NORINCHUKIN

SUSTAINABILITY REPORT 2025

Contents

About The Norinchukin Bank

Our Origins 1
Our Business Domains 5

Sustainability Management

Highlights of Initiatives 7
Formulation of Purpose of the Bank and Milestones of Sustainable Management 11
Our Purpose 14
Philosophies and Policies 16
Sustainability Promotion Structure 18
Sustainability Advisory Board 22
Important Issues to Achieve Our Purpose 24
Stakeholder Engagement 25
Participation in Initiatives 29
Sustainable Finance 33
Initiatives for Creating and Visualizing Impact 38
Initiatives to Manage Environmental and Social Risks 47

Agriculture, Fishery, Forestry Industries, and Regions

Sustainable Agriculture, Fishery, and Forestry Industries and Food and Agriculture Value Chains 52
Initiatives to Revitalize the Regions 56

Environment

Efforts to Address Climate Change and Nature-Related Issues (Disclosure Based on the TCFD and TNFD Recommendations) 63
Climate-Related Risk Assessment and Scenario Analysis 73
Nature-Related Risk Assessment and Scenario Analysis 82
Reducing the Environmental Burden in Agriculture 85
Demonstrating the Multi-Functional Role of Forests 88
Sustainable Oceans and Fishery Industries 92

Social

A Society Leaving No One Behind 95
Respect for Human Rights 97
Human Resources Strategy 100
Diversity, Equity & Inclusion 109
Development and Skills Enhancement of Cooperative Member Human Resources 111

Governance

Corporate Governance 112
Compliance 120
Cybersecurity 124
Tax Compliance 126

Report/Index

ESG Data 127

Editorial Policy for Sustainability Report 2025

- This report is published on an annual basis for the purpose of reporting sustainability-related information of the Norinchukin Bank.
  We also publish a variety of information on our website (sustainability page) to help our all stakeholders understand our sustainability initiatives with easier way.
  This report is an edited version of the content of the website (sustainability page) in PDF format.

Reporting Period

FY2024 (April 2024 to March 2025)
Certain information includes details as of August 2025.

Prior Publication

September 2024

Report Scope

The Norinchukin Bank and its group companies

Our Origins

The Bank is a private financial institution with Japan Agricultural Cooperatives (JA), Japan Fishery Cooperatives (JF), Japan Forest Owners' Cooperatives (JForest), and other cooperatives of farmers, fishermen, and foresters as its members. We aim to facilitate the smooth functioning of financial services for these cooperatives, to contribute to the development of the AFF industries and fulfill a major role in society as a contributor to the development of the national economy, as per Article 1 of the Norinchukin Bank Act.

Major Cooperatives

Japan Agricultural Cooperatives (JA)

- JA are cooperatives established under the Agricultural Cooperative Act that conduct a wide range of businesses and activities in the spirit of mutual assistance, with the objective of contributing to the development of agriculture and local communities.

Members*	Approx. 10.21 million
Marketing and supplying	Gathering and selling crops, supplying materials needed for production and daily living, etc.
Banking	Accepting deposits, making loans, remitting funds, etc.
Mutual insurance	Life insurance, auto insurance, and other insurance to prepare for the worst
Guidance	Offering guidance for improving individual members' management of their farms and enriching their daily life

Japan Fishery Cooperatives (JF)

- JF are cooperatives established under the Fishery Cooperative Act to oversee and protect the businesses and lives of fishermen, with the objective of contributing to the development of the fishery industry and fishing communities.

Members*	Approx. 0.24 million
Marketing and supplying	Providing marketing and supplying functions for individual members for the storage, processing and sale of caught fish and other marine products, and for the supply of materials required for their business and daily lives
Banking	Accepting deposits, making loans, remitting funds, etc.
Mutual insurance	Providing individual members with mutual life and non-life insurance
Guidance	Managing marine resources and offering guidance for the improvement of individual members' management of their business and production technology

Japan Forest Owners' Cooperatives (JForest)

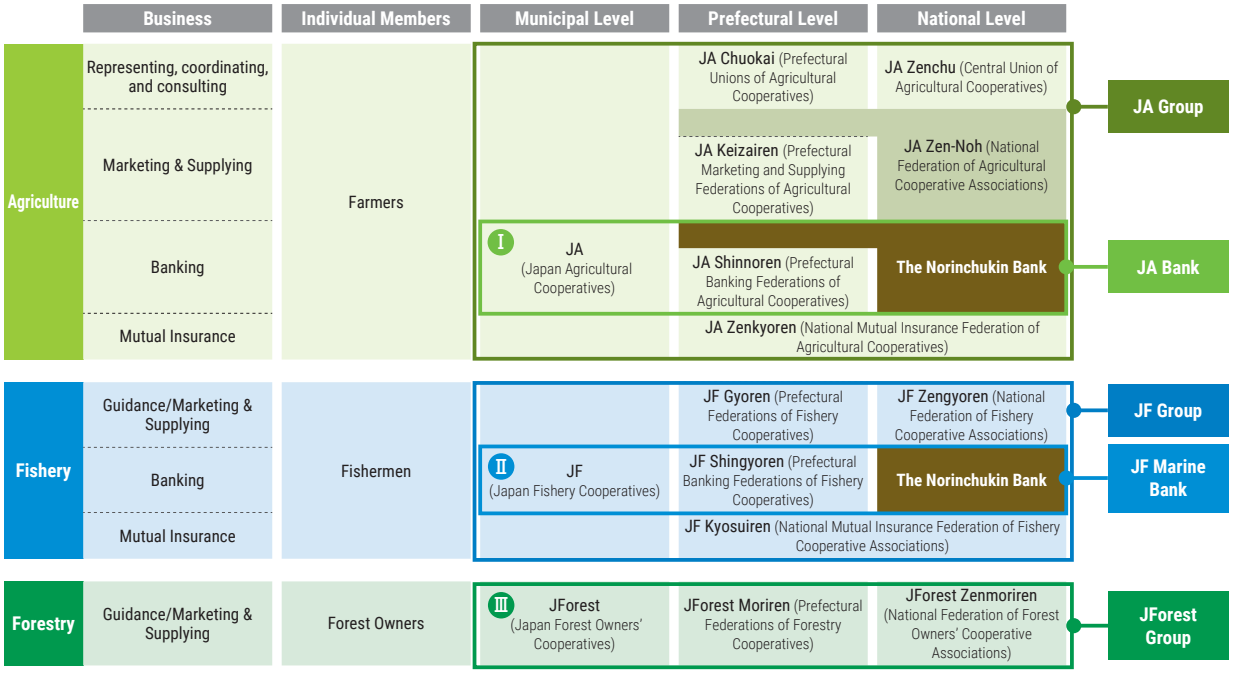
- JForest are cooperatives established under the Forestry Cooperative Act for forest owners.
- Small forest owners own most of Japan's forests, and forestry cooperatives play an important role in organizing and representing their interests.
- JForest cooperatives do not conduct banking business.

Members*	Approx. 1.45 million
Forest improvement	Planting, undergrowth removal, thinning, and other activities in forests owned by individual members
Sales (Marketing & Supplying)	Selling logs, timber, and other forest products
Milling (Marketing & Supplying)	Milling and selling wood from forests
Guidance	Holding seminars, distributing cooperative bulletins, etc.

* Numbers of individual members of the JA, JF, and JForest cooperatives sourced from the relevant FY2023 statistics of the Ministry of Agriculture, Forestry and Fisheries of Japan.

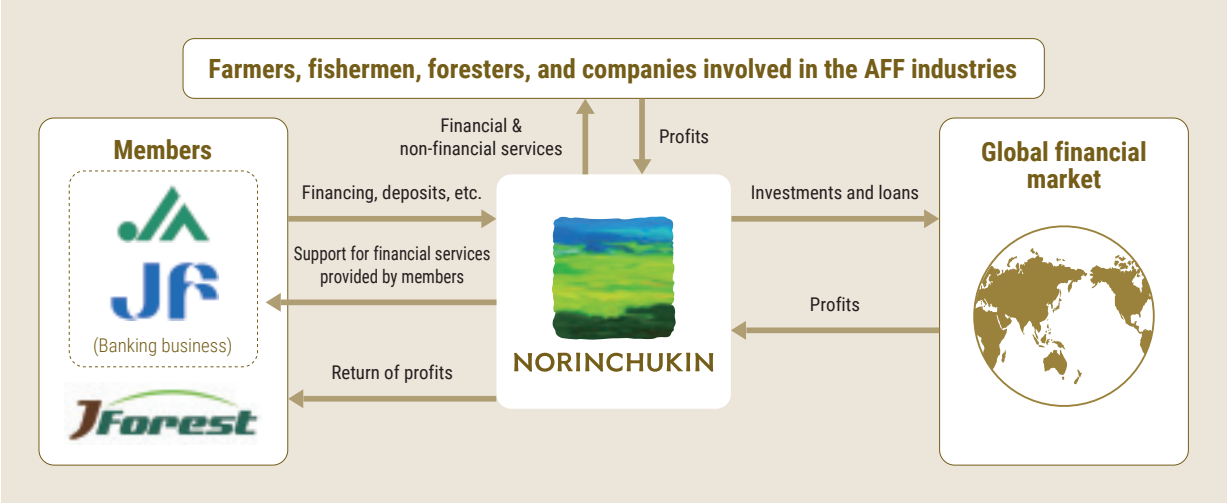
Structure of the Cooperative System

Cooperative members comprise JA, JF, and JForest at the municipal level that perform a wide range of activities and their respective federations and unions at the prefectural level, as well as those at the national level, including the Bank (as indicated in the accompanying chart). This entire structure consisting of the municipal level to the national level organizations is generally known as the cooperative system.



Role of The Norinchukin Bank in the Cooperative System

The Bank's funds are derived from member deposits (majority of them are made from savings held by individual members of JA and JF) and raised in the market. These financial resources are then lent to farmers, fishermen, and foresters, as well as companies related to AFF industries. In addition to such activities, the Bank efficiently manages its funds through investments in securities and other financial instruments. The Bank strives to stably return profits to its members and provides various other financial and non-financial services.



JA Bank and JF Marine Bank: Cooperative Banking Business

The framework and functions of the banking businesses of JA and JF at the municipal level, JA Shinnoren and JF Shingyoren at the prefectural level, and The Norinchukin Bank at the national level are collectively referred to as the Cooperative Banking Business, which operates JA Bank and JF Marine Bank, each effectively functions as a single financial institution.
To ensure that individual members and users have even stronger confidence in the cooperative banking business and make increased use of their services, under the Enhancement and Restructuring Act*, JA Bank and JF Marine Bank have respectively formulated the JA Bank Basic Policy and the JF Marine Bank Basic Policy, with the unanimous approval of their respective members.
These basic policies chart a basic course toward bankruptcy prevention and unified business operations and define the roles and responsibilities of these banks' members.

* Act on Enhancement and Restructuring of Credit Business Conducted by The Norinchukin Bank and Specified Agricultural and Fishery Cooperative Savings Insurance Cooperation, etc.

JA Bank: Organization Overview (as of April 1, 2025)

JA Bank	JA*1	JA Shinnoren	The Norinchukin Bank
Role	• Providing agricultural loans and other various loans based on deposits from farmers and local residents • Depositing surplus funds to JA Shinnoren and the Bank • Returning the profit to farmers	• Managing funds from JA through lending and investments in securities and other financial instruments to return the profits to JA, etc. (depositing surplus funds to the Bank) • Coordinating and guiding financial functions of JA within the jurisdiction	• Managing funds from JA and JA Shinnoren through lending and investments in securities and other financial instruments to return the profits • Conducting integrated financial business operations of 497 JAs nationwide, etc. and guidance for ensuring sound business management, as a national level institution of JA Bank
Number of cooperative members	497	31	1

*1 The number of JAs (Japan Agricultural Cooperatives), 497, is the number of JA Bank members

JF Marine Bank: Organization Overview (as of April 1, 2025)

JF Marine Bank	JF*2	JF Shingyoren	The Norinchukin Bank
Role	• Providing fishery loans and other various loans based on deposits from fishermen and local residents • Depositing surplus funds to JF Shingyoren and the Bank • Returning the profit to fishermen	• Managing funds from deposits from fishermen and local residents and funds from JF through lending and investments in securities and other financial instruments to return the profits to JF, etc. (depositing surplus funds to the Bank) • Coordinating and guiding financial functions of JF within the jurisdiction	• Managing funds from JF and JF Shingyoren through lending and investments in securities and other financial instruments to return the profits • Conducting integrated financial business operations of 71 JFs nationwide, etc. and guidance for ensuring sound business management, as a national level institution of JF Marine Bank
Number of cooperative members	71	10	1

*2 The number of JFs, 71, is the number of JF Marine Bank members

Scale of JA Bank and JF Marine Bank

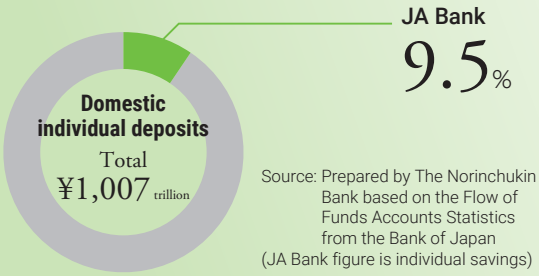
The following savings, loans, number of branches, and other data describe the scale of JA Bank and JF Marine Bank.

JA's deposits and savings balance

¥107.2 trillion

Source: The Norinchukin Bank (March 31, 2025)

JA Bank domestic share of individual deposits and savings balance (September 30, 2024)



Source: Prepared by The Norinchukin Bank based on the Flow of Funds Accounts Statistics from the Bank of Japan
(JA Bank figure is individual savings)

JA's loan balance

¥24.4 trillion

Source: The Norinchukin Bank (March 31, 2025)

Number of JA Bank branches

5,876 branches

Source: The Norinchukin Bank (total number of JA, JA Shinnoren and Norinchukin Bank branches handling domestic exchange business as of March 31, 2025)

Number of JA Bank mobile branches introduced

130

Source: The Norinchukin Bank (March 31, 2025)

JF Marine Bank savings balance

¥2.6 trillion

Source: The Norinchukin Bank
(Total for JF and JF Shingyoren as of March 31, 2025)

JF Marine Bank loan balance

¥0.5 trillion

Source: The Norinchukin Bank
(Total for JF and JF Shingyoren as of March 31, 2025)

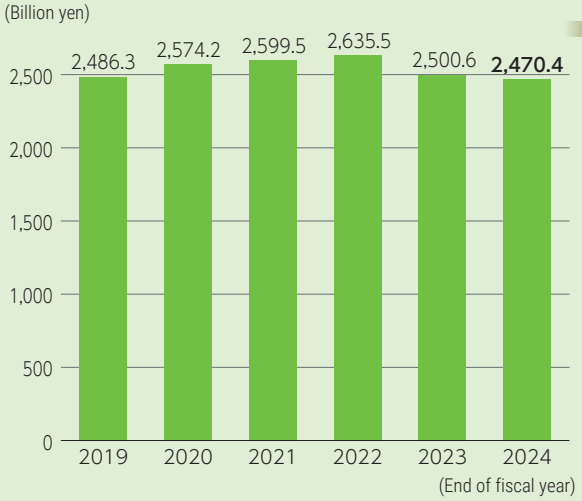
Number of JF Marine Bank branches

168 branches

Source: the Norinchukin Bank (total number of JF, JF Shingyoren and Norinchukin Bank branches handling domestic exchange business as of March 31, 2025)

JA Bank meets the funding needs of farmers in the form of agriculture-related loans, with JA, JA Shinnoren, and The Norinchukin Bank fulfilling each roles. To date, loan officers from each of JA, JA Shinnoren, and The Norinchukin Bank have proactively visited farmers directly, thereby addressing a wide range of financing requirements. However, recently, given persistently high production material costs associated with worldwide inflation and the weak yen, and other threats to farmers' business, farmers' funding demand decreased. As a result, JA Bank's newly executed agricultural loan amount also decreased from last year.

JA Bank's balance of agriculture-related loans*



Breakdown of JA Bank's agriculture-related loans (approx. ¥2.4 trillion)

¥1.1 trillion | ¥0.9 trillion | ¥0.4 trillion

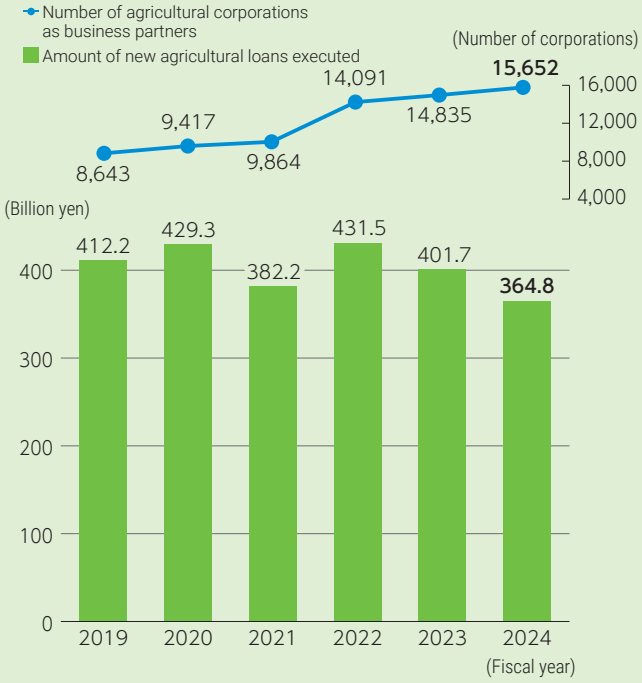
JA | JA Shinnoren | The Norinchukin Bank

Lending

Small-scale farmers and agricultural corporations

Large-scale farmers and agricultural corporations

Amount of new agricultural loans executed and number of agricultural corporations at JA Bank*



The Norinchukin Bank breakdown

Loans to agriculture	¥63.6 billion
Loans to agriculture-related groups	¥225.7 billion
Japan Finance Corporation entrusted funds (agriculture)	¥146.9 billion

The Norinchukin Bank's lending to agriculture amounts to ¥63.6 billion under the Bank of Japan's narrow industry classification. This is 0.36% of its total lending of approximately ¥17 trillion. Apart from this, total agriculture-related loans amount to ¥436.2 billion combining lending to agriculture-related groups such as JA Zen-Noh and funds entrusted with Japan Finance Corporation (excludes policy-based loans such as the Bank of Japan's loan support program etc. which are financed by The Norinchukin Bank on behalf of the members).

* Total for JA, JA Shinnoren and The Norinchukin Bank

Our Business Domains

Business Areas for Achieving Our Purpose

The Bank has been changing its business model flexibly in order to continue to play its role as a cooperative financial institution which contributes to the development of the AFF industries through its financial services.
To achieve our Purpose for the present and future, we mainly focus on the three business areas of Food and Agriculture Business, Retail Business, and Investment Business as our role. The Corporate & Shared Services is the foundation to support these businesses while tackling new challenges.

Food and Agriculture Business

Aiming to be the "First Call Bank" for the Food and AFF Industries

Our Food and Agriculture Business is a domain in which we fully leverage the Bank's financial and non-financial services centered on the business base of the JA, JF, and JForest Groups and the corporate banking business base of the Bank in efforts to increase the income of farmers, fishermen, and foresters, make the AFF industries more sustainable, and strengthen the domestic production base.

Overview of Our Food and Agriculture Business

Environmentally friendly, sustainable agriculture × **Increasing income of farmers, fishermen, and foresters** (Ripple effects through value chain strengthening) × **Strengthening domestic production bases in light of food safety and security**

Sustainable food and AFF industries system

Efforts for sustainability

- Providing solutions for decarbonization and biodiversity
- Planning and implementing credit business
- Providing sustainable financing

×

Food and agriculture value chain

Materials ▶ Production (AFF producers) ▶ Processing, distribution and restaurants (Food and agriculture-related companies) ▶ Exports and consumption

Initiatives for growth of AFF leaders

Initiatives to establish and strengthen the value chain

- Consulting activity for AFF corporations and leaders
- Leveraging data to provide solutions
- Financing for farmers, fishermen, and foresters
- Support for growth and streamlining of JA's Marketing & Supplying Business
- Research and M&A advisory services
- Financing for food and agriculture-related companies
- Support for exporting

Base of Our Food and Agriculture Business

Business base of the JA, JF and JForest Groups

- Farmers, fishermen, and foresters

Corporate banking base of The Norinchukin Bank

- Food and agriculture-related companies
- General corporations
- Overseas corporations

Food & Agri Banking Business Headquarter

Value Chain Unit | **Banking Unit**

In fiscal 2025, we established the Value Chain Unit and the Banking Unit within the headquarter to further clarify their respective missions to provide further added value and financing solutions to the AFF and relevant industries.
The Value Chain Unit is more proactively financing and lending by properly ascertaining financing needs and structural changes in the agricultural and food systems. The Banking Unit is more proactively providing financing solutions in pursuit of synergy between Group companies and the Global Investment and Banking Headquarter.

Affiliate Group Companies

- Norinchukin Research Institute
- The Agribusiness Investment & Consultation
- JA MITSUI LEASING

Retail Business

Providing a range of financial functions as a member of JA Bank and JF Marine Bank

Our Retail Business is a domain responsible for the following major roles as the national-level organization of JA Bank and JF Marine Bank.

Planning and consulting on strategies, etc.

- Formulating JA Bank Medium-Term Strategies and JF Marine Bank Medium-Term Strategies as a comprehensive nationwide strategy.
- Planning the products and services provided by JA Bank and JF Marine Bank.
- Implementing strategies for promoting products and services to members and customers after JA Bank and JF Marine Bank conceive of the products and services and assign roles and responsibilities.

Providing infrastructure services

- Managing and providing digital infrastructure used by JA, JF, and others nationwide.
- Providing a payment network to connect with other financial institutions.
- Planning and providing unified administrative procedures, manuals, etc.

Management guidance

- Implementing efforts to promote and encourage clarification of the management strategies to be taken by JA and JF while respecting their autonomy.
- Providing the necessary management guidance and support to JA Bank and JF Marine Bank individually based on defined standards and on the JA Bank Basic Policy and the JF Marine Bank Basic Policy, respectively.

Other roles

- Various coordination measures for legal and other compliance, and reporting to external institutions and the government.
- Leading nationwide JA and JF and considering and implementing countermeasures during disasters and other emergencies.

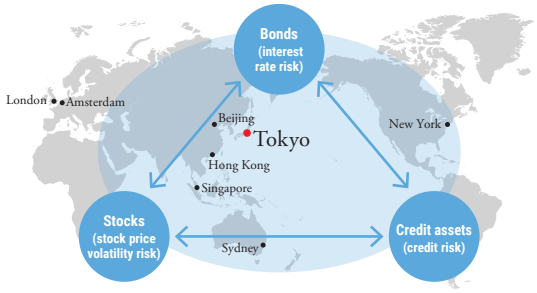
Investment Business

Pursuing stable profit as the ultimate manager of funds for JA Bank and JF Marine Bank

Our Investment Business is a domain that aims to continuously return to members the profits gained from globally diversified investments using funds received from members and asset management business with Group companies.

Globally diversified investments

Carry out globally diversified investments by building a global network



Aiming for high returns over the medium to long term while minimizing the risks of rising interest rates, falling stock prices, and all other aspects, diversifying investments in a wide range of markets and assets with different risk-return characteristics to control overall portfolio risk

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Asset management business

Asset management business centered on the five group companies

NZAM

Norinchukin Value Investments Co.,Ltd.

農中信託銀行株式会社 (The Norinchukin Trust & Banking)

NORIN CHUKIN CAPITAL

NJIA

Aiming to meet customers' diverse needs with the Bank's asset management experience and the group companies' extensive product lineups, acquiring management fees without being subject to economic fluctuations

Corporate & Shared Services

In addition to providing functions that support the three businesses, addressing new issues

Administrative and IT | Risk Management | Legal | Financial Accounting | Audit | Business Management

Corporate & Shared Services is an indispensable foundation for implementing the Bank's three value-creating businesses. While performing the functions of administration, IT, risk management, legal, financial accounting, auditing and business management, Corporate & Shared Services is also keeping an eye on changes in the business environment and reacting accordingly, such as taking on the challenge of creating unprecedented value and innovating the corporate climate and culture.

Highlights of Initiatives

Climate Change and Nature-Related Issues

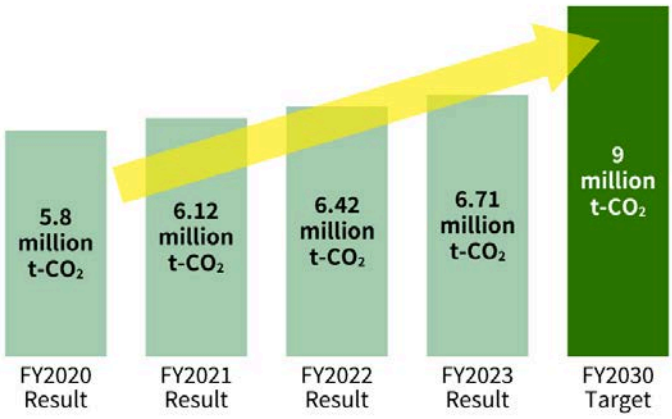
Reduce Financed Emissions

The Norinchukin Bank is committed to Net Zero by 2050, establishing GHG reduction goals for our investment and loan portfolio.
We established targets for our loan portfolio in fiscal 2023 in the oil and gas, coal, and steel sectors, in addition to setting targets for the electricity sector (disclosed in March 2023). As for fiscal 2024, we have established targets for real estate, automobile and shipping sector.
We strive to strengthen our financing and other solutions while engaging with our investees and borrowers.

Sector and Asset Class		Base year FY2019	Latest Results (FY2022)	FY2030 Target
Lending	【Power】	213gCO_2e/kWh	208gCO_2e/kWh	FY2030 138–165gCO_2e/kWh
	【Oil and Gas】Scope 1&2	8.9gCO_2e/MJ	13.9gCO_2e/MJ	FY2030 3.1gCO_2e/MJ
	【Oil and Gas】Scope3	0.51MtCO_2e	0.29MtCO_2e	FY2030 Rel. to FY2019 (-27.3%) 0.37MtCO_2e
	【Coal】	Response and engagement based on Policy on Environmental and Social Considerations in Financing and Investment Activities		
	【Steel】	2.02tCO_2e/t	2.03tCO_2e/t	FY2030 1.54–1.73tCO_2e/t
	【Real Estate】	82.7kgCO_2e/m^2	48.8kgCO_2e/m^2	FY2030 34.1kgCO_2e/m^2
	【Automobiles】	192.6gCO_2e/vkm	346.8gCO_2e/vkm	FY2030 111gCO_2e/vkm
	【Marine Transport】	(Base month:December 2023) Striving:36.9%, Minimum:30.5%		FY2030 PCA≦0%
Investments	【Stocks and Bonds】	0.83tCO_2e/million yen	0.75tCO_2e/million yen	FY2030 Rel. to FY2019 (-49%) 0.41tCO_2e/million yen

Secure the amount of the forest carbon sink, together with JForest members

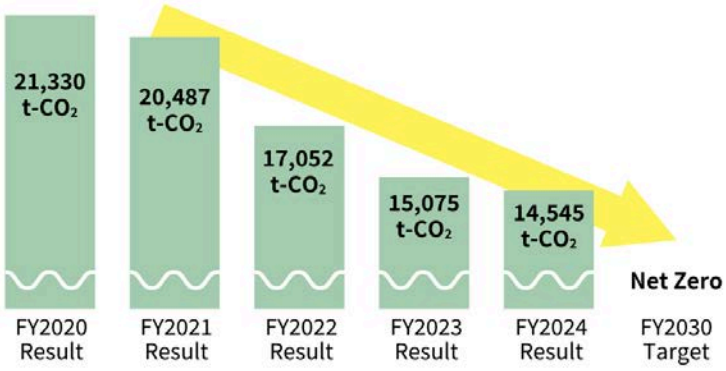
We work together with JForest members to ensure measures such as appropriate forest maintenance to secure the amount of the forest carbon sink.



> Demonstrating the Multi-Functional Role of Forests

Reduce GHG Emissions by the Bank Itself

The Bank reduces GHG emissions by encouraging energy conservation and introducing renewable energy.



Efforts to be Nature Positive

The Bank conducts trial analyses of our dependencies and impacts on nature, including within the value chains of our investees and borrowers, to understand the nature-related risks and opportunities in our portfolios.
We collaborate with external companies and participate initiatives to strengthen our ability to provide investees and borrowers with solutions to be nature positive.

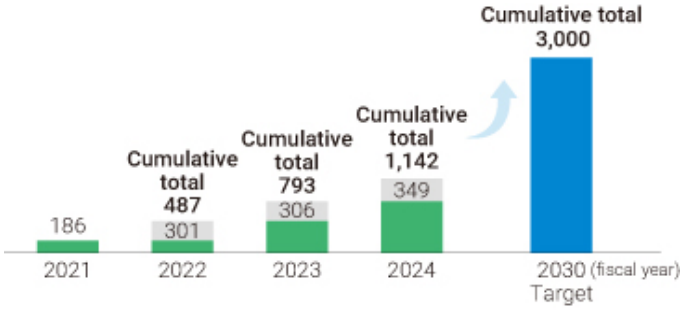
We are committed to integrated disclosures on addressing climate and nature-related issues based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Task Force on Nature-related Financial Disclosures (TNFD).

> Efforts to Address Climate Change and Nature-Related Issues (Disclosure Based on the TCFD and TNFD Recommendations)

Increase the Income of Farmers, Fishermen, and Foresters

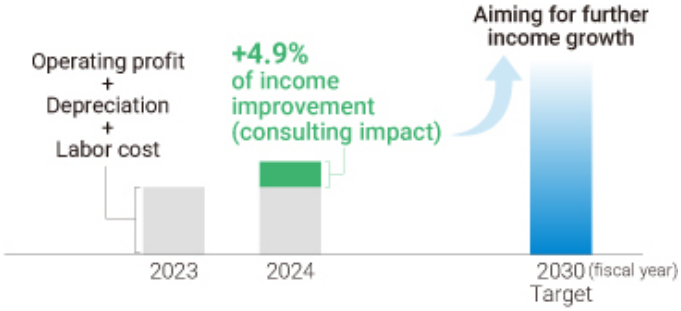
We provide consultations for those in coaperation with JA Bank and offer support in establishing food and agricultural value chains through investment and loan.

Number of consulting activities conducted by JA Bank*



* Total for JA, JA Shinnoren, and the Bank

Contribution to added value amount for leaders in the agricultural industry*

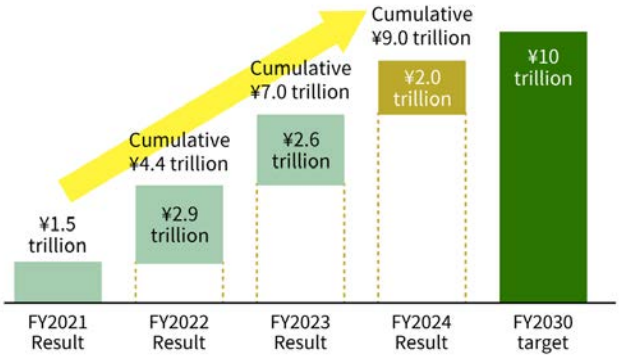


* The scope of the calculation is the cumulative total of measurable cases (152 cases) among implemented solutions in fiscal 2024 as defined in JA Bank's consulting activities to leaders in the agricultural industry.

> **Sustainable Agriculture, Fishery, and Forestry Industries and the Food and Agriculture Value Chain**

Execute New Sustainable Finance

The Norinchukin Bank executed sustainable finance to help resolve environmental and social issues.
We also focus on measuring and managing how our financing and other business activities impact the environmental and societies.



> **Sustainable Finance**

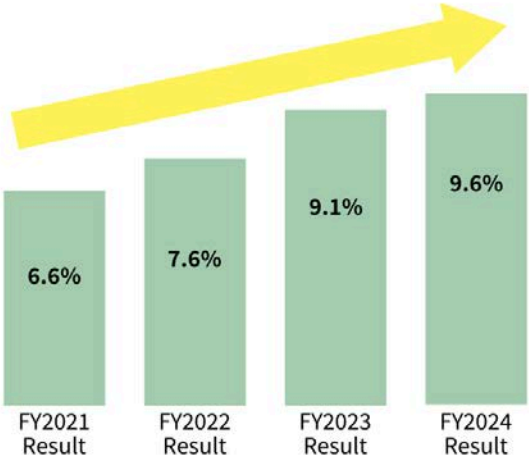
Respect for Human Rights

The Bank held dialogues with external experts and other parties related to regarding modern slavery (forced or child labor), which we identified as a material issue based on our human rights impact assessments (human rights due diligence), in the high-risk sectors (agriculture, construction, food manufacturing) for the human rights of foreign employees. We will take these factors into account when considering specific measures going forward.

> **Respect for Human Rights**

Ratio of Female Managers

To promote diversity, equity and inclusion in the Bank, we work to encourage female employee activity and growth as well as foster awareness among executives and employees.



Diversity, Equity & Inclusion

Formulation of Purpose of the Bank and Milestones of Sustainable Management

Formulation of Purpose of the Bank

We take a medium- to long-term perspective in redefining our vision of the Norinchukin Bank, the value we provide, and the role we serve in the world. We defined the value that the Bank will provide to society in the year 2050 as our Purpose, recognizing the importance of setting and executing specific goals to achieve these aspirations.

In formulating our Purpose, we held monthly workshops throughout 2020, attended by the CEO, Directors and Executive Officers.
After putting together forecasts for the global environment and societal changes for 2050 (megatrends), we used the concept of backcasting, carrying out discussions under the following approach.
Details of discussions were shared with the Supervisory Committee members and the Bank employees, and we formulated the plan after receiving opinions and responses to questionnaires.

Discussion Process

1. Share futuristic scenarios for 2050 in consideration of medium/long-term changes in the environment and society (megatrends).
2. Forecast the impact that these futuristic scenarios could have on the Bank's foundation and businesses (the Agriculture, Fishery, and Forester ("AFF") industries; investment and financing).
3. For (2), above, discuss the value that the Bank can provide to society and the role that we are expected to play (our Purpose).
4. Discuss the goals to be achieved by 2030 based on our Purpose.
5. Reflect these details in our management plan and realign the Norinchukin Bank Vision.

Milestones of Sustainable Management

The Norinchukin Bank began sustainable management in fiscal 2019 and has been developing our sustainable management framework and joining various initiatives since. We are committed to continue working together with our stakeholders going forward.

FY2019 - FY2023 Medium-Term Management Plan

	Major Initiatives	Membership and Endorsement Initiatives
FY2019	■ Established the Sustainability Committee ■ Formulated Environmental Policy and Human Rights Policy ■ Established the Policy on Environmental and Social Considerations in Financing and Investment Activities	■ Task Force on Climate-related Financial Disclosures (TCFD) ■ Climate Change Initiative
FY2020	■ Created ESG loans ■ Established environmental and social risk management systems	
FY2021	■ Defined our Purpose ■ Assigned the Chief Diversity Officer	■ UNEP FI ■ PRB ■ PCAF
FY2022	■ Assigned the Chief Sustainability Officer ■ Established the Sustainability Advisory Board ■ Conducted human rights impact assessment (human rights due diligence) ■ Appointed as a member of the TNFD Task Force ■ Announced the Commitment to Net Zero by 2050 ■ Announced portfolio GHG emission reduction targets (loans (power) and investments (stocks and bonds))	■ Climate Action 100+ ■ AIGCC ■ Japan Impact-driven Financing Initiative ■ NZBA ■ GFANZ ■ Keidanren's Challenge to 30% in 2030
FY2023	■ Strengthened the sustainable business promotion structure ■ Published Diversity & Inclusion Book ■ Published Climate & Nature Report 2024 ■ Added portfolio GHG emission reduction targets (loans (oil and gas, steel, coal sectors))	■ Taskforce on Nature-related Financial Disclosures (TNFD) ■ Japan Climate Leaders' Partnership (JCLP) ■ 30by30 Alliance for Biodiversity ■ Partnership for Biodiversity Accounting Financials (PBAF) ■ Japan Business Initiative for Biodiversity (JBIB)

FY2024 - FY2030 Medium-Term Vision

FY2024	■ Building an IMM system based on the formulation of impact assessment model cases and guidance ■ Added portfolio GHG emission reduction targets (loans (real estate, automobile, shipping))	■ Circular Partners

Create Impact for the global environment, society, and economy

Click image to enlarge

> (Reference) Participation in Initiatives

Our Purpose

> Please see here. (Our Purpose)

Our Purpose

Our Purpose, Important Issues, Vision and Shared Value

To enhance our organizational ability to solve problems amid ongoing change, we believe it is necessary to have a culture that encourages ourselves to share the Bank's philosophy, to recognize our own roles, and in which officers and employees actively pursue our own roles. To this end, we have defined "Our Purpose" to answer the question of "What kind of contribution will we make to the future for a sustainable environment and society?" Based on this Purpose, we have defined "Important Issues" (Materiality) as the environmental and social challenges we will face over the medium to long term, and "Medium-Term Vision" for resolving these issues. In order to realize this Vision, we have also established "Shared Values" as the foundation on which we practice our daily business activities.

Stakeholders： **Members (JA, JF, JForest, etc.) / Individual cooperative members (i.e., people working in the Agriculture, Fishery, and Forester ("AFF") industries) / Local communities / Our clients (deposits and savings, loans) including AFF-related companies / Investors / Business partners / Governments and municipalities / Norinchukin Group employees**

Our Purpose

The life of people, the life of food (living organisms) and the life of the earth (planet) are all connected. We need food to live. That food is delivered by the AFF industries. The foods produced by the AFF industries, derived from animals and plants, benefit from the blessings of nature such as water and air. These blessings of nature are only available because of a sustainable global environment. To ensure this "chain of life," we have established "Our Purpose" as follows by further developing our corporate brand tagline "Dedicated to sustaining all life."

Dedicated to sustaining all life.

Work together with our stakeholders to foster the AFF industries and to create a prosperous future for food and lifestyles, and thereby contribute to a sustainable global environment

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Important Issues to Achieve Our Purpose (Materiality)

The Bank has defined its Purpose with a view to environmental and social changes toward 2050. The Bank has also organized "Important Issues to Achieve Our Purpose" as important themes considering risks and opportunities, possible impacts for the Bank, and expectations from stakeholders. Through our daily business activities based on the Medium-Term Vision, we will work to address the risks and opportunities associated with these Important Issues, as well as to create positive impacts and reduce negative impacts.

> **Important Issues to Achieve Our Purpose (Materiality) (details)**

Medium-Term Vision

Nochu Vision 2030 - Taking on challenges of a changing world as we look to the future- We have formulated the "Medium-Term Vision" for the period from FY2024 to FY2030. We operate our business by positioning "Vision for 2030" set forth in our Medium-Term Vision as the compass of our management.
Please see below for details.

> **Medium-Term Vision**

Shared Values

We have established the following five values to be cherished by all officers and employees of the Bank.

> **Shared Value (details)**

Philosophies and Policies

Code of Ethics, Environmental Policy, Human Rights Policy

In our Code of Ethics, we stipulate that, “We, as members of society, work closely with local communities, to support them with respect to the human rights of each person and with social issues such as environmental concerns, and we seek to contribute to the realization of a sustainable society.”

Code of Ethics (Excerpt)

1. Fundamental Mission and Social Responsibility
2. Offering High-Quality Services
3. Strict Compliance with Laws and Regulations
4. Severing AntiSocial Forces and Combating the Threat of Terrorism
5. Building a Highly Transparent Organizational Culture
6. Contribution to a Sustainable Society

To realize sustainability management, we established the Environmental Policy and Human Rights Policy as of 2019. These policies serve to advance concrete initiatives in our businesses and in the behavior of our senior management and employees as we clarify our fundamental position on resolving environmental issues and respecting human rights, and as we foster and unify awareness among the same.
We have placed the Basic Policy for Investment and Loans under our Environmental Policy and Human Rights Policy and share it with our group companies.

Environmental Policy and Human Rights Policy: Two Unique Traits

① Defines The Norinchukin Bank basic mission

Our mission is to contribute to economic development through the development of the Agriculture, Fishery, and Forester ("AFF") industries, industries that are linked closely to the environment. We also strive to help the people engaged in these industries enjoy greater happiness. In accordance with the principle and spirit of mutual aid embraced by cooperatives, The Norinchukin Bank respects human rights and dignity rooted in equality and aims to create a fair society.

② Emphasizes fostering a sound corporate culture

We believe that fostering and establishing a sound corporate culture is an integral part of implementing both policies. While responding appropriately to human rights issues, we work to maintain an awareness of the risks and returns related to our business activities, encourage individual employees to act with awareness of their own responsibilities while ensuring transparency, and create attractive workplaces that offer unrestricted and open-minded discussion and respect for diverse opinions.

Environmental Policy: Key Points

① eflecting on our basic mission, we declare that we will contribute to the creation of a sustainable society through partnership and collaboration with fellow members

② e our support and participation in international standards and initiatives to address environmental issues

③ oncrete initiatives based on the Environmental Policy through our core financing and lending business

④ We declare that, as a financial institution founded on the AFF industries, climate change and biodiversity*1 are particularly important environmental issues, and that we will respond to these issues through our business activities

⑤ We declare that we shall strive to respond to environmental issues as an element tied closely to our ability to foster a sound corporate culture, the backbone of our operations

*1 Supported and adopted the TCFD and TNFD recommendations, and noted that the Bank will promote initiatives based on the purpose of the recommendations.

Human Rights Policy: Key Points

① eflecting on our basic mission, we declare that we will contribute to the creation of a sustainable society through partnership and collaboration with fellow members

② e our support and respect for international standards and initiatives*2 to address human rights issues

③ e our respect for human rights across the entire value chain (executives, employees, customers and suppliers) in accordance with the concepts of the UN Guiding Principles on Business and Human Rights (Ruggie Principles)

④ e that we shall strive to respond to human rights issues as an element tied closely to our ability to foster a sound corporate culture, the backbone of our operations

*2 Universal Declaration of Human Rights, International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights, ILO Declaration on Fundamental Principles and Rights at Work, UN Guiding Principles on Business and Human Rights, UN Global Compact and OECD Guidelines for Multinational Enterprises

Group companies that share the same "Environmental Policy," "Human Rights Policy," and "Basic Policy for Investment and Loans"

- The Norinchukin Trust & Banking Co., Ltd.
- Norinchukin Australia Pty Limited
- Norinchukin Bank Europe N.V.
- Norinchukin Research Institute Co., Ltd.
- Norinchukin Facilities Co., Ltd.
- Nochu Business Support Co., Ltd.
- Norinchukin Business Assist Co., Ltd.
- Norinchukin Academy Co., Ltd.
- Norinchukin Value Investments Co., Ltd.
- Kyodo Housing Loan Co., Ltd.
- Nochu Information System Co., Ltd.
- JA Card Co., Ltd.
- Norinchukin Zenkyoren Asset Management Co., Ltd.
- The Cooperative Servicing Co., Ltd.
- The Agribusiness Investment & Consultation Co., Ltd.
- Norinchukin Capital Co., Ltd.
- Nochu-JAML Investment Advisors Co., Ltd.
- Norinchukin Hong Kong Limited

> Environmental Policy (PDF : 170KB)

> Human Rights Policy (PDF : 172KB)

Sustainability Promotion Structure

Sustainability Management Committee

The Sustainability Management Committee was established under the Board of Directors to discuss general policies and management issues related to sustainability management. The Chief Sustainability Officer (see below), as well as other relevant executives and employees, participate in this committee. The Board of Directors and the Supervisory Management Committee supervise the Sustainability Management Committee, discussing reports on the outcomes of their committee meetings as needed. Matters related to environmental and social risk management are discussed at the Risk Management Committee , under the board of directors. Depending on the content and purpose of the discussions, these matters are also discussed at management level within various consultative bodies.

Chief Sustainability Officer

The Bank appoints two Chief Sustainability Officers (Co-CSuO) responsible for overseeing and implementing sustainable management. The officer in charge of corporate affairs and officer in charge of business affairs work together for sustainable management, stronger risk management, and related business opportunities in light of domestic and international trends.

Chief Diversity Officer

We assign a Chief Diversity Officer (CDO) to oversee and encourage diversity and inclusion initiatives.

Sustainability Advisory Board

As an advisory body to the Board of Directors, the Sustainability Advisory Board was established to consult with external experts and reflect their opinions in the advancement of our sustainability management.

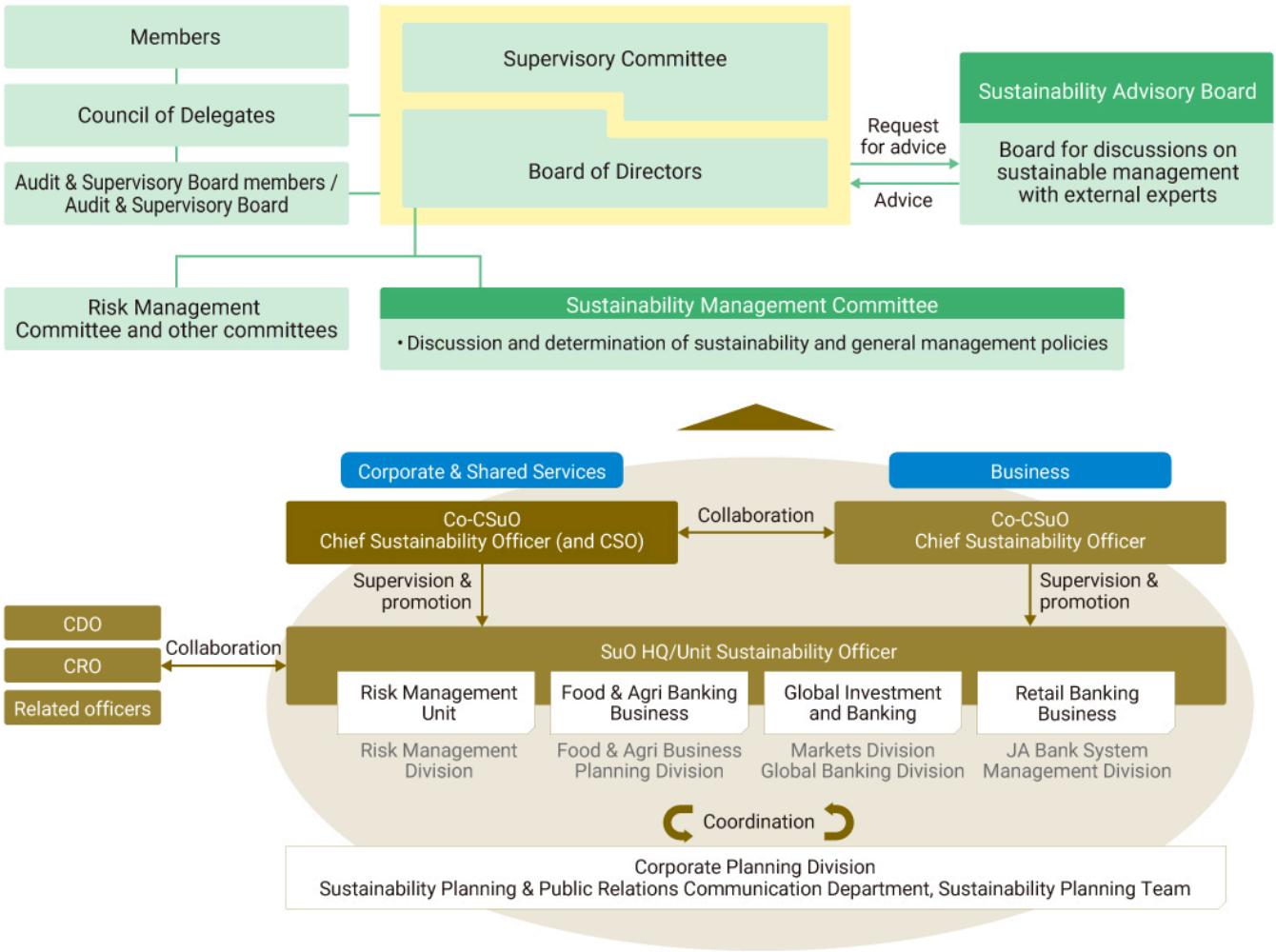
Sustainability Advisory Board Members

Name	Affiliation / Position
SATO Takafumi	Member of the Supervisory Committee, The Norinchukin Bank (Former Vice-Chairman ofthe IFRS Foundation)
TAKAMURA Yukari	Professor, The University of Tokyo Institute for Future Initiatives
TAKEGAHARA Keisuke	Professor, National Graduate Institute for Policy Studies
MATSUOKA Shinji	Chief Sustainability Officer, Managing Executive Officer, Meiji Holdings Co., Ltd.

Implementing Sustainability Management through the Cooperation with Each Headquater

In order to strengthen organization-wide sustainability management, the Bank assigned HQ/Unit Sustainability Officers (SuOs)to each headquarter and unit (Food & Agriculture HQ, Retail HQ, Global Investment & Banking HQ, and Risk Management Unit).

Sustainability Promotion Structure



Main Meeting Bodies Handling the Bank's Climate and Nature Issues

Meeting Body	Chairperson	Major FY2024 Agenda Items, Discussions, and Reports (Related to Climate and Nature)
Supervisory Committee	Chairperson of the Supervisory Committee	●Initiatives and business performance (including sustainable management matters)
Board of Directors	President and Chief Executive Officer	●Net zero transition plan (including advanced scenario analysis, sector-specific targets and progress, and sector policies) ●Initiatives and business performance (including sustainable management matters) ●Selection of top risks ●Sustainability Advisory Board meeting results and responses
Sustainability Committee	Chief Sustainability Officer	Total of five meetings in FY2024 (including those co-hosted with other councils) ●Portfolio GHG emission reduction targets (real estate, automobiles, marine transport sectors) ●Natural capital and biodiversity initiatives ●Initiatives to increase agricultural incomes ●Initiatives for human rights in agriculture ●Initiatives and business performance (sustainability initiatives) ●Sustainability Advisory Board meeting results and responses

Risk Management Committee	Chief Risk Officer	●Selection of top risks ●Revisions of Risk Management Policy ●Partial revisions of Policy on Environmental and Social Considerations in Financing and Investment Activities
Portfolio Management Committee, Food and Agri Finance Committee	Chief Financial Officer	●Partial revisions of Policy on Environmental and Social Considerations in Financing and Investment Activities ●Allocation policy development (GHG emission visualization in investment portfolios)

• The name of the Sustainability Committee was changed to Sustainability Management Committee from FY2025.
• The Portfolio Management Committee was split up into the Market Portfolio Management Committee and Credit Portfolio Management Committee from FY2025.

Message from the Chief Sustainability Officer

Managing Executive Officer (Business Administration Unit)
Chief Strategy Officer
Co-Chief Sustainability Officer
KAWASHIMA Kenji

In April 2025, I was appointed as Co-Chief Sustainability Officer. When I served as the Head of the Corporate Planning Division in 2019, I set up a Sustainability Management Office within the Division as part of our efforts to make sustainability management a cornerstone of our corporate strategy. When we formulated our “Purpose” in 2021, all executives and employees came together for discussions. We defined our purpose as “Work together with our stakeholders to foster the AFF industries and to create a prosperous future for food and lifestyles, and thereby contribute to a sustainable global environment”. Like this, we have incorporated sustainability at the heart of the Bank’s management strategy.
Our medium-term vision, “Nochu Vision 2030,” lays out five goals for 2030. A key strategy for attaining them is to generate positive impacts through initiatives that link climate change, biodiversity, and circular economy.
With strong connections to climate, natural capital, and biodiversity, the Bank is a unique financial institution, both in terms of financing and operation. In light of our high dependence on nature, the impacts of climate change and potential harm to ecosystems, water, and air are important to the Bank’s management, as well as to our members, and investees and borrowers.
As a TNFD Taskforce member, we are addressing natural capital and biodiversity challenges by helping clients to start making TNFD disclosures and creating guidance for financial institutions. As Chair of the Value Chain Working Group, we also contributed to the formulation of international rules and practices.
Today, sustainability is shifting from the realm of ideals to a perspective that links it to economic benefits and tangible business achievements. We work together with primary industry stakeholders involved in food and agriculture value chains as well as midstream and downstream enterprises to advance efforts to incorporate concepts such as circular economy and nature positive in concrete business initiatives.
The Bank employs people from a wide variety of backgrounds who share a commitment to sustainability. We hope that you will continue to keep an eye on our new growth and development as an organization.

Managing Executive Officer (Value Chain Unit)
Co-Head of Food, Agribusiness and Corporation Banking
Co-Chief Sustainability Officer
TSUCHIDA Tomoko

I was appointed as Co-Chief Sustainability Officer in April 2024. My job is to oversee business initiatives in line with our general policies on sustainable management.

We encourage our clients in the food and agriculture industries to tackle sustainability issues, actively exchanging opinions about the Bank's goals and initiatives. Increasingly, we see that through their disclosures, our borrowers are gaining a deeper knowledge of decarbonization and other sustainability issues, and applying what they learn in their management strategies and business activities. They are taking these perspectives into account as they seriously consider their future business strategies, resulting in the creation of unprecedented models of collaboration, such as joint logistics systems, securing of energy resources, and local resource utilization. For its part, the Bank will co-create sustainability with its clients, not just through financial means, but also through non-financial support, such as disclosure of sustainability information, creating and procuring carbon credits derived from agriculture, fishery and forestry industries, and operating the Insetting Consortium involving all stakeholders along food and agriculture value chains.

In the field of global investment, we are aiming to achieve a cumulative total of 10 trillion-yen worth of new sustainable finance by FY2030, with a focus on improving quality as well as quantity. We have been investing in World Bank Sustainable Development Bonds, IADB Bonds (Feed Africa bonds), and similar securities. Through impact investing in the private equity sector, we aim to make a good balance between financial earning and positive impacts in areas such as climate change, education, and healthcare and welfare.

Sustainability is an issue that can never have a single, correct answer. The Bank's strength lies in the ability to provide cross-organizational support across entire food and agriculture value chains, upstream to downstream. Keeping abreast of international trends and making use of our direct experience on the ground, we will refine our approach to lead the next wave of business together with various partners.

Sustainability Advisory Board

Aiming to advance sustainable management, the Norinchukin Bank established the Sustainability Advisory Board in fiscal 2022 as a forum to solicit the opinions of external experts and exchange views.
Directors and employees of the Bank exchange opinions with four board members on an ongoing basis.

Participants

Board Members

Member of the Supervisory Committee of the Bank
SATO Takafumi

Professor, The University of Tokyo Institute for Future Initiatives
TAKAMURA Yukari

Professor, National Graduate Institute for Policy Studies
TAKEGAHARA Keisuke

Chief Sustainability Officer, Managing Executive Officer, Meiji Holdings Co., Ltd.
MATSUOKA Shinji

Participants From the Bank

KITABAYASHI Taro
Representative Director and President
Chief Executive Officer

NAGANO Masaki
Representative Director and Senior Managing Executive Officer (in charge of Corporate & Shared Services)

KAWATA Junji
Director and Senior Managing Executive Officer (in charge of Retail Banking Business)

KAWASHIMA Kenji
Managing Executive Officer
Co-Chief Sustainability Officer (Co-CSuO)

TSUCHIDA Tomoko
Managing Executive Officer
Co-Chief Sustainability Officer (Co-CSuO)

SATO Shigefumi
General Manager, JA Bank System Management Division (Sustainability Officer, Retail Banking Business)

SHIBATA Kei
General Manager, Global Banking Division (Sustainability Officer, Global Investment & Banking Business)

KASHIWABARA Masataka
Deputy General Manager, Markets Division (Sustainability Officer, Global Investments & Banking Business)

YANO Osamu
Deputy General Manager, Risk Management Division (Sustainability Officer, Risk Management Unit)

NODA Haruo
General Manager, Global Head of Sustainability Planning & Public Relations, Corporate Planning Division

and others

First Sustainability Advisory Board Meeting of FY2025

At the Sustainability Advisory Board meeting held in June 2025,all members expressed and discussed their opinions about the challenges facing the Bank's sustainability management with the Bank's executives.

(Major Comments From Board Members)

Sustainability Initiatives at JA Bank and JA Group

- Every measure is a very good initiative, so it is important to set priorities based on materiality.
- Since adaptation initiatives are critically important to primary industry employees, we hope that The Norinchukin Bank will play an even bigger role in this.
- It is important for The Norinchukin Bank to develop policies, but it is also vital that the people working at the frontlines of the JA Group see sustainability as their own issue.

Further Integrating Sustainability into Our Business Strategy and Creating New Business (e.g., Transition Strategies for Food and Agriculture Value Chains)

- Given that the transition to environmentally conscious farming methods is expected to result in high costs and burdens in the short term, we expect The Norinchukin Bank to play a role in realizing this goal.
- To increase the value of food and agriculture value chains, we believe that it is essential to visualize environmental and social value, and to use branding to broadly promote its appeal. I believe that The Norinchukin Bank, which is involved in all parts of the value chain, from upstream to downstream, will have a major role to play.
- When working out the details of a food and agriculture value chain strategy, it might be a good idea to consider organizing and clearly defining the desired end points and pathways.

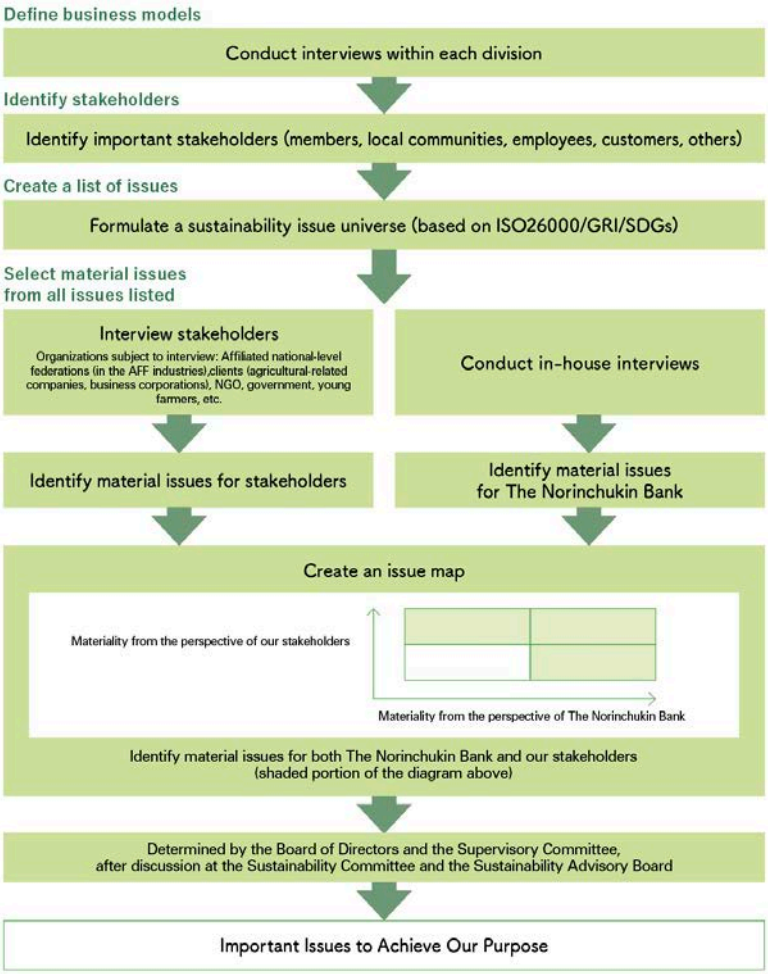
Important Issues to Achieve Our Purpose

Identifying Important Issues to Achieve Our Purpose

The Norinchukin Bank established Important Issues to Achieve Our Purpose based on stakeholder perspectives and our importance as the Bank.

Important Issues to Achieve Our Purpose	Direction	Related Pages
Realizing a carbon-neutral society	Measures Aimed at Net Zero by 2050	Climate change and biodiversity initiatives (Climate & Nature Report)
Realizing a society living in harmony with nature	Strengthening analysis and solutions to be nature positive	
Strengthening the "earning power" of the agriculture, fishery and forestry industries	Initiatives to increase income in agriculture, fishery and forestry industries	Sustainable Agriculture, Fishery and Forestry Industries and the Food and Agriculture Value Chain
Realizing a resilient food system	Supporting the establishment and strengthening of the food and agriculture value chain	
Achieving well-being at both local and international level	Initiatives to revitalize communities and improve social inclusion	Initiatives to Revitalize the Regions A Society Leaving No One Behind Diversity and Inclusion

Specific Processes



Stakeholder Engagement

Strengthening Stakeholder Engagement

The Norinchukin Bank Stakeholders

- Members(JA,JF and JForest)
- Individual cooperative members(i.e.,people working in the agriculture,fishery and forestry industries)
- Our clients (deposit and savings,loans) including agriculture,fishery and forestry-related companies
- Local communities
- Business partners in the Bank's entire operation including financial institutions, market participants and contractors
- Goverments and municipalities
- Employees

In this era of increasing uncertainty, it is necessary for us to focus on engaging with our stakeholders to create sustainable environments and society, as well as to establish agriculture, fishery and forestry industries that will lead to the next generation.we must take action together based on mutual understandings and dialogues. The Bank guarantees transparency and accountability to our stakeholders. We take action to achieve our purpose while maintaining and fostering a deeper trust with our stakeholders for the future.

Stakeholder-Oriented Basic Policy on Governance

The Bank was established on the Norinchukin Bank Act. Article 1 of the Act stipulates our purpose as a financial institution founded in agricultural, forestry, and fishery cooperatives, as well as other cooperative organizations in the Agriculture, Fishery, and Forester ("AFF") industries, to finance these cooperative organizations and thereby contribute to the development of AFF industries, which eventually contributes to the development of the national economy. Based on this article, the Basic Policy on the Norinchukin Bank Governance defines our relationship with our stakeholders. For our member stakeholders, Bank executives and employees are to ensure appropriate collaboration through understanding and sharing our organizational values. These values emphasize having dialogues and careful discussions with members, based on our nature as a cooperative financial insutitution. For all other relationships, we recognize the importance of fostering appropriate and smooth relationships with various stakeholders such as customers, employees, and local communities to achieve the objectives of Article 1 above. The Bank will strive to establish such relationships and conduct business accordingly.

> Business Management

Dialogues and Collaborations with Members and Cooperatives

Together with national level organizations such as JA Zenchu, JA Zen-Noh, and JA Zenkyoren, the JA Group also holds the SDG Liaison Conference. Participants discuss current information on sustainability and collaborate on initiatives for the sustainability of the agriculture, fishery and forestry industries and regions. Discussions and collaborations are also underway with JF Zengyoren on the fisheries industry, and with JForest Zenmoriren on the forestry industry.

Members: JA (agricultural cooperatives), JF (fishery cooperatives), JForest (forestry cooperatives) and their alliances, as well as other cooperative organizations of agriculture, fishery and forestry industries that have invested in the Norinchukin Bank
(3,181 organizations as of March 31, 2025)

The Bank is a member of the International Co-operative Alliance (ICA). This alliance is a group of cooperatives from more than 100 countries around the world in all fields, including those from agricultural, fishery, and forestry cooperatives, as well as other co-ops. In 2013, the National Council of Cooperatives Commemorating the International Year of Co-operatives (Japan National Planning Committee for IYC) was established in Japan. The Japan Co-operative Alliance Organization (JCA) took over this council from fiscal 2019. The Bank participates in the JCA and encourages dialogues and collaborations with other cooperatives.

Cooperative Organizations and SDGs

Cooperative organizations address issues such as poverty and hunger and are identified by the United Nations as one of the key stakeholders in achieving SDGs. The International Co-operative Alliance (ICA) also encourages cooperative organizations around the world to collectively work to achieve SDGs. In Japan, cooperative organizations are explicitly mentioned in the SDGs Implementation Guiding Principles of the Japanese government. As such, Japan and other countries have high expectations in cooperative organizations for the role they play in achieving SDGs.

Dialogues and Collaborations with Investees and borrowers

The Bank works to have deep discussions and mutually understand our Investees and borrowers to provide solutions to their issues and needs. In doing so, we work to create value together in times of disruptive change.

Improving Employee Engagement

In order to enhance our vitality in achieving our purpose, the Bank works to develop human resources and improve workplace environments. In addition, we foster employee engagement by deepening two-way communication between management and employees.

Dialogues and Collaborations with Administrative and Research Institutions

To resolve climate change and other sustainability issues, it is important to collaborate with governments, local governments, and other government agencies, as well as universities and research institutions. We engage in various forms of dialogue with stakeholders in these areas and advocates our opinions.

Partnership with Government and Academic Spheres for the Promotion of Sustainability Management

TNFD
Task force member

The Bank contributes to the development and communication of this global disclosure framework as a member of the TNFD Task Force. As a co-convener of the TNFD Consultation Group Japan (TNFD Japan Council), the Bank promotes awareness and understanding of TNFD in Japan.

Ministry of the Environment
Member of the Study Group on Nature Positive Economy

The Bank has participated as a member of this study group for comprehensive discussion and consideration of natural capital and biodiversity, and corporate management, since its inception, contributing to the formulation of a strategy for transition to a nature-positive economy and discussions on the roadmap to get there.

Ministry of Agriculture, Forestry and Fisheries
Member of the Study Group on Social Impacts on Rural Areas

The Bank is an active member of this study group that aims to visualize the social impacts of various initiatives being implemented in rural Japan, thereby contributing to the formulation of guidance on visualizing impacts on rural areas.

Ministry of the Environment; Ministry of Agriculture, Forestry and Fisheries; Ministry of Land, Infrastructure, Transport and Tourism; Financial Services Agency; Ministry of Education, Culture, Sports, Science and Technology
Practical Panel on Climate Change-related Data Utilization and Adaptation

To ensure that climate-related data can be accurately and effectively used for climate change-related adaptation, risk reduction, and opportunity creation, the Bank is participating in a panel that shares case studies and challenges of initiatives (including those related to efficient use of data) by stakeholders with discussion of possibilities for collaboration.

Cabinet Office
"Moonshot Program for Agriculture, Forestry and Fisheries"
(National Institute of Advanced Industrial Science and Technology)

The Bank has been appointed as an advisor to the Innovation Advisory Board of "Construction of circulating production platform by environmental control based on Soil Microbe Atlas," a project undertaken by a consortium led by Waseca University as part of the Cabinet Office' s "Moonshot Program for Agriculture, Forestry and Fisheries" (National Institute of Advanced Industrial Science and Technology, AIST). We are providing advice on R&D.

Ministry of Agriculture, Forestry and Fisheries
Member of the FY2025 Food Loss Reduction Survey Projects* Review Committee

The Bank has been appointed as a member of the study group tasked with establishing and implementing a system for appropriately evaluating the efforts of food-related businesses. We are involved in discussions about reducing food loss.

* Survey for establishing a framework for visualizing efforts to reduce food waste generation, etc.

National Agriculture and Food Research Organization
Partnership Agreement for Sustainable Food and Agriculture

To realize sustainable food and agriculture, the Bank signed a partnership agreement aimed at seeking solutions to various sustainability challenges (GHG emission reduction, carbon credits, natural capital and biodiversity, circular economy, animal welfare, etc.)

The Nature Conservation Society of Japan
Patnership agreement for promotion of nature positive initiatives in forests, villages, rivers and seas, as well as industries related to agriculture, fishery, forestry and food

To promote nature-positive initiatives in forests, villages, rivers, and seas, and in agriculture, fishery, forestry, and agriculture, the Bank entered into a partnership agreement focused on developing practices utilizing "State of Nature" indicators, developing finance solutions for nature positive outcomes, and building projects connected with nature-positive practices in agriculture, fishery, and forestry.

Waseda University
Itsubo Lab

The Bank is conducting joint research on portfolio analysis using LIME3, a LCA analysis tool, covering the nine domains of climate change, air pollution, photochemical ozone, water, fossil fuels, mineral resources, forest resources, land use, and waste.

Tohoku University and other institutions
Gastronomic Geopolitics

The Bank entered into a joint research agreement on gastronomic geopolitics (selected for the JST Program on Open Innovation Platforms for Industry-academia Co-creation (COI-NEXT)) aimed at realizing greener food supply chains and consumer activities that take climate and nature into account.

Cabinet Office
Programs for bridging the gap between R&D and the ideal society (Society 5.0) (BRIDGE)

The Bank is participating in the research projects below to contribute to the development of practices related to nature positivity and to food and agriculture value chains.

- "Development and demonstration project of Nature Footprint for promoting Nature-related Financial Disclosures by investors and financial institutions and international standardization"
- Project to promote strategic considerations for rule-making and market creation for different sectors based on the nature-positive economic transition strategies
- International standardization of GHG reduction and absorption technologies in the agriculture and food sector

Finance Alliance for Nature Positive Solutions (FANPS)

This alliance was formed in 2023 jointly by The Norinchukin Bank, Sumitomo Mitsui Financial Group, MS&AD Insurance Group Holdings, and Development Bank of Japan for the purpose of promoting and supporting the nature-positive transition of companies. We are pushing initiatives such as providing tools that enable companies to easily diagnose compatibility with TNFD and cataloguing solutions that contribute to nature positive.

Technical partnership with Yachiyo Engineering

The Bank entered into a technical partnership agreement aimed at developing and deploying solutions for nature-related challenges, and we are jointly supplying consulting services and solutions for meeting the needs of the TNFD recommendations and blue economy.

We participate actively in the policy advocacy activities of the Japanese Bankers Association, Institute of International Finance (IIF), and other financial industry associations to which we belong. We also provide input for international standards-setting and rulemaking processes.

Participation in Initiatives

United Nations Global Compact

The United Nations Global Compact is a voluntary initiative whereby signatory companies and organizations act as upstanding members of society, participating in the creation of a global framework for achieving sustainable growth.

CDP

In response to requests from institutional investors, the CDP sends major international corporations a questionnaire related to climate change and other issues. The CDP then analyzes, evaluates and discloses the responses.

Equator Principles

The Equator Principles is an international risk management framework adopted voluntarily by financial institutions for assessing and managing environmental and social risks in project finance and other areas.

Principles for Financial Action for the 21st Century

The Principles for Financial Action for the 21st Century aim to establish a sustainable society.

Task Force on Climate-related Financial Disclosures (TCFD)

The Bank adopts the TCFD recommendations on the disclosures of financial risks and opportunities related to climate change.

Japan Climate Initiative

The Japan Climate Initiative is a domestic network of companies, local governments, NGOs and other actors that are actively engaged in taking climate action.

UNEP FI, PRB

The Principles for Responsible Banking (PRB) is a framework operated by the United Nations Environment Programme Finance Initiative (UNEP FI) to ensure that signatory banks' business practices align with the Sustainable Development Goals and the Paris Agreement.

> **PRB Report** (PDF: 91KB)

PCAF

The Partnership for Carbon Accounting Financials (PCAF) is an international initiative aimed at developing and implementing a method to measure and disclose greenhouse gas (GHG) emissions through the portfolio of financial institutions.

AIGCC

The Asia Investor Group on Climate Change (AIGCC) is an initiative to enhance awareness and encourage action among Asia's investors and financial institutions about climate change risks and low-carbon investment.

Climate Action 100+

Climate Action 100+ is an initiative for institutional investors' groups in different regions of the world to engage with high greenhouse gas emitting companies to realize carbon neutrality.

Japan Impact-driven Financing Initiative

The Japan Impact-driven Financing Initiative promotes impact investment through cooperation and collaboration between diverse and multiple financial institutions that believe that the purpose of financial institutions is to actively address social and environmental issues, holistically understanding impact.

Keidanren Challenge Initiatives for 30% of Executives to be Women by 2030

This initiative encourages diversity and inclusion to start a movement to increase the percentage of women in executive positions to at least 30% by 2030. It also aims to lead growth through innovation and the creation of a sustainable society.

30 Challenge

#HereWeGo203030

Keidanren Initiative for Biodiversity Conservation

This is an initiative of companies and organizations which adopt and take the initiative to achieve the plural items among 7 items of, and/or agree with the whole idea and purpose in the “Declaration of Biodiversity by Keidanren and Action Policy (Revised Edition)”

Keidanren Initiative for Biodiversity

TNFD Forum

The TNFD Forum is an organization that supports discussions by the Taskforce on Nature-related Financial Disclosures (TNFD)—an initiative to construct a framework for appropriate evaluations and disclosures of risks and opportunities regarding natural capital and biodiversity.

TNFD Taskforce on Nature-related Financial Disclosures

Japan Climate Leaders' Partnership (JCLP)

The JCLP is an organization established in 2009 as a unique Japanese business group that recognizes industries must feel a sound sense of urgency and take proactive measures to achieve decarbonized societies.

JCLP

30by30 Alliance for Biodiversity

The 30by30 Alliance for Biodiversity is a coalition of volunteers from the government, businesses, NPOS, and other organizations that work toward becoming nature-positive by 2030, aiming to conserve and protect at least 30% of the land and sea area in Japan by the same year. The alliance works to expand national and other parks, register and conserve areas protected by *satoyama* landscapes, company-owned forests, and other entities in an international database as part of other effective area-based conservation measures (OECM), and actively share the efforts taken by these entities.

30by30

Partnership for Biodiversity Accounting Financials (PBAF)

The PBAF is an international initiative that aims to standardize the criteria in calculating and assessing dependencies and impacts on biodiversity in the financial sector.

Japan Business Initiative for Biodiversity (JBIB)

The JBIB is an initiative in which diverse companies share information, conduct joint research on biodiversity conservation from an international perspective, and engage in dialogue with other companies and stakeholders based on the outcomes obtained. Participating companies aim to raise the level of their own initiatives and take serious measures to contribute to the conservation of biodiversity.

GX League

GX League is an initiative for promoting green transformation (GX). It brings together companies, government, and academia with the aim of achieving a carbon neutral society by 2050.

Circular Partners

Circular Partners is a partnership established in March 2023 for promoting collaborations between industry, government, and academia for the purpose of realizing a circular economy based on a “growth-oriented strategy for resource self-sufficiency.”

Norinchukin Zenkyoren Asset Management Co., Ltd Initiatives

- Sign the UN Principles for Responsible Investment (PRI)
- Participate in the Climate Action 100+
- TCFD endorsement
- Participate in Net Zero Asset Managers initiative（NZAMI）

Sustainable Finance

The Norinchukin Bank Sustainable Finance

As a member of a cooperative organization supporting agriculture, fishery and forestry industries, the Norinchukin Bank understands that our businesses are part of the life, natural environment, and the affluent lives of community members sustained through these industries. As such, we aim to resolve environmental and social issues through sustainable finance.
We set a target ¥10 trillion in new finance between fiscal 2021 to 2030.

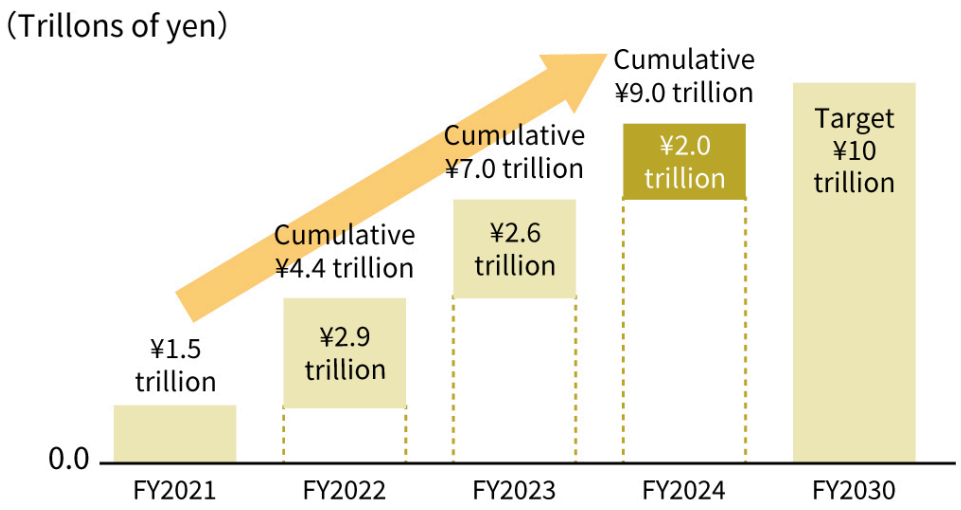
Our sustainable finance refers to the following:

- Investment and finance with environmental/social-related third-party certification
- Investment and finance that integrate environmental/social factors into investment strategy and decision-making
- Investment and finance for environmental and social businesses
- Procuring sustainability related financing

Sustainable finance includes loans originated through our group company the Norinchukin Trust & Banking Co., Ltd., external management contracts of ESG funds managed by Norinchukin Zenkyoren Asset Management Co., Ltd., as well as investment and finance through Norinchukin Australia Pty Limited and Norinchukin Bank Europe N.V.

Results

The Bank financed a cumulative ¥9.0 trillion in new sustainable finance by fiscal 2024.



Breakdown by Asset/Product

Investment and loan	Marketable assets, etc.	Approx. ¥5.3 trillion
	Project finance	Approx. ¥2.0 trillion
	Loans	Approx. ¥1.3 trillion
	Investment and finance total	Approx. ¥8.6 trillion
Procurement	Green bonds and green deposits	Approx. ¥0.4 trillion

Investment and Finance for the Resolution of Environmental and Social Issues

Investing in European Investment Bank Sustainability Awareness Bonds

The Bank invested a total of A$300 million in sustainable awareness bonds (the "Bonds") issued by the European Investment Bank.
We plan to use these Bonds, which focus on natural disasters and risk management, for global activities and projects that help create a sustainable environment and society. The importance of measures for climate change natural disaster adaptation increases each day as climate change has caused increasingly severe natural disasters around the world in recent years. The Bank is committed to investing in bonds to contribute to safe and sustainable urban development, providing funds for infrastructure development and contributing to natural disaster risk management.

> Resolving Social Issues Through Finance

Worldwide Action in Project Finance

In our investment business, we are fully engaged in project finance. Unlike corporate finance, which provides loans according to the creditworthiness of the corporation receiving the loan, project finance targets a specific business/project and then evaluates its profitability before financing.

Project Finance Case Studies

Environmental Sector

Loan balance: ¥1,165.3 billion

The Bank provides financial support for renewable energy projects such as offshore wind and submarine transmission lines in the UK and continental Europe, as well as solar power generation in the Middle East and Japan.

Social Sector

Loan balance: ¥1,632.6 billion

The Bank provides financial support for water treatment projects in Australia and the Middle East, as well as other social infrastructure projects such as schools, hospitals, and other public facilities in Australia, the UK, and the Middle East.

As of March, 31 2025

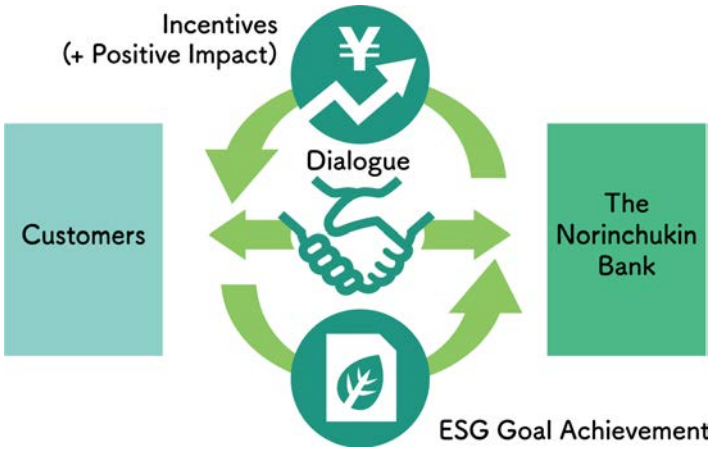
Loans such as Sustainability-Linked Loans

The Bank handles ESG loan products to advance initiatives for solving the environmental and social issues faced by customers in business strategy and supporting thier medium- to long-term corporate value.
Sustainability-linked loans involve Sustainability Performance Targets (SPTs) based on the business strategies of our borrowers. Linking loan conditions with progress toward achieving SPTs motivates customers to achieve their goals.
The Bank also launched loan products with limitation on the use of funds compliant with the Green Loan Principles. These include green loans (for environmentally friendly businesses), social loans (for socially friendly businesses), and sustainability loans (for environmentally and socially friendly businesses). In addition, we began offering transition loans to finance companies' transition efforts toward decarbonization. Through these loan products, we support customer efforts to solve environmental and social issues.

Product name	Cumulative amount of new loan transactions from FY2021 to FY2024 (billion yen)	Fund Usage	
Sustainability Linked Loans	622.7	Unlimited (set SPTs)	
Green Loans	377.3	Limited to use of proceeds	Environmentally friendly businesses
Social Loans	71.9		Socially friendly businesses
Sustainability Loans	20.7		Environmentally and socially friendly businesses
Transition Loans	61.6	Restricted/Unrestricted Climate Change Initiatives	
Positive Impact Finance	168.3	Unlimited	

Efforts to realize a decarbonized society and reduce food waste

In partnership with JA Bank members, in December 2024, The Norinchukin Bank concluded a syndicated loan agreement for a sustainability-linked loan with Life Corporation (LC). This is a syndicated sustainability-linked loan in which a group of JA Bank members is formed under the arrangement of the group company, The Norinchukin Trust & Banking Co. Ltd.
Sustainability-linked loans are a method of financing that aims at motivating the borrower to meet targets and supporting sustainable business activities and growth. They involve the setting of sustainability performance targets (SPTs) based on the borrower's management strategy. Loan terms are also tied to the attainment of the SPTs.
This financing is for supporting LC's efforts to "contribute to the realization of a sustainable and prosperous society through ambitious and trustworthy management" (in accordance with the company's philosophy). The SPTs for the project are "reducing total (Scope 1, 2) GHG emissions intensity (relative to FY2013)" and "reducing total food waste per unit of sales (relative to FY2017)."



Solving Climate Change Issues through Collaboration with Companies and Other Cooperatives

The Bank participates with Mitsubishi Estate Co. Ltd., (the “Company,” below) in a wide range of SDGs that work to improve the city, such as the Daimaruyu SDGs ACT5. Various companies collaborate in this act and promote SDG activities in the Otemachi, Marunouchi, and Yurakucho areas. The Bank deepens the conversation among executives and employees through such activities. As such, we entered into the Sustainability Linked Loan Agreement in October, 2022. This agreement sets SPTs that contribute to solving climate change issues (FY2025: 100% transition to renewable energy, FY2030: 70% reduction in Scope 1-2 emissions and 50% in Scope 3 compared to 2019)
The Bank will contribute to solving climate change issues by collaborating with companies and encouraging customer initiatives.

Initiatives aimed at promoting the carbon neutrality of Hokkaido’s whole energy sector

In December 2024, the Bank concluded a transition-linked loan agreement with Hokkaido Electric Power Co., Inc. (HEPCO).
The purpose of a transition-linked loan is to promote efforts that contribute to the goal of realizing a carbon neutral society by 2050, by providing efficient financing to accelerate the company’s decarbonization transition (i.e., climate transition) efforts. Transition-linked loans are a method of financing designed to motivate the borrower to meet targets and support sustainable business activities and growth. They involve the setting of sustainable performance targets (SPTs) based on the borrower’s management strategy. Loan terms are also tied to the attainment of the SPTs.
With this financing, we are supporting HEPCO’s efforts to achieve the carbon neutrality of Hokkaido’s entire energy sector by 2050. This aligns with the “Hokuden Group Management Vision 2030,” which specifies the environmental goal of reducing the CO2 emissions of the power generation sector by at least 50% relative to the FY2013 level by FY2030.

Contributions to sustainable environments and society through investments

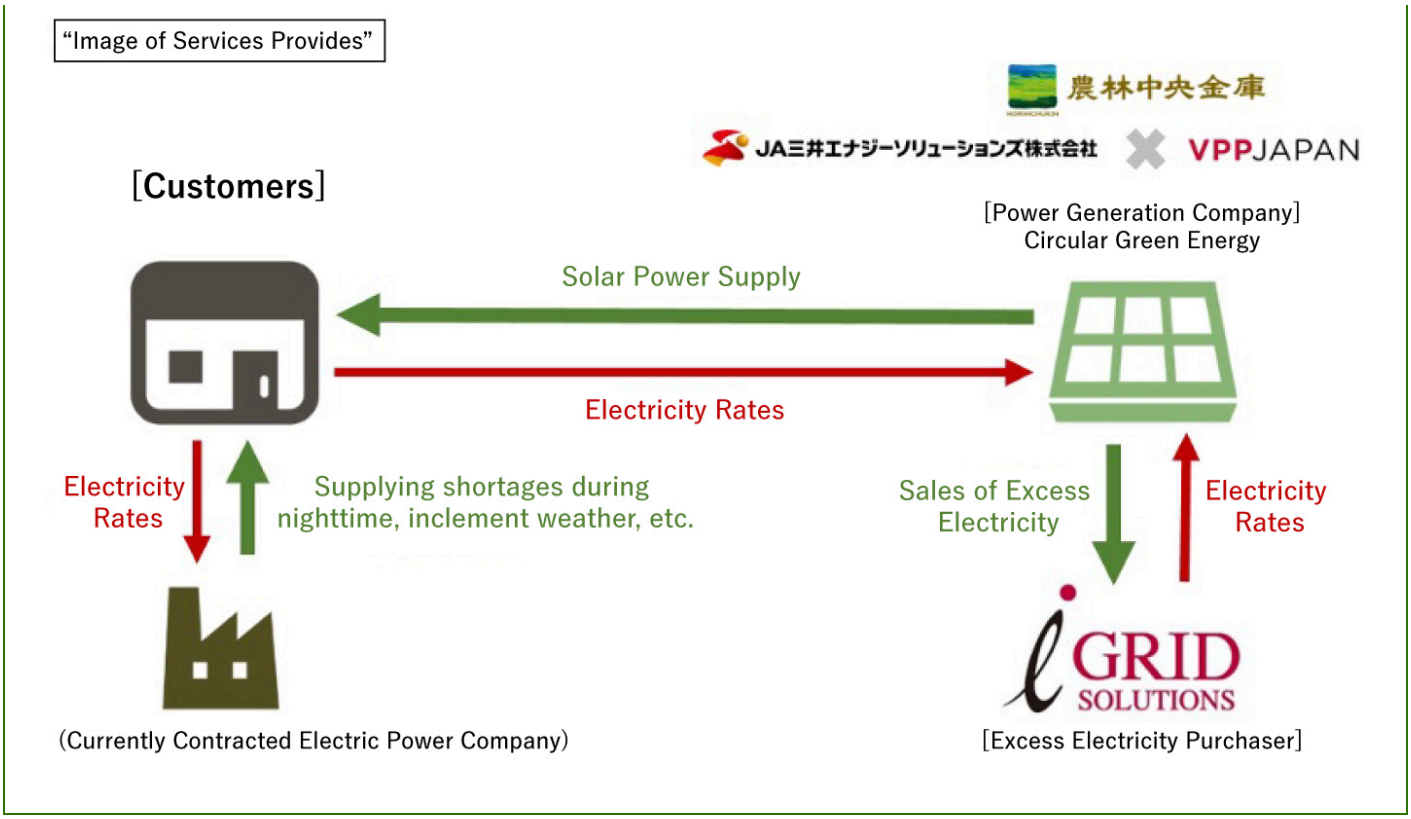
The Bank tackles the equity needs of customers to expand our finance tools for helping customers resolve their environmental and social issues. We contribute to a sustainable environment and society by returning investees’ initiatives and technologies to our customers and member organizations.

Topics

Business Alliances for Decarbonization and The Establishment of a New Company - Excess Electricity Circulation Solar PPA* Service -

*Power Purchase Agreement

The Bank partnered with JA Mitsui Leasing, Ltd., ("JA Mitsui Leasing,” below), JA Mitsui Energy Solutions, Ltd., iGrid Solutions, Ltd., and VPP Japan, Ltd., to establish the Circular Green Energy LLC (the "Company").
In addition to providing on-site consumption services for solar power generation facilities, the Company began offering the Excess Electricity Circulation Solar PPA Service. This service effectively utilizes the excess energy generated by such facilities. Users of this service can install solar power for their own consumption with no maintenance or initial investment allowing users to reduce GHG emissions and power costs, procure stable power, and have access to emergency power sources. The Bank will work towards decarbonatization through the installation of these systems on the roofs of buildings owned by customers of JA Mitsui Leasing or the Bank, and affiliate organizations such as JA.
By fiscal 2024, the Company has concluded power purchase agreements (PPAs) with dozens of power enterprises for the installation and operation of self-consumption power generation facilities and sale of surplus power.



Green Procurement Initiatives

Issuance of Green Bonds

The Bank issues U.S. dollar-denominated Norinchukin Bank debentures as green bonds in overseas markets.Norinchukin Bank debentures are bonds authorized to be issued under the Norinchukin Bank Act to raise funds for the Bank.
The use of funds procured by the issue of these bonds is limited to investments and loans for projects that contribute to renewable energy enterprises or other environmental improvement initiatives. Prior to issuing bonds, the Bank developed a sustainable bond framework and confirmed its compatibility with the voluntary Green Bond Principles (2021) issued by the International Capital Market Association (ICMA).
By issuing green bonds and using the procured funds for investments and loans, we are helping to shape a more sustainable environment and society. Note that all decisions relating to the Bank's green bonds are made independently.

Initiatives for Creating and Visualizing Impact

Based on our medium-term vision, the food and agriculture, retail, and investment divisions work toward achieving our purpose and resolving material issues. Together, these divisions work to achieve appropriate economic returns through investments, loans, and engagements (supporting a wide range of businesses including consultation and providing solutions). At the same time, divisions support investee, borrower, and stakeholder efforts to reduce negative environmental and social impacts while generating positive impacts.
We use impact measurement and management (IMM) to visualize and quantitatively manage the impact of our investments, loans, and business support activities on environmental and social issues.

> Value Creation Process

Finance Cases Designed to Generate Impact

Impact Investment Initiatives

The Norinchukin Bank launched an investment program in fiscal 2022 allowing for private equity fund investments in cooperation with Group company Norinchukin Zenkyoren Asset Management Co., Ltd. (NZAM). As of March 2025, four funds have invested a total of ¥11.2 billion, aiming to create a positive impact on climate change, educational opportunities, healthcare and welfare, and other issues.

Investment Case Study (Apollo Impact Mission Fund)

This fund invests in companies in North America and Western Europe for which both financial performance and environmental/social impact are mutually reinforcing. Investments are focused on the following objectives: (1) creating economic opportunities; (2) education and employment; (3) health, safety and wellness; (4) industrial and technological innovation; and (5) climate change and sustainability. These areas align with the investment objectives of Article 9 of Sustainable Financial Disclosure Regulation (SFDR). This impact measurement methods involve setting impact KPIs based on analyses of the five dimensions of impact (a methodology for comprehensively analyzing impacts generated by a company or project from the perspective of What, Who, How much, Contribution, and Risk). Additionally, this fund obtains a B Impact Assessment score from B Corp (an international certification system of B Lab, a U.S. NPO, for certifying environmentally and socially conscious companies that provide a high level of public benefit). To ensure objectivity and reliability, the fund's impact measurement methods are also subjected to third-party review.

Examples of Impacts Made by Investment Clients of this Fund

SDGs	Investment theme	Investment sector	Impact overview	Main impact KPIs
12 13	Climate change and sustainability	Recycled cardboard manufacture	Contributes to the circular economy by making fiber-based packaging carton board containing 85% recycled (used) paper products. Reduces waste, emissions, and raw material use to increase the environmental efficiency of the business, in particular by replacing plastic and virgin fiber packaging.	●Carbon emissions/unit of production: 0.45 $MtCO_2e$/MT ●Drainage/unit of production: 9.01 m^3/MT, etc.

	Health, safety and wellness	Medical staffing service	As a leading provider of healthcare human resources, the company offers a wide range of services and expertise to help address the crisis of nursing staff shortages in the U.S. Increases access to healthcare, reduces wait times, and improves patient health outcomes. Additionally, it provides appealing employment options for healthcare workers.	●Employee satisfaction: 66% ●Patient satisfaction: 69% ●No. of new qualified staff: 103
	Creating economic opportunities, health, safety, and wellness	Regional supermarkets focused on Hispanic consumers	Provides a wide range of fresh, affordable, and culturally relevant food products to low and middle-income customers. By operating in underserved communities, the business offers customers greater access to nutritious food, thereby helping to improve their health and welfare.	●No. of stores in low-income areas: 89 ●Donated food products: $4.8 million, etc.

出所：Apollo Impact Mission Fund Annual Impact Report 2024

In addition, The Norinchukin Bank and NZAM participate in the ESG Data Convergence Project, which aims to standardize ESG reporting in the private equity sector. Over 100 investors and managers collaborate on this project to standardize and improve the quality of ESG reporting and clarify the status of ESG initiatives in the private equity sector, where ESG reporting is conducted differently by each individual company. Through these efforts, we strive to expand impact investment and help achieve sustainable environments and societies.

Issuance of Green Bonds

The Norinchukin Bank began issuing green bonds in 2021. Funds raised through green bonds are used to invest in and finance projects that contribute to environmental improvement, including renewable energy projects. Funds are also used to measure and disclose the impact created through said investments and loans. As of March 2025 renewable energy projects using green bond funds have contributed to an annual reduction of approximately 890,000 tons of CO_2 (The Norinchukin Bank share of emissions).

Positive Impact Finance Initiatives

Generating impact by financing food and agriculture–related companies

Positive Impact Finance (PIF) is a form of financing that analyzes and evaluates the holistic impact of corporate activities on society, the environment, and the economy, sets indicators and targets, and emphasizes continuous engagement through monitoring of progress.
Valor Holdings Co., Ltd. (hereinafter “Valor”) operates supermarkets, home improvement stores, drugstores, sports clubs, and so on. In its Sustainability Vision 2030, Valor prioritizes the sustainability of its business activities and the proper management of their social and environmental impact and conducts various sustainability activities that contribute to the environment, local communities, and the people.
In the course of this financing, we have comprehensively evaluated and set impact KPIs for a range of sustainability initiatives, including fostering connections with local communities through business activities, supporting children who will shape the future, and preserving environmental resources for upcoming generations. This is the first PIF project* for both the Bank and Valor and, as a financial institution with strengths in the AFF industries, we will support Valor in achieving its KPIs and realizing its vision of creating a sustainable society for children a century from now.

* Impact analysis, evaluation, and KPI setting were conducted by the Bank.

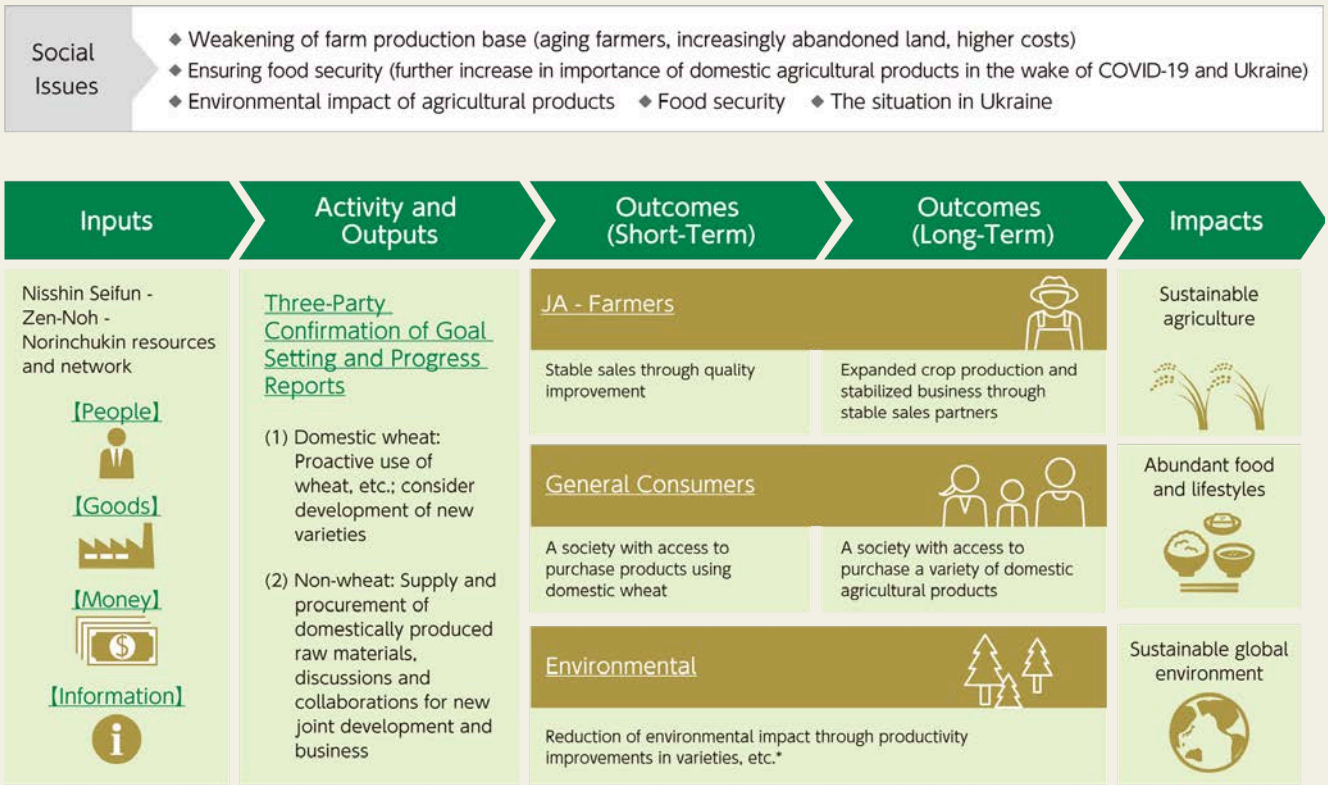
Key impact KPIs

Extending positive impact	Reducing negative impact
Increase the number of health-promotion projects undertaken by 30% from fiscal 2023 through fiscal 2030	Achieve 40% reduction in greenhouse gas emissions in the supply chain by fiscal 2030 (versus fiscal 2019)
Install at least 300 food drive posts by fiscal 2026	Reach zero greenhouse gas emissions in the supply chain by 2050 (versus fiscal 2020)
Partner with at least 120 children's support organizations by fiscal 2026	Increase the volume of renewable resources collected by 30% by fiscal 2030 versus fiscal 2024
Reemploy at least 700 retired people over a seven-year period starting in fiscal 2024	Reduce food waste by 45% by fiscal 2029 compared with fiscal 2016
Obtain certification as a Nationally Certified Sustainability Managed Natural Sites for Omori no Komichi by fiscal 2025	Reduce the percentage of employees with work restrictions by 5 points by fiscal 2030 compared with fiscal 2023

Creating Impact Through Investments in Food and Agriculture Companies

National Federation of Agricultural Cooperative Associations ("Zen-Noh") and The Norinchukin Bank entered into a capital alliance with Nisshin Seifun Group Inc. headquarters ("Nisshin Seifun"), acquiring common stock equivalent to approximately 1% of the Nisshin Seifun outstanding total (published November 17, 2020). Japan's agriculture sector is dealing with environmental and social issues that include such a shortage of farmers. Japan has a particularly low self-sufficiency rate for wheat, and the government is pushing a shift in cultivation to wheat from rice, increasing the cultivated area and production volume. A further issue is how to grow demand in line with this increase in production. Recognizing these issues, Zen-Noh and the Bank invested in Nisshin Seifun, which is the industry leader at 40% of the domestic flour market. The objective of this investment is to encourage production and expand demand for domestically produced wheat. The three parties discussed and established common goals related to this investment. We receive regular progress reports and have confirmed that efforts are having a gradual effect on encouraging domestic wheat products and increasing demand. According to Nisshin Seifun, the company has entered into joint development to secure a stable supply of domestic wheat and other domestic agricultural and livestock products, while extending its product lineup. Zen-Noh indicated that the organization is developing production and variety development based on demand with input from Nisshin Seifun. The Bank will continue to provide support for funds and smooth communications, encouraging the three-way efforts to resolve issues throughout the value chain.

Logic Model for Creating Environmental and Social Impact



*Increased domestic wheat productivity also means a decrease in the amount of pesticides and fertilizers used per unit of production. Therefore, higher wheat productivity leads to expected reductions in environmental impact.

Signing the Japan Impact-driven Financing Initiative

- The Norinchukin Bank signed the Japan Impact-driven Financing Initiative (the "Initiative") on November 1, 2022.
- The Initiative, for which the Social Innovation and Initiative Foundation (SIIF) serves as the secretariat, encourages the practice of impact-oriented investment and loans. Under the Initiative, financial institutions collaborate with the shared belief that the purpose of financial institutions is to have a comprehensive understanding of their impact and take initiative in solving environmental and social issues.
- The Bank will advance our efforts to create and visualize our impacts through collaboration with other signatory institutions by participating in the activities of the Initiative and its subcommittees, and by improving our understanding of IMM.
- We also disclosed our impact financing initiatives in the Initiative Progress Report. Refer to page 45 of the following link for more information.

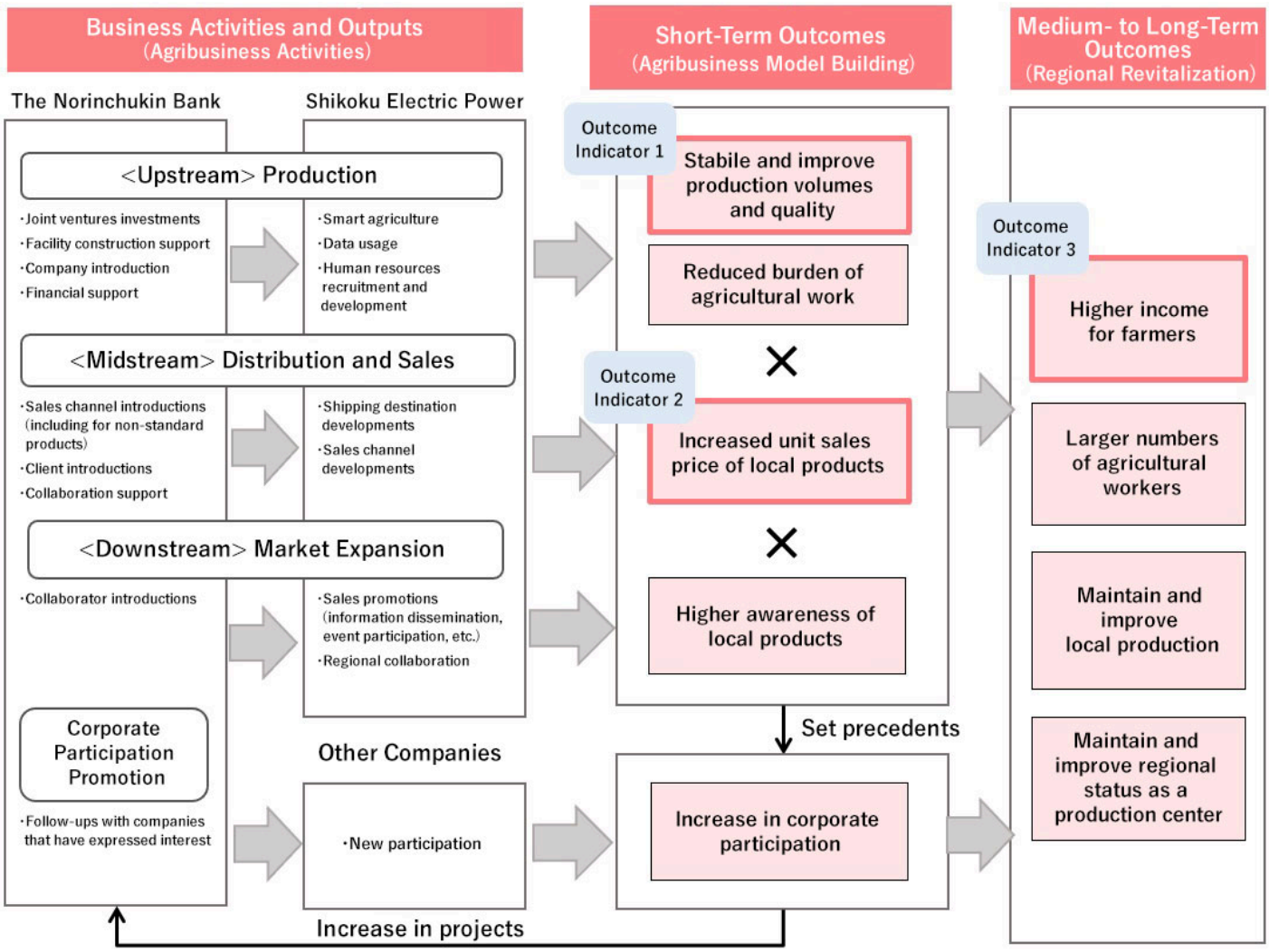
> 2024 Progress Report of Japan Impact-driven Financing Initiative (PDF : 5.6MB) (Japanese Only)

Regional Impact Creation and Visualization Initiatives

The Bank goes beyond financing to also provide consultation and solutions that help improve and develop the businesses and projects of businesses working to revitalize the agriculture, forestry and fisheries industries and generate regional development throughout Japan.
We conducted a trial social impact evaluation aiming to clarify the outcomes and objectives of such support, share our intentions with relevant stakeholders, utilize the results for learning and improvement, and improve external accountability. This trial evaluation enables the Bank to identify the paths to connect business activities to short-, medium-, and long-term environmental and social outcomes and clarifies the outcomes that we should measure.
The Bank has compiled all the impact assessment know-how cultivated up to now into "IMM Guidance," a resource that can be used throughout the Bank. It has also set up a company-wide system for conducting impact assessments. Specified performance indicators will be measured and recorded in our database and used to verify, improve, and disclose information about business performance.

Supporting Agribusiness in Collaboration With Shikoku Electric Power (Takamatsu Branch)

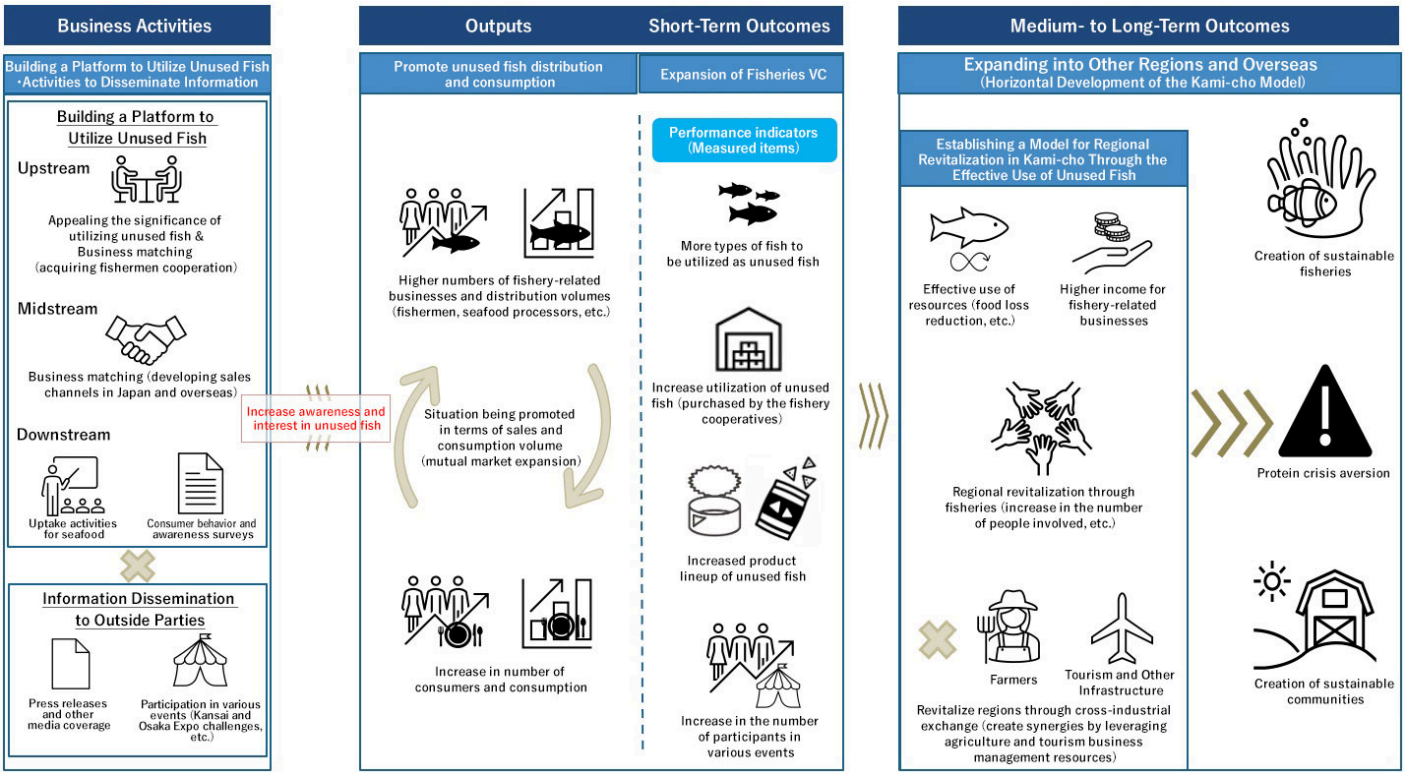
The Takamatsu Branch of the Bank began providing multifaceted support to Shikoku Electric Power in 2018 when the company launched efforts to set up agricultural corporations (for strawberries and Shishito green peppers) from scratch as part of their business to revitalize the region. This year, the Bank conducted a social impact evaluation to visualize the business outcomes on the region (contribution to solving regional issues) and the paths to such outcomes. Through this evaluation, we also aimed to gain company-wide experience and understanding of the various issues that arose before the business got on track and how to solve such issues for application in other regions as well.



Outcome Indicators	Definition and calculation formula
(1) Increase in farmers' production	●Annual yield (t) and unit yield (t) of agricultural businesses receiving support
(2) Increase in unit sales price of local products	●Percentage of Class A products of agricultural businesses receiving support for Shishito green peppers ●Unit sales prices of agricultural businesses receiving support for strawberries
(3) Increase in farmers' incomes	●Increase in added value of agricultural businesses receiving support (based on formulas used in the Bank)

Establishing a New Fishery Value Chain to Utilize Unused Fish (Osaka Branch)

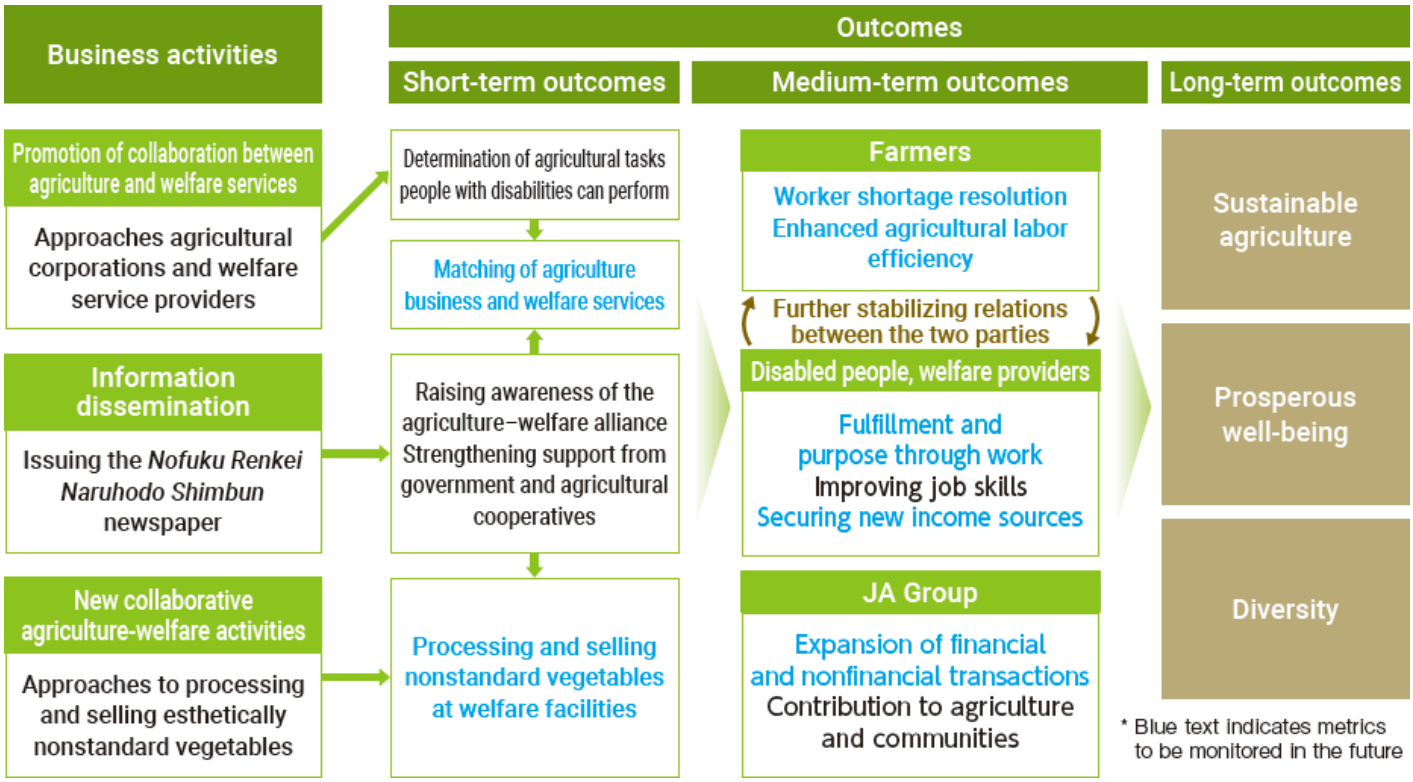
Unused fish is a general term for fish that have good flavor but are passed off as inedible or valued only at low prices for being non-standard, caught in small quantities, not being well known, or other such reasons. The Osaka Branch of the Bank works with the town of Kami-cho in Hyogo Prefecture, JF Tajima, and other organizations of the partnership to establish a new fishery value chain for utilizing unused fish. We recognize that portions of catches are discarded at sea and the potential market for unused fish and that the economic benefits of the sustainable utilization of unused fish are not quantified in terms of business. In response to these issues, we conducted an impact assessment to identify environmental and social outcomes, identify pathways to achieve such outcomes, and create new markets.



Outcome Indicators	Definition and calculation formula
(1) Increase the types of fish to be utilized as unused fish	●Number of fish species utilized
(2) Increase product lineups of unused fish	●Number of new processed products commercialized with cooperative processing companies
(3) Increase the number of participants in various events	●Number of participants and the implementation of consumer awareness and interest surveys

Beneficial collaboration between agriculture and welfare services（Maebashi Branch）

In fiscal 2020, Maebashi Branch launched an initiative to promote collaboration between agriculture and welfare services aimed at creating sustainable communities by matching farmers facing labor shortages amid a declining workforce and people with disabilities looking for employment, thereby addressing challenges faced by both groups. We have asked directly to farmers to understand their specific needs, while also visiting Gunma Prefecture's agriculture and welfare departments and social welfare offices to understand the requirements of welfare providers. Through individual matching activities and information dissemination (via publication of the Nofuku Renkei Naruhodo Shimbun newspaper), we had established seven partnerships as of fiscal 2024. Additionally, we are conducting logic-model impact assessments to address challenges that have been identified and improve our initiatives based on the results of measurable outcome indicators, with the ultimate goal of achieving sustainable agriculture, regional development, and diversity.



Outcome Indicators	Quantitative Indicators/Formulas
Reduce labor shortage in agriculture	●Define annual work hours of agriculture-welfare collaboration (no. of people × hours) as the total hours of labor shortage reduction
Increase farming efficiency	●Measure increase in farm work efficiency through agriculture-welfare collaboration (questionnaire)
Increase work motivation and fulfillment of people with disabilities	●Measure happiness on a scale of 1 to 4 (questionnaire)

農福連携
なるほど新聞
2023年9月号

近年群馬県内で農福連携に取り組む事例が増えてきました。実際に農福連携を始めた生産者からは、「なるほど、こんな作業もお願いできるんだ」という声をよく聞きます。そこで、農福連携を実際に始めた生産者ならではの「なるほど」を集めて発信させていただくこととしました。今回は今年7月から農福連携を開始された株式会社長沼農園さんにインタビューをしました。農福連携を開始して間もない長沼さんならではの発見をまとめました。

農福連携を通じて従業員全員の働きやすさに

農福連携を始めたきっかけは何ですか。

農福連携をしている会社を見て、「実際に障がいのある方を雇用されて経営を成り立たせている」「障がいのある方が働きやすい環境を作ることで、健常者の方も働きやすい環境を作っている」そういった経営者の方がいると知って、自分も機会があれば農福連携をやってみたいなと思っていたのがきっかけですね。

どのような作業を依頼していますか。

現時点では枝豆の袋詰めと、今はゴボウの段ボール作りですね。

どのくらいできるのかもその方の障がいの程度にもよるので、一概に「この作業はみんなができる」というわけではないので今後は考えながらですね。ゴボウも初めは選別ライン作業をやることになりましたが、ゴボウの切り落とす位置を調整しないといけなくてその判断が難しいということで断念しました。お互いに並走しながら「できること」を見つけていく過程が必要ですね。

農福連携前後でのギャップはありますか。

始める前は障がいのある方のイメージが色々とありましたが、実際には「本当に障がいのある方なのかな」というくらい。会話も問題なくできますし、細かい判断も思っていた以上にちゃんとできています。特にこの前やってもらった枝豆の選別の判断ですね。基本的に選別済みですが、見落としで混ざってしまっている規格外品も袋詰めをしながらはじいてくれてました。

スピードについても慣れてくれば手際よくやってくれるので思っていたよりも早いですね。

作業の依頼はいつまでにしていますか。

依頼期日のルールは特にないので2、3日前に伝えてますね。基本的に作業が安定していれば、最初に決めた曜日と日数です。枝豆は雨が降っていても収穫できるので予定通り作業には入ってもらっていました。

工賃の決め方は。

現状は時給です。基本的には相対で相談しながら決めています。

苦労したことはありますか。

基本的には福祉事業所の職員の方がついてくれているので、特に苦労したことは思いつかないですね。枝豆の袋詰めの時は、わかりやすいように測量範囲をラミネートしたもの（下図）を持ってきて量りのところに置いていたり、私の説明を録画して、作業所でみんなで見て復習してくれているみたいで、むしろ助かっています。

2段目・4段目　1段目・3段目

265 266 267 268 269 270

↑箱詰め方法・測量範囲を記載した紙

農家さんはどのようなメリットがありますか。

障がいのある方が働きやすい環境に繋がると思います。健常者の方にも働きやすい環境を作ることで、今人手不足が叫ばれていて、農業もますます人材確保が難しくなってきています。農福連携が人材確保と働きやすい環境を整えるきっかけになり、それがメリットに感じられればいいのじゃないかと。

農福連携に関心のある方へ一言。

思った以上に皆さんしっかり作業ができるというのが私の感じるところです。あまり難しく考えないで是非チャレンジしてみてもいいのかなと思います。

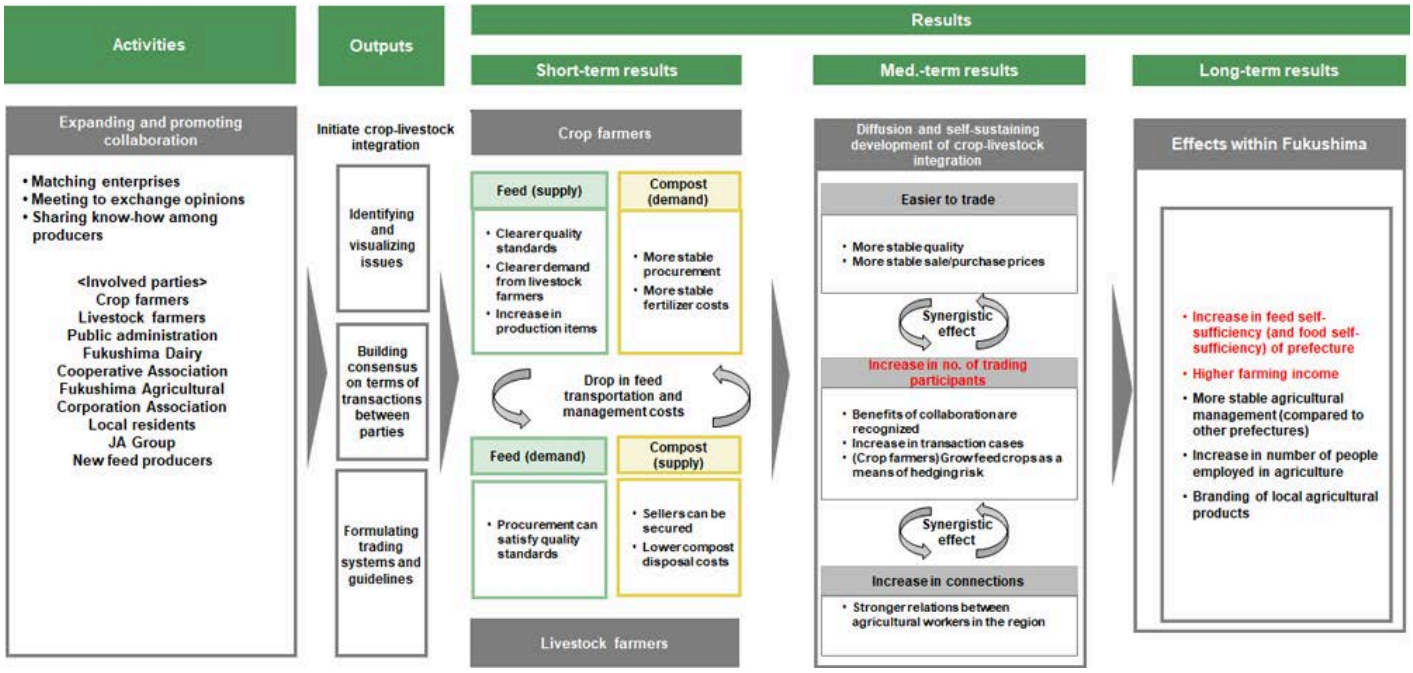
株式会社長沼農園
代表者：長沼芳恵さん
群馬県伊勢崎市でニラ、ゴボウ、枝豆、ネギ、キャベツ、ブロッコリー等を生産。

農福連携に興味がございましたら
群馬県内JA農福連携相談窓口または農林中央金庫前橋支店へご相談ください。

Publish “Agriculture-Welfare Naruhodo News” quarterly

Initiatives for Realizing Circular Agriculture through Crop-Livestock Integration (Fukushima Branch)

Many livestock farmers find themselves on the verge of going out of business due to persistently high prices of imported materials. This is driving up demand for domestically produced feed. At the same time, due to the aging population, the number of small-scale crop farmers is continually falling. This is making it difficult to continue composting, an activity that was previously handled within local communities to a large extent. Furthermore, medium and long-term population decline and stricter requirements for feed crop subsidies are forcing crop farmers to seriously consider the viability of full-scale feed crop cultivation. Recognizing the need to develop a system that enables livestock farmers and crop farmers to reliably trade (transact) with each other, we conducted an impact assessment. Our goal was to visualize integration of crop and livestock farming and resulting outcomes in order to involve stakeholders and package initiatives.



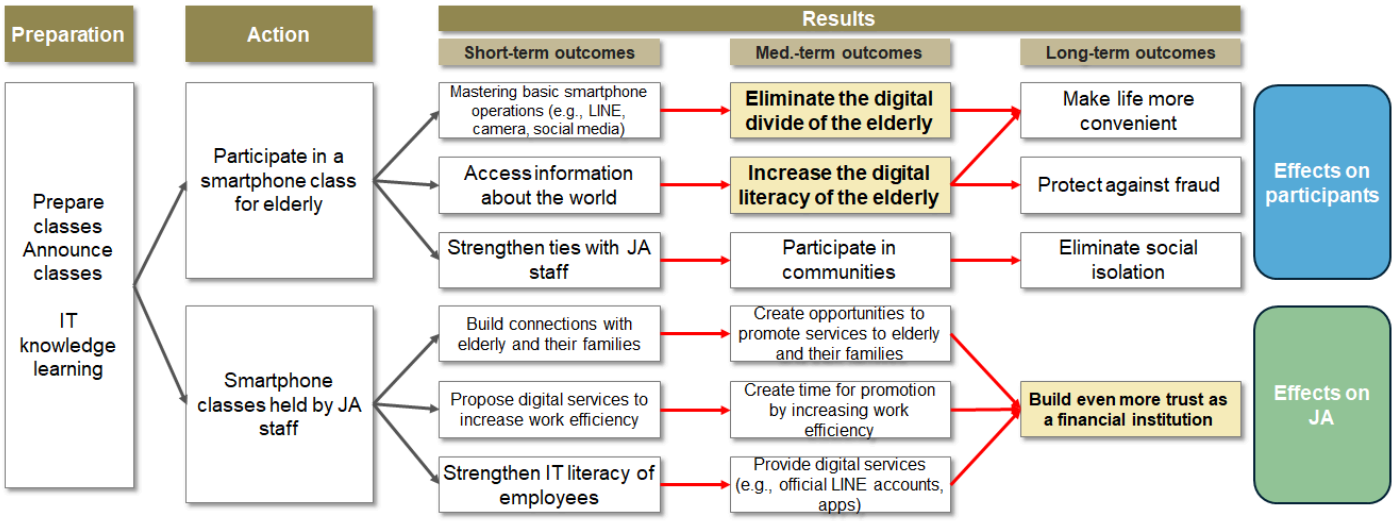
Outcome Indicators	Quantitative Indicators/Formulas
Increase in number of trade participants	●Number of cases of introductions and matches between crop and livestock farmers
Increase in feed self-sufficiency rate	●Feed self-sufficiency rate of specialized agricultural co-op ([feed self-sufficiency rate after project] ÷ [feed self-sufficiency rate before project])
Increase in farming income	●[Area under cultivation after project × Yield] - [Area under cultivation before project × Yield] ●[Reduction in feed costs after project] + [Increase in fertilizer sales] + [Reduction in composting costs]

“Nationwide JA Smartphone Classes” Aim to Increase the Digital Literacy of Elderly Farmers

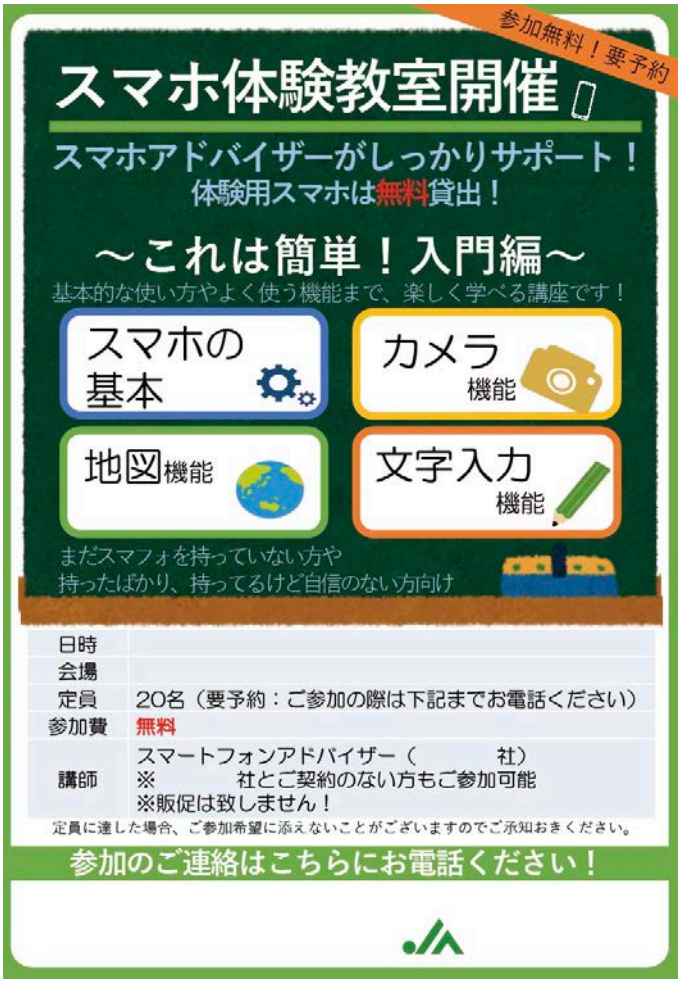
The UN World Happiness Report defines personal relationships and community connections as essential requirements for subjective happiness. However, as society becomes increasingly digitalized, the means of communication and services are changing, resulting in a “digital divide” that leaves many people disconnected. This has become a concerning social issue. Smartphones have become an indispensable element in the lives of many, allowing people to enjoy the same lifestyle conveniences wherever they are and to communicate easily with family and friends in faraway places. We therefore believe that promoting the use of smartphones is an important way of closing the digital divide.

The JA Group began to offer its “Nationwide JA Smartphone Classes” in July 2021 in response to demand from people in rural Japan. As of March 31, 2025, we had provided a cumulative total of approximately 5,800 classes. Approximately 54,000 people had applied for the classes. To determine what kind of positive effects this initiative is having, we are conducting an impact assessment. By clearly understanding the effects on participants and on JA, we can develop even better measures.

The JA Group will continue to offer new opportunities for new experiences through smartphones and work to eliminate the digital divide and increase digital literacy.



Outcome Indicators	Quantitative Indicators/Formulas
Eliminate the digital divide of the elderly	●Number of smartphone classes held and number of participants
Increase the digital literacy of the elderly	●Number of people participating in more than one smartphone class
Build even more trust as a financial institution	●Level of satisfaction of smartphone class participants based on a questionnaire



Initiatives to Manage Environmental and Social Risks

Aiming to Improve Risk Governance

The extent and importance of environmental and social challenges to be addressed is increasing in practicing sustainable finance. It is essential for us to evaluate and consider environmental and social risks when considering whether to provide financing or investment to clients or projects. Under our Environmental and Social Risk Management (ESRM) framework, the front-line department assesses environmental and social risks, and the risk management department exercises the monitoring and checking function. In addition, an internal escalation process for decision-making at the management level on an as needed basis is established. We will work on advancing the sophistication of our ESRM framework in a phased manner, aiming to incorporate the framework into integrated risk management.

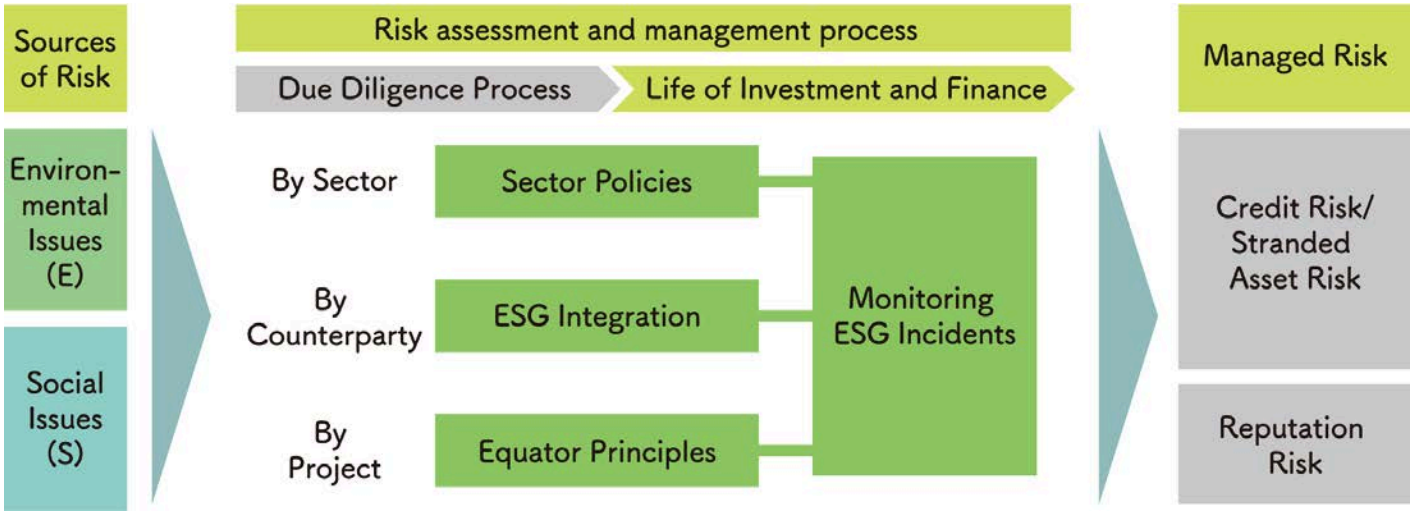
Specific ESRM Initiatives

The Norinchukin Bank established our Environmental Policy and Human Rights Policy in 2019 as basic policies to resolve environmental and social issues. Based on these policies, we engage in appropriate risk management according to priority for topics and sectors recognized as having strong potential for significant adverse impacts on the environment and society.

Environmental and Social Risk Management (ESRM)

We adopt an ESRM framework to evaluate and consider environmental and social risks when assessing transactions with individual investees, borrowers, and related projects.

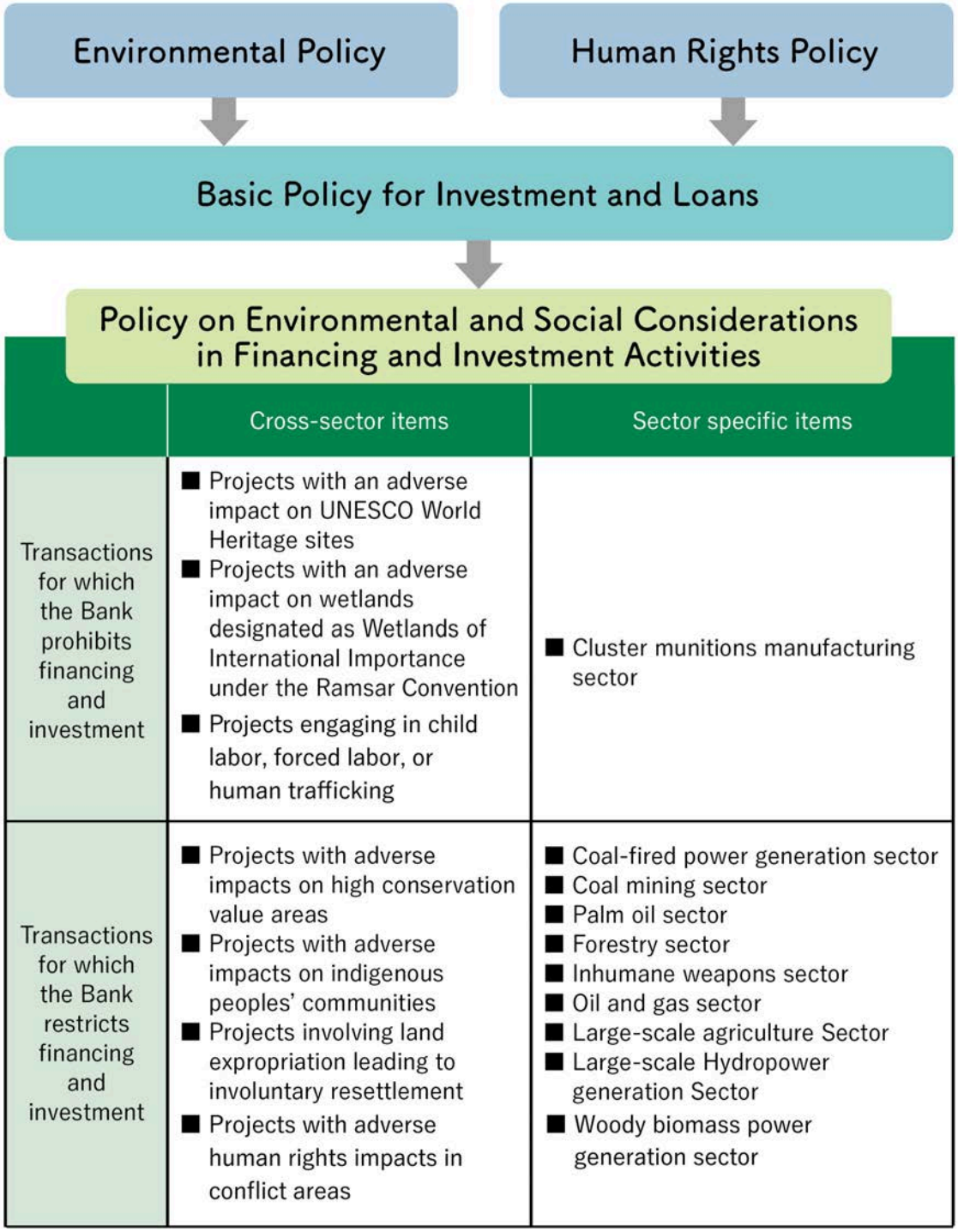
The ESRM Framework



Sector Policies

The Norinchukin Bank has formulated policies for taking into account environmental and social consciousness when providing investment and lending to businesses that may have a significant adverse impact on the environment. We will continue to revise this policy as needed in accordance with domestic and international trends regarding social and environmental issues, as well as the expectations and points of view of stakeholders.

Policy on Environmental and Social Considerations in Financing and Investment Activities

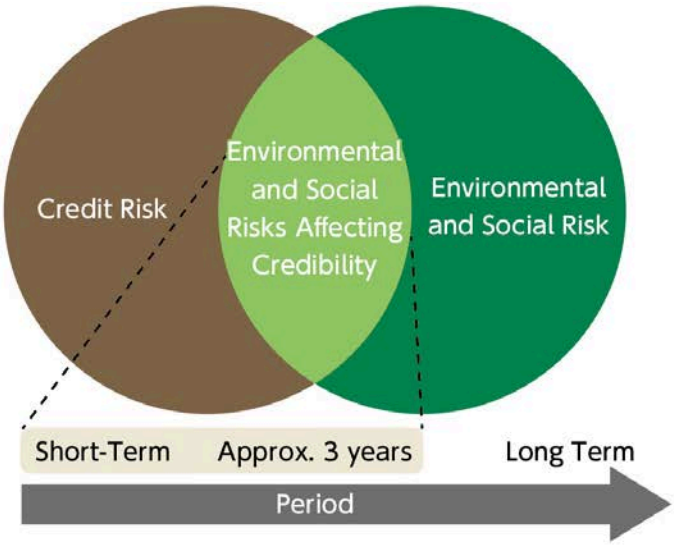


> Policy on Environmental and Social Considerations in Financing and Investment Activities (PDF : 91KB)

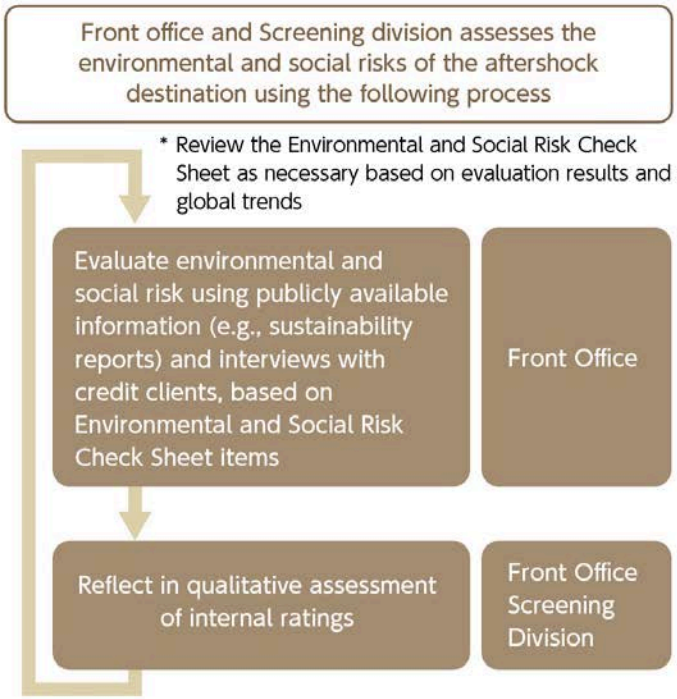
ESG Integration in Risk Management

The risk management department evaluates environmental and social risks for investment and finance clients and serves as a second line of support for ESG integration conducted by the front-line departments. The department works to integrate credit risk management into the internal rating system, which evaluates the credibility of credit clients. To do so, we rate environmental and social risk factors as qualitative evaluation factors within the system for clients in certain sectors. In addition, we will take external factors into account and consider reviewing and expanding targeted sectors of this initiative.

Scope of Consideration of Environmental and Social Risk Factors in Credibility Assessment



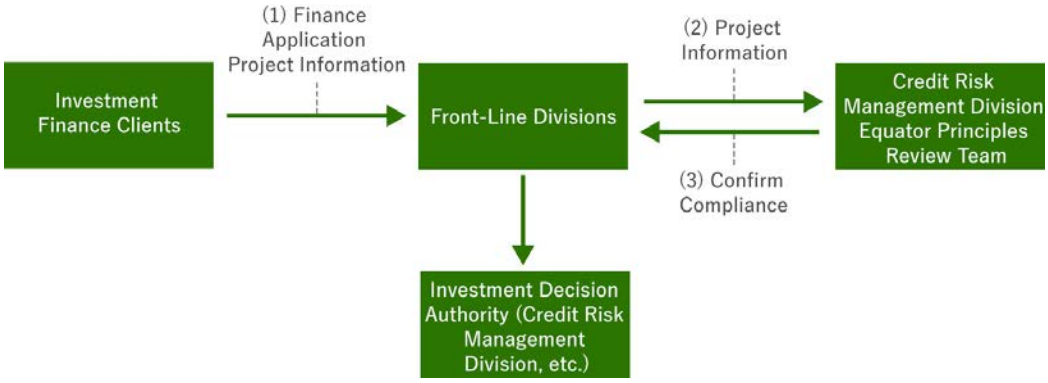
* The Bank strives to incorporate environmental and social risk that may affect credibility over a relatively short period of time (approximately three years) into the assessment.



Initiatives for the Equator Principles

The Equator Principles is an assessment framework used by private financial institutions when financing large-scale development projects. This framework is used to assess whether the development project pays the appropriate attention to the natural environment and local communities. It is widely used in the project finance field as a method to identify, evaluate, and manage environmental and social risks. Financial institutions that have adopted the Equator Principles are required to incorporate these into their internal policies and procedures and to construct appropriate management and administrative systems. Furthermore, they may not invest in projects that are not compliant with the Equator Principles. Based on the increasing public awareness of environmental and social issues and society's expectations of financial institutions, the Bank adopted the Equator Principles in May 2017 for realizing a higher level of consideration toward the sustainable environment.
Specifically, under the Basic policy on Finance, the Bank has formulated both the Basic Policy Regarding the Equator Principles and the Administration Guidelines for the Equator Principles. The Bank determines conformity with these principles as part of investment and financing decision, and we continue to support customers in addressing environmental and social considerations at the required level according to their project category.

Environmental and Social Risk Assessment process



Project Category Definition

Category	Definition
A	Projects with potential significant adverse environmental and social risks or impacts that are diverse, irreversible, or unprecedented
B	Projects with potential limited adverse environmental and social risks and/or impacts that are few in number, generally site-specific, largely reversible, and readily addressed through mitigation measures
C	Projects with minimal to no negative environmental or social risks or impacts

Financed transactions in accordance with Equator Principles in 2024 （From 1 January 2024 to 31 December 2024*）

<Project Finance>

By Sector	A	B	C
Mining	0	0	0
Infrastructure	0	1	1
Oil and Gas	0	0	0
Power	0	1	0
Other	0	0	1
Total	0	2	2

By Region	A	B	C
Americas	0	0	0
Europe, Middle East and Africa	0	1	2
Asia Pacific	0	1	0
Total	0	2	2

Designated and Non-Designated Countries	A	B	C
Designated Countries	0	1	1
Non-Designated Countries	0	1	1
Total	0	2	2

Independent Review	A	B	C
Yes	0	2	2
No	0	0	0
Total	0	2	2

<Project-Related Corporate Loans>

Sector	A	B	C
Mining	0	0	0
Infrastructure	0	0	0
Oil and Gas	0	0	0
Power	0	0	0
Other	0	0	0
Total	0	0	0

Region	A	B	C
Americas	0	0	0
Europe, Middle East, and Africa	0	0	0
Asia Pacific	0	0	0
Total	0	0	0

Designated and Non-Designated Countries	A	B	C
Designated Countries	0	0	0
Non-Designated Countries	0	0	0
Total	0	0	0

Independent Review	A	B	C
Yes	0	0	0
No	0	0	0
Total	0	0	0

<Project Finance Advisory Services and Bridge Loans>

No transactions in 2024.

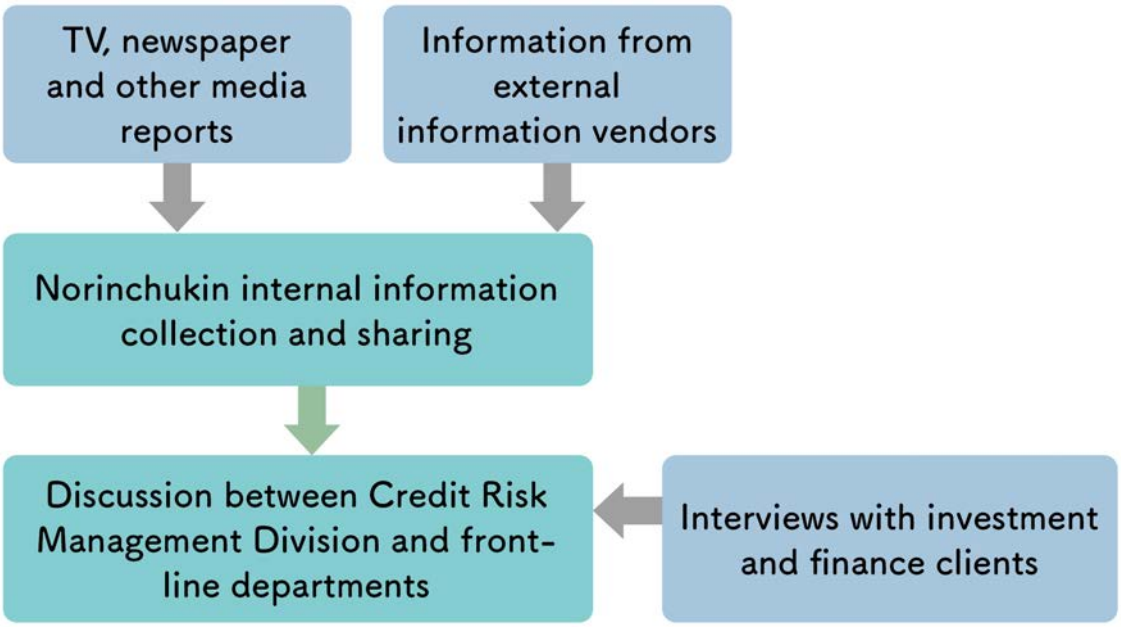
<Project-Related Loan Refinancing and Project-Related Acquisition Financing>

No transactions in 2024.

Responding to Environmental and Social Incidents

By periodically monitoring the environmental and social incident information* of our clients, we can take action to avoid the reputation risk or credit risk caused by environmental and social risks.

* Information on corporate and business activities and related events that could have serious impact on the environment or society.



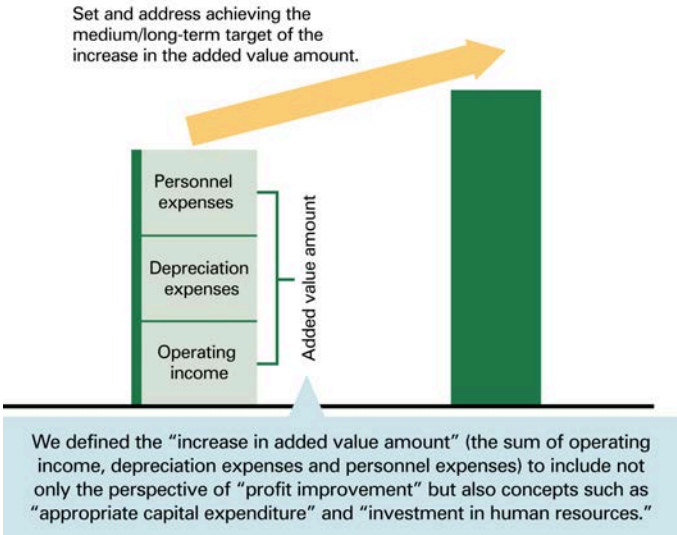
Sustainable Agriculture, Fishery, and Forestry Industries and the Food and Agriculture Value Chain

Increasing the Income of Farmers, Fishermen and Foresters

The Bank works on consulting activity for agriculture, fishery, and forestry (AFF) leaders who have encountered management issues, and we support the establishment of value chains by investing in and financing food- and agriculture-related companies.
Through consulting and other activities with the Bank's investment and finance clients, we set specific numerical targets for how to raise the incomes of AFF leaders and are actively working to achieve these targets.
We defined increase in the amount of value added as an indicator to capture income improvement of AFF leaders in a unified manner, and strive to achieve this goal after setting medium- and long-term target.
In this way, the Bank aims to make a sustainable contribution to improving incomes of AFF leaders.

Increasing Added Value

Continuously contribute to increasing the income of farmers, fishermen and foresters through consulting with the investees and borrowers of the Bank and other activities.



Efforts to Improve Incomes of AFF Leaders

The Bank is strengthening consulting activities for AFF leaders in cooperation with JA Shinnoren and Japan Agricultural Cooperatives (JA). We conducted 186 consultations in FY2021, 301 in FY2022, 306 in FY2023, and 349 in FY2024, proposing solutions to all kinds of management issues faced by AFF leaders. In addition, when consulting with stakeholders, we not only propose solutions, but also confirm the status of implementation, providing support to stakeholders in achieving solutions.

Supporting AFF Leaders by Proposing and Implementing Solutions

The Bank and Tochigi Kaitaku Agricultural Cooperative jointly provided consulting services to Isoshin Farm Co., Ltd., a client of the Bank's Utsunomiya Branch. This enterprise applies its strength in circular agriculture to raising beef cattle in an integrated operation that incorporates paddy rice (including WCS*) and asparagus production. Through interviews with managers and financial analysis, we identified two key management issues: (1) preserving the founder's farming techniques; and (2) determining the optimal scale of the business. To resolve these issues, we proposed: (1) formulating a long-term vision that includes a business succession plan; and (2) optimizing the planting area for each item based on an inventory of core business functions and an item-by-item analysis of income and expenditure. Currently, we are supporting the creation of a farming manual and providing follow-up assistance to ensure that farming techniques are passed on to the next generation. To further increase the income of the enterprise (i.e., increase added value), we will go on delivering financial and non-financial support through the Bank's collaboration with the Tochigi Prefecture Kaitaku Agricultural Cooperative.

* Whole Crop Silage (course feed made from fermented rice plants). Rice ears and stalks are harvested together, rolled into bunches, and then lactic acid-fermented to produce beef cattle feed.

Supporting Food and Agriculture-Related Companies to Establish Their Value Chains

As a policy of encouraging an increase in the income of farmers, fishermen and foresters, the Bank works to support the establishment of food and agriculture value chains through investments and loans to food and agriculture-related companies.

Topics

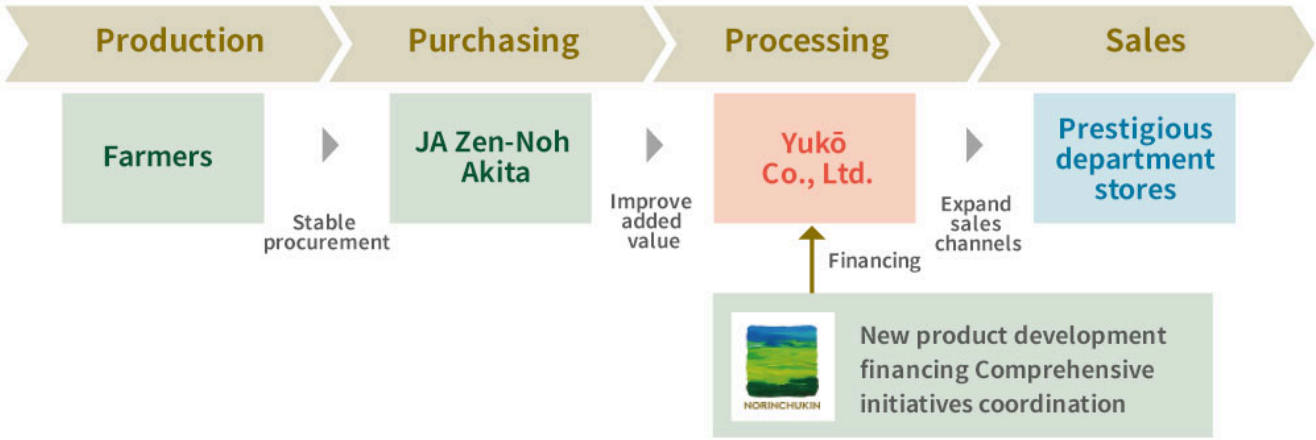
Establishing New Value Chains that Utilize Local Products

Yukō Co., Ltd., is the company behind Akita Prefecture's *Kurakichi* confectionery brand and handles all the stages of production from primary to tertiary processing. The company's strength has always been in its sales channels through department stores in the Tokyo metropolitan area for its high-end products; however, there was a problem in that it had a limited product lineup, which was due to raw materials being mainly purchased from a small number of farmers in its home prefecture.

To address this, we coordinated a partnership between the company and JA Zen-Noh Akita in order to build an integrated value chain from sourcing to sales.

We also provided financing to support the company's development of new products using raw materials from Akita Prefecture. This led to all *Kurakichi* outlets carrying new products made using *Hokugen no Momo* or "Northern Peaches," which are grown by members of JA Kazuno (Kazuno City, Akita Prefecture).

We will continue to help maintain the agricultural production base and increase producer incomes by building new food and agriculture value chains that connect producers, manufacturers, and consumers.



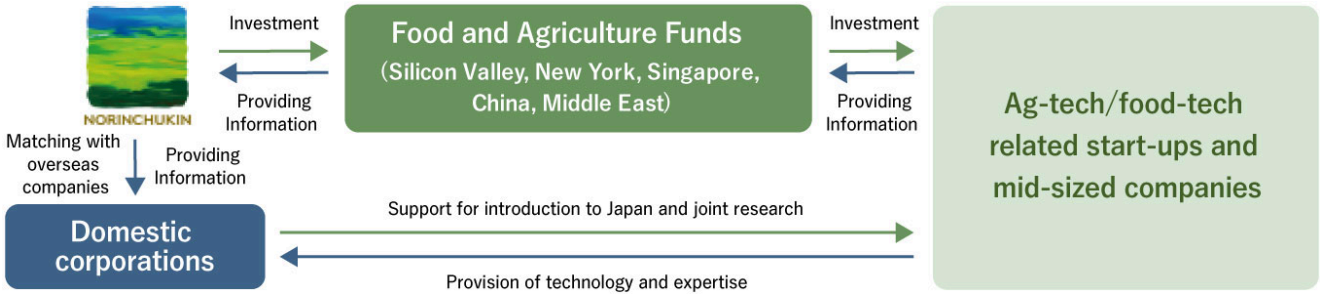
Supporting the Establishment of Japanese Food and Agriculture Value Chains Through Investments in Overseas Food and Agriculture Private Equity (PE) Funds

The Bank has invested in an overseas food and agriculture PE fund that invests globally in ventures and medium-sized companies possessing smart technology and decarbonization solutions for the food, agriculture, and fishery industries.

The portfolio of investments includes the following types of companies with advanced technologies in the agriculture, fishery and forestry industries. The Bank supports these technological innovations and social implementation, and pursues the application of these technologies in the Japanese food, agriculture, and fisheries industries in the shift towards decarbonization.

Main technologies supported by the Overseas Food and Agriculture PE Funds

- Regenerative farming practices, such as water conservation and soil improvement
- Feed additives that reduce methane gas emitted from cattle burps and excrement
- Alternative proteins
- Freshness preservation technology for fruits and vegetables (food loss reduction, etc.)
- GHG fixation on agricultural land



Contributing towards solutions to sustainability issues through the F&A Growth Industrialization Investment Framework

In order to increase the added value and productivity of the agriculture, fishery, and forestry industries, the Norinchukin Bank Group established the F&A Growth Industrialization Investment Framework with the aim of collaborating with industry members and businesses both within Japan and overseas, providing recipients with risk capital to support these activities. By investing in this framework, we are contributing towards solving sustainability issues surrounding the agriculture, fishery, and forestry industries.

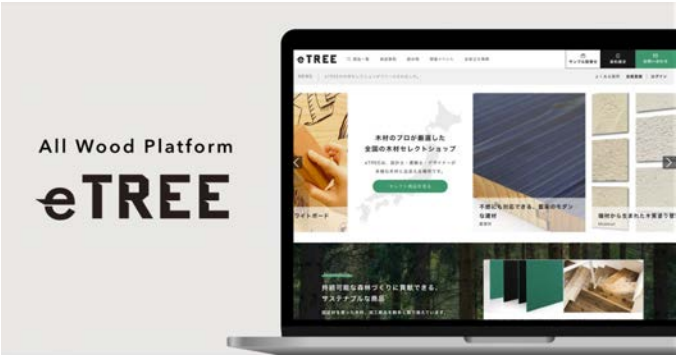
Promoting logistics DX and automation in food distribution

As part of the agribusiness investment and development efforts of The Norinchukin Bank Group, we are promoting digital transformation (DX) and automation in the food distribution sector by investing in and collaborating with PAL Co., Ltd.
The logistics industry is facing numerous sustainability-related challenges, such as severe labor shortages and the so-called “2024 distribution problem” (due to stricter limits on the overtime hours of truck drivers), as well as the need to visualize and reduce GHG emissions to Scope 3 level. Consequently, efforts to boost productivity through digitalization and automation of entire supply chains have become increasingly important in recent years.
Automation and digitalization of food distribution is considered particularly difficult due to the nature of the industry, such as the small quantities of highly diverse products, variability of weights, and the need to accommodate three distinct storage temperature levels.
PAL has built a strong track record in boosting the productivity of logistics facilities of food retailers and distributors, offering a wide range of solutions for the challenges faced at logistics sites, both in the food sector and other fields. For example, its “Digitrax Solution” visualizes truck operation status and work progress to identify

inefficient delivery routes and freight wait times. This reduces the number of truck trips, thereby curbing logistics costs and reducing the burden on truck drivers.
Utilizing its network of cooperative organizations, The Norinchukin Bank supports the adoption of PAL's logistics solutions to help make food distribution more streamlined and efficient. At the same time, it is helping to achieve the SDGs and shape a more sustainable society.

Revitalizing domestic timber distribution by building a timber information platform

The Bank's agribusiness investment and development arm has invested in Shinmirai Inc., a company that holds up "Sustainable Forest" as its mission and aims to build a platform for aggregating all kinds of information related to forests, forestry, and timber. Shinmirai is the developer and operator of eTREE, a timber platform for architects and designers that draws together information about timber. The company also coordinates sustainable forest-certified timber and timber with guaranteed traceability. In ways like this, Shinmirai is developing a timber distribution system that makes it easy for anyone to access and utilize timber, as well as ensuring that producers receive appropriate returns. This makes a significant contribution to forest sustainability.
By leveraging its networks of cooperatives to support the efforts of Shinmirai, the Bank is contributing to the sustainable development of agriculture, fisheries, forestry, and related industries in Japan, as well as to local communities around the country.



Contributing to a sustainable food supply

Effective use of local resources

In order to contribute to the efforts of Ogawa & Co., Ltd. (a company specializing in "flavors and fragrances") to promote awareness of the agricultural products of Okayama Prefecture and revitalize the region, the Bank has concluded a business partnership agreement with the Okayama headquarters of the National Federation of Agricultural Co-operative Associations (Zen-Noh).
This initiative takes advantage of the JA Group's networks to match Ogawa with producers that can supply unused agriculture, fishery, or forestry resources (e.g., fruit peel waste). The company makes use of such unused resources to develop fragrance or flavoring ingredients. Ogawa has already developed "Okayama Peach Blossom," a flavoring made using peach flowers picked during the production of peaches, a specialty of Okayama Prefecture. It has also created "Okayama White Peach" and "Muscat of Alexandria" flavorings, made respectively from white peach skin and grape residues that were previously discarded in the processing of these fruits. The use of local specialty products as flavor/fragrance ingredients promises to boost awareness and brand recognition.
By utilizing previously discarded and unused resources, we are working together with local communities to increase the income of agriculture, fisheries, and forestry enterprises and workers and reduce environmental impacts. At the same time, through these flavor/fragrance ingredients, this initiative adds value to the products of these industries.

Source: Provided by JA Zen-Noh Okayama

Initiatives to Revitalize the Regions

Initiatives to Resolve Local Issues

All over the country, regional Japanese communities are facing a variety of challenges, such as shrinking workforces and aging populations. At the 30th JA National Convention, a resolution was passed to contribute to the revitalization of local communities through comprehensive projects that use JA facilities and locations as points of contact for local members, the development of various collaborative initiatives such as JA lifestyle activities and educational and cultural activities, and collaborations with government bodies, and companies and organizations that are tackling local issues. The stated aim of this campaign is “to revitalize local communities and shape a regionally inclusive society through activities and initiatives.”

Topics

Leveraging the JA Network to Connect Diverse Stakeholder and Create New Value for the Community -New Branch Initiatives: Creating Places for Multiple Generations to Gather-

Areas under the jurisdiction of JA Miyagi Tome (“JA Miyagi”) are facing a declining and aging population, leading to challenges in increasing the healthy life expectancy of the elderly and deepening ties in local communities. JA Miyagi took advantage of the financial function consolidation in April 2023, repurposing old finance branches into Yorisoi Branches for locals to gather. JA Miyagi collaborates with women's and youth clubs and other local stakeholders to create communities in which members and users can thrive.
Specifically, JA Miyagi is collaborating with members of the prefectural e-sports association to hold hands-on seminars for senior citizens and local residents to try e-sports, which can be effective in preventing frailty. These seminars have been implemented at four Yorisoi Branches within the JA Miyagi jurisdiction and have been well received by the local participating residents, with similar efforts spreading among other JA organizations in Miyagi Prefecture. JA utilizes its strength in organizations and the effective use of its facilities to create opportunities for interactions that transcend generations and help members and users feel more familiar with JA, thereby generating more supporters in the process.

Topics

A children’s cafe as a local gathering place: Providing value in the unique JA way

In November 2022, the Date (district) branch of JA Fukushima Mirai opened a children’s cafe called “Yorisoi Shokudo Yanagawa” with the aim of creating a community meeting place. The cafe made use of surplus agricultural products from former branches and farmer’s markets, while members of the Women’s Division took charge of cooking and serving food. The cafe events, which are publicized to local communities and elementary and junior high schools in Date City, attracting around 100 people. The facility also hosts events such as “Children’s Cafe by Children,” in which children participate as volunteer cooks to prepare and serve meals to cafe guests. This event has proved popular with both children and guests.

In December 2024, the old JA branch in the Soma district was reopened after renovation. The renewed facility features “Everyone’s Cafe,” a cafe that welcomes both children and adults. On the opening day, around 100 people, including children, parents, and local residents, enjoyed curry and soup made with local vegetables.

JA not only provides agricultural produce to the city’s children’s cafes but also holds jam making workshops and outreach lectures for elementary school students as part of their food and agriculture education. In this way, it contributes to local communities and to fostering a sense of familiarity with food and agriculture, and with JA itself, thereby building a support base for JA.

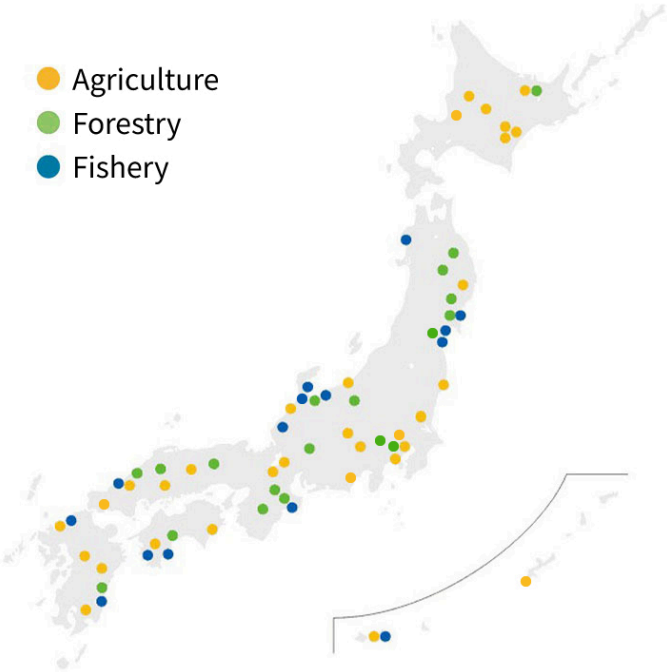
“Children’s Cafe by Children” in Date district

“Everyone’s Cafe” in Soma district after the former JA branch was renovated

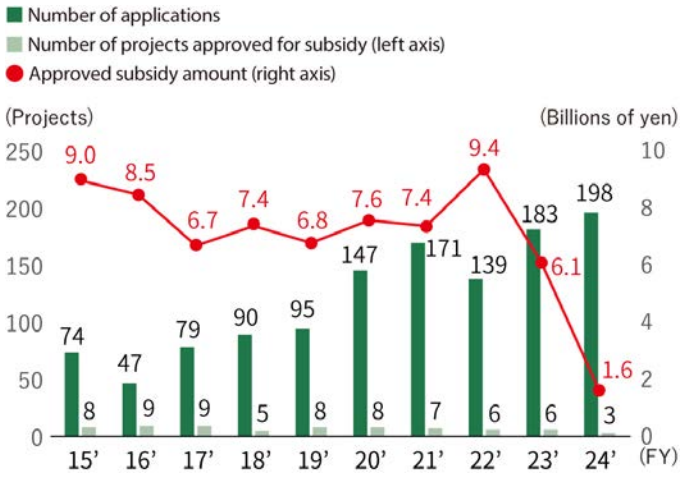
Agricultural, Forestry and Fisheries Future Fund Supports Local AFF Organizations

The Agricultural, Forestry and Fisheries Future Fund was established in 2014 by The Norinchukin Bank, a member of JA Group, JF Group and JForest Group, with a ¥20 billion contribution. This fund seeks to support initiatives to nurture leaders who drive the sustainable development of the Agriculture, Fishery, and Forester ("AFF") industries, strengthen the revenue base of these industries and revitalize local communities based on the AFF industries.

Projects Targeted by the Agricultural, Forestry and Fisheries Future Fund



Number of Projects Targeted and Amount of Subsidy from the Agricultural, Forestry and Fisheries Future Fund



Food and Farming Education Activities

Each year, we distribute booklets to children in the fifth year of elementary school across Japan covering a variety of topics, from food and farming education to environmental education to financial and economic education. We also distribute a universal edition for special education schools. In fiscal 2024, we distributed approximately 1.27 million copies free of charge to elementary schools across Japan (approx. 20,000 schools), including QR codes to improve usability.

Senior Elementary School Edition: Our Lives with Agriculture (Left), Universal Design Edition (Right)

Training the Next Generation of Farm Managers

AgriFuture Japan (AFJ), a general incorporated association of which the Bank is a main sponsor, opened the Japan Agricultural Management University in 2013 with the support of its member companies. This university aims to train the next generation of agricultural managers, with 128 graduates to date.

The university celebrated its 10th anniversary in 2023 and changed its name to the AFJ Japan Institute of Agricultural Management, launching a new online school to expand the scope of agricultural management education. Furthermore, in April 2024, the university is taking on the challenge of making further contributions to the agricultural industry by launching an educational program aimed at fostering innovators in agribusiness.

AgriFutureJapan (General Incorporated Association)

AFJ Japan Institute of Agricultural Management

New school education :
Nurturing agribusiness innovators

Innovator Training Academy

Creating innovation in agribusiness and fostering outstanding individuals. While acquiring the knowledge and thinking skills to co-create pioneering, new value, students develop the ability to prepare highly effective business plans and the leadership to engage and involve the people around them. The skills necessary to become an agribusiness innovator can be developed in as little as one year.

Online education :
"Anytime for anyone, even while working"

Online school

Courses help students to upgrade their practical skills and solve problems related to agricultural management and current work challenges. For young farmers who have just started working in agriculture, the school offers numerous courses that can be completed in two to three months. These include courses on how to navigate the agricultural industry, which explains how the industry works and what career options are possible.

Non-college services and functions

AFJ AgustaONLINE

On-demand business :
"Anytime for anyone, even while working," learning through short video lectures on the essential of agricultural management

Set to launch in second half of FY2025

Contract training business

Platform functions

Creating Business Innovation

AgVenture Lab: A Hub for Open Innovation

The JA Group opened the AgVenture Lab, an innovation lab in Otemachi, Tokyo, in 2019. This lab was based on the concepts of cultivating agriculture for the next generation, supporting local lifestyles, and connecting places and people. AgVenture Lab connects various JA Group businesses with startup companies, partner companies, universities, governments, and other organizations that possess technologies and

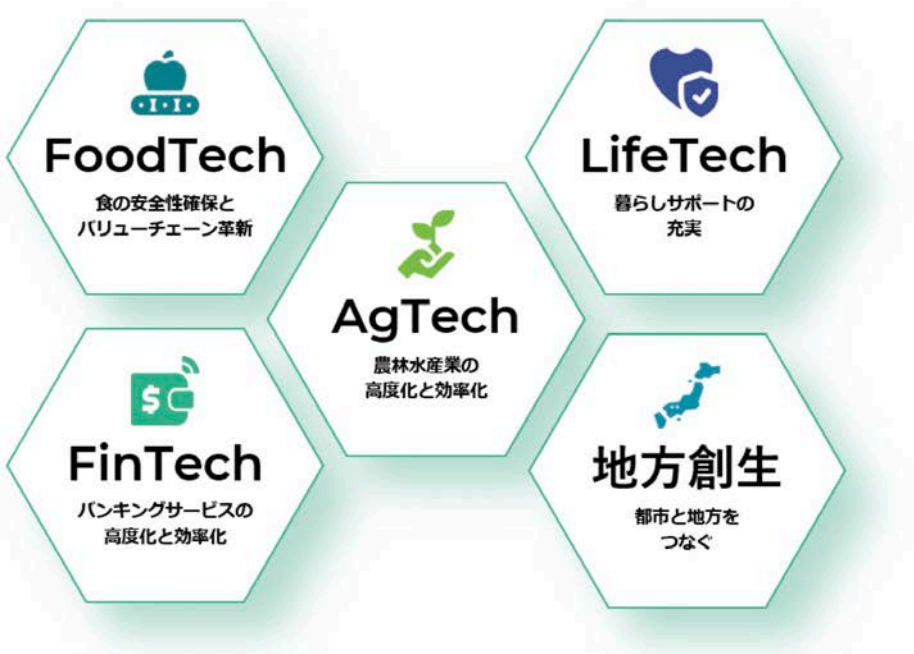
ideas. Through these connections, the lab works to create new businesses, develop services, and solve social issues by utilizing various knowledge and technologies.

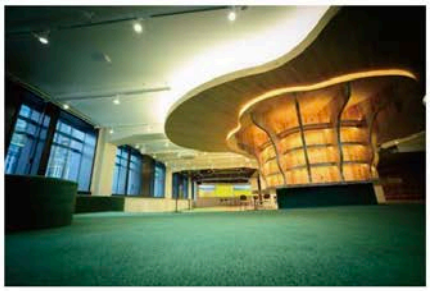
The JA Group works with the AgVenture Lab to discover and nurture startup companies.
The JA Accelerator Program in particular accepts business plan submissions from FinTech, AgTech, FoodTech, LifeTech, and a wide range of other fields for a wide range of businesses developed by the JA Group under the theme of *Co-creating Sustainable Futures in Food, Agriculture, and Lifestyles*. To this end, the JA Accelerator Program aims to create new business models by leveraging the strengths of the JA Group (e.g., group branches, customer networks, and other various infrastructures). In 2024, the sixth year of the program, 9 startup companies were selected from among 207 applications.
The JA Group also holds business plan contests for student entrepreneurs and an incubation program that aims to foster new entrepreneurs. Through these efforts, the JA Group supports students and working adults looking to start their own businesses, as well as recently launched startup companies that have just begun operations.

Focusing on the education of its employees, the JA Group operates a program to develop human resources for new business creation and a cross-border training program that sends employees to study abroad at startup companies. The group follows up with employees throughout their education, from cultivating organizational awareness to practical demonstrations of what they have learned. In this way, the group fosters a culture in which employees take voluntary action and continue their pursuit of answers to questions for which there are no right answers.

In addition, AgVenture Lab works to strengthen its cooperation with farmers and governments, aiming to resolve regional issues in society as part of its efforts.
In 2020, AgVenture Lab signed a partnership agreement with the National Council of Agricultural Cooperative Youth Organizations (JA Youth) to connect agricultural production sites with startup companies. JA Zenseikyo is made up of nearly 50,000 members from mostly younger generations. Partnerships between the organization and startup companies developing new technologies are likely to generate significant synergy effects.
The JA Group is also committed to working with the Ministry of Agriculture, Forestry and Fisheries and local governments to advance innovation.

AgVenture Lab Initiative Areas





AgVenture Lab

6th JA Accelerator Program Business Plan Contest Award Recipients	
〈Business Plan Contest Merit Award〉 6th JA Accelerator Program Participating Companies	
NoMy Japan K.K. (Hokkaido quota)	Food systems rooted in natural cycles
Legmin Inc.	Development of green onion preparation device
Waku Co., Ltd.	Making forestry more sustainable: Real-world applications of glutathione
Kaltech Corporation	Providing photocatalyst-based systems for preserving the freshness of agricultural products
Auder, Ltd.	A platform for management of order placement/receiving and shipment/acceptance
Strout Inc.	Digitally transforming aquaculture worldwide: Shizuoka-based startup transforms fish disease detection, from rule-of-thumb to AI

Perma Future Co., Ltd. *Hokkaido quota	No-No-No agricultural workation (no agriculture, no life)”
amu inc.	‘amuca’ is a nylon material brand that transforms fishing gear waste, which accounts for 44.5% of all marine plastic waste, into future resources
Ingen Inc.	Creating and promoting cultivation packages that enable profitability in the first year of crop rotation and farmland expansion
〈Innovation Award〉 Companies separate to this program eligible for consideration for an alliance or support	
CareMaker Co., Ltd., Endophyte Co., Ltd., CTE, Inc., Superworm Co., Ltd., Sunshiki Co., Ltd., Henry Monitor Inc.	

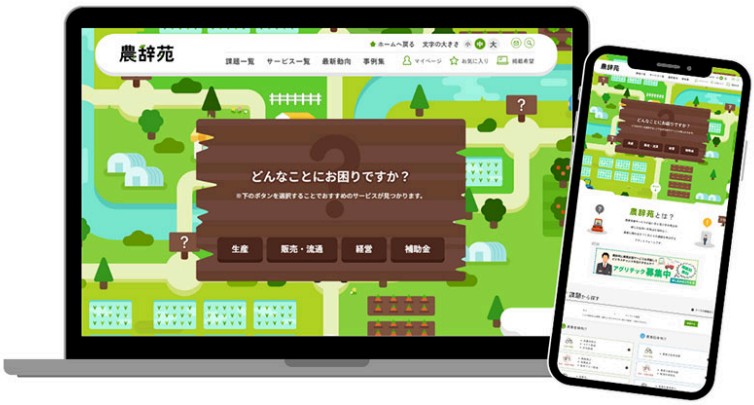
Topics

Noujien Platform for Solving Issues in Food and Agriculture

The AgVenture Lab is an innovation lab that actively supports agricultural support service providers in their efforts to solve many of the challenges faced in the agricultural field. Activities of the lab found that it is difficult for farmers to find appropriate services on their own. In response, the AgVenture Lab established a portal site for farmers and agricultural organizations called Noujien.
The Noujien website was constructed through a project subsidized by the Ministry of Agriculture, Forestry and Fisheries, and aims to resolve issues faced by all individuals involved in agriculture. The site targets farmers, agricultural organizations, and government agencies who can use the site to first discover their own issues and feel encouraged to find appropriate solutions.

Noujien Website

食と農の
課題解決
プラットフォーム
農辞苑



Topics

Organizing a Business Plan Contest for Students

The AgVenture Lab (innovation lab) held a business plan contest for students to support student entrepreneurs who aim to solve social issues.
In fiscal 2024, 11 finalists were selected from 195 ideas submitted by universities, graduate schools, and high schools nationwide. At the contest held in March 2025, each of the finalists presented their business plans and deepened their collaboration with participants and sponsors, including the JA Group.
The JA Group is actively engaged in dialogue with these young people that is aimed at collaboration and partnership.

JUMP Vol.4
JA×University “MIRAI” Pitch-Contest

Participants in the Business Plan Contest for Students

[Excellence Award]
• MICHITAL (Hokkaido University) “MICHITAL Project”

[The Norinchukin Bank Award]
• GrapeX (The University of Tokyo) GrapeX, a labor-saving solution for grape cultivation based on AI and laser technology

The JA Group Approach to the SDGs

The achievement of the SDGs requires not only the participation of governments, but also private organizations and businesses, with cooperative organizations expected to play a role as well.
In light of these circumstances and expectations of cooperatives, the JA Group released the JA Group Declaration of Commitment to the SDGs in 2020, which outlines the JA Group's basic approach to the SDGs. As a member of the JA Group, the Bank will also promote efforts to achieve the SDGs.

> **SDGs and the JA Group**

> **The JA Bank Commitment to the SDGs**

Efforts to Address Climate Change and Nature-Related Issues (Disclosure Based on the TCFD and TNFD Recommendations)

Efforts to Address Climate Change and Nature-Related Issues

The Norinchukin Bank lends to members, agriculture, fishery and forestry businesses, and companies related to the agriculture, fishery and forestry industries. We lend funds via savings deposited by entities involved in the industries and community members in Japan Agricultural Cooperatives (JA) and Japan Fishery Cooperatives (JF). We also conduct other investments and loans in Japan and overseas. To this end, The Norinchukin Bank has a close relationship with nature upstream and downstream in the value chain. We recognize that nature-related risk management and capturing opportunities affect the sustainability of Bank business operations and organizational infrastructure directly.

Climate and nature are intertwined and efforts to address the risks and opportunities of related issues are inseparable. Given this correlation, we are committed to integrated climate and nature disclosures based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Task Force on Nature-related Financial Disclosures (TNFD).

Governance

Efforts to Address Climate Change and Nature-Related Issues

Climate Nature

The Sustainability Committee discusses environmental and social issues, including climate and nature, under the Board of Directors with other management committees. If necessary, the Sustainability Committee submits proposals and reports to the Board of Directors and the Supervisory Committee. The Bank appoints Co-CSUOs (chief sustainability officers) to serve as the head of sustainability.
The Norinchukin Bank works to address climate and nature-related issues as management issues in our daily business activities.

Engagement With Indigenous Peoples and Local Communities

Nature

The Board of Directors of the Bank established the Human Rights Policy as a policy to clarify our basic stance on respect for human rights in our business activities and pursue concrete initiatives. We established a structure to prevent and mitigate negative impacts on indigenous peoples and local communities in the course of our investments, loans, and other business activities. Under this structure, we conduct human rights impact assessments based on the Human Rights Policy. We also address human rights issues based on our Policy on Consideration of Environmental and Social Issues in Investment and Loans and the Equator Principles. The Bank recognizes the need to strengthen stakeholder engagement based on various TNFD guidances and identifying nature-related dependencies, impacts, risks, and opportunities.

Strategy

Overall Strategy and Core Principles for Solving Environmental Issues

Climate Nature

The Norinchukin Bank Board of Directors establishes the Environmental Policy. This policy stipulates that the Bank is to contribute to solving climate change, biodiversity, and other environmental challenges through our business activities and reduce the environmental impact of such activities.
We also define the response to climate change and biodiversity in our materialities to achieve our purpose and the medium-term vision (*Nochu Vision 2030*) . As a financial institution, we pursue efforts that contribute to parallel solutions to these environmental issues to make the lives of people and the agriculture, fishery and forestry industries more sustainable.

Risk and Opportunity Recognition

Climate Nature

Climate-related risks can be divided into transition risks and physical risks. Transition risks are those that occur in the transition to decarbonization (e.g., increased credit costs due to changes in policies, markets, and other areas). Physical risks are classified into acute risks (e.g., increased extreme weather events such as flooding), and chronic risks (e.g., the impact of prolonged high temperatures on agriculture and fisheries).
Nature-related risks refer to potential economic and financial impacts resulting from changes in the natural environment. This includes biodiversity loss and climate change. Changes in the natural environment correlate to causes and effects of climate change, resulting in ecosystem service degradation (from climate change) and changes in policy and consumption behavior. In turn, these changes affect financial systems.
We recognize climate and nature-related issues as risks in the short-, medium-, and long-term. At the same time, we recognize our responses to resolve such issues as business opportunities. As a financial institution, we strive to capture business opportunities by offering financing and other solutions to support the transition to decarbonized societies that coexist with nature.

> Sustainable Finance

Overview of Our Net Zero Efforts

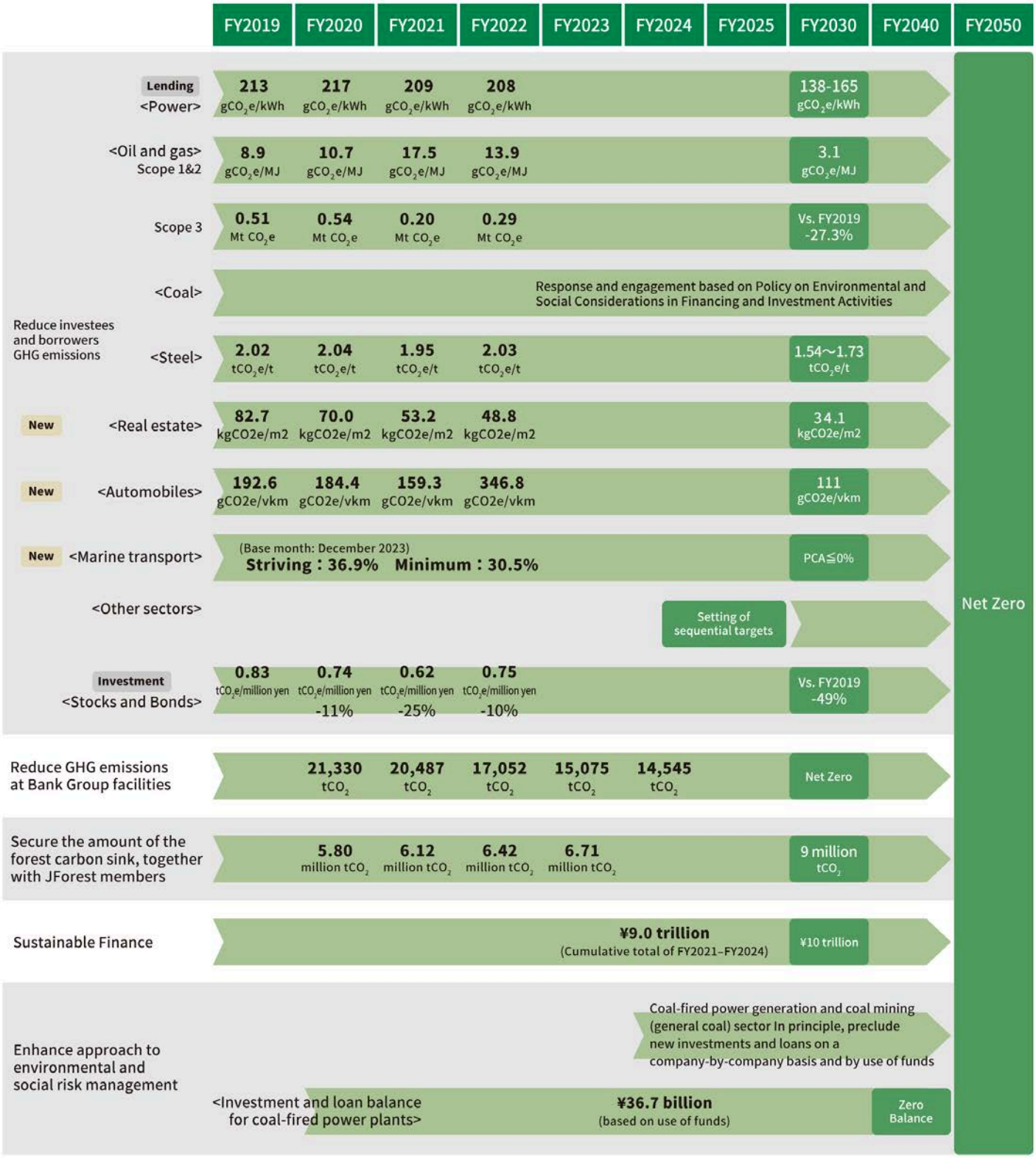
Climate

The Bank Group aims to achieve net-zero greenhouse gas (GHG) emissions by 2050 in response to the escalating nature of climate change. We set targets, and engage in initiatives to reduce the GHG emissions of our investees and borrowers, and pursue various other initiatives. The Bank organized and systematized a series of related initiatives in our 2050 net zero transition plan.

Transition Plan Toward Net Zero by 2050

Foundation	**Our Purpose**		
	Environment and Human Rights Policies	**Important Issues in Achieving Our Purpose**	**Commitment to Achieving Net Zero by 2050**
	Our Vision for 2030: Create Impact for the Global Environment, Society and Economy Harnessing the power of cooperatives and finance, we aspire to continue to create positive impact toward sustainable environment, society, and economy.		
Implementation Strategy	**Promote Sustainable Business**	**Strengthen Approach to Risk Management**	
	■ Provide decarbonization solutions to investees and borrowers ■ Work with members to support and create environmental value in the agriculture, fishery and forestry industries through initiatives to reduce the environmental impact of production activities and create carbon credits	■ Address environmental and social risks based on an integrated risk management framework ■ Expanded scenario analysis	
Engagement Strategy	**Engage With Investees and Borrowers**	**Collaborate With Diverse Stakeholders**	
	■ Pursue initiatives based on transition plans, responses among borrowers ■ Conduct engagement according to asset class characteristics ■ Improve effectiveness and gain insight through collaborative engagement	■ Collaborate with members to solve local sustainability issues ■ Collaborate with industry, government, and academia ■ Participate in initiatives	
Metrics and Targets	**Metrics and Targets for Strategy Execution**		
	■ Reduce financed GHG emissions among investees and borrowers Interim target for FY2030 toward net zero by 2050 (vs. FY2019) [Finance] <Electricity> 138–165 gCO2e/kWh <Oil and Gas> [Scope1&2] 3.1 gCO2e/MJ [Scope 3] -27.3% <Coal> Qualitative policy <Steel> 1.54–1.73 tCO2e/t <Real Estate> 34.1 gCO2e/m2 <Automobiles> 111 gCO2e/vkm <Marine Transport> PCA≤0% [Investment] 49% reduction based on economic intensity ■ Increase the forest carbon sink together with JForest members: 9 million tCO2/year as of FY2030 ■ Reduce The Norinchukin Bank Group facility GHG emissions: Net zero by FY2030 ■ New sustainable finance ¥10 trillion by FY2030 ■ Reduce investment and loans for coal-fired electric power generation: Zero by FY2040		
Governance	**Transition Plan Governance Stance**		
	■ Major policies and significant revisions of the transition plan are discussed by the Sustainable Management Committee and decided by the Board of Directors. Progress and plan revisions related to specific execution based on policies are reported and decided on by the Sustainable Management Committee, the Sustainable Management Committee, with the Board of Directors and the Supervisory Committee overseeing the details. (Key initiatives are reflected in executive compensation.) ■ The chief sustainability officer oversees and directs sustainability; the CSuO collaborates with HQ/unit sustainability officers within the organization. ■ Regular review of transition plan details and progress, reporting to external stakeholders. ■ Capacity building (awareness-raising, education)		

Roadmap to Net Zero by 2050



Reduce GHG Emissions by Investment and Finance Clients

Climate

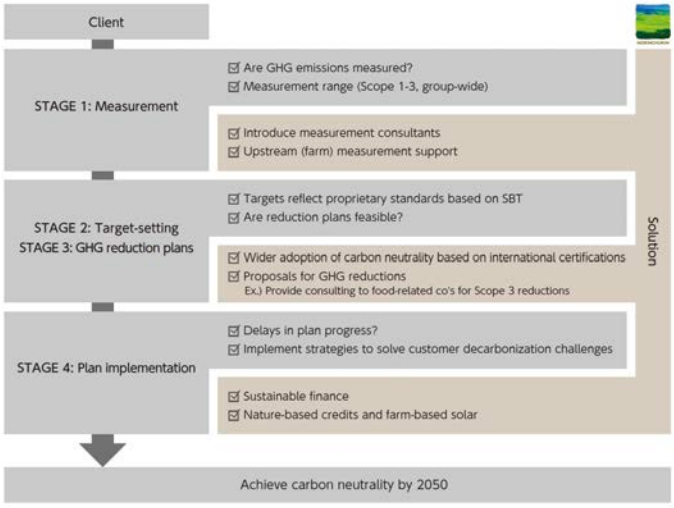
Reducing Investee and Borrower GHG Emissions

The Bank sets progressive emission reduction targets across our loan portfolio.
Considering the importance of the ratio of investment assets in our investment and loan portfolio, the Bank established emissions reduction targets across our investment portfolio.

Loan Portfolio

The Bank set targets for the power sector in March 2023. We announced additional targets for the oil and gas, coal, and steel sectors, and in March 2025, for real estate, automobile and shipping sector.
The Bank engages with our borrowers to achieve these targets. Based on our understanding of risks and other factors associated with climate change, we engage in dialogue with our borrowers regarding their current status, issues, and measures. We then develop and provide solutions based on the information we obtain. We will continue to consider targets and approaches from the perspectives of loan balances, GHG emissions, and other factors. In particular, The Norinchukin Bank will focus on the agriculture sector, a foundation for our business. We will continue to identify areas in which to set targets, taking a high-level approach to the value chain consisting of materials, production, processing, and distribution for agriculture and food products.

Overview of Engagement With Borrowers



Providing Solutions to Borrowers Based on Their Individual Situations and Issues

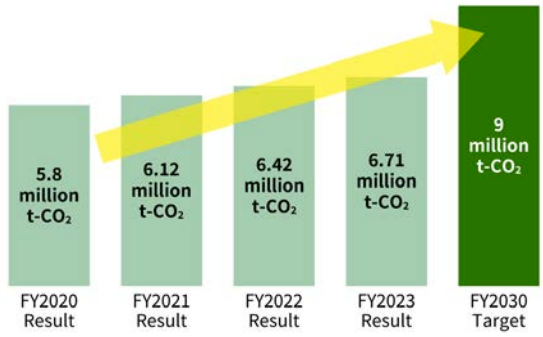
Investment Portfolio

Emission reduction goals in our investment portfolio target equities and corporate bonds. The Norinchukin Bank invests the majority of our investment portfolio indirectly through funds. Accordingly, we view fund asset managers as our primary engagement partners. We continue to expand investment asset classes targeted in light of developments in GHG measurement practices at the Bank.

Secure the Amount of the Forest Carbon Sink, together with JForest Members

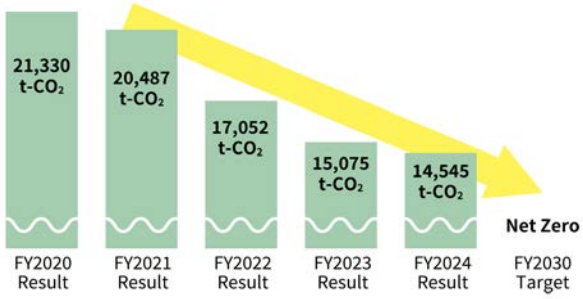
The Norinchukin Bank established a forest carbon sink target of 9 million tCO_2 per year by fiscal 2030 based on area forecasts derived from nationwide forestry cooperative targets.
Forests play an important role in absorbing CO_2 and conserving biodiversity. At the same time, forests face challenges that include low prices for standing timber, costs associated with reforestation, and finding willing entities to engage in forest leadership. The Bank supports the sustainable forestry practices of forestry cooperatives, aiming to ensure CO_2 absorption.

*Forest management, including new planting (reforestation), undercutting, clearing, thinning, and final cutting



Reducing GHG emissions at the Bank Group Facilities

We aim to achieve net-zero GHG emissions from the Bank Group facilities by fiscal 2030. To achieve our targets, we work to incorporate renewable energy and other energy conservation measures in the buildings we occupy.



Climate-Related Risk Assessment and Scenario Analysis

Climate

We conduct scenario analysis of the impact of climate change-related risks on credit portfolios, etc., based on sector-specific risk assessments.

	Transition Risk	Physical Risk	
		Acute Risk	Chronic Risk

Target Sectors, Scope of Analysis etc.	● ower, oil-gas-coal, food and agriculture, beverage, chemical, and steel sectors	●Important facilities for borrowers in Japan and overseas ●Real estate pledged as collateral ●Bank facilities	●Agriculture: rice crop, animal husbandry (raw milk and beef cattle) ●Fisheries (bonito)
Scenarios	● S *Current Policies*, *Delayed Transition*, and *Net Zero 2050* ●Scenarios published by IEA etc.	●RCP2.6 and RCP8.5	●RCP2.6 and RCP8.5
Analysis Details	● zed changes in the cost of credit up to 2050 stemming from the progression of decarbonization in the above sectors	●Analyzed the impact of flood damage on the facilities, etc., mentioned above	● zed the impact of climate change, including higher air and sea surface temperatures, on the income of producers and fishermen
Results	● edit costs increase by 1 to 25 billion yen per year up to 2050 (with limited impact on credit portfolio)	● umulative increase of about 23 billion yen in credit costs and damage to assets by 2100 (with limited impact)	● Although income decreases due to the effects of climate change, it may be possible to limit the decline through adaptive measures

> Climate-Related Risk Assessment and Scenario Analysis

Nature-Related Risk Assessment and Scenario Analysis

Nature

To understand our nature-related risks and opportunities, the Bank analyzed our dependencies and impacts throughout our investment and loan portfolios for business enterprises and conducted a trial scenario analysis.
Analysis results confirmed the Bank dependencies and impacts are focused in the food-related and energy sectors. The food-related sector is closely intertwined with our foundation in agriculture, fishery and forestry industries, while the electricity sector compromises a large portion of our investments and loans.

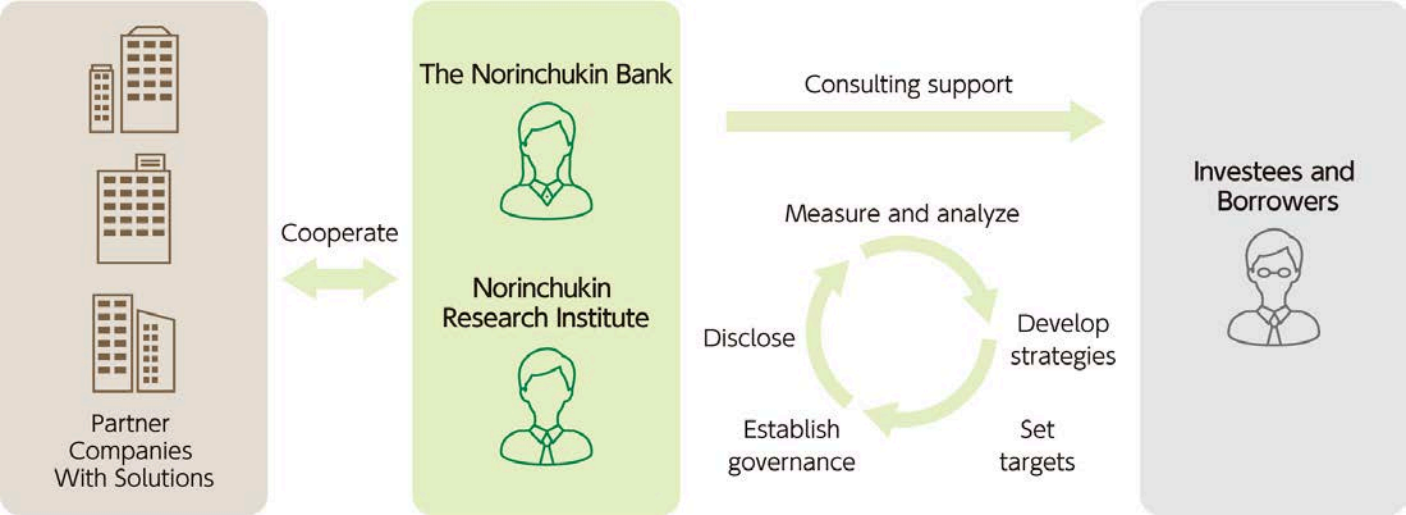
> Nature-Related Risk Assessment and Scenario Analysis

Efforts to Grasp Nature-Related Opportunities

Nature

Nature-Related Engagement

We engage in dialogue with investment and finance clients on current status and issues, recognizing the importance of natural capital and biodiversity and the risks associated with future changes. As we engage in these dialogues, we plan and propose solutions based on priority issues. As one of our efforts, the Bank and the Norinchukin Research Institute Co., Ltd. provide solutions including TNFD disclosure support and support in developing nature-related risk management strategies.



Partnerships With Financial Institutions

In February 2023, the Bank established the Finance Alliance for Nature Positive Solutions (FANPS) with the Sumitomo Mitsui Financial Group, Inc., MS&AD Insurance Group Holdings, Inc., and Development Bank of Japan Inc. In March 2024, we began offering a simple tool to evaluate TNFD compliance status and published a solution catalog contributing to nature positivity. Going forward, our four-company alliance will develop gradual cooperative efforts to support the corporate shift to nature positivity.

Risk Management (Risk and Impact Management)

Basic Risk Management Policy

Climate Nature

The Norinchukin Bank Board of Directors formulated the Risk Management Policy defining our basic risk management system to properly manage risks throughout the company. This management policy stipulates the types of risks to be recognized and the management system and methods. Under this policy, the Bank works to advance our risk management system regularly. Based on this policy, the main risks that the Bank manages include credit risk, market risk, liquidity risk, model risk, and operational risk. We manage and control environmental and social risks (including climate and nature-related risks) based on individual risk characteristics under each risk category.

Risk Appetite Framework

We select top risks (risk events that require special attention in the future) based on the business environment and risk perception in accordance with our risk appetite framework, analyzing possible future scenarios.
The Bank selected addressing climate change, biodiversity, and other sustainability-related issues as a top risk. The Bank recognizes major risks that may inflict significant impacts on the sustainability of the Bank, the agriculture, fishery and forestry industries that form the foundation of the Bank, and our local communities. These major risks include stranded assets in our portfolio stemming from the transition to a decarbonized economy (as a result of climate change); wind, flood, and other such damage; and the degradation of natural capital and biodiversity. By selecting top risks, we aim to align the perspective of our organization with risk recognition, thereby building greater sophistication in our risk management structure.

Upgrade environmental and social risk management systems

Climate Nature

The Bank assesses and determines climate and nature-related risks associated with our investments and loans. We consider environmental and social risks, based on environmental and social risk management (ESRM) system. We additionally establish a framework for the risk management department to control and contain risks, under which decisions may be escalated when necessary. We will work on advancing the sophistication of our ESRM system in stages, aiming to incorporate the system into integrated risk management.

The Norinchukin Bank establishes various policies to resolve environmental and social issues. These policies include the Environmental Policy and the Human Rights Policy, as well as other environmental and social policies for investment and loans in sectors that have the potential to cause significant negative environmental and social impacts. We conduct appropriate risk management in order of priority.
We also adopted the Equator Principles, monitoring large-scale development projects to ensure that we give appropriate consideration to the natural environment and local communities when financing such projects.

ESG Integration in Risk Management

The Bank implements integrated operations with credit risk management in our internal rating system for evaluating the credibility of credit clients. We use the Environmental and Social Risk Check Sheet as a qualitative factor to assess clients in certain sectors, mainly those in sectors facing high transition risk due to climate change. The Environmental and Social Risk Check Sheet is a tool that fosters an understanding of response status to environmental and social risk factors according to the sector. The Bank will discuss reviewing and expanding target sectors in this initiative in, taking external environments into account.

> Initiatives to Manage Environmental and Social Risks

Metrics and Targets

Climate-Related Metrics and Targets

Climate

We organize our climate-related metrics and targets in our net zero transition plan.

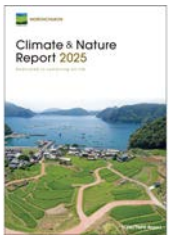
	Classification	Metrics			Latest Results	Target
Metrics and Targets	Reduce GHG Emissions by Investment and Loan Clients	Financed Emissions				Interim Target for FY2030 toward net zero by 2050
		Lending		[Power] Base year: FY2019 213 gCO_2e/kWh	FY2022 208 gCO_2e/kWh	138–165 gCO_2e/kWh
				[Oil and Gas] Scope1&2 Base year: FY2019 8.9 gCO_2e/MJ	FY2022 13.9 gCO_2e/MJ	3.1 gCO_2e/MJ
				[Oil and Gas] Scope3 Base year: FY2019 0.51 $MtCO_2e$	FY2022 0.29 $MtCO_2e$	0.37 $MtCO_2e$
				[Coal]	Response and engagement based on Policy on Environmental and Social Considerations in Financing and Investment Activities	
				[Steel] Base year: FY2019 2.02 tCO_2e/t	FY2022 2.03 tCO_2e/t	1.54–1.73 tCO_2e/t
				[Real Estate] Base year: FY2019 82.7 $kgCO_2e/m^2$	FY2022 48.8 $kgCO_2e/m^2$	34.1 $kgCO_2e/m^2$
				[Automobiles] Base year: FY2019 192.6 gCO_2e/vkm	FY2022 346.8 gCO_2e/vkm	111 gCO_2e/vkm
				[Marine Transport] (Base month: December 2023) Striving: 36.9%, Minimum: 30.5%		PCA≤0%
		Investments		[Stocks and Bonds] Emissions per unit of investment Base year: FY2019 0.83 tCO_2e/million yen	FY2022 0.75 tCO_2e/million yen	Vs. FY2019 -49%
		Establishing forest carbon sink with members			FY2023 6.71 million tCO_2	9 million tCO_2/year as of FY2030
		GHG emissions from the Norinchukin Bank Group locations			FY2024 14,545 tCO_2	Net zero by FY2030
	Promote sustainable business	New sustainable finance			FY2021–FY2024 ¥9.0 trillion	¥10 trillion by FY2030
	Strengthen approach to risk management	Reduce outstanding investments and loans for coal-fired power generation			Investments outstanding as of FY2024 ¥36.7 billion	Zero by FY2040
	Nature-related metrics	Biodiversity footprint in key investment regions (EINES)			Refer to "Nature-related Metrics and Targets."	—

Nature-Related Metrics and Targets

Nature

The Bank calculates and discloses, on a trial basis, the financial exposures we face from the dependencies and impacts on nature in our portfolio, as well as our nature-related footprint metrics.

Climate & Nature Report



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The Norinchukin Bank publishes an integrated report to disclose our efforts based on the TCFD and TNFD recommendations.

Climate-Related Risk Assessment and Scenario Analysis

Impact Analysis of Climate Change-Related Risk

The risks of climate change can be divided into transition risks and physical risks.

Transition risk refers to the risk that occurs in transitioning to a society with low greenhouse gas emissions (a low-carbon society). For example, the introduction of a carbon tax levied on greenhouse gas emissions could lead to a negative financial impact on investees and borrowers that have high emissions. This in turn could result in credit costs for financial institutions.

Physical risks are risks of intensification or increase in extreme weather events due to climate change or from long-term changes in climate patterns. Physical risks can be classified further into acute risks, such as increased flooding or other extreme weather events, and chronic risks, such as the agricultural impact of prolonged high temperatures.

Climate Change Risks Recognized by the Bank

Risk	Classification	Major Risks	Time Frame
Transition Risk	Government Policy, Legal, Technology,	●Increase in credit costs due to the impact of regulatory measures aimed at achieving the 1.5°C target on the business models and performance of investees and borrowers ●Increased in credit costs due to changes in the supply-demand relationship for goods and services and corporate performance as markets become more focused on decarbonization	Mediumm to long term
	Policy	●Changes in regulations in response to growing international concern regarding climate change	Short term
	Reputation	●Risk of inadequate climate change efforts and information disclosure from the perspective of external parties	Short term
Physical Risk	Acute	●Downturn resulting from stagnating investees' and borrowers' businesses due to natural disasters such as typhoons and torrential rains, as well as increasing credit costs resulting from damage to collateral value of real estate and other assets	Short, Medium, and Long Term
	Chronic	●Risk that climate change will affect land use, productivity of primary industries,etc. ●Impact on business continuity due to damage to the Bank's assets caused by extreme weather	

Climate Change-Related Risk Assessment by Sector

The impact of climate change will become even more apparent over the medium- to long-term, and will vary depending on the sector in which our investees and borrowers operate. Therefore, we evaluated where and when transition and physical risks would occur in the targeting sectors and other areas defined by the TCFD recommendations.
The occurrence of risks associated with climate change is caused by various external factors, environments, and spillover channels. We created the table below after identifying these risks and factors. The table shows (in chronological order) the impact of these risks on the sectors in which the Bank has most financial exposure. Our analysis also reflects the effects of climate change occurring at different times according to region, geographic conditions, and legal regulations. As one example, transition risks in the EU are expected to occur early due to environmental regulations being adopted ahead of the rest of the world.

Transition Risk Assessment[*1]

Low Risk High

Sector	2030			2040			2050		
	Japan	EU	US	Japan	EU	US	Japan	EU	US
Electric utilities									
Oil-gas-coal									
Chemical									
Metal and mining									
Food and agriculture									
Beverages									
Railroad									
Land transport									
Marine transport									

Physical Risk Assessment*1

Sector	2030			2040			2050		
	Japan	EU	US	Japan	EU	US	Japan	EU	US
Chemical									
Real estate management and development									
Real estate–related finance									
Insurance									
Paper and forest products									
Food and agriculture									
Beverages									
Metal and mining									
Electricity									
Oil-gas-coal									
Railroad									

*1 Transition risks are assessed based on a 2°C scenario in which policy measures mitigate climate change, while physical risks are assessed based on a 4°C scenario in which global warming advances.

Impact Analysis of Climate Change-Related Risk (Scenario Analysis)

We conduct scenario analyses to understand the impact of climate-related risks on our credit Step 2 Step 3 portfolio and finances.

		FY2020	FY2021	FY2022	FY2023	FY2024
Transition Risk		● Scenario analysis of the power, oil-gas-coal, food and agriculture, and beverage sectors		● Added the chemical sector ● Conducted more advanced analyses based on NGFS scenarios, etc.		● Added the steel sector ● Update of NGFS Scenarios (from the Second Edition to the Fourth Edition)
Physical Risk	Acute risk		● Scenario analysis of the impact of flood damage on key domestic locations of domestic borrowers and real estate collateral pledged to the Bank		● Added key overseas offices of the borrower and the Bank Group's own offices	
	Chronic Risk		● Scenario analysis of income change rates in the agricultural sector (rice and livestock)		● Added fishery sector	

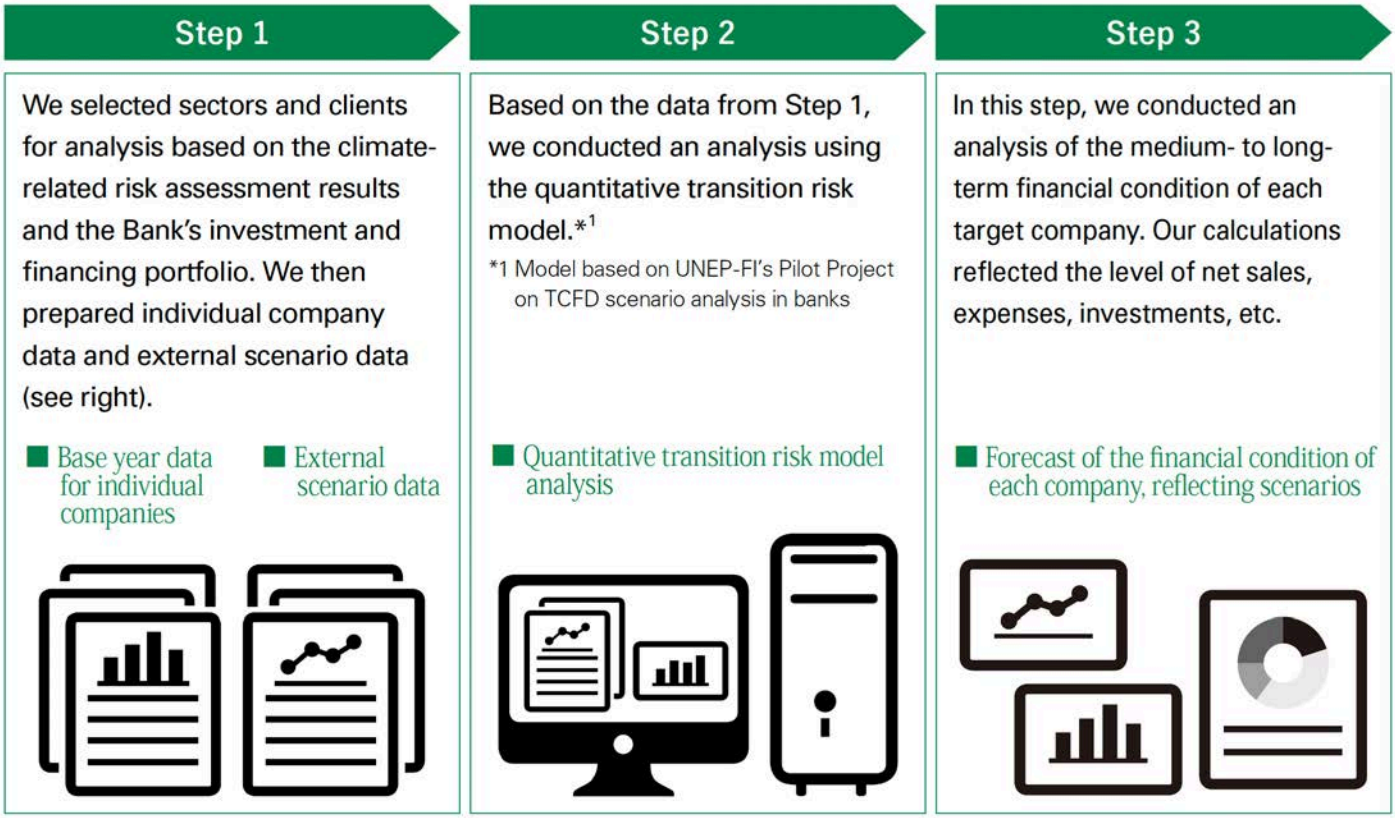
Transition Risk Scenario Analysis

We selected target sectors for our transition risk scenario analysis based on our risk assessments on climate change intensive sectors. These sectors include the high-risk sectors of power, oil-gas-coal and chemicals, as well as the food and agriculture and beverages sectors, which form the food and agricultural value chains. Through scenario analysis for these sectors in fiscal 2022, we evaluated medium- and long-term changes in credit costs caused by the progress of decarbonization. In fiscal 2024, we began working to upgrade our analysis, as well as expanding our scope of analysis for the steel sector.

Scenarios analyzed include the Net Zero2050 scenario published by the Network of Financial Authorities on Climate Change Risk Network of Central Banks and Supervisors for Greening the Financial System (NGFS), as well as scenarios published by the leading International Energy Agency (IEA) etc.

Our analysis was based on the method published by the pilot project led by the United Nations Environment Program Finance Initiative (UNEP FI) with the objective of discussing and developing methods for climate-related financial information disclosure in the banking industry.

Transition Risk



Methodology for Transition Risk Scenario Analysis

■ Targets and sectors analyzed

Based on the results of our qualitative assessment of climate change-related risks, we selected the electricity, oil-gas-coal, food and agriculture, beverages, chemicals and steel sectors as targets for transition risk scenario analysis. Power, oil-gas-coal, chemicals and steel sectors have been identified in the final TCFD report and SASB as sectors having high carbon emissions and highly vulnerable to transition risks. Our selection was based on initiatives consistent with these global views. We selected the food and agriculture and beverages sectors based on the results of our climate change qualitative assessment, as well as the fact that these two sectors form the foundation of the Bank. Given our investment and loan portfolio, the analysis covers not only domestic and overseas borrowers, but also our investees in corporate bonds.

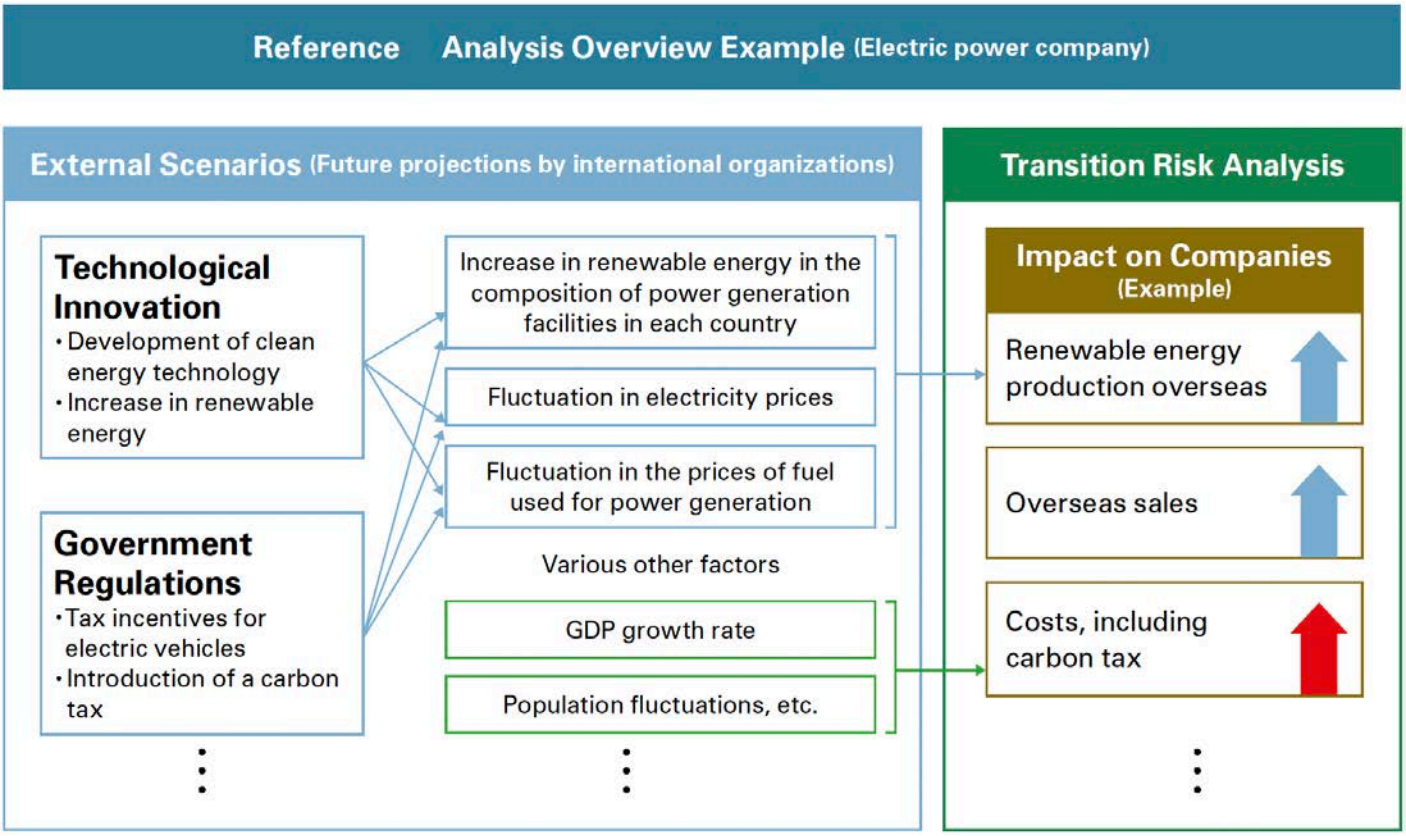
■ Analysis scenario data

We use three scenarios published by the NGFS. Specifically, we adopted three future scenarios for our analysis. We used the *Current Policies* scenario, which assumes that only the policies currently in place are maintained, and the assumption that annual greenhouse gas (GHG) emissions will not decrease by the year 2030. We then used the *Delayed Transition* scenario, in which strong policies are implemented to limit global warming to 1.5°C through rigorous climate policy and technological innovation. And last, we used the *Net Zero 2050* scenario, which assumes net zero global CO_2 emissions will be achieved in or around the year 2050. We predicted the impact on the Bank's investees and borrowers , while also analyzing the increase or decrease in credit costs. We formed our predictions by combining the Dynamic approach, in which companies make new capital investments in response to climate change, and the Static approach, in which companies do not make additional capital investments in response to climate change.

- In connection with the NGFS scenario for which we lacked sufficient data, our analysis used as complementary data from IEA, WRI (World Resources Institute) etc.
- In connection with the analysis of the chemical sector, we referred in part to the IEA's World Energy Outlook 2023.
- In connection with the steel sector, we partially referred to the data contained in the IEA World Energy Outlook 2023 and the IEA Iron and Steel technology Roadmap.
- For the food and agriculture and beverage sectors, we used WRI data as complementary data.

■ Efforts to increase the sophistication of scenario analysis models

- We began disclosing the results of our scenario analysis with our Sustainability Report 2021. We also strive to improve the sophistication of our models to utilize analysis results to better explanation of our position and conducting engagement (constructive dialogue).
- As an example, we made improvements by replacing parameters (variables) in the analysis model to make the analysis results more precise and consistent with real-world perspectives. We will continue to refine the results of our analysis by upgrading our models as necessary.



Analysis Target	Selection Scenario	Complementary Scenario
Energy (Electricity, Oil-Gas-Coal)	NGFS ●Current Policies ●Delayed Transition ●Net Zero 2050	
Food and agriculture, beverages		WRI CREATING A SUSTAINABLE FOOD FUTURE: FINAL REPORT, JULY 2019
Chemicals		IEA Energy Technology Perspectives 2022—STEP、SSDS IEA Ammonia Technology Roadmap October 2021 —STEPS、SDS
Steel		IEA World Energy Outlook 2023 and the IEA Iron and Steel technology Roadmap

Six-Way Scenario Analysis

	Dynamic Approach (An approach reflecting new capital investments in response to market demand)	Static Approach (An approach reflecting the status quo without additional capital investment)
Current Policies (a scenario that assumes that only policies currently in place will be retained)	Current Policies × Dynamic	Current Policies × Static
Delayed Transition (Scenario in which annual GHG emissions do not decline by 2030, followed by strong emissions reduction policies)	Delayed Transition × Dynamic	Delayed Transition × Static
Net Zero 2050 (a scenario that limits global warming to 1.5°C through rigorous climate policy and technological innovation, achieving net zero global CO_2 emissions in or around the year 2050)	Net Zero 2050 × Dynamic	Net Zero 2050 × Static

About the NGFS Scenario Used in Analysis

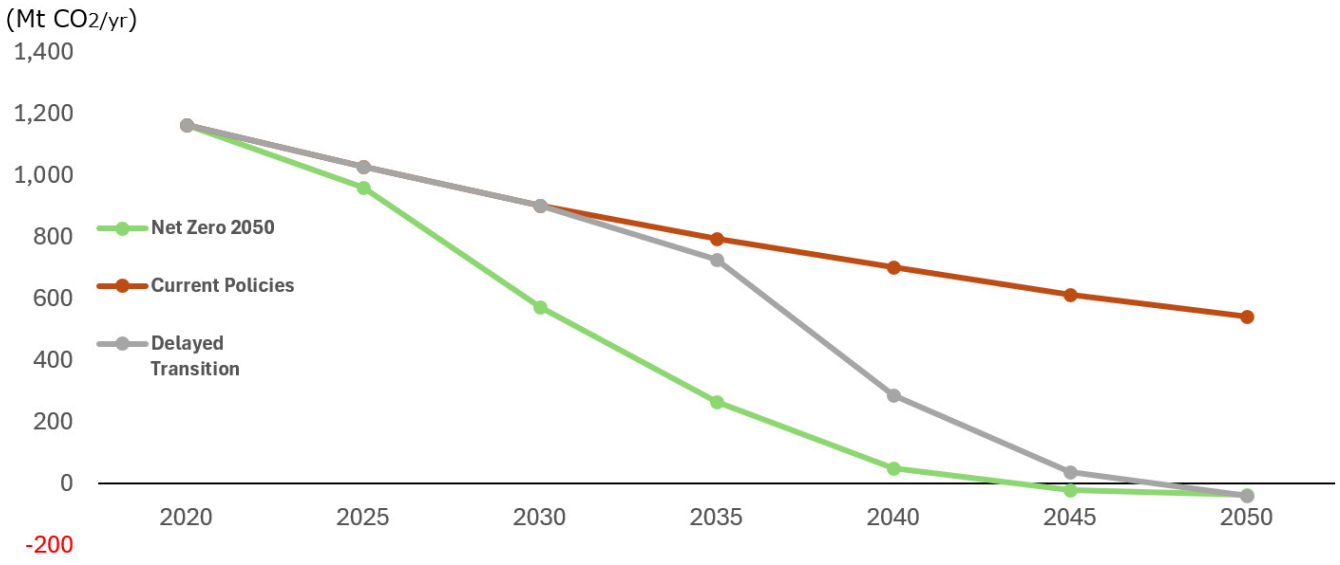
- Our transition risk scenario analysis adopts version 4 of the NGFS scenario published in 2023. Of the three NGFS models, we analyze scenarios using the values of the REMIND-MAgPIE model. These values were also used in the Pilot Scenario Analysis Exercise on Climate-Related Risks Based on Common Scenarios by the Financial Services Agency and the Bank of Japan, the results of which were published in August 2022.

Overview of NGFS Scenarios Analyzed

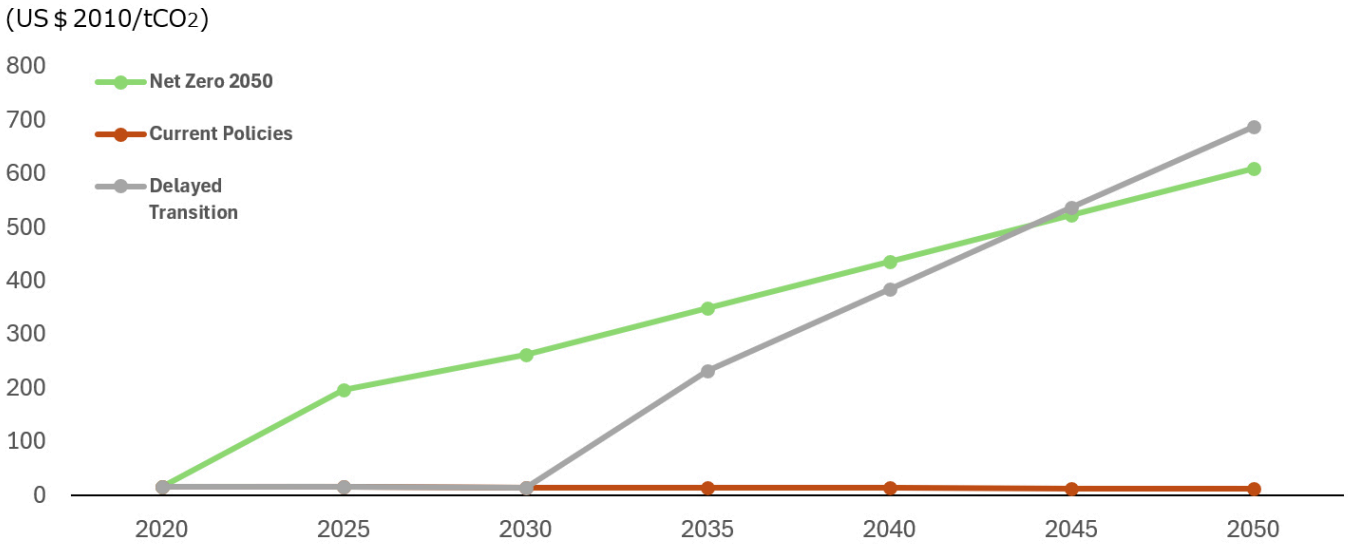
	NetZero 2050	Delayed Transition	Current Policies
Overview	Limits rise in global temperatures to 1.5°C through strict climate policies and technological innovation, reaching net zero CO_2 emissions by 2050	Assumes annual CO_2 emissions will not decrease until 2030, followed by strict policies	Assumes that only current policies will be retained
Rise in temperature (by 2100)	Less than 1.5°C	Approx. 1.8°C	Approx. 3°C

- Each NGFS scenario analyzes from different forecasted perspectives. The Net Zero 2050 scenario assumes that countries implement immediate, strict climate change policies and regulations, thereby reducing corporate CO_2 emissions. On the other hand, the Current Policies scenario assumes that CO_2 emissions will not be curbed, while the Delayed Transition scenario assumes rapid decline in CO_2 emissions starting in 2030 after implementation of strict measures and policies.
- A carbon price refer to the price assigned to CO_2 emitted from companies and others entities. Each scenario assumes that governments would impose taxes on carbon based on the amount of CO_2 emitted. For example, Japan introduced a restrictive carbon tax to address global warming, which the Current Policies scenario assumes will be maintained. While tax per ton of CO_2 emissions is assumed to be limited, the Net Zero 2050 and Delayed Transition scenarios assume significant introductions of carbon tax. The Bank assumes the introduction of a carbon tax in our scenario analysis, and we reflect impacts on corporate earnings and other factors in the analysis results.
- The Net Zero 2050 and Delayed Transition scenarios aim for carbon neutrality by 2050. In these scenarios, solar power, wind power, and other renewable energy sources serve as the main energy sources to reduce CO_2 emissions. At the same time, power generation that emits large amounts of CO_2 using coal and natural gas is reduced in these scenarios.

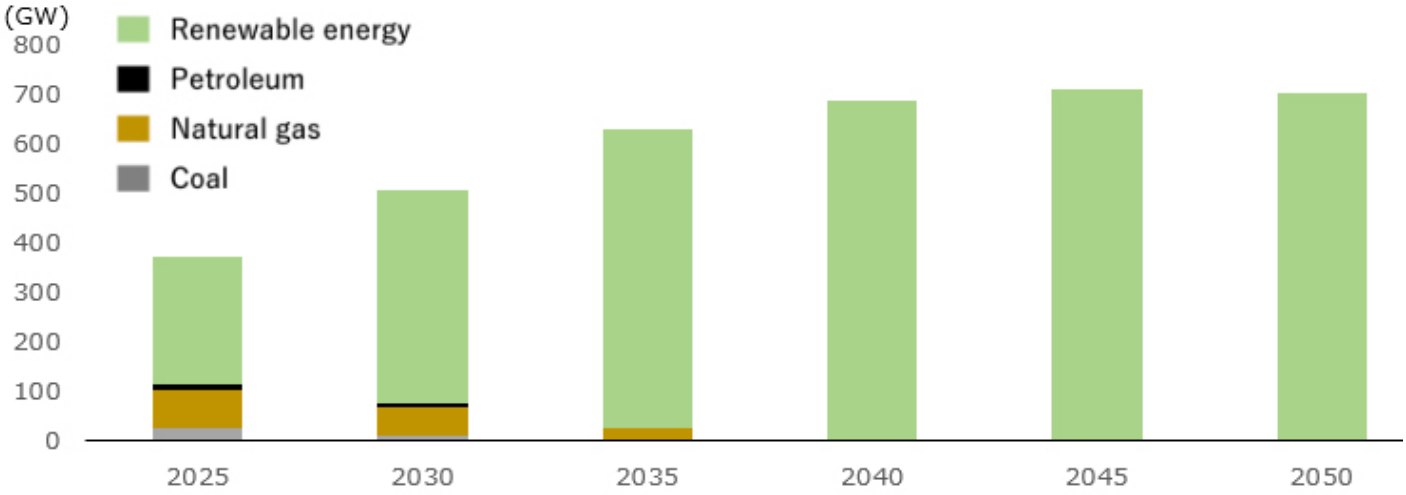
CO2 emissions (Japan)



Carbon pricing (Japan)



Power generation capacity under the Net Zero 2050 Scenario (Japan)



Transition Risk Scenario Analysis Results

●Electricity and Oil-Gas-Coal Sectors

In every scenario, greater demand for renewable energy and stricter regulations on carbon emissions in various countries would result in stranded fossil fuels and reduced market demand. Business whose profits depend on fossil fuel prices will likely see declining performance.

- Chemicals Sector

  Results varied depending on the chemical products manufactured and the region in which the company operates. The Delayed Transition Scenario toward decarbonization and the Net Zero 2050 scenario resulted in slower economic growth. These scenarios revealed relatively lower demand for each chemical product compared to the Current Policies Scenario, with the exception of certain products. On the other hand, demand for hydrogen and ammonia as fuels that do not emit CO2 directly is likely to increase. Demand for functional chemical products used as battery materials is also likely to increase with the wider adoption of electric vehicles; however, price shifts to products should be limited in nature.

- Steel sector

  Results varied depending on business structure and the region in which the company operates. Carbon cost impacts differ significantly between individual companies under The Delayed Transition Scenario toward decarbonization and the Net Zero 2050 scenario depending on the amount of GHG emissions. Especially the companies that operate in the U.S. and in South-East Asia, where steel demand is expected to increase, capital investment to decarbonize the steel industry has led to an increase in earnings.

- Impact on Credit Portfolio

  The total impact of transition risk in the four aforementioned sectors could increase the cost of credit by between 1 billion yen to 25 billion yen per year through the year 2050. The impact on our credit portfolio would be limited.

Using Analysis Results

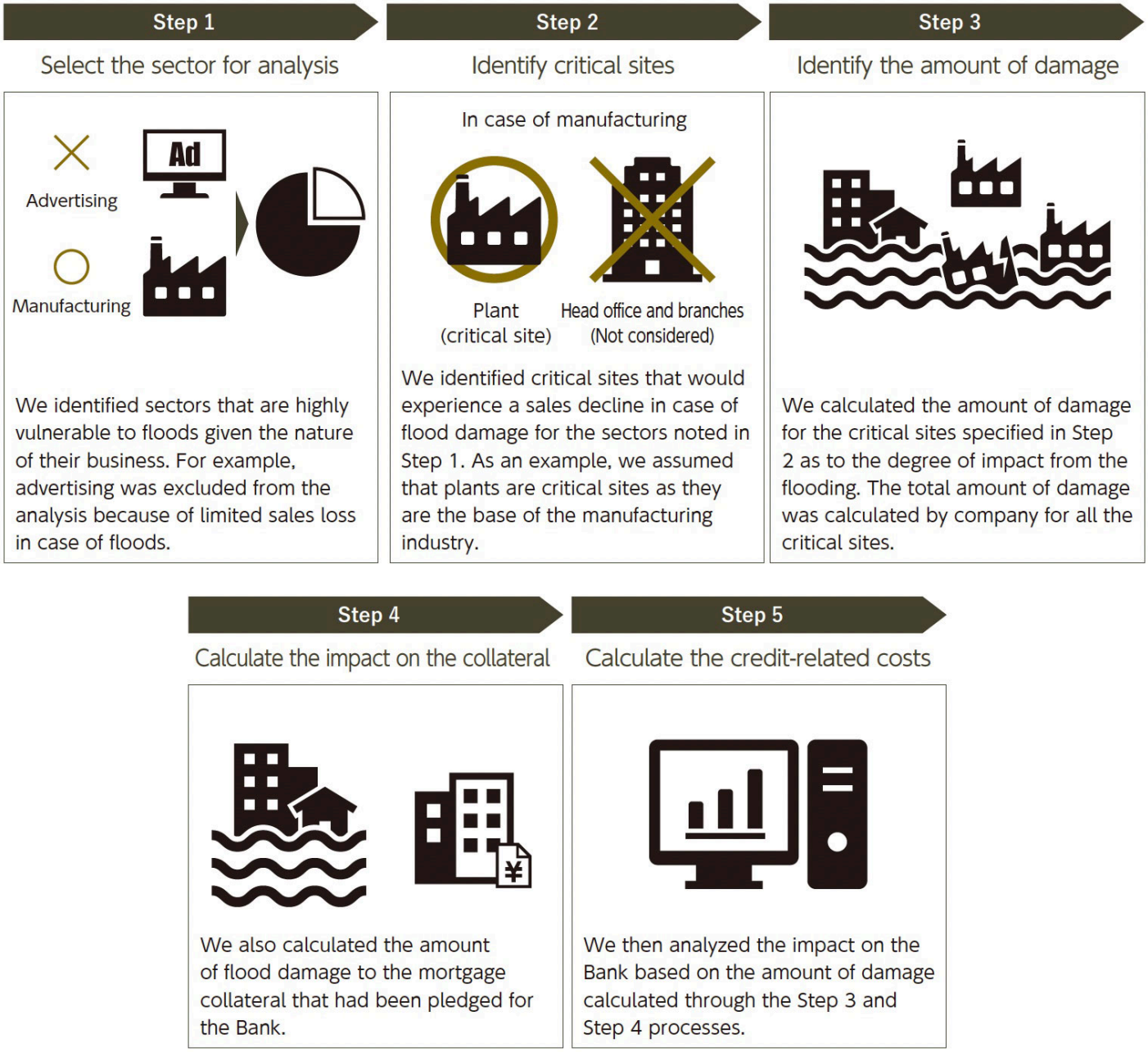
Based on the results of the transition risk analysis, we initiated dialogue on climate change initiatives with our investees and borrowers in sectors where we identified a relatively large impact. By sharing an awareness of the issues with our investees and borrowers, we will strengthen our efforts to address climate change together and work toward creating a lowcarbon and decarbonized society.

Scenario Analysis for Physical Risk Related to Climate Change (Acute Risk)

We analyzed acute risk related to flood damage, which has caused significant problems in recent years. In addition to key global locations of domestic and overseas borrowers and real estate collateral pledged to the Bank, we included the assets of Bank Group locations (buildings and equipment) in the analysis.

Our acute risk scenario analysis indicated a cumulative additional loss of about 23 billion yen (sum of credit costs and damage to the Norinchukin Bank Group assets) through the year 2100. The impact of additional losses would appear to be limited. See the Appendix for details.

Physical Risk (Acute Risk) and Scenario Analysis Overview



Physical Risk (Acute Risk) Analysis Overview

Subject of Analysis	(1) Key domestic and overseas locations of borrowers expected to be affected by flooding (2) Real estate collateral pledged to the Bank (3) Assets at the Bank Group domestic and overseas locations (buildings and fixtures)
Not Subjected to Analysis	Industries where flood damage is not expected (e.g., advertising, publishing, finance, etc.)
Analysis Scenario	IPCC RCP2.6 and RCP8.5
Measurement Results	Cumulative additional losses of approximately ¥23 billion through the year 2100 (credit costs plus damage to Bank Group assets)

Using analysis results

For this analysis, we extended the scope of scenario analysis measurement to identify the additional cumulative losses through the year 2100 for which we must prepare. We will consider analyzing and measuring the impact of hazards other than flooding associated with physical risks. These analyses will take the supply chain into account, utilizing the information related to the borrower's key domestic and overseas locations surveyed in this analysis.
In addition, we plan to practice operational risk management for the high-risk assets owned by the Norinchukin Bank Group. We intend to engage our borrowers appropriately and work with them to step up their efforts in addressing climate change.

Physical Risk (Chronic Risk) Analysis

The Norinchukin Bank is committed to achieving Net Zero by 2050 across our investees and borrowers. In conjunction, we pursue an increase in the income of farmers, fishermen and foresters as a 2030 medium- to long-term goal in support of sustainable agriculture, fishery and forestry industries and local communities. Given that the agriculture, fishery and forestry industries are vulnerable to the effects of climate change, we endeavor to analyze the impact of climate change on the incomes of participants in these industries.
For chronic risk, we selected agriculture and fisheries as sectors to analyze. These industries are important to the Bank, which serves the agriculture, fishery and forestry industries. We chose rice cultivation, livestock production (raw milk and beef cattle), and ocean fisheries (bonito) as target commodities to analyze. Our analyses addressed the impact of climate change, including increases in air and ocean surface temperatures, on producer and fisher income, as well as adaptive measures.
This analysis estimated the change in revenue as of the end of the 21st century compared to the end of the 20th century in two scenarios: (1) one in which no measures are taken to adapt to rising temperatures and (2) one in which measures are taken to adapt to rising temperatures. We adopted the IPCC RCP 2.6 and RCP 8.5 scenarios ("2°C increase" and "4°C increase," respectively) for analysis, conducting a total of four analyses.

Step 1

Estimate the impacton production volume

We analyzed the change in production volume due to climate change. We considered the impact of climate change, for example, higher air temperatures and the precipitation variations regarding rice cultivation.

Step 2

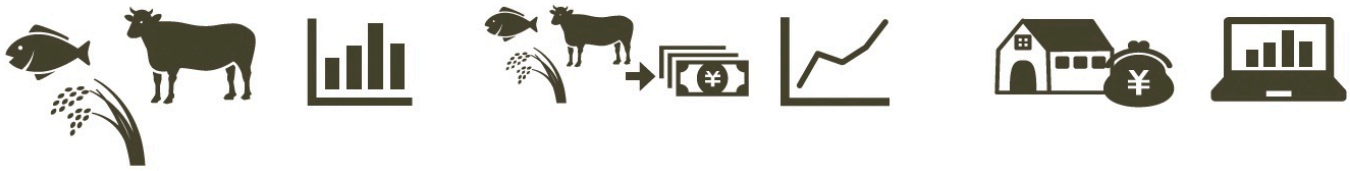
Estimate the impact on prices

We estimated the impact on product prices due to variability in quality or other factors caused by climate change.

Step 3

Provisionally estimate the impact on revenue

We analyzed the impact on revenue for producers considering the analysis in Steps 1 and 2.



Analysis method: Rate of change in production volume + Rate of change in product prices = Rate of change in revenue

The following provides a summary of the results of chronic risk analysis for the agricultural sector. The results indicate a decline in income due to the effects of climate change. However, it may be possible to achieve flat income levels through adaptive measures.

	Scenario	Production Volumes	Price	Income Without Adaptive Measures	Income Introduction of Adaptative Measures
Rice Crop	4°C rise	-6.4%	+1.4%	-5.0%	+3.5%
	2°C rise	+3.3%	-1.6%	+1.7%	-
Raw Milk	4°C rise	-1.1%	+0.9%	-0.1%	±0.0%
	2°C rise	-0.2%	+0.2%	±0.0%	-
Beef Cattle	4°C rise	-1.2%	+0.6%	-0.6%	±0.0%
	2°C rise	-0.3%	+0.2%	-0.2%	-

The following provides a summary of the results of chronic risk analysis for the fisheries sector. The results indicate regional variances in income due to the effects of climate change. However, it may be possible to limit income declines through adaptive measures.

	Scenario	Production Volumes	Price	Income Without Adaptive Measures	Income Introduction of Adaptative Measures
Ocean fishing (bonito)	4°C rise	-9.2% ～+4.7%	-0.6% ～+1.3%	-8.0% ～+4.0%	-7.6% ～+4.0%
	2°C rise	-9.2% ～+9.5%	-1.2% ～+1.3%	-8.0% ～+8.1%	-6.1% ～+4.0%

Our analysis includes several assumptions and hypotheses due to the many limitations in scenario analysis models for the agriculture and fisheries sectors. These limitations include 1) a lack of available methodologies established globally, 2) incomplete data, and 3) diversified and complicated impact channels. Note that impacts may differ from the actual impact on agriculture and fisheries management, as our analysis targets revenue, not income (i.e., the amount after deducting expenses, etc., from revenue).

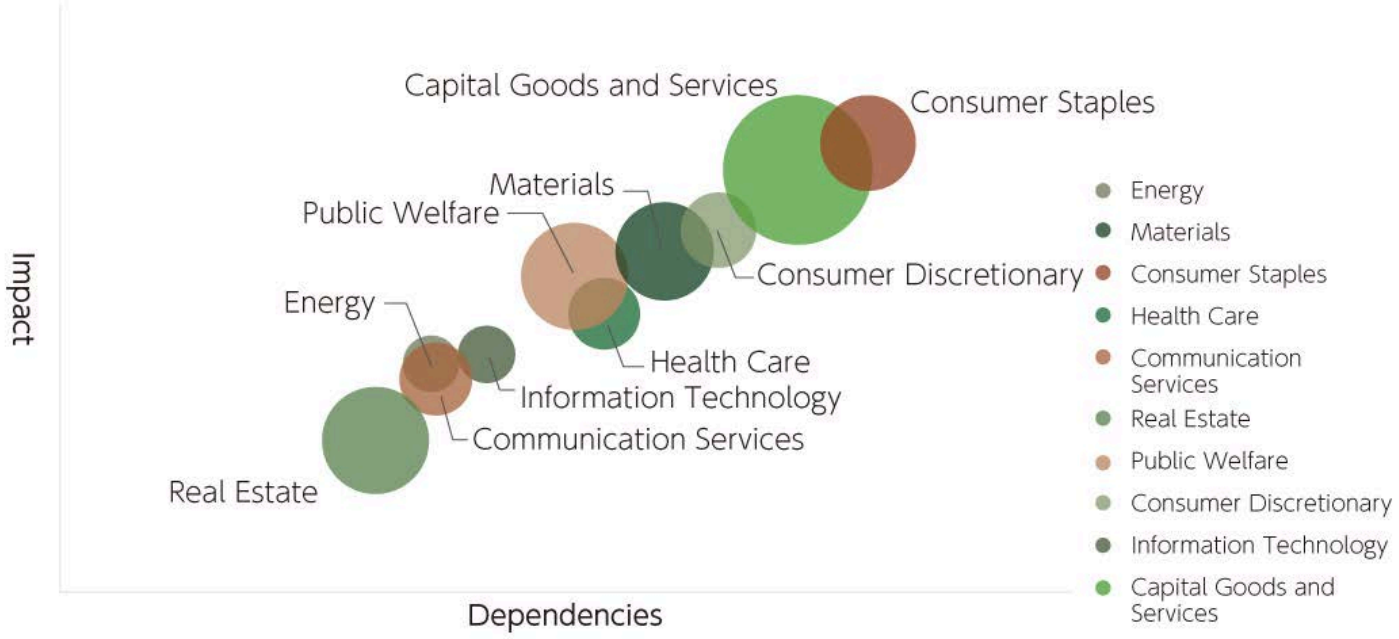
Nature-Related Risk Assessment and Scenario Analysis

Nature-Related Risk Assessment and Scenario Analysis

To understand our nature-related risks and opportunities, the Bank analyzed our dependencies and impacts throughout our investment and loan portfolios for business enterprises and conducted a trial scenario analysis.

Overall Nature Dependencies and Impacts in Portfolios

The figure below shows the relationships between nature dependences and impacts across our entire portfolio, projected sector-by-sector. The size of the circles represents investment and loan sizes. The graph confirms that the Bank has relatively high dependencies and impacts in sectors such as consumer staples, which is closely connected to agriculture, fishery and forestry (industries that are fundamental to the Bank's business), as well as capital goods and services, which account for a large portion of our investments and loans.

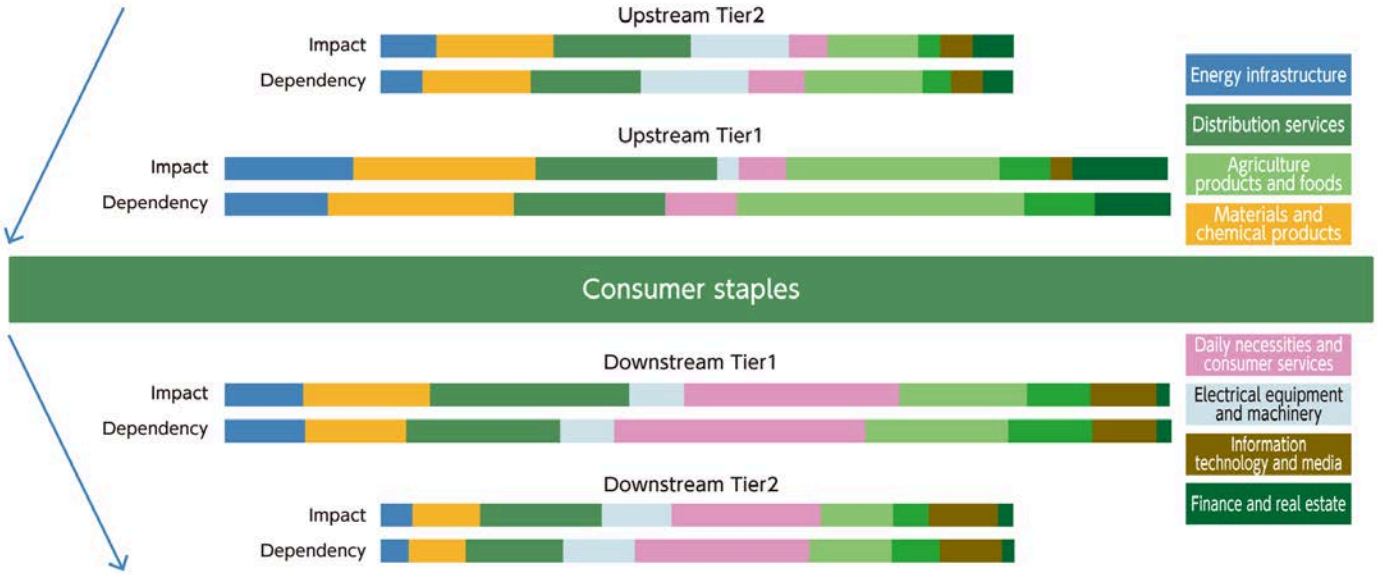


Source: Created by The Norinchukin Bank

Impacts on Nature by Sector

Using up-to-date data from ENCORE that takes into account value chains, we attempted to perform a value chain analysis for the consumer staples sector. The results showed that for consumer staples, there is high dependency on agricultural products and food upstream, and high dependency on daily necessities and consumer services downstream in the value chain. Impact was relatively high for distribution services upstream, whereas downstream in the value chain, impact was relatively high (as was dependency) for daily necessities and consumer services.

Source: Illustration created by the Bank based on TNFDv1.0



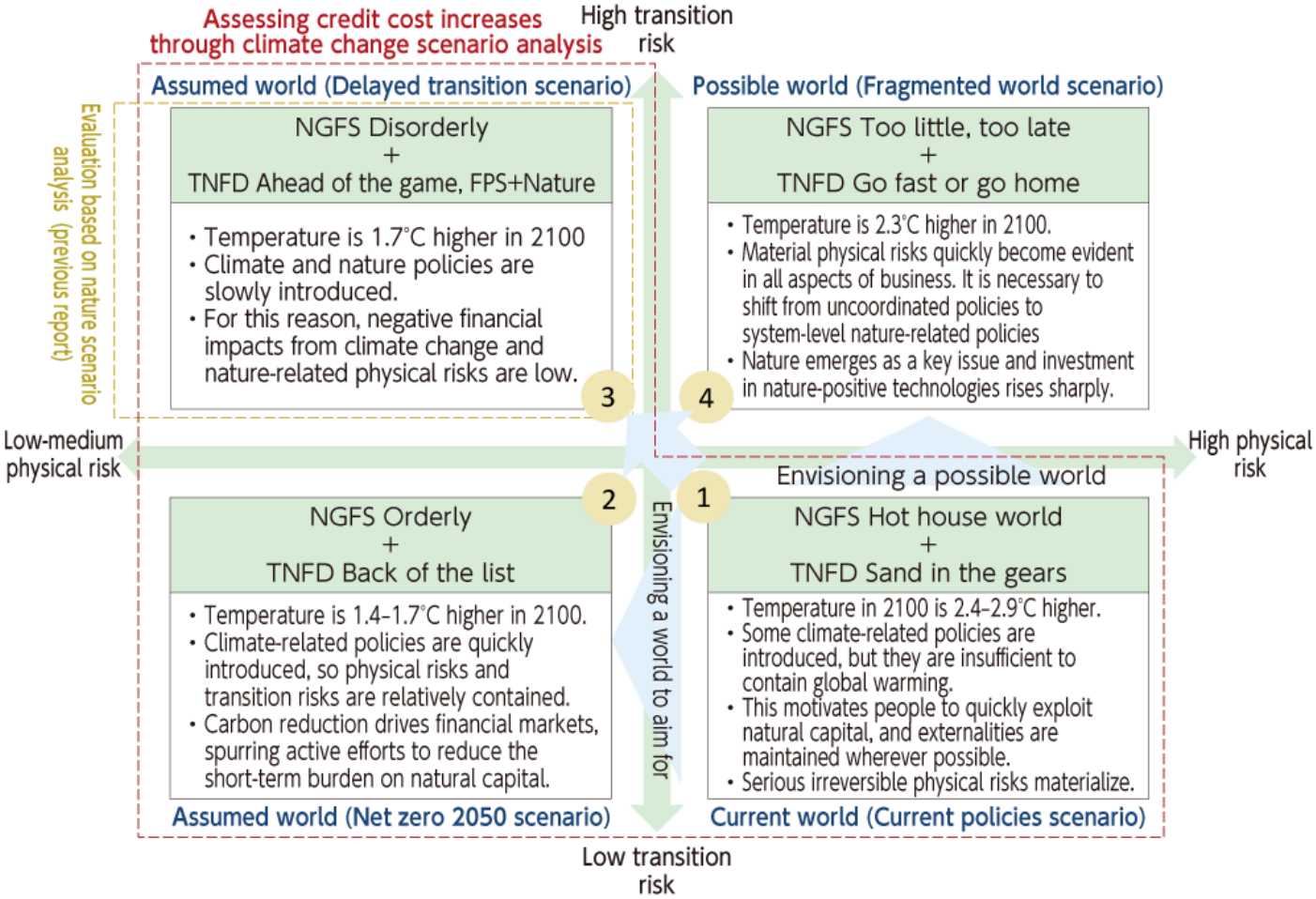
Source: Created by The Norinchukin Bank

Analysis Including Value Chains of Investees and Borrowers

To understand the impact on nature across the value chain, we collaborated with aiESG Inc., a startup from Kyushu University. Focusing on the consumer staples sector—one of our material investment and lending sectors identified through ENCORE—we conducted a detailed analysis centered on sub-sectors within Japan's consumer staples industry.
This fiscal year, we aimed to deepen our understanding of food-related supply chains by analyzing sub-sectors not covered in last year's study, which included packaged foods & meat, soft drinks, distilled spirits & wine, agricultural products, and brewing. In addition to some upstream sub-sectors, we also focused on midstream distribution and downstream retail, analyzing various supply chains related to the procurement of goods in these sectors.

Nature-Related Scenario Analysis

Last fiscal year, we conducted an analysis focusing on the food and agriculture-related sectors—key industries within the food-agriculture value chain—using the IPR Forecast Policy Scenario + Nature (FPS+Nature), a scenario that enables integrated analysis of climate and nature-related risks. The results suggested that in Japan, the decline of pollinators poses a risk factor for the agricultural products and services sector, while in North America, increasing water risks are expected to heighten risks for water-intensive sectors. These findings confirmed that the degree of physical risk varies depending on regional differences in the state of nature.
This fiscal year, we interpreted the climate change scenarios from the NGFS (4th edition), which were used in climate-related scenario analysis, along with the nature-related narratives presented by TNFD in its "Guidance on Scenario Analysis," and the future scenarios assumed by FPS+Nature. Based on the degree of transition and physical risks, we plotted each scenario and organized a depiction of the future worldviews related to climate and nature.



Source: Created by The Norinchukin Bank based on various sources

Analysis of Climate Change Impacts on Biodiversity

We analyzed nature-related risks based on GHG emission (financed emissions) information in our investment and loan portfolio. This analysis estimated the climate change impacts on biodiversity using the Life Cycle Assessment (LCA) method to calculate the Footprint Indicator (EINES indicator, an indicator of biological extinction risk).

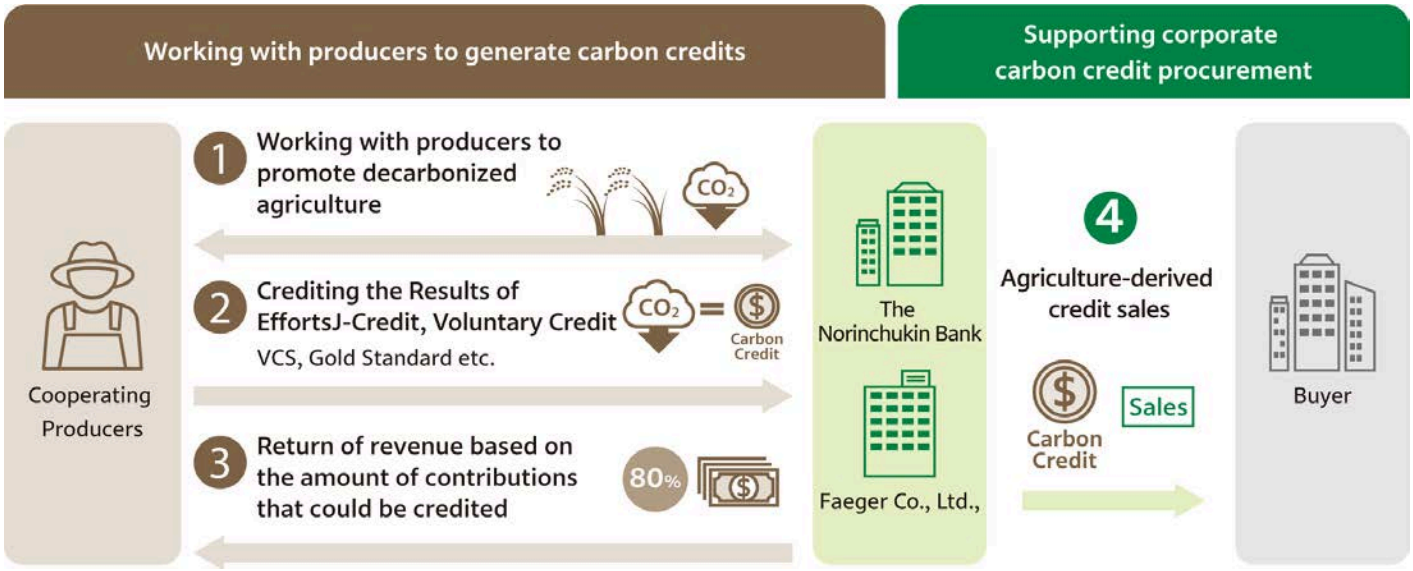
Reducing the Environmental Burden in Agriculture

Environmental Considerations in the Agricultural Sector

Emissions from agriculture, forestry, and other land use account for about a quarter of global greenhouse gas emissions. Additionally, natural disasters such as typhoons, floods, and high temperatures are increasing year by year, causing serious damage to crops. The Norinchukin Bank is a financial institution grounded in the griculture, fishery, and forestry industries. As such, we will take initiative in helping to resolve these issues.

Supporting the Creation of Agriculture Carbon Credits

The Norinchukin Bank entered into a business partnership agreement with Faeger Co., Ltd. The purpose of this partnership is to support the creation of carbon credits in the agricultural sector to decarbonize the industry and increase profitability through these credits. Feager is the first startup in Japan to create agriculture carbon credits to support the decarbonization efforts of farmers and monetize the credits.
This business partnership agreement strives to decarbonize the agriculture industry by introducing a wide range of farmers to decarbonized agriculture (e.g., reducing reduction through rice field drying) and proposing the creation of carbon credits to generate revenue.



Decarbonizing the Agricultural Sector with High-Performance Biochar

The Ministry of Agriculture, Forestry and Fisheries (MAFF) Strategy for Sustainable Food Systems calls for the reduction of chemical fertilizer use made from imported raw materials and fossil fuels as a decarbonization measure.
The Norinchukin Bank entered into a business partnership agreement with TOWING Ltd. to expand sales channels for *Soratan*, a high-performance biochar.
Biochar is used typically as a soil improvement material. When used on agricultural land, biochar sequesters carbon in the soil and reduces GHGs in the atmosphere. TOWING developed and markets a high-performance biochar called Soratan. Soratan is made by adding soil microorganisms screened by the company to biochar (porous material), which is carbonized from plant and food processing residues generated in Japan. The biochar is then cultivated with organic fertilizers. TOWING also applies for and sells carbon credits created through carbon sequestration.
Through this business partnership agreement, TOWING aims to leverage its expertise in high-performance biochar, as well as the networks and knowledge of the Norinchukin Bank its business partners, to expand Soratan and achieve sustainable agriculture. TOWING is also exploring intermediating carbon credits created through the use of Soratan to food- and agriculture-related companies.

The Norinchukin Bank is committed to leveraging carbon credits to contribute to increasing producer income and reducing GHG emissions in the food and agriculture value chain.

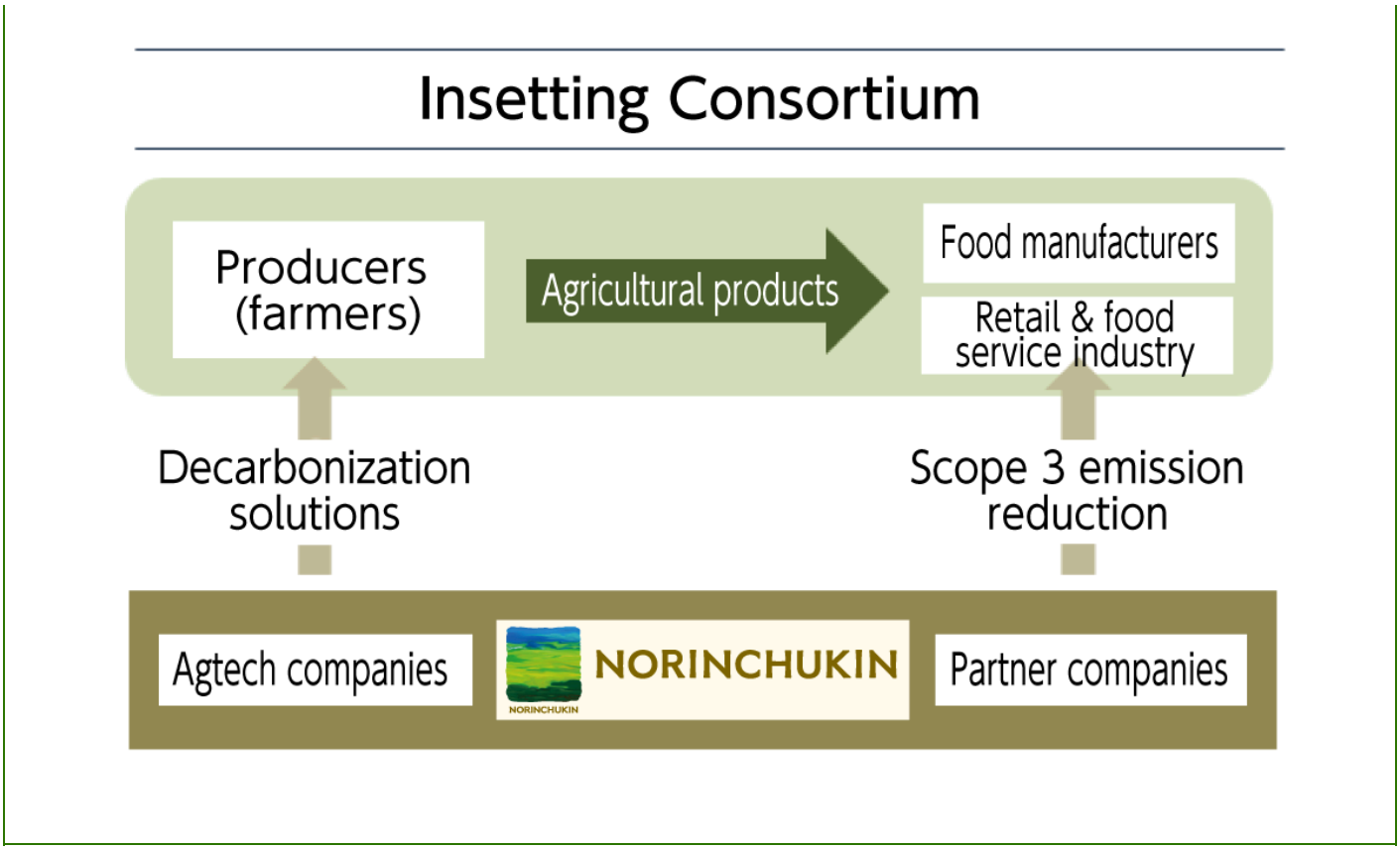
GHG Measurement Support for Clients

Disclosing information on climate change is necessary to become a decarbonized society. Companies are required to take action to measure and reduce GHG emissions not only for themselves but for their entire supply chain.
The Bank will collaborate with companies that provide consulting services on matters such as measuring GHG emissions and supporting responses to CDP. In doing so, we will provide solutions for clients to decarbonize their businesses and help solve environmental and social issues.

Topics

Insetting Consortium

Offsetting emissions with carbon credits does not necessarily work only within value chains (VCs). Outside VCs, carbon credits can serve as a way to direct investments and support from midstream and downstream to upstream. In this case, however, the environmental value does not translate directly to a reduction or increase in the environmental burden for midstream and downstream enterprises. Consequently, to create environmental value and increase the flow of investment and support from midstream and downstream to upstream within a VC, the Bank is focusing on the concept of Łginsetting.Łh Insetting is designed to generate environmental value by getting companies to invest in and support upstream operations within their VC. As a result, the entire VC enjoys higher environmental value and other benefits. Together with supporting companies, in August 2024 the Norinchukin Bank established the Insetting Consortium, a collaborative framework for stakeholders aimed at expanding the use of insetting.
Using the Insetting Consortium and other means, and leading the formation of practices, we offer leader consulting to support infrastructure upgrades and environmentally conscious management for upstream operations. For midstream and downstream operations, we incorporate sustainable finance and TNFD disclosure support. Like this, we will promote the transition of VCs by strengthening and expanding the flow of investment and support from midstream and downstream to upstream.


Insetting Consortium
Producers (farmers)
Agricultural products
Food manufacturers
Retail & food service industry
Decarbonization solutions
Scope 3 emission reduction
Agtech companies
NORINCHUKIN
Partner companies

Demonstrating the Multi-Functional Role of Forests

Initiatives to Demonstrate the Multi-Functional Role of Forests

Japan is a heavily forested country, with forests occupying approximately two-thirds of the land. Forests play multi-functional roles, but today, their carbon dioxide sequestration capacities are attracting attention as Japan and other countries grapple with climate change issues. Forests also play an important role in biodiversity conservation. On the other hand, they face a variety of challenges, including slumping prices for standing timber, increased costs for reforestation, and the inability to find workers.
The Bank, in cooperation with forest owners' cooperatives, will help demonstrate the multi-functional role of forests by resolving upstream, midstream, and downstream issues related to forests and forestry.

The Norinchukin Bank / JForest Association Initiatives

Nochu Potential Forest Productivity Fund	We established this fund in 2005 (before renewing it in 2013). Up to FY2024, this fund has provided subsidized136 projects across Japan, representing a total of more than 18,865 ha of forest valued at 2.82 billion yen. The fund contributes to the regeneration of privately owned forests by subsidizing activities aimed at sustaining the public benefits and multifunctional role of forests.
Forestry Labor Safety Improvement Measures	The annual death and injury rate per 1,000 workers in the forestry industry is around 10 times higher the average for all industries, so improving labor safety is an urgent challenge. This project offers subsidies for the purchase of work safety equipment to forestry cooperatives, private forestry enterprises (that work on contract for cooperatives), and forestry educational institutions ("forestry colleges"), etc. (4,824 items of equipment from FY2015 to FY2024).In FY2020, we also developed and introduced an educational tool, "Forestry Safety Education 360° ," aimed at improving the work safety of forestry workers.
Forest-Derived Credit Platform	With the aim of promoting the green growth of forests and forestry and helping to shape a carbon-neutral society, we collaborated with the National Federation of Forest Owners' Cooperative Association (JForest) to launch a platform that offers comprehensive support for forest-derived credits, from creation to sale (creation support site: FC BASE-C, and sale support site: FC BASE-M).
Investment in Overseas Forest Funds	We have invested in overseas forest funds with the aim of exploring initiatives for promoting carbon neutral and nature positive outcomes, as well as contributing to the development of domestic forestry by increasing the efficiency and sophistication of forest management and acquiring knowledge about carbon credits.
Export Support	As the world's population grows, global demand for wood is expected to expand. Forestry cooperatives are working to support exports through timber intensification and cultivating new demand overseas.
Wood Solution Network (WSN) / Japan Wood Design Association (JWDA)	To address the challenges facing Japan's forestry industry, in 2016 the Bank established the Wood Solution Network (WSN) as a platform that brings together various companies and other stakeholders from across supply chains (upstream to downstream). We continue to work to expand the use of timber, e.g., by creating and distributing "approach books" on design approaches to timber construction and the use of wood in interior spaces. The Bank also participates in the Japan Wood Design Association (JWDA), which was formed to help shape a sustainable society by promoting the use of domestic forest resources and materials.
Expanding the Use of Wood Products Nationwide	As part of our effort to increase the incomes of producers, we are collaborating with forestry cooperatives nationwide to support the sale of wood products and conduct business matching. To support the national government's efforts to expand timber supply, we are providing subsidies for initiatives that stimulate demand for domestic timber.

Click to enlarge

Topics

Contributing to the Realization of a Sustainable Society Through Wood Utilization

To harness the multiple functions of forests, the proper management and effective utilization of forests that are ready for full-scale harvesting is an urgent challenge. The Bank is a member of the Japan Wood Design Association (JWDA)*, an organization that aims to utilize forest materials to help shape a more sustainable society. The JWDA organizes the annual Japan Wood Design Award, exhibitions, and seminars, and other events to show the new ways of living and society where wood is creatively used—what "wood design" aims for.

* Established in December 2021, the Japan Wood Design Association refers to efforts aimed at solving social issues using wood as “wood design,“ and aims to contribute broadly to society through efforts to turn the forest industry into a growth industry, revitalize local communities and realize a sustainable society including decarbonization.

JWDA
もっと、木と

Grand Prize of Wood Design Award 2024
(Minister of Agriculture, Forestry and Fisheries Award)

Friend Megumi Gakuen Educational Institution (Hokkaido)/
Terui Yasuho Architectural Design Office Co., Ltd. (Hokkaido)/
JSD Co., Ltd. (Tokyo)/Iwata Chizaki Construction Co., Ltd. (Hokkaido)/
Butsurin Co., Ltd. (Tokyo)

Grand Prize of Wood Design Award 2024
(Minister of Economy, Trade and Industry Award)

Nanik Japan Co., Ltd. (Tokyo) / Bankensetsu Kogyo Co., Ltd. (Tochigi) /
Nasushiobara City Forestry Cooperative (Tochigi)

The Norinchukin Bank's Effort to Improve Forestry Labor Safety

In addition to subsidizing the purchase of safety equipment, the Norinchukin Bank offers the following initiatives to improve forestry labor safety.

Forestry Safety Education 360° VR
Introduced in fiscal 2020, the Forest Safety Education 360VR is an education tool forestry workers use to improve safety. Using VR to show dangerous situations and conditions at forestry sites helps us teach safety in a clear and easy-to-understand way, no matter where the learner is located. Forest cooperative networks, government agencies, forestry colleges, and others use our products extensively.

林業安全教育
360VR

Images of VR

Sponsorship of the Japan Logging Championship

The Japan Logging Championship is a chainsaw competition in Japan that aims to enhance forestry techniques and safety skills, promote forestry jobs, and raise the social perception of the forestry industry. The Norinchukin Bank has been the main sponsor of this event since it started.

Creating a Platform for Managing Forest-Derived Credits from Production to Sale

In collaboration with the JForest Group, the Bank is launching a platform for forest-derived carbon credits with the aim of promoting the green growth of the forestry industry and contributing to a carbon neutral society. A number of credit transactions have been completed on the platform since it was launched in March 2024. We will continue to provide comprehensive support to facilitate the smooth creation of forest credits by forestry cooperatives all over Japan, as well as the matching of forestry cooperatives with companies wishing to purchase carbon credits on our platform.

Site Images

FC BASE-C (Forest Credit Base Create)
Mechanism for the creation of forest-derived credits (Active Since March 2023)

FC BASE-M (Forest Credit Base Market)
Forest-Derived Credit Sales Support Website (Active Since March 2024)

Sustainable Oceans and Fishery Industries

Initiatives Focused on the Blue Economy

As a financial institution founded partly in the fisheries industry, the Norinchukin Bank promotes initiatives focused on the Blue Economy, which promotes the conservation and sustainable use of oceans and rivers.

Promoting Blue Carbon

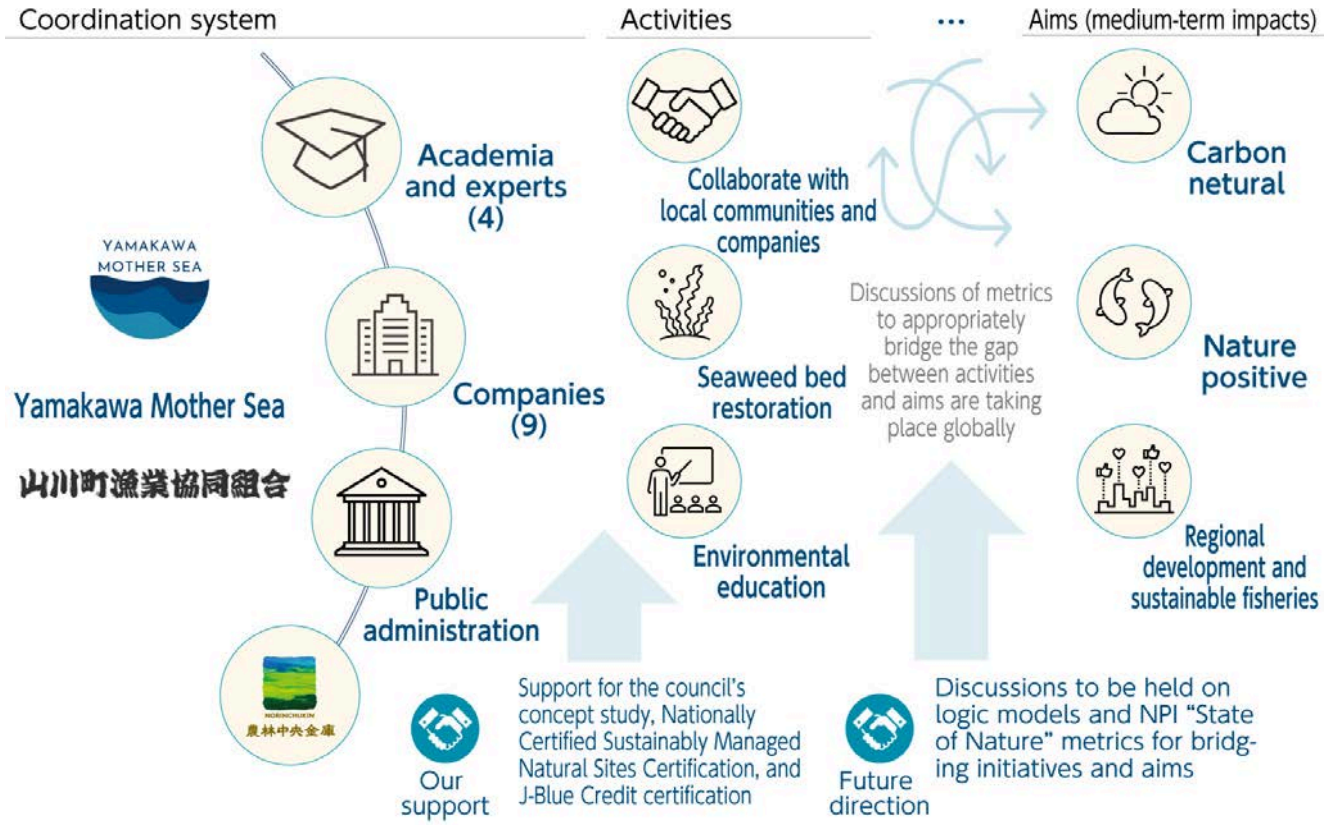
The importance of "blue carbon," which refers to the absorption and fixing of CO_2 by coastal seaweed beds, tidal flats, and mangroves, was highlighted in a 2009 UNEP report. Blue carbon is not only vital for climate change mitigation. It is also attracting global attention for its contributions to the sustainability of fisheries through conservation of ecosystems and restoration of marine resources.
Since long ago, Japanese fishermen have wisely sustained their livelihoods by creating and maintaining seaweed beds alongside their fishing operations. In recent years, however, the number of fishermen has declined due to shrinking and aging populations. At the same time, global warming has led to higher water temperatures and growing losses of seaweed due to rampant feeding by fish and sea urchin. For these reasons, these abundant seaweed beds (and consequently many satoumi ecosystems) are fast disappearing.
To address this issue, the Bank is working together with members of JF (Japan Fisheries Cooperatives), local communities, and companies to develop and support blue carbon projects focused on creating and restoring seaweed beds. Given that the importance of a landscape/seascape approach (an integrated approach that incorporates geographical and ecological perspectives) that comprehensively deals with diverse human activities and natural environments to derive problem-solving methods for the advancement of nature positive objectives has been pointed out both in Japan and abroad, blue carbon projects that promote desirable outcomes for local sea and coastal communities through dialogue and consensus-building can be considered a practical example of the seascape approach. Recognizing the importance of blue carbon in discussions of nature positive, the Bank contributes to project development through a variety of approaches. For example, we build frameworks for collaboration with stakeholders both in and outside regions, we quantify the effectiveness of carbon absorption and create carbon credits to monetize it, we clearly define contributions to ecosystem conservation, and we help in certification of Nature Coexistence Sites to promote the appeal of such initiatives.

Topics

Practical Example of Cooperative-centered Landscape Approach: "Yamakawa Mother Sea" by JF Yamagawa-cho

Yamagawa-Cho,Ibusuki City,Kagoshima Prefecture, JF Yamagawa-Cho and members(fishermen) are collaborating with academia, business, and government on a "blue carbon" initiatives titled "Yamakawa Mother Sea," centered on regenerating seaweed beds and conserving the marine ecosystem. This initiative is viewed as a model case of landscape/seascape approach. It is taking place in an area where fishing is central to the economy, with a vision of striking a balance between the human practice of fishing and marine conservation. It also involves a variety of stakeholders. The Bank is participating in the project with the intention of expanding it nationwide, providing wide-ranging support including assistance with certification as a "Nationally Certified Sustainably Managed Natural Site."

Overview of collaboration with the Yamakawa Mother Sea initiative and Our support



Requirements for landscape approach and compliance of Yamakawa Mother Sea Initiative

Requirements of landscape approach (SBTs for Nature Land Technical Guidance)	Compliance of Yamakawa Mother Sea
1 The boundary that the landscape initiative is aiming to exert influence over follows the boundary of either a jurisdiction, watershed, or another area considered to be of ecological or socioeconomic importance. When the area is not defined following ecological, jurisdictional, or water-basin boundaries, then the area must be at least 10,000 ha.	• Focus on the marine ecosystem centered on seaweed beds along the coast of the town of Yamagawa-Cho,Ibusuki City,Kagoshima Prefecture. • Part of the activity area includes a zone designated as the southernmost eelgrass beds under the Ministry of the Environment's Monitoring Sites 1,000 program and Nationally Certified Sustainably Managed Natural Sites due to efforts to restore seaweed beds.
2 The visions and needs of relevant stakeholder groups must be included in the design, implementation, and monitoring of an initiative. a. At least three stakeholder groups have participated in one or more phases of the landscape initiative. b. A written collaboration agreement has been developed and signed by participating landscape stakeholders to formalize the partnership.	• Multiple stakeholders, such as fishermen, Japan Fisheries Cooperatives (JF), Kagoshima Prefecture, Ibusuki City, and local companies, participate in the initiative • Under the initiative's rules, the participation of stakeholders, aimed at achieving regional revitalization through carbon neutrality, nature positivity, and sustainable fisheries, with a focus on blue carbon, is voluntary and based on mutual consent.
3 There are collective objectives and actions for nature and people. a. At least three landscape objectives have been identified, including at least one environmental objective and one social objective. Each objective includes a specific, measurable milestone that the initiative aims to achieve by a specific date e.g., reduce deforestation by 20% in relation to the 2020 baseline by 2030. b. A collective action plan that aims to contribute to meeting the defined landscape objectives has been developed and is publicly available..	• The designated goal is regional revitalization through carbon neutral, nature positive, and sustainable fisheries, but setting a quantitative milestone remains a future challenge. • While utilizing Nationally Certified Sustainably Managed Natural Sites certification and the Ministry of the Environment's "Creating Satoumi" project, an action plan for the restoration and maintenance of seaweed beds has been partially made public.
4 There are transparent reporting and presentation/information systems sharing the actions/investments made in the initiative a. Regular reports are produced to describe the progress and setbacks in implementing the activities included in the action plan. b. A baseline assessment of the ecological and social condition of the landscape has been conducted and is publicly available. This should include at least one indicator that is relevant to eachlandscape goal. c. A time-series including at least two results (the baseline result and one more-recent result) is publicly available for all indicators included in the baseline assessment. d. All results included in the baseline assessment of landscape performance,or subsequent assessments of landscape performance, have been validated by an entity with some degree of independence from those involved in conducting the assessment and the landscape initiative.	• The initiative publishes activity reports on its official website. • Biological surveys of seaweed beds and marine areas are conducted under the guidance of experts to determine and record the area of seaweed beds, growth of seaweed, and the habitat conditions of marine organisms. • The carbon absorption of seaweed beds is certified as J-Blue Credits (0.4t) by a third party, the Japan Blue Economy (JBE) Association. • As the council continues to set targets and disclose them, it recognizes the need to ensure consistency with SBTN metrics.

Note: SBTs for Nature Step 3 land guidance and WWF SBTs for Nature trial analysis are prepared from the perspective of the international 2030 Nature Positive agreement and the usefulness of landscape engagement.

Investments in Water Bonds Issued by the Asian Development Bank

The Bank invested a total of $200 million AUD in water bonds issued by the Asian Development Bank (the "Bonds," below).
The Bonds will be used on financing projects aimed at resolving issues in water supply, sanitation, water resource management, and flood control in the Asia-Pacific region.

Working With Startups

Innovation is essential to overcoming challenges related to climate and nature. To that end, through a mix of setting up demonstration projects and providing corporate venture capital (CVC), the Bank is actively collaborating with important venture capital companies and startups who are leaders in innovation. We will contribute to accelerating innovations that help overcome these challenges, including in areas related to the Blue Economy.

Topics

Participation in the Kaginowa Project: Feeding *kagikenori* seaweed to livestock to reduce methane emissions while increasing fishermen's incomes

One such project involves our collaboration with Arnul Co., Ltd. and the Yamakawa Fisheries Cooperative Association to establish and implement *kagikenori* seaweed aquaculture technology. This project aims to help decarbonize agriculture, a key regional industry, and find new sources of income for the fishing industry. *kagikenori* seaweed suppresses methane emissions in cattle eructation (burping), a major source of methane emissions. Moreover, providing a stable supply of *kagikenori* through aquaculture will create new business for fishermen while reducing livestock-derived methane emissions. This project is expected to not only reduce agricultural methane emissions, but also provide extra income to fishermen, who are the main players in the creation of seaweed beds, which are themselves blue carbon ecosystems.

A Society Leaving No One Behind

Solving Social Issues Through Finance

Investment to support the diffusion of accessible housing for people with disabilities in Australia

In July 2025, The Norinchukin Bank concluded an agreement (arranged by Natixis CIB) to provide financing for a pool of Australian housing loans put together by the Australian non-bank financial services provider Columbus Capital Pty Ltd (Colcap).
This is the first financing deal in the world in which special housing for people with disabilities serves as part of the collateral. The Bank is investing a total $957.6 million (AUD) (of which $313.5 million is for the special housing).
Through this investment, we are financially supporting loans for special housing for people with disabilities, an area that Colcap is planning to increasingly focus on. By following Colcap's efforts, we aim to promote the spread of such housing and help to improves the lives of people with disabilities.

Investment in Sustainable Development Bonds issued by the Inter-American Development Bank

The Bank has invested US$100 million in Sustainable Development Bonds ("Bonds") issued by the IDB (officially known as the Inter-American Development Bank).
Farming is a key theme of the Bonds, and proceeds from the Bonds will be used for projects aimed at solving problems related to farming in Central and South America and the Caribbean. Farming accounts for a large share of GDP in the regions, and while farming is an important industry, these regions face diverse challenges that include poverty among farmers, agricultural product safety, and poor price competitiveness. The investment in the Bonds will contribute to solving various agricultural problems in these regions, and through this investment, the Bank supports the IDB's efforts from the standpoint of an investor.

Initiatives to Achieve Financial Inclusion

Improving Financial Access in Each Location Throughout Japan using a Variety of Channels

The Bank aims to realize financing for everybody in order to promote responsible finance. By leveraging the strength of its comprehensive business, JA branches provide a variety of services. It is developing different channels to provide financial services to our members and users, even those in depopulated mountainous areas.

Opening of Yorisoi Plaza

We are introducing the Yorisoi Plaza, at which customers can easily use JA Bank services even when there is no branch with a financial counter nearby. Financial services are provided via remote consultation booths and ATMs at branches that lack financial counters. We also expect that this to function as a community venue for exchanges.

Introduction of mobile branches

JA Bank is promoting the implementation of mobile branches equipped with financial booths and ATM services for all JAs nationwide (as of March 31, 2025, 130 units had been deployed).
Mobile branches allow users to deposit and withdraw ordinary savings and update passbook entries. In addition to bank transfers and payment of taxes and utility bills, users can use consulting services about public pension benefit receipt, mutual insurance and more. These mobile

branches are gaining greater recognition as the nearest financial institution in regions without a nearby consultation branch or ATM.
These nationally deployed mobile branches normally serve as a lifeline for rural and depopulated areas and can be utilized in times of disaster, offering financial services to affected areas.

Mobile branches

LGBTQ-Friendly Mortgages

As part of realizing diversity, social interest in LGBTQIA+ persons has been increasing. In addition, the trend of introducing a “partnership system,“ which publicly recognizes the rights of LGBTQIA+ couples has accelerated in Japan in several local governments. In line with this trend, JA Bank commenced, in collaboration with Kyodo Housing Loan Co., Ltd. (KHL), a JA Bank Group company, the handling of housing loans that accept the qualification of LGBTQIA+ people, for which KHL’s corporate guarantee is effected, in several prefectures.
This loan product accepts the aggregation of a couple’s income for a housing loan for couples who are authorized by the partnership system of each local government.
In the future, we intend to increase the number of prefectures where this product is offered. In addition, we are proceeding with the investigation on the treatment of the guarantee offered by the Agriculture, Forestry and Fisheries Credit Foundations.

Agricultural and Welfare Partnership Initiatives

In November 2024, Norinchukin Business Assist Co., Ltd. (NBA), established by the Norinchukin Group as a special subsidiary under the Act to Facilitate the Employment of Persons with Disabilities, started working on agriculture-welfare collaboration initiatives. NBA has accepted a commission from an agricultural cooperative that operates a floriculture facility in Hanyu City, Saitama Prefecture. The cooperative employs people with disabilities to work in flower seedling production. Despite their disabilities, these employees have become valuable workers, carefully undertaking the cultivation and shipping of flower seedlings.
By supporting the social participation and independence of people with disabilities through agriculture, the Bank is promoting the creation of inclusive workplace environments that allow all kinds of people to thrive.

Topics

Collaboration with the Japan Agriculture and Welfare Partnership Association

The Japan Agriculture and Welfare Partnership Association (“Association") serves as a platform for participation and collaboration among various groups and people involved in agriculture and welfare, including producers, welfare facilities, companies, organizations, governments, and consumers.
We share the vision of the Association, which aims to revitalize local communities and build societies where people facing various difficulties, including those with disabilities, can live happily through collaborative agriculture and welfare initiatives. We entered into an annual sponsorship agreement with the Association in support of this vision.

Respect for Human Rights

Philosophy and Policy on Respect for Human Rights

In our Code of Ethics, we stipulate that "We, as members of society, work closely with local communities, to support them with respect to the human rights of each person and with social issues such as an environmental issue, and we seek to contribute to the realization of sustainable society."
In addition, we established our Human Rights Policy after discussion by the Board of Directors. It clearly states our basic stance on respect for human rights and is meant to raise awareness and ensure that all directors and employees have the same understanding of this issue, and to advance concrete initiatives in our businesses and in the conduct of our directors and employees.
In its Code of Conduct, the Bank clearly states its commitment to respecting human rights and creating a safe and secure workplace.
We do not tolerate the use of discriminatory words or actions based on race, creed, gender, age, nationality, ethnicity, religion, social status, or physical characteristics, in or outside the workplace, and ensure that all directors and employees refrain from such words and actions in every setting.
Moreover, in response to international human rights issues, we support and respect international standards including the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights, the International Covenant on Civil and Political Rights, the International Labour Organization Declaration on Fundamental Principles and Rights at Work, and the United Nations Global Compact.
Furthermore, in addition to complying with the domestic law of each country in which we operate, we identify human rights initiatives in our operations and work to develop regulations and operational rules.
In recent years, not only the Bank but the entire supply chain is expected to consider human rights.
The Bank is also committed to addressing the issue from various angles, including compliance with the UK Modern Slavery Act 2015 and other laws, while referring to the Guiding Principles on Business and Human Rights.

Stance on Promoting Respect for Human Rights

The Bank's business operations are supported by its stakeholders. It is important that all directors and employees of the Bank have a heightened sense of human rights with respect for the position and personality of others. To fulfill the Bank's fundamental mission, all directors and employees are expected to respect the position of individual stakeholders and treat all with sincerity, acquire deep insights and highly professional knowledge, and behave as valued members of society.
With the aim of establishing a highly transparent organizational culture built on respect for human rights, we continually provide training on human rights in line with plans decided after discussion at the Compliance Committee.
Also, to prevent sexual or power harassment as well as harassment on the basis of pregnancy, childbirth, and child- or nursing-care leave, we engage in a wide range of activities such as providing e-Learning and position-by-position education, guidance and consultation by human rights issue supervisors and staff throughout the organization, and offering harassment consultation lines externally and internally at our Legal Affairs and Compliance Division.
Considering the Act for Promotion of the Employment of Persons with Disabilities and the Act for Eliminating Discrimination against Persons with Disabilities, we have set up a Consultation Desk for People with Disabilities at each branch and in the Legal Affairs and Compliance Division. In this manner, we are working to respond to actual issues faced by employees with disabilities.

Environment and Human Rights Seminars

The Bank provides seminars on the environment and human rights seminars annually, and all directors and employees at the Bank are required to participate in at least one.
We invite specialists from a wide range of fields to present seminars to raise awareness on and disseminate approaches to broad topics, including respect for human rights and environmental conservation. In fiscal 2023, we shared the videos for all nine training sessions, enabling employees to attend environmental and human rights training sessions on their own schedule and at their own pace.

Human Rights Impact Assessment (Human Rights Due Diligence)

Identification and Assessment of Human Rights Issues and Impacts

The 2011 United Nations Guiding Principles on Business and Human Rights (UNGPs) clarify the responsibility of companies to respect human rights, stating that business enterprises should carry out due diligence, avoid infringing on the human rights of those with whom they are associated, and address the enterprise's negative human rights impacts.
The Bank's Human Rights Policy clearly states that the Bank Group endeavors to conduct due diligence in order to prevent and/or mitigate any negative impact that business activities could have on human rights. Based on this, we assess human rights impacts throughout the organization and in our business activities.
The Bank conducts a human rights impact assessment every three years. In fiscal 2022, the scope of the assessment covered business activities and the value chain, including Group companies. Human rights issues were identified through employee interviews and other means with the cooperation of external experts.
Based on the importance of the human rights issues identified, which are evaluated based on the severity of the issue to the party whose human rights are affected, and based also on the opinions of outside experts, the following were identified as priorities for the Bank Group to address as human rights issues of high significance and necessity: modern slavery, human rights impacts through money laundering, privacy and information security, diversity and inclusion, harassment in the workplace, and forced and child labor in the supply chain.

Human Rights Impact Assessment Processes

Measures to Prevent and Mitigate Negative Impacts on Human Rights

We verify the effectiveness of existing initiatives and measures, prioritizing the development of additional measures systematically to prevent and mitigate negative impacts on human rights issues. In fiscal 2023, we worked with the Norinchukin Research Institute Co., Ltd. to analyze public records and interview experts, industry groups, and the Ministry of Agriculture, Forestry and Fisheries (MAFF) regarding modern slavery (forced or child labor). We collected and organized information that will serve as a basis for discussions on specific measures for sectors (agriculture, construction, and food manufacturing) assessed as posing a high risk of negative impact on the human rights of foreign national human resources. We plan to deliberate and implement specific measures going forward based on these survey results. Regarding forced and child labor in the supply chain, we established a system to monitor respect for human rights among suppliers (purchasers of goods and other items) and take appropriate measures should said suppliers be found to have a negative impact on human rights. The Norinchukin Bank is committed to holding dialogues with our stakeholders and taking measures to mitigate human rights risks.

Human rights issues	Persons whose rights are affected	Major initiatives
Modern slavery (forced or child labor)	Employees of the investee	●Practice thorough risk management, such as investment and financing sector policy that prohibits investing in and financing businesses that use child labor or forced labor, and check for incidents of human rights violations and the like. Initiatives to Manage Environmental and Social Risks
Human rights impacts through money laundering	Consumers, local communities	●Respond based on the Act on Prevention of Transfer of Criminal Proceeds and the Financial Services Agency Guidelines for Countering Money Laundering and Terrorist Financing
Privacy and information security	Investors, consumers, and local communities	●Respond based on Declaration of Personal Information Protection and establish and operate a security system in compliance with the laws and regulations of each country
Diversity and inclusion	Employees	●Under the leadership of the Chief Diversity Officer, take initiatives to improve diversity and inclusion in the organization (e.g., increase the percentage of female managers)

Harassment in the workplace	Employees	●Establish a basic policy on prevention of various types of harassment and conduct thorough in-house awareness-raising and training on harassment prevention ●Harassment consultation desk for employees
Forced and child labor in the supply chain	Supply chain employees	●Practice thorough risk management, including checking for incidents at contractorss ●Monitor respect for human rights among suppliers (purchasers of goods and other items) and establish a system to take appropriate measures should said suppliers be found to have a negative impact on human rights

Remedies for Human Rights Violations

Whistleblowing System

The Bank has put in place a Compliance Hotline so that if compliance problems occur, directors, employees, and others can report these either by phone or e-mail. The Compliance Hotline provides multiple points of contact for reporting to the Legal Affairs and Compliance Division and outside lawyers and allows directors and employees to choose whether to report under their own names or anonymously. If we receive a report, we will take corrective and remedial measures in close cooperation with the whistleblower. We are also working to increase people's trust in the system, such as placing top priority on the protection of the whistleblower — measures include prohibiting disadvantageous treatment of them and ensuring confidentiality of their reports. In addition, we offer a Harassment Consultation Desk in the Legal and Compliance Division and a dedicated outside organization that employees and others can call or email to discuss any harassment issues.

Responding to Customer Consultations and Complaints

The Bank takes consultations and complaints from customers seriously, responds to them promptly and systematically, and reflects them in its business operations in a positive manner to improve customer convenience.

Response to the UK Modern Slavery Act 2015

The UK Modern Slavery Act 2015 legally equires any commercial organization with a certain annual turnover to produce a statement about their efforts to prevent slavery, forced or compulsory labor, and human trafficking in their business and in their supply chain.
The Bank has posted this important statement on our English website since 2016 in ccordance with the requirements of the UK Modern Slavery Act 2015.
The statement stresses that acts of slavery, forced or compulsory labor, and human trafficking are contrary to the Bank's mission and policies and it describes our efforts to prevent such acts.

> **Modern Slavery Transparency Statement**

Approach to Procurement

The Norinchukin Bank Human Rights Policy supports and respects the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights (ICESCR), the International Covenant on Civil and Political Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights, the Global Compact, the OECD Guidelines for Multinational Enterprises, and other international standards.
The Bank requires that our suppliers (parties, including subcontractors, to whom we pay compensation for the enjoyment of any value or utility, whether goods, other movable property, real property, intangible property, labor, or services) also respect and do not infringe upon human rights. Human rights here refers to all the rights stipulated in the above international standards and norms. We also use this term to refer to the prevention of child labor, forced labor, and human trafficking; occupational safety, labor standards, and the right to organize and bargain collectively; and the prohibition of all forms of discrimination in accordance with national laws and regulations.
The Bank prioritizes and monitors respect for human rights among suppliers, taking necessary corrective measures in response to any identified issues based on human rights risk impact evaluations throughout our supply chains.
We also work to reduce the environmental impact of our business operations, as stipulated in our Environmental Policy. The Bank not only complies with environmental laws and regulations, we also take measures to conserve energy and resources to combat global warming and create recycling-oriented societies, procuring renewable energy at our locations.
Among our suppliers, we share the Human Rights Policy with external contractors and ask for their understanding.
urthermore, we established a system to check for problems regarding respect for human rights and information management on a regular basis.

Human Resources Strategy

The power of each proactive individual is the driving force that shapes our future.

Amid rapidly changing era, what we most need is the power of “each individual” to support a sustainable development of agriculture, fishery, and forestry (AFF) industries and regional communities. The willingness of each individual to think, learn, and proactively take on challenges is the driving force that propels us in our mission.
At the Bank, we are committed to improving our Human Resources (HR) development programs through job assignments, trainings, and development programs that enables our employees to independently develop their careers, cultivate their expertise, and thrive as professionals both inside and outside the organization.
In addition, flextime and other effective working styles as well as a supportive corporate cultures are also essential for employees to perform at their best. Having worked while raising children myself, I have come to realize that the workplace environment plays key role in motivating employees.
I believe that the collaboration of employees who have gained various experience through these initiatives will generate new value from diverse perspectives and make a greater impact on society. We will continue to actively develop an environment in which everyone can freely approach their work challenges under an open and communicative corporate culture.

OGASAWARA Aki
Executive Officer
(General Manager of Human Resources Division)
Chief Human Resources Officer

Human Resources Management

Basic approach to human resource management

As business environments, work styles, and values undergo rapid changes, the Bank is transforming itself into an organization where employees can independently hone their expertise and play active roles. To this end, we have established the following HR management policy.

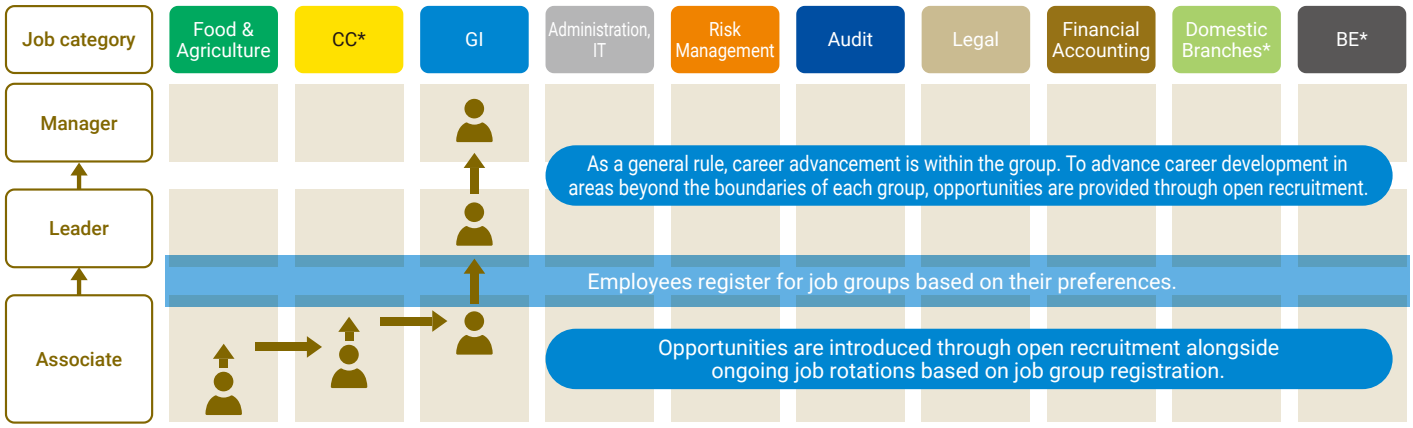
Human resource management policy

Ongoing support for human resources who continue to autonomously take on challenges and make changes as financial professionals with a sense of contributing to the AFF industries and local communities.

Introduction of Job group system

Based on our HR management policy, we have established a personnel system that features the concepts of “autonomy” and “expertise.” As part of this system, we have introduced job group classifications defined by such questions as, “What kind of value?”, “For whom?”, and “How to provide it?”
Under the job group system, employees register themselves in work categories based on their preferences and experience and, as a general rule, are assigned to work in groups that they chose to develop expertise over the medium to long term.
In addition to job rotation driven by job groups, we have established group job descriptions that explain job groups in detail, defined required expertise by function and job level, and introduced job competencies as discrete units for evaluating and developing expertise. Through regular 1on1 meetings, evaluations, and feedback with supervisors, we support the development of employees' specialized skills.

Job group system



CC: Cooperative Central Banking; GI: Global Investments; BE: Business Expert

* CC: Operates the Retail Business as the central bank for the JA Bank / JF Marine Bank System; Domestic Branches: Operates Food and Agriculture Business and Retail Business within local communities; BE: Provides support for planning and front-office operations and handles business development, application and optimization

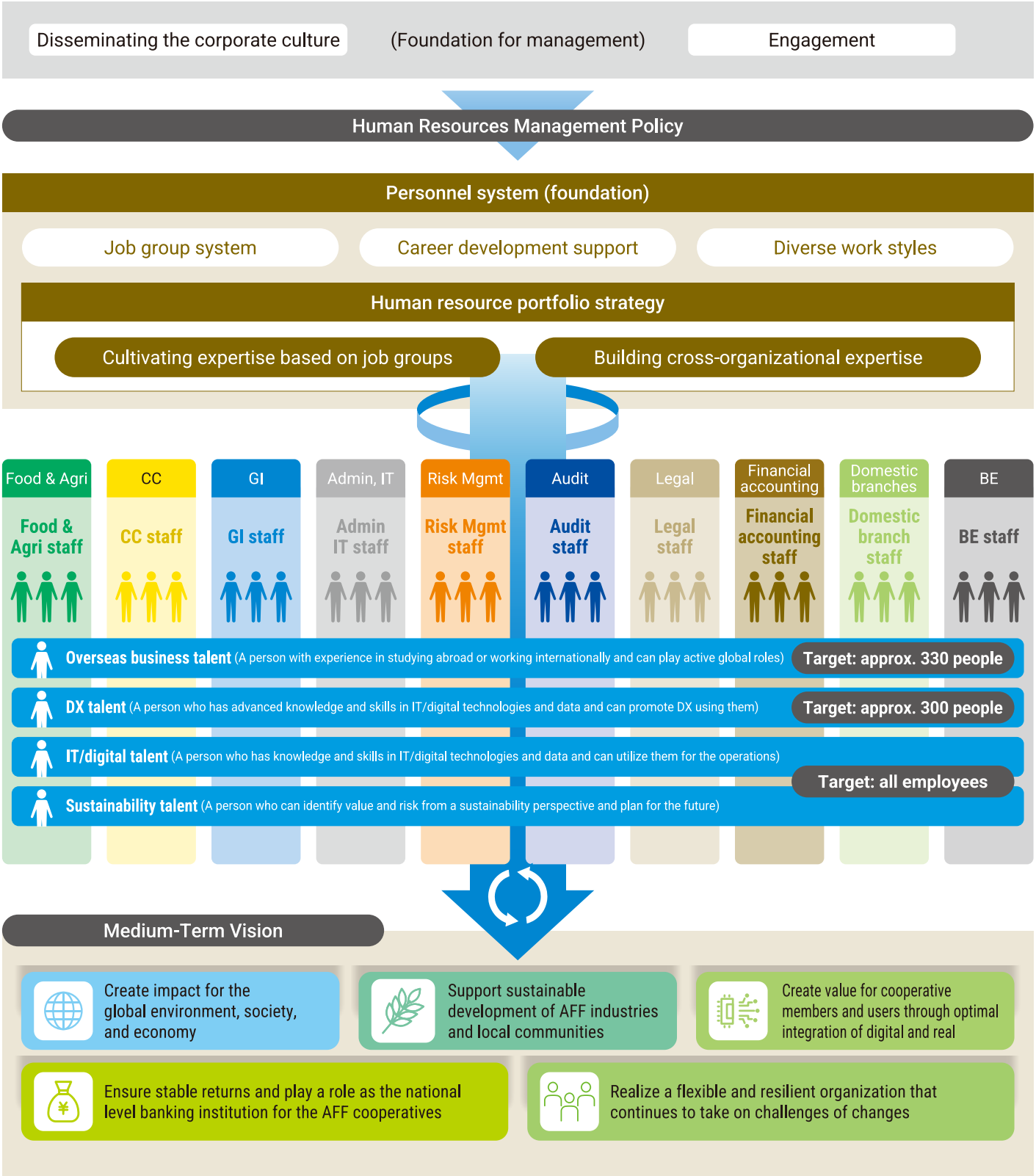
Human resource portfolio strategy

We have put together a strategic human resource portfolio framework for developing the workforce necessary to successfully implement our business strategy.

Through the job group system, we define, in terms of job competencies, the kinds of expertise necessary to achieve our business objectives and catalogue the expertise of our employees through competency assessments.

We also focus on attracting and developing key cross-organizational staff who can support future growth. Examples include overseas business talent, DX talent, IT/digital talent, and sustainability talent. In this way, we promote systematic investment in human capital.

Linking human resource strategy and business strategy



* Targets shown in the above chart are for fiscal 2030. Please refer to the following pages for details on initiatives for developing and recruiting the above types of staff.

Current Challenges and Direction of Responses

Current Challenges

- Timely and appropriate review of human resource portfolio strategy based on the definition and comprehension of expertise required to execute business strategies
- Review of personnel systems and operations based on today's employment environment and values, as characterized by employee mobility, increased uptake of childcare leave benefits, and aversion to transfer, and consideration of training and recruitment measures

Direction of Responses

- Refine group job descriptions and job competency definitions that determine the expertise required for each task (review units and classifications based on business strategy, necessary knowledge and skills, etc.)
- Evaluate data-driven measures, such as more sophisticated employee movement simulations, and develop and recruit the people necessary to implement business strategies

Human resource development initiatives

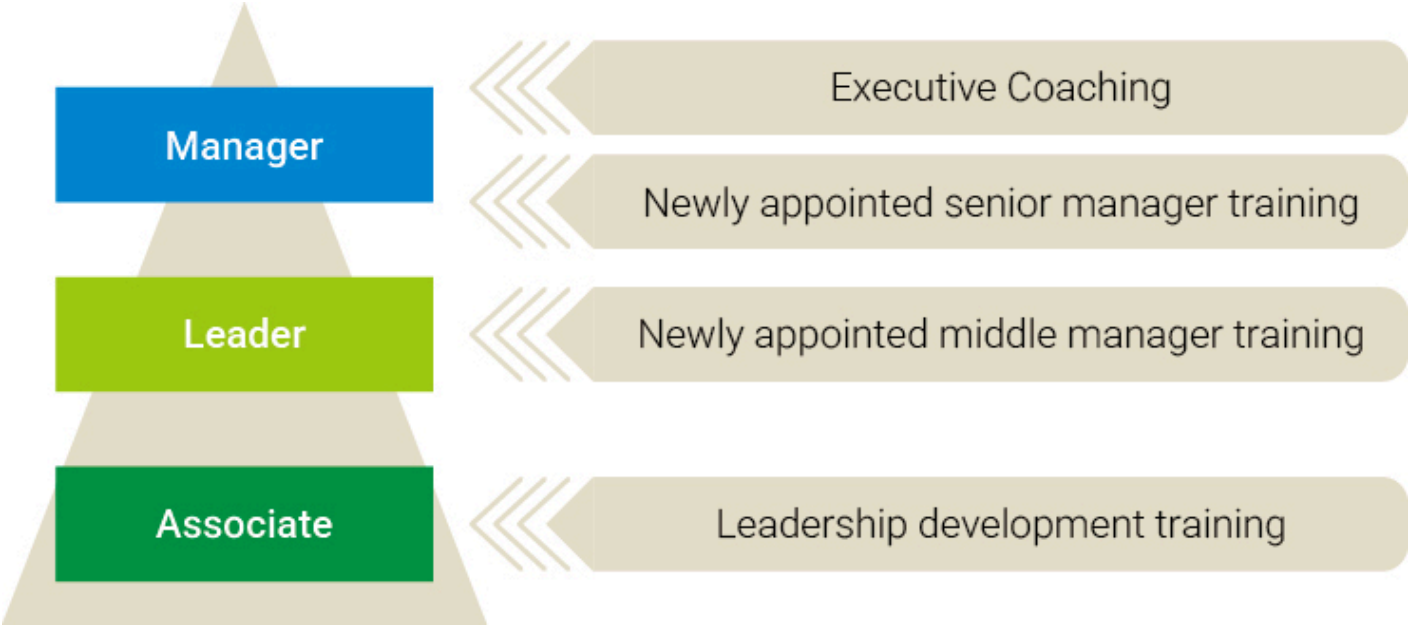
We are implementing various measures in line with the themes of cultivating expertise within job groups and developing cross-organizational talent. Our investment in human resource development provides learning opportunities for our employees, builds a suitable human resource portfolio, and improves employee engagement.

Fostering expertise within job groups

As a component of job group management, we are fostering expertise by strengthening the training system for each job group.
For example, in the Food & Agriculture Group, we are promoting human resource development through training based on experience and knowledge cultivated in lending operations and on-the-job training through practical experience in the field. We expect these efforts to improve profitability and create value for stakeholders. Our training program offers a range of courses tailored to the participants' level of experience, from learning the basics of lending operations to practical training in pitching sales proposals aimed at solving management problems for customers.

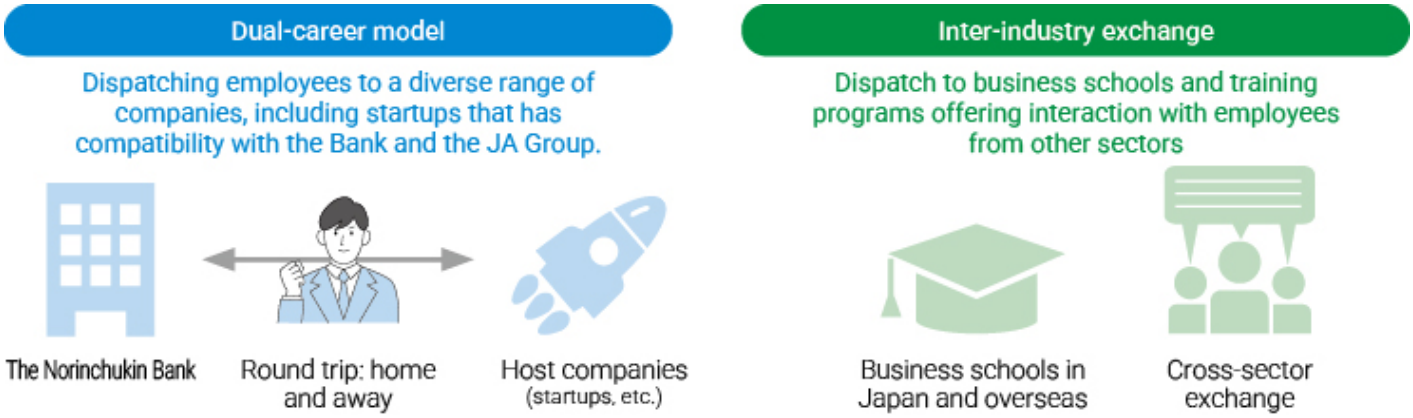
Cross-organizational talent development

(1) Leadership and management training
In order to steadily advance staff development based on our HR management policy, it is important for leaders and managers to fulfill their roles. We have established a training system tailored to each job level to enable employees to acquire the leadership and management skills they require along with effective communication skills for developing subordinates. In addition, we are working to ensure that training is not just an one-time event, but rather a continuous process through training programs that are linked to actual work in the workplace.



(2) Encouraging diverse experiences and ways of thinking

To assemble a group of professionals with diverse ways of thinking and provide opportunities to encounter ideas, values, and work styles that cannot be obtained within the bank, we are promoting cross-disciplinary training (learning and collaborative value creation together with employees from different industries as well as work experience in fields beyond the scope of one's own organization). In fiscal 2024, 25 employees participated in this program.



(3) Autonomous career development

To help self-directed career development, we provide employees with support for skill enhancement and reskilling, as well as career autonomy support, regardless of professional course (job class). In fiscal 2024, we established a new company internship program to allow employees to try out and deepen their understanding of business areas beyond their experience, with the aim of promoting autonomous career development and the job group registration system.

Additionally, to provide opportunities for employees to gain overseas work experience, we offer open application to overseas training and study abroad programs (MBA, LL.M).

Skills training

- Problem detection and resolution
- Skill in engaging others
- Ability to see the big-picture challenges
- Talent for developing subordinates
- Coaching

Reskilling support

- Online learning content
- Qualification acquisition subsidy Correspondence course subsidy

Career autonomy support

Company internships
Providing opportunities to experience work in each job group

Participants: 135 (fiscal 2024)

Open recruitment system for internal job positions

Employees transferred via this system: 31 (fiscal 2024)

Course change system

- Career design & development training
- Career counseling

Overseas training & study abroad

Overseas training
Opportunities for young employees to work at overseas locations

Study-abroad program (open application)
MBA and LL.M programs in the US and Europe

Number of MBA/LL.M graduates: 111 (end of fiscal 2024)

VOICE Cross-domain training (dual-career model)

Learning outside of the organization

I participated in this training program because I felt a sense of urgency and vague anxiety about the future. I wondered if the work I was doing was only applicable within my company, especially in an environment where autonomous career development is encouraged. At the training host company, I engaged in tasks I had never experienced before, such as imagining new products and considering their practical commercialization. Additionally, by placing myself outside my current organization, I could recognize not only my weaknesses but also the strengths I had cultivated over time.

This training program made me realize that by communicating my hopes and ideas, I can take future opportunities and that a career is not only built through work but can also be shaped by private activities and chance encounters. This experience has made me more proactive about directing my own career.

SOTOZAKI Tomoe

Global Banking Div.

VOICE Company Internship

Work experience in an unfamiliar job group

Through this program, I gained experience working in the Sendai Branch's CC Group (a job group that covers the Retail Business). By visiting and communicating with JA, I could understand firsthand the diverse challenges faced by each region. In addition, I was able to experience some of the challenges and rewards of promoting the financial intermediary function of JA Bank by The Norinchukin Bank's formulating strategies and supporting initiatives while, respecting the autonomy of each JA.

In my regular role within the Food and Agriculture Group, I am involved in lending to distant-water fishermen and the national-level organizations of JF Group. However, this opportunity to work in a new business area allowed me to take stock of my future as an employee of the Bank and identify areas where I would like to develop my strengths. This experience has given me valuable insight and motivated me to proactively plot my career path.

SHUTO Koki

Food & Agri Banking Div.

(4) Cross-organizational staffing

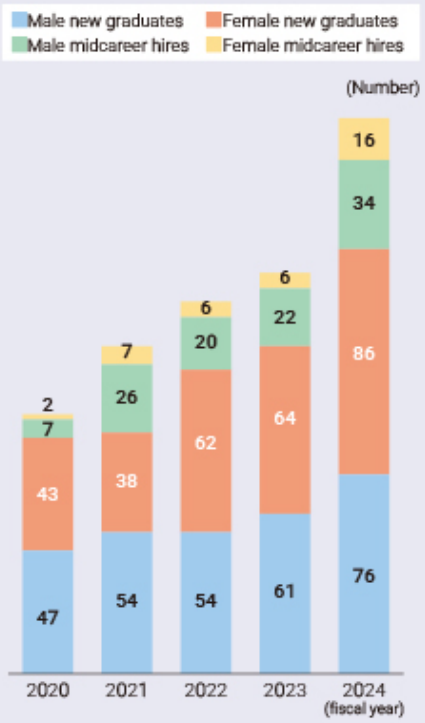
We are working to develop a cross-organizational team to achieve our Vision for 2030 as described in our Medium-Term Vision. This includes the development of DX and IT/digital talent and the promotion of sustainability, diversity, equity, and inclusion.

Recruiting initiatives

We are working to strengthen our midcareer recruiting effort and increase our hiring quota in order to build a diverse group of highly skilled professionals who bring a variety of perspectives.

To strengthen midcareer recruiting, we have introduced an employee referral system and are working to clarify and conceptualize the specific expertise required for each related position and help expand recruiting within each business area. In addition, for new graduates, we have introduced a course-based recruitment system that specifies the department of initial assignment for candidates who wish to develop specific expertise. We have also established a system based on exclusive recruiters to reduce recruitment mismatches.

Recruiting results



Attracting Talent

Career recruiting (midcareer hires)

Specification of required expertise

The expertise required for each position is defined in terms of job competencies, which are knowledge units used in evaluating and developing expertise under the job group system.

Referral system

Applicable to all domestic divisions and branches. When a referral results in a successful hire, the referring employee receives a referral bonus.

Alumni reentry system

To promote the development of a team of employees who can play active roles both inside and outside the organization, staff who left the Bank to advance their careers are eligible for reemployment.

New-graduate recruitment

Course-based recruitment

An office IT course, GI course, and quants course (risk management) are available

Exclusive recruiter system

Follow-up to prevent mismatches between the Bank's philosophy and the nature of actual work

Promoting diverse work styles

To develop a diverse group of professionals with varied ways of thinking, we promote an environment in which all employees can choose work styles that fit with their distinctive life events, such as marriage, childbirth, child care, and nursing care, and where each individual can independently pursue a personally tailored career path.

Workstyle reform–related systems

Self-selected transfers	Separation of job description and transfer rotation process allows employees to choose whether to transfer based on their life stage
Super flex	A flexible work scheduling system with no core hours enables independent and varied work styles.
Spouse transfer leave	This program allows employees whose spouses are transferred, to continue their careers by taking a leave of absence for a certain period.
Side jobs	The Bank encourages independent challenges and the acquisition of wide-ranging knowledge and skills through side jobs.

Foundation-building Management Initiatives

Promoting our corporate culture

The Bank pursues a range of measures to ensure it remains an organization with a shared sense of our Purpose and to promote the shared values that underpin our daily operations with the aim of realizing and demonstrating that Purpose. The following are some examples.

Executive seminars

Since fiscal 2019, we have held executive seminars in which one executive and a small number of employees engage in dialogue, with the goal of fostering career development awareness among employees, increasing employee engagement, and improving the organization's culture. In fiscal 2024, a total of 156 seminars were held that were attended by cumulative 1,485 employees.

Internal public relations

To ensure that executives and employees share a sense of our Purpose and own the responsibility of achieving it, we have deployed an internal public relations portal across the entire Norinchukin Group to share examples of excellent initiatives employees have implemented based on common values as well as stories of our diverse staff performing active roles within the organization. In fiscal 2024, we posted 65 articles on the portal.

Promoting our shared value "Tackling Challenging Tasks" (an in-house entrepreneurship program)

One of our shared values is an appetite for "Tackling Challenging Tasks". Recognizing this, we have launched an in-house entrepreneurship program called Nochu Seeds to encourage our employees to accept new challenges. In fiscal 2024, we selected one project for evaluation and in fiscal 2025 began considering its commercialization.

The logo of Nochu Seeds

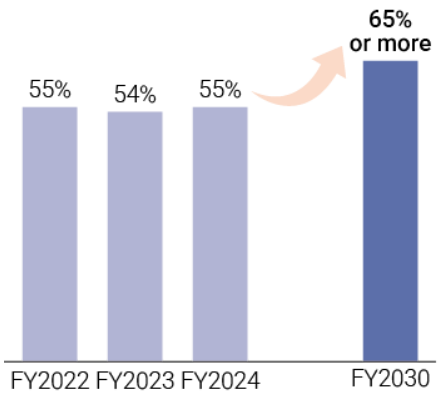
Improving employee engagement

At least once a year, the Bank conducts an employee engagement survey (organizational capability survey). The results are reported to the Board of Directors. Effective response measures are subsequently considered and implemented based on analysis of the results and identification of issues.

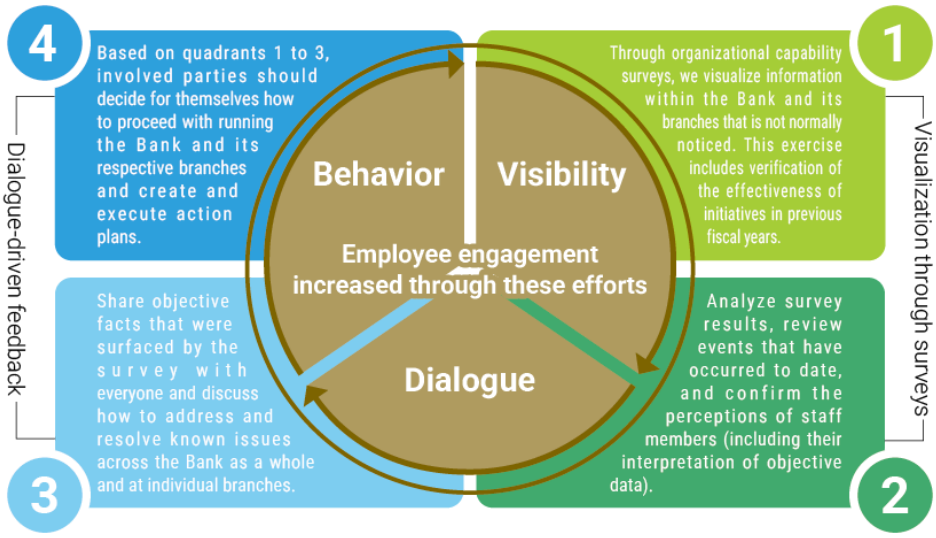
Employee engagement scores are measured according to three factors: job satisfaction, motivation to contribute, and willingness to recommend the Bank to others." We have set a target score of 65% or higher by fiscal 2030, based on the assumption that these factors can be raised to the necessary degree.

Recent survey results indicate individual differences in how employees perceive the direction of and changes in policies and initiatives. This implies a challenge with regard to disseminating leadership messages and suggests room for further improvement in business processes. Based on our findings, we are advancing creative initiatives tailored to realistic conditions affecting each department and branch, starting with the following section, "Ongoing initiatives to enhance engagement".

Trend in employee engagement score*



* The three factors described above are graded on a five-point scale ranging from "strongly agree" to "disagree," and the average percentage of positive responses to each question is calculated as the engagement score.



Ongoing initiatives to enhance engagement (examples)	• Enhance the dissemination of information through internal public relations initiatives, such as strengthening information-sharing by executives • Hold executive-hosted seminars aimed at promoting dialogue with employees • Strengthen DX initiatives, such as introducing generative AI and improving systems infrastructure • Create cross-branch project teams and implement BPR* to streamline administrative operations * Business process re-engineering

Anti-Harassment Measures

To prevent sexual or power harassment as well as harassment on the basis of pregnancy, childbirth and child- or nursing-care leaves, we engage in a wide range of activities such as providing e-Learning and position-by-position education, guidance and consultation by the persons in charge of human rights issues throughout the organization, and external contacts for consultation.
We have established and are operating a harassment hotline with which employees can conduct individual consultations, and are seeking to ensure a broad awareness that employees can quickly access the harassment hotline whenever they need to. Further More, we strive to protect the privacy of the persons concerned and to take prompt action.
So that we can ensure psychological safety in the workplace, we are focusing our initiatives on preventing harassment and strengthening the harassment hotline function.

Occupational Health and Safety

The Norinchukin Bank engaged in developing working environments where employees can perform their duties in good health and with a sense of security.
Our health management policy is formulated each year by the Occupational Hygiene Committee. This policy prescribes measures to be taken to reinforce the management of the physical and mental health of employees and help promote their health.
While ensuring that all employees take regular health checkups, we urge their families to take health checkups as well. According to the results of these checkups, health guidance is provided by industrial doctors and medical staff. Efforts are also being made to reduce working hours, considering the possible adverse impact of long hours of labor on employee health.
As part of its efforts to ensure mental health at the workplace, we advise self-care methods for employees, offer counseling and other consultation opportunities, and conduct position-by-position mental health education. In addition, we carry out stress checks, offer readily available self-checking functions and have the Mental Health Consultation Room in place to provide consultations as required at the medical office in the head office of the bank.
To increase the health consciousness of employees and establish the practice of doing moderate exercise on a regular basis, we offer a wide range of educational programs and welfare services. Specifically, we subsidize sports club memberships and have health leaders lead health promotion activities.

Labor Relations

The Norinchukin Bank has an employee union as a counterpart organization to its management. In addition, this employee union employs a union shop system. As a general rule, all employees become union members on joining the Bank.
Our employee union has the authority to negotiate with management on important matters such as the maintenance and improvement of labor conditions for its members. Furthermore, surveys are conducted with members to aid in negotiation with management, and forums have been established for offering various recommendations to management. For any changes in personnel and labor-related systems that would exert significant impact on the lives and work styles of union members, management is required to come to an agreement with the employee union, whether through the management committee, the labor committee or other negotiations.

Diversity, Equity & Inclusion

Promotion of Diversity, Equity, and Inclusion (DE&I)

We are promoting diversity, equity, and inclusion (DE&I) by fostering a culture in which each individual can demonstrate its expertise and to play an ongoing active role and grow independently.
Through these initiatives, we are building workplaces where diverse and talented employees gather, respect and welcome each other's different perspectives, enjoy the differences, actively accept diverse viewpoints and thought, and openly and actively exchange ideas and opinions in a psychologically safe environment. Thus, we ensure the continuous invention and implementation of new ideas and approaches that further strengthen our organization.

The initiatives introduced below in this section are applicable only in Japan, not applicable in other countries, nor are they applicable to the Bank's employees working at offices and subsidiaries located outside of Japan. With respect to DE&I associated statistics and quotas, they do not include employees who are hired locally outside of Japan.

Promotion of work-life balance, including childcare and nursing care

The Bank is committed to supporting our employees in balancing their work and childcare responsibilities, as well as achieving a healthy work-life balance. To this end, we are enhancing our systems for infertility treatment leave, shorter working hours for childcare, and various programs for those taking maternity and childcare leave. We have also partnered with employer-led childcare facilities, and we have received certification as a Childcare Support Company (Platinum Kurumin Plus) from the Minister of Health, Labour and Welfare.
To foster awareness among our employees regarding taking and extending childcare leave, we conduct various training sessions and workshops on diversity management for managers, invite external speakers for lectures, and post information through our internal portal. Additionally, we hold seminars on caregiving to support employees in balancing work and caregiving responsibilities.
To further support these efforts, in addition to the flextime system described above, we are also working to introduce and establish various measures to promote workstyle reforms, such as hourly leave, extended intervals between shifts, and telework.

Promoting active participation by people with disabilities

The Bank is working to provide opportunities and create a workplace environment that allow people with disabilities to continue working with peace of mind and to deepen mutual understanding among employees. Thus, we can ensure that everyone can sustainably play an active role and fully demonstrate their abilities and individuality. In fiscal 2024, we administered a staff questionnaire and held workshops on the active participation of people with disabilities.
In fiscal 2023, we concluded a sponsorship agreement with the Japan Agricultural Welfare Partnership Association (Nihon Noufuku Renkei Kyokai) and will work to resolve social issues through activities that promote and develop links between agriculture and welfare.
Additionally, Norinchukin Business Assist Co., Ltd., a special purpose subsidiary designated under the Act to Facilitate the Employment of Persons with Disabilities, began participating in collaborative agriculture–welfare initiatives in November 2024. The company has been commissioned by an agricultural cooperative in Hanyu, Saitama Prefecture, to engage employees with disabilities in flower seedling production work.

Scene from the market held within the Bank in collaboration with the Japan Agricultural Welfare Partnership Association

Farm work by employees of Norinchukin Business Assist

Other initiatives to promote the active participation of diverse talent

Alongside the above, we promote numerous initiatives to ensure the Bank is an organization where each employee can perform a personally authentic and active role in line with our broader themes related to DEI promotion and social issues.

Development and Skills Enhancement of Cooperative Member Human Resources

Development and Skills Enhancement of Cooperative Member Human Resources

In alliance with Norinchukin Academy Co., Ltd., a training specialist for cooperative members, The Bank is working to develop human resources that meet the trust and expectations of individual members and customers, targeted at the senior management and employees of JA Bank, JF Marine Bank and JForest Group, by pursuing initiatives to 1) nurture and strengthen the power of Reform Leaders who promote the practice of prefectural and JA strategies and 2) promote the acquisition and enhancement of specialized skills and knowledge. We have offered online personnel training sessions to reduce the risk of COVID-19 infection, in addition to gatherings in the conventional meeting format.

Strengthened Human Resource Training Initiatives to Achieve JA Bank Medium-Term Strategies

We continue to hold the JA Bank Central Academy–Managers Course targeted at directors in charge of JA's banking business, the Senior Executives Course targeted at senior managers in charge of JA's banking business, the Seminar for JA Presidents/Board Chairpersons targeted at JA presidents/board chairpersons and Intensive Management Strategy Course targeted at JA's branch managers and mid-career employees. Through these training courses designed to develop human resources who can lead the reform of JA and JA Shinnoren, we have supported the business reform of JA Bank.
We are also engaged in the development of the human resources required to promote the measures of the JA Bank Medium-Term Strategies by offering training options allowing them to acquire specialized skills and financial knowledge, including group trainings, correspondence courses and qualifying tests.

Human Resource Training Initiatives at JF Marine Bank

For JF Marine Bank, we are focused on developing the human resources necessary to enhance the fishery financial function by continuing its group trainings, such as the JF Marine Bank Innovative Leader Training: Course targeted at store managers of JF Shingyoren and the Step-Up Seminar targeted at fishery industry financial consultants and other staff, as well as offering online training that allows trainees to learn a variety of basic knowledge required for fishery finance.

Supporting Human Resources Training at the JForest Group

We support JForest Group's organizational reform initiatives by helping to nurture the human resources leading the organization. We do this through holding the Seminars for JForest targeting top executives at JForest and JForest Moriren (Prefectural Federations of Forestry Cooperatives), as well as JForest Cooperatives Counsellor Training aimed at personnel holding the title of counsellor, who support the backbone of JForest's practical management.

Personnel Exchanges between the Bank, JA, and JA Shinnoren

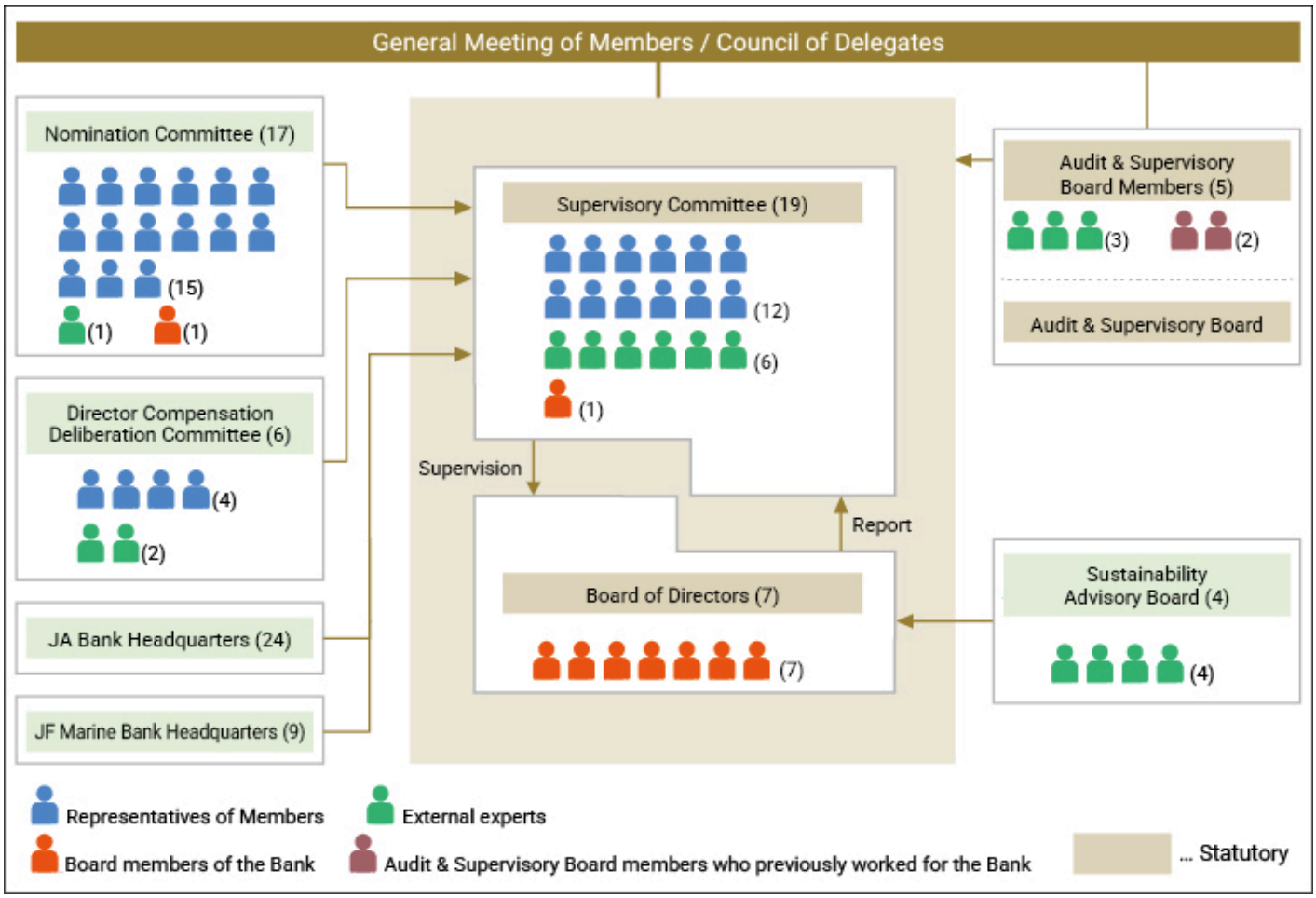
The Bank is enhancing personnel exchanges with JA, JA Shinnoren, and others to promote mutual understanding and sharing of know-how as JA Bank.
Moreover, we second staff to cooperative organizations (e.g., JA and JA Shinnoren) in order to deepen their understanding of the actual work of cooperatives from the point of view of employees of the central organization for cooperatives and of a financial institution for farmers, fishermen and foresters.

Corporate Governance

The Norinchukin Bank's Management System

The Bank is both the national-level organization for Japan's agriculture, fishery, and forestry (AFF) cooperatives and an institutional investor that plays a major role in the financial and capital markets through investment of large amounts of funds in Japan and overseas. Accordingly, while adhering to decisions made by the Council of Delegates, the Bank's decision-making duties are shared and coordinated by the Supervisory Committee and the Board of Directors, as stipulated by the Norinchukin Bank Act, while taking into consideration the internal and external situations of the cooperatives.

Management System of the Bank (As of July 1, 2025)



Risk Appetite Framework (RAF)

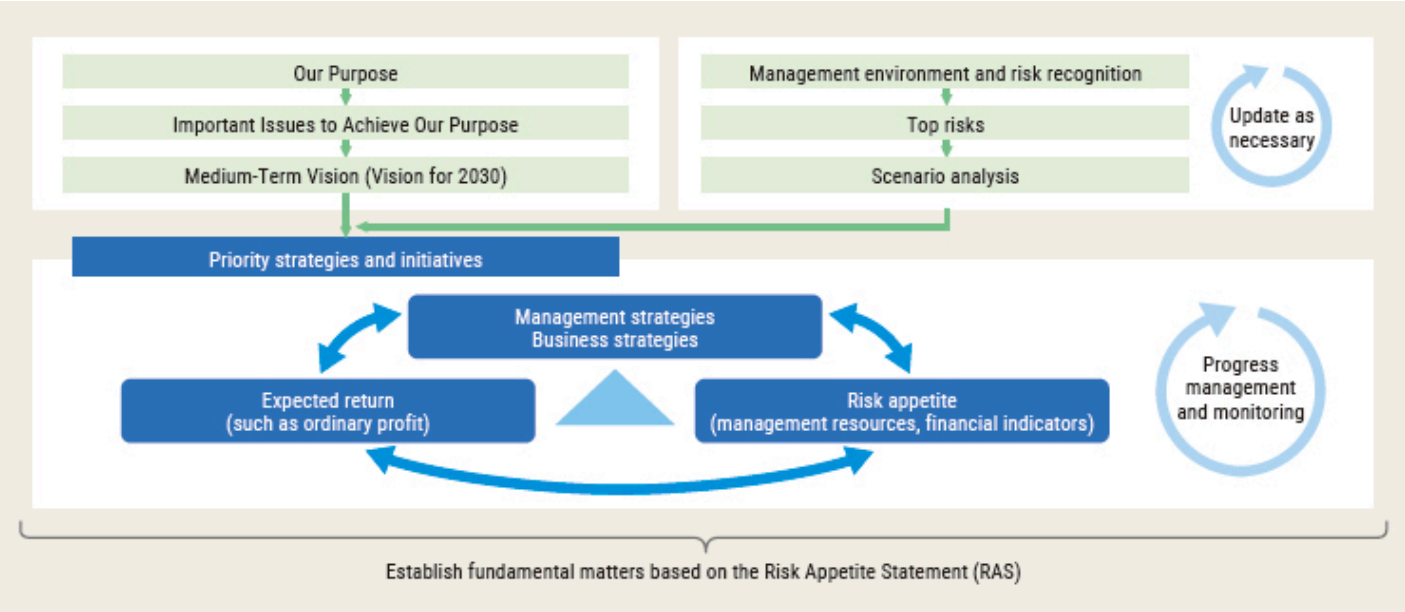
The business environment surrounding financial institutions is changing radically. For the Bank to maintain its high level of financial soundness and continue to meet stakeholders' expectations and perform its fundamental roles, it is increasingly important to recognize risks in a forward-looking perspective and control them appropriately as well as to exercise risktaking in a disciplined manner.

To put these into practice, the Bank has introduced the Risk Appetite Framework (RAF) as a management framework. Under the RAF, the Bank works to achieve the goals set out in the priority strategies and initiatives, while also strives to foster and instill a sound risk culture that

supports the management framework.

The Bank's RAF is a framework for disciplined risk-taking and risk-return optimization that clarifies the Bank's management strategies, business strategies, expected return (types and amounts of target returns that are set as business goals), and risk appetite (types and amounts of risks that the Bank is willing to take or accept, as well as optimal management resources), and manages these elements in an integrated manner. In operating the RAF, the Bank further enhances its soundness by adapting to changes in the business environment and pursuing the optimal balance of risk and return.

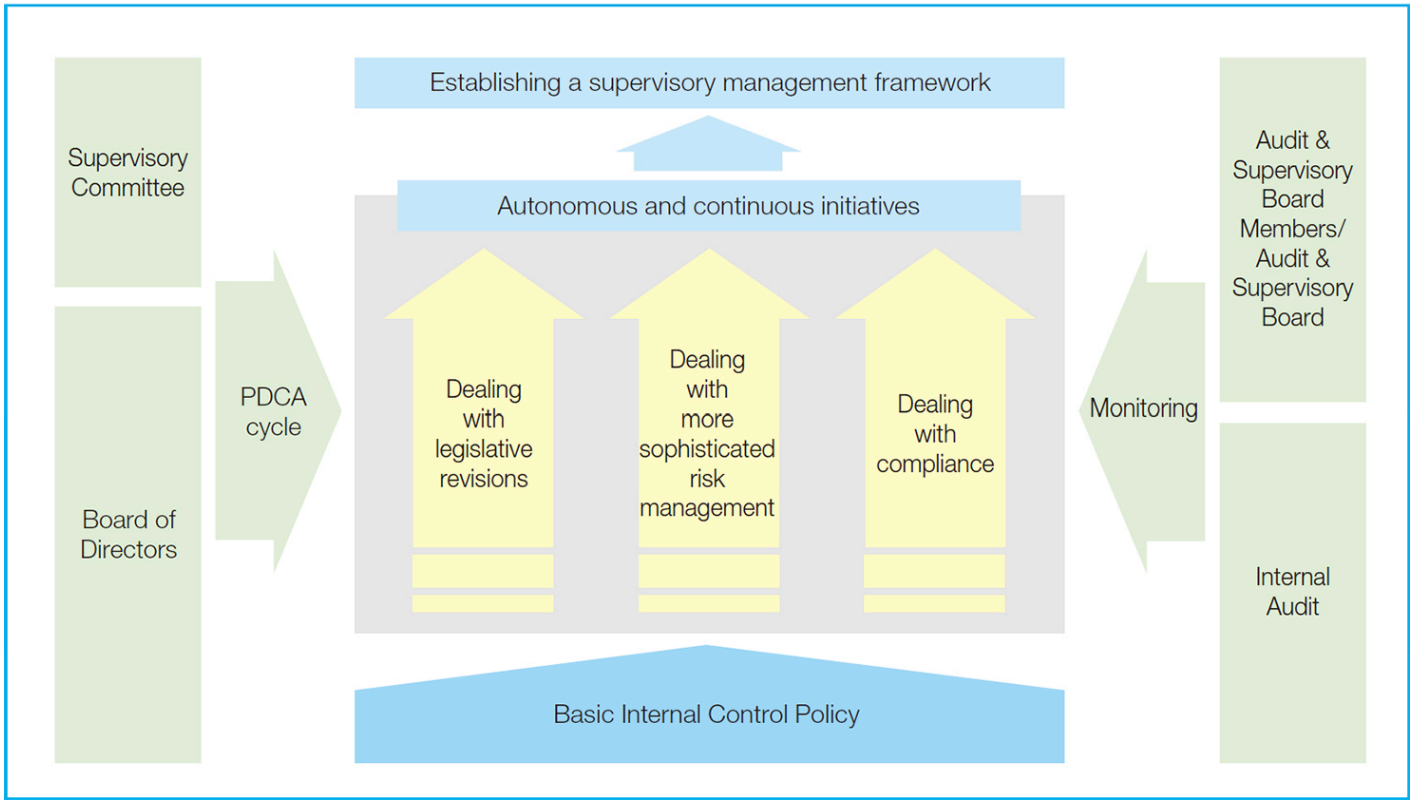
Outline of the RAF



Initiatives for Strengthening Internal Control

For the Bank to fulfill its fundamental mission as the central organization for Japan's AFF cooperatives as well as its social responsibility, the Bank views the construction of management control systems as its highest priority. It has established basic policies for internal control to secure compliance with corporate ethics rules and relevant laws and regulations, and proper risk management and business activities.

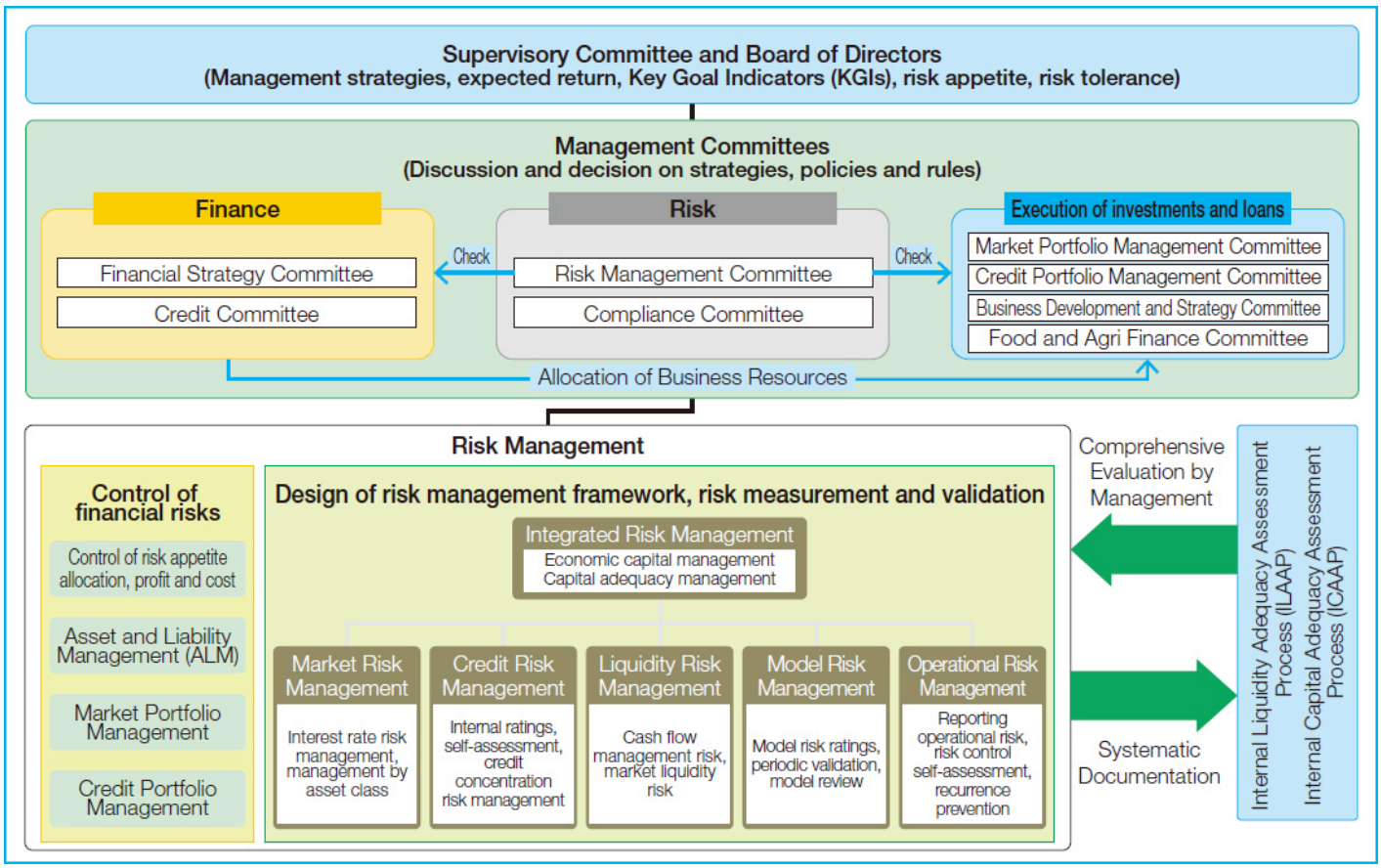
Initiatives for Strengthening Internal Control



Risk Management

To implement appropriate company-wide risk management, the Bank has formulated the Basic Policies for Risk Management. These policies identify the types of risks to be managed and the basic framework for risk management, including organizational structure and methodology. Based on the Basic Policies, the Bank is working on the management task of ceaselessly upgrading its risk management framework with the managerial goals to fully demonstrate its competitive edge and presence and fulfill its role adequately as a financial institution involved in the AFF industries, as well as food production and consumption; further reinforce the business base of its cooperative banking business; and realize stable returns to its members through the further evolution of its existing globally diversified investments.

Risk Management System (As of April 1, 2025)



Message from the CRO

Risk management carries the important mission of protecting the sustainability of management even under severe stress. From the significant loss recorded in FY2024, the Bank has gained important reflections and lessons in risk management. Starting from FY2025, we are strengthening independence and responsibility of risk management by appointing a Director and Senior Managing Executive Officer as the Chief Risk Officer (CRO). Under the new system, we have built a framework to restrain risk concentration, strengthened our governance related to risk management, and reinforced our credit risk management. This will enable us to implement preventive risk management, thereby enhancing the operation of our business portfolio. Furthermore, aiming to establish a solid management foundation, we will work on the integration of financial and non-financial risks, including conduct risk, operational resilience, and third-party risk, which are becoming increasingly important.

Director and Senior Managing Executive Officer
(in charge of Risk Management Unit, Corporate & Shared Services)
Member of the Board of Directors
Chief Risk Officer (CRO) (BCP and financial risks)

YASUTAKE Atsushi

Basic Policy on The Norinchukin Bank Governance

Chapter 1 General Provisions

(Purpose)

Article 1. The Basic Policy on The Norinchukin Bank Governance (hereinafter "the Policy") stipulates the basic views and framework regarding the governance of The Norinchukin Bank (hereinafter "the Bank") so that it serves as action guidelines for the Bank's Supervisory Committee Members, Directors, Executive Officers and Audit & Supervisory Board Members.

(Basic Views on the Governance of the Bank)

Article 2. The Bank is an organization established with the Norinchukin Bank Act (hereinafter "the Bank Act") as its legal basis. The Bank Act's Article 1 stipulates the purpose of the Bank as follows: "As a financial institution based on agricultural, fisheries and forestry cooperatives as well as other members of the agriculture, fisheries and forestry cooperative system, the Bank contributes to the development of the nation's economy by supporting the advancement of the agriculture, fishery and forestry industries by providing financial services for the member organizations of the cooperative system." With this purpose as its management philosophy, the Bank stipulates the Code of Ethics and a code of conduct for all senior management and employees accordingly and constructs a governance system to realize the philosophy.

Chapter 2 Relationship with Members and Other Stakeholders

(Cooperation with Members)

Article 3. The Bank is a cooperative financial institution and the Bank's members (equity holders) are equally given voting rights regardless of the amount of contribution. Given such nature of a cooperative financial institution, all senior management and employees understand and share a corporate culture with high regard to dialogues and thorough discussions with members to ensure appropriate cooperation with members.

(Dialogue with Members)

Article 4. For the Bank to have dialogues with members, the Directors or Executive Officers in charge of respective areas maintain close contact with the Bank's headquarters and local business sites to ensure an understanding of the Bank's management philosophy, management strategies, management plans, etc. In addition, the Bank provides such frameworks as briefings and social meetings for the Delegates mutually elected by members from prefectures and the areas stipulated in the Articles of Association, and the content of such meetings is regularly reported to the Board of Directors.

(Transactions with Related Parties)

Article 5. The Bank stipulates and manages appropriate procedures to prevent transactions between the Supervisory Committee Members and/or Directors and the Bank or transactions between the Bank and its group companies from causing any damage to the Bank's managerial integrity so that there is no harm to the interests of members who are holders of equity in the Bank.

(Relationship with Stakeholders Other than Members)

Article 6. The Bank confirms that the purpose set forth in Article 1 of the Bank Act is its management philosophy and, with the recognition that constructing an appropriate and smooth relationship with not only members but also other various stakeholders, including customers, employees and local communities, is important to achieve said purpose, endeavors to construct such relationship and executes business activities. To pursue these activities, the Bank formulates the Medium-Term Vision and establishes the Code of Ethics as guidelines for the conduct of all senior management and employees.

Chapter 3 Appropriate Information Disclosure and Transparency

(Disclosure of Information)

Article 7.

1. The Bank ensures the appropriate disclosure and transparency of quantitative information, including financial information and risk management, and qualitative information, including business strategies and the status of concurrent office holding of the Supervisory Committee Members, Directors and Audit & Supervisory Board Members, so that the Bank can enjoy the trust of its stakeholders and receive their proper evaluation.
2. For the disclosure of information, the Bank sets the Voluntary Disclosure Rules as its standards to ensure appropriateness when voluntarily disclosing unreleased managerial information, in addition to statutory information disclosure.

(Auditing by the Accounting Auditor)

Article 8. The Bank endeavors to secure the independence of the accounting auditor and take appropriate measures to ensure appropriate auditing, with recognition of the responsibilities of the accounting auditor specified by applicable laws and regulations.

Chapter 4 The Bank's Form of Organization and Roles of the Respective Organs

(The Bank's Form of Organization)

Article 9. In accordance with the Bank Act, the Bank adopts the form of organization consisting of the Supervisory Committee, the Board of Directors and the Audit & Supervisory Board.

(Roles of the Supervisory Committee)

Article 10. Under Article 28 of the Bank Act, the Supervisory Committee appoints Directors, decides the basic policy of the Bank's business operations and makes decisions regarding any matters so prescribed in the Articles of Association, including important issues executed by the Bank in relation to the agricultural, fisheries and forestry (hereinafter "AFF") cooperatives.

(Roles of the Board of Directors)

Article 11. Under Article 27 of the Bank Act, the Board of Directors makes decisions regarding the Bank's execution of business operations and supervises the execution of duties by the Directors. Although the Board of Directors is entitled to make decisions on any matters concerning business execution except those to be resolved by the Supervisory Committee in accordance with applicable laws and regulations and/or the Articles of Association, making decisions on the execution of business other than that to be resolved by the Board of Directors in accordance with applicable laws and regulations, the Articles of Association and internal rules including the Rules for the Board of Directors is appropriately delegated to Directors and Executive Officers from the viewpoint of expediting decisions on business execution.

(Roles of the Audit & Supervisory Board)

Article 12. Under Article 29 of the Bank Act, the Audit & Supervisory Board makes decisions on the preparation of audit reports, the appointment and dismissal of full-time Audit & Supervisory Board Members, the policy of audits, the method of investigating the status of the Bank's operations and assets, and other matters concerning the execution of duties of Audit & Supervisory Board Members.

Chapter 5 Responsibilities of Supervisory Committee Members, Directors, Executive Officers and Audit & Supervisory Board Members

(Responsibilities of Supervisory Committee Members)

Article 13.

1. Appointed by the Council of Delegates, Supervisory Committee Members are entrusted to engage in management of the Bank by mainly supervising Directors. As such, Supervisory Committee Members assume the duty of care of a good manager and the duty of loyalty regarding the execution of their duties, thereby contributing to the achievement of the purpose set forth in Article 1 of the Bank Act.
2. Supervisory Committee Members make decisions in a timely and appropriate manner based on information reasonably collected when determining the basic policy on the Bank's operations and making managerial judgments on the Bank's execution of important business matters concerning the AFF cooperative organizations.
3. Supervisory Committee Members conduct careful deliberations on the reports and proposals from Directors and discuss them while requesting explanations and/or expressing opinions as needed.

(Independent Roles of Supervisory Committee Members)

Article 14. Supervisory Committee Members, excluding those who also serve as the Bank's Directors, are elected from among the senior management of the member organizations and people engaged in the AFF industries, and have an in-depth knowledge of finance. Supervisory Committee Members are highly independent from the Directors, who mainly engage in business execution, and supervise the Directors from such an independent and objective standpoint. As such, Supervisory Committee Members are expected to provide the business executors with appropriate advice and support based on their expertise to ensure that opinions from equity holders and other stakeholders are appropriately reflected in the management of the Bank.

(Responsibilities of Directors and Executive Officers)

Article 15.

1. Appointed by the Supervisory Committee and approved by the Council of Delegates, Directors are entrusted to engage in management of the Bank by mainly executing business. Executive Officers are appointed by the Board of Directors and execute the duties entrusted by the Board of Directors. As such, the Directors and the Executive Officers assume the duty of care of a good manager and the duty of loyalty regarding the execution of their duties, thereby contributing to the achievement of the purpose set forth in Article 1 of the Bank Act.
2. The Directors and the Executive Officers execute their duties with recognition of the Bank's role of satisfying the social responsibilities as a national-level institution in the cooperative banking business and as a member of Japan's financial system. They are required to have highly advanced knowledge, experience and capabilities regarding financial businesses and make decisions in a timely and appropriate manner based on information reasonably collected.

(Responsibilities of Audit & Supervisory Board Members)

Article 16. Appointed by the Council of Delegates, Audit & Supervisory Board Members audit the execution of business by the Directors and the Supervisory Committee Members from an independent and objective standpoint. As such, Audit & Supervisory Board Members assume the duty of care of a good manager regarding the execution of their duties. In addition, as members that constitute the Audit & Supervisory Board, the Audit & Supervisory Board Members appropriately execute their duties regarding auditing policies, method of investigating the status of operations and assets, and other matters concerning the execution of duties of the Audit & Supervisory Board Members, which are prescribed in the Bank Act as matters to be resolved by the Audit & Supervisory Board.

Chapter 6 Configuration of the Supervisory Committee, the Board of Directors and the Audit & Supervisory Board

(Member Number, etc., of the Supervisory Committee , the Board of Directors and the Audit & Supervisory Board)

Article 17.

1. The Bank, as its senior management, has not more than 20 Directors, not more than 20 Supervisory Committee Members and not more than five Audit & Supervisory Board Members.
2. The position of a Supervisory Committee Member is held by an officer of a member organization, a person engaging in the AFF industries and/or a person who has an in-depth knowledge of finance (including a person also serving as the Bank's Director).
3. The position of a Director is held by a person who has the knowledge and experience that would allow for the accurate, fair and efficient execution of the Bank's operations and has sufficient social credibility.
4. The position of an Audit & Supervisory Board Member is held by a person who has the knowledge and experience that would allow for the accurate, fair and efficient execution of audits on the execution of duties by the Directors and the Supervisory Committee Members and has sufficient social credibility. External auditors are included in accordance with the Bank Act.
5. Directors and full-time Audit & Supervisory Board Members must not engage in other duties or operate businesses for remuneration.

(Appointment of Supervisory Committee Members, Directors, Executive Officers and Audit & Supervisory Board Members)

Article 18.

1. Supervisory Committee Members and Audit & Supervisory Board Members are appointed by the Council of Delegates, based on the recommendation of the Nomination Committee.
2. Directors are appointed by the Supervisory Committee based on a recommendation by the Nomination Committee, and the appointed Directors take office upon the approval of the Council of Delegates. Executive Officers are appointed by the Board of Directors.
3. The Nomination Committee recommends candidates who have the qualities and abilities deemed appropriate to fulfill the aforementioned responsibilities of Supervisory Committee Members, Directors and Audit & Supervisory Board Members.
4. The appointment of the senior management of member organizations and people engaged in the AFF industries as Supervisory Committee Members is made with due consideration to ensure that the intentions of the Bank members, etc., are reflected in the Bank's business operations and that the role of Supervisory Committee Members is fully fulfilled. The appointment of people who have an in-depth knowledge of finance as Supervisory Committee Members is made with consideration of their relationship with the Bank and cooperative organizations and their academic knowledge and experience in financial business and to ensure smooth cooperation with the Board of Directors, which makes overall decisions on the execution of financial business.
5. The appointment of Directors and Executive Officers is made with consideration of their business experience, as well as the diversity of the Bank's operations, including the cooperative banking business, investments and loans, risk management and systems.
6. The appointment of Audit & Supervisory Board Members is made with consideration of their relationship with the Bank and cooperative organizations and their academic knowledge and experience in financial business.
7. The appointment of senior management is made to ensure balance and diversity across the Supervisory Committee, the Board of Directors and the Audit & Supervisory Board, and other requirements are prescribed in the Rules for Appointment of Senior Management established by the Council of Delegates.

(Tenure of Supervisory Committee Members, Directors, Audit & Supervisory Board Members and Executive Officers)

Article 19.

1. The tenure of senior management is until the conclusion of the annual Council of Delegates for the final fiscal year ending within three years of service, provided that the tenure of a substitute senior management is the remaining period of his/her preceding senior management and that the tenure of an officer who takes office to fill an additional post is the remaining period of the incumbent senior management.
2. Should the number of senior management fall short of a quorum, a senior management who has been dismissed due to expiration of his/her tenure or by resignation has the rights and obligations of a senior management until a newly appointed senior management assumes office.
3. The tenure of Executive Officers is until the end of the fiscal year when they take office.

Chapter 7 Management of the Supervisory Committee, the Board of Directors and the Audit & Supervisory Board

(Resolution of the Supervisory Committee, the Board of Directors and the Audit & Supervisory Board)

Article 20.

1. Unless otherwise provided for by laws, regulations and the Articles of Association, a resolution of the Supervisory Committee is adopted by the majority vote of the attending Supervisory Committee Members at a meeting where a majority of the Supervisory Committee Members are present.
2. Unless otherwise provided for by laws, regulations and the Articles of Association, a resolution of the Board of Directors is adopted by the majority vote of the attending Directors at a meeting where a majority of the Directors are present.
3. Unless otherwise provided for by laws, regulations and the Articles of Association, a resolution of the Audit & Supervisory Board is adopted by the majority vote of the Audit & Supervisory Board Members.

(Requirements for the Chairpersons of the Supervisory Committee and the Board of Directors)

Article 21.

1. The meetings of the Supervisory Committee are chaired by the Chairman of the Supervisory Committee.
2. The meetings of the Board of Directors are chaired by the President, who has the ultimate responsibility for the execution of business.
3. The meetings of the Audit & Supervisory Board are chaired by one of the Audit & Supervisory Board Members.

(Secretariat)

Article 22. The Bank provides the Supervisory Committee Members, Directors and Audit & Supervisory Board Members with opportunities to promote the understanding of their roles and responsibilities and to acquire and update necessary knowledge when they assume office and on a continual basis thereafter to ensure that they can fully fulfill their functions. In addition, a secretariat is established for communication and coordination with each of the Supervisory Committee Members, Directors and Audit & Supervisory Board Members to provide support and sufficient information.

(Supply of Information to Supervisory Committee Members, Directors, Executive Officers and Audit & Supervisory Board Members)

Article 23.

1. The Bank's Directors provide Supervisory Committee Members with sufficient information regarding the execution of duties by the Supervisory Committee Members and supply proposed items on the agenda and their written details for a meeting of the Supervisory Committee before the meeting is held, in principle, to ensure the opportunity for the Supervisory Committee Members to understand the contents beforehand. In addition, they conduct briefings on the Bank's business operations and environment when the Supervisory Committee Members take office and continually thereafter so that any necessary information, even if not included in the agenda for a meeting of the Supervisory Committee, can be supplied.
2. The Bank's Executive Officers and employees provide Directors with sufficient information regarding the execution of duties by the Directors and supply proposed items on the agenda and their written details for a meeting of the Board of Directors before the meeting is held, in principle, to ensure the opportunity for the Directors to understand the contents beforehand. In addition, they conduct necessary briefings to ensure that any necessary information, even if not included in the agenda for a meeting of the Board of Directors, can be supplied.
3. In accordance with applicable regulations, the Bank's employees provide Executive Officers with sufficient information regarding the execution of duties by the Executive Officers and conduct necessary briefings.
4. Supervisory Committee Members, Directors, Executive Officers and the Bank's employees provide Audit & Supervisory Board Members with sufficient information regarding the execution of duties by the Audit & Supervisory Board Members and supply proposed items on the agenda and their written details for meetings of the Supervisory Committee and the Board of Directors before they are held, in principle, to ensure the opportunity for the Audit & Supervisory Board Members to understand the contents beforehand. In addition, they conduct necessary briefings to ensure that any necessary information, even if not included in the agenda for meetings of the Supervisory Committee and the Board of Directors, can be supplied.

(Maintenance and Enhancement of the Effectiveness of the Supervisory Committee and the Board of Directors)

Article 24. The Supervisory Committee and the Board of Directors make efforts to maintain and enhance their effectiveness by conducting periodic evaluations and other measures.

Chapter 8 Outline of Committees, etc.

(Installation of Committees, etc.)

Article 25.

1. Under the provisions of the Articles of Association, the Bank installs the Nomination Committee, which recommends candidates for Supervisory Committee Members, Directors and Audit & Supervisory Board Members. The Director Compensation Deliberation Committee,

which deliberates on issues related to compensation and retirement benefits of officers, is installed as an advisory body to the Supervisory Committee by a resolution of the Supervisory Committee.

2. Under the provisions of the Articles of Association, the Bank installs the JA Bank Headquarters, which deliberates on matters regarding the operational guidance necessary for reorganization and reinforcement of the banking business conducted by the agricultural cooperative organizations, and the JF Marine Bank Headquarters, which deliberates on matters regarding the operational guidance necessary for reorganization and reinforcement of the banking business conducted by the fishery cooperative organizations.
3. By a resolution of the Board of Directors, the Bank establishes the Advisory Board as an advisory organ to the Board of Directors to obtain advice from a broad range of external experts on issues to address regarding the Bank and cooperative organizations and reflect the advice in the management of the Bank.

(Nomination Committee)

Article 26.

1. The Nomination Committee deliberates on matters regarding the selection of candidates for Supervisory Committee Members, Directors and Audit & Supervisory Board Members and recommends the candidates to the Supervisory Committee.
2. The Nomination Committee consists of 17 members (including representatives of the cooperative organizations and experts with in-depth knowledge of finance) who are elected in accordance with the Articles of Association, and the chairperson of a Committee meeting is determined by mutual vote of the members who are present.
3. The appointment of Supervisory Committee Members and Audit & Supervisory Board Members is made by a resolution of the Council of Delegates based on a recommendation by the Nomination Committee. The appointment of Directors is made by a resolution of the Supervisory Committee based on a recommendation by the Nomination Committee, and the appointed Directors take office upon approval of the Council of Delegates.

(Director Compensation Deliberation Committee)

Article 27.

1. The Director Compensation Deliberation Committee deliberates on such matters as the Bank's director compensation standards and the total amount of such compensation, as well as those who are eligible to receive retirement benefit payments and standards for such payments.
2. The Director Compensation Deliberation Committee consists of not more than seven members delegated by the Supervisory Committee from among experts familiar with the treatment and situation of financial institutions and the Bank's operations, representatives of cooperative organizations and the Bank's Representative Director and President. The chairperson of a meeting of said Committee is designated by the Chairman of the Supervisory Committee from among said member experts.
3. Based on deliberation results by the Director Compensation Deliberation Committee, the Supervisory Committee finalizes a proposal on the total amount of director compensation and the payment of retirement benefits, which is presented to the Council of Delegates, where said proposal is deliberated to make a resolution.

(JA Bank Headquarters)

Article 28.

1. JA Bank Headquarters deliberates on matters regarding the operational guidance necessary for enhancement and restructuring of the banking business conducted by the agricultural cooperative organizations.
2. The positions of the members of JA Bank Headquarters are held by senior management of the agricultural organizations that are members of the Bank from among the Supervisory Committee Members, as well as persons delegated by the Supervisory Committee.
3. Meetings of the JA Bank Headquarters committee are chaired by the Chairman of JA Bank Headquarters.

(JF Marine Bank Headquarters)

Article 29.

1. JF Marine Bank Headquarters deliberates on matters regarding the operational guidance necessary for enhancement and restructuring of the banking business conducted by the fishery cooperative organizations.
2. The positions of the members of JF Marine Bank Headquarters are held by senior management of the fishery organizations that are members of the Bank from among the Supervisory Committee Members, as well as persons delegated by the Supervisory Committee.
3. Meetings of the JF Marine Bank Headquarters committee are chaired by the Chairman of JF Marine Bank Headquarters.

(Advisory Board)

Article 30.

1. The Advisory Board deliberates on the items on which the Board of Directors asks for advice regarding the line of roles to play and appropriateness of measures, etc., to address the issues surrounding the Bank and cooperative organizations and provides advice to the Board of Directors.
2. The Advisory Board consists of members delegated by the Board of Directors.

> Disclosure Items under Japan's Corporate Governance Code

Compliance

Initiatives for Compliance

Basic Compliance Policies

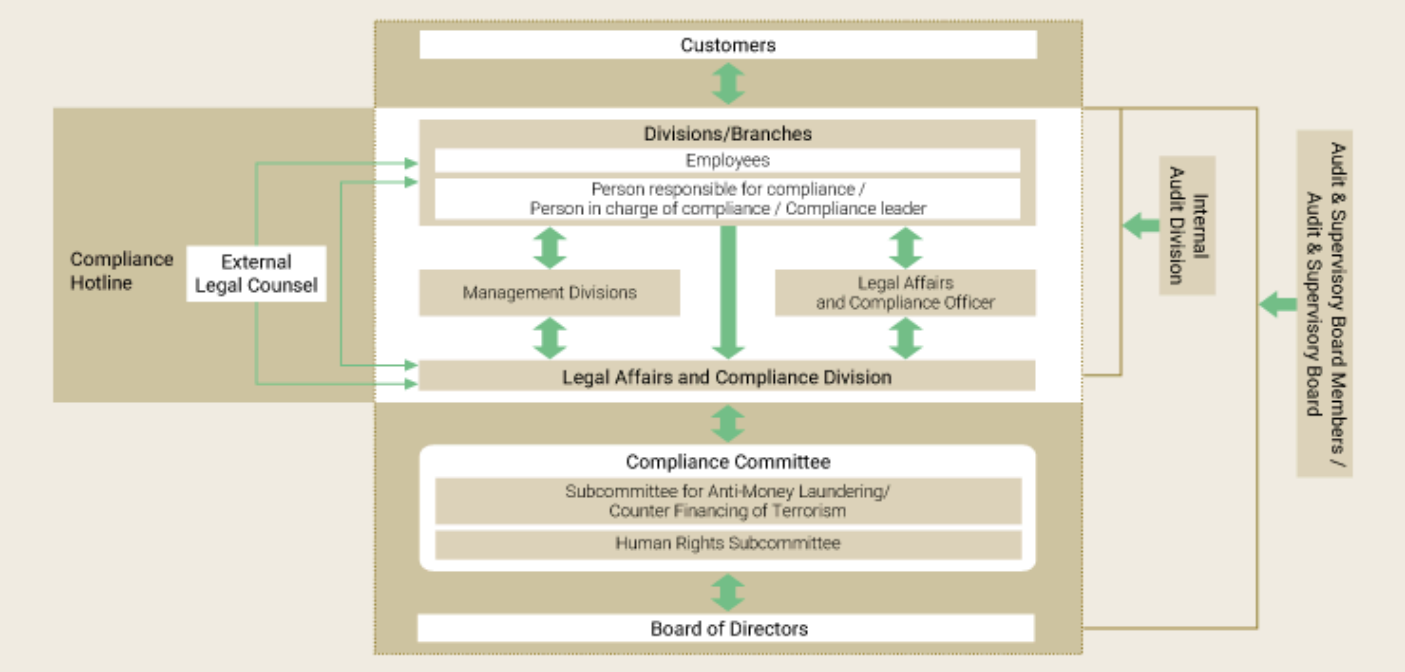
To fulfill its basic mission and social responsibilities and prove itself worthy of its customers' and members' trust and expectations, the Bank manages its business in accordance with societal norms, for instance, by fully complying with laws and regulations based on the principle of total self-reliance. We are also constantly working to achieve a higher degree of transparency by emphasizing proper disclosure and accountability.
As part of this effort, the Bank has defined its basic compliance policy in its Code of Ethics, Environmental Policy, and Human Rights Policy. In addition, the Bank disseminates the Code of Conduct to all officers and employees to show the criteria for judgment and action to ensure good faith and fair execution of duties as a prerequisite for business operations and advises specific ways of thinking to put the Shared Values into action. These measures will ensure that compliance awareness is thoroughly understood and practiced by all officers and employees as they go about their daily business.
In addition, internal audits are conducted regularly concerning the adequacy of the Bank's efforts, including those to ensure compliance and to instill a sound risk culture. In response to recent growing societal demand for greater customer protection, based on its Customer Protection Management Policy, the Bank has taken steps to reinforce its management systems as part of its compliance efforts aimed at winning customer trust. These steps include providing explanations to customers, handling customer complaints and inquiries, managing customer information, managing contractors in the case of outsourcing customer-related business, and managing transactions that might involve a conflict of interest with customers.

- Code of Ethics
- Environmental Policy
- Human Rights Policy

Compliance Activities Directly Linked to Management

The Bank's compliance framework comprises the Compliance Committee, the Compliance Division (Legal Affairs and Compliance Division), and Legal Affairs and Compliance Officer, as well as personnel responsible for compliance, those in charge of compliance, and compliance leaders assigned to the Bank's divisions and branches. The Compliance Committee has been established as a body under the Board of Directors to discuss and determine important matters pertaining to the establishment of the Bank's compliance framework. Important matters discussed by the Compliance Committee and proposals thereof are subsequently approved by or reported to the Board of Directors. The Compliance Committee also treats operational risks, measures against money laundering and terrorist financing, and information security as agenda items, and discusses important policies for executing business pertaining to these topics.
In addition, the Subcommittee for Anti-Money Laundering / Counter Financing of Terrorism and the Human Rights Subcommittee, which are subcommittees under the Compliance Committee, are working to enhance discussions on the compliance framework and strengthen the PDCA cycle pertaining to the operation of the framework.
The Bank also has clarified its efforts to disseminate a sound risk culture and systematically prevent inappropriate behavior as part of its risk handling policy in the RAF.

Compliance Framework



Compliance Practices within the Bank

The Bank's compliance framework at branches and divisions is based on the combined efforts of each employee, primarily centered on the General Manager of each branch or division and other equivalent persons who are responsible for compliance, together with a person in charge of compliance and a compliance leader. Directly appointed by the General Manager of the Legal Affairs and Compliance Division, persons in charge of compliance oversee all compliance-related matters at their branches or divisions. They are expected to handle requests for advice or questions from other members of staff, to organize branch or divisional training and educational programs, and to liaise with, report to, and handle requests to the Legal Affairs and Compliance Division.
Legal Affairs and Compliance Officers appointed in the Food & Agri Banking Business, the Retail Banking Business, the Global Investment and Banking, and the Corporate & Shared Services headquarters support each headquarters' operations from the aspect of compliance.
The Legal Affairs and Compliance Division, supervising overall compliance activities, acts as the secretariat for the Compliance Committee. It strives to strengthen the compliance framework by conducting compliance reviews, responding to requests from branches and divisions for compliance-related advice, and conducting compliance monitoring, which includes visiting branches and divisions to verify their compliance practices directly while providing guidance.

Compliance Program

Each fiscal year, the Bank institutes a Compliance Program incorporating its management frameworks for compliance and customer protection, as well as promotion of initiatives, education, and training plans for them. The Legal Affairs and Compliance Division implements the Compliance Program and monitors its progress to further reinforce the Bank's compliance framework.

Cooperation with Group Companies

To foster and disseminate a sound risk culture throughout the Norinchukin Group, the Bank shares its Code of Conduct with major group companies and provides support for its dissemination and translation to action at each. The Bank is taking steps to strengthen the compliance systems of the entire Norinchukin Group by promoting a common awareness of compliance issues discussed at regular meetings with compliance divisions of its group companies and providing support for formulating and implementing compliance programs and training activities at each group company. Additionally, to reduce compliance risks in the Norinchukin Group, the Bank has established an external contact for consultation on harassment, conducts offsite monitoring at each company (onsite monitoring at some companies), and takes other steps to identify problems as soon as possible.

Whistleblowing System

The Bank has established a whistleblowing system and put in place a Compliance Hotline so that if compliance problems occur, directors, employees, and others can report these either by phone or e-mail.
The Compliance Hotline offers several contacts to report to the Legal Affairs and Compliance Division or outside lawyers while enabling the reporter to choose anonymity or non-anonymity. When an issue is reported to the division, the Bank conducts an investigation, makes necessary improvements, and implements corrective measures. The Bank's compliance operation prioritizes protecting whistle-blowers, for example prohibiting disadvantageous treatment of a whistle-blower and keeping the information of reported content secret, and the Bank makes efforts while striving to improve trust in the system.

In fiscal 2024, although ten cases were reported to the internal and external reporting channels at the Bank, none resulted in a major impact on the management of the Bank.
Notably, each overseas branch has contacts separate from those described above in place to receive reports from employees.

Measures to Prevent Money Laundering

The Bank has established policies to prevent money laundering as follows to ensure that the entire group complies with the relevant laws and regulations and fulfills its sound financial intermediary function.

Group-wide Basic Policy

The Bank and the Norinchukin Group comply with all applicable laws and regulations, take robust confirmation measures when accepting customers to exclude antisocial elements, terrorists, etc., and implement continuous customer management measures based on a risk-based approach. The Bank ensures the maintenance of its effective management system to prevent money laundering, in accordance with the characteristics of the Bank and the Norinchukin Group.

Customer Management Policy

With an appropriate internal system to prevent money laundering and other risks, the Bank takes the following measures according to the risk-based approach.

- Strict confirmation before each transaction using various information gathered when accepting customers initially, and the preservation of confirmation records
- Management measures to reduce money laundering and other risks, such as monitoring of transactions based on business characteristics, notification of suspicious transactions, and analysis and management thereof
- Control measures in accordance with the magnitude of money laundering and other risks for each customer, such as strict control of additional confirmation for customers with high money laundering and other risks
- Review of customer management measures based on the results of periodic investigation and analysis of all customer transactions
- Measures such as terminating transactions if appropriate customer management cannot be implemented or for other reasons
- Measures such as freezing assets of terrorists
- Prevention of economic sanctions violations
- Appropriate response to various regulations
- Confirmation of the anti-money laundering measures within foreign banks with which the Bank concludes correspondent agreements
- Continuous management and review of the above measures

Internal Management System Policy

The Bank takes the following measures to improve its internal management system to prevent money laundering and other risks.

- Establish and implement policies, procedures and plans for the prevention of money laundering and other risks; inspect and verify the status of compliance; and continually improve the system based on the results of such inspection and verification
- Promote all directors and employees awareness of the importance of their roles in preventing money laundering and other risks and foster a corporate culture of such awareness, through guidance and trainings
- Appoint managers in charge
- Clarify the roles of the divisions such as business divisions/branches that handle customers, operation management divisions, and audit divisions
- Report to the management on the status of measures to improve the management system over the entire Norinchukin Group, including its overseas offices; the status of customer management and other updates; and continue improvement measures
- Other necessary measures

Measures to Combat Bank Transfer Fraud

The Bank has established policies to prevent money laundering and other fraudulent activities and is strengthening preventive measures in this area as part of an increasingly necessary international cooperative effort.

Measures to Eliminate Antisocial Elements

Under the Code of Ethics, the Bank takes a strong and resolute stance against antisocial elements that pose a threat to social order and security, and in order to block all relationships with such antisocial elements, the Bank has established a systematic exclusionary system, in line with the following basic principles, and strives to ensure sound management.

(1) Response as an organization
The Bank has established the foundation of express provisions under the Code of Ethics and will respond as an entire organization, from the top management downward, and not simply leave it to the personnel or department in charge.
In addition, the Bank will guarantee the safety of employees who are asked to respond to unjustified demands from antisocial elements.

(2) Cooperation with outside agencies
In preparation for unjustified demands from antisocial elements, the Bank endeavors to establish continuing cooperation with outside agencies such as the police, the National Centers for Removal of Criminal Organizations and lawyers.

(3) Blocking of relationships including business transactions
The Bank shall block all relationships with antisocial elements including business relationships. In addition, unjustified demands from antisocial elements will be rejected.

(4)Civil and criminal legal responses in times of emergency
The Bank shall reject unjustified demands from antisocial elements and take legal action, if necessary, on both a civil and criminal basis.

(5) Prohibition of secret deals and provision of funds
Even in cases where the unjustified demands from antisocial elements are based on misconduct related to business activity or involving an employee, the Bank will absolutely not engage in secret deals. Furthermore, the Bank shall absolutely not provide funds to antisocial elements.

Bribery and Corruption Prevention

The Bank's "Rules on Gift and Hospitality," which are set forth under the Code of Conduct, clearly state that the Bank is committed to preventing corruption in all its forms, including extortion and bribery. Bribery includes the act of providing or offering to provide goods or other things (including non-monetary benefits) with the intention of influencing the recipient, and the act of accepting or requesting goods or other things with the intention of offering benefits to the provider.
In accordance with the said rules, the Bank stipulates the necessary procedures to ensure the appropriateness of gifts and hospitality acts involving the Bank or its directors and employees and ensures that all directors and employees are fully aware of these procedures. When those acts are conducted, the Bank ensures that the personnel responsible for and in charge of compliance confirm in advance that there are no problems from such perspectives as appropriateness and legal compliance.
In addition, the Legal Affairs and Compliance Division periodically monitors the status of gifts and hospitality acts and reports to the Compliance Officer, the Compliance Committee and the Board of Directors.
Moreover, the Compliance Hotline is in place to enable directors and employees to whistleblow on compliance issues, including corruption and bribery, by telephone or e-mail.

Information Security Initiatives

The Bank utilizes a variety of information obtained during transactions with customers, etc., for various kinds of operations. Amid the increasingly diverse environments and purposes for information handling due to the rapid progress and evolution of information technology, the Bank is focused on information security measures to protect and manage customers' information appropriately.
The Bank's Board of Directors has the ultimate responsibility for establishing and maintaining an information security management system. The Bank works systematically to enhance its information security, which is led by the Legal Affairs and Compliance Division with overall responsibility for information security planning, promotion, and progress management, together with the persons responsible for information security (General Managers) and other personnel in charge of information security of each branch or division. Also, important matters related to the improvement of the information security management frameworks are discussed mainly by the Compliance Committee.
Regarding the handling of personal information, the Bank has set out the Personal Information Protection Declaration and has established the security framework that complies with Japanese legal requirements as a Personal Information Handling Business Operator and Person in Charge of a Process Related to an Individual Number as defined under "Act on the Protection of Personal Information." The Bank's policy extends to suppliers (outsourcing contractors) to ensure their appropriate personal information management in case outsourced work involves personal information. Specifically, the Bank's "Basic Policies for Risk Management" stipulates that processes and contractual relationships must be established to ensure the same level of risk management as if the Bank were performing the tasks internally.
The Bank conducts annual e-learning sessions for all employees on information security—including the appropriate handling of personal information—and also provides training at each level of the hierarchy to raise awareness of information security.
Overseas, the Bank has established a privacy policy applicable to the Bank's London Branch and Norinchukin Bank Europe N.V., as well as a privacy policy for residents in the United States.

Responding to Customer Consultations and Complaints

The Bank takes consultations and complaints from customers seriously, responds to them promptly and systematically, and reflects them in its business operations in a positive manner to improve customer convenience.

Cybersecurity

Cybersecurity Initiatives

The Bank is strengthening its cybersecurity measures as it recognizes the threat of increasingly sophisticated and intricate cyberattacks as an important managerial risk.

Basic Policy on Cybersecurity

The Bank has established a basic policy for cybersecurity management in the Basic Regulations on Cybersecurity to minimize the risk of cyber incidents causing damage to the Bank's customers and/or disrupting the Bank's operations or the financial system as a whole.

Cybersecurity Structure

As for organizational structure, we designate the Director in charge of the IT & Systems Planning Division as the "Chief Cybersecurity Officer" to clarify roles and responsibilities regarding cyber risks. Under the supervision of the Chief Information Security Officer, various measures are promoted, led by the IT & Systems Planning Division in charge of cybersecurity.
The occurrence of cyber incidents, threat trends and the status of cybersecurity measures in place are regularly reported to the Board of Directors and other management-level committees such as the Business Infrastructure Committee and the Compliance Committee, which discuss cybersecurity policies.
Within the IT & Systems Planning Division is a team specializing in cybersecurity called the Computer Security Incident Response Team (CSIRT). The Bank's CSIRT works closely with the SOC, or Security Operation Center, which is staffed by an external security vendor, and monitors events that could be a sign of a cyber incident 24 hours a day, 7 days a week, thereby preparing for an initial response when a cyber incident occurs. The CSIRT also collaborates with the government, law enforcement agencies, and various organizations such as ISAC to gather information on cyberattack tactics and new vulnerabilities and to strengthen countermeasures.
Furthermore, to ensure cyber resilience, the Bank established procedures and contingency plans for responding to cyber incidents and confirms the roles and procedures of each department through periodic incident response exercises.

Cybersecurity Management Process

Regarding the confidentiality, integrity, and availability of its information systems, the Bank assesses system risks based on the Security Guidelines on Computer Systems for Banking and Related Financial Institutions and other information from the Center for Financial Industry Information Systems ("FISC"), and implements necessary control measures.
As a cross-organizational cybersecurity management process, the Bank organizes cybersecurity programs in accordance with NIST's Cybersecurity Framework from the perspectives of "identify," "protect," "detect," "respond," and "recover," and reviews necessary measures based on external threats such as changes in attackers' tactics and internal vulnerabilities.
The effectiveness of these cybersecurity management efforts is confirmed through annual internal and external audits, as well as vulnerability assessments and penetration tests.

Education on Cybersecurity

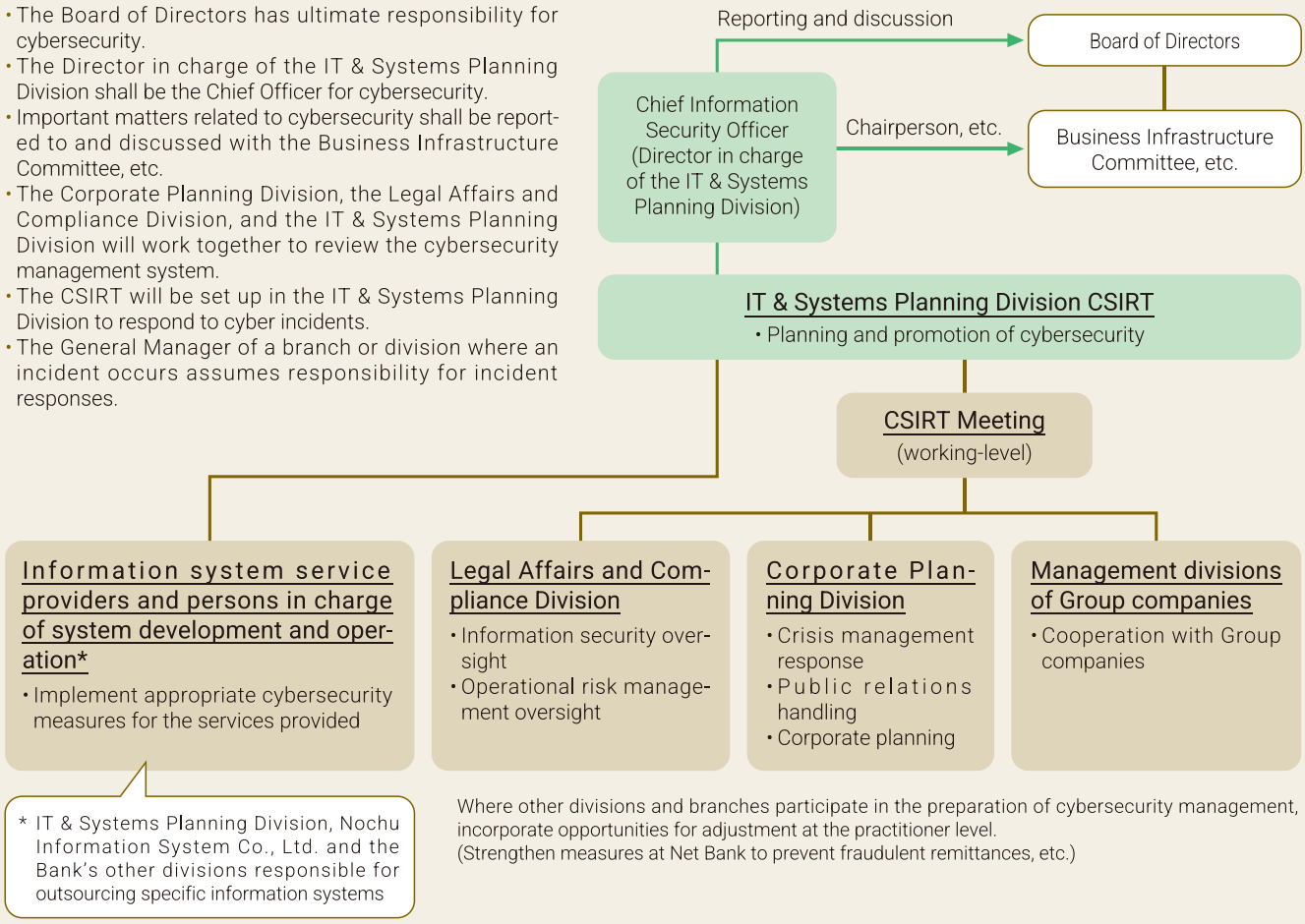
The Bank provides education for different purposes to improve the knowledge and awareness required of each of its officers and employees.

- E-learning for all officers and employees to acquire basic knowledge of security
- Newsletters for presenting cybersecurity-related articles to raise awareness of cybersecurity among all officers and employees
- Suspicious e-mail training for all officers and employees to increase their awareness of and readiness for targeted e-mail attacks
- Lectures by experts to improve the knowledge on cybersecurity of officers
- Incident response training for officers and staff of relevant departments to confirm response procedures in the event of a cyber incident
- Training by external experts to improve CSIRT's forensic skills

The Bank also established an external qualification incentive program to develop cybersecurity specialists and improve their professional skills.

Cybersecurity Structure

- The Board of Directors has ultimate responsibility for cybersecurity.
- The Director in charge of the IT & Systems Planning Division shall be the Chief Officer for cybersecurity.
- Important matters related to cybersecurity shall be reported to and discussed with the Business Infrastructure Committee, etc.
- The Corporate Planning Division, the Legal Affairs and Compliance Division, and the IT & Systems Planning Division will work together to review the cybersecurity management system.
- The CSIRT will be set up in the IT & Systems Planning Division to respond to cyber incidents.
- The General Manager of a branch or division where an incident occurs assumes responsibility for incident responses.



Tax Compliance

Efforts to Enhance Tax Compliance

The appropriate fulfillment of tax obligations is one of the critical social responsibilities of a company. With the business model of globally diversified investments, the Bank exercises its tax obligations not only in Japan but also with awareness of foreign tax laws and regulations concerning overseas lending and investing activities from Japan and business operations at its overseas locations, as well as international initiatives such as the BEPS Actions agreed by major jurisdictions at the OECD and implemented in Japan.
The Bank also conducts efforts to enhance tax compliance within the organization with the aim of increasing its medium- to long-term corporate value through sustainable growth. Specifically, the Bank provides its officers and employees with seminars designed to increase their tax literacy and will make con- tinued efforts to increase awareness of tax compliance and reinforce tax governance.

ESG Data

Environment

Policy and Approach

Environmental Policy	> Environmental Policy（PDF：170KB）
Transition Plan Toward Net Zero by 2050	> Transition Plan Toward Net Zero by 2050
Policy on Environmental and Social Considerations in Financing and Investment Activities	> Policy on Environmental and Social Considerations in Financing and Investment Activities（PDF：91KB）

GHG Emissions

		Unit	FY2022	FY2023	FY2024
Scope1 (Direct emissions from owned or controlled sources)	The Bank's business sites	t-CO_2	★1,295	★1,402	1,301
	Group companies	t-CO_2	★25	★7	8
	Total	t-CO_2	★1,320	★1,409	1,309
Scope2 (Indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company)*1	The Bank's business sites	t-CO_2	★15,061	★13,141	12,700
	Group companies	t-CO_2	★672	★525	536
	Total	t-CO_2	★15,732	★13,666	13,236
Total of Scope 1–2	The Bank's business sites	t-CO_2	★16,356	★14,543	14,001
	Group companies	t-CO_2	★696	★532	544
	Total	t-CO_2	★17,052	★15,075	14,545
Scope3 Category1 Purchased goods and services*2	The Bank's business sites	t-CO_2	265	264	165
	Group companies	t-CO_2	46	45	48
	Total	t-CO_2	311	309	213
Scope3 Category3 Fuel- and energyrelated activities	The Bank's business sites	t-CO_2	708	720	693
	Group companies	t-CO_2	21	19	16
	Total	t-CO_2	729	739	709
Scope3 Category5 Waste generated in operations	The Bank's business sites	t-CO_2	7	8	8
	Group companies	t-CO_2	9	4	4
	Total	t-CO_2	16	12	11
Scope3 Category6 Business travel	The Bank's business sites	t-CO_2	437	★431	425
	Group companies	t-CO_2	253	★269	277
	Total	t-CO_2	690	★700	703
Scope3 Category7 Employee commuting	The Bank's business sites	t-CO_2	815	803	793
	Group companies	t-CO_2	471	502	516
	Total	t-CO_2	1,287	1,305	1,309

Scope3 Category15 Investments	Please refer here				
GHG emissions (total of Scope 1–3)	The Bank's business sites	t-CO_2	18,589	16,769	16,085
	Group companies	t-CO_2	1,496	1,370	1,405
	Total	t-CO_2	20,085	18,139	17,490

Energy Consumption

		Unit	FY2022	FY2023	FY2024
Electric power consumption	The Bank's business sites	kWh	★37,204,341	★36,228,410	35,879,905
	Group companies	kWh	★1,559,170	★1,694,703	1,663,962
	Total	kWh	★38,763,511	★37,923,113	37,543,866
	Of which renewable energy consumption*3	kWh	★4,973,854	★6,218,686	7,763,202
Steam consumption	The Bank's business sites	MJ	★1,890,405	★2,001,632	1,691,436
	Group companies	MJ	★0	★0	0
	Total	MJ	★1,890,405	★2,001,632	1,691,436
Cold water consumption	The Bank's business sites	MJ	★5,421,202	★5,512,049	5,725,377
	Group companies	MJ	★48,926	★49,774	49,386
	Total	MJ	★5,470,128	★5,561,823	5,774,763
Hot water consumption	The Bank's business sites	MJ	★2,556,137	★1,889,086	1,813,623
	Group companies	MJ	★5,790	★6,851	8,145
	Total	MJ	★2,561,927	★1,895,937	1,821,768
Kerosene consumption	The Bank's business sites	kl	★82	★82	88
	Group companies	kl	★0	★0	0
	Total	kl	★82	★82	88
Heavy oil consumption	The Bank's business sites	kl	★10	★40	0
	Group companies	kl	★0	★0	0
	Total	kl	★10	★40	0
LP gas consumption	The Bank's business sites	Thousand m^3	★18	★17	15
	Group companies	Thousand m^3	★0	★0	0
	Total	Thousand m^3	★18	★17	15
City gas consumption	The Bank's business sites	Thousand m^3	★486	★477	486
	Group companies	Thousand m^3	★11	★3	4
	Total	Thousand m^3	★498	★480	490
Gasoline consumption	The Bank's business sites	kl	305	310	302
	Group companies	kl	9	8	7
	Total	kl	314	318	310

Use and Discard of Resources

	Unit	FY2022	FY2023	FY2024
Water usage*4	m^3	49,629	51,059	47,936
Paper quantity consumed*5	t	170	169	116
Waste generated*6	t	115	85	81
Recycled volume*6	t	30	28	26

★Items subject to third-party verification by the Japan Quality Assurance Organization

Greenhouse Gas Emissions Verification Report

> **FY2023 Scope3 Category 6** (PDF：199KB)

> **FY2023 Scope1,2:** (PDF：134KB)

> **FY2022:** (PDF：143KB)

> **FY2021:** (PDF：750KB)

・Report Scope:The Bank's business sites: The Bank's domestic and overseas business sites
Group companies: The Bank's consolidated subsidiaries

・Method of measuring GHG emissions:Used the coefficients according to the "Greenhouse Gas (GHG) Emissions Measurement and Reporting Manual" prepared by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Government of Japan. For measurement at overseas business sites, the coefficients stipulated by the respective countries were used, in principle.
For Scope 3, used the coefficients according to the "Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain" prepared by the Ministry of the Environment and the Ministry of Economy, Trade and Industry, Government of Japan.

*1 Non-fossil certificates from renewable energy sources at the Bank's head office building（Otemachi One Tower） and the use of renewable energy at other facilities are calculated as zero emissions.
*2 Non-fossil certificates from renewable energy sources at the Bank's head office building（Otemachi One Tower） and the use of renewable energy at other facilities are calculated as zero emissions.
*3 Includes purchases of non-fossil certificates derived from renewable energy sources at theBank's headquarters building（Otemachi One Tower）.
*4 Amount of water consumption at the Bank's head office building (Otemachi One Tower) and Akishima Center, as well as its Group companies and overseas business sites
*5 Amount of copy paper delivered to the Bank's domestic business sites, Group companies and overseas business sites
*6 The amount of waste generated from the Bank's head office building (Otemachi One Tower), Group companies and overseas business sites.

Society

Policy and Approach to Human Resources

Basic Policy on Human Resources Management	> Human Resources Strategy
Diversity & Inclusion	> Diversity & Inclusion
Anti-Harassment Measures Occupational Health and Safety Labor Relations	> Human Rights Policy (PDF：169KB) > Human Resources Strategy

Basic Human Resources Data

		Unit	FY2022	FY2023	FY2024
No. of employees*1		No.	3,439	3,381	3,342
	Men	No.	2,233	2,171	2,120
		%	64.9	64.2	63.4
	Women	No.	1,206	1,210	1,222
		%	35.1	35.8	36.6
No. of non-core employees		No.	584	572	569
	Men	No.	465	456	453
	Women	No.	119	116	116
No. of dispatched employees		No.	93	111	130
	Men	No.	0	0	0
	Women	No.	93	111	130
No. of seconded employees		No.	504	487	466
No. of overseas local hires		No.	171	185	192
Age structure	20s and below	No.	754	726	702

		%	22	21	21
	30s	No.	1,154	1,145	1,157
		%	34	34	35
	40s	No.	811	826	853
		%	24	24	26
	50s	No.	716	680	626
		%	21	20	19
	60s or higher	No.	4	4	4
		%	0	0	0
Average age		Age	39	39	39
	Men	Age	40	40	39
	Women	Age	38	38	38
Average length of service		Years	14.1	14.1	14.0
	Men	Years	13.6	13.7	13.7
	Women	Years	14.9	14.7	14.5
No. of new graduate hires		No.	116	125	162
	Men	No.	54	61	76
	Women	No.	62	64	86
No. of mid-career hires		No.	26	28	50
		%	33	18	24
	Men	No.	20	22	34
		%	27	27	31
	Women	No.	6	6	16
		%	9	9	16
Share of employees retained for 10 consecutive years of service*2		%	74.8	75.9	73.9
	Men	%	78.7	79.1	77.9
	Women	%	69.2	70.8	68.3
Turnover		%	2	2	3
	Men	%	2	2	3
	Women	%	3	3	3
Average monthly salary*3		Thousand yen	541	552	574
No. of persons with disabilities hired		No.	136	139	143
Share of persons with disabilities hired*4		%	2.60	2.66	2.73
No. of post-retirement age employees*5		No.	329	329	333

*1 Including those who are retiring at the end of the current fiscal year
*2 Percentage of employees hired nine to 11 fiscal years ago who continue to work as of this report
*3 "Equal treatment for equal duty" policy is applied, with no gender discrimination or regional gaps within the country
*4 Aggregate hiring ratio from the Bank, Group subsidiaries and special subsidiaries
*5 Employment using the senior staff and the meister systems

Human Resource Development Data

	Unit	FY2022	FY2023	FY2024
Training investment*1	million yen	839.9	843.9	783.9
Number of persons educated abroad (MBA/LLM)	No.	125	121	111
Number of certifies DX translators (DX translator / Data scientist (Skill))*2	No.	73	58	55

Number of sustainability e-learning course participants	No.	3,175	3,085	3,301

*1 Expenses for various training programs, external training programs, overseas study programs, personal development support (subsidies for language and qualification acquisition, etc.), etc.
*2 Including Group Companies

Results of Promotion of Active Participation of Women

		Unit	FY2022	FY2023	FY2024
Ratio of women hired	Career track	%	43	40	43
	Branch career-track	%	-	56	61
	Business Experts	%	-	100	96
Share of women managers		%	7.6	9.1	9.6

Wage gap between men and women

		Unit	FY2022	FY2023	FY2024
All workers		%	54.3	53.5	54.0
Full-time workers		%	53.2	52.5	53.4
	Career track	%	58.0	55.7	57.1
	Branch careertrack	%	80.8	79.0	79.2
	Business Experts	%	83.0	89.4	98.9
Part- time workers		%	54.2	48.0	44.8

Period covered:
Fiscal 2022 (April 2022 to March 2023)
Fiscal 2023 (April 2023 to March 2024)
Wages: Includes basic salary, overtime allowance, bonuses, etc., and excludes retirement allowance, commuting allowance, etc.
Full-time workers: Includes workers seconded to outside companies.
Part-time workers: Includes contract workers, excluding trainees, incoming seconded workers, and temporary staff.

〈Supplemental Explanation of Differences〉
We do not consider gender differences in wage rules or evaluation criteria.
Branch career track and Business Expert figures are calculated by applying the new personnel system effective April 2023.
The reason for the lower average annual wages for women than men is due to differences in the ratio of gender in management positions (particularly senior management positions) and differences in age composition.
With regard to women's empowerment, we strive to achieve a 100% male maternity leave utilization rate, engage in work-style reform, and increase the ratio of women among new-graduate hires. These measures are based on our General Employers Action Plan. In addition, we continue to strengthen efforts to create an organization in which a diverse workforce, regardless of gender, plays an active role. We believe these efforts will result in a closing of the wage gaps described above.

Childcare/Nursing-Related Data

		Unit	FY2022	FY2023	FY2024
No. of employees taking childcare leave		No.	185	181	191
	Men	No.	118	112	121
	Women	No.	67	69	70
Share of employees taking childcare leave		%	105	99	107
	Men*1	%	101	97	108
	Women*2	%	113	103	105
Share of employees returning after childcare leave*3		%	100	100	98.5
Days of nursing leave taken		Day	626	719	704
No. of employees taking nursing care leave		No.	2	0	3

*1 Ratio of employees who took childcare leave to those whose spouse gave birth (included in the fiscal year in which the leave commenced, if spanning multiple years)
*2 The number of employees taking childcare leave divided by the number of employees giving birth (if leave and childbirth do not fall in the same fiscal year, these figures are

counted toward the fiscal year where the leave began)
*3 Percentage of female employees who gave birth who continued to work (including periods of childcare leave) until their child's first birthday

Workplaces and Work styles Data

		Unit	FY2022	FY2023	FY2024
Workplace and Work-Style Data		hours	1,886	1,860	1,858
	General staff	hours	1,861	1,841	1,842
	Management	hours	2,092	2,033	2,020
Average overtime hours		hours	12.0	9.8	9.5
	All employees track	hours	15.4	13.0	13.3
	Career track	hours	-	7.9	5.5
	Business Experts	hours	-	3.6	2.8
Average days of paid leave taken*1		Day	15	16	16
Percentage of paid leave taken*1		%	76.1	80.6	83.2
	General staff	%	80.5	84.9	87.4
	Management	%	65.0	68.1	71.4
No. of employees taking Spouse-transfer leave		No.	-	14	9

*1 Results based on calendar year figures

Engagement Score

	Unit	FY2022	FY2023	FY2024
Engagement Score	%	55	54	55

Policy and Approach to Human Rights

Human Rights Policy	> Human Rights Policy (PDF : 169KB) > Respect for Human Rights
Policy on Environmental and Social Considerations in Financing and Investment Activities	> Policy on Environmental and Social Considerations in Financing and Investment Activities (PDF : 91KB)
Approach to Procurement	> Respect for Human Rights

Customer Consultations and Complaints

	Unit	FY2022	FY2023	FY2024
No. of received customer consultations and complaints	No.	16	7	11

Governance

Policy and Approach on Governance

Basic Policy on The Norinchukin Bank Governance	> Corporate Governance
Risk Appetite Framework (RAF)	> Sustainability Promotion Structure

Policy and approach to compliance

Compliance Initiatives Anti-Money Laundering Measures Bribery and Corruption Prevention	> Compliance
Information Security	> Information Security
Cybersecurity	> Cybersecurity
Tax Compliance	> Tax Compliance

Governance System

	Unit	As of July 1, 2023	As of July 1, 2024	As of July 1, 2025
Supervisory Committee members	No.	14	19	19
Women therein	No.	1	1	1
Directors and Executive Officers	No.	15	15	19
Women therein	No.	1	2	3
Audit and Supervisory Board members	No.	5	5	5
Women therein	No.	1	1	1

	Unit	FY2022	FY2023	FY2024
Number of Supervisory Committee meetings	No.	15	14	14
Average rate of attendance at Supervisory Committee meetings	%	93.3	90.1	94.7

Compliance

	Unit	FY2022	FY2023	FY2024
Number of Compliance Hotline reports	No.	8	15	10