

■ The New Integration Plan

Nippon Life started work in August 2006 on the New Integration Plan, which will further improve customer service, and expects full-scale operations to begin by 2012. The plan covers every aspect of insurance operations,

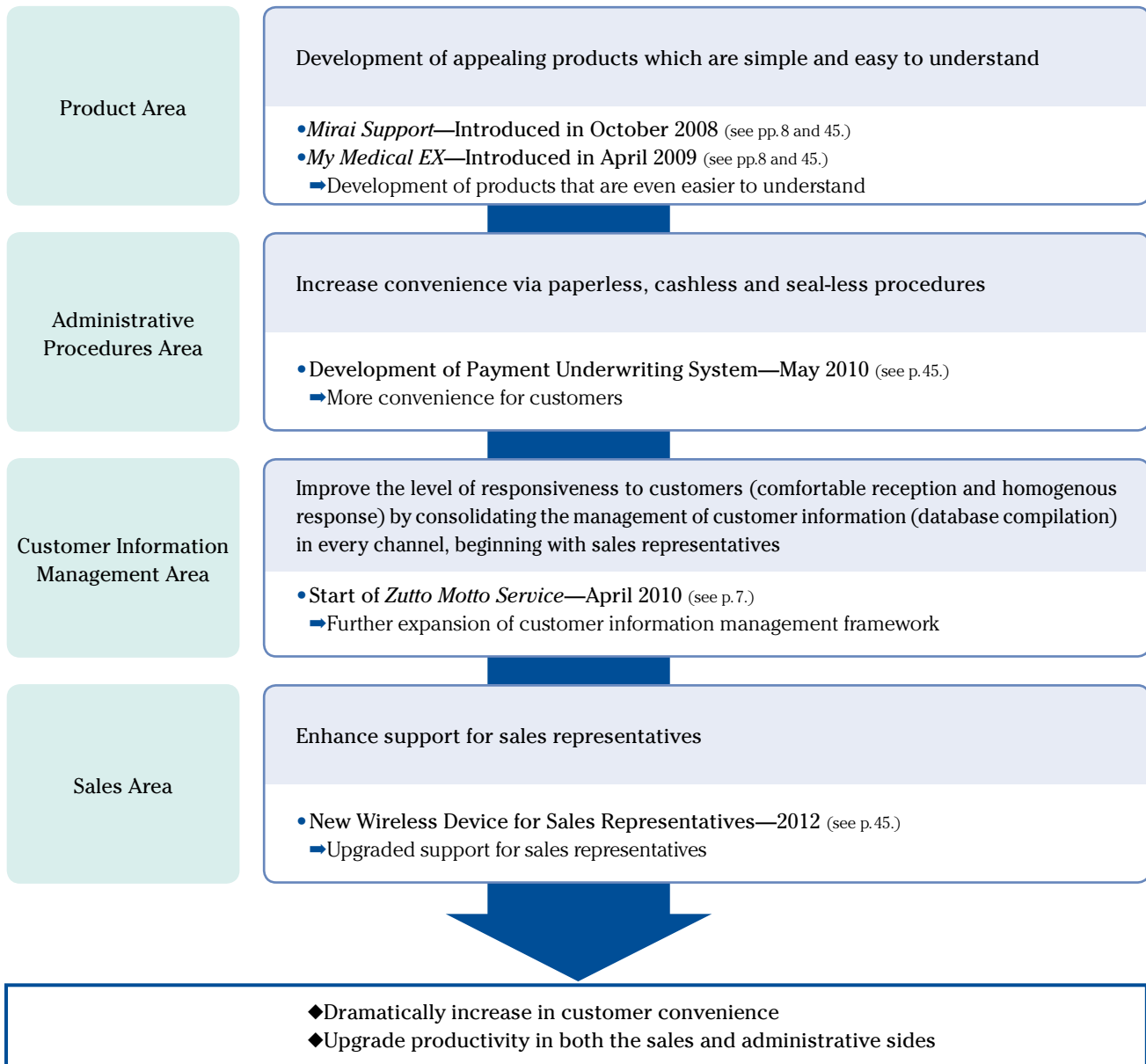
beginning with insurance proposals and underwriting and extending to payments of claims and benefits. Improving customer service by making our activities easier to understand and use is the plan's central objective.

Development of the New Integrated System

To fulfill the goals of the New Integration Plan, Nippon Life is developing a New Integrated System that is slated to begin full-scale operations in 2012. Completing this system will rebuild core systems that handle all categories and processes associated with customer service. There are two main goals: achieving a dramatic improvement in convenience for customers and higher productivity for sales and administrative operations. With these

goals in mind, we are developing products from the customer's point of view and building new administrative and service frameworks that support these products. The April 2010 introduction of the *Zutto Motto Service* is one result of the new product development capabilities of New Integrated System. Hereafter, Nippon Life will make every effort to achieve its own unique after-sales services.

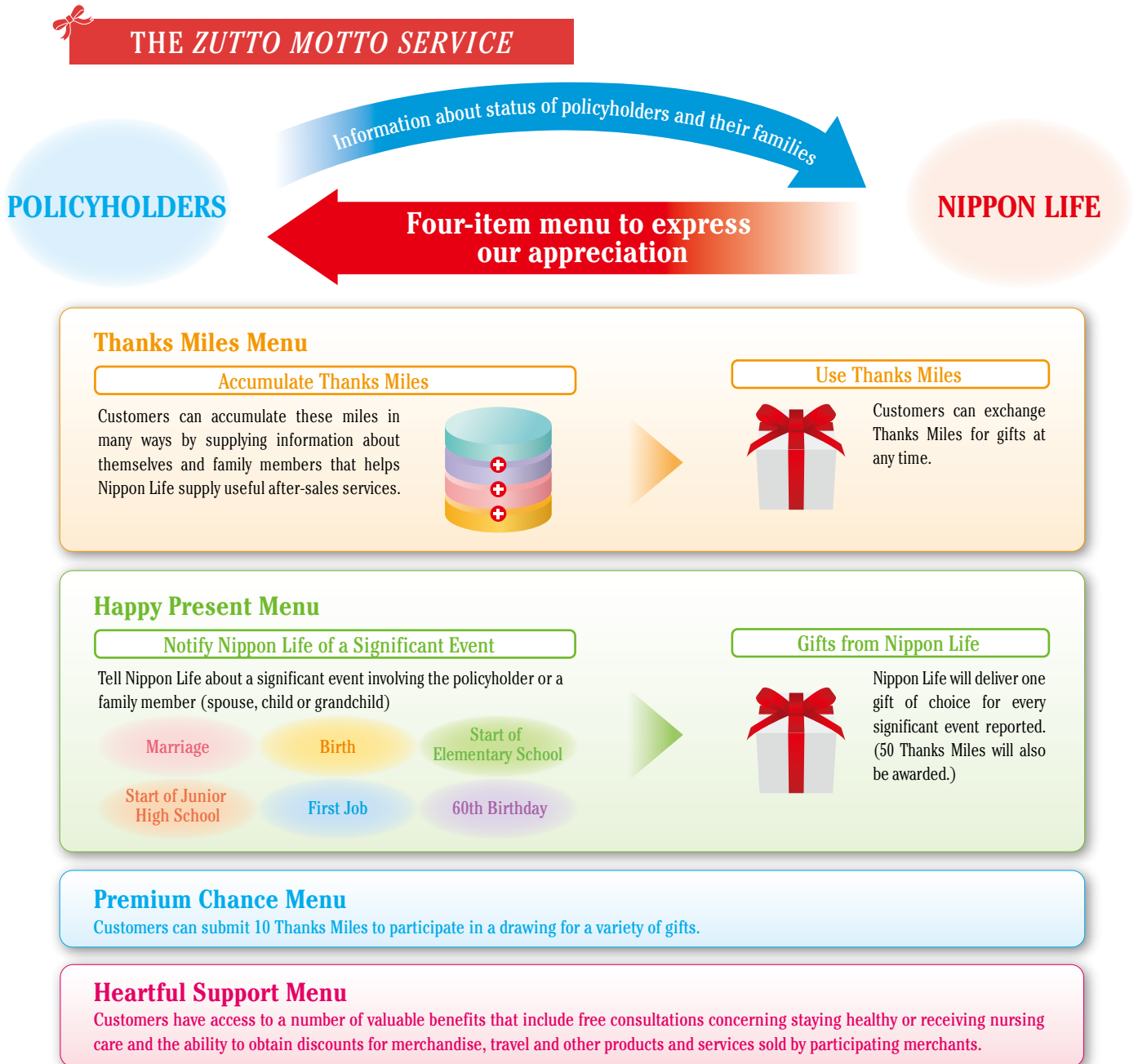
Overview of the Development of the New Integrated System



Start of the *Zutto Motto Service* (April 2010)

As part of the New Integration Plan, Nippon Life started the *Zutto Motto Service* in April 2010 as one response to customer feedback received through the Policy Details Confirmation Activities. The new service reflects two commitments to policyholders. One is our desire to work even harder and longer (“*zutto motto*”) for the peace of mind and happiness of policyholders and their families. The other is to work even harder and longer at providing each policyholder with better after-sales services. This service

will allow us to keep in touch with policyholders and their families. We can supply timely information that reflects changes in the lives of policyholders. Staying in touch also makes it possible to perform insurance claim and benefit procedures and many other tasks more efficiently. The *Zutto Motto Service* offers the following four-item menu to express our appreciation to customers.



Please visit the Nippon Life website for more information about the *Zutto Motto Service*. The website can also be used to check Thanks Miles balances, exchange Thanks Miles for gifts, apply for a Happy Premium drawing and perform other procedures.

➔ <http://www.nissay.co.jp> (Japanese only)

**Zutto Motto Service* information is as of June 2010.

Development of Easy-to-Understand Products for Customers

In order to unfailingly pay insurance claims and benefits to customers, Nippon Life is working to simplify products and make them easier to understand.

Through our Policy Details Confirmation Activities we have received a great deal of customer feedback such as “It’s difficult to understand because there are so many riders,” “I would like you to make the coverage content more easy to understand” and “It’s not easy to understand what surgical procedures my policy covers.” In October 2008, Nippon Life launched *Comprehensive Medical Rider*, an easy-to-understand product based on this customer feedback, and updated this comprehensive coverage product that has this rider attached as the *Mirai Support* series.

The *Comprehensive Medical Rider* was created to provide benefits

that are simple and easy to understand, improved coverage, and claim payments that are speedy and accurate. In April 2009, Nippon Life launched *My Medical EX*, medical insurance with a single rider in order to provide many customers with the attractive coverage of the *Comprehensive Medical Rider*, which has made it possible to more flexibly meet customer’s medical coverage needs. Enrollments for the *Comprehensive Medical Rider* and *My Medical EX* are more than 3 million.* We will continue to develop products like these to supply customers with insurance coverage that is easy to understand.

*Total of policies that include the *Comprehensive Medical Rider* or *My Medical EX* and applications for a rider revision (October 2008–June 2010)

Customer feedback

- Many riders, difficult to understand
- Make coverage content easier to understand
- Not easy to understand what surgical procedures are covered by my policy



- Launched *Comprehensive Medical Rider*
- Launched *Mirai Support* series, a comprehensive coverage product that has the *Comprehensive Medical Rider* attached
- Launched *My Medical EX* medical insurance

Primary features of *Comprehensive Medical Rider*

Easy-to-understand coverage

- Simplified, merges six medical rider functions into one.
- Scope of surgical coverage is linked to surgical procedures covered by the public medical insurance system.^{*1} Customers can easily confirm by themselves what surgical procedures are covered using the receipt issued by the hospital.

Improved coverage

- More than 1,000 different surgical procedures covered by the public medical insurance system, including outpatient surgery, are covered.
- When paying hospitalization benefits, a single benefit payment for hospitalization covering five days is added on and paid.^{*2} Able to cover hospital visit expenses before and after hospitalization and customer’s cost of obtaining a medical certificate.

Able to change to *Comprehensive Medical Rider* without doctor’s exam or notification of health status

- Regardless of health status at time of sign up, only the medical rider portion of the policy the customer is already enrolled in is changed to *Comprehensive Medical Rider*.

*1 Some of the surgical procedures covered by the public medical insurance system are not covered for payment.

*2 When “hospital treatment benefit type” is selected



In addition to the development of easy-to-understand coverage products, we are also making Policy Terms and Conditions easy to understand.

Policy Terms and Conditions is a document of vital importance to the customer that describes the agreement (when insurance claims can and cannot be received, etc.) from policy enrollment to expiration.

Believing that it is vital that we help customers understand their own coverage by explaining the policy terms and conditions in an easy to understand manner, we posted “Easy-to-Understand Explanation of Terms and Conditions” for whole life insurance and for the *Comprehensive Medical Rider* on an official Company website from April 2007 and October 2008, respectively.

Features of “Easy-to-Understand Explanation of Terms and Conditions” for *Comprehensive Medical Rider*

Features:

- 1) Provides explanation for each clause
- 2) Employs illustrations and a Q&A format and focuses on explaining coverage
- 3) Comes with an enhanced purpose-designed search function

*Covers *Comprehensive Medical Rider* when attached to whole life insurance policies dated June 21, 2010 and after.



“Easy-to-Understand Explanation of Terms and Conditions” for *Comprehensive Medical Rider*

■ Face-to-Face Customer Service Centered on Policy Details Confirmation Activities

Policy Details Confirmation Activities

Life insurance is a long-term contract that extends from the commencement of the contract to policy maturity or the receipt of insurance claims. Nippon Life believes it is important to work hard at providing after-sales service not only at the time of enrollment, but even after enrollment so that customers experience peace of mind and will continue their policies. To that end, sales representatives carry out face-to-face consulting activities.

Initiated from August 2007, Policy Details Confirmation Activities are basic activities conducted by sales representatives that can demonstrate the strength of our service through face-to-face meetings. Our nationwide sales representatives visit each and every policyholder to confirm the content of customer policies and catch up on the recent activities of policyholders. In addition to these activities, in fiscal 2010 our sales representatives continue to offer optimal consulting services matched to significant events in the lives of policyholders and their families, while introducing the *Zutto Motto* service launched in April 2010.

Overview of Policy Details Confirmation Activities

Our nationwide network of 50,000 sales representatives visit policyholders at least once a year to:

- Explain content of customer policies now in force
- Confirm recent hospitalizations, hospital visits, surgical histories and other items
- Offer consulting services matched to significant events in the lives of policyholders and their families
- Introduce new products and offer various free services, etc.



Further Improvement of Customer Satisfaction

As a result of these steady customer visits, in the Customer Satisfaction Survey that Nippon Life performs each year (results are for the fiscal year ended March 31, 2010), customer satisfaction in terms of “Sales representative response” rose for the sixth consecutive year for an overall customer satisfaction score of 83.7%. Customer satisfaction was particularly high for those customers who had been visited by a sales representative as part of Policy Details Confirmation Activities and had received direct explanations, thereby confirming the importance of face-to-face service.

From September 2009, our sales representatives have conducted business activities on Saturdays in urban areas nationwide. To further promote our Policy Details Confirmation Activities, we will strive to further enhance our after-sales services.

We will continue to thoroughly instill in our sales representatives the value of face-to-face consulting activities, which form the basis of customer

service. We will work hard to further increase customer satisfaction through optimal consulting services and improved after-sales service for all policyholders with a focus on Policy Details Confirmation Activities, which are now in their fourth year.

Overall Customer Satisfaction Based on the Customer Satisfaction Survey

83.7%

*1 Percentage of customers who answered “satisfied” or “somewhat satisfied”
*2 Please see p. 43 for details of the Customer Satisfaction Survey

Strengthen Consulting Capabilities of Sales Representatives

To further improve our face-to-face services, we need to raise the consulting capabilities of our sales representatives who are at the center of this service. Therefore, in the fiscal year ended March 31, 2008, we drastically revised the methods, rating system and education system of sales representative activities.

Specifically, we have thoroughly instituted day-to-day customer service activities including after-sales service as a basic practice for sales representatives and revised our rating system to emphasize the status of that practice.

In addition, we have revised our study curriculum for training sales representatives that is offered in branches and headquarters and taken steps to strengthen our operations.

We plan to upgrade the consulting skills of sales representatives by further expanding training programs. One aim is to improve basic knowledge required for consulting, such as by acquiring certification as Financial Planners (a national qualification of the Ministry of Health, Labour and Welfare) and Affiliated Financial Planners (a qualification of the Japan Association for Financial Planners). We will also further strengthen sales representatives’ business etiquette skills.

