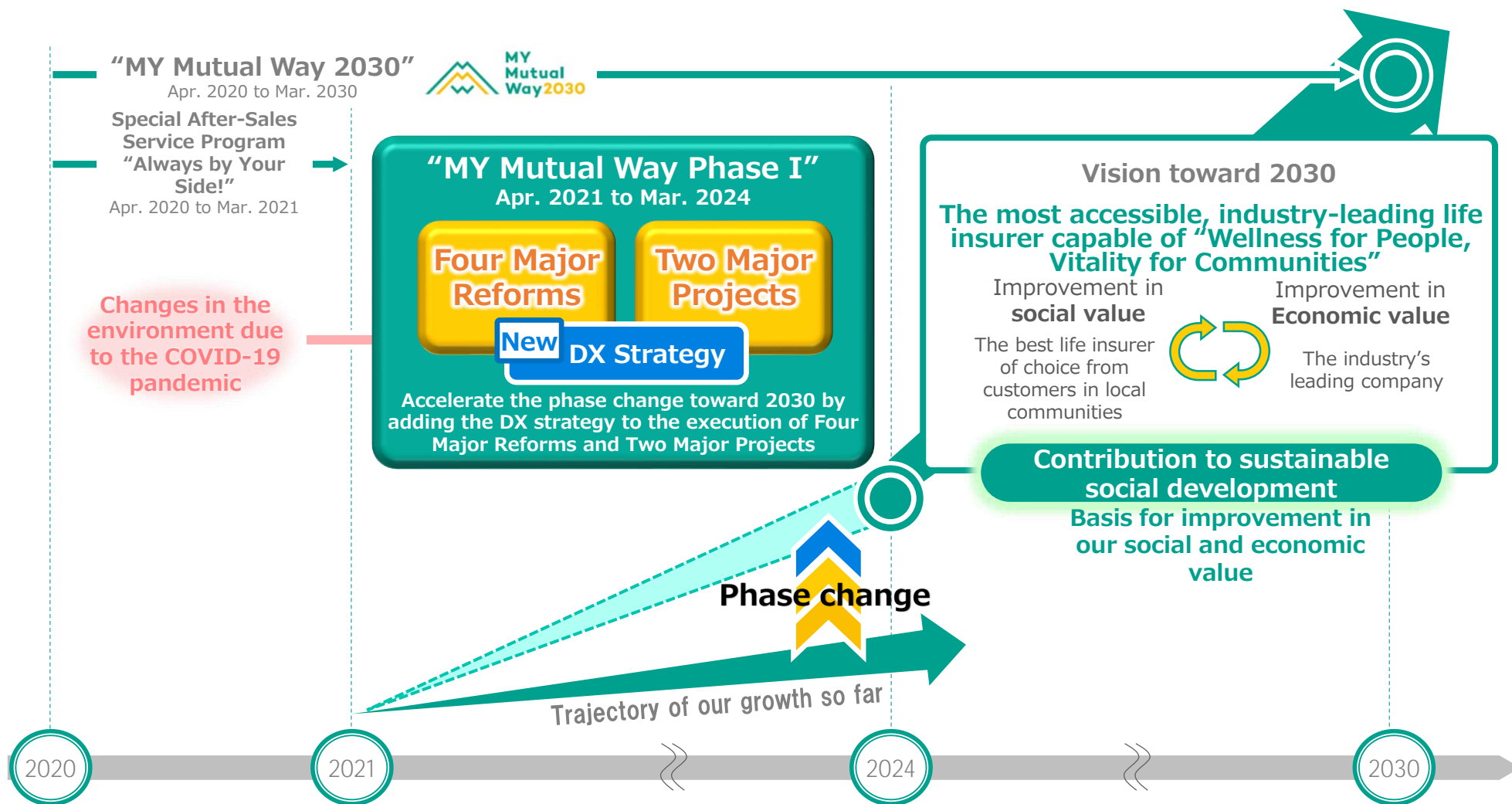
## **Chapter 3**

Three-Year Program “MY Mutual Way Phase I” (FY2021–2023)

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# 1. Positioning of “MY Mutual Way Phase I”

- In light of changes in the business environment arising from the COVID-19 pandemic, **three-year program “MY Mutual Way Phase I”** is aimed at **securing a path leading to the realization of our vision toward 2030** via the integration of the DX strategy currently being implemented with Four Major Reforms and Two Major Projects.





## 2. Overview of “MY Mutual Way Phase I”

- Premised on ensuring the prevention of COVID-19 infection and the steady execution of core operations, we will implement **Four Major Reforms** aimed at thoroughly reviewing systems, infrastructure and other factors associated with “sales and services,” “core functions and administrative services,” “asset management” and “mutual management.” At the same time, we will execute **Two Major Projects** in which we promote wellness for all and the creation of flourishing communities.

## “MY Mutual Way Phase I”



## 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. Management Targets

- Although the business environment continues to be highly uncertain, we will strive to catch up on our originally intended progress toward the achievement of medium-term business plan targets by March 31, 2024.
- The targets presented below may be flexibly reviewed in light of future changes in the business environment.

		Medium-Term Business Plan Targets
Corporate value	Group Surplus	<b>13% growth</b> Annual average growth: 4%
Soundness	Group ESR	Stably achieving <b>165% or more</b> (Aim for 220% provisionally)
	On-Balance Sheet Capital	<b>¥4.4 trillion</b>
Profitability	Base Profit of the Group	<b>¥550.0 billion</b>
Growth	Annualized Premiums in Force〔Protection type-products〕	<b>¥770.0 billion</b> 2.2% growth from the end of FY2020
	Group Life Insurance in Force	<b>No.1 domestic share</b>
	Number of Customers	<b>12,350,000</b> + 250,000 from the end of FY2020
	Individual insurance marketing <sup>*1</sup>	<b>7,230,000</b> + 140,000 from the end of FY2020
	Group insurance marketing <sup>*2</sup>	<b>5,130,000</b> + 120,000 from the end of FY2020
	Number of Advisors <sup>*3</sup>	<b>38,000</b> + 1,200 from the end of FY2020

<sup>\*1</sup> Life insurance policyholders (including deferments and those currently receiving annuity payments) + Life insurance insured persons + Nonlife insurance insured persons (excluding redundant policyholders); all of whose policies were offered through our agency distribution channel and others, excluding group insurance marketing.

<sup>\*2</sup> The number of persons insured by voluntary group life insurance (insured persons and insured spouses of group life insurance contracts underwritten by the Company on a standalone basis or as the leading underwriter).

<sup>\*3</sup> The number as of April 1, 2024. The number as of the end of FY2020 refers to the number as of April 1, 2021.

# 4. Growth Strategies (1) Major Reform of Sales and Services

- **To establish a sales channel capable of earning the highest reputation from customers and local communities**, we will innovate customer contact points via the integration of face-to-face services, where our distinctive strength lies, and digital technologies while promoting Two Major Projects to create and deliver new value to them.

## Transition to a next-generation sales channel

- **Develop a next-generation advisor channel structure**
  - Establish a new advisor and sales unit manager system while upgrading our structure for regional contribution activities
- **Review and update our sales management structure to step up customer-oriented initiatives**
  - Embrace sales practices based on new performance targets aimed at simultaneously achieving higher business results and customer-oriented business management
- **Innovate our sales model via the use of digital technologies**
  - Establish a new sales model via the use of digital infrastructure (“MY Hoken Page” and “Min-na-no MY Portal” as well as online customer interviews)

## Cultivate markets by taking advantage of our corporate capabilities

- **Expand our customer base via partnership with local governments and other entities**
  - Promote collaboration with municipalities, community halls, roadside stations, J.League, JLPGA and other external partners
  - Provide assistance to corporations seeking to be certified as a “Health & Productivity Management Organization” via the utilization of partnership agreements we have signed with Japan Health Insurance Association branches
- **Secure in-house collaboration between individual life insurance- and group insurance-related departments**
  - Establish a relaying scheme from group insurance to individual insurance

## Develop leading-edge products and services

- **Develop leading-edge products and services focused on assisting customers in their health improvement efforts**
  - Enhance the lineup of products and services for seniors and women
  - Deliver new products designed to assist the early detection of disease, the prevention of serious symptoms and otherwise support health improvement efforts

(On Jun. 2, 2021, “Early Detection and Treatment Support Rider” and “Rider Supporting the Prevention of Serious Symptoms” were released for use with “Best Style”)

## 4. Growth Strategies (2) Major Reform of Core Functions and Administrative Services

**To provide customers with high-end services that transcend their expectations**, we will develop new face-to-face services in addition to promoting the digital-driven enhancement of customer convenience and otherwise streamlining our operations via, for example, the update of our administrative rules.

### Establish new face-to-face services

- **Provide high-end services supported by our “administrative service concierge”**

- Assign approximately 2,200 employees, who are equipped with specialist knowledge regarding administrative procedures and services, to “administrative service concierge” positions. These concierges will accompany advisors and other sales personnel nationwide on customer visits to smoothen application procedures undertaken by customers, especially the elderly, for their insurance claims and benefits.
- Consider and develop various programs to support the elderly as well as new support services for those who lack the capacity to specify intent

### Promote further digitalization

- **Realize stress-free procedures and smooth communications**

- Enhance functions offered by no-physical-contact service platforms (“MY Hoken Page,” “MY Hojin Portal” and “Min-na-no MY Portal”)
- Increase the sophistication of our communication methods via the use of digital and other cutting-edge technologies
- Go completely paperless and cashless, pushing ahead further with digitizing various procedures, making it even smoother and quicker to complete them

### Increase the sophistication and efficiency of our HQ’s operational structure

- **Thoroughly pursue convenience for both customers and employees while realizing low-cost operations**

- Push ahead with the digitalization of headquarters operations while eliminating redundant tasks and otherwise streamlining administrative processes in a thoroughgoing manner
- Further reduce the volume of routine administrative work and thoroughly review administrative structures and rules at branches so the administrative service concierge fulfills an even greater role
- Upgrade and streamline our underwriting systems (via, for example, the development of a underwriting risk assessment model) with the aim of expanding underwriting scope

## 4. Growth Strategies (3) Major Reform of Asset Management

- **As we aim to achieve ongoing growth in total asset management return while securing soundness**, we will strengthen asset allocation functions to secure ability to flexibly align with changes in the financial environment. We will also enhance our capabilities for individual asset management while rebuilding our asset management platforms supporting these endeavors.

### Enhance our core asset management functions

- **Strengthen asset allocation functions to enable flexible alignment with changes in the financial environment**
  - Carry out effective asset allocations to enable flexible alignment with changes in the financial environment in light of the characteristics of liabilities
  - Ensure appropriate risk control by, for example, divesting domestic stock worth approximately ¥150 billion on a book value basis with an eye to the future introduction of economic value-based solvency regulations
- **Enhance our capabilities for individual asset management**
  - Diversify and enhance asset management methodologies via the promotion of risk-return management by asset type as well as the development of novel asset management products and methods
- **Push ahead further with responsible investment**
  - Expand the scope of investment aimed at simultaneously achieving the resolution of ESG issues and higher profitability in addition to stepping up our stewardship activities
  - Encourage investees to promote decarbonization (reduce CO2 emissions) via engagement efforts

### Rebuild our asset management platforms

- **Pursue the earlier development of specialists human resources as well as the upgrading and streamlining of operational process via the introduction of cutting-edge technologies**
  - Enhance both the quality and quantity of human resources specializing in asset management by strengthening our training structure and by securing a robust pool of specialist candidates
  - Introduce AI and other cutting-edge technologies to update front and middle operational processes
- **Expand our network of overseas bases for asset management and investment while stepping up collaboration with Meiji Yasuda Asset Management**
- **Strengthen our asset management administrative service structure**

### Strengthen our asset management governance

- **Secure management flexibility and transparency in anticipation of the introduction of economic value-based solvency regulations**
  - Clarify our long-term policy on risk-taking, increase the sophistication of risk management and develop an asset management governance structure via the strengthened operation of a PDCA cycle
  - Develop enhanced screening and advisory functions that contribute to improvement in our capabilities for individual asset management

# 4. Growth Strategies (4) Overseas Insurance Business Initiatives

- To raise the ratio of profit from the overseas insurance business and other\*<sup>1</sup> to 15% by March 31, 2028, we will promote efforts to recover and improve the profitability of existing subsidiaries and affiliates through strengthened cooperation with overseas bases while increasing the sophistication of unified management for the Group.

**Upgrading unified management for the Group**

- Step up unified management for the Group to stably expand the overseas insurance business profit**

- Establish a consolidated business management structure comparable to requirements for an IAIG\*<sup>2</sup>
- Facilitate information sharing within the Group via, for example, "best practice conference" and promote initiatives in which Group members help one another resolve issues
- Consider and implement initiatives to contribute to sustainable social development on a groupwide basis

**Recovery and improvement of profitability**

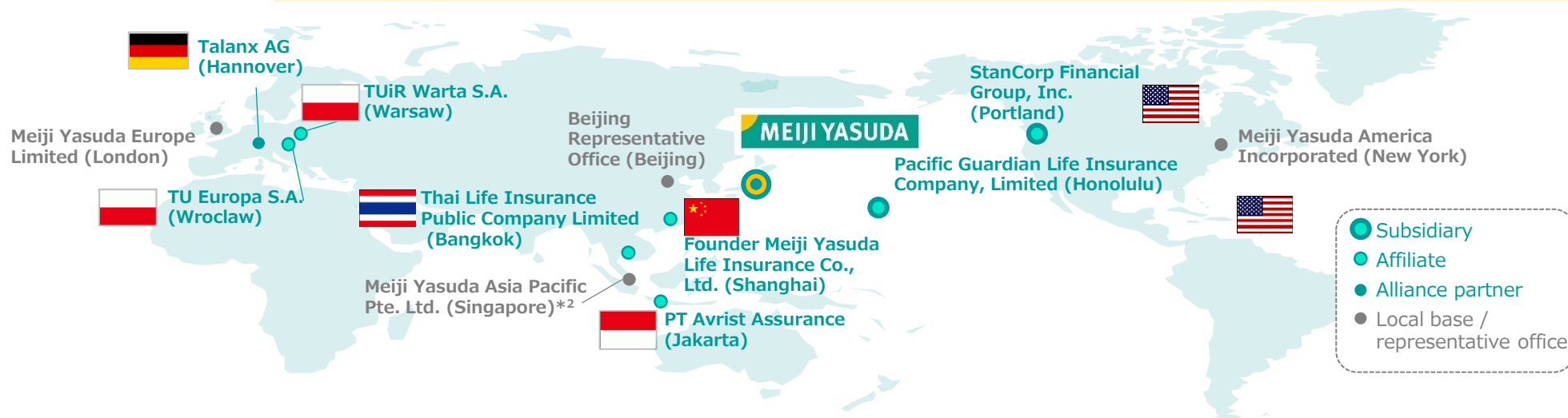
- Recover profit of the existing subsidiaries and affiliates and develop a new profit base**

- Help Group companies achieve the early recovery of profits and get them on a growth track and, to this end, assist them in their efforts to properly tackle management issues
- Carry out surveys and research into an even broader range of investment opportunities via the expansion of local research functions while undertaking new investments by strengthening relationships with investee candidates

**Develop a structure supporting growth**

- Enhance capabilities of human resources charged with the overseas insurance business while strengthening the monitoring of relevant operations and the PDCA cycle-based management**

- Reinforce our structure for developing core human resources and specialists charged with overseas operations, taking well-thought-out measures to secure a more robust human resource pool
- Operate a PDCA cycle related to capital management and strategies considering changes of country risk and others



\*1 Excluding domestic life insurance business \*2 Internationally Active Insurance Group \*2 Established on June 1, 2021

# 5. Operating Base Reinforcement Strategy (1.1) Major Reform of Mutual Management

- **To secure a management structure supporting the realization of our vision toward 2030,** we will take on the reform of our governance structure, which underpins disciplined management, as well as of our resource management structure, which underpins swift decision making and optimal resource allocations. At the same time, we will reform our innovation promotion structure to ensure the ongoing creation of unique value.

## Reform of the governance structure

- **Help employees embody a customer-oriented approach in their action based on thoroughgoing adoption of the “Meiji Yasuda Philosophy”**
  - Utilize “Our Conduct Principles,” our conduct guidelines, and otherwise strive to ensure that “Meiji Yasuda Philosophy” is embraced by all
  - Increase the sophistication of our customer-oriented management approach via, for example, introduction of NPS
- **Practice a disciplined mutual company management approach**
  - Carry out the stable payment of policyholder dividends, including “MY Mutual Dividends,” in line with our Policy for Dividends for Policyholders”
  - Strengthen management supervisory and other corporate governance functions in line with standards applied to listed companies by, for example, enhancing the Board of Directors’ monitoring functions and upgrading information disclosure practices
  - Update our methods for mutual company management by introducing online platforms enabling policyholders to remotely attend Board of Policyholder Representatives Meeting and the Conference of Customers and electronically cast their votes
  - Foster a unified corporate identity by conveying our Group Message: “Creating peace of mind, together”
  - Enhance our consolidated governance structure, with Group Management Headquarters and Group Chief Officers responsible for Group management spearheading these and other endeavors aimed at ensuring that our management practices live up to international supervisory regulations
- **Promote a switchover to economic value-based business management**
  - Upgrade ERM-based business management with an eye on the introduction of economic value-based solvency regulations
  - Develop administrative frameworks and systems in preparation for the utilization of IFRS in business management

## Reform of the resource management structure

- **Transition to a structure enabling autonomous resource management, with the aim of achieving optimization for both the entire organization and business units charged with each field based on delegated authority**
  - Delegate authority to business units charged with planning, etc. while strengthening supervisory functions offered by corporate departments
  - Develop a structure supporting the effective and efficient utilization of management resources (human resources, information investment and business expenses)

(Continued on the next slide)



# 5. Operating Base Reinforcement Strategy (1.2) Major Reform of Mutual Management

## Reform of the resource management structure

(continued from the preceding slide)

- **Human resource (HR) development and management incorporating a long-term perspective**
  - Upgrade our HR allocation structure to nurture senior management candidates and specialist human resources on an ongoing basis while promoting diversity & inclusion
  - Promote innovative workstyles compatible to the post-pandemic lifestyle norms under the banner of “MY Style”
- **Transition to a system development structure supporting the acceleration of digitalization**
  - Nurture multi-skill digital specialists by helping employees become proficient in several programming languages as we aim to step up the use of cloud-based and open-source systems in the course of promoting the DX strategy
  - Accelerate the development of a structure enabling a flexible and agile approach to system development on a remote basis in a way that aligns with the new lifestyle norms

## Reform of the Innovation Promotion Structure

- **Develop a structure to promote the DX strategy and push ahead with the planning and development of new services in healthcare and other fields**
  - Establish a dedicated organization to promote the DX strategy and plan/develop new services while building a structure to operate a PDCA cycle
  - Consider the release of life insurance trusts and other services, which offer even greater added value and transcend the conventional scope of insurance coverage
  - Strengthen functions for surveys and research into digital and healthcare technologies, etc.
- **Establish a structure to support employee transitions to more sophisticated functions**
  - In conjunction with the execution of the DX strategy, adopt a cross-organizational approach to promote business process reengineering (BPR), including the review of in-house rules and regulations and the elimination of operations requiring paper documents and personal seals, with the aim of achieving improvement in operational efficiency and productivity
- **Upgrade our survey and research structure to realize innovation and practice a flexible management approach supporting resilience against changes in the operating environment**
  - Step up partnership with external corporations, research organizations and healthcare institutions while upgrading our structure to develop new sales platforms



# 5. Operating Base Reinforcement Strategy (1.3) Major Reform of Mutual Management

- We have clarified our management policy for the payout of policyholder dividends and investment relative to the level of our soundness on an economic value basis.
- This policy will be updated in light of developments in domestic discussions regarding the introduction of economic value-based solvency regulations, with methods for calculating ESR\* and other indicators possibly being set for future revisions.

## A more sophisticated approach to disciplined mutual company management

### Further enhancement of governance

Clarify our management policy (risk-taking policy) for the payment of policyholder dividends and investment relative to the level of soundness on an economic value basis

### Steady payout of policyholder dividends

Promote a management approach highly conscious of sustainable growth, with the steady payout of policyholder dividends repositioned as a key principle for management discipline

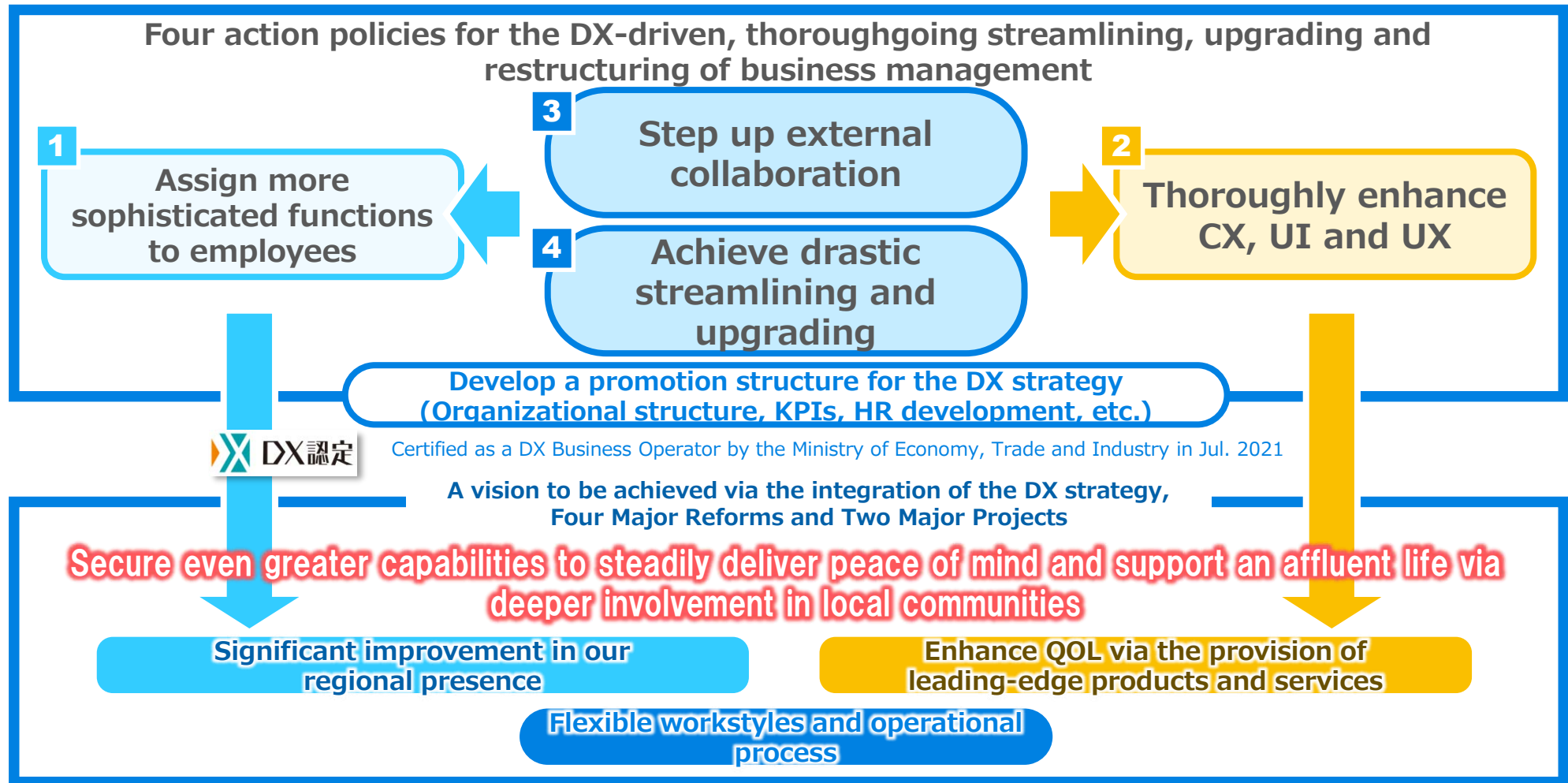
\*Economic Solvency Ratio: An economic-value based indicator that shows whether the Company has secured sufficient capital in contrast with its total amount of risk.

## Options for our management policy vis-à-vis the level of soundness



# 6. DX Strategy (1) Overview

- We will promote the DX strategy\* along with Four Major Reforms and Two Major Projects in an integrated and consistent manner.
- To this end, we will also step up efforts to help employees enhance their digital literacy as well as initiatives to secure and nurture DX specialists.



Note: For the details of our DX strategy, please refer to our March 31, 2021 press release titled "Notice Concerning the Formulation of the DX Strategy" (in Japanese)  
URL : [https://www.meijiyasuda.co.jp/profile/news/release/2020/pdf/20210331\\_01.pdf](https://www.meijiyasuda.co.jp/profile/news/release/2020/pdf/20210331_01.pdf) and [https://www.meijiyasuda.co.jp/profile/news/release/2020/pdf/20210331\\_02.pdf](https://www.meijiyasuda.co.jp/profile/news/release/2020/pdf/20210331_02.pdf)

# 6. DX Strategy (2) Action Policies, KPIs and Promotion Structure

- **To drastically streamline and upgrade our business management,** we will take a cross-organizational approach to implement the four action policies while newly developing a promotion structure to achieve our KPIs, which are based on the number of customers and designed to measure outcomes of the DX strategy.

## Action Policies

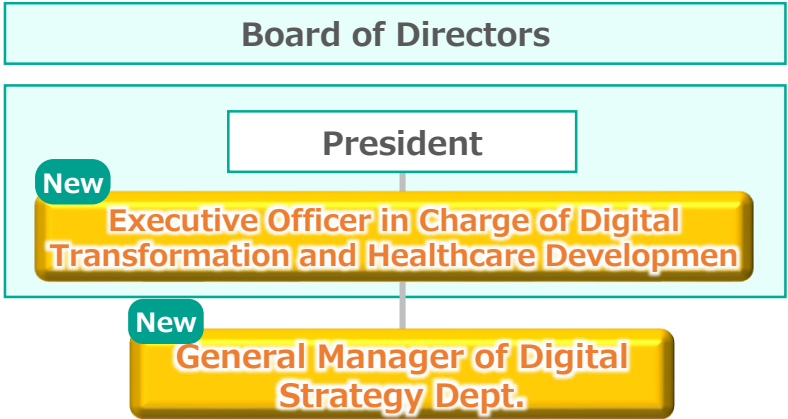
- **Assign more sophisticated functions to employees**
  - Establish a sales and service structure designed to allow employees to concentrate on operations aimed at creating higher added value and support their transition to new functions
- **Thoroughly enhance CX, UI and UX**
  - Continuously develop and improve leading-edge products, services and infrastructure to meet evolving customer needs
- **Step up external collaboration**
  - Engage in collaboration with municipalities, corporations and research organizations and otherwise secure access to external resources to utilize them
- **Achieve drastic streamlining and upgrading**
  - Develop a low-cost, high-productivity operational management structure and business process

## KPIs and Promotion Structure

### DX Strategy KPIs (for Mar. 31, 2024 )

Number of customers	12,350,000
Individual insurance	7,230,000
Group insurance	5,130,000

Note: The above KPIs represent increases of 250,000, 140,000 and 120,000, respectively, from the end of FY2020.



Note: A special project team was established to be charged with promoting cross-organizational DX efforts under the leadership of the general manager of the Digital Strategy Dept.

# 7. Brand Strategy

- **To form a Meiji Yasuda brand that aligns our corporate vision and “Vision toward 2030,”** we will strive to secure public recognition of our ideal brand image as a company capable of delivering “Wellness for People, Vitality for Communities” via the implementation of the “Wellness for All Project” and the “Community Vitalization Project.”

## Our Vision for Brand Image “Wellness for People, Vitality for Communities”



### “Stay Healthy Together”

- For people who wish to lead a fulfilling life in the coming age of centenarians, health improvement efforts are a matter of increasing importance due to growing risks associated with dementia and other causes requiring nursing care as a result of ever-longer life expectancy.
- However, solitary efforts are often said to be hard to continue. With this in mind, Meiji Yasuda will reach out to customers and other members of communities and assist them in their health improvement efforts, with the aim of delivering new value arising from physical and emotional health.



### No community member should be left isolated

- Even as communication methods proliferate, concerns are arising that relationships between people in regional communities are becoming weaker. This is leading to a sense of anxiety over issues arising from social atomization.
- In response, Meiji Yasuda will offer opportunities for community members to connect with each other and renew their peace of mind. We will expand and deepen these exchanges through our partnerships with local entities and support for sports.

## Priority initiatives to embody the Meiji Yasuda Brand

We support health improvement efforts and contribute to local communities via the promotion of sports activities, thereby creating social value in a unique way that only Meiji Yasuda can.



### ■ Collaboration with J.League

- Promote community contribution activities based on sponsorship deals signed between our regional offices across Japan and J clubs
- Host “J.League Walking Campaign” in which any customer can casually participate regardless of age
- Organize tours in which customers cheer live at the stadium for local J clubs along with Meiji Yasuda employees



### ■ Collaboration with J.LPGA

- Jointly promote golf as a lifelong sport based on the official partner contract
  - Invite teaching professionals to serve as lecturers at events sponsored by Meiji Yasuda and perform in live-streaming programs offered via At-Home Wellness Activities
- Act as a special sponsor of “Meiji Yasuda Ladies Yokohama Tire Golf Tournament”

# 8. Two Major Projects (1) Wellness for All Project

- **To offer ongoing support to customers' health improvement efforts and expand contact points with them,** we will deliver products and services with even higher added value while enhancing the lineup of health improvement campaigns and upgrading web-based content.

Provide products and services designed to support health improvement efforts

- **Consider the introduction of new insurance coverage for the early detection of disease, for prevention of symptoms become severer and for advanced medical treatment**
  - Enhance the lineup of products designed to support customers' health improvement efforts (On Jun. 2, 2021, "Early Detection and Treatment Support Rider" and "Supporting the Prevention of Serious Symptoms" were released for use with "Best Style")
  - Upgrade the content of the "MY Wellness Activity Report" service that offers helpful information and advice in light of the individual needs of customers based on health checkup results and thus supports their health improvement efforts
- **Establish a structure for accumulating and analyzing a broad range of health-related data**
  - Engage in the collection and accumulation of health- and medical-related data via, for example, participation in joint research with external organizations and otherwise conduct healthcare-related survey and research endeavors, such as the development of a risk assessment model

Cumulative number of policies sold for products designed to support health improvement (FY2023)

1.5 million<sup>\*1</sup>

(690,000 in FY2020)

Enhance the lineup of health improvement campaigns and web-based content

- **Provide opportunities to resolve health issues in a way that aligns with region-specific circumstances**
  - Step up initiatives that coordinate with the Community Vitalization Project to help resolve health issues in a way that aligns with region-specific circumstances and adapts to the post-pandemic lifestyle norms
  - Enhance the lineup of no-physical-contact events aimed at offering ongoing support to health improvement while updating relevant web-based content

Number of participants in the Wellness for All Project-related campaigns (FY2023)

5 million<sup>\*2</sup>

(1.77 million in FY2020)

<sup>\*1</sup> The cumulative number of policies sold in connection with "Best Style with Health Cash Back," "Dementia Care MCI Plus" and others designed to support health improvement efforts

<sup>\*2</sup> The sum of the cumulative number of policies sold in connection with products designed to support health improvement efforts and the cumulative number of participants in health improvement campaigns

# 8. Two Major Projects (2) Community Vitalization Project

- To help people of communities enhance their living standards and resolve region-specific issues they confront, Meiji Yasuda employees will advocate for connecting “people”, “workplaces” and “community”. In this way, we will help people of communities in which we operate maintain ties supported by heartfelt relationships.

## People

We support health improvement efforts and the enhancement of living standards

- Contribute to the enhancement of living standards of communities in which we operate via partnership with municipalities

- Act in collaboration with municipalities, community halls, roadside stations and other community-based entities nationwide to help our fellow local community members enhance their living standards and to support local festivals to vitalize their regions
- Continue the “Employee Giving Campaign to Support MY Local Community” to offer ongoing assistance to efforts to build flourishing communities and resolve region-specific issues

Number of municipalities in partnership with Meiji Yasuda (FY2023)

600\*1

(125 in FY2020)

## Workplaces

We help create a workplace in which everyone can work energetically and stay healthy over the long term

- Empower regional businesses, which are the bedrock of communities, to achieve growth by helping them practice health & productivity management

- Help regional businesses practice health & productivity management and thereby assist them in the creation of a workplace that allows employees to work enthusiastically even as they stay emotionally and physically healthy over the long term
- Extend financing for, conduct stock investment in and otherwise facilitate growth of local businesses supporting regional economies and employment

Number of corporations receiving our support in terms of health & productivity management (FY2023)

23,000\*2

## Communities

We help create opportunities for interaction between community members

- Promote community building by taking advantage of the power of sports while supporting community participation

- Take advantage of a fresh partnership with JLPGA, which has just signed a contract with us, to launch unique community building initiatives focused on promoting sports in addition to acting in collaboration with J.League
- Contribute to the promotion of regional sports via the “Local Athlete Support Program” to cheer for young athletes and otherwise foster a sense of unity among community members through sports

Number of participants in community-based sports events hosted by Meiji Yasuda (FY2023)

1 million\*3

(58,000 in FY2020)

\*1 The cumulative number of municipalities engaged in collaboration with Meiji Yasuda (e.g., jointly hosting health improvement campaigns for residents) based on partnership agreements  
\*2 The cumulative number of corporations utilizing “Health & Productivity Management Certification Support,” “Employee Benefit Program” and other services offered by Meiji Yasuda  
\*3 The cumulative number of attendees at sports events and games organized via collaboration between Meiji Yasuda and J.League or JLPGA



# 9. Contribution to Sustainable Social Development (1) 13 Priority Issues (Materiality)

- We organized social issues highly relevant to the 17 goals and 169 targets under the United Nations Sustainable Development Goals (SDGs) and specified 13 priority issues by considering the impact on stakeholders and relevance to business activities.

## 13 Priority Issues (Materiality)

	3 Good Health and Well-Being		8 Decent Work and Economic Growth
	<b>Prolong healthy life expectancy</b>		<b>Advance work style reforms</b>
	11 Sustainable Cities and Communities		10 Reduced Inequalities
	<b>Vitalize regional communities</b>		16 Peace, Justice and Strong Institutions
			<b>Advocate for human rights</b>
	3 Good Health and Well-Being		16 Peace, Justice and Strong Institutions
	4 Quality Education		
	<b>Help raise the general public's health and financial literacy</b>		<b>Strengthen governance and secure management transparency</b>
	1 No Poverty		16 Peace, Justice and Strong Institutions
	3 Good Health and Well-Being		
	<b>Provide a variety of insurance products and services</b>		<b>Maintain strict compliance</b>
	9 Industry, Innovation and Infrastructure		5 Gender Equality
	<b>Pursue innovation through surveys, research and development</b>		11 Sustainable Cities and Communities
			<b>Develop crime and disaster countermeasures</b>
	8 Decent Work and Economic Growth		7 Affordable and Clean Energy
	<b>Create employment opportunities</b>		13 Climate Action
			<b>Protect the environment and combat climate change</b>
	5 Gender Equality		
	<b>Promote diversity</b>		

# 9. Contribution to Sustainable Social Development (2) Issues Where We Place Utmost Priority

- Among the 13 priority issues identified by Meiji Yasuda, “Prolong healthy life expectancy” and “Vitalize regional communities” have significant affinity with its vision toward 2030. Accordingly, we place utmost priority on these issues and assiduously address them via, for example, Two Major Projects.
- We have also positioned “Protect the environment and combat climate change” as a priority issue requiring further initiative. In line with this positioning, we will step up efforts to tackle environmental concerns.

Vision toward 2030

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

Place ongoing focus via the execution of Two Major Projects and other initiatives

Issues where we place utmost priority



3 Good Health and Well-being

Prolong healthy life expectancy



- Assist customers in their health maintenance and improvement efforts via the combination of specially designed products and services as well as face-to-face after-sales services offered by advisors, etc.



11 Sustainable Cities and Communities

Vitalize regional communities



- Meiji Yasuda employees reach out to people of communities in which they operate and advocate for closer social connections between individuals, with the aim of helping enhance living standards of such communities and resolve issues confronting them

Increase priority and strengthen relevant initiatives

An issue requiring further initiative



7 Affordable and Clean Energy 13 Climate Action

Protect the environment and combat climate change

- Strive as a business operator to cut back on fuel and energy consumption while helping a broad range of supply chain constituents curb their volume of CO2 emissions
- Undertake ESG investment and offer financial assistance as an institutional investor to help develop technologies and products aimed at supporting business decarbonization and a carbon-free society



# 9. Contribution to Sustainable Social Development (3) As a Business Operator

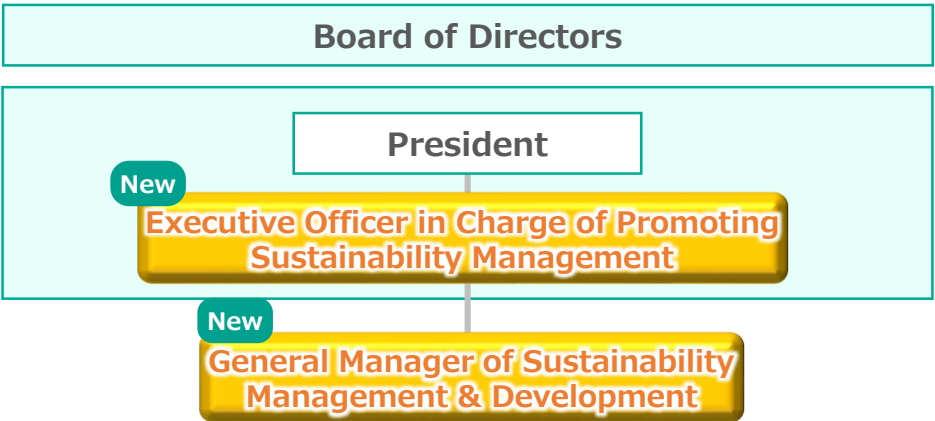
- As a business operator, we strive to meet our voluntary target of achieving net zero CO2 emissions by the end of fiscal 2050.
- Having also developed and strengthened our promotion structure, we will accelerate our sustainability initiatives.

## Targets / Structure

Initiatives to  
reduce CO2  
emissions

Promotion  
structure

CO <sub>2</sub> emissions (reduction from the FY2013 level)			
	FY2019	FY2030	FY2050
Scope 1 & 2 <sup>*1</sup>	-25.1%	-50%	-100% Net zero emissions
Scope 3 <sup>*2</sup>	-11.5%	-40%	



## Main Initiatives

### Scope 1 & 2

- Promote energy saving
  - Introduce eco-cars for use as company-owned vehicles
  - Switchover to LED lighting at our real estate properties
- Incorporate renewable energy

### Scope 3

- Thoroughly go paperless and digitize our operations while, in step with these endeavors, streamlining logistics, travel and other business aspects

- Established a position in fiscal 2021 for an executive officer in charge of promoting sustainability management, in addition to **newly appointing a general manager of the Sustainability Management & Development**. Under the leadership of this general manager, **a cross-organizational project team has been established to promote sustainability**

<sup>\*1</sup> Scope 1 consists of direct emissions from the Company's activities, such as the use of fuel. Scope 2 consists of indirect emissions attributable to such factors as sources of purchased energy.

<sup>\*2</sup> Scope 3 consists of indirect emissions attributable to supply chains outside the Company. The above targets for Scope 3 are calculated based only on seven categories (1, 3, 4, 5, 6, 7 and 8) in light of their importance. As an institutional investor, the Company manages emissions in category 15 (Investments) separately as emissions from investees.

# 9. Contribution to Sustainable Social Development (4) As an Institutional Investor

- As an institutional investor, we will encourage our investees nationwide to reduce CO2 emissions via engagement and ESG investment.

## Targets / Structure

Initiatives to reduce CO2 emissions

ESG initiatives

Promotion structure

**CO<sub>2</sub> emissions** (reduction from the FY2013 level)

	FY2019	FY2030	FY2050
Emissions from investees	-20.0%	-50%	-100% Net zero emissions

Note: Representing reduction targets for Scope 1 & 2 emissions from domestic listed companies we invest in via stock, corporate bonds and other financing

**Total amount of investment** (FY2021-FY2023)

**¥500.0 billion**

(Approx. 150.0 billion in FY2020)

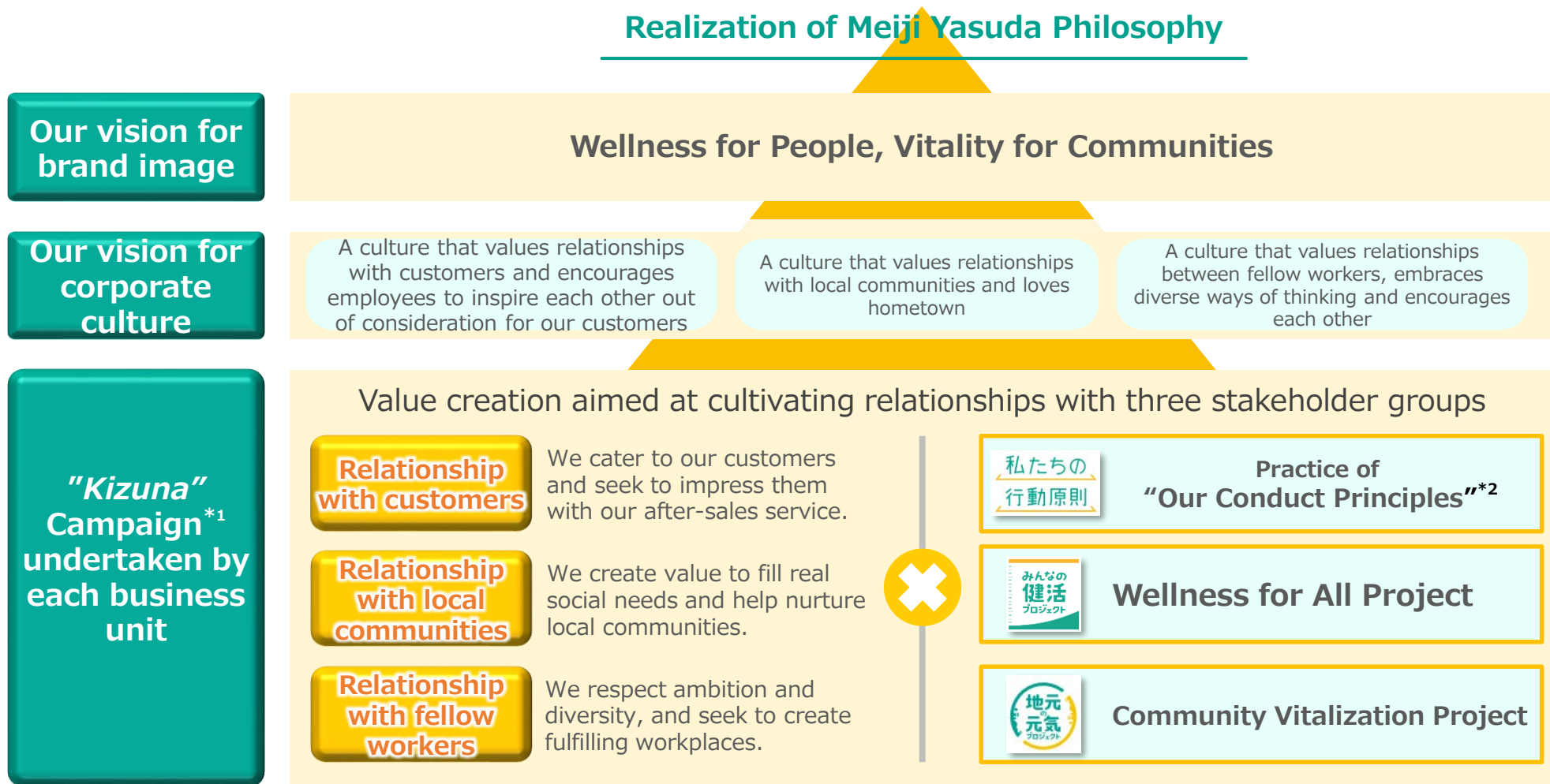


## Main Initiatives

- Confirm the content of investees' plans for reducing CO2 emissions
- Encourage investees to promote decarbonization (reduce CO2 emissions) via engagement
- Push ahead with ESG investment aimed at simultaneously achieving robust return and contribution to SDGs** to fulfill our fiduciary duties
- Conduct ESG data analysis and evaluation covering all assets under our management to establish optimal methods for ESG investment in light of asset characteristics
- Publicize the details of each investment and otherwise enhance the content of information disclosure associated with ESG investment
- Established a position in fiscal 2020 for an executive officer in charge of promoting responsible investment, in addition to **newly appointing a general manager of the Responsible Investment Office**
- Under the leadership of this general manager, a **cross-organizational working group** has been established and is operated mainly by individuals specializing in the asset management field

# 10. 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.



<sup>\*1</sup> *Kizuna* means "relationship" in Japanese, and this unique campaign represents the Company's commitment to nurturing the three fundamental relationships set forth in the corporate vision.

<sup>\*2</sup> A booklet that describes specific examples of action embodying the Meiji Yasuda Philosophy and clearly communicates what is expected of Meiji Yasuda employees.