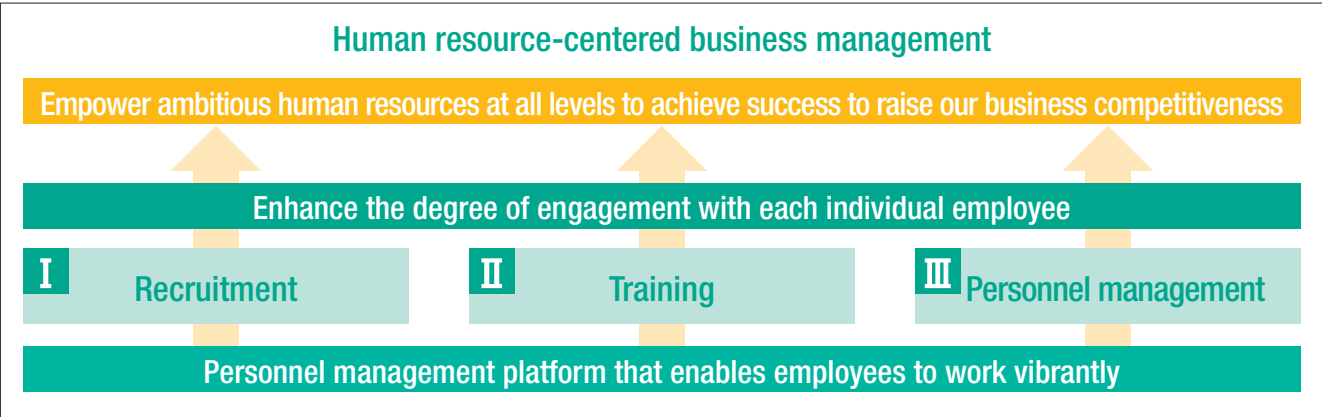


- Based on our respect for human dignity and the resulting conviction that no business should be allowed to exploit employees as a means of achieving management objectives, we have identified human resource-centered business management, instead of “human capital” management, as a component of our operating base reinforcement strategy.
- With the three pillars of recruitment, training and personnel management, we will enhance the degree of engagement with each individual human resource while developing an environment that empowers human resources at all levels to fully realize their competencies according to their ambitions, with the aim of raising our business competitiveness.

Our recognition of the environment and issues

The external environment surrounding labor management is radically evolving due to such factors as the shrinkage of working population, the increasing liquidity of human resources and the widespread use of digital technologies. Moreover, in order to secure their ongoing abilities to extend lifelong support to customers, life insurers are being called upon to maintain stable employment, nurture human resources and empower them to achieve career success based on a long-term perspective in the face of drastic changes in the perception of work, especially among young people.



I Recruitment	Employees	<ul style="list-style-type: none">● We are stepping up the recruitment of mid-career hires in fields requiring sophisticated specialist expertise while maintaining membership-based employment and hiring university graduates as our primary mode of recruitment in order to nurture human resources over the long term.● We are striving to empower ambitious human resources to achieve success by, for example, promoting them to higher positions irrespective of age or gender, with our plans calling for raising retirement age to 70 with the provision of diverse workstyle options.
	MY Link Coordinators	<ul style="list-style-type: none">● We are striving to increase the number of MY Link Coordinators tasked with weaving ties between people, delivering peace of mind to customers and helping them improve their health and cultivate connections with local communities.
	Common to all human resources	<ul style="list-style-type: none">● We raised average wages for employees and MY Link Coordinators by 5% in FY2025 to accelerate a virtuous cycle of achieving corporate growth and returning benefits to stakeholders.
II Training	Employees	<ul style="list-style-type: none">● We are operating “MY University,” an in-house university serving as a learning platform to nurture human resources capable of embodying the “Meiji Yasuda Philosophy.”● We are enhancing rank-based training opportunities available to employees by, for example, providing younger employees in their fifth year (or even earlier career stages) at Meiji Yasuda with programs designed to enhance their fundamental capabilities. We are also upgrading our dual-ladder personnel system that systematically nurtures corporate managers and specialists.
	MY Link Coordinators	<ul style="list-style-type: none">● We are striving to nurture a growing number of individuals who can be certified as advanced sales personnel and are equipped with robust abilities to put into practice, over the long term, the Company’s objectives for “activities,” “achievements” and the “embodiment of the philosophy.” To this end, we are developing an educational and training curriculum aimed at enhancing the knowledge and skills of sales personnel via the combination of general programs (for those in all ranks) and job level-based programs (designed to address issues individual recipients may be confronting).
III Personnel management	Employees	<ul style="list-style-type: none">● We are updating our human resource system via the abolishment of seniority-based factors as we strive to become a company in which anyone equipped with both the aspiration and ability to fulfill the mission can be granted career opportunities irrespective of their years of service at Meiji Yasuda. We will also focus on personalities when selecting candidates for senior positions.● We are promoting human resource-centered business management and engaged in the development of work environments and mechanisms that enable diverse human resources to fully realize their individual potential.
	MY Link Coordinators	<ul style="list-style-type: none">● Through the development of an optimal working environment for MY Link Coordinators, we are striving to help them better fulfill their missions and, to this end, enable them to work with confidence over the long term.
	Common to all human resources	<ul style="list-style-type: none">● We are endeavoring to create a vibrant workplace in which employees can find their jobs rewarding as we simultaneously help them improve their emotional and physical health.

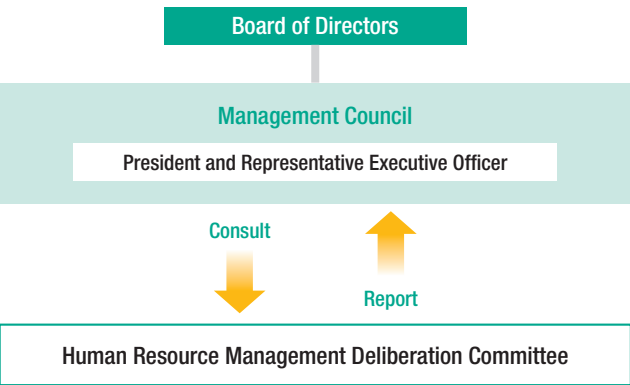
Our structure supporting human resource-centered business management

Governance

The status of human resource-centered business management is deliberated by the Management Council. After the Council’s conclusions receive approval by the President, any matters deemed particularly important are reported to the Board of Directors.

The Human Resource Management Deliberation Committee, with the Human Resources Department functioning as the secretariat, then deliberates on specific initiatives and verifies the status of their progress.

In addition, the Company has established a framework to enable the deep involvement of outside directors in the development of CEO succession plans. Moreover, outside directors not only cast votes to determine requirements for senior managerial human resources at Board of Directors meetings, they also attend training programs for officer candidates to exchange opinions with candidates on their business philosophies and other subjects.



Risk management

Meiji Yasuda has identified the “quantitative and qualitative insufficiency of human resources” and the “insufficiency of measures to ensure employee safety” as key risks requiring attention.

To prevent the “quantitative and qualitative insufficiency of human resources,” we are stepping up monitoring on the status of their training and retention to secure competent individuals needed to execute business plans.

To prevent the “insufficiency of measures to ensure employee safety,” we maintain monitoring over mental health-related issues

present in the workforce and the overall status of labor management. Reports are made periodically to the Management Council and other bodies, while necessary countermeasures are implemented to address the above issues. At the same time, we have in place thoroughgoing crime prevention measures to protect Meiji Yasuda’s human resources from becoming victims of sexual harassment or stalking by customers and other individuals.

Metrics and targets

As we aim to enhance the degree of engagement with each individual employee, we promote human resource management measures that involve effective investment in employees. Having also identified targets related to these measures, we are monitoring the status of their achievements.

In addition, we undertake pulse surveys to assess trends in employee engagement in a timely manner. Findings from these surveys are utilized to enable each business unit to realize highly effective human resource management.

Employee satisfaction and engagement

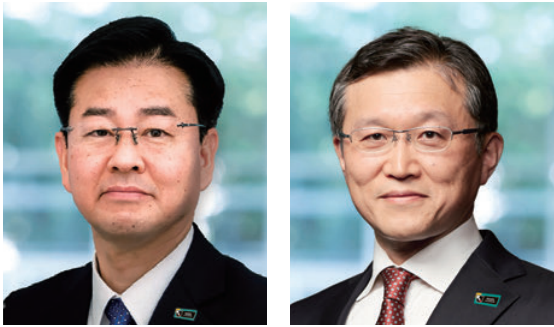
“Total corporate attractiveness ratings” by employees and MY Link Coordinators both improved year on year. In particular, ratings by MY Link Coordinators hit a record high.

Items	FY25 targets	FY24 results*	
Total corporate attractiveness ratings	Improve from the FY24 level	Employees: 71.6% (+2.7 pts YoY)	MY Link Coordinators: 58.1% (+2.1 pts YoY)

* Ratio of positive responses to questions regarding the overall attractiveness of Meiji Yasuda

Metrics and results relative to three pillars of “recruitment,” “training” and “personnel management”

Recruitment			Training			Personnel management		
Items	FY25 targets	FY24 results	Items	FY25 targets	FY24 results	Items	FY25 targets	FY24 results
Number of new graduates	310	307	Number of specialist human resources	580	522	Ratio of female managers	35% or more	35.0%
Number of mid-career hires	60	65	Number of Advanced and Vice-advanced LCs	12,100	12,358	Ratio of elderly employees	Improve from the FY24 level	49.5%
Number of MY Link Coordinators	37,000	36,964						



We are promoting human resource-centered business management that honors individual lifestyle needs and takes sufficient time to nurture competent human resources.

Shinya Yamakawa
Managing Executive Officer
Executive Officer in Charge of the Human Resources Department

Yoshiichi Asano
Senior Managing Executive Officer
Executive Officer in Charge of the Sales Personnel Department

Human resource centered business management
—aimed at creating a virtuous cycle of achieving corporate growth and returning benefits to stakeholders

Under “MY Mutual Way Phase II,” we are promoting human resource-centered business management and the creation of rewarding workplaces as part of the operating base reinforcement strategies that underpin our growth drivers (growth strategies).

Employees have human dignity, which no business should be allowed to exploit as a means of achieving management objectives. Based on this conviction, we aspire to enable human resources who resonate with the Meiji Yasuda Philosophy to work at the Company over the long term even as we encourage them to ceaselessly pursue self-innovation and personal growth. Accordingly, we promote human resource-centered business management, instead of human capital management, premised on our respect for personalities and each individual’s unique value system.

Human resource-centered business management is also guided by our belief that “Customer satisfaction cannot be achieved without employee satisfaction” as we consider valuing employees and empowering them to work vibrantly to be the very source of improved customer satisfaction. This, in turn, leads us to promote initiatives to enhance the degree of engagement with each employee as well as their satisfaction.

Specific examples of our initiatives include the upward revision of wages for employees and sales personnel in FY2025. Because better motivating our human resources to fulfill their missions is essential to accelerating Meiji Yasuda’s corporate growth, we have taken a forward-looking approach and raised their average wages by 5% in expectation that they will pursue higher targets and more challenging endeavors.

At the same time, we executed upfront investment in human resources to create an even better workplace environment and step up human resource development. Other initiatives related to employees and sales personnel are as exemplified below.

● **Employees**

For the Company to maintain customer trust and achieve sustainable corporate development, it is essential to secure both “corporate managers,” who can leverage a broad range of insight and a multifaceted perspective to lead a team consisting of diverse individuals tasked with various operational fields, and “specialists,” who boast specialized knowledge and skills in particular fields, such as IT and digital technology.

With this in mind, Meiji Yasuda is continuously enhancing its dual-ladder personnel system designed to systematically nurture candidates for both corporate managers and specialists.

Furthermore, we are striving to create an even better workplace environment in preparation for our planned upward revision of the retirement age to 70, which will be coupled with the provision of even more diverse workstyle options. For example, we increased subsidies granted to employees who underwent comprehensive health checkups. In these and other various ways, we are helping employees improve their health through the provision of robust opportunities to undergo health checkups and medical examinations.

● **MY Link Coordinators**

MY Link Coordinators are now tasked with an even broader range of missions, including helping customers improve their health, in addition to continuously handling their conventional tasks, namely, the solicitation of insurance and the provision of after-sales services. Given this situation, we have redesigned their monthly wages to fixed salaries to stabilize their wages, with the aim of establishing an environment in which they can work with confidence over the long term.

Also, we certify Advanced MY Link Coordinators from among those who not only achieve outstanding performance, but also serve as role models for their peers in terms of their approach to day-to-day operations, their words and their deeds. We also redefined sales unit managers, who supervise MY Link Coordinators, as managerial positions and upwardly revised their wages.

Looking ahead, we will strive to help customers improve their health while developing and nurturing human resources appreciated by other members of their communities, with the aim of playing our part in creating flourishing communities.

Through the initiatives discussed above, we will encourage each employee to take on challenges and accomplish higher targets. This will, in turn, enable the Company to achieve corporate growth and secure a greater volume of surplus to be returned to stakeholders. These stakeholders include customers and local communities, as well as employees who will be better motivated to lead the Company to achieve further growth. This is how we will pursue a virtuous cycle of achieving corporate growth and returning benefits to stakeholders.

We will thus remain a life insurance company that cares about people first and, through the practice of human resource-centered business management, is chosen by customers and employees.

Main initiatives under human resource-centered business management

I Recruitment

- **Securing diverse human resources**
- **The upward revision of the retirement age to 70 coupled with the provision of diverse workstyle options**

Meiji Yasuda has defined membership-based employment as its primary mode of employment. Accordingly, we allocate a robust amount of time to nurture our human resources even as we hire a set number of new graduates annually while stably securing a diverse range of workers who will be tasked with extending life-long support to customers.

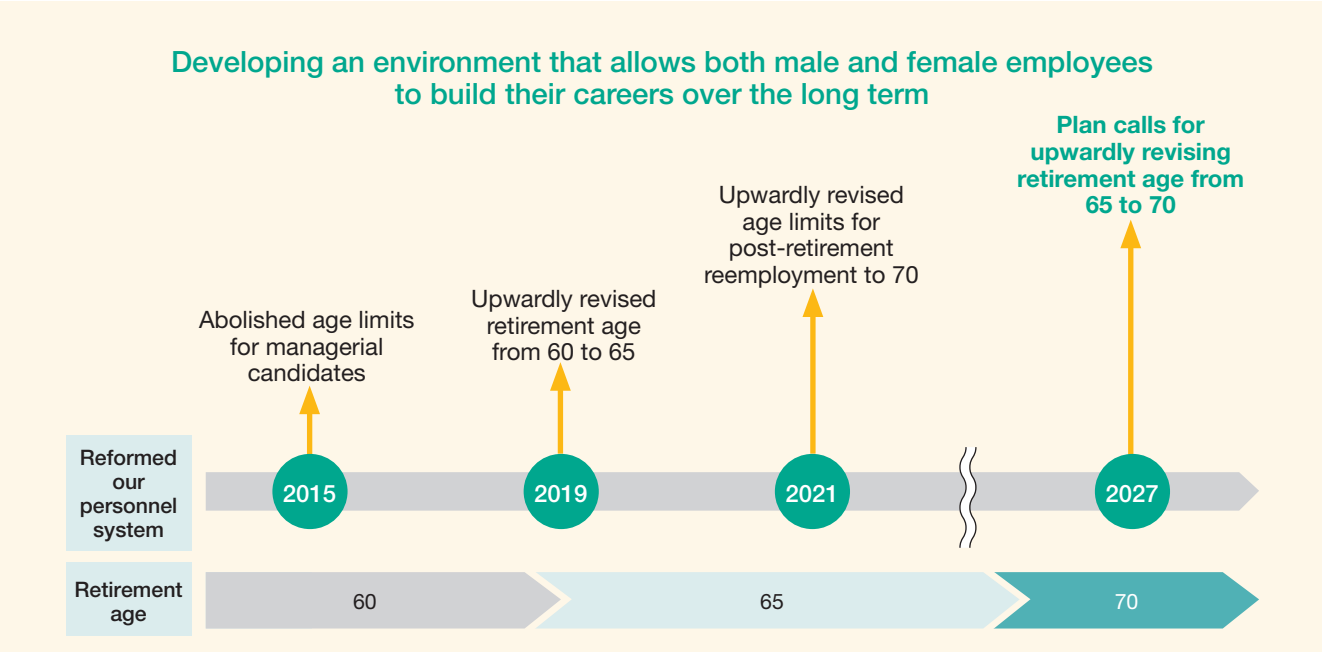
We are also stepping up job-based scouting recruitment to secure individuals who boast strength in highly specialized fields, such as IT and DX. Furthermore, we are striving to rehire a growing number of former employees who previously left Meiji Yasuda due to various reasons, such as child rearing, studying abroad and reskilling.

As we expect our workforce to shrink over the long term due to Japan’s aging population and declining birthrate, we are striving to secure diverse human resources who can be tasked with customer services by enabling them to play key roles in an even broader range of fields.

In particular, we aim to empower elderly employees to remain active in our workforce for an extended period of time in the coming era of centenarians. In FY2015, we abolished age limits for managerial candidates and, in FY2019, we lengthened the retirement age from 60 to 65. Our plan for FY2027 calls for raising the mandatory retirement age to 70 with the provision of

even more diverse workstyle options aligned with the life plans and other individual circumstances of employees. In these and other ways, we will strive to develop an even better working environment that allows both male and female employees to work over the long term as we create a company in which diverse people can work with confidence.

The endeavors discussed above are expected to help us expand our pool of human resources through the transformation of roles assigned to elderly employees. Doing so will also be instrumental to addressing such social issues as the shrinking working-age population.



● **Increasing the number of MY Link Coordinators**

To achieve our vision for 2030, “The most accessible, industry-leading life insurer capable of ‘Wellness for People, Vitality for Communities,’” we renamed our sales personnel as “MY Link Coordinators.” This move expresses our hope that our sales personnel will help weave ties between people. In addition to continuously fulfilling their conventional roles, such as consulting on life planning and the provision of periodic after-sales services, these individuals are currently pursuing the fresh mission of assisting customers in their health improvement efforts and connecting people with local communities, with the aim of delivering value that transcends the scope of insurance.

Currently, we are striving to increase the number of MY Link Coordinators to secure our ability to deliver “Peace of mind, forever” to each customer. To this end, we redesigned their monthly wages from floating wages to fixed salaries to stabilize their wages. Moreover, in the course of recruiting activities, we closely assess the aptitude of candidates on an individual basis and provide them with detailed explanations to help them fully understand the “Meiji Yasuda Philosophy” and the attractiveness of their jobs. By doing so, we strive to ensure that individuals, who resonate with our corporate philosophy and the mission of a MY Link Coordinator, can work with confidence over the long term.

II Training

Human resource development initiatives aimed at aiding each employee in their career building efforts

As Meiji Yasuda maintains membership-based employment, we are using a long-term time frame to nurture human resources who can embody the Meiji Yasuda Philosophy. We consider “career ownership” to be an important concept in terms of enabling diverse human resources to achieve personal growth. This concept aims to empower each individual to spontaneously develop career visions, confirm skills they need to hone, and ceaselessly pursue self-innovation and personal growth. Based on this concept, we are developing platforms aimed at encouraging each employee to take on new challenges while providing them with robust training opportunities.

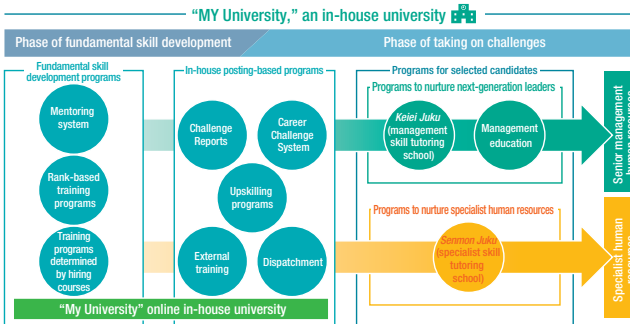
Our “Career Compass” is a human resource development platform that makes it possible for employees to assess the level of skills required based on their career goals, confirm gaps between their current status and the required level, and learn about educational content designed to address these gaps. Drawing on input from this platform, each employee is currently engaged in self-directed learning.

Furthermore, “MY University,” an in-house university serving as a learning platform, provides a variety of training opportunities and educational programs.

As part of our job level-based training programs, we consider employees in their fifth year or even earlier career stages at Meiji Yasuda to be in a phase of fundamental skill development and provide them with training opportunities aimed at raising their fundamental capabilities via, for example, a mentoring system.

For employees with a strong drive to take on new challenges, we provide additional training opportunities via online learning programs, along with “Challenge Reports,” an in-house posting program that solicits proposals from applicants regarding how to resolve issues confronting customers or their communities. In addition, we have developed various upskilling programs, including those designed to allow individuals selected via certain screening procedures to study abroad or otherwise enroll in external educational institutions.

We also run training programs for selected applicants, such as those titled *Keiei Juku* (management skill tutoring school) and *Senmon Juku* (specialist skill tutoring school), to nurture candidates for corporate managers who will be next-generation leaders and specialists equipped with sophisticated expertise and skills.



Note: The above diagram shows primary examples of training programs.

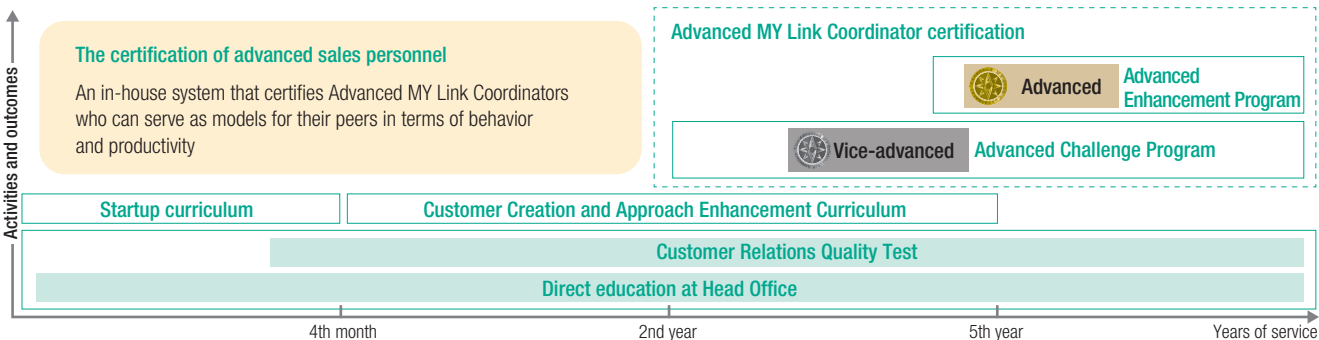
Nurturing human resources, who will be chosen by customers, by increasing the number of advanced sales personnel (MY Link Coordinators)

As we aim to nurture MY Link Coordinators who will remain the consistent choice of customers and regional communities, we provide both educational programs, for individuals in all ranks, and job level-based programs, designed to address issues participants may be confronting. The former involve sessions focused on discussing the Company’s Management Philosophy, in addition to imparting basic knowledge and skills needed in the area of customer relations, with the aim of ensuring that sales personnel uphold social norms in the course of their business conduct. Moreover, we confirm the degree of understanding and proficiency among MY Link Coordinators by conducting the annual Customer Relations Quality Test targeting all of them.

Other initiatives include encouraging MY Link Coordinators to qualify as Certified Skilled Workers of Financial Planning under a government-sponsored certification system. These efforts are intended to help enhance the quality of after-sales services while

equipping these individuals with expertise to provide customers with even more sophisticated consulting services.

Job level-based educational programs include the “Customer Creation and Approach Enhancement Curriculum,” which discusses topics related to basic activities to be undertaken by sales personnel in accordance with their in-house job qualifications, and other programs designed to address individual issues they may be confronting. In addition, MY Link Coordinators who satisfy a certain level of requirements set by the Company are granted opportunities to enhance their skills and aim for even higher accomplishments. These include “Advanced Challenge Program” and “Advanced Enhancement Program.” We will continue to develop an educational structure aimed at aiding each MY Link Coordinator in their pursuit of personal growth to increase the number of individuals who can be certified as advanced sales personnel.



Note: “Customer Creation and Approach Enhancement Curriculum” is available only to individuals with a service span between four months and five years.

III Personnel management

Encouraging ambitious employees from all ranks to achieve career success

Since the reform of our personnel system in FY2024, we have been promoting employees to higher positions by focusing on their character, without regard to seniority. By doing so, we aim to become a company where those equipped with aspiration and ability to fulfill a mission can be granted career opportunities irrespective of their years of service at Meiji Yasuda. We are also

proactively promoting younger employees at early stages of their careers while enabling back office employees to take senior management positions. We are thus developing an environment in which ambitious employees from all ranks can achieve career success, regardless of their age, gender and hiring courses.

Promoting flexible workstyles and otherwise enabling employees to strike a balance between work and private life

We are stepping up the development of a working environment and enhancing the lineup of measures to enable employees to strike a balance between work and private life. These endeavors are aimed at promoting “work-life management.” To this end, support is available across the four categories of “child rearing,” “nursing care,” “disease treatment” and “female-specific health issues.” For example, we provide a leave program for employees who need to take care of a sick child. Moreover, we enable employees, who assume nursing care for a family member or require time to treat their own disease, to opt for three days off

per week as part of our efforts to empower them to remain active in the workforce. We also support employees battling female-specific health issues by, for example, providing subsidies for cancer examination expenses.

Other measures include “Multi-Stage Long-Term Leave,” a newly introduced program available to employees who hope to enroll in educational institutions or need to accompany their spouses transferred overseas, as well as teleworking, flex-time and other systems designed to promote flexible workstyles without constraints regarding time and location.

Main initiatives to enable employees to strike a work-life balance			
Child rearing	Nursing care	Disease treatment	Female-specific health issues
Leave for taking care of a sick child Kids Support Leave This leave can be utilized to take care of a sick child or participate in school events (available until the child becomes a third grader).	Granting the option to take three days off per week for nursing care or disease treatment Employees are allowed to designate a certain weekday as a fixed holiday and opt to work only four days per week to assume nursing care of a family member or to treat their own disease.	Subsidizing expenses for female-specific cancer examinations and HPV vaccinations Expenses for breast and cervical cancer examinations are entirely subsidized, while expenses for HPV vaccinations are partially subsidized.	
Allowing employees to flexibly set their working hours to take on child rearing or nursing care Employees are allowed to advance or delay their start and finish times, as well as to shorten their working hours, to engage in child rearing (until the child enters elementary school) or assume nursing care of a family member.		Disease Treatment Support Leave This leave can be utilized by employees requiring ongoing treatment for serious diseases such as cancer, infertility treatment, or symptoms related to menopause.	

Revising wage systems to increase the attractiveness of sales personnel positions (MY Link Coordinators)

As Meiji Yasuda promotes human resource-centered business management, the Company considers investment in human resources to be an important theme. This, of course, applies to the MY Link Coordinator channel as well. Accordingly, we regularly review the level of wages for MY Link Coordinators and consider upward revisions. In particular, we reformed three aspects of the personnel system for MY Link Coordinators in FY2022, in order to stabilize their wages and develop an environment in which they can work with confidence over the long term.

First, we redesigned their monthly wages from floating wages to fixed salaries that remain unchanged throughout the year. By doing so, we established an environment in which they can work with confidence without becoming subject to excessive pressures to achieve monthly performance targets. Also, we have newly tasked them with implementing “Community Worker Activities” as a part of the “Wellness for All Project” and the “Community Vitalization Project,” which together represent Meiji Yasuda’s unique endeavors. In line with this change, MY Link Coordinators began assisting customers in their health improvement efforts and contributing to the creation of flourishing communities, in addition to fulfilling their conventional functions, such as the proposal of insurance and the provision of after-sales services.

Second, we have redefined sales unit managers, who supervise MY Link Coordinators, as managerial positions and assigned additional responsibilities commensurate with the post

while upwardly revising their wages. This move resulted in enhancing the attractiveness of sales unit manager positions while promoting the empowerment of women.

Third, we began certifying “advanced” and “vice-advanced” sales personnel. These individuals are selected from among MY Link Coordinators who can serve as models for their peers and be recognized by local communities due to their long-lasting, robust accomplishments in terms of putting the Meiji Yasuda Philosophy into practice, as well as the successfulness of their sales activities and performance. We also raised wages for certified individuals.

In terms of employee welfare, we have developed various systems with industry-leading levels of progressiveness. For example, we grant “Kids Support Leave,” which can be utilized by employees for such purposes as accompanying children to health examinations, vaccinations or school events. We also have in place a system that provides subsidies to parents who use childcare facilities as part of our efforts to develop an employee-friendly environment in which everyone can work with confidence.

Looking ahead, we will strive to increase the attractiveness of MY Link Coordinator positions while increasing the robustness of this sales channel. To this end, we will constantly redesign our personnel system in a way that appropriately aligns with changes in the internal and external environments.

Topics: Ensuring equal opportunities and fair treatment as well as promoting health and productivity management

Ensuring equal opportunities and fair treatment

To ensure equal opportunities and fair treatment for all employees, we accommodate their individual circumstances instead of just extending support using a one-size-fits-all approach. By doing so, we help them gain necessary experience and information as well as ensure that all of them have access to equal career opportunities. In these ways, we are stepping up our efforts to empower diverse human resources to fully realize their individual potential even as we upgrade our working environment and personnel systems while fostering a corporate culture that embraces diversity and encourages employees to respect one another's personalities.

Developing a working environment and personnel systems that empower employees to fully realize their individual potential

● Promoting women's empowerment

Taking a constant and systematic approach to nurturing women in managerial positions, we have developed a human resource development program "L-NEXT." In FY2024, approximately 1,100 female employees, with a drive to pursue higher careers, were selected and put forward by the heads of each business unit as nominees to complete programs offered under "L-NEXT." These include training sessions provided by external lecturers and opportunities to be mentored by officers, etc.

Other career development assistance measures include a system in which employees are allowed to experience types of operations they wish to take on and, to this end, be temporarily assigned to relevant departments. Moreover, we maintain a "Career Challenge System" designed to allow employees to apply for voluntary transfer to desired departments or assignments.

As a result of these initiatives, at least two out of three supervisory positions, including sales unit manager positions tasked with supervising MY Link Coordinators and their activities rooted in local communities, are now filled by women. Furthermore, we have steadily maintained the ratio of women in departmental manager positions or higher at 35% or above.

● Empowering people with disabilities to play key roles

With regard to the employment of people with disabilities, we are proactively offering a growing range of career opportunities at such workplaces as Meiji Yasuda Business Plus Co., Ltd., a special-purpose subsidiary. As of June 2025, the number of employees with disabilities within our workforce totaled 1,312, and the ratio of employees with disabilities to the overall employee headcount was 2.57%. (The number is calculated based on working hours and the severity of disabilities in accordance with the Act to Facilitate the Employment of Persons with Disabilities.)

We also offer individuals with disabilities who are in term-employment contracts a route for promotion to permanent employee while striving to improve their wages, with the aim of empowering them to grow into key players.

Fostering a corporate culture that ensures equal opportunities, upholds fairness and encourages mutual respect

● Promoting work-life management

We promote "work-life management" initiatives that aim to empower each employee to pursue fulfillment in both careers and private lives, focusing on facilitating a virtuous cycle of improvement in two aspects of their lives to achieve higher productivity. To this end, we have specified four categories of "child rearing," "nursing care," "disease treatment" and "women's health issues" to focus our efforts on developing a working environment and enhancing various support measures.

In addition, we are encouraging eligible male employees to take childcare leave. Our goal is to have 100% of eligible employees make use of this leave, with an average period of at least one month. To this end, we recommend that eligible individual employees utilize childcare leave while reflecting the status of utilization in the evaluation of senior manager performance. As a result, the ratio of eligible male employees who took childcare leave in FY2024 amounted to 100% for the fifth consecutive year since FY2020.

● Supporting members of the LGBTQ community

At Meiji Yasuda, employees who have same sex partners are deemed legally married and eligible for rights for special paid leave granted at the occurrence of life events. Also, those with same sex partners are now eligible to apply for employee benefit programs designed for married couples, including eligibility for use of the employee housing subsidy system. Moreover, we have set up a dedicated in-house counseling desk while encouraging employees to become an "ALLY."* In addition, each business unit is participating in LGBTQ-related events and implementing training sessions.

* A business or person who expresses support for members of the LGBTQ community

● Promoting elderly employees to assume key positions

In FY2019, we lengthened the mandatory retirement age to 65. In addition, age limits for managerial candidates have already been abolished. Moreover, in FY2021 we raised the upper age limit for reemployment after retirement to 70. Currently, we plan to further lengthen the mandatory retirement age to 70 in FY2027.

Reflecting these moves, a number of employees aged 60 or older are currently fulfilling important roles, taking managerial positions or otherwise taking on tasks requiring specialized expertise.

To enable elderly employees to play even more active roles, we implement seminars and training sessions lectured by external specialists while providing business skill enhancement programs and other opportunities for reskilling.



Training session for elderly employees

● Human Resource-Centered Business Management Forum

To ensure that the understanding of our human resource-centered business management is widespread among our workforce, we have been holding an annual forum since FY2014. In FY2024, approximately 640 employees, including heads of business units nationwide as well as individuals responsible for spearheading the promotion of diversity, participated in this forum. The President delivered a message to the event participants who discussed measures to address relevant issues at each business unit.



Human Resource-Centered Business Management Forum



Obtained a "Gold" rating under the PRIDE Index rating program aimed at commending business corporations striving to create an inclusive workplace environment for members of the LGBTQ community, for the eighth consecutive year

Promote Health & Productivity Management

We consider health management to be a foundation for all employees to enable them to energetically work. Therefore, we encourage them to strive to improve their health as part of the "Wellness for All Project."

Based on "MY Health Declaration" announced in 2017, we are stepping up initiatives to help employees stay healthy, energetic and free to exercise their full potential.



Meiji Yasuda was certified as one of the "White 500" corporations for the ninth consecutive year under the "2025 Outstanding Organizations of KENKO Investment for Health" program sponsored by the Ministry of Economy, Trade and Industry (METI) and the NIPPON KENKO KAIGI (Japan Health Council). The Company was also granted a place among the top 50 corporations in the 2025 round of this program. As an employer, we will proactively play our part to help employees improve their health as part of our efforts to promote health management.

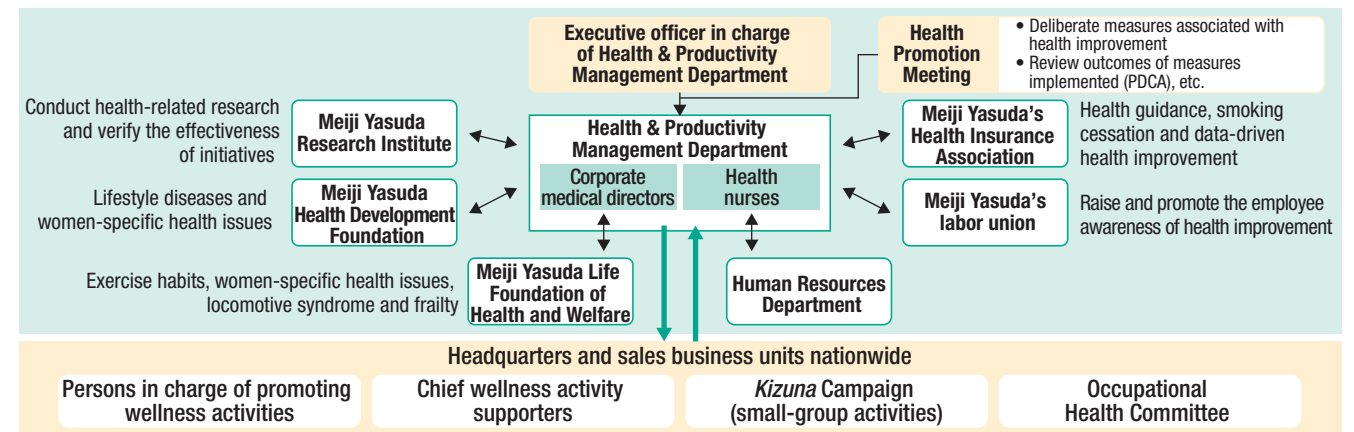
MY Health Declaration

We will strive to realize a vibrant and rewarding workplace and promote business management focused on enabling employees to improve their emotional and physical health, in order to remain a life insurance company that cares about people first and is capable of contributing to society even as we provide customers with "Peace of mind, forever."

Promotion structure

Based on "MY Health Declaration," we are developing a structure for effectively improving employee health by drawing on insights and specialist expertise afforded by Group companies, the Health Insurance Association, the labor union and others. As part of these initiatives, we began regularly holding "Health Promotion Meeting" in FY2017. This meeting is convened twice a year and chaired by the executive officer in charge of Health & Productivity Management Department, and is attended by representatives from Group companies and other participants.

Through the "Health Promotion Meeting," we verify the effectiveness of various measures aimed at improving employee health while striving to implement an even more sophisticated PDCA cycle for this purpose. The council also enables participants to exchange their opinions and share information regarding, for example, new measures to be implemented going forward.



Specific measures implemented thus far

① Lifestyle diseases

- Encourage all employees across the board to engage in such exercises as walking and otherwise counter lifestyle diseases, using an app designed specifically for this purpose
- Promote a smoking ban during working hours while implementing measures to support individuals taking on smoking cessation together with their colleagues
- Hold casual health checkup sessions to allow employees to confirm their health conditions (e.g., the degree of metabolic syndrome or locomotive syndrome)

② Mental health

- Help employees raise their capabilities for self-healthcare by delivering opportunities to precisely understand their conditions themselves through the implementation of stress checks and the provision of useful information
- Develop a structure in which corporate medical directors, health nurses and external specialists provide counsel
- Strengthen the structure enabling supervisors to detect mental health issues their staff members develop in early stages and thus extend proper follow-up measures by, for example, implementing training for managers

③ Women-specific health issues

- Help employees raise awareness of the importance of checkups for female-specific cancers (cervical cancer and breast cancer) as well as the need to take HPV vaccinations while subsidizing expenses for these checkups and vaccinations
- Appoint a gynecologist at our in-house clinic while establishing an external helpline, in addition to opening a women-only break room
- Enhance the lineup of leave programs that can be used by employees affected by menstruation or menopause

④ Anti-aging

- Provide employee education to instill literacy on the prevention of oral diseases while providing checkups for oral health status
- Develop an environment in which employees can use muscle training equipment during downtime in order to help them maintain and improve their body functions