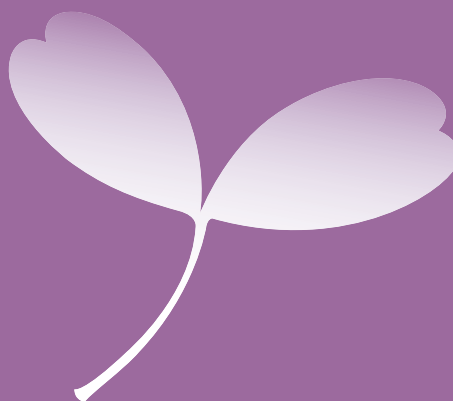


# CHAPTER

# 4



## COMPANY INFORMATION

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# COMPANY HISTORY

Nippon Life was founded as Nippon Life Assurance Co., Inc. in July 1889, and in 1891 the name was changed to Nippon Life Assurance Co., Ltd. When the Company was founded, the first premium table based on Japanese mortality statistics was created. At the same time, Nippon Life decided to offer profit dividends to policyholders, which was not a common practice in the life insurance industry at the time. As a life insurance company, Nippon Life was first to embody the spirit of mutual aid and was the first in the industry to pay policyholder dividends after its first major closing of books in 1898. After World War II, the Company was reborn as Nippon Life Insurance Company in 1947, striving ever since to realize mutual aid and cooperative prosperity as a mutual company.



Headquarters (former main building)  
(1902–1959)



Current head office building

## History

<b>1889</b>	Nippon Life Assurance Co., Inc. established	<b>1994</b>	Satellite broadcast system NICE-NET introduced Living benefit rider was launched
<b>1891</b>	Changed name to Nippon Life Assurance Co., Ltd.	<b>1995</b>	Nissay Investment Trust Co., Ltd. established
<b>1898</b>	Paid the first profit dividends to policyholders in Japan	<b>1996</b>	Nissay General Insurance Company, Limited established
<b>1899</b>	Top in industry for policies in force	<b>1997</b>	Nippon Life Insurance Company of the Philippines, Inc. (Nissay Philippines) established <i>Forward</i> (illness & disability term rider) was launched Tie-up with Putnam Investments, LLC (U.S.A.) in the pension field
<b>1902</b>	Headquarters moved to present location	<b>1998</b>	<i>Nice Care</i> (nursing care rider) was launched Established Nissay Asset Management Corporation in merger of Nissay Investment Advisors Co., Ltd. and Nissay Investment Trust Co., Ltd. Tie-up with Putnam Investments, LLC (U.S.A.) in the investment trusts field Tie-up with Deutsche Bank
<b>1924</b>	Nippon Life Saiseikai Foundation established	<b>1999</b>	<b>110th Anniversary</b> Start of N <sub>X</sub> -2000 System Nissay Insurance Accounts launched Nissay Information Technology Co., Ltd. established
<b>1931</b>	Nissay Hospital opened, attached to the Nippon Life Saiseikai Foundation	<b>2000</b>	Separate Account Management Division was spun off, then integrated with Investment Trust Advisors subsidiary, name changed to Nissay Asset Management Corporation The Master Trust Bank of Japan, Ltd. began operation Foundation funds (kikin) fundraising using securitization through Special Purpose Company (SPC)
<b>1940</b>	Japan's first "Ordinary insurance with dividend by profit source" was launched	<b>2001</b>	Formed Nissay Dowa General Insurance Company, Limited in merger of Dowa Fire & Marine Insurance Co., Ltd. and Nissay General Insurance Co., Ltd. Insurance System Solution, a joint venture with the Sumitomo Marine Group and Mitsui Marine Group, established Life Care Partners Co., Ltd. established in cooperation with Nichii Gakkan Group and Hitachi, Ltd. Corporate-pension Business Service Co., Ltd. a joint venture with Daiichi Mutual Life Insurance Company, established Nissay Call Center launched
<b>1942</b>	Full transfer of Fuji Life Insurance	<b>2002</b>	Nissay Million Tree-Planting Campaign goal of one million trees reached Individual variable annuities that are sold in banks were launched
<b>1945</b>	Full transfer of Aikoku Life Insurance	<b>2003</b>	Nissay Planting and Nurturing Forests for the Future Generation, forest project campaign, began More than six million children have benefited from the Nissay Masterpiece Theater Series Nissay-SVA Life Insurance Co., Ltd. began operation
<b>1947</b>	Company reemerged as Nippon Life Insurance Company	<b>2004</b>	Tokyo Headquarters moved to Marunouchi area <i>My Dream</i> (annuity with variable accumulation rate) was launched Nissay-SVA Life Insurance Co., Ltd. began handling group insurance
<b>1959</b>	Endowment Insurance with Term Rider <i>Kurashi no Hoken</i> was launched	<b>2005</b>	<i>Iryo Meijin EX</i> (hospitalization and medical life insurance) was launched <i>Nissay Keyman Plus Super Phoenix 100EX</i> (term life insurance) was launched <i>Long Dream</i> (single-payment whole life insurance with variable accumulation rate) was launched
<b>1963</b>	Nissay Theater established		
<b>1964</b>	Launch of the Nissay Masterpiece Theater Series		
<b>1973</b>	Nissay Children's Culture Promotion Foundation established (name changed to Nissay Culture Foundation in 1993)		
<b>1975</b>	New York Liaison Office established (name changed to New York Office in 1977) Full transfer of Ryukyu Life Insurance		
<b>1979</b>	Nippon Life Foundation established		
<b>1980</b>	Nippon Life's new comprehensive in-house computer network system began		
<b>1981</b>	Whole life insurance with profit dividends and term insurance riders (given the nickname <i>Long Run</i> in 1983) Whole life insurance with profit dividends launched London representative office opened		
<b>1982</b>	Frankfurt representative office opened		
<b>1984</b>	Nissay Leasing Co., Ltd. established		
<b>1985</b>	Nissay BOT Investing Advisors established (name changed to Nissay Investing Advisors in 1989)		
<b>1987</b>	Beijing representative office opened PanAgora Asset Management Limited (London) established		
<b>1988</b>	Comprehensive Information online "System 100" began operation Nissay Research Institute established Corporate identity (CI) introduced Nissay Senboku Computer Center established		
<b>1989</b>	<b>100th Anniversary</b> NLI Research Institute (NLIRI) established Nissay Seirei Health and Welfare Foundation established PanAgora Asset Management, Inc. (Boston) established		
<b>1991</b>	Nissay Capital Co., Ltd. established Nippon Life Insurance Company of America began operation		
<b>1992</b>	<i>Athlete</i> (Dread Disease Term Rider) was launched Nissay Million Tree-Planting Campaign began		
<b>1993</b>	NISSAY NEW CREATION CO., LTD. established Nissay Green Foundation established		

# FOUNDATION FUNDS (KIKIN) CONTRIBUTORS AND FOUNDATION FUNDS (KIKIN) STATUS

## ■ Fund Contributors (as of March 31, 2006)

Amount of fund contributions	¥300 Billion
Number of fund contributors	3

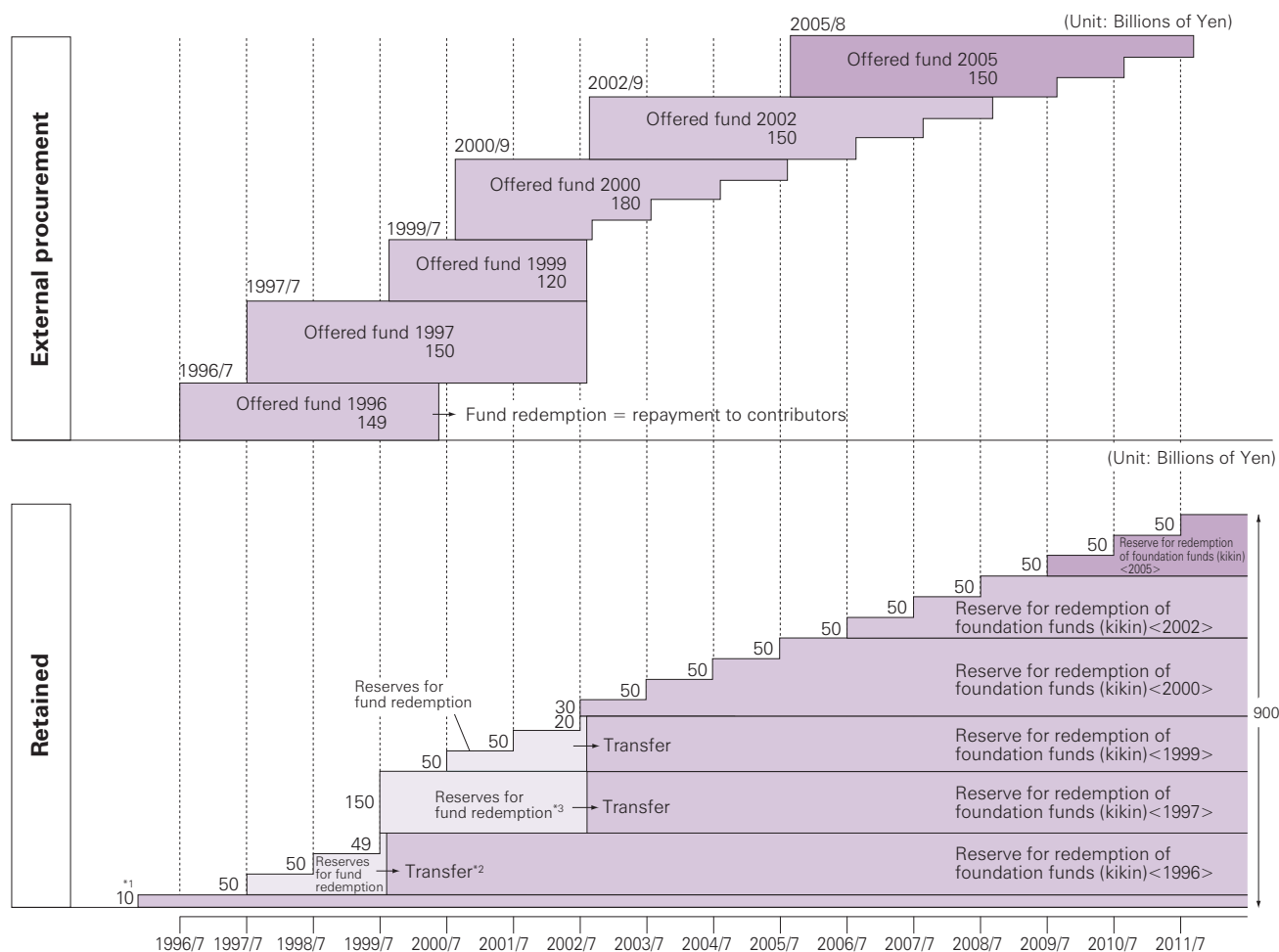
Name of fund contributors	Fund contributions to Nippon Life		Investments of the Company in fund contributors	
	Amount (Billions of Yen)	Fund contribution (Percentage)	Thousands of shares	Percentage of voting rights
Nissay Fund Special Purpose Company	¥150	50.00%	—	—%
Nippon Life 2005 Fund Special Purpose Company	100	33.33	—	—
Nippon Life 2005 Fund Global Special Purpose Company	50	16.67	—	—

Notes: 1. Nissay Fund Special Purpose Company issues special corporate bonds, backed by claims on the fund; issuance proceeds are used to purchase claims on the fund. Nippon Life has no specified investments in the Nissay Fund Special Purpose Company.  
 2. Nippon Life 2005 Fund Special Purpose Company issues special corporate bonds, backed by claims on the fund; issuance proceeds are used to purchase claims on the fund. Nippon Life has no specified investments in the Nippon Life 2005 Fund Special Purpose Company.  
 3. Nippon Life 2005 Fund Global Special Purpose Company issues special corporate bonds, backed by claims on the fund; issuance proceeds are used to purchase claims on the fund. Nippon Life has no specified investments in the Nippon Life 2005 Fund Global Special Purpose Company.  
 4. Fund contributors are the three above-mentioned entities.

## ■ Foundation Funds (Kikin) Status

Nippon Life endeavors to build up the foundation funds (kikin) as part of efforts to increase its ability to respond to risks. As a result of reoffering funds six times since revisions were made to the Insurance Business Law in 1996, our total foundation funds (kikin), including funds and the reserve for redemption of foundation funds, reached ¥900.0 billion as of the end of fiscal 2005. Since fiscal 2000, Nippon Life has aimed to expand the number of fund contributors by using securitization methods through a special purpose company. In fiscal 2002, Nippon Life made a public offering to general individual investors, and in fiscal 2005 Nippon Life made an offering to overseas investors, increasing flexibility in funds procurement.

### Fund Redemption



Notes: 1. As stipulated by the Insurance Business Law, minimum fund amount is ¥1 billion.  
 2. Article 56 of the Insurance Business Law: when redeeming the fund, an amount equivalent to the redemption amount must be accumulated as reserves for repaying the fund. Reserve for fund redemption is a voluntary reserve and it is transferred to reserve for redemption of foundation funds (kikin) when the foundation funds (kikin) is redeemed.  
 3. The redemption of ¥150 billion of reserve for fund redemption expected to occur between fiscal 1999 and fiscal 2001 was completed earlier than expected.

# CORPORATE MANAGEMENT



Chairman  
Ikuo Uno



President  
Kunie Okamoto



Vice Chairman  
Mitsuhiro Ishibashi



Executive Vice President  
Eitaro Waki



Executive Vice President  
Takao Arai



Senior  
Managing Director  
Takashi Minagawa



Senior  
Managing Director  
Tetsuro Taki



Senior  
Managing Director  
Sadao Kato



Senior  
Managing Director  
Keizo Tsutsui



Senior  
Managing Director  
Shunsuke Wada



Managing Director  
Kiyoshi Ujihara



Managing Director  
Chiaki Hamaguchi



Managing Director  
Akito Kuwabara



Managing Director  
Yoichi Fujita



Managing Director  
Yoshikazu Takeda

## DIRECTORS

Yoshihisa Akiyama  
Yoshinobu Tsutsui  
Takeshi Furuichi  
Shigemi Kanamori  
Kennosuke Matsumura  
Kenichi Kobayashi  
Hiroshi Ishimura

Koji Aiba  
Akira Mihayashi  
Hiroaki Shodono  
Yasushi Ozaki  
Hiroshi Manabe  
Yasuomi Matsuyama

## AUDITORS

Koji Miyazaki  
(Senior Corporate Auditor)  
Takashi Imai  
Keisuke Kitajima  
Kantarō Toyozumi  
Atsuhiko Nozaki

(as of July 4, 2006)

# EMPLOYEE HIGHLIGHTS

## ■ Number of Employees by Job Function

	Number of Employees (As of March 31)			Number of New Employees (Fiscal years ended March 31)		
	2006	2005	2004	2006	2005	2004
Total non-sales personnel	10,754	10,647	10,483	863	882	438
Male	4,471	4,457	4,482	294	255	214
Female	6,283	6,190	6,001	569	627	224
Managerial track	3,823	3,856	3,939	167	137	146
Administrative clerk	3,221	3,246	3,291	—	—	—
Clerk	2,329	2,436	2,540	254	265	210
Total sales representatives	55,683	56,469	57,565	18,725	18,760	20,557
Male	3,289	3,593	4,032	158	203	479
Female	52,394	52,876	53,533	18,567	18,557	20,078
Sales management positions	2,229	2,329	2,390	—	—	—
Male	2,050	2,136	2,193	—	—	—
Female	179	193	197	—	—	—
Sales representatives	53,336	54,064	55,102	18,648	18,729	20,536
Male	1,121	1,381	1,766	81	172	458
Female	52,215	52,683	53,336	18,567	18,557	20,078
Sales management track	118	76	73	77	31	21
Total	66,437	67,116	68,048	19,588	19,642	20,995
Male	7,760	8,050	8,514	452	458	693
Female	58,677	59,066	59,534	19,136	19,184	20,302

Notes: 1. All figures were calculated on March 31 of each fiscal year.

2. Non-sales personnel is the total number of non-sales representatives, medical staff, policy managers, labor service staff, special contract employees, conservation affairs advisors and non managerial employees.

3. After fiscal 2003, the number of sales representatives includes employees that were registered as life insurance solicitors prior to employment. (1,753 employees as of March 31, 2006, 1,943 employees as of March 31, 2005 and 1,797 employees as of March 31, 2004)

4. After fiscal 2003, the number of sales management track includes sales general manager trainees. (New employees only include sales general manager trainees.)

## ■ Average Age and Years of Service

As of March 31	Average Age (years)			Average Number of Years of Service (years)		
	2006	2005	2004	2006	2005	2004
Total non-sales personnel	40.7	40.6	40.3	17.3	17.6	18.1
Male	42.6	42.4	42.1	17.1	17.1	17.2
Female	39.3	39.2	39.0	17.5	17.9	18.8
Managerial track	40.9	40.7	40.4	18.8	18.6	18.2
Administrative clerk	43.4	43.2	43.0	24.1	23.9	23.8
Clerk	34.1	34.0	34.0	12.9	13.0	13.2
Total sales representatives	45.5	45.1	44.8	8.8	8.7	8.7
Male	44.4	44.1	43.6	18.3	17.3	16.0
Female	45.5	45.1	44.9	8.2	8.1	8.1
Sales management positions	45.1	44.9	44.9	22.3	21.8	21.7
Male	44.6	44.3	44.3	22.3	21.9	21.7
Female	51.7	51.1	51.8	22.4	21.0	21.3
Sales representatives	45.5	45.1	44.8	8.3	8.2	8.1
Male	45.7	44.3	43.2	12.5	10.9	9.2
Female	45.5	45.1	44.9	8.2	8.1	8.1
Sales management track	29.9	32.8	34.0	3.5	6.1	8.0
Total	44.7	44.3	44.1	10.2	10.1	10.1
Male	43.4	43.1	42.8	17.6	17.2	16.6
Female	44.9	44.5	44.3	9.2	9.2	9.2

Notes: 1. All figures were calculated on March 31 of each fiscal year, and rounded to the nearest decimal place.

2. Non-sales personnel is the total number of non-sales representatives, medical staff, policy managers, labor service staff, special contract employees, conservation affairs advisors and non managerial employees.

3. After fiscal 2003, the number of sales representatives includes employees that were registered as life insurance solicitors prior to employment. (1,753 employees as of March 31, 2006, 1,943 employees as of March 31, 2005 and 1,797 employees as of March 31, 2004)

4. After fiscal 2003, the number of sales management track includes sales general manager trainees.

## ■ Average Monthly Salary of Non-Sales Personnel

For March	(Unit: Thousands of Yen)		
	2006	2005	2004
Non-sales personnel	385	390	399

Notes: 1. The average monthly salary is the tax-inclusive standard salary in March, excluding bonuses and overtime pay.

2. Non-sales personnel is the total number of non-sales representatives, medical staff, policy managers, labor service staff, special contract employees, conservation affairs advisors and non managerial employees.

## ■ Average Monthly Salary of Sales Representatives

Fiscal years ended March 31	(Unit: Thousands of Yen)		
	2006	2005	2004
Sales representatives	250	252	250

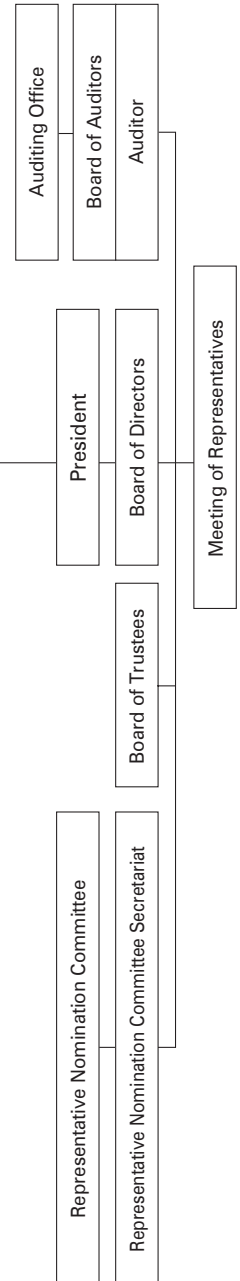
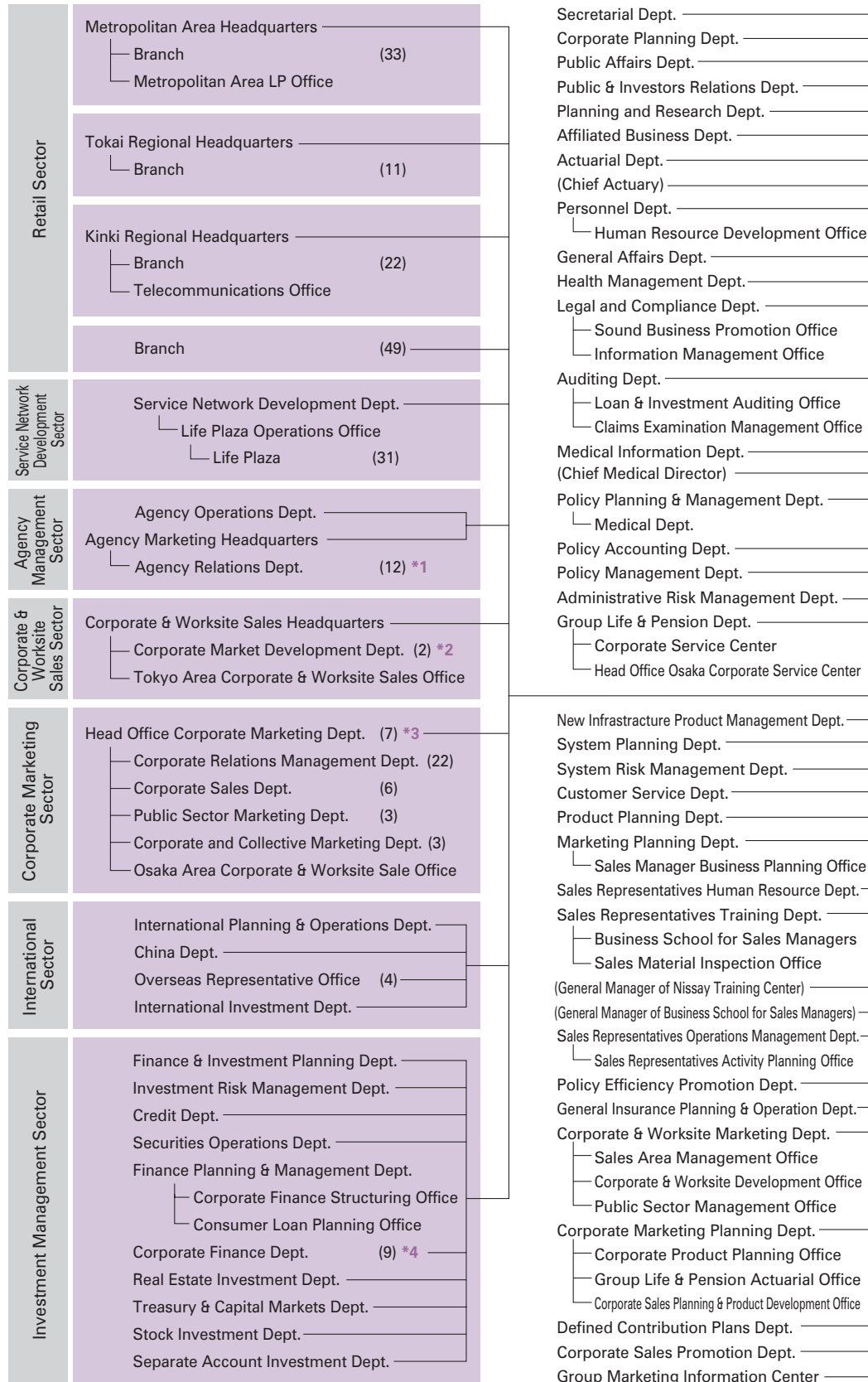
Notes: 1. The average monthly salary for each fiscal year is based on tax-inclusive standard salary and excludes bonuses and overtime pay.

2. Excludes deputy subbranch managers, training managers, special subbranch advisors, training center trainers, training assistant managers, SA office trainers, sales management, sales management track, sales general manager trainees, senior planning partners, specially commended sales representatives, specially qualified sales representatives, sales advisors, life agents, sales representative trainees, life insurance agency, SA staff, and service support staff.

# ORGANIZATION

(As of May 8, 2006)

## Customer



\*Notes with additional information are provided at the top of the adjacent page.

**Note 1: Twelve Agency Relations Departments**

East Japan Agency Relations Dept. (Sendai)  
 1st Metropolitan Agency Relations Dept. (Tokyo)  
 2nd Metropolitan Agency Relations Dept. (Tokyo)  
 3rd Metropolitan Agency Relations Dept. (Tokyo)  
 4th Metropolitan Agency Relations Dept. (Tokyo)  
 5th Metropolitan Agency Relations Dept. (Yokohama)  
 Chubu & Hokuriku Agency Relations Dept. (Nagoya)  
 1st Kinki Agency Relations Dept. (Osaka)  
 2nd Kinki Agency Relations Dept. (Osaka)  
 West Japan Agency Relations Dept. (Okayama)  
 Kyushu Agency Relations Dept. (Fukuoka)  
 Financial Institution Sales Dept. (Tokyo, Osaka)

**Note 2: Two Corporate Market Development Departments**

1st Corporate Market Development Department (Tokyo)  
 2nd Corporate Market Development Department (Tokyo)

**Note 3: Seven Head Office Corporate Marketing Departments**

- Head Office 1st Corporate Marketing Dept. (Tokyo)
- 1st Corporate Relations Management Dept. (Tokyo)
- 2nd Corporate Relations Management Dept. (Tokyo)
- 3rd Corporate Relations Management Dept. (Tokyo)

4th Corporate Relations Management Dept. (Tokyo)  
 International Corporate Marketing Dept. (Tokyo)  
 1st Corporate Sales Dept. (Tokyo)  
 2nd Corporate Sales Dept. (Tokyo)  
 3rd Corporate Sales Dept. (Tokyo)  
 ● Head Office 2nd Corporate Marketing Dept. (Tokyo)  
 4th Corporate Relations Management Dept. (Tokyo)  
 5th Corporate Relations Management Dept. (Tokyo)  
 6th Corporate Relations Management Dept. (Tokyo)  
 7th Corporate Relations Management Dept. (Tokyo)  
 8th Corporate Relations Management Dept. (Tokyo)  
 Kanagawa Regional Corporate Relations Management Dept. (Yokohama)  
 ● Head Office 3rd Corporate Marketing Dept. (Tokyo)  
 Financial Institution Relations Dept. (Tokyo)  
 1st Public Sector Marketing Dept. (Tokyo)  
 2nd Public Sector Marketing Dept. (Tokyo)  
 3rd Public Sector Marketing Dept. (Tokyo)  
 1st Corporate and Collective Marketing Dept. (Tokyo)  
 2nd Corporate and Collective Marketing Dept. (Tokyo)  
 ● Head Office East Japan Corporate Marketing Dept. (Sapporo)  
 Hokkaido Corporate Relations Management Dept. (Sapporo)  
 Tohoku Corporate Relations Management Dept. (Sendai)  
 ● Head Office Tokai Corporate Marketing Dept. (Nagoya)  
 1st Tokai Corporate Relations Management Dept. (Nagoya)  
 2nd Tokai Corporate Relations Management Dept. (Kariya)  
 Tokai Corporate Sales Dept. (Nagoya)

- Head Office Osaka Corporate Marketing Dept. (Osaka)
- 1st Osaka Corporate Relations Management Dept. (Osaka)
- 2nd Osaka Corporate Relations Management Dept. (Osaka)
- 3rd Osaka Corporate Relations Management Dept. (Osaka)
- Kyoto Corporate Relations Management Dept. (Kyoto)
- Kobe Corporate Relations Management Dept. (Kobe)
- Hiroshima Corporate Relations Management Dept. (Hiroshima)
- 1st Osaka Corporate Sales Dept. (Osaka)
- 2nd Osaka Corporate Sales Dept. (Osaka)
- Osaka Corporate and Collective Marketing Dept. (Osaka)
- Osaka Area Corporate & Worksite Sales Office (Osaka)
- Head Office Kyushu Corporate Marketing Dept. (Fukuoka)
- Kyushu Corporate Relations Management Dept. (Fukuoka)

**Note 4: Nine Corporate Finance Departments**

1st Corporate Finance Dept. (Tokyo)  
 2nd Corporate Finance Dept. (Tokyo)  
 3rd Corporate Finance Dept. (Tokyo)  
 Metropolitan Area Corporate Finance Dept. (Tokyo)  
 East Japan Corporate Finance Dept. (Tokyo)  
 Tokai Area Corporate Finance Dept. (Nagoya)  
 1st Osaka Corporate Finance Dept. (Osaka)  
 2nd Osaka Corporate Finance Dept. (Osaka)  
 Kyushu Area Corporate Finance Dept. (Fukuoka)

**■ Headquarters Organization**

As of April 1	(Unit: Number)		
	2006	2005	2004
Regional Headquarters	3	3	3
Agency Marketing Headquarters	1	1	1
Corporate & Worksite Sales Headquarters	1	1	—
Head Office Corporate Marketing Departments	7	7	7
Departments	40	39	39
Offices	30	29	25
Sections (known as "Groups")	85	88	90
Agency Relations Departments	12	12	12
Corporate Relations Management Departments	22	22	22
Corporate Sales Departments	6	6	6
Corporate and Collective Marketing Departments	6	6	6
Corporate & Worksite Sales Offices	2	2	2
Corporate Market Development Departments	2	—	—
Corporate Finance Departments	9	9	9

Note: Figures were compiled at the start of each fiscal year.

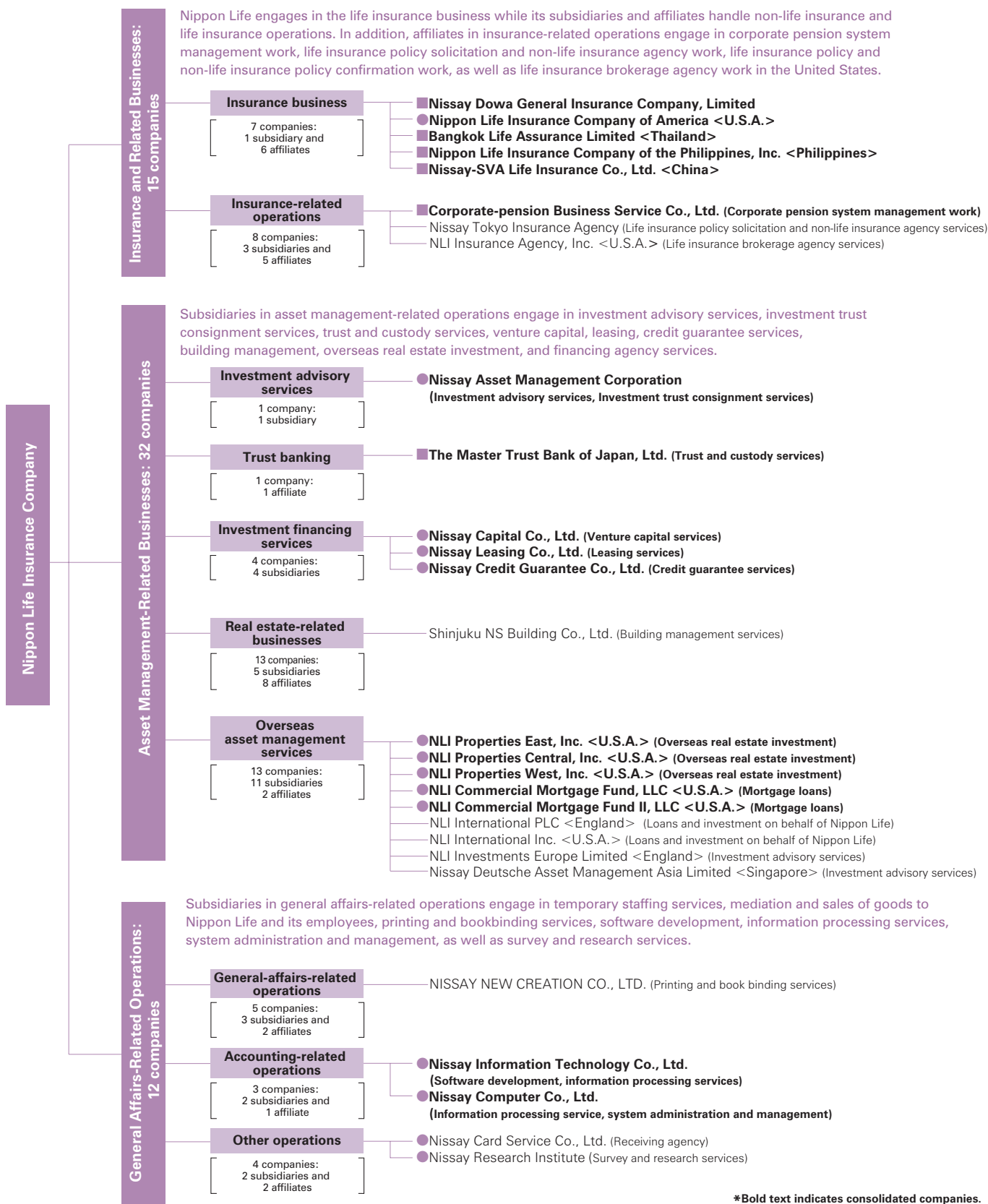
**■ Branch Organization**

As of April 1	(Unit: Number)		
	2006	2005	2004
Branches	117	118	117
Branch Offices	11	12	14
Sales Offices	1,498	1,560	1,556
Sales Suboffices	206	197	201
Overseas Representative Offices	4	4	5
Agencies	6,925	6,364	5,954

Notes: 1. Figures were compiled at the start of each fiscal year.

2. About Branches:

- Branches include Metropolitan Area LP Office and Telecommunications Offices.
- Branch offices are organizations that specialize in urban corporate & worksite sales. Branch offices include Metropolitan FP offices that provide advanced consulting sales services backed by a broad field of knowledge in insurance, taxation and asset management.



Notes: 1. ● Indicates consolidated subsidiaries and ■ marks indicate affiliates accounted for by the equity method  
 2. Major company names shown



## SUBSIDIARIES AND AFFILIATES

The following table shows Nippon Life's major subsidiaries, both direct and indirect, as well as its equity method affiliates as of March 31, 2006. (18 major companies from a total of 59 subsidiaries and affiliate companies shown)

Name	Country	Main business	Issued capital (millions)	Percent of voting rights held by Nippon Life (percent)	Percent of voting rights held by Nippon Life subsidiary or affiliate (percent)
<b>Consolidated Subsidiaries</b>					
Nissay Computer Co., Ltd.	Japan	Information processing services and systems administration and management	¥220	45.00%	55%
Nissay Leasing Co., Ltd.	Japan	Leasing services	¥3,099	51.21	2.45
Nissay Capital Co., Ltd.	Japan	Venture capital services	¥3,000	100.00	—
Nissay Asset Management Corporation	Japan	Investment advisory and investment trust consignment services	¥10,000	90.00	—
Nissay Information Technology Co., Ltd.	Japan	Software development and information processing services	¥4,000	75.00	3
Nippon Life Insurance Company of America	U.S.A.	Insurance business	\$3.6	96.96	—
NLI Properties East, Inc.	U.S.A.	Real estate investment	\$310	100.00	—
NLI Properties Central, Inc.	U.S.A.	Real estate investment	\$250	100.00	—
NLI Properties West, Inc.	U.S.A.	Real estate investment	\$290	100.00	—
NLI Commercial Mortgage Fund, LLC	U.S.A.	Mortgage loan	\$100	100.00	—
NLI Commercial Mortgage Fund II, LLC	U.S.A.	Mortgage loan	\$100	100.00	—
Nissay Credit Guarantee Co., Ltd.	Japan	Credit guarantee services	¥200	18.00	9
<b>Affiliates</b>					
Nissay Dowa General Insurance Co., Ltd.	Japan	Non-life insurance	¥47,328	36.47	—
The Master Trust Bank of Japan, Ltd.	Japan	Master trust and custody services	¥10,000	33.50	—
Corporate-pension Business Service Co., Ltd.	Japan	Corporate pension system and administration management	¥6,000	49.00	1
Bangkok Life Assurance Limited	Thailand	Insurance business	1,000 Baht	16.41	—
Nippon Life Insurance Company of the Philippines, Inc.	Philippines	Insurance business	500 Peso	50.00	—
Nissay-SVA Life Insurance Co., Ltd.	China	Insurance business	300 RMB	50.00	—

Notes: 1. The Company's percentage of voting rights shows the number of voting rights held by Nippon Life divided by the total number of voting rights.

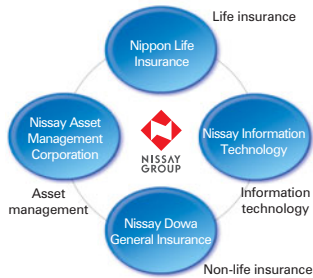
2. The percentage of voting rights held by Nippon Life subsidiary and affiliate companies shows the number of voting rights held by Nippon Life's subsidiary or affiliate company divided by the total number of voting rights. Major subsidiaries and affiliates are shown.

### • Corporate Merger Activity (Fiscal 2005)

- On September 15, 2005, Nippon Life purchased additional shares of Nissay Credit Guarantee Co., Ltd., raising its share of voting rights to 18%.
- On September 30, 2005, Nippon Life also increased its share of voting rights in The Master Trust Bank of Japan, Ltd. to 33.5% through a purchase of shares.
- On October 18, 2005, Nippon Life raised its share of voting rights in Nissay Card Service Co., Ltd. to 100% through a purchase of shares. Nippon Life then spun off the company, which handled credit card and related operations, by transferring it to Toyota Finance Card Service Co., Ltd. on February 16, 2006. As a result Nissay Card Service Co., Ltd. is no longer classified as a major consolidated subsidiary.

# GROUP MANAGEMENT STRUCTURE AND ALLIANCE FUNCTIONS

## Four Core Group Companies



## Group Management Structure

Nippon Life makes every effort to create a structure capable of providing the best, most comprehensive insurance services across a broad spectrum of needs, including life insurance, non-life insurance, medical and nursing care insurance and asset formation, to meet the increasingly diverse and sophisticated needs of its customers. We work from the customer's perspective in our basic strategies to:

- 1) Provide the finest in innovative services in a precise and prompt manner
- 2) Provide responsible services, from sales to underwriting.

To this end, the four group companies of Nippon Life Insurance Company, Nissay Dowa General Insurance, Nissay Asset Management Corporation and Nissay Information Technology are working toward even more solid group management.



*Nissay Dowa General Insurance Company, Limited (Osaka)*

## Nissay Dowa General Insurance

Taking advantage of the direction and position of the comprehensive insurance strategy, which is advancing along with Nippon Life since their merger in 2001, Nissay Dowa General Insurance recorded ¥321.7 billion in net premiums written in fiscal 2005, an increase of ¥53.5 billion over the past five years since the merger. In addition to improving growth, profitability and soundness by continuing to expand products and services, Nissay Dowa General Insurance aims to strengthen corporate governance and other areas to realize CSR-based management, to continue to be trusted and selected by customers and agencies.



*Nissay Asset Management Corporation (Tokyo)*

## Nissay Asset Management Corporation

Nissay Asset Management Corporation provides high-quality services with a full lineup of investment products to aggressively meet the diverse needs of its customers for asset formation and employee benefit. Nissay Asset had approximately ¥7.0 trillion in assets under management as of March 31, 2006, one of the highest levels in the industry. The company works tirelessly to increase the trust of its customers in the fields of group pensions and investment trusts. Nissay Asset Management Corporation is also involved in joint development of investment products together with partners such as Putnam Investments, LLC from the U.S. and Nissay Research Institute. Among these is the *Nissay/Putnam Income Open fund*, which had net assets in excess of ¥800.0 billion as of March 31, 2006, making it one of Japan's foremost funds.



*Nissay Information Technology Co., Ltd. (Tokyo)*

## Nissay Information Technology

Assuming responsibility for the Nippon Life Group's IT strategy, Nissay Information Technology has consolidated IT development resources and know-how, and developed cutting-edge information systems, including the industry-first Nissay Insurance Accounts and terminals for sales representatives that support the selling of life and non-life insurance together. Nissay Information Technology is currently working in conjunction with Nippon Life to reconstruct large-scale systems, such as our underwriting system, in order to strengthen assessment functions, as well as our call center system. In addition, taking full advantage of its expertise in IT systems, the company is entering IT markets associated with the insurance industry, and actively provides services to a wide range of customers. In fiscal 2005, ¥16.3 billion of Nissay Information Technology's ¥36.8 billion in sales came from outside of the Nippon Life Group.

## Initiatives to Promote Alliances by Business Field

In addition to the above four core group companies, Nippon Life adheres to the following basic policies in its efforts to forge alliances with other companies.

- 1) When new services are needed, conclude alliances with the strongest company in that business field, and
- 2) Build an infrastructure that is common throughout society, and in the business areas where priority must be given to cost reduction, work together with a broad range of partners.