

March 6, 2026
Meiji Yasuda Life Insurance Company

Announcement of Changes in Executive Personnel and Responsibilities of Executive Personnel (as of April 1, 2026)

Meiji Yasuda Life Insurance Company (Hideki Nagashima, President and Group CEO) hereby announces introduction of a management control structure under “Matrix Management” and changes in its executive personnel and the responsibilities of its executive personnel that are implemented on April 1, 2026.

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.

Introduction of a Management Control Structure under “Matrix Management”

Amid advance in digital technologies such as AI and the growing complexity of the asset management environment, the expertise required in each domain is becoming more sophisticated year by year, and at the same time, further upgrading governance that contributes to sustainable growth is becoming essential.

In this environment , with the aim of achieving sustainable growth on a Group basis by further accelerating initiatives to expand earnings in each business and enhance our business foundations, Meiji Yasuda will introduce, effective April 1, 2026, a management control structure under “Matrix Management.”

I. Overview of the New Structure

- We will establish new positions of “Head of Domestic Insurance Business/Asset Management Business/Overseas Insurance Business,” who oversee domains that are key to our earnings, and “CxOs (Chief Officers),” who oversee domains that support our business foundations.
- In order to accelerate the business execution and enable appropriate management decisions, we will clarify responsibilities and authority within the top management team, delegate a certain degree of decision-making in each domain from the President to the Head of Domestic Insurance Business/Asset Management Business/Overseas Insurance Business and CxOs, and put in place monitoring and checks-and-balances along multiple axes covering both business and business foundations.

II. Head of Domestic Insurance Business/Asset Management Business/Overseas Insurance Business and CxOs to Be Assigned

- Head of Domestic Insurance Business/Asset Management Business/Overseas Insurance Business and CxOs will be assigned to the following domains.

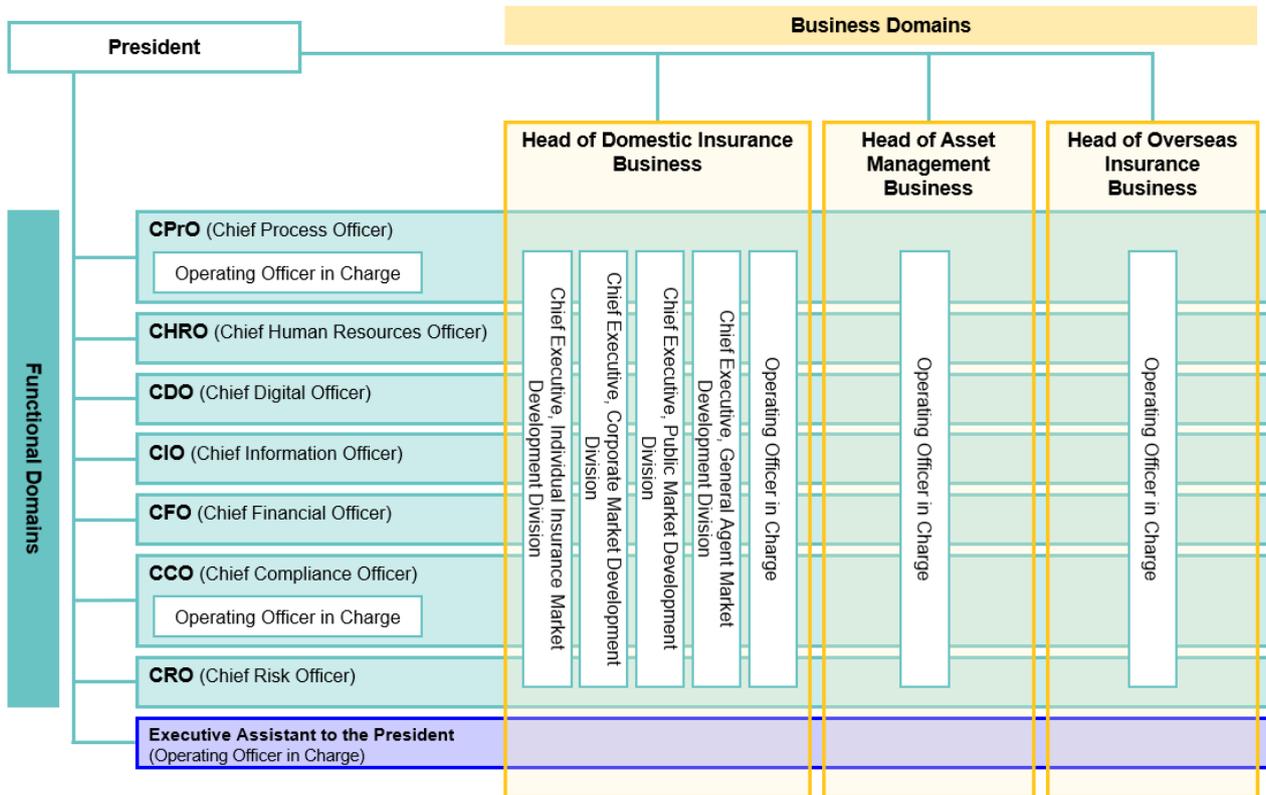
	Domains	Title
Business domains	Domestic Insurance Business	Head of Domestic Insurance Business
	Asset Management Business	Head of Asset Management Business
	Overseas Insurance Business	Head of Overseas Insurance Business
Functional domains (Operating Base)	Administrative and other services	CPrO (Chief Process Officer)
	Human Resources	CHRO (Chief Human Resources Officer)
	DX	CDO (Chief Digital Officer)
	IT	CIO (Chief Information Officer)

	Domains	Title
Functional domains (Operating Base)	Finance and Profit Management	CFO (Chief Financial Officer)
	Customer-oriented business operations and compliance	CCO (Chief Compliance Officer)
	Risk Management	CRO (Chief Risk Officer)
	Sustainability	CSuO (Chief Sustainability Officer)
	Information Security	CISO (Chief Information Security Officer)
	AI	CAIO (Chief AI Officer)

Notes:

1. The CSuO, CISO and CAIO roles will be assigned concurrently with the president or another CxO.
2. In addition, we will establish the new positions of “executive assistant to the president,” which supports the president in companywide oversight and control of business execution activities, and “senior managing operating officer in charge,” and “managing operating officer in charge,” which directs general managers and general managers in charge and oversees the business execution activities under their responsibility.

(Reference) Image of the new business management system



Note: For changes in responsibilities of executive personnel associated with the introduction of the “Matrix Management,” please refer to “Changes in Executive Personnel” below.

Changes in Executive Personnel

Note: "New Title" and "Former Title" indicate titles that have been 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. Changes in Executive Officers

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
Head of Domestic Insurance Business		Deputy President, Representative Executive Officer	Atsushi Nakamura
Head of Asset Management Business		Managing Executive Officer	Yoshimasa Osaki
Head of Overseas Insurance Business		Senior Managing Executive Officer	Daisaku Shintaku
Group Chief Actuary CFO	Group Chief Risk Officer	Senior Managing Executive Officer	Yasushi Ueda
CCO		Senior Managing Executive Officer Group CCO	Takeo Ueda
Senior Managing Executive Officer CIO and CAIO	Managing Executive Officer		Nobuyuki Aoto
CPrO		Managing Executive Officer	Kenichi Arai
CHRO		Managing Executive Officer	Shinya Yamakawa

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
Managing Executive Officer Group Chief Risk Officer CRO and CISO ESR Verification Officer	Operating Officer		Akinobu Sato
Managing Executive Officer CDO and CAIO	Operating Officer		Kenji Ishibashi

Note: President, Representative Executive Officer concurrently serves as CSuO.

2. Changes in Operating Officers

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
Operating Deputy President	Deputy President, Representative Executive Officer		Shinji Nakatani
Senior Managing Operating Officer	Senior Managing Executive Officer		Nobuhiro Nakamura
Managing operating Officer	Managing Executive Officer		Takeshi Kanayama
Managing Operating Officer	Managing Executive Officer		Toshiya Watanabe
Managing Operating Officer	Managing Executive Officer		Keiko Katayama
Managing Operating Officer Executive Assistant to the President	Operating Officer		Junichi Ishida
Senior Managing Operating Officer	Managing Operating Officer		Kenji Soejima

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
Managing Operating Officer	Operating Officer		Takashi Moriguchi
Managing Operating Officer	Operating Officer		Hiromasa Okada
Managing Operating Officer	Operating Officer		Yoshiaki Kanazawa
Managing Operating Officer	Operating Officer		Hiroaki Maeda
Managing Operating Officer	Operating Officer		Nobuyuki Shiota
Operating Officer	General Manager, Fukuoka Regional Office		Takahito Ichinose
Operating Officer	General Manager, Chiyoda Regional Office		Hiroaki Sasaki
Operating Officer	General Manager, Corporate Market Development Department *		Hiroshi Murata
Operating Officer	General Manager, Koriyama Regional Office		Gen Takahashi
Operating Officer	General Manager, Agency Department		Koji Yokoyama

* Upon being appointed as an Operating Officer, he will be reassigned as General Manager, Corporate Market Development Department.

Notes:

1. Mr. Shinji Nakatani, Mr. Nobuhiro Nakamura, Mr. Takeshi Kanayama, Mr. Toshiya Watanabe, Ms. Keiko Katayama and Mr. Junichi Ishida as managing operating officers in charge, direct General Managers and oversee the business activities under their charge.
2. Please refer to Appendix 1,2 for the reason of appointment of Executive Officers and Operating Officers.

3. Retirees in Executive Officers and Operating Officers

New Title	Former Title	No Change/Current Title	Name
Retire	Senior Managing Executive Officer		Yoshiichi Asano
Retire	Managing Executive Officer		Kenji Fukui
Retire	Managing Executive Officer		Yasuhiro Nagata
Retire	Managing Operating Officer		Tsuyoshi Yasuda
Retire	Operating Officer		Noritaka Kanda

Notes:

1. Mr. Yoshiichi Asano will be appointed as Chairman of the Board of Meiji Yasuda System Technology Company Limited on April 1, 2026.
2. Mr. Kenji Fukui will be appointed as Appointed Actuary on April 1, 2026.
3. Mr. Yasuhiro Nagata will be appointed as President of Meiji Yasuda General Insurance Co., Ltd. on April 1, 2026.
4. Mr. Tsuyoshi Yasuda will be appointed as Chairman of the Board of Meiji Yasuda Business Plus Co., Ltd. on April 1, 2026.
5. Mr. Noritaka Kanda will be appointed as President Meiji Yasuda Insurance Service Company, Limited on April 1, 2026

Changes in Responsibilities of Executive Officers and Operating Officers

Note : "New Title" and "Former Title" indicate titles that have been 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, 2026)

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
Marketing Planning & Research Department, Local Community Marketing Policy, Direct Marketing Development Department, Product & Service Development Department, Local Community Co-creation Strategy Department	Corporate Communications Department, Government Relations Department, Secretarial Department, Branding Strategy Department		Atsushi Nakamura
*		Investment Planning & Research Department, Responsible Investment Development, Fixed Income Investment Department, Equity Investment Department, Specified Insurance Product Investment Department, Real Estate Investment Department	Yoshimasa Osaki
Asia Business Development Department *	North America Business Development Department, North America New Markets Development Department, Europe & Asia Business Development Department	International Business Planning Department	Daisaku Shintaku

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
Profit Management & Actuarial Department, Accounting, Corporate Affairs Department, General Affairs Osaka	Credit Analysis Department, Risk Management Control Department, Operational Risk & Information Asset Management Control, Cyber Security & System Risk Management Control		Yasushi Ueda
*		Legal Affairs Department, Compliance Control Department, Operational Compliance Quality Investigation	Takeo Ueda
System Infrastructure Development	Digital Innovation Hub, IT & Digital Strategy Department	Information Systems Department, Group Insurance System Development	Nobuyuki Aoto
Administration Development, Investment Administration Department *	Group Insurance Planning & Administration Department	Customer Service Planning & Administration Department, Administrative Operation Department	Kenichi Arai
Sales Personnel Department, Consulting Education Department	“Community Vitalization Project”, Marketing Planning & Research Department, Group Market Planning & Research Department,	Human Resources Department, Health & Productivity Management	Shinya Yamakawa
Credit Analysis Department, Risk Management Control Department, Operational Risk & Information Asset Management, Cyber Security & System Risk Management Control Department	General Manager, Risk Management Control Department		Akinobu Sato

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
Digital Innovation Hub, Digital Strategy Department	General Manager, Group Market Planning & Research Department		Kenji Ishibashi

* They also oversee the assigned areas of responsibility in their capacity as Division Head and CxO (please refer to Appendix 2).

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
Chief Executive, Public Market Development Division	Chief Executive, Public Marketing Division	Public Market Development Department, Specified Public Market Development	Shinji Nakatani
Chief Executive, Individual Insurance Market Development Division, Corporation & Worksite Development	Chief Executive, Individual Insurance Marketing Division, Local Community Relation Development Department, Direct Marketing Development Department	Agency Department, Agency Human Resources Management & Education, MYRA Development Department,	Nobuhiro Nakamura
Chief Executive, Corporate Market Development Division	Chief Executive, Corporate Marketing Division, General Agent Marketing Development, Financial Institution and Agency Marketing Department	Corporate Market Development Department,	Takeshi Kanayama
Corporate and Structured Finance Department, North America New Markets Development Department	“Wellness for All Project”, Corporate Planning Department, Corporate Affairs, Sustainability Management & Development,		Toshiya Watanabe

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
North America Business Development Department, North America New Markets Development Department	General Manager, North America Business Development Department		Yutaka Taguchi
Group Market Planning & Research Department, Group Insurance Planning & Administration Department, Group Insurance Administration Development, Group Insurance Administrative Operation Department	General Manager, Product & Service Development Department		Mitsunobu Sato
Corporate Planning & Management Department, Sustainability Management & Development, Government Relations Department, Affiliated Companies Department	General Manager, Corporate Planning Department		Junichi Ishida
Chief Executive, General Agent Market Development Division General Agent Market Department	Chief General Manager, Hokuriku-Koshinetsu Area Local Community Relation Headquarters		Noboru Shimizu
Deputy Chief Executive, Individual Insurance Market Development Division	Chief General Manager, Chiba Marketing Headquarters		Hiromasa Okada
General Manager, Local Community Co-creation Strategy Department	General Manager, Local Community Relation Development Department		Yoshiaki Kanazawa
Chief General Manager, Osaka Area Local Community Relation Headquarters	Chief General Manager, Osaka Marketing Headquarters		Naoshi Osugi

New Title In charge of	Former Title In charge of	No Change/Current Title In charge of	Name
Deputy Chief Executive, Public Market Development Division	Deputy Chief Executive, Public Marketing Division		Yasuo Wakiyama
Chief General Manager, Saitama Area Local Community Relation Headquarters	Chief General Manager, Saitama Marketing Headquarters		Masao Takinose
Chief General Manager, Nagoya Area Local Community Relation Headquarters	Chief General Manager, Nagoya Marketing Headquarters		Shiro Takeoka
Chief General Manager, Kanagawa Area Local Community Relation Headquarters	Chief General Manager, Kanagawa Marketing Headquarters		Tetsuhiro Takeshita
Chief General Manager, Hokuriku-Koshinetsu Area Local Community Relation Headquarters			Takahito Ichinose
Chief General Manager, Chiba Area Local Community Relation Headquarters			Hiroaki Sasaki
General Manager, Corporate Market Development Department			Hiroshi Murata
Chief General Manager, Chugoku-Shikoku Area Local Community Relation Headquarters			Gen Takahashi
General Manager, Group Market Planning & Research Department			Koji Yokoyama

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 April 1, 2026

- (1) In appointing the senior managing executive officers, priority is placed on their capabilities in assisting the president through executing and formulating overall business policy and plan in addition to their proven track records.
- (2) 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.
- (3) 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
Nobuyuki Aoto	Appointed as the senior managing executive officer based on his contributing to the effective and efficient implementation and operation of information systems functions, as well as leading reforms to system architecture. In FY2026, as CIO and CAIO, he is expected to continue overseeing the Information Systems Department and to play a leading role in formulating and implementing strategies for transformation and innovation .
Akinobu Sato	Appointed as the executive officer and selected as managing executive officer based on his contributing to the enhancement of the risk management framework. In FY2026, as CRO and CISO, and also overseeing the Credit Analysis Department and the Risk Management Control Department, he is expected to play a leading role in formulating and implementing strategies for transformation and innovation.
Kenji Ishibashi	Appointed as the executive officer and selected as managing executive officer based on his contributing to the enhancement of the group insurance sales and service framework. In FY2026, as CDO and CAIO, and also overseeing the Digital Innovation Hub and the Digital Strategy Department, he is expected to play a leading role in formulating and implementing strategies for transformation and innovation.

3. **Basic principle and reasons for the appointment of the managing operating officer effective April 1, 2026**

- (1) In appointing the operating deputy president and senior managing operating officer, priority is placed on his capabilities in assisting the president through particularly important business operations in addition to his proven track records serving as executive officer and managing operating officer.
- (2) In appointing the managing operating officer, priority is placed on his capabilities in assisting the president through his business operations in addition to his proven track records serving as executive officer and managing operating officer.

Name	Reason for Appointment and Expected Role
Shinji Nakatani	<p>Appointed as operating officer and selected as operating deputy president in conjunction with the transition to a matrix management structure, in recognition of his strong track record, including the health promotion support business through introducing Products designed to support customer's "Wellness Activity" to groups, strengthening collaboration between the individual and group insurance channels through introducing post-retirement continuation programs, and creating the senior market.</p> <p>In FY2026, as operating deputy president and chief executive, Public Market Development Division, he is expected to continue overseeing the Public Market Development Department and to play a leading role toward further expanding and maintaining share of group insurance and group pensions in the public-sector market.</p>
Nobuhiro Nakamura	<p>Appointed as operating officer and selected as senior managing operating officer in conjunction with the transition to a matrix management structure, in recognition of his strong track record, including achieving a record-high number of in-service LC and MYRA personnel and leading improvements in the scale and productivity of the individual sales channel.</p> <p>In FY2026, as senior managing operating officer and chief executive, Individual Insurance Market Development Division, he is expected to oversee the Agency Department and MYRA Development Department and to play a leading role in expanding share through establishing the "Meiji Yasuda's MY Link Coordinators and Meiji Yasuda Relationship Associates brand."</p>

Name	Reason for Appointment and Expected Role
Takeshi Kanayama	<p>Appointed as operating officer and selected as managing operating officer in conjunction with the transition to a matrix management structure, in recognition of his strong track record, including contributing to expanding and maintaining the share of group insurance in the private-sector market and expanding the Company's assets under management in connection with the resumption of group pension offerings.</p> <p>In FY2026, as managing operating officer and chief executive, Corporate Market Development Division, he is expected to oversee the Corporate Market Development Department and to play a leading role toward further expanding and maintaining share of group insurance and group pensions in the private-sector market.</p>
Toshiya Watanabe	<p>Appointed as operating officer and selected as managing operating officer in conjunction with the transition to a matrix management structure, in recognition of his strong track record, including leading the formulation of various management plans and promoting the PDCA cycle.</p> <p>In FY2026, as managing operating officer, he is expected to oversee the Corporate and Structured Finance Department and the North America New Markets Development Department, and to play a leading role toward expanding and maintaining earnings in the overseas insurance business, including executing appropriate loans and putting bolt-on investments in North America on track.</p>
Keiko Katayama	<p>Appointed as operating officer and selected as managing operating officer in conjunction with the transition to a matrix management structure, in recognition of her strong track record, including contributing to achieving a record-high level of customer satisfaction through developing frameworks to enhance customer-oriented management.</p> <p>In FY2026, as managing operating officer, she is expected to continue overseeing the Customer Service Department and the Customer-Oriented Service Department, and to play a leading role toward further enhancing customer-oriented management, including expanding the role of customer service lines at regional offices.</p>
Junichi Ishida	<p>Appointed as managing operating officer in recognition of his strong track record, including leading the formulation of various management plans, promoting the PDCA cycle, and leading consideration and planning for the matrix management structure.</p> <p>In FY2026, as managing operating officer and executive assistant to the president, he is expected to work with the Head of Domestic Insurance Business and CxOs to assist the president in establishing overall business execution policies and plans and in company-wide oversight and control of business execution activities, and to play a leading role in putting the matrix management structure on track.</p>

Name	Reason for Appointment and Expected Role
Kenji Soejima	<p>Appointed as senior managing operating officer in recognition of his strong track record, including playing a leading role in expanding market share and strengthening collaboration with corporations and local governments in the Tokyo Headquarters area.</p> <p>In FY2026, as senior managing operating officer and chief general manager, Tokyo Marketing Headquarters, he is expected to play a leading role toward expanding share in the market under the Tokyo Headquarters, including expanding customer access by leveraging the Company's strengths at regional offices under its jurisdiction and enhancing the management capabilities of regional office general managers.</p>
Takashi Moriguchi	<p>Appointed as managing operating officer in recognition of his strong track record, including contributing to greater penetration of the Meiji Yasuda brand and an enhanced presence through strengthening collaboration with corporations and local governments in the Hokkaido-Tohoku area.</p> <p>In FY2026, as managing operating officer and chief general manager, Hokkaido-Tohoku Area Local Community Relation Headquarters, he is expected to play a leading role toward further enhancing Meiji Yasuda's presence in the region under his jurisdiction.</p>
Hiromasa Okada	<p>Appointed as managing operating officer in recognition of his strong track record, including playing a leading role in expanding market share and strengthening collaboration with corporations and local governments in the Chiba Headquarters area.</p> <p>In FY2026, as managing operating officer and deputy chief executive, Individual Insurance Market Development Division, he is expected to play a leading role toward expanding share through establishing the "Meiji Yasuda's MY Link Coordinators and Meiji Yasuda Relationship Associates brand."</p>
Yoshiaki Kanazawa	<p>Appointed as managing operating officer in recognition of his strong track record, including contributing to expanding the customer access base through expanding regional cooperation agreements with municipalities and through selection and concentration of local affinities.</p> <p>In FY2026, as managing operating officer and general manager, Local Community Co-creation Strategy Department, he is expected to play a leading role toward further expanding the customer access base through strengthening collaborative initiatives with municipalities and other parties and enhancing the content of "Meiji Yasuda's Health Promotion Action."</p>

Name	Reason for Appointment and Expected Role
Hiroaki Maeda	<p>Appointed as managing operating officer in recognition of his strong track record, including contributing to the effective and efficient implementation and stable operation of information systems functions and leading reforms to system architecture.</p> <p>In FY2026, as managing operating officer and general manager, Information Systems Department, he is expected to play a leading role toward further realizing the benefits of information systems functions that support the execution and achievement of management plans.</p>
Nobuyuki Shiota	<p>Appointed as managing operating officer in recognition of his strong track record, including leading initiatives to establish the Meiji Yasuda brand, such as strengthening collaboration with the J.League and the JLPGA and promoting corporate culture and brand creation initiatives.</p> <p>In FY2026, as managing operating officer and general manager, Branding Strategy Department, he is expected to play a leading role toward establishing the Meiji Yasuda brand by further strengthening collaboration with the J.League and the JLPGA and further promoting corporate culture and brand creation initiatives.</p>

4. Basic principle and reasons for the appointment of the new operating officers effective April 1, 2026

- Appointed diverse and appropriate human resources aiming to contribute to the stable and steady improvement of corporate value by further evolving customer orientation in "MY Mutual Way 2030", in "MY Mutual Way Phase II", through management strategies based on Four Priority Policies and the promotion of Two Major Projects.
- In addition, the newly appointed members are expected to demonstrate their capabilities in maximizing the organization's performance based on their managerial experiences as well as multifaceted assessment.

Name	Reason for Appointment and Expected Role
Takahito Ichinose	<p>Appointed as the operating officer in recognition of his extensive sales experience, having served as a general manager in important regional offices such as Fukuoka Regional Office.</p> <p>In FY2026, as operating officer and chief general manager, Hokuriku-Koshinetsu Area Local Community Relation Headquarters, he is expected to play a leading role toward strengthening collaboration with corporations and local governments in the region.</p>

Name	Reason for Appointment and Expected Role
Hiroaki Sasaki	<p>Appointed as the operating officer in recognition of his extensive sales experience, having served as a general manager in important regional offices such as Chiyoda Regional Office.</p> <p>In FY2026, as operating officer and chief general manager, Chiba Area Local Community Relation Headquarters, he is expected to play a leading role toward strengthening collaboration with corporations and local governments in the region.</p>
Hiroshi Murata	<p>Appointed as the operating officer in recognition of his diverse experience, including group insurance sales experience and a secondment to an asset management company.</p> <p>In FY2026, as operating officer and general manager, Corporate Market Development Department, he is expected to play a leading role toward providing optimal products and services to corporate customers and enhancing the comprehensive contact-point function.</p>
Gen Takahashi	<p>Appointed as the operating officer in recognition of his extensive sales experience, having served as a general manager in important regional offices such as Koriyama Regional Office.</p> <p>In FY2026, as operating officer and chief general manager, Chugoku-Shikoku Area Local Community Relation Headquarters, he is expected to play a leading role toward strengthening collaboration with corporations and local governments in the region.</p>
Koji Yokoyama	<p>Appointed as the operating officer in recognition of his diverse experience, including key positions in the Government Relations Department and Corporate Planning Department, as well as serving as general manager of a regional office and as general manager of the Agency Department.</p> <p>In FY2026, as operating officer and general manager, Group Market Planning & Research Department, he is expected to play a leading role toward providing optimal products and services to corporate customers, formulating marketing strategies, and developing the group insurance sales and service framework.</p>

5. Basic principles for the selection of Head of Domestic Insurance Business/Asset Management Business/Overseas Insurance Business, CxOs, and Executive Assistant to the President effective April 2026, and reasons for such selection

- (1) In appointing Head of Domestic Insurance Business/Asset Management Business/Overseas Insurance Business, priority is placed on individuals who can take charge of the designated business domains, provide direction and, as necessary, advice to the executive officer(s) in charge and division heads, and assist the president.
- (2) In appointing CxOs, priority is placed on individuals who can take charge of the designated functional domains, provide direction and, as necessary, advice to the executive officer(s) in

charge, and assist the president.

- (3) In appointing executive assistant to the president, priority is placed on individuals who, under the President's instructions and in coordination with Head of Domestic Insurance Business/Asset Management Business/Overseas Insurance Business and CxOs, can assist the president.

Name	Reason for Appointment and Expected Role
Atsushi Nakamura	<p>Appointed as head of domestic insurance business in recognition of his strong track record, including leading the formulation of the current medium-term management plan, strengthening collaboration with the J.League and the JLPGA to establish the Meiji Yasuda brand, and leading negotiations with the competent authorities and collaboration with the Life Insurance Association of Japan and other organizations.</p> <p>In FY2026, as head of domestic insurance business, overseeing the Marketing Planning & Research Department and the Group Market Planning & Research Department, he is expected to play a leading role in formulating strategies to further improve share in both the individual and group insurance channels and in leading the business domain under his charge.</p>
Yoshimasa Osaki	<p>Appointed as head of asset management business in recognition of his strong track record, including contributing to the steady securing of investment income even in volatile market environments through strengthening overall profitability and enhancing the asset management foundation.</p> <p>In FY2026, as head of asset management business, overseeing the Investment Planning & Research Department and the Fixed Income Investment Department, he is expected to play a leading role in formulating strategies to further expand overall profitability and in leading the business domain under his charge.</p>
Daisaku Shintaku	<p>Appointed as head of overseas insurance business in recognition of his strong track record, including leading the expansion of the overseas contribution ratio to group earnings by strengthening and stabilizing existing overseas businesses and promoting new investments.</p> <p>In FY2026, as head of overseas insurance business, overseeing the International Business Planning Department, the Asia Business Development Department and others, he is expected to play a leading role in further increasing the overseas contribution ratio and enhancing overseas business management frameworks appropriate for a company designated as an IAIG.</p>

Name	Reason for Appointment and Expected Role
Yasushi Ueda	Appointed as CFO in recognition of his strong track record, including leading the enhancement of the risk management framework in preparation for the introduction of new capital regulations and developing frameworks to strengthen cybersecurity. In FY2026, as CFO, overseeing the Profit Management & Actuarial Department and the Corporate Affairs Department, he is expected to play a leading role in formulating and implementing strategies for transformation and innovation and in strengthening accountability to stakeholders.
Takeo Ueda	Appointed as CCO in recognition of his strong track record, including leading the enhancement of frameworks aimed at eradicating compliance violations. In FY2026, as CCO, overseeing the Compliance Control Department and the Customer-Oriented Service Department, he is expected to play a leading role in formulating and implementing strategies for transformation and innovation .
Nobuyuki Aoto	Appointed as CIO and CAIO in recognition of his strong track record, including contributing to the effective and efficient implementation and operation of information systems functions and leading reforms to system architecture. In FY2026, as CIO and CAIO, he is expected to continue overseeing the Information Systems Department and to play a leading role in formulating and implementing strategies for transformation and innovation .
Kenichi Arai	Appointed as CPrO in recognition of his strong track record, including formulating and promoting BPR initiatives in both individual and corporate administration and contributing to the enhancement of head office administrative functions and administrative frameworks at sales sites. In FY2026, as CPrO, overseeing the Customer Service Planning & Administration Department and the Group Insurance Planning & Administration Department, he is expected to play a leading role in formulating and implementing strategies for transformation and innovation .
Shinya Yamakawa	Appointed as CHRO in recognition of his strong track record, including putting the restructuring of the savings business on track in both the individual and corporate domains and contributing to achieving a record-high level of employee satisfaction through promoting “Human Resource-Centered Business Management.” In FY2026, as CHRO, overseeing the Human Resources Department and the Sales Personnel Department, he is expected to play a leading role in formulating and implementing strategies for transformation and innovation .
Akinobu Sato	Appointed as CRO and CISO in recognition of his strong track record, including contributing to the enhancement of the risk management framework. In FY2026, as CRO and CISO, overseeing the Credit Analysis Department and the Risk Management Control Department, he is expected to play a leading role in formulating and implementing strategies for transformation and innovation .

Name	Reason for Appointment and Expected Role
Kenji Ishibashi	<p>Appointed as CDO and CAIO in recognition of his strong track record, including contributing to the enhancement of the corporate sales and service framework.</p> <p>In FY2026, as CDO and CAIO, overseeing the Digital Innovation Hub and the Digital Strategy Department, he is expected to play a leading role in formulating and implementing strategies for transformation and innovation .</p>
Junichi Ishida	<p>Appointed as executive assistant to the president in recognition of his strong track record, including leading the formulation of various management plans, promoting the PDCA cycle, and leading consideration and planning for the matrix management structure.</p> <p>In FY2026, as executive assistant to the president, he is expected to work with the Head of Domestic Insurance Business and CxOs to assist the President in establishing overall business execution policies and plans and in company-wide oversight and control of business execution activities, and to play a leading role in putting the matrix management structure on track.</p>

Responsibilities of Executive Officers and Operating Officers (including Head of Domestic Insurance Business/Asset Management Business/Overseas Insurance Business and CxOs)

(As of April 1, 2026)

Name	Title	Responsibilities
Hideki Nagashima	President, Representative Executive Officer, Group Chief Executive Officer (Group CEO), CSuO	
Atsushi Nakamura	Deputy President, Representative Executive Officer Head of Domestic Insurance Business	Marketing Planning & Research Department, Local Community Marketing Policy, Direct Marketing Development Department, Product & Service Development Department, Local Community Co-creation Strategy Department, <In addition to the above, scope of responsibility as Head of Domestic Insurance Business> Agency Department, Agency Human Resources Management & Education, Corporation & Worksite Development, MYRA Development Department, Group Market Planning & Research Department, Corporate Market Development Department, Public Market Development Department, Specified Public Market Development, General Agent Market Development Department
Yoshimasa Osaki	Managing Executive Officer Head of Asset Management Business	Investment Planning & Research Department, Responsible Investment Development, Fixed Income Investment Department, Equity Investment Department; Specified Insurance Product Investment Department; Real Estate Investment Department <In addition to the above, scope of responsibility as Head of Asset Management Business> Corporate and Structured Finance Department *1

Name	Title	Responsibilities
Daisaku Shintaku	Senior Managing Executive Officer Head of Overseas Insurance Business	International Business Planning Department, Asia Business Development Department <In addition to the above, scope of responsibility as Head of Overseas Insurance Business> North America Business Development Department, North America New Markets Development Department
Yasushi Ueda	Senior Managing Executive Officer Group Chief Actuary (Group CAc) CFO *2	Profit Management & Actuarial Department, Accounting, Corporate Affairs Department, General Affairs Osaka
Takeo Ueda	Senior Managing Executive Officer Group Chief Compliance Officer (Group CCO) CCO	Legal Affairs Department, Compliance Control Department, Operational Compliance Quality Investigation <In addition to the above, scope of responsibility as CCO > Quality Management Department, Customer Service Department, Customer-Oriented Service Department
Nobuyuki Aoto	Senior Managing Executive Officer CIO and CAIO *3	Information Systems Department, System Infrastructure Development, Group Insurance System Development
Kenichi Arai	Managing Executive Officer CPrO	Customer Service Planning & Administration Department, Administration Development, Administrative Operation Department, Investment Administration Department <In addition to the above, scope of responsibility as CPrO> Group Insurance Planning & Administration Department, Group Insurance Administration Development, Group Insurance Administrative Operation Department
Shinya Yamakawa	Managing Executive Officer CHRO	Sales Personnel Department, Consulting Education Department, Human Resources Department, Health & Productivity Management

Name	Title	Responsibilities
Akinobu Sato	Managing Executive Officer Group Chief Risk Officer (Group CRO) CRO and CISO ESR Verification Officer	Credit Analysis Department, Risk Management Control Department, Operational Risk & Information Asset Management Control, Cyber & System Risk Management Control Department
Kenji Ishibashi	Managing Executive Officer CDO and CAIO *3	Digital Innovation Hub, Digital Strategy Department
Shinji Nakatani	Operating Deputy President	[Head of Public Market Development Division] Public Market Development Department, Specified Public Market Development
Nobuhiro Nakamura	Senior Managing Operating Officer	[Head of Individual Insurance Market Development Division] Agency Department, Agency Human Resources Management & Education, Corporation & Worksite Development, MYRA Development Department
Takeshi Kanayama	Managing Operating Officer	[Head of Corporate Market Development Division] Corporate Market Development Department
Toshiya Watanabe	Managing Operating Officer	Corporate and Structured Finance Department, North America New Markets Development Department
Keiko Katayama	Managing Operating Officer	Quality Management Department, Customer Service Department, Customer-Oriented Service Department
Yutaka Taguchi	Managing Operating Officer	North America Business Development Department, North America New Markets Development Department
Mitsunobu Sato	Managing Operating Officer	Group Market Planning & Research Department, Group Insurance Planning & Administration Department, Group Insurance Administration Development, Group Insurance Administrative Operation Department
Junichi Ishida	Managing Operating Officer	Executive Assistant to the President, Corporate Planning & Management Department, Sustainability Management & Development, Government Relations Department, Affiliated Companies Department
Noboru Shimizu	Operating Officer	[Head of General Agent Market Development Division] General Agent Market Development Department

Name	Title	Responsibilities
Kenji Soejima	Senior Managing Operating Officer	[Chief General Manager, Tokyo Marketing Headquarters]
Takashi Moriguchi	Managing Operating Officer	[Chief General Manager, Hokkaido-Tohoku Area Local Community Relation Headquarters]
Hiromasa Okada	Managing Operating Officer	[Deputy Head of Individual Insurance Market Development Division]
Yoshiaki Kanazawa	Managing Operating Officer	[General Manager, Local Community Co-creation Strategy Department]
Hiroaki Maeda	Managing Operating Officer	[General Manager, Information Systems Department]
Nobuyuki Shiota	Managing Operating Officer	[General Manager, Branding Strategy Department]
Naoshi Osugi	Operating Officer	[Chief General Manager, Osaka Area Local Community Relation Headquarters]
Yasuo Wakiyama	Operating Officer	[Deputy Chief Executive, Public Market Development Division]
Chikako Hasegawa	Operating Officer	[Chief General Manager, Kinki Area Local Community Relation Headquarters]
Tsuyoshi Motomura	Operating Officer	Chief General Manager, Kyushu-Okinawa Area Local Community Relation Headquarters]
Masao Takinose	Operating Officer	[Chief General Manager, Saitama Area Local Community Relation Headquarters]
Shiro Takeoka	Operating Officer	[Chief General Manager, Nagoya Area Local Community Relation Headquarters]
Daisuke Uto	Operating Officer	[Chief General Manager, Tokai Area Local Community Relation Headquarters]
Tetsuhiro Takeshita	Operating Officer	[Chief General Manager, Kanagawa Area Local Community Relation Headquarters]
Kazuhiro Sunaga	Operating Officer	[Chief General Manager, Kantokita Area Local Community Relation Headquarters]
Katsumi Yamada	Operating Officer	[General Manager, Corporate Communications Department]
Kenichiro Kitamura	Operating Officer	[General Manager, Investment Planning & Research Department]
Takahito Ichinose	Operating Officer	[Chief General Manager, Hokuriku-Koshinetsu Area Local Community Relation Headquarters]

Name	Title	Responsibilities
Hiroaki Sasaki	Operating Officer	[Chief General Manager, Chiba Area Local Community Relation Headquarters]
Hiroshi Murata	Operating Officer	[General Manager, Corporate Market Development Department]
Gen Takahashi	Operating Officer	[Chief General Manager, Chugoku-Shikoku Area Local Community Relation Headquarters]
Koji Yokoyama	Operating Officer	[General Manager, Group Market Planning & Research Department]

*1 Does not have the authority to approve individual matters related to the duties assigned to the relevant organization.

*2 The areas under the CFO are the Profit Management & Actuarial Department and Accounting.

*3 The CAIO role is jointly responsible.