

CHAPTER 4

Company Information

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Nippon Life's Major Areas of Business

Company Purpose

Article 2 of the Articles of Incorporation stipulates the Company's purpose as pursuing business in the following areas:

- a) life insurance business,
- b) provision of agency service or administration services to other insurance companies (including foreign insurers) or financial institutions, giving of guarantee for liabilities, and other businesses incidental to the businesses of the preceding items,
- c) sale and purchase of government bonds, local government bonds or government-guaranteed bonds, handling of the offering or administration and other businesses permitted under the Insurance Business Law of local government bonds, corporate bonds or other debentures, and other businesses which life insurance companies may conduct under the laws other than the Insurance Business Law, and
- d) other activities incidental to or relating to the matters referred to in each of the foregoing paragraphs

Outline of Business

Life insurance business

- a. Underwriting insurance based on life insurance business licenses See p. 24, 25 and 42 for details regarding main insurance products.
- b. Asset management
Assets, such as monies received as premiums, are mainly invested in the following:
 - 1) Loans
Call loans and loans extended to corporations and individuals
 - 2) Securities investment
Investment in securities (including foreign securities) and extension of loans for investment in securities
 - 3) Real estate investment
Investment in real estate, including office buildings

Auxiliary and other business

- a. Acting as a proxy for other insurance companies and other financial institutions (such as an agent or proxy for the insurance-related business of Nissay Dowa General Insurance)
- b. Provision of credit guarantees
- c. Private placement of securities
- d. Public bond dealing
- e. Sales of investment securities and investment trust beneficiary securities
- f. Management and administration of defined contribution pension plans

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)

History

1889	Nippon Life Assurance Co., Inc. established	1995	Nissay Investment Trust Co., Ltd. established
1891	Changed name to Nippon Life Assurance Co., Ltd.	1996	Nissay General Insurance Company, Limited established
1898	Paid the first profit dividends to policyholders in Japan	1997	Acquired an equity stake in Bangkok Life Assurance Limited <i>Forward</i> (illness & disability term rider) was launched Tie-up with Putnam Investments, LLC (U.S.A.)
1899	Top in industry for policies in force	1998	<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 Deutsche Bank
1902	Headquarters moved to present location	1999	110th Anniversary Nissay Insurance Accounts launched Nissay Information Technology Co., Ltd. established
1924	Nippon Life Saiseikai Foundation established	2000	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 (<i>kikin</i>) fundraising using securitization through Special Purpose Company (SPC)
1931	Nissay Hospital opened, attached to the Nippon Life Saiseikai Foundation	2001	Formed Nissay Dowa General Insurance Company, Limited in merger of Dowa Fire & Marine Insurance Co., Ltd. and Nissay General Insurance Co., Ltd. Began sales of <i>Ikiru Chikara</i> Nissay Medical Life Insurance 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
1940	Japan's first "Ordinary insurance with dividend by profit source" was launched	2002	Nissay Million Tree-Planting Campaign goal of one million trees reached Individual variable annuities that are sold in banks were launched
1942	Full transfer of Fuji Life Insurance	2003	Nissay Planting and Nurturing Forests for the Future Generations, 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
1945	Full transfer of Aikoku Life Insurance	2004	Bangkok Life becomes Group Company 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
1947	Company reemerged as Nippon Life Insurance Company	2005	<i>Iryo Meijin EX</i> (hospitalization and medical life insurance) was launched <i>Nissay Key Man 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
1950	Opening of the Nippon Life Insurance Baseball Stadium	2006	Launched three dead disease term riders for group credit life insurance
1959	Endowment Insurance with Term Rider <i>Kurashi no Hoken</i> was launched		
1963	Nissay Theater established		
1964	Launch of the Nissay Masterpiece Theater Series		
1973	Nissay Children's Culture Promotion Foundation established (name changed to Nissay Culture Foundation in 1993)		
1975	New York Liaison Office established (name changed to New York representative Office in 1977) Full transfer of Ryukyu Life Insurance		
1979	Nippon Life Foundation established		
1981	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		
1982	Frankfurt representative office opened		
1984	Nissay Leasing Co., Ltd. established		
1985	Nissay BOT Investing Advisors established (name changed to Nissay Investment Advisors in 1989)		
1987	Beijing representative office opened Opening of Nissay Life Plaza Shinjuku (1st outlet)		
1988	Nissay Research Institute established Corporate identity (CI) introduced		
1989	100th Anniversary NLI Research Institute (NLIRI) established Nissay Seirei Health & Welfare Foundation established		
1991	Nissay Capital Co., Ltd. established Established Nippon Life Insurance Company of America		
1992	<i>Athlete</i> (Dread Disease Term Rider) was launched Nissay Million Tree-Planting Campaign began		
1993	NISSAY NEW CREATION CO., LTD. established Nissay Green Foundation established		
1994	Living benefit rider was launched		

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

■ Fund Contributors (as of March 31, 2007)

Amount of Fund Contributions	¥250 Billion
Number of Fund Contributors	3

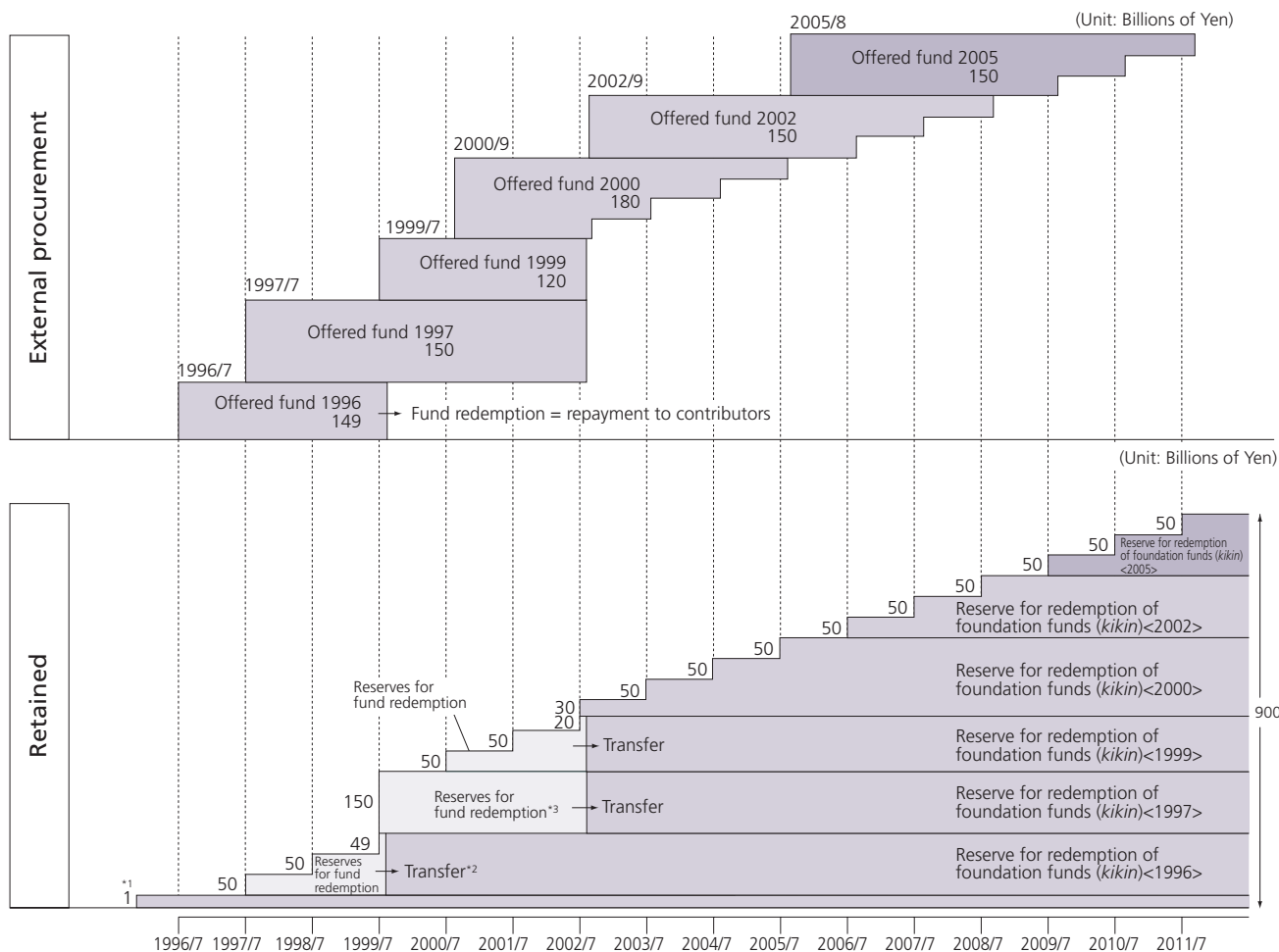
Name of Fund Contributors	Fund Contributions to Nippon Life		Investments of the Company in Fund Contributors	
	Amount (Billions of Yen)	Fund contribution (Percentage)	Thousands of shares	Percentage of voting rights
Nissay Fund Special Purpose Company	¥100	40.00%	—	—%
Nippon Life 2005 Fund Special Purpose Company	100	40.00	—	—
Nippon Life 2005 Fund Global Special Purpose Company	50	20.00	—	—

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 solicits for 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 2006. 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.

DIRECTORS, EXECUTIVE OFFICERS AND AUDITORS



Chairman
Ikuo Uno



President
Kunie Okamoto



Vice Chairman
Mitsuhiro Ishibashi



Director and Executive Vice President
Eitaro Waki



Director and Senior Managing Executive Officer
Takashi Minagawa



Director and Senior Managing Executive Officer
Tetsuro Taki



Director and Senior Managing Executive Officer
Keizo Tsutsui



Director and Managing Executive Officer
Kiyoshi Ujihara



Director and Managing Executive Officer
Chiaki Hamaguchi



Director and Managing Executive Officer
Yoichi Fujita



Director and Managing Executive Officer
Yoshikazu Takeda



Director and Managing Executive Officer
Kenichi Kobayashi



Director and Managing Executive Officer
Yoshinobu Tsutsui



Director and Managing Executive Officer
Takeshi Furuichi

Officers

Directors

Yoshihisa Akiyama
Akito Arima
Shin Ushijima

Senior Managing Executive Officers

Sadao Kato
Shunsuke Wada

Managing Executive Officers

Shigemi Kanamori

Executive Officers

Hiroshi Ishimura
Koji Aiba
Akira Mihayashi
Hiroaki Shodono
Yasushi Ozaki

Hiroshi Manabe
Yasuomi Matsuyama
Makoto Yanagihara
Yoshiki Sugiyama
Jyunichi Noro
Kazuo Kobayashi
Masami Kuroda
Taeko Yazaki

Auditors

Koji Miyazaki
(Senior Corporate Auditor)
Atsuhiko Nozaki
(Senior Corporate Auditor)
Takashi Imai
Keisuke Kitajima
Kantaro Toyozumi
Yukimasa Okuno

(as of July 3, 2007)

EMPLOYEE HIGHLIGHTS

■ Number of Employees by Job Function

	Number of Employees (As of March 31)			Number of New Employees (Fiscal years ended March 31)		
	2007	2006	2005	2007	2006	2005
Total non-sales personnel	11,149	10,754	10,647	1,006	863	882
Male	4,701	4,471	4,457	384	294	255
Female	6,448	6,283	6,190	622	569	627
Managerial track	3,959	3,823	3,856	209	167	137
Administrative clerk	3,284	3,221	3,246	—	—	—
Clerk	2,326	2,329	2,436	373	254	265
Total sales representatives	51,608	55,683	56,469	16,653	18,720	18,760
Male	3,047	3,289	3,593	157	153	203
Female	48,561	52,394	52,876	16,496	18,567	18,557
Sales management positions	2,096	2,229	2,329	—	—	—
Male	1,936	2,050	2,136	—	—	—
Female	160	179	193	—	—	—
Sales representatives	49,353	53,336	54,064	16,576	18,648	18,729
Male	952	1,121	1,381	80	81	172
Female	48,401	52,215	52,683	16,496	18,567	18,557
Sales management track	159	118	76	77	72	31
Total	62,757	66,437	67,116	17,659	19,583	19,642
Male	7,748	7,760	8,050	541	447	458
Female	55,009	58,677	59,066	17,118	19,136	19,184

- 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. (1,519 employees as of March 31, 2007, 1,753 employees as of March 31, 2006 and 1,943 employees as of March 31, 2005.)
 4. The number of sales management track includes sales general manager trainees.

■ Average Age and Years of Service

As of March 31	Average Age (years)			Average Number of Years of Service (years)		
	2007	2006	2005	2007	2006	2005
Total non-sales personnel	40.8	40.7	40.6	17.0	17.3	17.6
Male	42.6	42.6	42.4	16.6	17.1	17.1
Female	39.4	39.3	39.2	17.2	17.5	17.9
Managerial track	40.8	40.9	40.7	18.6	18.8	18.6
Administrative clerk	43.6	43.4	43.2	24.2	24.1	23.9
Clerk	33.8	34.1	34.0	12.5	12.9	13.0
Total sales representatives	46.3	45.5	45.1	9.4	8.8	8.7
Male	44.7	44.4	44.1	18.9	18.3	17.3
Female	46.3	45.5	45.1	8.8	8.2	8.1
Sales management positions	45.5	45.1	44.9	22.8	22.3	21.8
Male	45.0	44.6	44.3	22.8	22.3	21.9
Female	51.5	51.7	51.1	22.5	22.4	21.0
Sales representatives	46.3	45.5	45.1	8.9	8.3	8.2
Male	46.7	45.7	44.3	13.7	12.5	10.9
Female	46.3	45.5	45.1	8.8	8.2	8.1
Sales management track	27.9	29.9	32.8	2.9	3.5	6.1
Total	45.3	44.7	44.3	10.8	10.2	10.1
Male	43.4	43.4	43.1	17.5	17.6	17.2
Female	45.5	44.9	44.5	9.8	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. (1,519 employees as of March 31, 2007, 1,753 employees as of March 31, 2006 and 1,943 employees as of March 31, 2005.)
 4. The number of sales management track includes sales general manager trainees.

■ Average Monthly Salary of Non-Sales Personnel

For March	(Unit: Thousands of Yen)		
	2007	2006	2005
Non-sales personnel	380	385	390

- 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

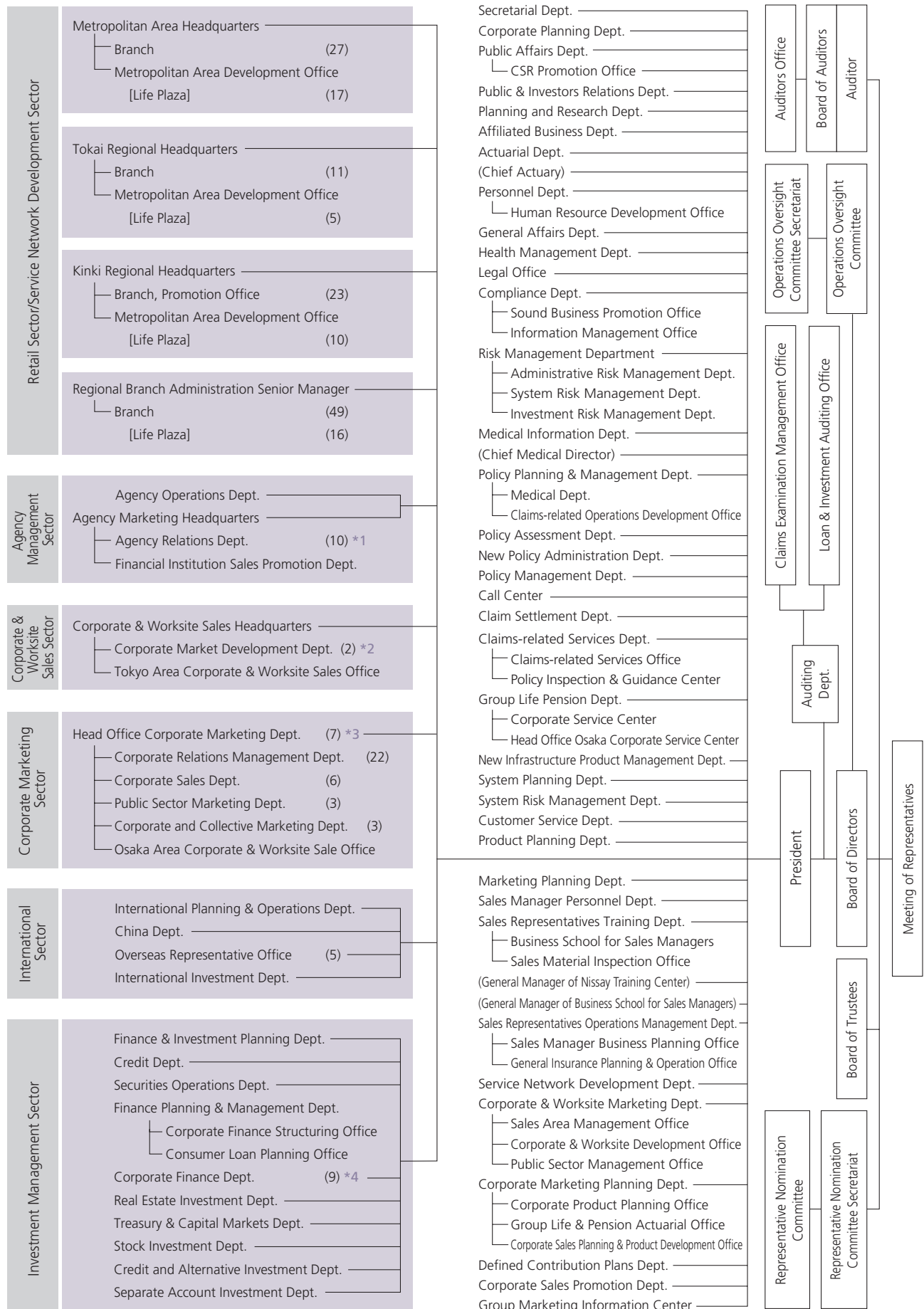
Fiscal years ended March 31	(Unit: Thousands of Yen)		
	2007	2006	2005
Sales representatives	254	250	252

- 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, service support staff and part-time sales staff.

ORGANIZATION

(As of July 1, 2007)

Customer



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

<p>*1: Ten Agency Relations Departments</p> <p>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) Tokai 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)</p>	<p>International Corporate Marketing Dept. (Tokyo) 1st Corporate Sales Dept. (Tokyo) 2nd Corporate Sales Dept. (Tokyo) 3rd Corporate Sales Dept. (Tokyo)</p> <p>● Head Office 2nd Corporate Marketing 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)</p> <p>● 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)</p> <p>● Head Office East Japan Corporate Marketing Dept. (Sapporo) Hokkaido Corporate Relations Management Dept. (Sapporo) Tohoku Corporate Relations Management Dept. (Sendai)</p> <p>● 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)</p> <p>● Head Office Osaka Corporate Marketing Dept. (Osaka)</p>	<p>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)</p> <p>● Head Office Kyushu Corporate Marketing Dept. (Fukuoka) Kyushu Corporate Relations Management Dept. (Fukuoka)</p>
<p>*2: Two Corporate Market Development Departments</p> <p>1st Corporate Market Development Department (Tokyo) 2nd Corporate Market Development Department (Tokyo)</p>		
<p>*3: Seven Head Office Corporate Marketing Departments</p> <p>● 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)</p>		
		<p>*4: Nine Corporate Finance Departments</p> <p>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)</p>

■ Headquarters Organization

As of April 1	2007	2006	2005
Regional Headquarters	3	3	3
Metropolitan Area Development Office	3	—	—
Agency Marketing Headquarters	1	1	1
Corporate & Worksite Sales Headquarters	1	1	1
Head Office Corporate Marketing Departments	7	7	7
Departments	42	40	39
Offices	38	30	29
Sections (known as "Groups")	86	85	88
Agency Relations Departments, Financial Institution Sales Planning Departments	11	12	12
Corporate Relations Management Departments	22	22	22
Corporate Sales Departments	6	6	6
Public Sector Marketing Dept.	3	3	3
Corporate and Collective Marketing Departments	3	3	3
Corporate & Worksite Sales Offices	2	2	2
Corporate Market Development Departments	2	2	—
Corporate Finance Departments	9	9	9

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

■ Branch Organization

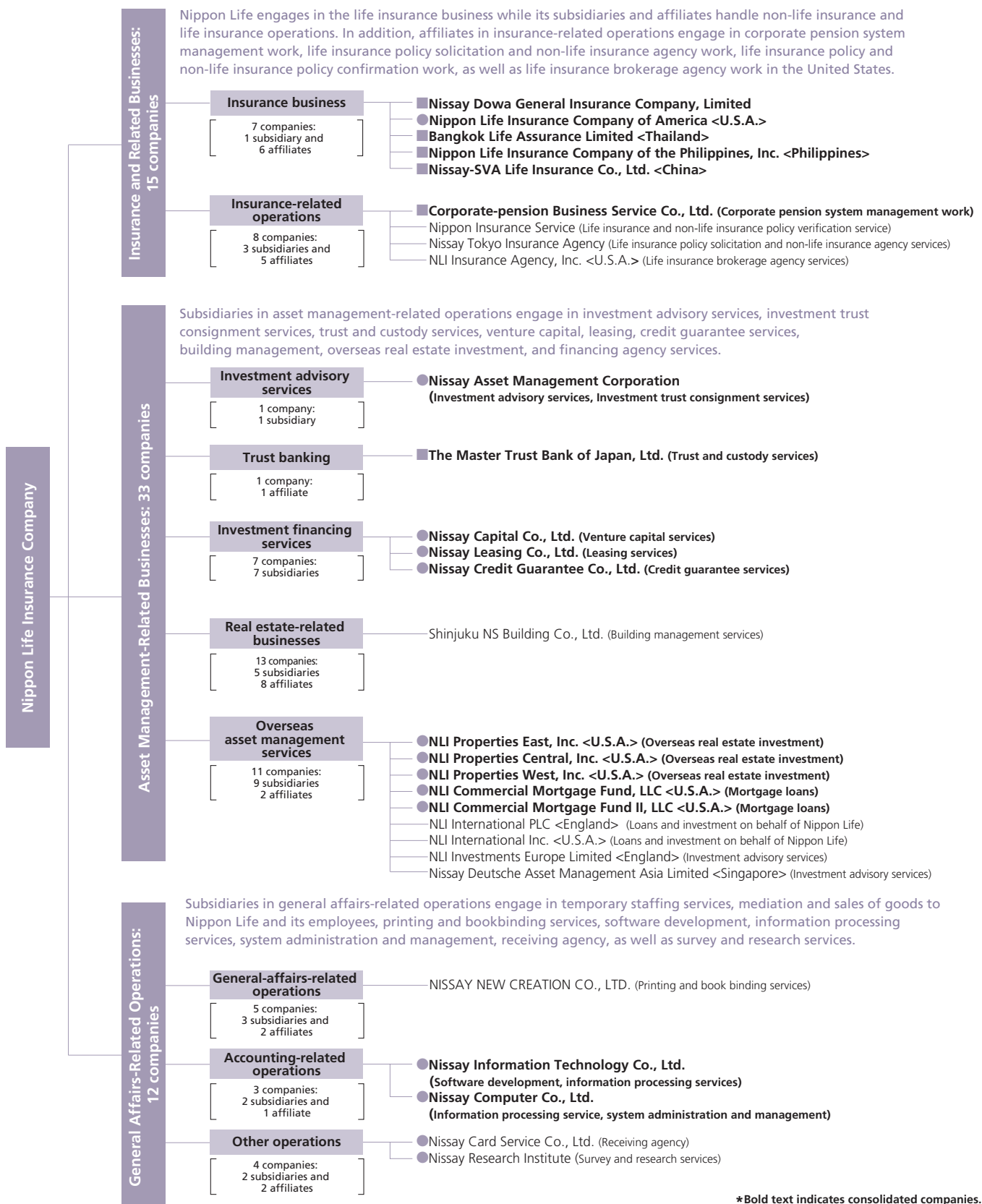
As of April 1	2007	2006	2005
Branches	110	117	118
Branch Offices	11	11	12
Sales Offices	1,436	1,498	1,560
Sales Suboffices	220	206	197
Overseas Representative Offices	5	4	4
Agencies	7,282	6,925	6,364

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

2. About Branches:

- Branches are organizations that provide consultation and process customers at urban corporate worksite sales locations and customer counters. 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.

BUSINESS STRUCTURE (As of March 31, 2007)



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, 2007. (18 major companies from a total of 60 subsidiaries and affiliate companies shown)

Name	Country	Main business	Issued capital (millions)	Percentage of voting rights held by Nippon Life (percent)	Percentage of voting rights held by Nippon Life subsidiary or affiliate (percent)
Consolidated Subsidiaries					
Nissay Computer Co., Ltd.	Japan	Information processing services and systems administration and management	¥220	45.00%	55.00%
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	3.00
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	9.00
Affiliates					
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	1.00
Bangkok Life Assurance Limited	Thailand	Insurance business	1,000 Baht	25.00	—
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.

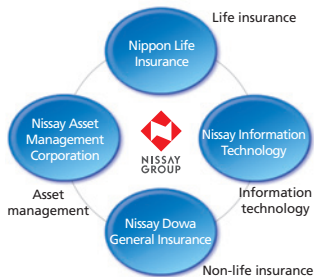
2. The percentage of voting rights held by Nippon Life subsidiary and affiliate companies shows the number of voting rights held by Nippon Life's subsidiary or affiliate company divided by the total number of voting rights. Major subsidiaries and affiliates are shown.

• Status of Business Transfer and Possession

Date of Business Transfer	Status of Business Transfer
October 9, 2006	Acquisition of additional shares of Bangkok Life Assurance Limited, giving Nippon Life shareholder voting rights of 25%.

GROUP MANAGEMENT STRUCTURE AND ALLIANCE FUNCTIONS

Four Core Group Companies



Group Management Structure

Nippon Life makes every effort to maintain 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 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 Co., Ltd.
Surveying auto damage

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 ¥326.3 billion in net premiums written in fiscal 2006, an increase of ¥58.0 billion over the past six years since the merger. To realize CSR-based management, the management target of the medium-term business plan, we are continuing to upgrade and improve services. Above all, we would like to express our sincere regret over the considerable inconvenience and concern we have caused policyholders and related parties due to the insufficient payment of insurance claims and benefits. With our entire staff fully united, we will work to improve the quality of management under the catch phrase of "regaining the trust of every customer."



Nissay Asset Management Corporation
Managing assets

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 ¥7.2 trillion in assets under management as of March 31, 2007, one of the highest levels in the industry. The company works tirelessly to increase the trust of its customers in the fields of investment advisory and investment trusts. In addition, it is also involved in the joint development of investment products together with partners such as Putnam Investments, LLC of the U.S. and Nissay Research Institute.



Nissay Information Technology Co., Ltd.
Developing systems

Nissay Information Technology

Promoting a Group IT strategy, and taking maximum advantage of our business know-how in insurance and insurance-related areas, we have developed cutting-edge information systems, including the industry-first Nissay Insurance Accounts and a web-based core business system. Nissay Information Technology is currently working in conjunction with Nippon Life to develop large-scale information systems to upgrade and fortify its work system infrastructure, including the further development of the underwriting system. At the same time, it is working in areas outside of Nippon Life to create computerized diagnostic forms to streamline hospital work processes. Sales in fiscal 2006 came in at approximately ¥41.9 billion.

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 those business areas where priority must be given to cost reduction, work together with a broad range of partners.

<http://www.nissay.co.jp/kaisya/annai/group.html>

<http://www.nissaydowa.co.jp/>

<http://www.nam.co.jp/>

<http://www.nissay-it.co.jp/>