

VALUE REPORT

2021



NORINCHUKIN

VALUE REPORT 2021



NORINCHUKIN

Our work at The Norinchukin Bank won't change the world overnight.

Our focus is on the agriculture, fishery and forestry industries.
This means that nature is our partner,
and nothing in nature bears fruit overnight.
Industries in this sector don't make things
— they produce and nurture life as a legacy for future generations.

This is precisely why we are dedicated to serving those who sustain these industries
and their local communities, no matter how small the scale of their operations.
As the financial institution wholly devoted to this sector
— the very cornerstone of our nation, we strive consistently
to generate solid outcomes in the global financial markets.

Our history spans more than 90 years.

But that alone is no longer enough.
We must take on a greater role than ever before
if this sector is to continue developing in response to the changing times.

We must harness our financial knowledge to make
new contributions that extend beyond our past functions and scope.
We must do our utmost to address on-the-ground issues.
We must respond to the needs not only of producers,
but also to those of processors, distributors and consumers.

The life generated by the agriculture, fishery and forestry industries
sprouts the workings of all life well into the future.

Now is the time for each and every one of us to give our all.
We aim to make the chain of life that connects us to the future
more bounteous and more certain.

Dedicated to sustaining all life.

The Norinchukin Bank

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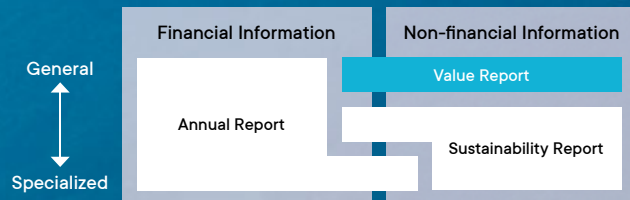
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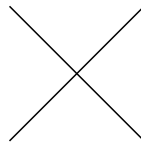
OKU Kazuto
President & Chief Executive Officer since 2018. Kazuto joined The Norinchukin Bank in 1983 and held various positions including Managing Director in 2011 and Senior Managing Director in 2017. Kazuto graduated from the Faculty of Agriculture, University of Tokyo in 1983. Born in Oita, Japan.

MATSUO Yutaka
Professor at the Faculty of Engineering, University of Tokyo since 2019. Prior to the current position, Yutaka held various positions including a visiting scholar at Stanford University and an associate professor at University of Tokyo. Yutaka also serves as an external board director of SoftBank Group Corp (to present). Yutaka graduated from the Faculty of Engineering in 1997 and received his Ph.D. in 2002 from University of Tokyo. Born in Kagawa, Japan.

In the Era of Accelerating Changes, Changing Is a Lot of Fun.

OKU Kazuto

President & Chief Executive Officer of
The Norinchukin Bank



MATSUO Yutaka

Professor, Research into Artifacts Center for Engineering, Department of Technology Management for Innovation, Graduate School of Engineering of the Faculty of Engineering, The University of Tokyo

We need to keep running at full speed just to survive.

Then, what should we do to go above and beyond?

MATSUO Yutaka is a top researcher in AI, which continues to progress at an accelerated pace. Mr. Matsuo is also known as a facilitator and supporter of start-ups by his disciples.

OKU Kazuto, President & Chief Executive Officer of The Norinchukin Bank, discusses with Mr. Matsuo the joy of initiating change and the great opportunities for Japan's agriculture/food.

OKU: Thank you for visiting the AgVenture Lab today.

MATSUO: This is my second visit to the lab. I was surprised during my first visit because I did not know you had such a place. My image of The Norinchukin Bank was rigid, and I never thought about your connection with start-ups. But when I visited this lab and saw many people pushing forward new initiatives, such an image was totally debunked.

OKU: The image of “finance” tends to be rigid. But I am quite imaginative and willing to think out of the box. I may have unusual questions today; will you indulge me?

MATSUO: Oh, no problem. It’s my pleasure.

OKU: First, the COVID-19 pandemic has caused tremendous restrictions on our activities. Did it affect your field? I guess you must have faced with a lot of headwinds, but how about any tailwinds?

MATSUO: Yes, we have experienced tailwinds. Meetings have shifted online and the use of AI has expanded. These changes would have happened eventually, but such changes have been fast-forwarded by the pandemic.

OKU: The pandemic has made change happen sooner. I hear that you love change, Mr. Matsuo.

MATSUO: I think the “Red Queen hypothesis,” which proposes that “species must constantly adapt, evolve and proliferate in order to survive,” is right.

OKU: I also like a phrase in Kenzo Kitakata’s *Suikoden* series: “You can only see the same things if you stay put. Move!” I often talk to employees about the story. We get no new information if we don’t do anything.

AI is no longer a boom. It is becoming the norm.

OKU: How has the pandemic affected your research activities?

MATSUO: Having more free time due to the pandemic, I was absorbed in my research and it has progressed more than I thought. Although I cannot explain the details to you yet, to put it in an extreme way, I think we have reached the stage where we can understand the approximate mechanism of the human brain from the perspective of AI.

OKU: That is great. I love the combination of a quote

from Jules Verne—“Anything one man can imagine, other men can make real”—and a quote from Yozan Uesugi—“You can accomplish anything if you do it. Nothing will be accomplished unless you do it. If something was not accomplished, that’s because nobody did it.” Mr. Matsuo, you wrote in your publication about your belief that human intelligence can be programmed. Does the recent progress of your research mean the realization of your belief?

MATSUO: Not only AI, but I also think that the fruits of various fields such as brain-science, linguistics, psychology and philosophy could be interpreted in an integrated way including the subconscious and free will. I am about to write a book about that.

OKU: I really look forward to the book. Assuming that AI can reach the level of the human intelligence via such research, when do you estimate that will happen?

MATSUO: As Arthur C. Clarke stated, “We tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run.” This type of estimate is wrong most of the time. [laughs] Although I won’t say this can be possible in one or two years, I think the world will have changed significantly in one or two decades.

OKU: It is so much fun to look forward to that.

MATSUO: It is truly fortunate that we work in such changing times. For example, if we were born in the Edo era (1628-1868), changes throughout our life would be minimal, with slow changes in society and technology. However, in today’s world, things change tremendously during one’s lifetime. It is not farfetched to think that humans might be entering a new stage. Such fast-paced changes create many opportunities. If we have the will to change, today is an interesting and fun era. I feel so lucky living in such times.

OKU: “It is fun if you have the will to change.” I would like to share that with our employees. Since before the pandemic, we have used the phrase “Changer’s high” by rephrasing “Runner’s high” and “Climber’s high.” When we see the effects of improving our operational methods and content, a lot of dopamine is secreted inside the brain, leading to a pleasurable sensation, thereby accelerating the cycle of improvements.

Such improvements used to mean reviewing the

operation of each section onsite. However, given the huge transformation of today's society through the COVID-19 pandemic, we have shifted to reviewing the entire operation. Concerning digital transformation (DX), for example, it is no longer about the digitalization of the current operation. Instead, DX should be the multiplication of transformations in both business and corporate culture. To this end, I assigned our CFO Yoshihiro Ito (Member of the Board of Directors) to a concurrent position of Chief Corporate Transformation Officer.

MATSUO: DX is flourishing in Japan too. As you said, our inherent vision is digital transformation of all businesses and organizations. I think AI will play a major role in such DX.

OKU: To utilize AI to improve organizations and industries, thereby improving society as a whole, I would like to hear your thoughts about what perspective corporate citizens like us should have and what measures we should take. First, please tell us today's status given the more than 60-year history of

AI development and application.

MATSUO: In the history of AI, the first and second boom occurred under the themes of search, inference and knowledge processing, followed by a wintertime. The third boom that occurred during the past decade with deep learning as its axis, however, made it through to the next phase in which people use the technology in daily lives with the wide dissemination of AI. It is just like the Internet; after the Internet boom and its dissemination, everyone uses the Internet now, and it is no longer a boom.

OKU: AI is used largely in the field of finance as well, especially in investment management.

MATSUO: Machine learning-based trading has existed for a while. In the United States, some hedge funds seem to be utilizing AI to produce returns, by allocating funds to high-performing algorithms while running many in tandem.

OKU: But that has a downside. AI-based investment assessment is a prediction based on the past track record, making it difficult to address a radical change in market trends such as a transition from a yen appreciation phase to a depreciation phase in the exchange market.

MATSUO: That is true. There are many cases where such a method wins during a stable market but loses hugely when the environment changes.

OKU: I feel we still have a wall before it becomes possible to predict a turning point in the market.

MATSUO: That's correct. Recently, though, a methodology called out-of-distribution (OOD) detection was born. The OOD method detects a transition to an environment that one has not studied yet. This method might help to make an accurate judgment such as "I should stop making a prediction hereafter because this is a market environment unknown to me."

OKU: Then, the AI can switch to humans just as self-driving vehicles switch to human drivers halfway into a drive.

MATSUO: Yes. Recently, the needs are increasingly high for detecting entry into an area where AI cannot make a judgment, which is applied to self-driving and medical image diagnosis.

OKU: It's interesting to know such honesty is necessary for AI as well. [laughs]



Even the GAFAs do not have data on who ate what.

OKU: To take advantage of this rare opportunity to talk with you, I collected questions from the Bank's employees and my coworkers. One such question is, "Although The Norinchukin Bank is working to improve the diversity of human resources, is it possible to visualize a change in performance as a result of diversity improvement?" It is true that grasping cultural and human changes by DX is difficult. I am wondering myself if AI can measure what initiatives can empower employees. What do you think?

MATSUO: That is an important and intriguing theme. [laughs] If it is possible to compare a case study where each initiative is implemented and a case study without such implementation, and measure the performance and the degree of empowerment, AI would be able to produce knowledge that you can utilize. When data are obtained, it becomes possible to make analyses based on which predictions become possible.

OKU: There is a mountain of cases where we want to use AI for our human resource (HR) initiatives, such as identifying staff combinations to form a high-performance team and determining best training programs tailored to each staff member, etc. Do you know any AI application cases for such purposes?

MATSUO: The HR technology is in constant progress, producing an increasing number of products available to address such needs. As with the diversity issue that you mentioned, there are complexities in HR systems such as the difficulty of performance measurement and evaluation, and the issue that the evaluation takes a long time. However, if such difficulties are cleared, various uses become possible. Some major IT companies in the United States have stopped checking the educational background of applicants for employment. They must have developed a system to assess a candidate's capability by interviewing, for example, by comparing how the person responds during the interview and his/her performance after joining the company.

OKU: Since I was a student, I have been dreaming of the realization of Doraemon's "Honyaku Konnyaku (imaginary auto-translation)" and such imagination

kept me from learning English well. [laughs] Nowadays, AI-based machine translation has become somewhat usable, which is exciting. What kinds of technology can we apply to what types of operations in our industries? Please give us a hint about how to figure out such combinations.

MATSUO: Because people talk about what AI can do and few talk about what AI cannot do, it is hard to understand the borderline. The Japan Deep Learning Association (JDLA) (a general incorporated association where Mr. Matsuo serves as Chairman) started in May 2021 with a lecture session called "AI for Everyone." It explains the borderline in AI's capability this way: AI can make a judgment that humans can do instantly. If humans need more than one second to make a judgment, current AI cannot do that. Although significant progress has been seen in the AI processing of natural language, AI can translate word to word only. It cannot yet process the implications behind words and other in-depth areas.

OKU: Humans are necessary for high-level judg-

OKU Kazuto

MATSUO Yutaka



ments, aren't they?

MATSUO: That's right. Some human jobs become increasingly important as AI is disseminated.

OKU: Based on the current status of AI, how do you think AI will evolve? What are the technological hurdles and obstacles?

MATSUO: Although I don't think there are huge obstacles basically, in observing the global progression of the current academia, a disparity is seen. The image and natural language-related AI has been advancing rapidly, whereas advancement is slow in robotics. It is easy to proceed with research on images and natural languages because there are many samples on Websites.

On the other hand, progress in robotics using deep learning has been slow. In fact, I think that field does have possibilities in which we can find new things. As research and development (R&D) progresses in robotics, that is a field with expansive applications for agriculture.

OKU: Mr. Matsuo, in your publications you emphasize the importance of the trinity of industries, academia and government in the advancement of AI. I think it is important to utilize AI in industrial fields. Curiosity might be the strongest driver of related research in academia, and monetization might be the biggest motivation for increasing the utilization of AI in business fields. The AFF industries are also a field where the monetization of AI is possible.

MATSUO: You are correct. Concerning deep learning, I have been saying that the major users of deep learning are the architectural field and the agriculture and food industries. For example, there is a phenomenon that I usually think is strange: That is, no data have been available on what I ate this morning. Even the GAFA doesn't have data on who ate what. But I don't think this situation will continue for another 20 to 30 years.

Collecting such data, food personalization for each individual becomes possible. Just like Amazon's "recommendations" of products in which each user might be interested, meals tailored for each person's preference and health condition can be proposed using AI. If a food personalization system is realized, it will lead to optimization of the food and agricultural value and supply chains, which will large-



ly transform the food industry and agriculture. Today, farmers cannot see end users and B2B (business to business) commerce-based production is ongoing, which will change when it becomes possible for producers to see individual consumers' needs.

OKU: If it becomes possible to understand each consumer's preference and health condition and offer food tailored to each person, supply and demand can be optimized by "offering food that the person wants when he/she wants it," which helps eliminate various types of waste and loss, thereby contributing to sustainability. One more thing, it also leads to "Food is Medicine" because it becomes possible to propose the right food for each person depending on what nutrients the person is lacking. If combined with precision agriculture that can deliver agricultural produce with optimal nutrients, the effects will become even more significant.

MATSUO: You are right. Because the AFF and food industries are closely connected to medical care and health, the realization of food personalization will lead to the maintenance of each individual's health and the reduction of national healthcare expenses.

OKU: That is completely right.



We want to build a country with the hope that we can believe in tomorrow rather than yesterday and today.

MATSUO: Data-based food personalization is certain to happen. And if it happens, that will change the entire food and agricultural supply chains immensely. If such is realized first in Japan, the same system could be developed in the United States and China as well, allowing the creation of a global platform.

In fact, Japan is in a relatively good position. Japan's major advantage is high-quality food and agriculture. And there are many Japanese manufacturers and distributors who operate relating to food and agriculture. Having had such thoughts, I have approached the food industry for the past three years, proposing to create a "food coalition." The global food industry will transform significantly. Toward such a change, I think Japan should configure and take a national-level approach. I am hoping that Japan can become the kitchen of the world.

OKU: The kitchen of the world!

MATSUO: Yes. Its realization is not so easy. We must collect detailed data of an enormous number of customers, and we need to build an extensive supply chain from the production and processing of food ingredients to logistics. Although it would take tremendous work, in return, the market scale would be enormous. If we can capture a global market, the industry of such a scale could support Japan's GDP.

OKU: Toward that end, the role of The Norinchukin Bank would be significant.

MATSUO: Yes, it would. Visiting the AgVenture Lab, I understand that The Norinchukin Bank is serious about change. Such a powerful organization can create a tremendous force when it changes. I keenly hope you can accomplish change.

OKU: The AgVenture Lab aims to combine academia with intellectual curiosity and businesses with a capability of monetizing concepts. Although businesspeople are aware of what society is lacking and what people are suffering from, they don't know how to solve those issues.

MATSUO: Academic researchers, especially scientific researchers, are good at and put their full efforts toward solving issues. But they cannot identify issues. Therefore, there is merit in presenting various issues that the AFF and food industries have at a venue such as the AgVenture Lab.

OKU: I appreciate such a high expectation of us.

MATSUO: Japan's AFF and food industries have significant potential. By each person continuing to change, believing in such potential, all Japan will move in a better direction. It is important to be able to believe in tomorrow rather than yesterday and today. Continual changes create many significant opportunities, and we can continue to grow. It is important to take actions with such a belief. I want to create a country with hope.

OKU: Your message weighs heavily on my mind. Thank you so much.

MATSUO: Thanks to you too.

OKU Kazuto

MATSUO Yutaka



To The Next Norinchukin Bank

The Norinchukin Bank (“the Bank”) operates various businesses in alliance with Japan Agricultural Cooperatives (JA), Japan Fishery Cooperatives (JF) and Japan Forest Owners’ Cooperatives (JForest) at each locality and prefectural-level JA Shinnoren, JF Shingyoren and JForest Moriren.

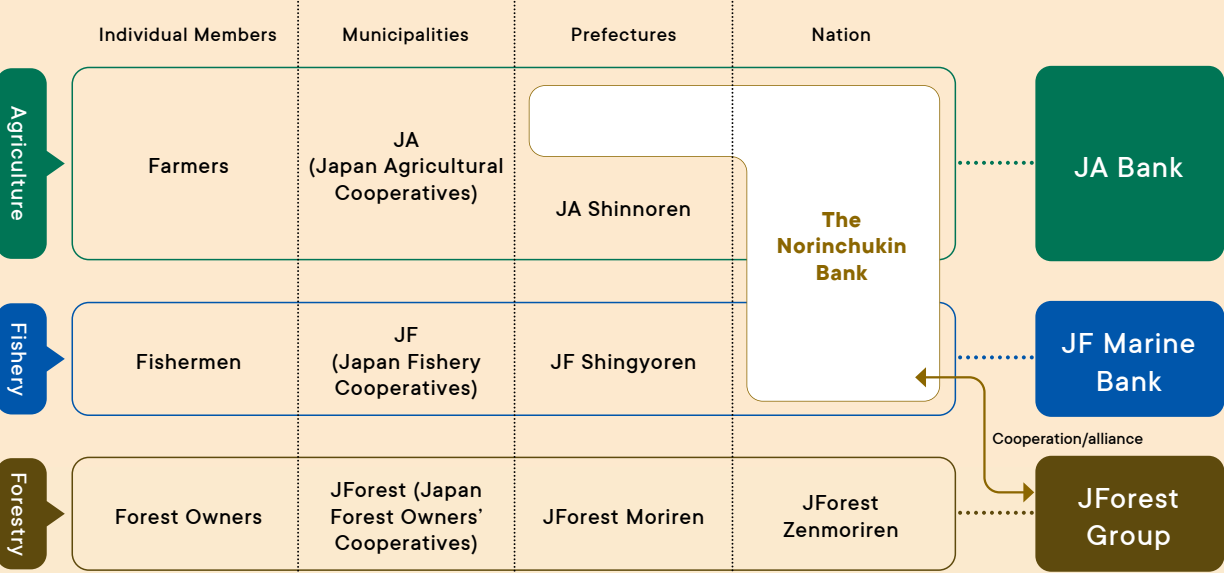
In the retail banking business, JA and JF nationwide, together with JA Shinnoren, JF Shingyoren and the Bank, develop businesses as JA Bank and JF Marine Bank.

JA Bank finances local needs, utilizing deposits received by each JA from individual members.

Remaining funds are deposited to JA Shinnoren and is used mainly to finance larger-scale firms in the prefecture.

The Bank receives the remaining funds as deposits from JA Shinnoren and conducts investment and finance activities globally. The Bank returns the profit to JA Shinnoren and JA.

Likewise, at JF Marine Bank, JF, JF Shingyoren and the Bank each play a role in managing deposits received. JForest Group, comprised of JForest, JForest Moriren and JForest Zenmoriren (National Federation of Forest Owners’ Cooperative Associations), in contrast, does not conduct banking business. The Bank cooperates in close alliance with JForest Group, providing support/subsidy for its activities and human resource development.

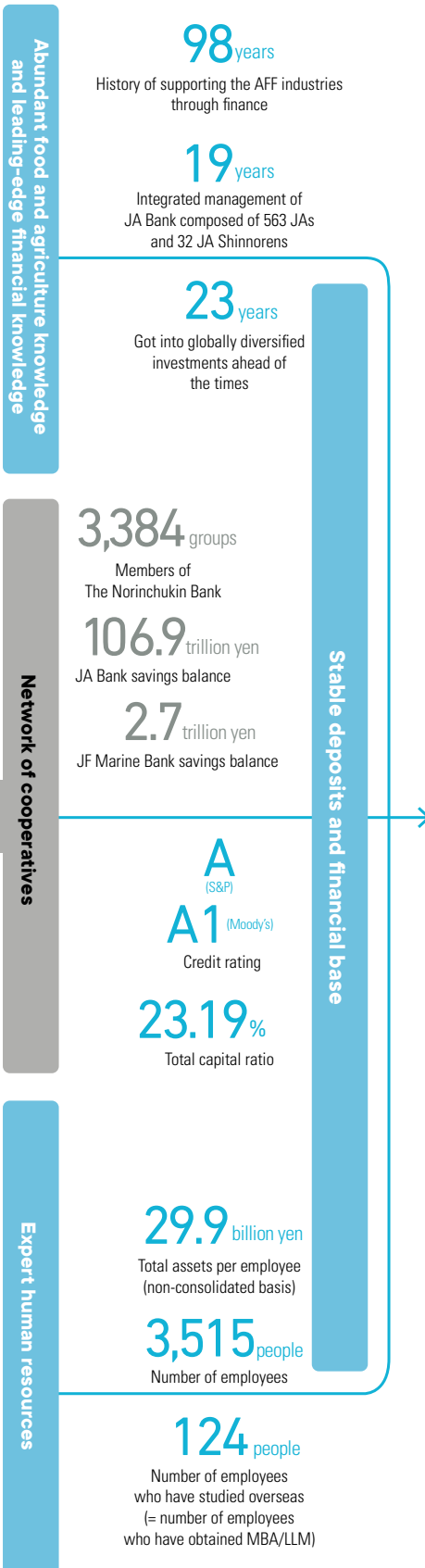




The Norinchukin Bank's

Resources and Strengths

The Norinchukin Bank's Business



The Norinchukin Bank Business Model



Our Mission

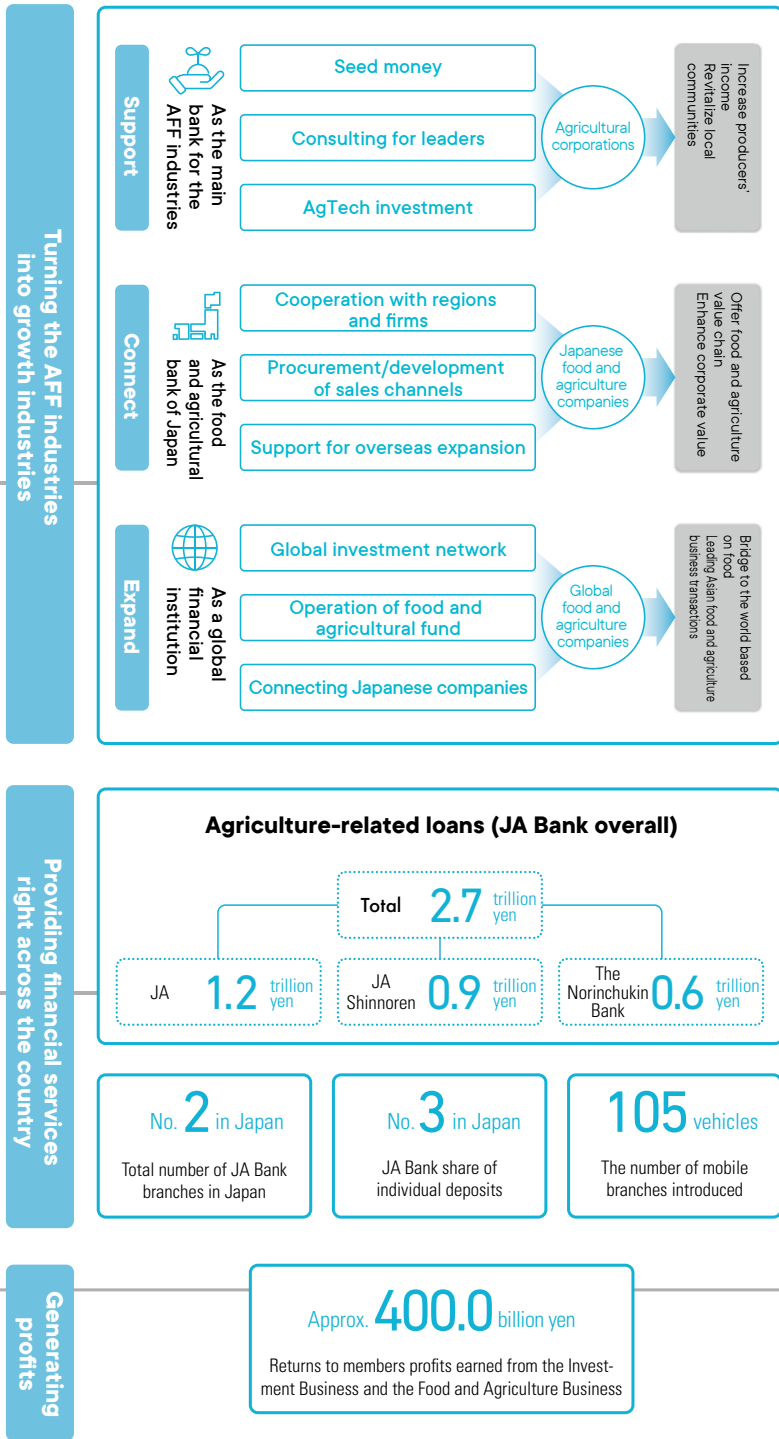
Facilitating funding for cooperative organizations → Supporting the advancement of the AFF industries → Contributing to the development of the nation's economy

Value Creation Model

Business Achievements

Value Provided to Society

OUTPUT Business achievements related to the AFF industries



Value provided to local communities, inhabitants and national land through collaboration with the cooperative system

- Turning the AFF industries into sustainable growth industries
- Stable supply of safe and secure food
- Revitalizing the infrastructure in rural areas
- Preserving local diversity
- Protecting the land and marine environment
- Developing the economy through the AFF industries

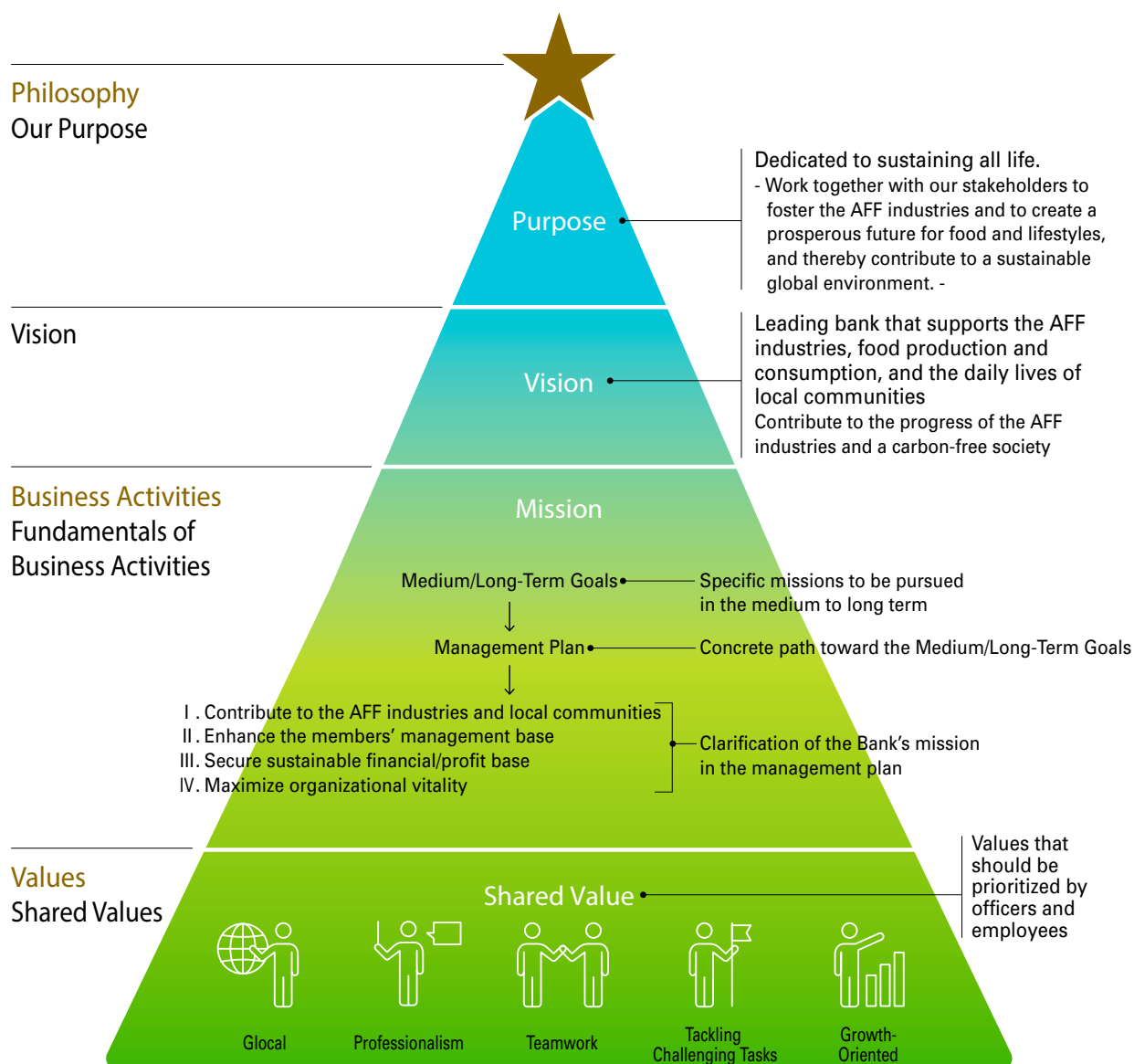


Our Purpose and Vision

→ Refer page 16

Sustainability Management

To realize the vision of The Norinchukin Bank for 2050,
we must preserve what should be preserved and change what needs to be changed—
We will strengthen our measures to improve the sustainability of the environment, society and people.



Stakeholders:

Members (JA, JF and JForest)/individual cooperative members (i.e., people working in the AFF industries); our clients (deposit and savings, loans) including AFF-related companies; local communities; business partners in the Bank's entire operation including financial institutions, market participants and contractors; governments and municipalities; and employees

Efforts to improve sustainability are accelerating and expanding on a global scale. The Norinchukin Bank needs to further strengthen its measures for the sustainability of the AFF industries, which is the foundation of the Bank; the environment, local communities and people, which support these industries; and the Bank itself, which supports all of those.

To address this situation, in this fiscal year, we renewed our ideas to strengthen sustainability management in the management plan. Looking to a vision of the world as far as 30 years ahead, we have set our Purpose. To achieve the Purpose, the Bank's vision was determined. Toward realizing our Purpose and vision, we will clarify the details of the Medium-Term Management Plan and the Medium/Long-Term Goals, all of which are shared by officers and employees of the Bank. Anticipating the 100th anniversary of the Bank in two years, we are about to step into the next 100 years of the Bank's history. Now is the time to clarify what to preserve and change.

To Further Evolve the Unique Sustainability Management by The Norinchukin Bank

This fiscal year, we have initiated a policy to put more focus on sustainability management. In fact, The Norinchukin Bank has already been working to improve the sustainability of the AFF industries and cooperative organizations, local communities, nature and the environment.

In Japan, the Bank is deeply involved with the AFF industries, local communities and environment. Overseas, the Bank invests in resource development via project finance. Likewise, a large part of the Bank's operations inherently has a direct link to sustainability. Moreover, in fiscal 2017 the Bank announced its brand message "Dedicated to sustaining all life." The Medium-Term Management Plan (FY2019–FY2023), which started in fiscal 2019 (see page 23), includes measures to improve the sustainability of the AFF industries and cooperative organizations.

That said, given the increasingly high social demand to improve sustainability in broad fields, various companies and financial institutions are taking measures to address such demand at an accelerated pace worldwide. We, too, are responding to the concern rising inside the Bank such as "Is it really OK to keep doing what we are doing, only extending our current initiatives?" The Bank launched a full-scale discussion on this matter in fiscal 2020, resulting in the recent announcement on sustainability management reinforcement measures.

To formulate these measures, we had discussions at workshops with officers and employees of each tier and solicited opinions from throughout the Bank. In addition, we received opinions from outside experts concerning people's expectations of The Norinchukin Bank and

what the Bank can do more, etc. As this discussion is about redefining the vision of the Bank looking ahead 30–50 years, we took a different decision-making approach rather than relying solely on internal management. Such a process we believe, highly meaningful.

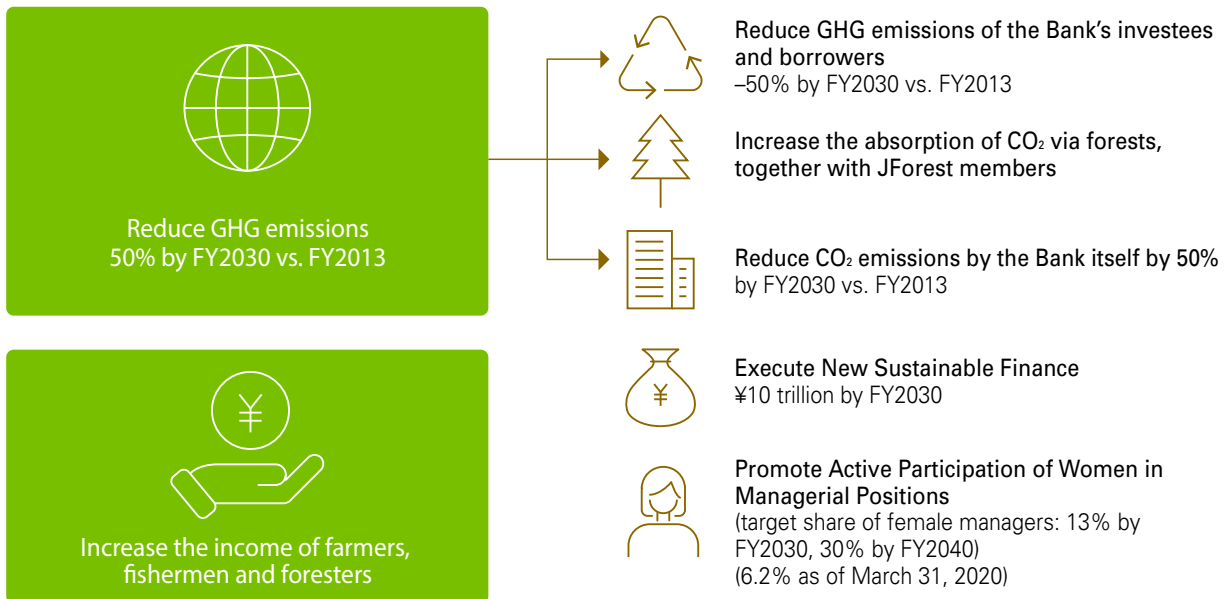
Through wide-ranging discussions, we were able to define the Purpose and vision of the Bank, from which the Medium/Long-Term Goals were derived. To achieve these goals, however, specific processes need to be configured for each operational site. I want fiscal 2021 to be a year in which each officer and employee understands the Bank's Purpose and Medium/Long-Term Goals as his/her "own mission" and applies that to their respective operations, thereby disseminating sustainability management.

Because the area of sustainability is evolving daily, we might need to review on our initiative periodically considering societal trends. We must be alert to such evolution and update the Bank's sustainability management accordingly. Sharing our goals with not only officers and employees but also stakeholders we will work together to improve sustainability.



KITABAYASHI Taro
 Managing Executive Officer
 Chief Human Resource Officer
 Chief Administrative Officer
 Chief Strategy Officer

The Norinchukin Bank's Medium/Long-Term Goals



Reason for Setting Sustainability Management as the Bank's Frontline Agenda

The Bank operates the financial business, which does not emit a large volume of CO₂. The Bank's business foundation is the AFF industries, which have an inseparable tie with environment. Due to these factors, the Bank has a high affinity with sustainability. Why does the Bank dare to set "sustainability management" as its frontline agenda? We interviewed BANDO Mariko (Chancellor of Showa Women's University), who serves as a Supervisory Committee member of the Bank, and two employees who are responsible for the planning and practice of sustainability management.



BANDO Mariko
Chancellor of Showa Women's University
Supervisory Committee Member of The Norinchukin Bank



ITO Kayo
Senior Manager,
Sustainability Management Department,
Corporate Planning Division



SAKURAGI Takamichi
Vice President,
Global Macro Strategy Markets Division,
Global Investments

—What do you think about the measures taken by Japanese companies and the trend of the overall economy during a year hit by the COVID-19 pandemic?

BANDO: Not only companies with worsened performance due to the spread of infection but also companies with higher performance are still figuring out what to do. Because of the broad range of changes, companies are taking ad hoc measures to address the immediate needs at operational sites. In this rapidly changing environment, it is difficult to have a sweeping vision about what can be done by the organization as a whole or which direction to take. I have the impression that society is spinning in a giant whirlpool.

—The Norinchukin Bank is also in the same giant whirlpool. Tell us your thoughts about the measures taken by the Bank during fiscal 2020.

BANDO: From a long-term perspective, companies for many years have seen significant changes in the global environment and progress in the informational society. Such changes have been accelerated by the COVID-19 pandemic. At The Norinchukin Bank as well, in recent two years, Mr. Oku, President & Chief Executive Officer, has been waving the flag of "Catch the Winds of Change," asking his employees to catch up with and overtake the changes and take the lead on change, the Bank's traditional ways of thinking and operation were changing. Then the pandemic hit, and that became an emergency issue to address at each operational site. President Oku's leadership and risk awareness, which does not accept maintaining the status quo, was shared throughout the Bank and implementation of such changes was accelerated in fiscal 2020.

—You mentioned "traditional" Norinchukin. What is the image of the traditional Norinchukin?

BANDO: In the financial world, the prevalent image of The Norinchukin Bank is a "bank in charge of managing JA's fund." Actually, the staff working in investments are doing really well, producing high performance. Moreover, today, I believe that the Bank is being requested to utilize its entrusted fund and accumulated knowledge for a broad range of objectives as its social role.

—In this fiscal year, the Bank has announced its vision from the perspective of sustainability management. This can be one of the "broad range of objectives" that you mentioned. What do you think of this policy?

BANDO: The policy is a reclarification of the Bank's mission. The Bank inherently has its foundation as



BANDO Mariko

From Toyama, Japan. Graduated from Faculty of Letters, University of Tokyo, in 1969. Joined the predecessor organization of the Cabinet Office of Japan. Held various posts including Vice-Governor of Saitama Prefecture, Director General of the Gender Equality Bureau, Cabinet Office of Japan. Chancellor of Showa Women's University since 2014. Supervisory Committee member of the Bank since 2017.

a financial institution. The Bank is connected to the environment and society in many forms via investments and agricultural and food businesses. It can be said that all operations the Bank conducts are directly related to the SDGs and sustainability.

The Bank's employees might feel, "Isn't this just common sense? There's no need to say such a thing." However, we are in times when we need to express such common sense in clear terms.

Continuing Change to Maintain Operations

—As the times change, The Norinkchukin Bank also changes. Ms. Ito, you have engaged in planning for sustainability management. Your thoughts, please.

ITO: There are some focal points in working on sustainability management. One is strengthening sustainable finance. Amid the ongoing progress of global initiatives to address climate change, including the Paris Agreement, there is increasing pressure on financial institutions to choose environment-friendly investments and finance. The Norinchukin Bank needs to keep up with this trend.

—In sustainable finance, there is increasing emphasis on the environmental factors in selecting investment targets. I think this may lead to a change in The Norinchukin Bank's corporate culture. Mr. Sakuragi, you have overseen sustainable finance. What are your thoughts?

SAKURAGI: In the investment division, investment targets used to be evaluated only on the two axes: return and risk. Now, another evaluation axis has been added: "Can this investment deliver positive impact for the environment and society? Will this investment have a negative impact? If yes, can that impact be controlled?" The concept of evaluation based on these three axes has started to be disseminated gradually.

Two axes-based investment judgment was not easy. Because return is a key premise for investments and loans even if another axis is added, decision-making based on these three axes becomes more difficult, to be frank. However, as ESG investments progress, money will accrue at sustainable companies, which will eventually come back to us as investment returns. I believe in such a positive cycle.

BANDO: That's right. It might take a while for companies conducting environment/society-friendly activities to achieve profitability. Some companies creating and practically applying new technologies and business models that contribute to the environment and

society could grow big. There is such a possibility.

It is impossible to discover such a growth company with 100% accuracy. Even diversified investments have a certain degree of risk. Therefore, at The Norinchukin Bank, it might be challenging to balance that with stable investment management. Nowadays, if the Bank financed coal thermal power generation, we would be criticized by society. In such times, it is the mission of everyone working at The Norinchukin Bank to consider not only returns but also the impact on society and the environment. I hope everyone at the Bank is on the same page.

SAKURAGI: That is right. I think such consensus is linked to our mission and society's expectations from The Norinchukin Bank.

BANDO: Aiming for a carbon-free society, it is effective for consumers and companies to switch to renewable energies and reduce energy consumption. It is also meaningful for financial institutions to screen investment targets from the perspective of carbon-free society. Influencing others through investments and finance is becoming a major role of financial institutions.

SAKURAGI: External business partners often say to me, "The Norinchukin Bank is the incarnation of ESG investments and sustainable finance." I would like to contribute to the sophistication of sustainability management through my efforts in sustainable finance to help fulfill The Norinchukin Bank's role as a financial institution.

—Earlier, Ms. Ito said there are some focal points in measures for sustainability management. What are the other points?

ITO: The second point is the maintenance and improvement of sustainability in the AFF industries, which is the foundation of The Norinchukin Bank's business. The funds managed by The Norinchukin Bank comes from savings entrusted by farmers, fishermen and foresters. However, the villages of farmers, fishermen and foresters have problems such as depopulation, workers' aging and a shortage of business leaders. The AFF industries also have an aspect of posing a certain burden on the environment. We intend to contribute to solving such issues, improving the income of producers and strengthening those local communities.

BANDO: The sustainability of the AFF industries and the villages of farmers, fishermen and foresters is a challenging but important theme. There are two aspects: one that needs to change to address significant changes and the other that should be maintained without change. To increase the income of producers, it is essential to provide support that allows small to medium-scale business operators to maintain their operations. On the other hand, we need to work to make their management scale larger as well.

In addition, there is the question of whether a large-scale agricultural operation poses a larger burden to the environment. If that is the case, we might think about maintaining small-scale farming as a passion or a side business rather than helping to expand the business scale. The AFF industries have multifaceted functions and effects such as environmental benefits, disaster prevention, education and welfare. Maintaining and developing such aspects of these industries leads to the realization of sustainability.



—In sustainable management, The Norinchukin Bank aims to improve the diversity of employees, doesn't it?

ITO: Yes. Diversity is a focal point in building the organization of The Norinchukin Bank in its pursuit of sustainability management.

BANDO: Diversity is crucial. Traditional Japanese companies operated with similar staff staying together in the same communities/networks for a long time. In the current era of significant changes, collaboration among people with different experiences and value sharing the same mission creates a powerful force and helps to get things done faster. Given the merits of diversity, a work environment where diverse people can engage in diverse work styles becomes essential.

—Ms. Bando, you have worked on gender equality in the workplace since you were a bureaucrat.

BANDO: Yes, I have. After retiring from the Cabinet Office, I served as Chairman of the Rural Women Empowerment and Life Improvement Association, an incorporate association, working to improve women's participation in the AFF industries. Although women's status used to be low in the villages of farmers, fishermen and foresters decades ago, women have played important roles. The Norinchukin Bank, too, has a related issue to overcome, as reflected in the inclusion of a goal to increase the ratio of female managers in its Medium/Long-Term Goals. If The Norinchukin Bank changes, the entire cooperative system will change, which will lead to a change in the villages of farmers, fishermen and foresters. I would appreciate your efforts toward diversity with such awareness.

Convert What We Have to Do into What We Are Eager to Do

—The FY2021 Management Plan includes the Purpose and vision of The Norinchukin Bank (see page 16) based on the perspective of sustainability management. How do you evaluate the plan, Ms. Bando?

BANDO: The Norinchukin Bank's mission is clarified in the Management Plan. The Management Plan is highly significant from the aspect of employees' work styles as well. Today, it is important for the workplace to allow employees to fully engage in a mission that they want to accomplish. A healthy work style is tackling an issue for which one thinks he/she should do rather than working on an assigned task because he/she was ordered to do so. Considering the Bank's significant impact on society, The Norinchukin Bank is a good organization from the aspect of building a healthy workplace. At The Norinchukin Bank, it is easy for employees to feel that they are working for



society, people and the environment. The purpose and vision in the Management Plan have made it easy to understand why The Norinchukin Bank and its employees are working.

ITO: If diverse people who agree with the Purpose of The Norinchukin Bank gather and work together to realize their goals, such collaboration will lead to improving diversity as well. I rediscovered the multifaceted roles of the Bank's Purpose. Thank you so much.

BANDO: It is important that each employee engage with a belief in the Bank's Purpose as his/her own mission.

—What do you think we need to address to move forward in the direction shown in the Bank's Purpose/vision and the Medium/Long-Term Goals?

BANDO: I think we should show specific examples of sustainable management successes. Even if the scale is small, a substantial result in investments or support for agricultural ventures would accelerate changes in the motivation/morale of officers and employees. By introducing successful experiences not only outside but also within the Bank, the staff would be motivated and feel proud of such success. Although Japanese organizations tend to dislike talking about their own success, such as "we don't have to advertise ourselves," I think that is an old way of thinking. The Norinchukin Bank should share its success stories of sustainability management inside the Bank first.

Breaking through such barriers as "we cannot do this" or "it is too difficult" is the first step to change. Sustainability management can be used as a new flagship Purpose/mission to take on new projects and transform The Norinchukin Bank.

Our Features

Constant Mission over 98 Years:
Transforming Itself to Meet the Needs of the Times

1923-

Meeting the demand for funding in the AFF industries before and after World War II

Launched as the central bank for Japan's industrial cooperatives Supporting producers with financial services, including loans, through cooperative organizations with the spirit of helping one another



Japan's AFF industries faced a shortage of funds before and after World War II until Japan's era of high economic growth. Aiming to solve that issue, The Norinchukin Bank was established in 1923. As the central body for AFF cooperative organizations, The Norinchukin Bank has supplied funds to AFF cooperatives throughout Japan to provide loans to producers and met the demand for large-scale funding beyond the capacity of individual cooperatives. The basis of these actions stems from our spirit of helping one another— "one for all, all for one."

1970-

In light of the increase in JA Savings due to economic growth

Extending loans and investments into wider financial markets in addition to the AFF industries in response to the needs of the times



Since the 1970s, when savings deposited by individual members and local users increased considerably, we have been meeting Japan's strong demand for funds through loans and investments for companies related to the AFF industries, the supply of funds to Japan's short-term capital markets, and investment in Japanese government bonds. Moreover, from the latter half of the 1990s, we quickly moved into top gear on globally diversified investments in global financial markets. We have returned stable earnings to members as JA, JF and JForest even in a low interest rate environment.

2016-

A bridge between the AFF industries and the business community



Amid the ongoing significant changes in the nation's needs for the AFF industries, we believe that the delivery of safe and secure domestic produce, which consumers, restaurants and food companies want, will pave the way to turning the AFF industries into growth industries. Leveraging our deep ties with producers and longstanding business relationships with companies related to the AFF industries, we intend to "build" bridges between primary industry and secondary and tertiary industries. In 2016, we had a full-scale launch of such an initiative. Our Food and Agriculture Business offers diverse solutions to both producers and consumers.

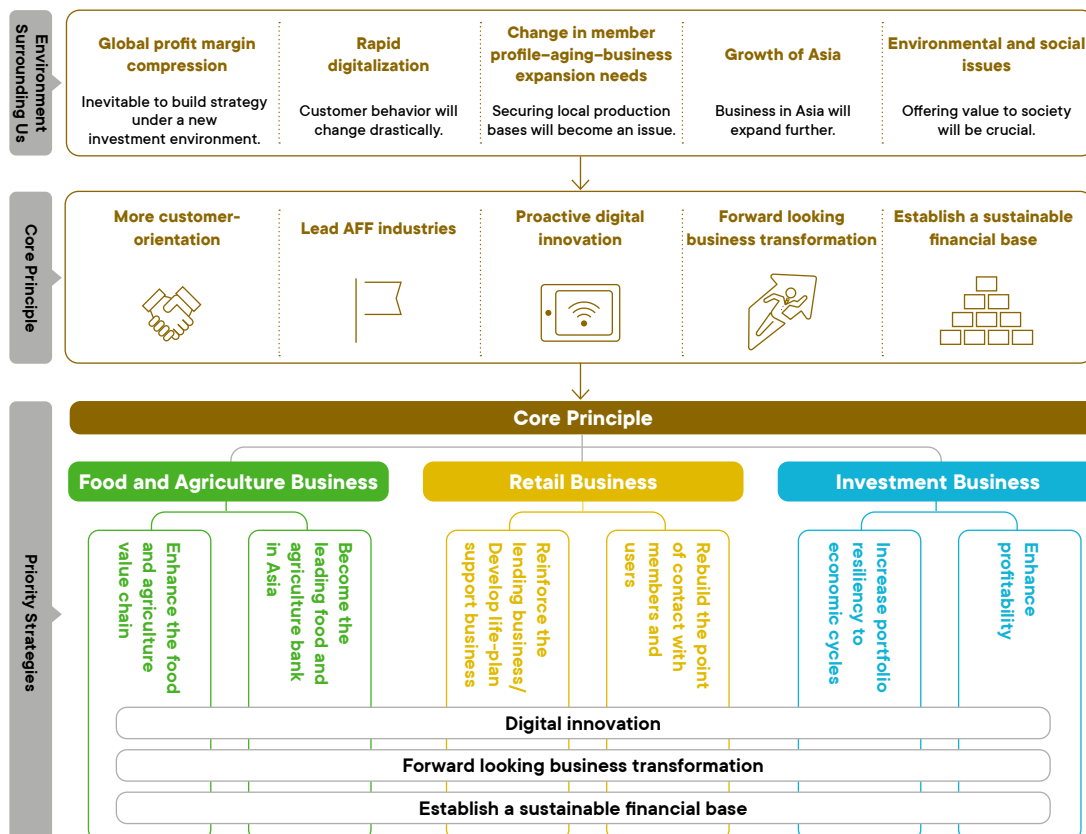
Since its establishment in 1923, The Norinchukin Bank has been managed under special legislation, initially, as the central bank for Japan's industrial cooperatives, "Sangyo Kumiai," and subsequently via the Norinchukin Bank Act.

It is a cooperative private financial institution with a clear mission to "contribute to the development of the nation's economy by supporting the advancement of Japan's AFF industries by providing financial services for the members of the AFF cooperative system."

Since its establishment, we have continued to provide support for everyone engaged in the AFF industries for 98 years while constantly transforming in line with changes in the environment surrounding the AFF industries.

2019-

Catch the Winds of Change. Create New Value.



We believe that non-continuous changes will occur. In such a situation, we need to optimize our operation to meet customer expectations and continue value creation. Looking ahead, we reviewed our current operations thoroughly and are now focused on achieving the five-year Medium-Term Management Plan (FY2019-FY2023), "Catch the Winds of Change. Create New Value." to change our approach in conducting business and achieve significant innovation.





Three Value-Creating Businesses

The Norinchukin Bank continues to offer various kinds of value to local communities, residents and national land via collaboration with cooperative organizations consisting of JA, JF and JForest. Such value is created by our three businesses.

The three businesses are the Food and Agriculture Business to support, connect, and expand the food and agriculture value chain; the Retail Business to provide various financial functions as a member of JA Bank and JF Marine Bank; the Investment Business to ensure the stable return of profits via sophisticated fund management through globally diversified investments.

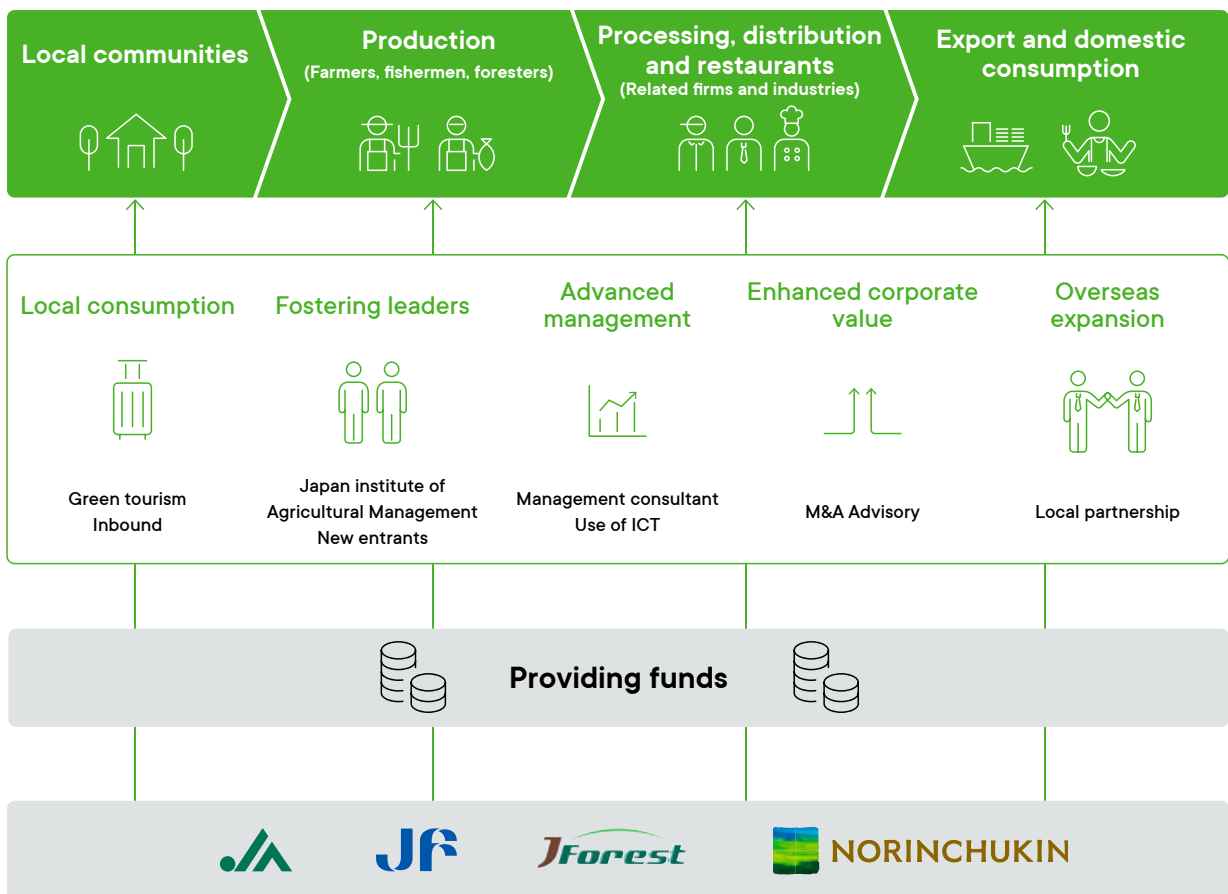




Food and Agriculture Business

Aiming to be the “First Call Bank” in the Food and Agriculture Value Chain

Enhance the food and agriculture value chain



Aiming to become a leading food and agriculture bank in Asia by supporting and connecting people, organizations and corporations and expanding their networks

We established the Food and Agriculture Business as one of the new pillars of our businesses in fiscal 2016.

We will add value to the entire food and agriculture value chain covering the upstream (production), midstream (food-related industries such as processing, distribution and restaurants) and downstream (domestic and overseas consumption).

We provide not only loans and investments but also

support to expand consumption in local communities and increase exports, help develop agricultural leaders, and offer management consulting and M&A advisory services, thereby performing three functions: “support,” “connect” and “expand.” Our goals are to become the “First Call Bank” that all those in the food and agriculture value chain call on first and a leading food and agriculture bank in Asia that grows with our customers.

Voice

Food and Agriculture Business is the top priority of The Norinchukin Bank. We turn the crises of the AFF industries into opportunities.

For a financial institution based on the AFF industries, the Food and Agriculture Business is a top priority issue because it concerns an extensive range of people from producers to processors, distributors, retailers and consumers. Directly linked to the raison d'être of The Norinchukin Bank, the Food and Agriculture Business is a truly exciting business to work with.

The spread of COVID-19 had a serious impact on restaurant and inbound-related businesses, which also affected the producers who were supplying produce to those businesses. To those producers, we have provided support in cooperation with JA and JF at each locality, such as introducing new sales channels and providing emergency loans to secure their cash flow.

In addition to these crisis-response efforts, we address an increasing number of cases every year seeking solutions to the problems of specific regions or business operators, with good results. This fiscal year, income improvement for workers in the AFF industries has been included in the medium- to long-term goals for the reinforcement of sustainability management. Achieving this goal could increase successors and improve the sustainability of these industries, to which we will enhance our commitment through the Food and Agriculture Business.

To achieve that, value chain reinforcement is imperative. We will step up efforts to promote consulting and loans/investments to facilitate the growth of players operating at various stages of the chain, such as producers including agricultural corporations, AgTech companies that support production and processing/distribution business operators. Last fiscal year, we invested in

FamilyMart jointly with JA Zen-Noh and ITOCHU to realize a business alliance. Enabling such a big expansion of sales channels is a role for The Norinchukin Bank, and we will engage in further efforts to promote exports.

In the two years I was in charge of the Kanto/Koshin district until last fiscal year, I saw many vibrant agricultural corporations achieve growth, being closely supported by The Norinchukin Bank and local JA staff. Japan's AFF industries face difficult times, but that can also lead to changes. Now is the time when they can turn crises into opportunities.

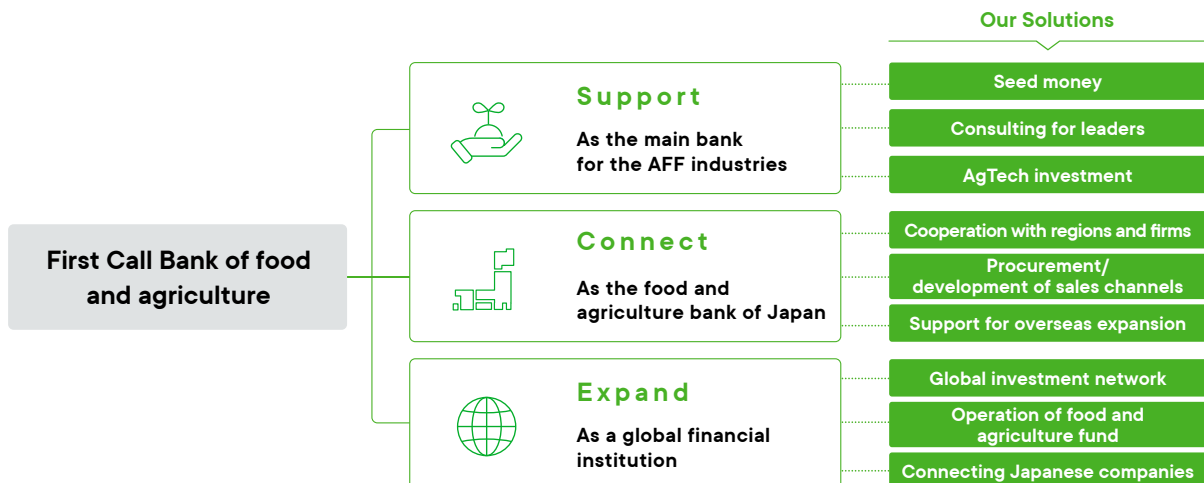
Food and agricultural industries have many stakeholders with various ideas and opinions. To ensure change, it is important to have ongoing communication. The Bank's establishment of an advisory board, consisting of seven outside intellectuals versed in a wide range of fields, is designed to draw attention to different ideas and opinions.

Our efforts satisfy the recipients of our loans and investments and eventually make the consumers happy. Which then makes us happy. That's the cycle we want to establish through the Food and Agriculture Business.



YAGI Masanobu
Representative Director
and Managing Executive Officer
Member of the Board of Directors

The leading food and agriculture bank in Asia



Case Studies of Our Food and Agriculture Business



Collaboration with Leading Companies and Local Companies

01



Smart Agriculture Revives the *Shishito* of Kochi, Supporting the Entry of Shikoku Electric Power Company into the Agriculture Business

Despite being a local specialty of Kochi, the production of *shishito* has been on the decline due to the considerable effort required to grow it. Through efforts to develop labor-saving technologies at its affiliated laboratory, Shikoku Electric Power Company set up an agricultural subsidiary, Aitosa Corporation, and embarked on growing hydroponic *shishito*.

In addition to capital subscription, The Norinchukin Bank provides multifaceted support, including collaboration with local governments and JA Kochi and further looks to provide assistance for cooperation with ventures specializing in advanced agricultural technologies.

02



Producing Lettuce for Commercial Use at a Vegetable Factory in Tandem with Hokuriku Electric Power Company and Taikisha

Working on indoor production of vegetables to utilize electricity, Hokuriku Electric Power Company established FreDelish, a subsidiary for producing lettuce for commercial use in Tsuruga City, Fukui Prefecture, jointly with Taikisha, which offers vegetable factory solutions. The Norinchukin Bank provides capital subscription and its expertise on the Food and Agriculture Business to support the company's production and sales of lettuce under the Puri-na brand. Shipment of lettuce will begin in the winter of this year.

03



Concluded Capital and Business Alliances with FamilyMart, Providing Support in Regional Revitalization and Finance/Information

Capital and business alliances were concluded among four parties—FamilyMart, JA Zen-Noh, ITOCHU and The Norinchukin Bank—to develop stores and products, facilitate sales and exports of domestically produced agricultural and livestock products, and seek business collaboration in the finance, information and digital fields. Through these alliances, we will create new business models by leveraging the four companies' managerial resources to improve convenience and increase the range and quality of services, thereby contributing to the vitalization of local communities.

Support for Restoration following the Great East Japan Earthquake

04



Investing to Restore Broiler Breeding, Contributing to Job Creation and Circular Agriculture

The Norinchukin Bank invested in Ozasa Farm, which started breeding broilers in Katsurao Village, Fukushima Prefecture, where poultry farmers in the village were shut down due to the Fukushima Daiichi Nuclear Power Plant accident. The farm started business in April of last year and has since bred 108,000 chickens in six poultry houses at two locations in the village. Efforts are under way to create employment for returning villagers, use feed rice produced by neighboring farmers and make fertilizer from chicken manure.

05



Promoting Overseas Sales of Rice Balls Utilizing a Chicken Brand that Suffered Sluggish Sales due to the COVID-19 Pandemic

"Meat Gorot Onigiri" from Date Bussan (Head Office: Date City, Fukushima Prefecture) won an award in Japan in the rice ball category of the "Bento and Prepared Meal Awards 2019." When this major hit product was exhibited for the first time overseas at the "Fukushima Pride. Fair in Hong Kong," which was sponsored by Fukushima Prefecture, The Norinchukin Bank supported it in many ways such as through business matching in collaboration with its Fukushima branch and Hong Kong (China) Representative office.

06



Delivering Fresh Fish from Fukushima to Tokyo via JR East, Supporting a Trial Transport from the Stage of Planning

The Fukushima Prefectural Federation of Fisheries Co-operative Associations, in collaboration with the JR East Group, conducted a trial transport of fresh fish by express trains and highway buses. By delivering the fish to restaurants at stations in central Tokyo while maintaining high freshness, the Federation promoted the tastiness and safety of "Fukushima Joban Mono" seafood and used that as a foothold to expand sales channels. The Norinchukin Bank provided full support from planning to coordinating related parties and subsidizing expenses.

Five years having passed since its launch in FY2016, our Food and Agriculture Business has demonstrated significant performance of its functions to “Connect,” “Expand” and “Support” in Japan and overseas.

Examples of the business are described along the lines of four themes.

Local Specialties Branding/Sales Channels Expansion

07



Photo: Hokkaido Government Shiribeshi General Subprefectural Bureau

Financed a New Agricultural Corporation Launched by Hokkaido Wine, while Supporting Its Efforts to Activate Regional Communities

Jointly with North Pacific Bank and Japan Finance Corporation, The Norinchukin Bank invested¹ in and financed Shiribeshi Vineyard, a company newly launched by the Hokkaido Wine Group. The company started planting brewers' grapes in 2021 and plans to start harvesting them in the fall of 2024. The company, which also plans to take over the neighboring agricultural land and pass on technology to those who wish to start farming, is expected to be a leader in regional revitalization.

08



Okinawan Coffee Suffers Damage from the COVID-19 Pandemic, Support with an Eye on the Post-Recovery Period

Matayoshi Coffee Farm is engaged in growing and processing coffee beans and coffee farm tourism in the northern part of the main island of Okinawa. The Norinchukin Bank invested¹ in the company, which had been affected by the sluggish tourism business. This is the first case of investment in Japan for the purpose of reconstruction from the COVID-19 disaster through a reconstruction fund. We will also provide support for the post-reconstruction period, such as expanding sales channels, strengthening cooperation among producers in the prefecture, and introducing machinery and equipment.

09



Photo: THE JAPAN AGRICULTURAL NEWS

In Awa, Chiba Prefecture, the Birthplace of Japanese Dairy Farming, a New 400-Cow Ranch Was Launched

The Awa area in Chiba Prefecture—the birthplace of Japanese dairy farming—faces such challenges as a shortage of successors and an aging population. For SO-up, a company founded by dairy farmers aiming for dairy reconstruction, The Norinchukin Bank has formulated management plans and provided loans and investments¹ in collaboration with Snow Brand Seed, Japan Finance Corporation and Chiba Milk Agricultural Cooperative since FY2017. In December 2020, the company started an advanced milking business at the new ranch with 400 cows.

Contribution to the Food and Agriculture Value Chain

10



Cookpad's Fresh Foods e-Commerce Wide Range of Support from Upstream to Downstream

A leading online recipe website, “Cookpad,” operates “Cookpad Mart,” a fresh food e-commerce (EC) business, and The Norinchukin Bank provides support to get the business on track. By realizing collaboration between upstream (e.g., JA, agricultural corporations), midstream (e.g., refrigerator leasing companies) and downstream (e.g., railway companies that put product receiving lockers at their stations), we contributed to the construction of an online supermarket platform. We also provided a loan to Cookpad—the first loan it received from a financial institution.

11



We Invested in the Company Operating the Largest *Sancho* App “Pocket Marche” Support Is Also Given in the Form of Farmer Networking

The Norinchukin Bank invested² in Pocket Marche, the developer of one of Japan's largest online market apps for *Sancho*, or the direct delivery of agricultural and fishery products from the farm. As the company endeavors to “realize a society of mutual assistance” by connecting producers and consumers, we not only provide capital subscription but also extend such support as producer networking. In addition, we offer collaboration toward the solution of environmental and social issues such as food loss reduction, resource protection and regional development.

12



Contributing to the Expansion of Domestic Soybean Production and Consumption by Investing in a Developer and Manufacturer of Plant-Based Meat Made from Germinated Soybeans

Plant-based meat has attracted attention against the background of a protein crisis and ethical consumption. The Norinchukin Bank invested² in DAIZ, which develops and manufactures plant-based meat. The company's MIRACLE MEAT uses sprouted soybeans instead of oil-squeezed soybeans and features high nutritional value and a taste and texture similar to meat. With an increase in sales channels, domestic soybeans will likely see growing consumption and production.

1. The investment was made by The Agribusiness Investment & Consultation Co., Ltd., a company jointly established by the JA Group, including The Norinchukin Bank, and Japan Finance Corporation to stabilize the financial base of agricultural corporations and affiliated companies. The reconstruction fund is also operated by the company.

2. The investment was made from the “F&A (Food and Agri) Growth Industry Investment Facility” set by The Norinchukin Bank to support the enhancement of added value and international competitiveness of Japan's AFF industries.

There Are So Many Things That the Food

KOBAYASHI **HAYASHI**
Eizo **Mikako**

KOBAYASHI: It was my pleasure meeting you at the recent Advisory Board meeting.

HAYASHI: I appreciate that. It's a pity that we have to meet online again today, but I'm glad to see you. First, I would again like to introduce myself. I graduated from the faculty of agriculture. After joining the TV station, with a dream of becoming a correspondent familiar with agriculture, I traveled to rural areas throughout Japan, including Hokkaido. I'm continuing efforts to spread information about Japan's agriculture in a proactive manner. In that process, I was able to connect with The Norinchukin Bank and had the honor of joining the Advisory Board when it was launched this fiscal year.

KOBAYASHI: I'm from Fukui Prefecture, and my parents engaged in rice and other farming. Even after I entered university and got a job away from my hometown, I would help with the farming during long holidays. At ITOCHU, I was far removed from agriculture,

engaging in advanced technologies and venture investment. However, my involvement in the AFF industries has deepened through my experience working on agricultural policy issues at Keidanren and taking part in the discussions concerning the Trans-Pacific Partnership (TPP) and JA reform. At The Norinchukin Bank, I am a member of the Supervisory Committee, which is like the position of an outside director. I am not at all a professional but rather an amateur on food and agriculture.

HAYASHI: Not an amateur at all. [laughs] On the Advisory Board are people from a wide range of fields, including a producer, a retail venture and a journalist. It is a truly valuable opportunity to listen to different opinions and have discussions.

KOBAYASHI: I don't think the establishment of the Advisory Board was too early. It should have been launched much earlier. [laughs] Given the diversity of professional backgrounds among the Board mem-



I want to turn Japan's agriculture into a "strong and competitive industry."

KOBAYASHI Eizo, Director Emeritus of ITOCHU Corporation. Born in Fukui Prefecture in 1949, graduated from the School of Engineering Science, Osaka University in 1972, and joined ITOCHU Corporation, where he engaged in the electronics and information businesses. Following postings in Hong Kong and the United States, he took the position of Chief Information Officer, then President in 2004 and Chairman in 2010. He has been in his current position since 2020. He became a member of The Norinchukin Bank's Supervisory Committee in 2020.

and Agriculture Business Can and Should Do

From production to consumption, rural areas to cities, and Japan to the world. The Norinchukin Bank's Food and Agriculture Business connects and covers every aspect of food and agriculture, and every person and every organization working therefor. Now that five years have passed since the business started in fiscal 2016, how far has it progressed and what is waiting in the future? Two members of the Advisory Board, which was newly established this fiscal year, freely talk about the past, present and future of the Food and Agriculture Business.

bers, various serious issues surface, and it's good not to forcibly narrow them. The production volume of Japanese agriculture is now only 1% of GDP. It is my proposition and dream to turn this into a real industry. To realize that, there are many problems to overcome, which cannot be narrowed into one.

HAYASHI: Unlike a meeting where each person speaks once in turn, you can speak freely at meetings of the Advisory Board. I am the only woman among the seven members, so I talk about the activities of women in the AFF industries.

KOBAYASHI: Because I have been President of JFOODO (The Japan Food Product Overseas Promotion Center) since fiscal 2017, working to expand exports, I speak a lot on those issues. Hokkaido's scallops, for example. In the case of Japan's export of scallops, all we do in Japan is cultivate, freeze and ship them to China. It is in China where they are processed into dried scallops for export to the United

States. If we could do that in Japan, the selling price would rise and employment would increase. That's exactly the kind of AFFriinnovation we want, but it cannot be achieved by the primary industry alone, requiring collaboration with secondary and tertiary industries.

HAYASHI: Even in the Food and Agriculture Business, we have seen many cases of product development, but successful cases of selling are rare. We need to cooperate not only with the secondary industry but also the tertiary industry.

KOBAYASHI: A key to the Food and Agriculture Business is the value chain. The reason why Japanese manufacturing has become stronger is that we have been able to build a value chain that is consistent throughout the fields of raw materials to parts, manufacturing, distribution and sales. In the business of food and agriculture, such a system has not yet been created, but I expect that The Norinchukin Bank will



Individual technologies are advanced, but collaboration is left behind.

HAYASHI Mikako, Ph.D. Project Professor, Graduate School of SDM, Keio University. Born in Hokkaido, graduated from the School of Agriculture, Hokkaido University in 1976. After working as a staff announcer for Sapporo Television Broadcasting, she has been a Special Research Professor in the Graduate School of System Design and Management, Keio University, since 2008, and serves as a visiting professor at the Research Faculty of Agriculture, Hokkaido University. Her books include *Let's Enjoy Rural Areas*.



There is a reason why revitalization of the primary industry is indispensable in Japan.

be able to do this. Because the chain is extensive from upstream to downstream, involving many players, there is much to do.

HAYASHI: The Netherlands and Spain have already realized IT-based overall optimization of logistics in the agricultural field. In Japan, individual technologies in such areas as IoT, AI and robots are advanced, but it is difficult to connect them and achieve overall systematization. Why is that? Bureaucratic sectionalism might be one reason.

KOBAYASHI: For example, if you set a goal of doubling the total output of agriculture, the goal could not be achieved only with the efforts of the agricultural industry. Collaboration with players in the production, processing, distribution and sales fields is essential.

HAYASHI: I agree.

KOBAYASHI: As you said, there are many wonderful technologies in Japan. For example, an IT company is doing something interesting in the agricultural sector. Starting with the question of why pesticides

are used extensively in soybean fields, they monitored pests using an IoT terminal, analyzed their moves with AI and found that the pests are attracted by light. They developed a solution in which the pests are guided by light to a bank outside the fields, where they are killed with pesticides.

HAYASHI: How wonderful!

KOBAYASHI: Yes. Japan's agriculture has many problems such as the pesticides in soybean fields, and there are many technologies that can help solve them. What is important is to make a connection between the challenges, solutions and technologies. Just like constructing a value chain. The Norinchukin Bank should be able to lead that aggressively.

HAYASHI: As a member of the EU, the U.K. had long operated its agricultural industry under the Common Agricultural Policy (CAP). The exit from the EU, however, has brought changes to the U.K.'s agriculture as that policy is no longer in place, and there is an increasing number of agricultural start-ups. I think that the phenomenon of growing innovative investments in changing rural areas rather than mature urban areas will be occurring in other developed countries as well. The Norinchukin Bank, too, is investing in venture companies in such fields as distribution and AgTech in the Food and Agriculture Business.

KOBAYASHI: When you hear Silicon Valley, you have the image of a place that gives birth to new and amazing technologies. However, it is actually a place where you can see many cases of successful matching between problems to be solved and technologies to solve them, which attracts much investment. The Norinchukin Bank's venture investment is also aimed at matching issues and solutions, and I see great potential there.

HAYASHI: Let me mention another case in the Netherlands where vegetable factories grow tomatoes using CO₂ emitted from manufacturing factories, which represents collaboration between the primary and secondary industries. It is my strong desire that this kind of innovation will increasingly occur in Japan. Sorry to keep pushing The Norinchukin Bank, though. [laughs]

KOBAYASHI: I expect The Norinchukin Bank will probably produce visible results in the Food and Agriculture Business in the foreseeable future, and successful cases have already been reported. There is a company called Hyakunousha, which operates a chain of rice ball shops in Hong Kong. The number of stores has already reached nearly 100. President Muneo Nishida says he wants to expand the chain globally and overtake Subway, which has the world's largest number of fast-food chain stores.



Innovative investment in rural areas will increase.

HAYASHI: The Norinchukin Bank has invested in Hyakunousha.

KOBAYASHI: Yes. The appeal of this company is that it only uses Japanese rice. What's more, they asked researchers at Kyoto University to find scientific evidence as to why Japanese rice tastes good even when eaten cold, and they publicized that. If you really want to sell Japanese agricultural products and foods overseas, you should go that extra step, not just vaguely saying "Japanese products are amazing!"

HAYASHI: Although Japan has a certification system for agricultural products and foods, Europe and the United States are still ahead of us. I think it is important to establish a certification system originating in Japan that can respect the advantages of Japanese products.

KOBAYASHI: I have only talked about exports, but I'd say that when Japan's AFF industries become truly sustainable, The Norinchukin Bank's Food and Agriculture Business will be recognized as a great success. In Japan, the share of the primary industry, or AFF industries, is 1% of GDP and 3% of the working population. This means that the primary industry's production and income is lower than that of the secondary and tertiary industries. Unless this figure of 1 to 3 improves to 1 to 1, no successors can be expected. Of course, this is not an issue solely for The Norinchukin Bank to address, but there is no organization better positioned to encourage movement among the administrative and political forces.

HAYASHI: I hope that The Norinchukin Bank will continue to support small-scale farmers, such as family farmers with other sources of income, while also fostering strong and large-scale agriculture. Such diversity is necessary to ensure the sustainability of agriculture and rural communities. The rural areas that could provide relaxation to city dwellers via agritourism should also remain intact.

KOBAYASHI: We, the manufacturing industry, have something to reflect on. On the wave of globalization, we moved the manufacturing bases of the secondary industry from Japan to overseas. This caused the hollowing out of the manufacturing industry, decreasing the industry's working population from 15 million to nine million. This decrease of six million people was mainly accounted for by people in local areas, which devastated the rural areas.

The overall revitalization of Japan cannot be achieved without the revitalization of local areas. As one means of revitalization, we could use the tertiary industry, including tourism, but I think that the central focus should be on strengthening the primary industry.



try. For that purpose, The Norinchukin Bank has accumulated insights and networks. The Bank's Food and Agriculture Business should and can take a considerable role in supporting Japan in the future.

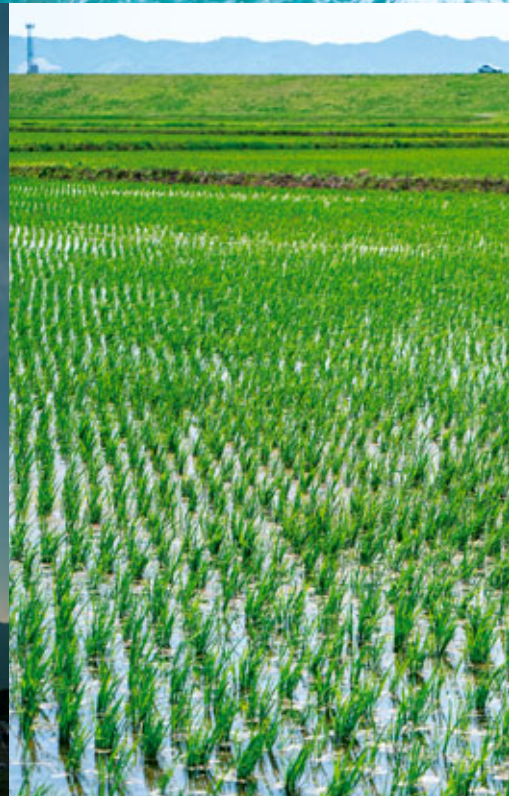
Hayashi: I couldn't agree more. I have high expectations for The Norinchukin Bank's Food and Agriculture Business. Thank you for this opportunity today.

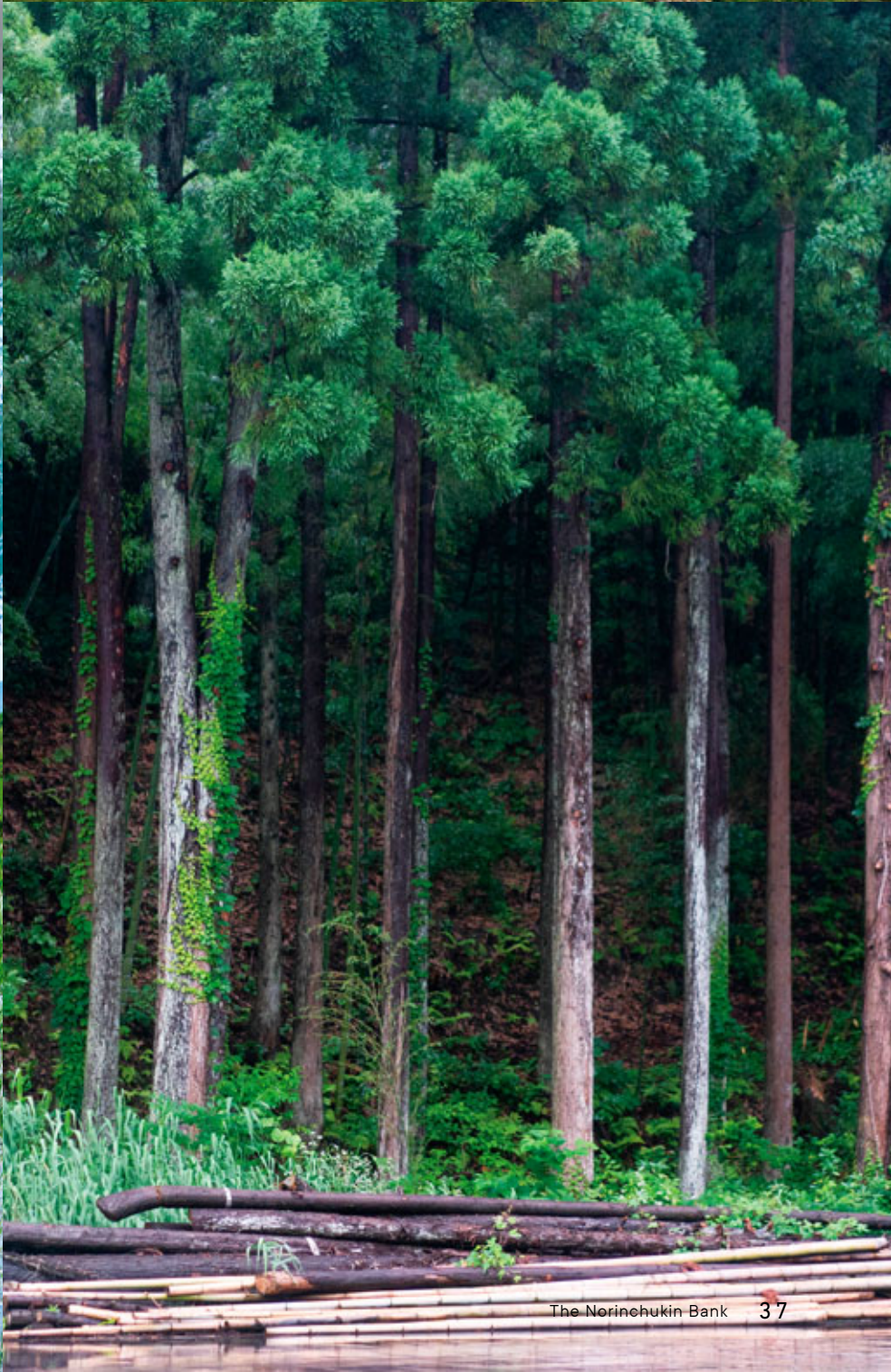
About the Advisory Board

In 2021, The Norinchukin Bank launched the Advisory Board consisting of seven experts as an advisory body to the Board of Directors. The Bank will reflect the broad and deep knowledge of these experts in the development of the AFF industries; the revitalization of regional communities; and advancement of the Food and Agriculture Business. The members are as follows (honorifics omitted).

ISHII Hayato, Director of Kyodonews Agri Laboratories
KIKUCHI Hirokazu, Representative Director of WAGOEN; President of WAGO
KOBAYASHI Eizo, Director Emeritus of ITOCHU Corporation
TAKASHIMA Kohey, Representative Director and CEO, Oisix ra daichi Inc.
HAYASHI Mikako, Visiting Professor, Graduate School of Agriculture, Research Faculty of Agriculture, Hokkaido University; Ph.D. Project Professor, Graduate School of SDM, Keio University
MIWA Yasushi, Expert at the Center for the Strategy of Emergence, The Japan Research Institute, Limited
YAMAZAKI Shuji, President and CEO of JA Zen-Noh





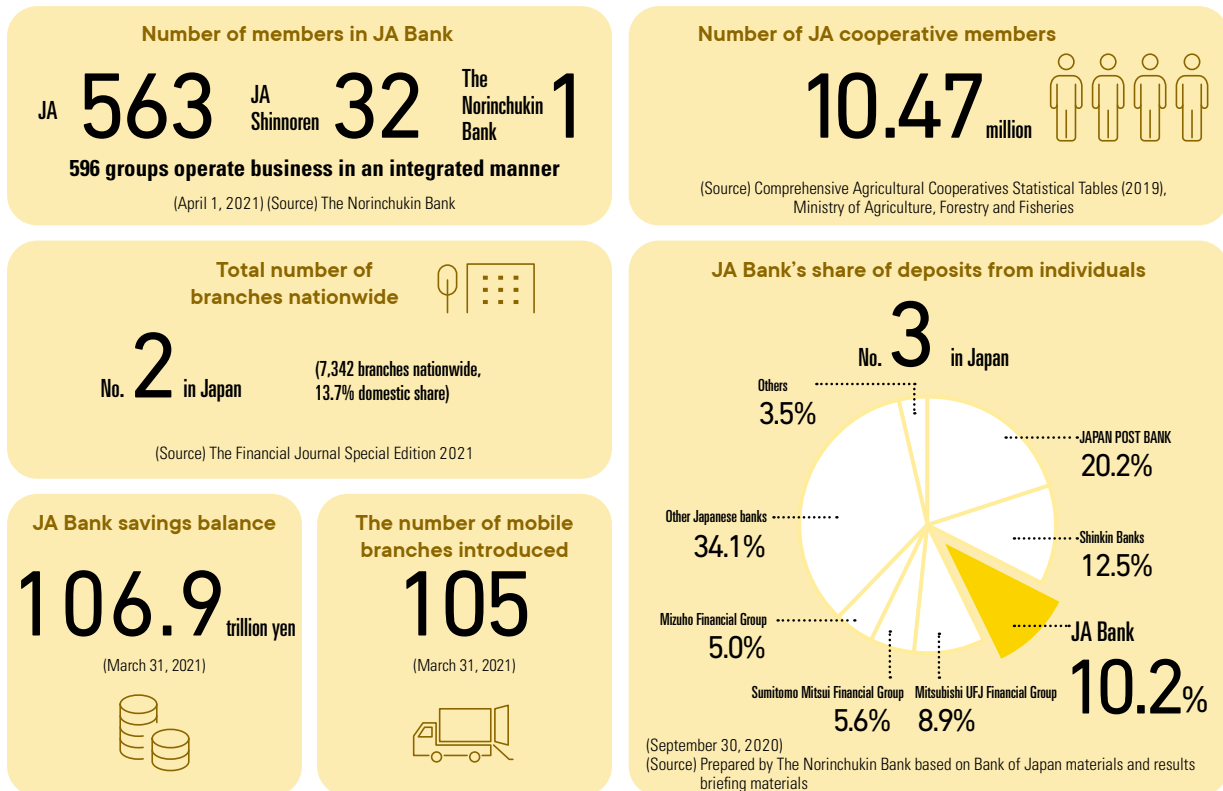


Retail Business

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

JA Bank by numbers

Introducing the performance and initiatives of JA Bank (JA, JA Shinnoren, The Norinchukin Bank)



Developing businesses effectively as JA Bank and JF Marine Bank, while meticulously addressing the needs of each region, individual member and customers.

JA and JF in regions all around the country provide meticulous services to meet financial needs that vary by each region and by individual member and customer, as independent financial institutions. To provide these retail services more efficiently and effectively, JA Shinnoren and JF Shingyoren are responsible at the prefectural level, and The Norinchukin Bank, cooperating with other entities, is responsible at the national level.

In the field of agriculture, we formed a financial group called "JA Bank" together with JA and JA Shinnoren. JA Bank offers appropriate financial products and services to accommodate customers' life events such as starting work, getting married, buying a house and retiring from work, and proposes stable asset building and management.

These services are collectively called the "life-plan support business," through which, in addition to various financial services such as savings, settlements and housing loans, JA Bank provides mutual fund and will trust services. Combining the services of other businesses oper-

ated by JA, we provide services that are possible only by businesses providing comprehensive services for customers of many generations.

Also, we are strengthening and expanding the non-face-to-face transaction channel by enhancing the functions of JA online banking and JA Bank App, etc.

In addition, we are reestablishing a face-to-face transaction channel including "branch offices providing comprehensive services" equipped with public relations personnel and specialists and "Yorisoi Plaza" to strengthen the contact point with users while enhancing efficiency.

In the field of fishery, JF Marine Bank, jointly operated by the Bank, JF and JF Shingyoren, develops business. Other than addressing the need for funds by utilizing its knowledge as a fishery-dedicated financial institution, JF Marine Bank provides support such as consulting services for life support loans according to life events and business succession, thereby supporting the fishery business and the lives of local residents.

JA Bank and JF Marine Bank: Indispensable Bases for Regional Communities

In the Retail Business, we engage in efforts through our Medium-Term Strategies to support the growth of agriculture and regional communities, strengthen the lending business, provide the life-plan support business and rebuild the point of contact with members and users. However, it is not our goal to acquire loans and investment trusts or to reorganize unprofitable stores. Our mission is to support the AFF industries through the network of cooperative associations; support the regions where the AFF industries are based; and enrich the lives of people who work and live in those regions.

To achieve that, how can we realize the potential of the AFF industries and how can we address the demands of stakeholders, including members and users? Throughout the nation, JAs and JFs have made voluntary and creative approaches to address these issues with remarkable results. Supporting and expanding those efforts throughout the nation is a role of The Norinchukin Bank.

The Bank should provide proactive support so that JAs and JFs nationwide can operate the banking business in an integrated manner as JA Bank or JF Marine Bank to provide quality and advanced financial services consistently throughout the country while catering to the customized needs of a particular region. To thoroughly implement this policy, the Bank is trying to change its way of thinking and operation.

In response to the COVID-19 pandemic, JAs and JFs have provided quick and accurate support for members and users who face difficulties. Such JA/JF efforts have been assisted by the Bank. For example, we supported JAs and JFs as they introduced online consultation tools in an effort to prevent the spread of the COVID-19 infec-

tion, thereby enabling members and users reluctant to visit JA/JF stores to receive financial consultations.

JA Bank and JF Marine Bank have long extended support to members and users affected by large-scale disasters, such as enabling withdrawals up to a designated amount without a passbook or a cash card. The relationship of trust with members/users and regional communities that serves as a basis for the cooperatives facilitates such a service being offered.

JAs and JFs engage in efforts such as providing food to local children's cafeterias and installing solar panels on buildings that can serve as locations for disaster management to fulfill their role as a cooperative organization rooted in the local community. The Bank provides necessary support to help JAs and JFs nationwide pursue their roles in respective regions.

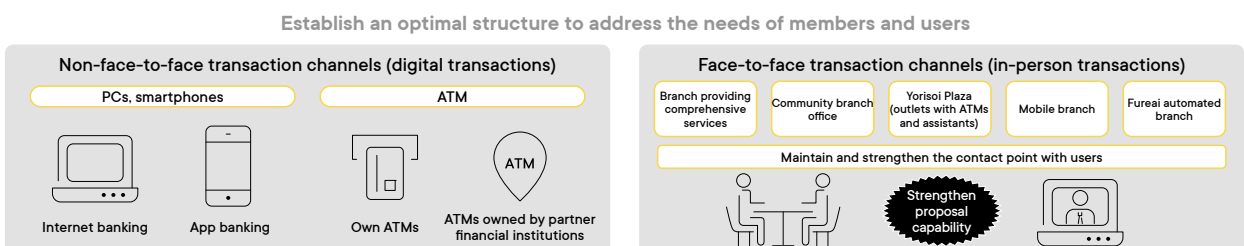
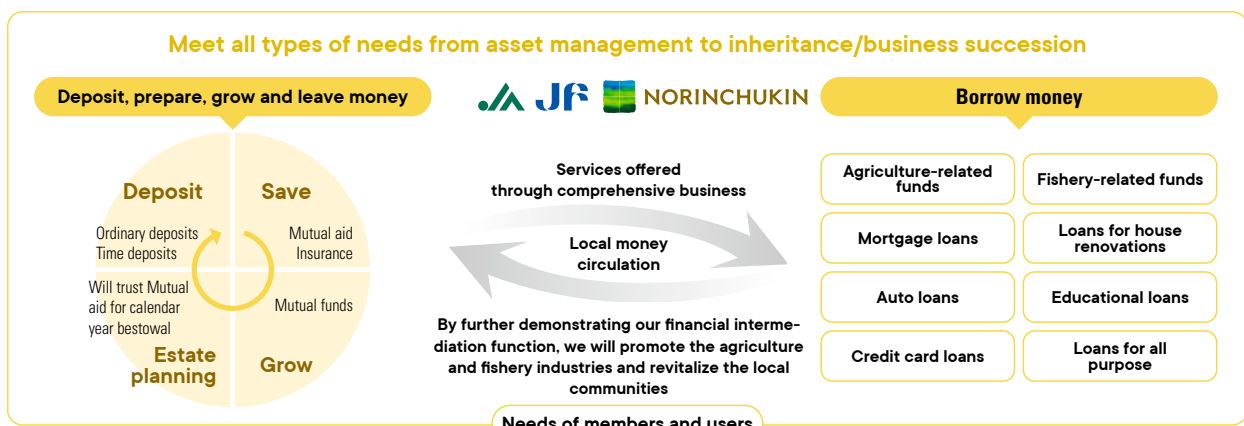
Not all efforts produce immediate results. However, if we listen to the needs of members and users and provide various services accordingly, we can build a stronger relationship of trust. Along with the trust that we can gain as cooperative associations deeply rooted in local communities and connected to workers in the AFF industries, I strongly believe that our creative efforts will eventually blossom.



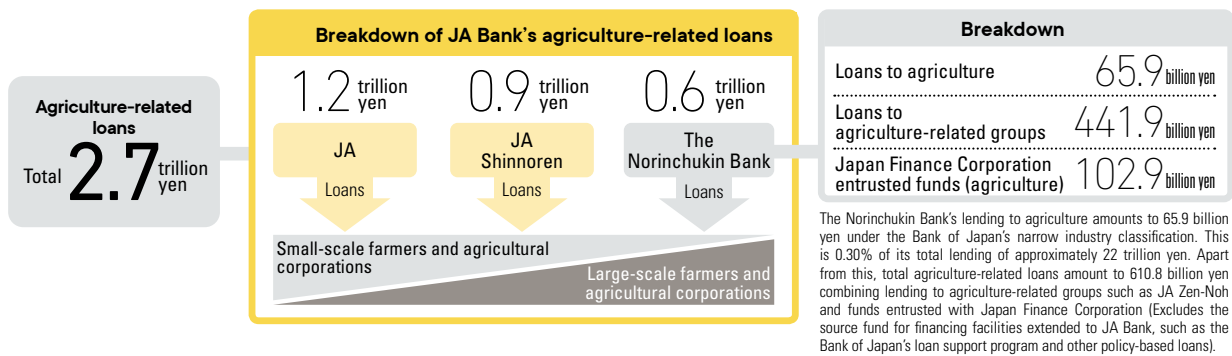
AKIYOSHI Ryo

Director and Managing Executive Officer
Member of the Board of Directors
Co-Head of JA and JF Business Support

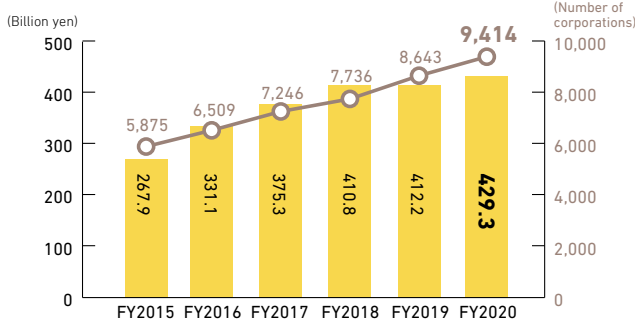
Offering new value to daily lives of local communities



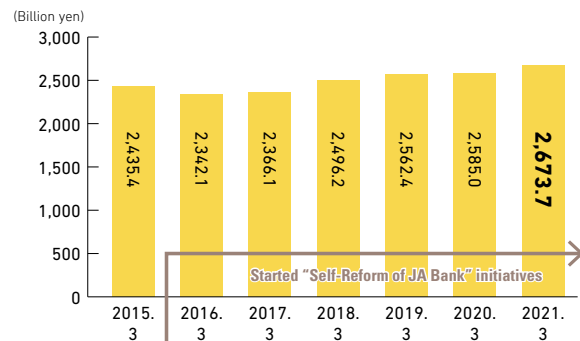
JA Bank's agriculture-related loans



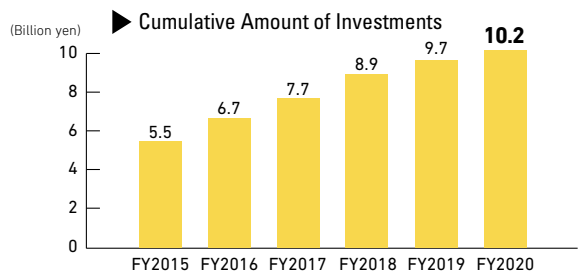
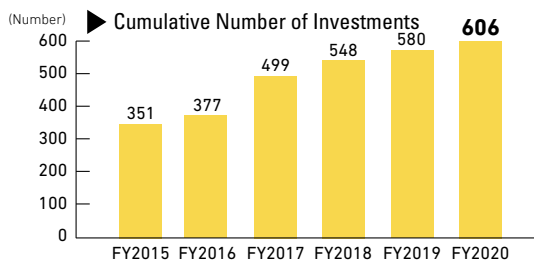
Trends in the amount of new agricultural loans executed and the number of agricultural corporations as business partners



Balance of agriculture-related loans



Investments in agricultural corporations through the Agribusiness Investment & Consultation Co., Ltd.



Strengthening the provision of loans and investments in the "Agriculture" field JA Bank continues to be the main bank for the agriculture industry

JA, JA Shinnoren and The Norinchukin Bank are playing each role as JA Bank in the area of agricultural loans. JA meets the funding needs of small-scale family farmers and agricultural corporations in each region, whereas JA Shinnoren and The Norinchukin Bank play a central role in meeting funding needs for farmers and agricultural corporations running large-scale operations.

As a result, JA Bank's agriculture-related loans total ¥2.7 trillion (including loans facilitated by JA Bank on commission for Japan Finance Corporation) with ¥1.2 trillion at JA, ¥0.9 trillion at JA Shinnoren and ¥0.6 trillion at The Norinchukin Bank.

Although a slight decline occurred in the balance of agriculture-related loans of JA Bank for a few years, the balance shifted to an increase on a year-on-year basis as of March 31, 2017, thanks to strengthened efforts at approaching agricultural corporations. The amount of newly made agricultural loans also has continued to increase

since fiscal 2016, when we strengthened this approach.

Furthermore, JA Bank not only provides loans but also makes investments. For example, it actively invests in agricultural firms that have technological capability but do not have sufficient capital to stabilize their financial position, supplying risk money according to the growth stage of such firms. Through this initiative, the number of investment projects and the amount of investments executed via the Agribusiness Investment & Consultation Co., Ltd., which was established by the JA Group jointly with Japan Finance Corporation, are on a steady rise.

Moreover, JA Bank and JF Marine Bank, as the main bank operating in agricultural and fishery local communities, respectively, started handling low-interest loans nationwide for customers affected by the spread of COVID-19 and consulting on various relief methods including revision of repayment terms for existing loans.

Strengthening the Management of JF Marine Bank Inter-Regional Integration of JF Shingyoren Has Started

Japan Fishery Cooperatives, or JFs, are a cooperative organization that protects the lifestyles and businesses of fishery workers. Currently, 875 JFs¹ throughout the nation engage in various activities to support the development of fishery and local communities. Of these, 75 JFs¹ engage in the credit business on their own, and most are members of JF Shingyoren (Prefectural Banking Federations of Fishery Cooperatives). The JFs, JF Shingyoren and the Bank collaborate as JF Marine Bank to implement financial services.

As a member of the JF Group, JF Marine Bank provides community-based finance functions for fishery businesses, and it is the mission of JF Marine Bank to continue to fulfill such a role. However, the business environment surrounding JF Marine Bank is facing a turning point. Due to the prolonged stagnation of the Japanese economy and sluggish fishing yields, the number of fishery workers continues to decline and the reorganization of JFs is progressing around the nation.

In this environment, improving management efficiency and strengthening the financial base have emerged as major topics for JF Shingyoren (Prefectural Banking Federations of Fishery Cooperatives). A movement has accelerated toward federations uniting more broadly beyond the prefecture in which they are based. The Bank has supported this initiative from an early stage. After wide-ranging discussions, task groups were launched in three areas of Japan—East Japan, West Japan and

Kyushu—in 2015 to realize a merger of the prefectural federations within each area. In April 2021, new inter-regional banking federations of fishery cooperatives were launched, and the West Japan area of federations aims to achieve inter-regional integration in fiscal 2022.

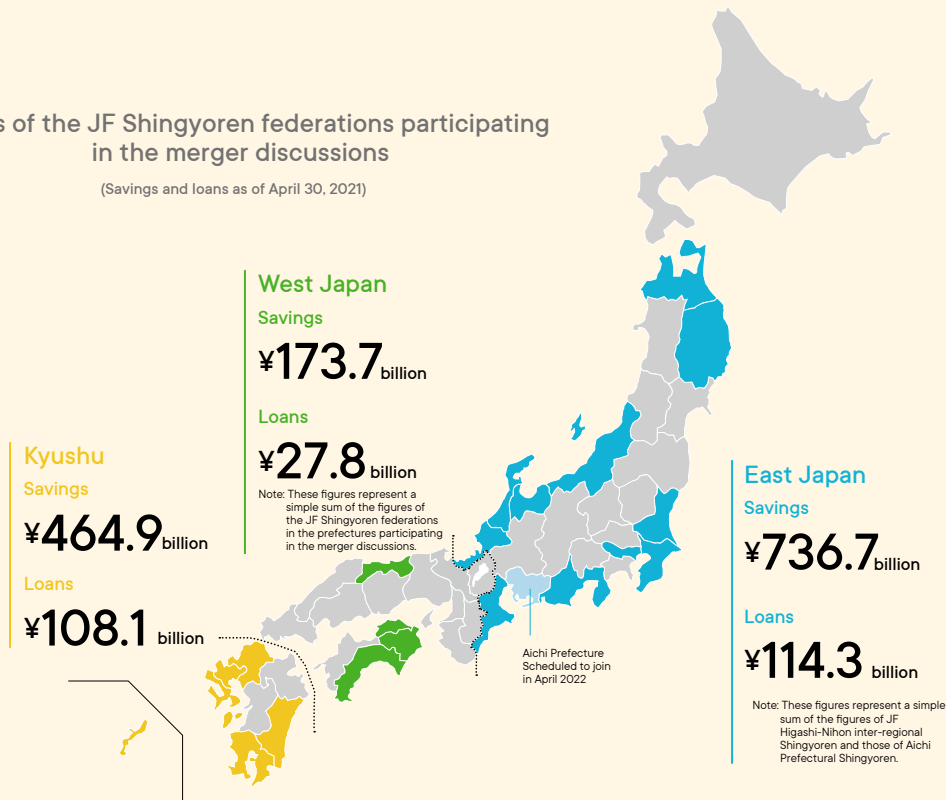
In the East Japan area, 11 prefectural banking federations in the Tohoku, Kanto and Chubu regions were consolidated to form JF Higashi-Nihon inter-regional Shingyoren, with Aichi Prefectural Shingyoren scheduled to participate in fiscal 2022. That will make an inter-regional banking federation of fishery cooperatives with savings of ¥736.7 billion and loans of ¥114.3 billion. Meanwhile, in the Kyushu area, five federations in Kyushu and six federations in Okinawa merged into JF Kyushu inter-regional Shingyoren with savings of ¥464.9 billion and loans of ¥108.1 billion. (See the figure below.)

These inter-regional mergers will improve management efficiency, allocating more resources to strengthen the contact point with fishery communities, and enable the provision of high-quality financial services based on a solid financial foundation. That will further deepen the relationship of trust among JF Shingyoren, JFs and their customers. The Bank will increasingly fulfill its roles to strengthen the fishery financing function of JF Marine Bank, establish a sustainable business model and promote the regions that support the fishery industry.

Note 1: As of April 1, 2021

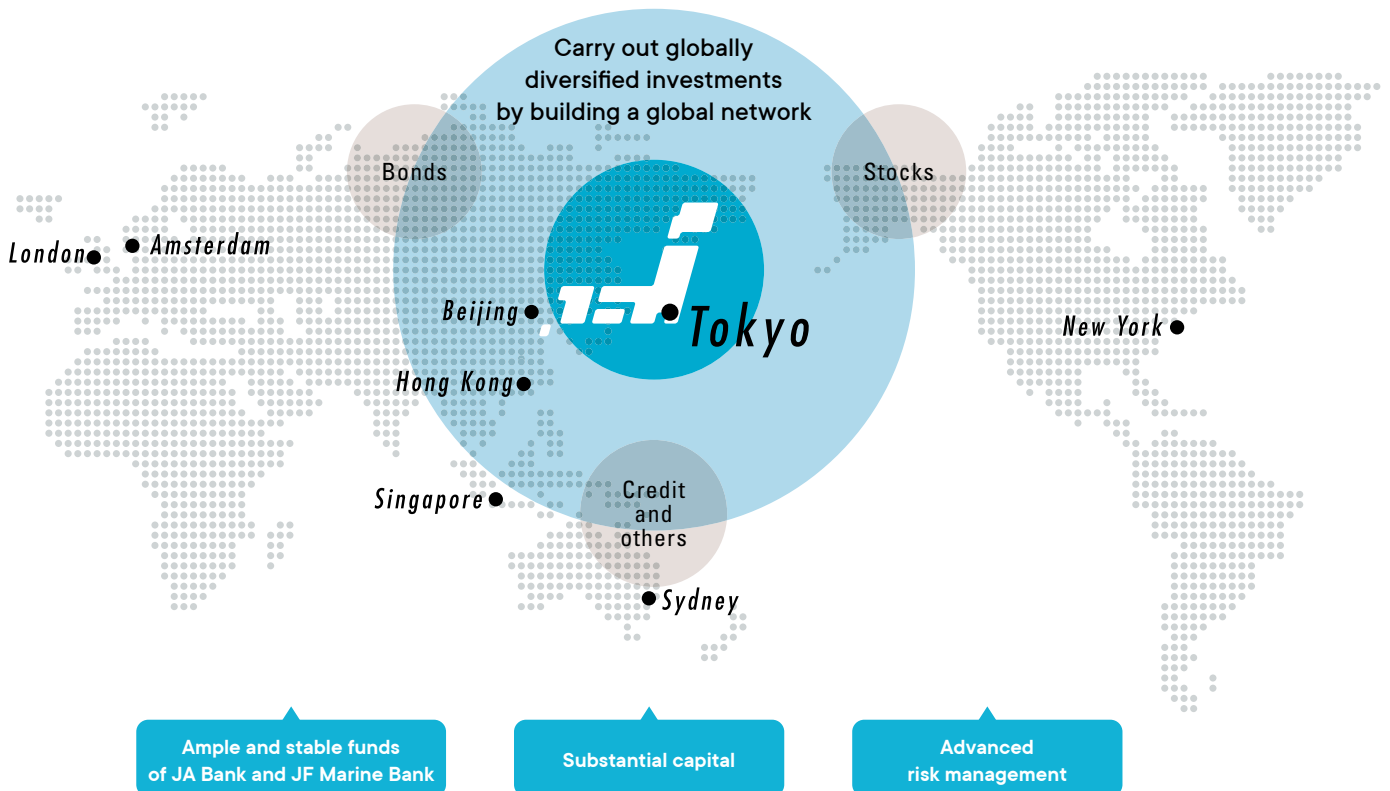
Status of the JF Shingyoren federations participating in the merger discussions

(Savings and loans as of April 30, 2021)



Investment Business

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



Ensuring stable profit over the medium to long term through globally diversified investments based on advanced risk management

The Norinchukin Bank plays a role as the ultimate manager of funds entrusted with JA Bank and JF Marine Bank. To fulfill this role, the Investment Business engages in efficient management taking advantage of economies of scale while continuing to ensure stable profit over the medium to long term and return it to our members as the ultimate objective.

Aiming to achieve this objective, for approximately 20 years since the start of the low-interest rate era in Japan, the Investment Business has been working on “globally diversified investments” in the global financial markets. We have built a global network using overseas sites including New York, London, Singapore, Hong Kong, Bei-

jing, Sydney and Amsterdam. We control the risks of our overall portfolio by conducting due diligence with ample information and diversifying our investments in assets with different risk-return characteristics rather than concentrating investments in limited asset classes.

In particular, we utilize hedging for the risk of exchange rates, which could fluctuate significantly, as much as possible for investment in foreign currency denominated assets.

To pursue the utmost stability of profits for the medium and long-term, we constantly review our investment methods and risk management and will continue taking on the challenge of upgrading our globally diversified investments.

Aiming for Stable Profits in a Changing Environment by Reinforcing Asset Management Business and Enhancing the Vitality of the Organization

With the onset of the COVID-19 pandemic toward the end of fiscal 2019, we initially anticipated more serious damage than we had suffered following the Global Financial Crisis. While we pursued conservative portfolio management in the highly uncertain market environment, the financial markets recovered as the monetary and financial authorities took drastic measures to respond to the disaster. Indeed, the framework of revised financial regulations based on the lessons of the Crisis worked effectively. As a result, our portfolio contributed to the increase in profits of the Bank in fiscal 2020.

The Bank's Investment Business manages the funds entrusted by the cooperative system in a safe and appropriate manner and returns the profits to the system. The Medium-Term Management Plan begun in fiscal 2019 aims to secure a source of income that is not affected by economic cycles. The COVID-19 pandemic brought unprecedented change to the business environment, but I believe our efforts have enabled us to withstand that change.

Although we continue to tackle the stabilization of profits, we have newly embarked on reinforcing our asset management business this fiscal year. Specif-

ically, we have transferred our credit and alternative investment functions to Norinchukin Zenkyoren Asset Management Co., Ltd. (NZAM), our asset management subsidiary, to meet the various needs of institutional investors (see page 45). This business is less susceptible to economic cycles.

Along with diversification of the financial base by strengthening the asset management business, our challenge for this fiscal year is to enhance the vitality of the organization. I have heard criticism that The Norinchukin Bank is a bureaucratic organization. Being bureaucratic has a risk that an organization will become rigid and unable to adapt to change. That could hinder flexible responses in today's constantly changing world. To prevent that, we engage in initiatives to recognize the diversity of individuals to enhance their motivation and flatten the organization to break away from the conventional top-down decision-making system.

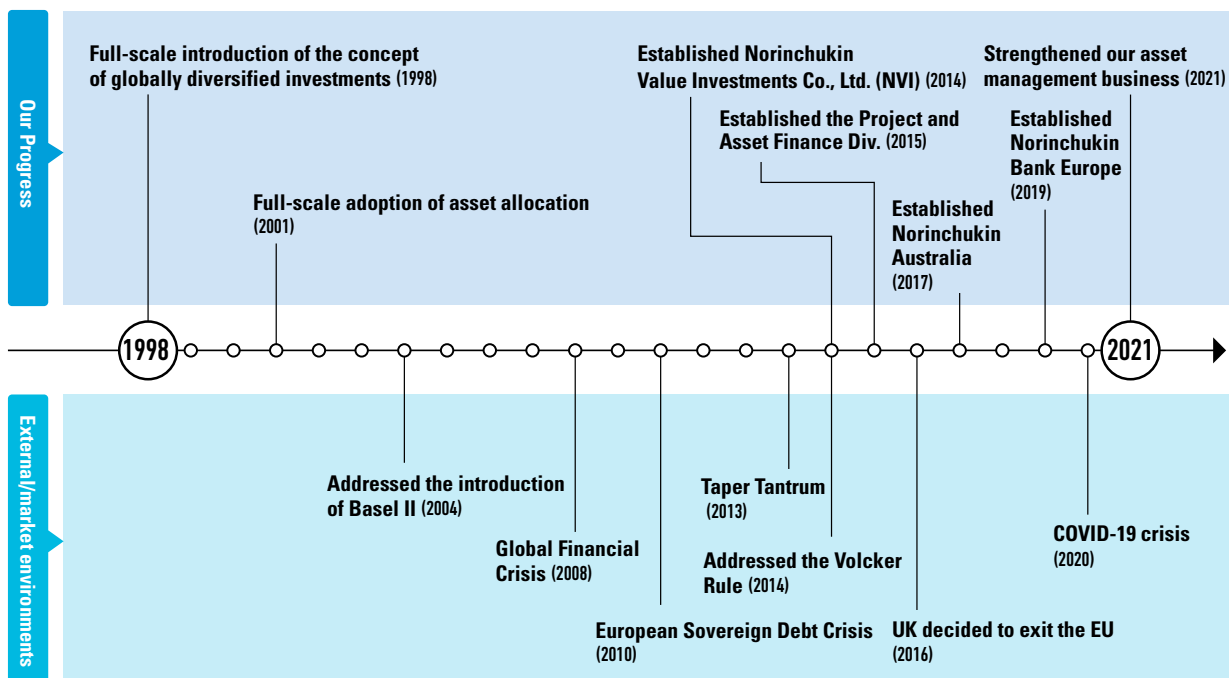
The expansion and deepening of sustainable finance is another big theme. Although we have already worked on ESG investment, the Investment Business puts a greater focus on sustainable finance, as the Bank has begun to strengthen sustainability management this fiscal year.

In the arena of globally diversified investments, it will be necessary to cope with the reaction of the financial markets when the United States reverses its monetary easing and fiscal stimulus measures that were implemented in response to the COVID-19 pandemic. Sustaining stable profits even with a drastic change in the market trend from a rate cut to a rate hike is another mission for this year.



YUDA Hiroshi
 Director and
 Managing Executive Officer
 Member of the Board of Directors
 Chief Investment Officer

Progress in globally diversified investments



Today's globally diversified investments by The Norinchukin Bank

It has been approximately 20 years since the introduction of the concept of globally diversified investments and more than 10 years since the collapse of Lehman Brothers. During that time, our globally diversified investments have continued to evolve and deepen, which is reflected in our current portfolio.

The portfolio consists of roughly four kinds of asset classes—bonds, stocks, credit assets and alternative

investments—each with different investment targets, which are described below.

In line with the expansion of asset class, the exploration for investment opportunities is also expanding. Our directors and staff in charge of Global Investments have visited as many as 66 countries/regions worldwide for investigation and the number of such locations is expected to increase going forward.

• Bonds

Investment in high-rating bonds such as the government bonds of Japan, the United States and Europe, aiming at stable interest income

• Stocks

Investment in listed stocks to acquire capital gains

• Credit Assets

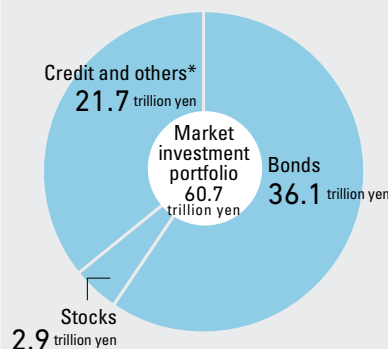
Investment in securitized products backed by U.S. or European corporate bonds or corporate or retail loans, and conduct project finance to turn credit risks into profits

• Alternative Investments

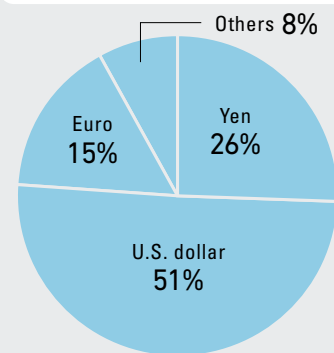
Investment in real estate, infrastructure, private equities and hedge funds, etc., which are different from traditional assets, aiming to expand the profit base by diversifying investment assets

Establishment of a portfolio based on the characteristics of assets

Market investment portfolio by asset class



Market investment portfolio by currency

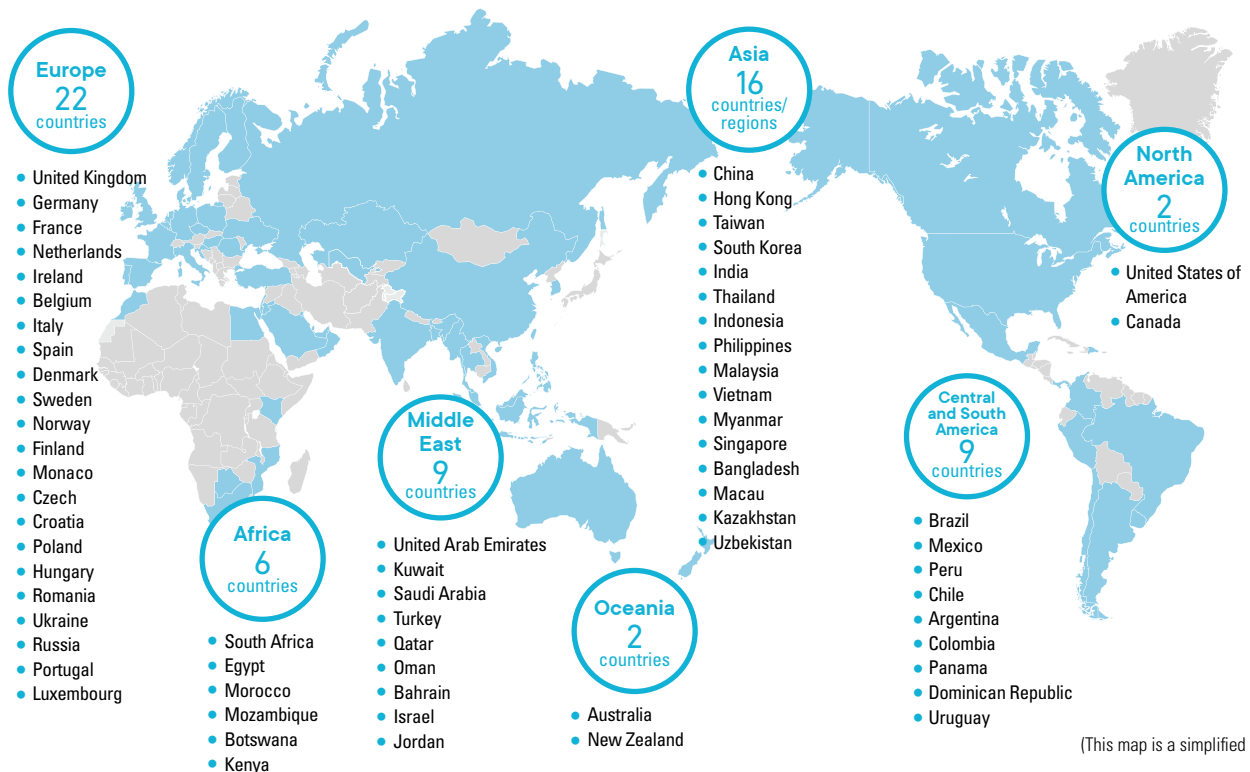


* "Credit and others" includes Credit Assets and Alternative Investments.

(March 31, 2021)

Search for investment opportunities

Countries and regions visited by Global Investments staff for investigation and/or negotiations for investment projects



(This map is a simplified one.)

Bolstering the Asset Management Business to Diversify Revenue Sources

The Norinchukin Bank's globally diversified investments enjoy a high reputation based on its long-term experience and steady track record. Recently, we decided to transfer our credit and alternative investment functions to our subsidiary Norinchukin Zenkyoren Asset Management Co., Ltd. (NZAM), to bolster our asset management business.

The asset management business earns asset management fees in accordance with the size of entrusted assets, securing a revenue stream that is not susceptible to economic fluctuations. In addition to our proprietary investment and trading, we are going to secure fees in this business. We will further promote the diversification of revenue sources to enhance and stabilize Investment Business revenue.



Being transferred to NZAM, infrastructure investment will be further strengthened

C O L U M N

Some Investment Functions Have Been Transferred to a Subsidiary, Creating a New Pillar of Earnings

In April 2021, nearly 30 employees working for the Investment Business of the Bank were transferred to Norinchukin Zenkyoren Asset Management Co., Ltd. (NZAM). NZAM—a subsidiary between the Bank and the National Mutual Insurance Federation of Agricultural Cooperatives (Zenkyoren), which operates JA mutual aid projects—manages assets entrusted from investors as well as the Bank and Zenkyoren.

Those transferred from the Bank are the people and functions of credit and alternative investment (see the upper section on page 44). Prior to the transfer, NZAM had engaged mostly in managing traditional assets such as bonds and stocks. This transfer has expanded its investment scopes significantly, tripling the balance of assets under management (AUM) to about ¥15 trillion.

NZAM's President and CEO USHIKUBO Katsuhiko, who had served as Global Head of Credit Investment Division at the Bank until March 2021 and has led NZAM since April 2021, explains as follows.

"The Norinchukin Bank aims to increase the pillars of earnings to secure stable revenue in a business environment of low interest rates and tightening regulations. By leveraging our investment expertise, fee income from our asset management service for third-party investors will become a strong pillar, on top of our contribution to the Bank's Investment Business as an investment arm."

Asset management firms already exist in great numbers, suffering severe competition due to low management fees in some fields. However, USHIKUBO recognized an opportunity.

"With the prolonged difficulty of investing in traditional assets, I saw growing demand for investment opportunities in relatively new areas such as credit and alternative

investment. In Japan, there are many investors who are interested in but have no resources and/or experience in these arenas. Fortunately, The Norinchukin Bank was one of the first Japanese investors to enter the market about 20 years ago, and I believe we have a competitive edge."

Discussions on the development of the asset management business began in early 2020. The discussions yielded fruit in just over a year given the growing needs of third-party investors, suggestion from Zenkyoren and the corporate culture of The Norinchukin Bank. "We emphasize speed when we initiate change. We also have a corporate culture of involving the younger generation in new initiatives," said USHIKUBO.

"We have had many inquiries and much interest since April," notes USHIKUBO. The company plans to further increase AUM and personnel in the future.

"Many professionals with different careers and backgrounds have gathered at NZAM. I wish to share our purpose and vision with them and further increase their motivation and abilities. To achieve that, many challenges lie ahead. However, I will swiftly address the challenges by relying on our diversity as an advantage to create a new pillar of earnings, thereby providing more value to society than ever before."



USHIKUBO Katsuhiko

President and CEO
Norinchukin Zenkyoren
Asset Management Co., Ltd.



Corporate Data

Consolidated financial results highlights

	Fiscal 2018	Fiscal 2019	Fiscal 2020
Ordinary Profit	124.5 billion yen	122.9 billion yen	310.0 billion yen
Profit Attributable to Owners of Parent	103.5 billion yen	92.0 billion yen	208.2 billion yen
Net Assets	7,473.2 billion yen	7,261.6 billion yen	7,955.5 billion yen
Common Equity Tier 1 Capital Ratio	16.59%	19.49%	19.86%
Tier 1 Capital Ratio	19.65%	23.02%	23.19%
Total Capital Ratio	19.65%	23.02%	23.19%

Name	The Norinchukin Bank
Role	A national financial institution of cooperative organizations whose members include agricultural, fishery and forestry cooperatives which contributes to the advancement of Japan's agriculture, fishery and forestry industries
Date of establishment	December 20, 1923
Representative	President & Chief Executive Officer: OKU Kazuto
Paid-in capital	¥4,040.1 billion (As of March 31, 2021)
Total assets (On a consolidated basis)	¥107,647.8 billion (As of March 31, 2021)

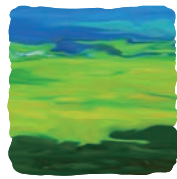


Members (Shareholders)	3,384 groups	Japan Agricultural Cooperatives (JA), Japan Fishery Cooperatives (JF), Japan Forest Owners' Cooperatives (JForest), and related federations, as well as other agricultural, fishery and forestry cooperative organizations that have invested in the Bank (As of March 31, 2021)
Number of employees	3,515 people	(As of March 31, 2021)
Number of business locations	25 sites	(In Japan) Head office: 1 Branch: 19 (Overseas) Branch: 3 Representative office: 2 (As of March 31, 2021)

Departments and titles of persons appearing in this report are those as of the time of each interview, in principle.

The Norinchukin Bank
VALUE REPORT 2021
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 by the Financial Planning & Control Division





NORINCHUKIN