

# Launch of the Future Creation Project to Create a Secure Future Along With Our Customers

—To Become a Life Insurer That Excels in Terms of “Scale,” “Quality” and “Credibility”—

## What is the Future Creation Project?

Nippon Life has launched the Future Creation Project, a three-year management plan to ensure that it steadily fulfills its social missions as a life insurer amid rapid upheaval in the economic environment and the structure of society. The project embodies Nippon Life’s aspirations to create a secure future along with its customers. Backed by outstanding financial soundness, Nippon Life will provide new comprehensive insurance services in order to stop the downturn in the amount of policies in force and achieve a return to growth.



More Advanced  
**Protection**

Increase New  
Policy Sales

More Advanced  
**Support**

Strengthen  
**Human Resources  
Development**

**Future Creation**

### Social Missions

- Fulfill long-term coverage responsibilities
- Encourage people to make self-reliant efforts to prepare for risks
- Respond to diversifying needs

### Management Goals

Excellence in  
“Services”

Excellence in  
“Financial  
Soundness”

Excellence in  
“Human Resources  
Development”

2011

2012~

Core concept embodying the combination of "More Advanced Protection," "More Advanced IT" and "More Advanced Support"



New Comprehensive Insurance Services

→ P10

## Return to Growth

Number of policyholders (insured persons):

**11.5 million**

Nippon Life aims to restore the number of policyholders to 11.5 million as evidence of its excellence in "scale," "quality" and "credibility."

## No. 1 in Share of New Policies

Nippon Life is targeting the No. 1 share in new policy sales across all metrics, specifically the number of new policies, the amount of coverage, and annualized premiums on new policies.

## Restore Growth in the Number of Policies in Force

Nippon Life aims to restore growth in the number of policies in force, following the upturn in the annualized premiums on policies in force in fiscal 2011.

## Restore Equity to ¥3,000 billion

Nippon Life aims to restore equity to ¥3,000 billion in order to fulfill its long-term coverage responsibilities to customers.

More Advanced IT

Strengthening Equity

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Strategic Investment and Business Development Overseas

→ P20~23

Bolster Financial and Earnings Foundations

Stable Payment of Dividends

→ P24

Ensure Stable Investment Returns

→ P26

Project

2015

# Supporting Customers' Lives Through New Comprehensive Insurance Services

—Making Enrollment Easy for All Customers and Adapting to Changes in Their Lives After Enrollment—

Nippon Life has three social missions: fulfill its long-term coverage responsibilities; encourage people to make self-reliant efforts to prepare for risks; and respond to diversifying needs. To fulfill these missions, Nippon Life will fundamentally overhaul its infrastructure through a reexamination of all operations involving insurance from the standpoint of its customers. This is the main thrust of the New Integration Plan, which started officially in April 2012.

“We aim to create a secure future along with our customers.”  
New comprehensive insurance services are essential to achieving this goal.

## Products With Innovative Features and Flexibility Along With an Enhanced Range of Additional Services

P12

For Every Individual's Life



Enhanced Range of Additional Services

ベストドクターズ・サービス

ケア・ガイダンス・サービス

ずっともっとサービス

## A Sales Channel Mix Based on the Face-to-Face Approach

P16

More Advanced Protection

New Comprehensive

More Advanced Support



**A New Cutting-edge Wireless Device and a Variety of Highly Convenient Procedures**

P14

## More Advanced IT

Insurance Services



**By combining these three elements, Nippon Life will provide an entirely new type of insurance offering easy enrollment for all customers and adapting to changes in their lives after enrollment.**



# More Advanced Protection

Nippon Life will provide more advanced protection through *Mirai no Katachi*.



## The New *Mirai no Katachi* Product

With the aging of the Japanese society with fewer children, there will be an increasingly stronger need for everyone to make self-reliant efforts to ensure their own security with respect to medical and nursing care, retirement and other forms of coverage, as well as death coverage.

In light of this trend, Nippon Life seeks to respond to the diversifying needs of customers throughout their lives, while providing customers with additional peace of mind. To this end, in April 2012, Nippon Life launched the new *Mirai no Katachi* product.

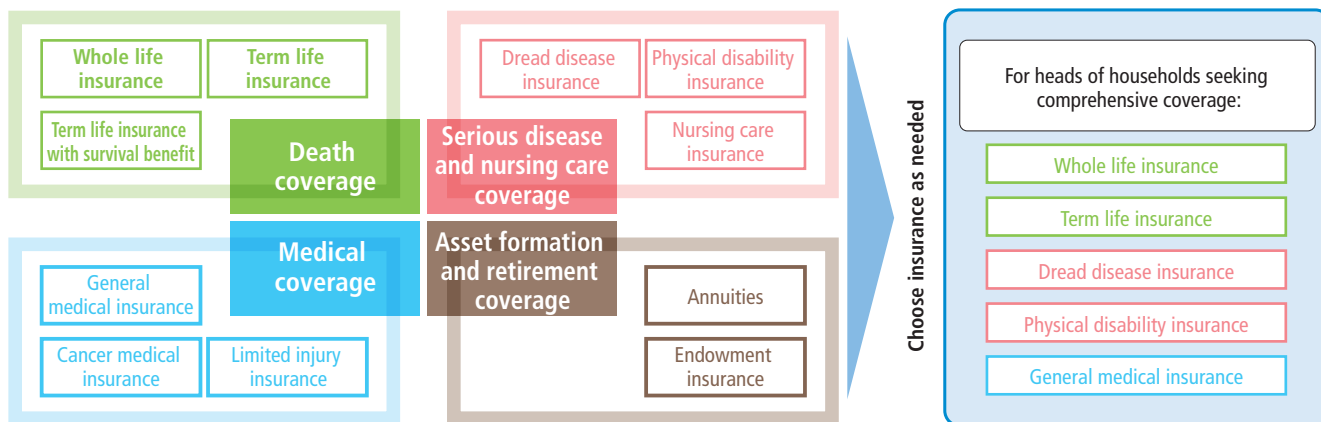
*Mirai no Katachi* changes how we provide insurance to customers. In the past, we sold primary policies and added riders as necessary. Now, we are selling each insurance policy as an individual product. By having customers flexibly choose and combine the insurance they need, Nippon

Life can now address diversifying customer needs in greater detail. In addition, we have completely revamped the structure of each type of insurance based on a concept of providing simple forms of protection that customers can easily understand. Nippon Life has also enhanced the range of additional services by introducing the *Care Guidance Service*, a new nursing care service, following in the footsteps of the *Zutto Motto Service* and the *Best Doctors® Service*. In these ways, Nippon Life is providing more advanced protection through *Mirai no Katachi* by completely revamping its products, providing simple forms of protection that customers can easily understand, and enhancing the range of additional services.

\*Combinations are subject to some restrictions.

## Improved Flexibility During and After Enrollment

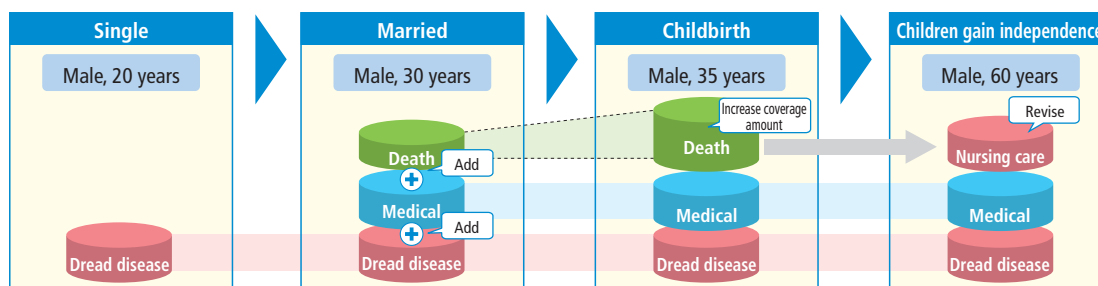
Nippon Life can now provide protection that precisely matches the needs of many different customers. This is achieved by flexibly combining the necessary coverage according to customer needs when customers enroll in *Mirai no Katachi*.



After enrollment in *Mirai no Katachi*, customers can freely revise policy details according to changes in their needs and stages of life. For example, customers can add new insurance, increase coverage amounts,

and selectively revise only the parts they need to change. Customers can change their policy details to precisely meet their protection needs at any stage of their lives.

[Customers can flexibly revise protection according to changes in their needs and stage of life]



\*Services may not be available if Nippon Life does not handle the relevant system when requests are made.

## Upgrading Benefit Details

With *Mirai no Katachi*, Nippon Life has completely revamped various insurance products based on the concept of providing simple forms of insurance that are easy for customers to understand. This approach is readily apparent in insurance products with survival benefits, such as

dread disease, physical disability and nursing care insurance. Here, Nippon Life has greatly increased the appeal of products by introducing new services in addition to enlarging the scope of protection and linking the reasons for payment to public insurance systems.

Dread disease insurance	Insurance that covers designated malignant neoplasm (cancer), acute myocardial infarction (heart attack), cerebral stroke and death <ul style="list-style-type: none"> <li>Protection for carcinoma in situ has been newly added.</li> <li>"Surgery" has been added to the reasons for payment for acute myocardial infarction and cerebral stroke.</li> <li>◆ The Best Doctors® Service has been made available.</li> </ul>	General medical insurance	Insurance that covers hospitalization and surgery, etc. <ul style="list-style-type: none"> <li>Protection for bone marrow donors and recipients has been newly added.</li> <li>◆ The Best Doctors® Service is available.</li> </ul>
Physical disability insurance	Insurance that covers physically disabled conditions and death <ul style="list-style-type: none"> <li>This insurance has been made easier to understand by linking the reasons for payment to the Act on Welfare of Physically Disabled Persons. (Requirement for payment is the issuance of a level 1-3 physical disability certificate)</li> </ul>	Cancer insurance	Insurance that covers hospitalization, surgery, etc., due to cancer <ul style="list-style-type: none"> <li>Protection for bone marrow recipients has been newly added.</li> </ul>
Nursing care insurance	Insurance that covers specified conditions, which require nursing, and death <ul style="list-style-type: none"> <li>The scope of protection with respect to the public nursing care insurance system has been expanded from "nursing care level 3 and higher" to "nursing care level 2 and higher."</li> <li>◆ The <i>Care Guidance Service</i> is available.</li> </ul>		

## Enhanced Range of Additional Services

### ● Care Guidance Service

New service launched

### ↑ ケア・ガイダンス・サービス

Since April 2012, the *Care Guidance Service* (home-visit nursing care consulting service) has been made available to nursing care insurance policyholders and beneficiaries under *Mirai no Katachi*.

With this service, care managers and other specialist staff of Nichii Gakkan Company, which operates Japan's largest network for senior nursing

care services, visit customers at home to consult with them about their future nursing care concerns.

\*The *Care Guidance Service* is promoted and handled by Life Care Partners Co., Ltd. This is not an insurance policy or service of Nippon Life.



### ● Best Doctors® Service

### ベストドクターズ・サービス

From April 2012, Nippon Life has expanded the scope of the Best Doctors® Service, a specialist physician referral service, which it has offered since April 2010.

In case customers have concerns about treatment from their primary physicians or want a second opinion, Best Doctors, Inc. introduces suitable Japanese physicians to contact from the specialists selected by Best Doctors, Inc. for its Best Doctors in Japan™ list.

\*The Best Doctors Service is provided by Best Doctors, Inc. This is not an insurance policy or service of Nippon Life.

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### ● Zutto Motto Service

### ずっともっとサービス

The *Zutto Motto Service* is a unique Nippon Life service offered to policyholders. This service reflects Nippon Life's commitment to work even harder and longer ("zutto motto") at providing each policyholder with better after-sales services.

Through this service, policyholders and their families provide us with up to date information about their status. In return, we 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.



\*For further details on the *Care Guidance Service*, Best Doctors® Service and *Zutto Motto Service*, please see Nippon Life's corporate website or various brochures on services.

# More Advanced IT

### Better consulting, administrative operations and services with the new wireless device, "REVO"

From April 2012, we introduced a new wireless device for sales representatives to use in the field when visiting customers.

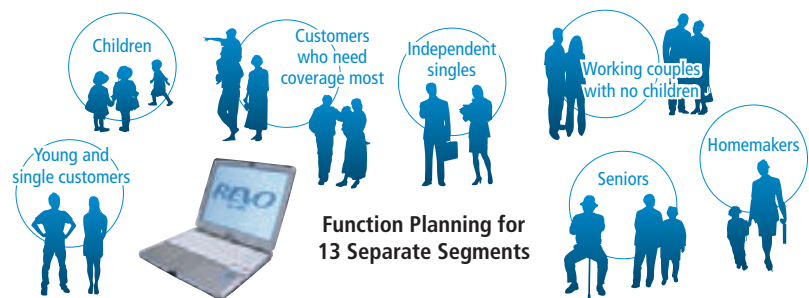
The new device, called REVO, has two major features as noted on the right.

- (1) State-of-the-art consulting functions to support "more advanced protection"
- (2) Highly convenient administrative operations and services

### State-of-the-art Consulting Functions to Support "More Advanced Protection"

#### ● Planning for 13 Separate Segments

Using the latest information obtained from customers, REVO enables sales representatives to conduct detailed consultations with customers according to their life stage and situation. Based on the consultation, representatives can then propose a plan that matches each customer's individual needs. In this way, REVO enables us to offer customers the maximum benefit of the innovative features and flexibility of *Mirai no Katachi*.



#### ● State-of-the-art Consulting Using Statistical Data and Video

REVO brings various statistical data and video media to the actual consultation venue, enabling a more sophisticated and illuminating consultation.

Sales representatives can use REVO's advanced functions to propose optimal solutions for the customer's individual needs and life stage, or to present a simulation of changing coverage needs based on the customer's family situation.

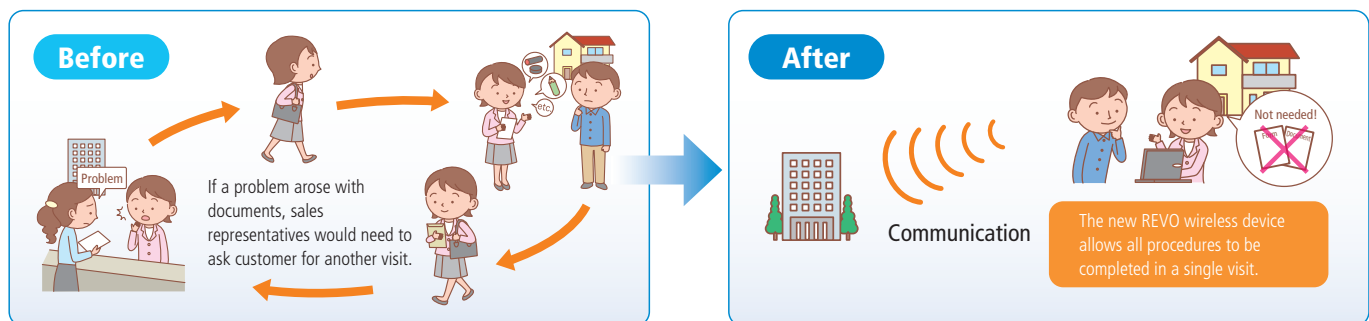


### Highly Convenient Administrative Operations and Services

#### ● REVO Speeds Up Procedures

Previously, customers had to fill in forms and documents by hand. If there was an omission or an error, sales representatives had to ask the customers for more of their time to make corrections. Now, with the

introduction of the new REVO wireless device, customers can be given guidance on how to fill out each part in the process, so that procedures can be completed successfully in a single visit.

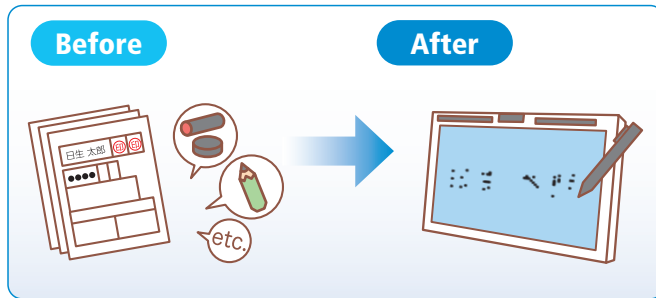


## ● Paperless, Cashless Transactions

### ● Paperless

Under the paper-based system, enrolling for a policy involved filling out and applying personal seals to a lot of paper forms.

Now, customers are able to simply check and confirm previously entered information and policy details on the screen of the REVO device, and record their signature digitally to complete the procedure.

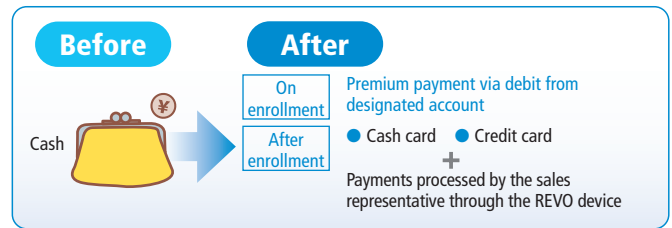


### ● Cashless

Before the introduction of cashless settlements, customers used cash for paying premiums and other fees when signing up for a policy or performing other procedures.

Now, insurance premium payments will start after the customer has completed enrollment. This frees customers from having to prepare cash when enrolling for a policy.

And, customers can now use cash cards or other means to pay processing fees or premiums arising from various procedures.



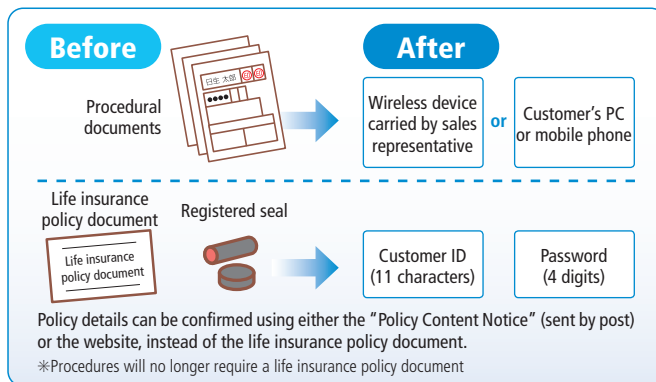
## ● After-sales Life Insurance Services and Procedures Changed for Customers with Customer IDs and Passwords (4-digit PIN codes)

Customers who wanted to use services and perform procedures after enrolling in a policy used to have to fill out procedural forms, provide their life insurance policy documents, and registered seals.

Under our new system, customers can access services and perform procedures by using their customer ID and password with a REVO wireless

device carried by a sales representative. They can also access services and perform procedures by themselves using the corporate website.

\*Some services and procedures such as application for payment of insurance claims and benefits or name changes cannot be accessed or performed using the customer ID and password. These require a sales representative to prepare documents including identity certification documents. They can be performed without providing an insurance policy document or registered seal however.



### [Procedures and Services Available Using Customer ID and Password]

Customers can check the latest policy content at any time.

Policy loans and other financial transactions can be performed from customers' PCs and mobile phones. If customers apply for loans before 14:30 on weekdays, the funds can be in their transaction account (transfer account) on the same day.

\*Funds may not be transferred on the same day depending on the day of the transaction and the transaction account.

Changes of address and various other procedures can be handled swiftly from customers' PCs and mobile phones.

Customers who answer surveys on a dedicated website can accumulate "Thanks Mile" points.

Customers are clearly instructed to keep their passwords confidential from other people.

Sales representatives will never ask customers to tell them their password.

### TOPICS

## An Industry First—"Policy Guidance Service" to Support Customers When Enrolling

To bring peace of mind to customers when they apply for a policy, a customer service representative can be present with the sales representative, either by videophone or physically. The customer service representative offers confirmation of policy content and guidance for the enrollment procedure.



term ends or possibly until a claim is to be paid. To ensure that customers understand the policy content correctly before enrolling, specialist customer service representatives are on hand to clarify points or answer questions. This enables customers to deepen their understanding of insurance products and important related matters.

### Benefits of the "Policy Guidance Service"

(1) Deeper customer understanding of insurance products and important related matters

Life insurance policies are a long-term agreement, lasting until the policy

(2) Improved after-sales services for customers thanks to accurate customer information

The Policy Guidance Service strives to improve services to customers, such as simplifying and expediting procedures, and ensuring swift and reliable payment of claims by collecting accurate customer information.



# More Advanced Support

**Strengthening and combining channels to take customer support to the next level**

Nippon Life has a multi-channel sales structure based on a face-to-face approach using sales representatives, including Nissay Life Plazas, the Nissay Call Center and the Internet. Through these channels we offer customers support to match their lifestyles.

## Supporting Customers Through a Multi-channel Sales Structure

### Nissay Total Partners (Sales Representatives)

Our nationwide network of around 50,000 Nissay Total Partners (sales representatives) provides individual, face-to-face support to meet the needs of each customer.

#### ● Policy Details Confirmation Activities

Nissay Total Partners make regular visits to policyholders to check up on changes in customers' lifestyles, confirm whether any reasons for payment of benefits have occurred, and see whether there are any other services Nippon Life can provide. The visits help to reaffirm a sense of the peace of mind that comes from enrollment in life insurance policies.



### Various Lines of Contact

Nippon Life provides a wide range of lines of contact to cater to a diverse range of customer lifestyles and needs.

<b>Nissay Life Plazas</b>	Conventional shops that customers can visit throughout Japan
<b>Nissay Call Center</b>	Receive telephone calls from customers
<b>Agencies</b>	Tax accountants, professional insurance sales agencies, financial institutions, etc.
<b>Corporate Sales</b>	Consulting on employee benefit services for corporate customers
<b>Internet Services</b>	Enables customers to perform various procedures or lodge applications via their PCs or mobile phones



### Advances in Support 1

#### More Advanced IT × Reform of Working Methods

In the face-to-face channel, REVO has reformed the way that sales representatives do their jobs by bringing state-of-the-art consulting functions into play along with efficiency gains in administrative procedures. We will strive to translate the resulting improvements in quality and quantity of sales activities into even better customer services.



#### REVO

- Reduced paper-work burden
- Detailed planning
- Easy-to-understand explanations

Better Quality of Sales Activities



Greater Quantity of Sales Activities

Even better customer services

### Advances in Support 2

#### Face-to-Face Channel × Internet

When customers have registered their information or requested materials on Nippon Life's website, sales representatives visit them to offer face-to-face consultations.



Customers

Commercials and Other Media



Internet  
(dedicated website)  
Sales promotions, events, etc.

Develop Positive Customer Sentiment for Nippon Life

Sales channels

**Advances in Support 3 Sales Representatives × Corporate Sales Representatives**

Sales representatives and corporate sales representatives team up to present employee seminars and to assign representatives to worksites. These initiatives have strengthened our ability to provide support that meets the needs of corporate customers and their employees.

Nippon Life provides over 1,800 corporate customer employee seminars each year on various topics such as pensions and life planning. These seminars offer the employees valuable opportunities to think about their life plans.



Corporate customer employee seminar on life planning

Nippon Life sales representatives each take responsibility for individual worksites. They conduct Policy Details Confirmation Activities for corporate customer employee policyholders and provide various other services.



Sales representatives are assigned to worksites

**TOPICS**

**Providing Various Contact Points for Communication with Customers to Meet Diverse Needs**

**Dedicated Website**

**"Mirai Factory"**

*Mirai Factory* is a community website that forms a tangible record of Nippon Life's communications with customers.

Website contents include special sales promotions and information about Nippon Life's latest television commercials.



**Nissay Life Plaza Marunouchi**

**"Mirai Forest"**

Nippon Life established *Mirai Forest*, a lounge for visitors, inside the Nissay Life Plaza Marunouchi. *Mirai Forest* is based on the concept of providing a space "for rest" in the heart of the city—one that evokes a forest.

*Mirai Forest* is open to all visitors, who are welcome to drop by and enjoy the facility. It is an open lounge offering information about insurance and Nippon Life.

