

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 maintain a century-long dedication to
serving those who sustain these industries and their local communities,
no matter how small the scale of their operations.
And as the sole 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.

But that is no longer enough.
We must take on a greater role than ever before so that
the agriculture, fishery and forestry industries continue developing
in response to the changing times.

We must harness our financial knowledge to make
new contributions that extended 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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Editorial Policy

- The Norinchukin Bank (the Bank) has published the Integrated Report 2023 for the purpose of helping its stakeholders understand the Bank's initiatives for sustainable value creation. This integrated report has been edited with reference to the International Integrated Reporting Framework publicly announced by the IFRS Foundation.
- For detailed information about the Bank's initiatives for sustainability, please see the "Sustainability" section of the Bank's website (<https://www.nochubank.or.jp/en/sustainability/>).
- The content of this report was verified at the Disclosure Committee regarding the appropriateness of disclosure, reported or proposed to the Supervisory Committee and the Board of Directors, the two statutory bodies under the Norinchukin Bank Act, and finally determined by the Director (in charge of disclosure), in accordance with the disclosure policy of the Bank.

Positioning of the Integrated Reports Issued by the Bank

The Bank issues its integrated report as a synthetic document format that comprises three separate volumes to better align with the interests of respective stakeholders. For details of each volume, please see the Bank's website (<https://www.nochubank.or.jp/en/>) or scan the two-dimensional barcode to access the PDF-formatted files of your desired report volume.

