

Three Value-Creating Businesses and Their Foundation

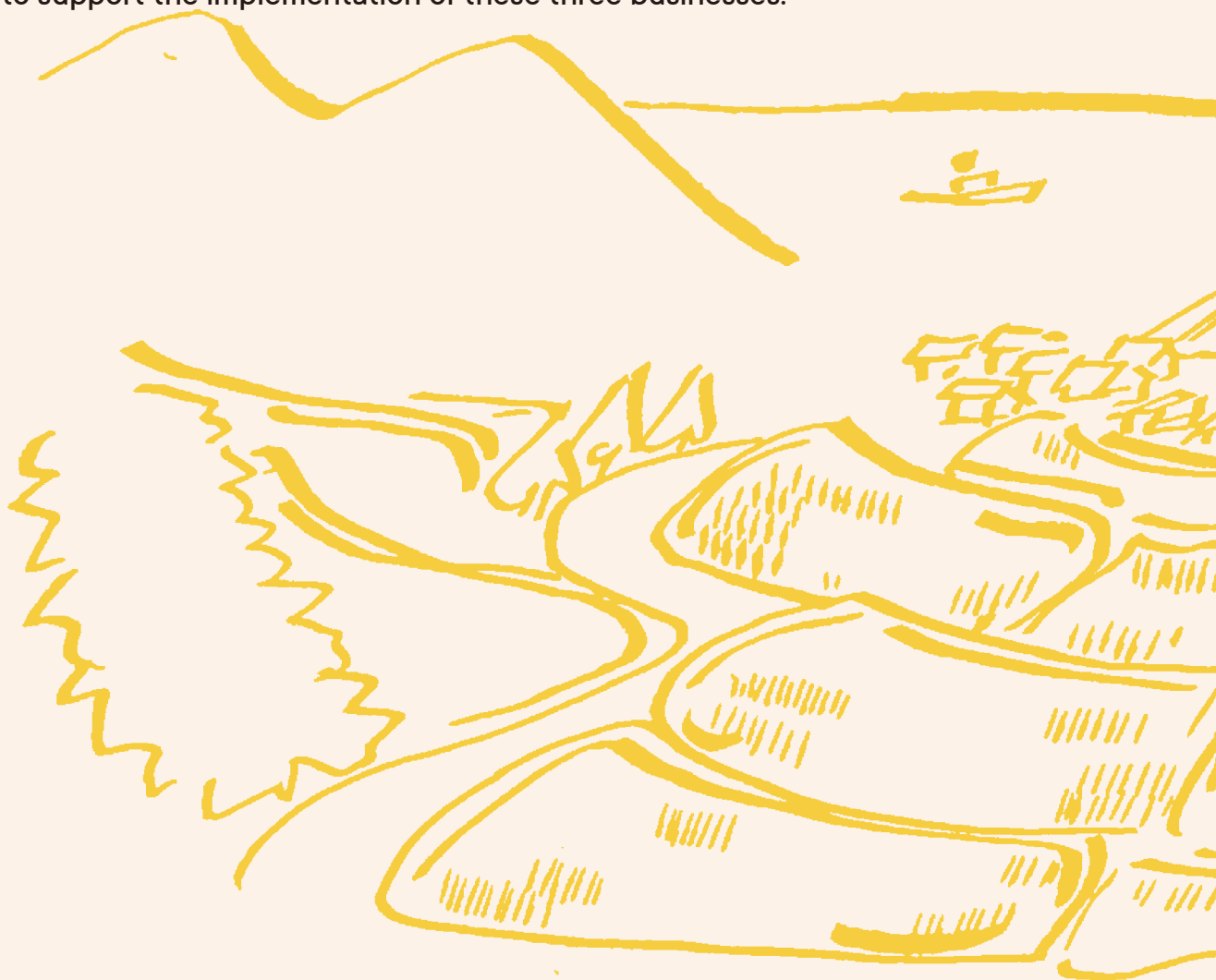
The Norinchukin Bank continues to offer various kinds of value to local communities, inhabitants and national land via collaboration with cooperative organizations consisting of JA, JF and JForest. Such value is created by the Bank's three businesses—the Food and Agriculture Business to support, connect, 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; and the Investment Business to ensure the stable return of profits via sophisticated fund management through globally diversified investments—along with its Corporate & Shared Services to support the implementation of these three businesses.

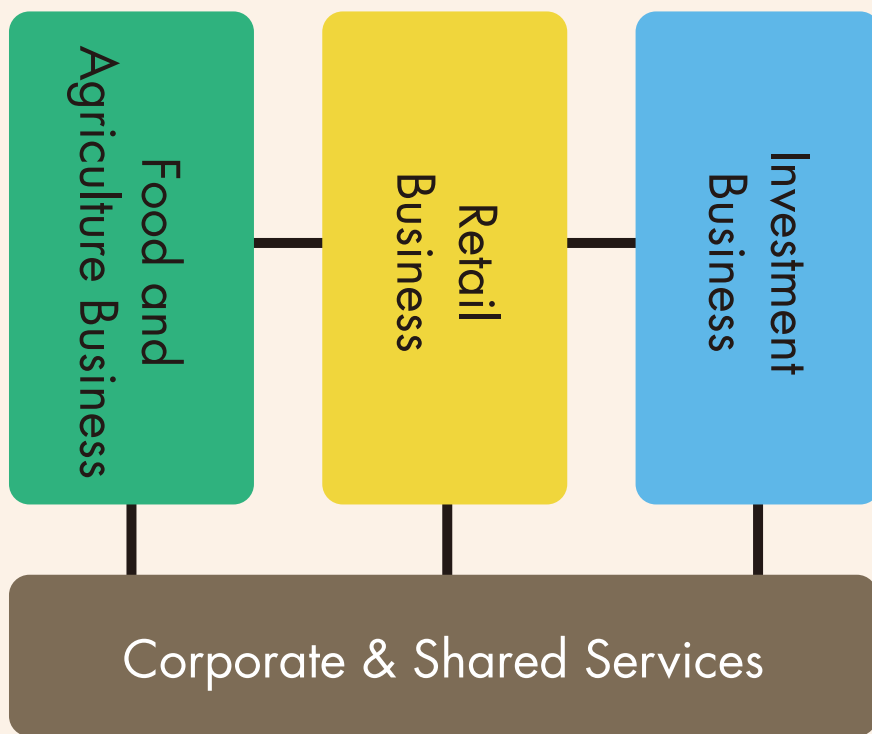
Food & Agriculture Business

Retail Business

Investment Business

Corporate & Shared Services

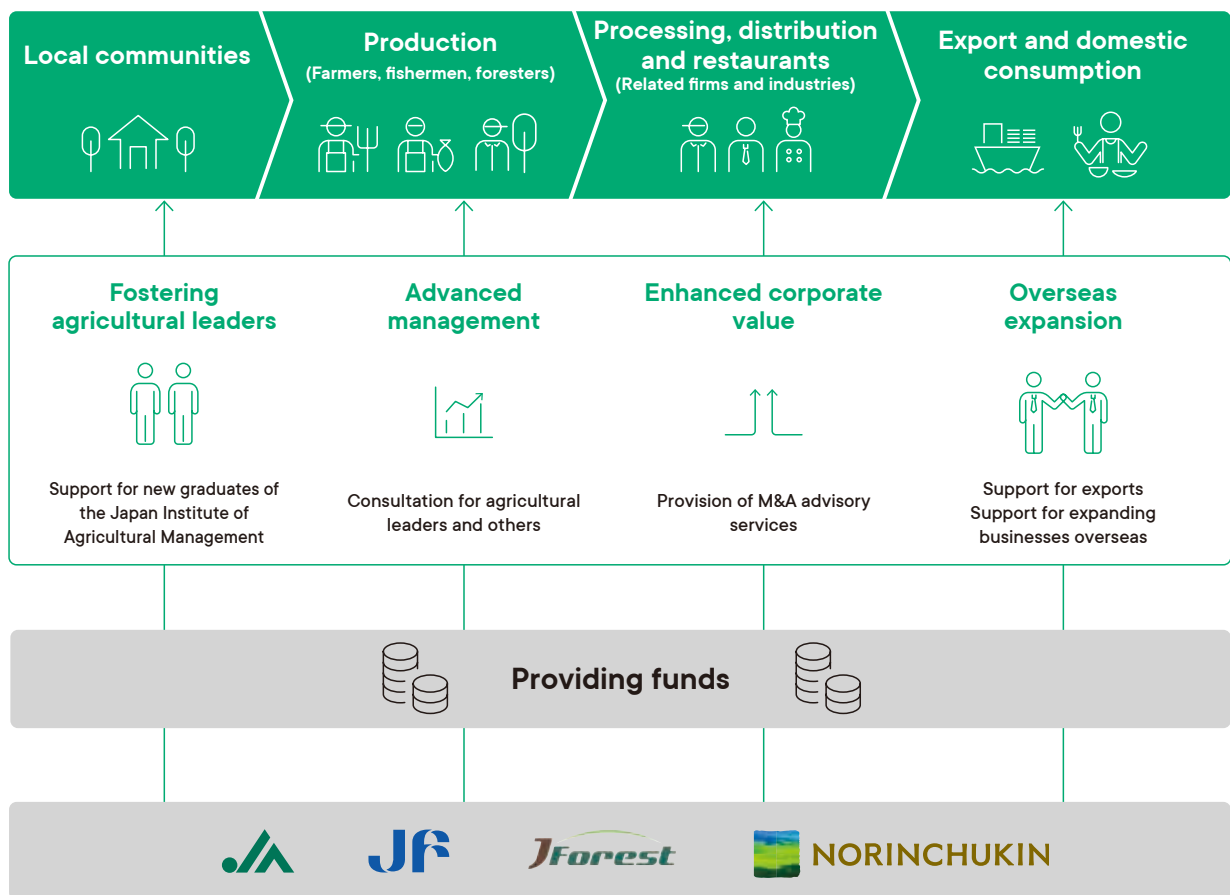




Food and Agriculture Business

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 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 not only provide loans and investments but also help develop agricultural corporations and leading farmers

(“agricultural leaders”) and offer consulting and M&A advisory services to them and others, as well as support for exports and expanding businesses overseas, 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

The AFF industries and food are the Bank's point of origin— and we anticipate new ideas and methods for the next 100 years

The Norinchukin Bank celebrates its 100th anniversary during fiscal 2023. The Bank's role has expanded and changed depending on the era and environment. It commenced with an adaptive response to financing needs in the AFF industries, and returned profits through the management of funds such as the foundational JA savings, which increased along with Japan's economic growth.

In front of this big milestone, we are looking at the Bank's point of origin. We positioned the vital initiative of "supporting, connecting and expanding" Japan's AFF industries and food with the food and agriculture business as our starting point in fiscal 2016 because the underlying mission of "contributing to the development of Japan's AFF industries" has not changed since our inception a century ago.

In Japan in and after the high-growth period, the relative significance of the AFF industries gradually declined among all industries, and we sometimes heard that food-stuffs should just be imported at cheap prices. However, the importance of the AFF industries and food security has risen sharply in recent years, against the backdrop of the global COVID-19 pandemic, the destabilized international situation, yen depreciation and other factors. Our setting of the food and agriculture business as a core pillar in addition to conventional retail and investment has become increasingly significant.

Nonetheless, even if we reconsider the point of origin, the ideas and methods will be new. The directors and employees must cope with diversifying needs in the food and agricultural sector with a strong awareness of the food and agriculture value chain—consulting to leaders in the agricultural industry (refer to page 18), financing and investing in the AFF industries and food and agriculture-related corporations (refer to page 31), supporting exports, advising on M&A, helping to reduce GHG emissions (refer to pages

17–18) and so on. As the number of relevant cases and amounts have steadily increased for various initiatives, we have the opportunity to feel a sense of fulfillment with regard to the key target of increasing the income of farmers, fishermen and foresters.

Meanwhile, there remain many tasks to be resolved in Japan's AFF industries. In addition, we are harshly affected by vehement changes in the global environment such as the spread of the COVID-19 pandemic, high inflation rates and rising geopolitical risk. We will therefore focus on mitigating negative impacts of price surges.

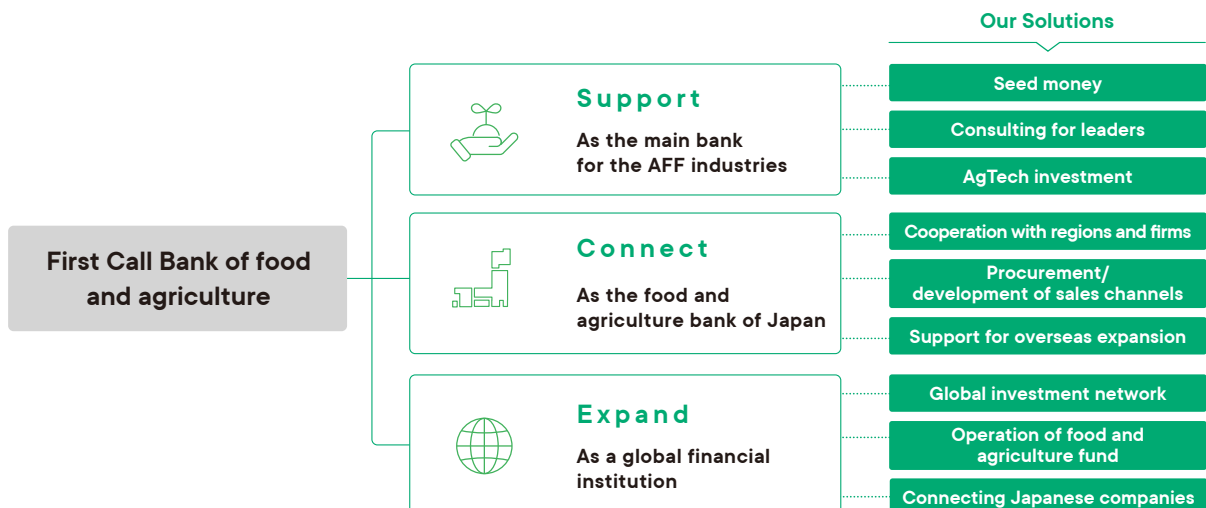
Although we still have a long way to go before accomplishing Our Purpose as the Bank, which encompasses not only the AFF industries but also local communities and the global environment, we will promote extensive initiatives in the food and agriculture business, hand in hand with producers, cooperatives, food and agriculture-related corporations, local municipalities and other many stakeholders.



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



The leading food and agriculture bank in Asia





Case Studies of Our Food and Agriculture Business

case

1

Gold Farm

Make apple cultivation sustainable by realizing the export of “apples with leaves”

Japanese apples are grown with care, and during the process the leaves around the apple are usually removed to encourage the fruit to turn red and the fruit is rotated to expose the entire surface of the fruit to sunlight. “Apple with leaves” intentionally eliminates the process of leaf picking and fruit rotation, increases the amount of nutrients provided to the apples and reduces the burden on farmers.

Gold Farm in Aomori Prefecture has led the way in promoting a cultivation method that emphasizes taste quality over coloration. In 2022, the company began exporting apples with leaves to Taiwan in collaboration with First International, a trading company in the same prefecture. The collaboration between the two companies is the result of business matching initiated by the Aomori and Sendai branches of the Bank.

The aging of society has made it difficult for the apple industry to secure human resources, but the production of apples with leaves, which require less work, is one solution, and such production is increasing every year. On the other hand, as the volume of shipments increases, new issues such as the expansion of sales channels and the stabilization of sales prices have emerged. The solution to these concerns is exports.

In addition, Gold Farm was having trouble with its fruit-sorting capacity keeping up with the growth in the production of apples with leaves. The Bank’s Aomori Branch offered a wide range of support in this regard, including proposals to utilize public subsidy programs to introduce fruit-sorting equipment and loans to finance that equipment, thereby paving the way for increased shipments and exports.



Food & Agriculture Business

Retail Business

Investment Business

Corporate & Shared Services

case

2

Suzunari

Hand in hand with an agricultural corporation, we promote collaboration between agriculture and welfare and the reduction of GHG emissions

Suzunari, which produces vegetables in Shizuoka and other regions, is an agricultural corporation that has been committed to reducing pesticides and fertilizers since its establishment. The Bank is working with related parties to support the corporation’s two main initiatives: collaboration between agriculture and welfare and the reduction of greenhouse gas (GHG) emissions.

In April 2022, the Bank, together with Nokyo Tourist Corporation and JA Shizuoka Shinnoren, collaborated with Suzunari to embark on initiatives to expand collaboration between agriculture and welfare. Such initiatives include introducing graduates of Suzunari College, a training facility for people with disabilities within the company group, to companies and having them engage in production work at a company-operated plant factory. The goal is to facilitate the learning of work and employment of people with disabilities.

In addition, Suzunari’s efforts to reduce GHG emissions in vegetable production began with the calculating of emissions at its production sites with the support of a calculating company that the Bank works with. Based on the calculating results, Suzunari set emission reduction targets and concluded a Sustainability Linked Loan (SLL) agreement with the Bank in December 2022. The SLL adopts variable loan terms depending on the degree of

achievement of reduction targets to encourage companies to achieve their targets from a financing perspective.

For more information on the Bank’s initiatives to reduce GHG emissions, please also read “Leads the way in reducing GHG emissions from the AFF and food industries” on pages 17–18 of this report.





Reaching its eighth year since starting in fiscal 2016, The Norinchukin Bank's food and agriculture business has accumulated achievements in the fields of agriculture, forestry and fisheries. Let us introduce some of the latest initiatives of "Support," "Connect" and "Expand."

case

3 Sea surface aquaculture industry in the Amakusa region, Kumamoto Prefecture Significantly expanded support for the "Amakusa Sea" aquaculture industry

The Amakusa region of Kumamoto Prefecture is an area of thriving aquaculture industry for sea bream, yellowtail, striped jack, tiger puffer and great amberjack. Aquaculture operators have long faced such issues as financing, improving production efficiency, strengthening product processing and expanding sales channels, but now they are also being asked to solve a new problem due to the coronavirus pandemic.

Since fiscal 2020, the Bank's Kumamoto Branch, together with its Head Office, has strengthened dialogue with not only the aquaculture operators but also the Kumamoto-ken Kaisui Yoshoku Gyogyo Kyodo Kumiai (Kumamoto Seawater Aquaculture Fishery Cooperative), the prefectural government and other related organizations. Through individual interviews and participation in meetings and events, we have actively worked to understand the needs of the aquaculture operators and propose solutions.

As a result, we have been able to provide financing and leasing support in cooperation with JA MITSUI LEASING for such projects as large fish farming for export. For example, for Igarashi Suisan, which produces "Amakusa-Sakuratai" (Amakusa sea bream), we are providing a wide range of support, including financing for the acquisition of facilities for the reorganization of fishing grounds

in the district and the introduction of large fish cages on lease.

In addition, we are working with many aquaculture operators, seawater aquaculture fishery cooperatives and seafood processing businesses to expand exports, support business succession through The Agribusiness Investment & Consultation and promote business matching. We will continue to strongly support the aquaculture industry in the "Amakusa Sea."



case

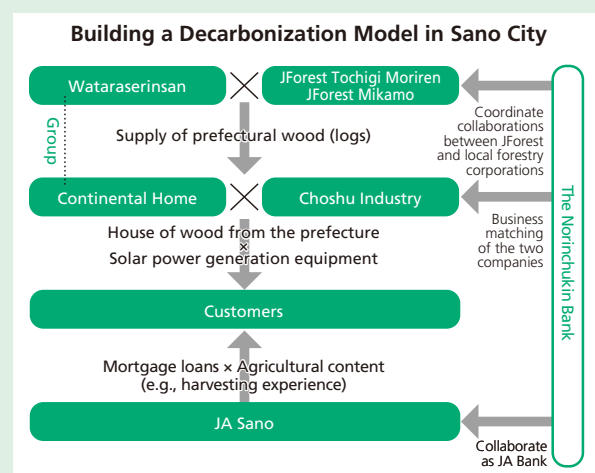
4 Forestry, agriculture and housing industries in Tochigi Prefecture Achieve SDGs in the region through collaboration between forestry and agriculture

The realization of a sustainable society, including countermeasures against global warming, is a major challenge for local communities. Tochigi Prefecture is no exception, and the prefecture has set a goal of "achieving carbon neutrality."

To support the realization of this goal, the Bank's Utsunomiya Branch in Tochigi Prefecture concluded a comprehensive partnership agreement in February 2023 with JForest, JA and companies in the prefecture to achieve the SDGs in the fields of forestry and agriculture.

The agreement was signed by JForest Tochigi Moriren, JForest Mikamo, Continental Home, Wataraserinsan, JA Sano and the Utsunomiya Branch of the Bank. These members will work together to create a virtuous cycle between the local economy and the environment, promote the use of prefectural wood and create sustainable business models in Sano City.

Specific efforts include the supply of prefectural wood by JForest and others and the construction of houses by Continental Home. Furthermore, Choshu Industry, a company affiliated with the Bank and others apart from this agreement, offers the installation of solar power generation equipment at no initial cost according to the needs of home buyers, and JA Sano proposes mortgage loans and provides opportunities to experience harvesting agricultural products using JA's point system.



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 Bank)

Number of members in JA Bank

JA **538** JA Shinnoren **32** The Norinchukin Bank **1**

571 organizations operate business in an integrated manner

(April 1, 2023) (Source) The Norinchukin Bank

Number of JA cooperative members

10.36 million



(Source) Comprehensive Agricultural Cooperatives Statistical Tables (2021), Ministry of Agriculture, Forestry and Fisheries

Number of JA Bank App downloads

1.79 million



(Source) The Norinchukin Bank (March 31, 2023)

Total number of branches nationwide

No. **2** in Japan (6,525* branches nationwide, 12.5% domestic share)

*Calculated (with fractions rounded off) by the Bank based on the data as of the end of FY2021 contained in the Financial Journal Special Edition 2023.

JA Bank savings balance

108.6 trillion yen



(Source) The Norinchukin Bank (March 31, 2023)

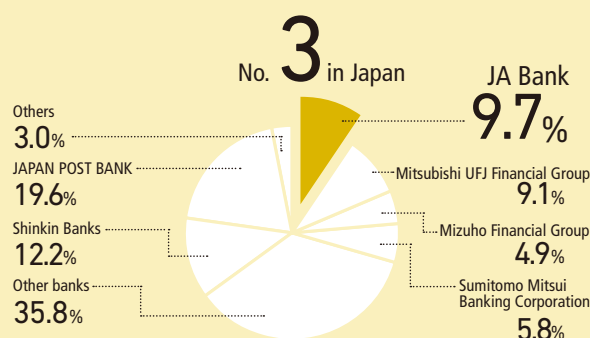
Number of mobile branches introduced

135



(Source) The Norinchukin Bank (March 31, 2023)

JA Bank's share of deposits from individuals



(September 30, 2022)
(Source) Prepared by The Norinchukin Bank based on Bank of Japan materials and results briefing materials from respective financial institutions
The amounts of balance of deposits for JA Bank and domestic banks and Shinkin banks refer to individual depositors, whereas the amount for JAPAN POST BANK refers to all depositors

Note: The sum of the percentages might not equal 100% due to rounding.

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 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 Bank is responsible at the national level.

In the field of agriculture, we formed a financial network 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 financial 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 operated 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 face-to-face transaction channels including "branch offices providing comprehensive services" equipped with specialists and client-relationship managers and "Yoriso 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. In addition to the financing function 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.



VOICE

Norinchukin's Role in the Retail Business What will change and what will not

The Norinchukin Bank's retail business is to operate JA Bank and JF Marine Bank together with local JA and JF, JA Shinoren and JF Shingyoren. The Bank functions as "head-quarters" providing nationwide infrastructure for financial services and serves as the "central bank" for each of the JA and JF members.

The latter function has been strengthened in the past, but we believe it is increasingly important to support each JA/JF's management while respecting their autonomy. The Bank's 100th anniversary in fiscal 2023 could become a turning point for a qualitative change of its functions.

The situations and challenges of JA and JF vary according to their region and organization. Notably, each JA is promoting the clarification of management strategies, and we are strengthening our support to encourage such an effort. Of course, JA Bank will continue to provide nationwide support in the three areas of agriculture, community and livelihood. One such support is to further promote non-face-to-face channels, such as net banks, to ensure convenience, thereby accelerating the enhancement of operational efficiency through various means.

Fiscal 2022 was a year when the financial market presented extremely high volatility. JA Bank's sales of mutual funds faced headwinds, but the number of accounts opened increased significantly. We believe that our efforts to listen carefully to customers' needs and explain the characteristics of our financial instruments to get their full understanding have been proved correct. Aiming for a further leap when the new NISA scheme begins in 2024, we see fiscal 2023 as a crucial year to seize opportunities.

Along with these efforts in livelihood, our support in agriculture and fisheries, including financial and other support via JA/JF to producers suffering from inflation and other

problems, will continue to be important. In terms of support for local communities, JA has launched the "Home-town Co-creation Business," for which we will provide full support.

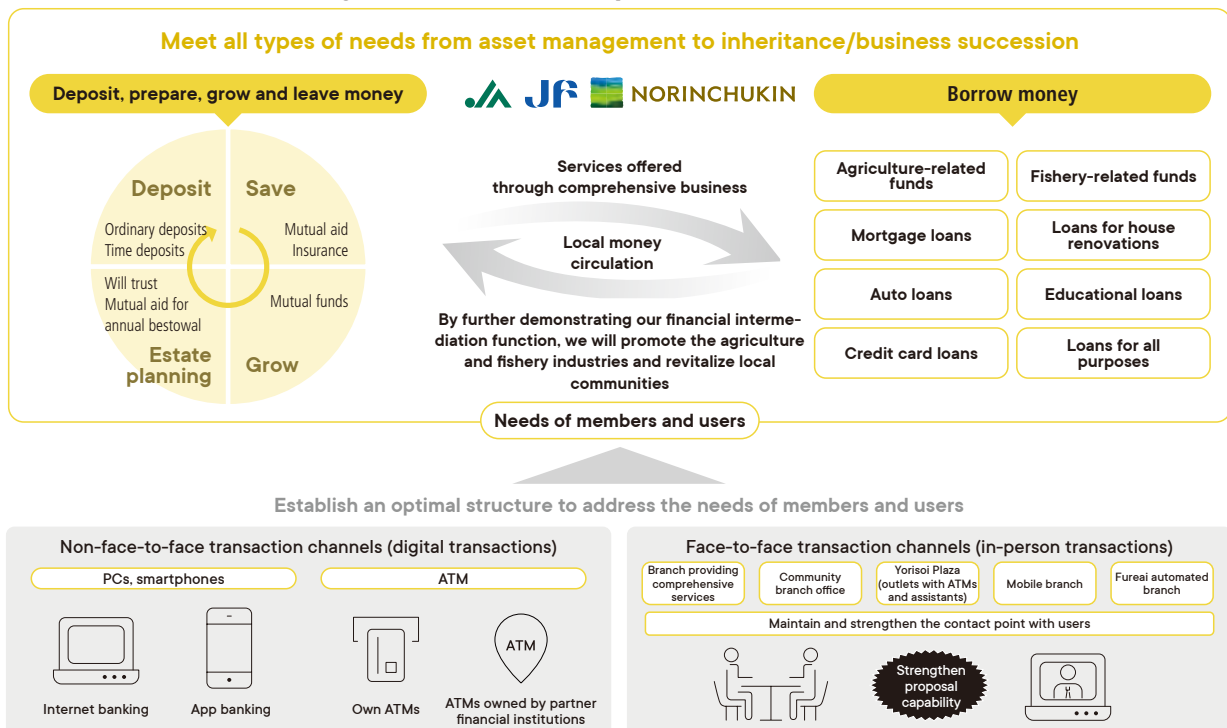
Toward the common goal of revitalizing the AFF industries and local communities, our unified efforts with JA, JF and others in the retail business will remain unchanged, with the connection becoming even stronger throughout our history. Such unification, combined with diversification due to the individuality of the respective organizations in the network, provides us with a unique advantage in promoting a variety of initiatives.



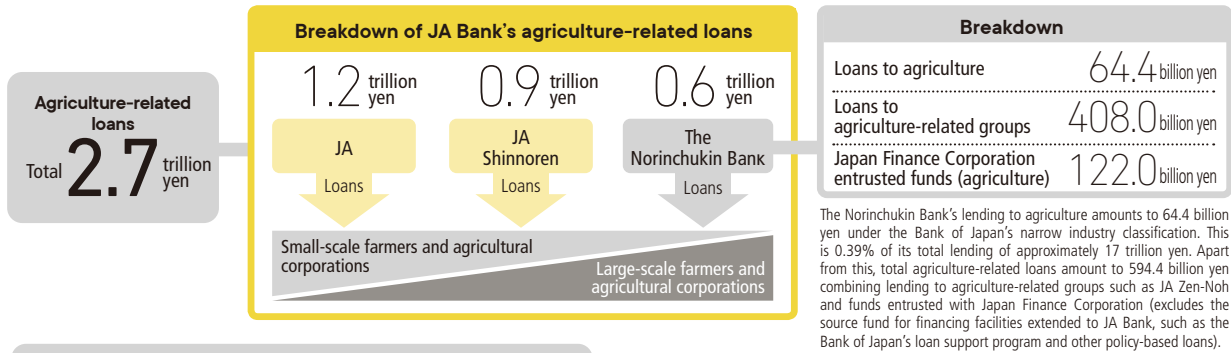
AKIYOSHI Ryo
Director and Managing Executive Officer
Member of the Board of Directors
Co-Head of JA and JF Business Support



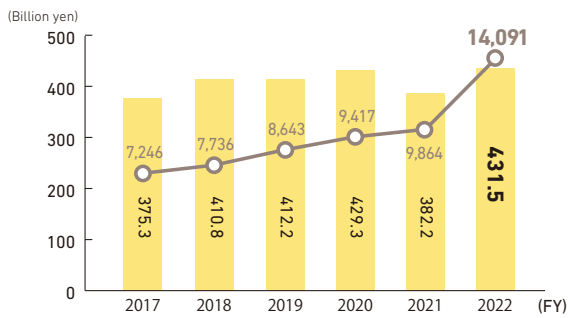
Offering new value to daily lives of local communities



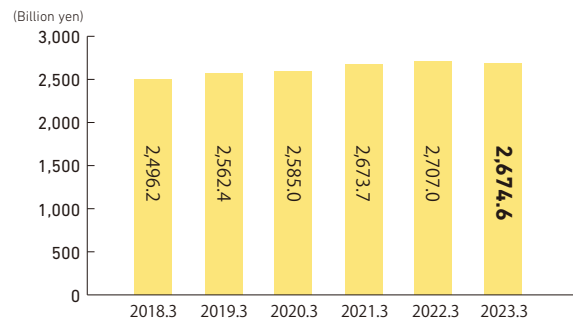
JA Bank's agriculture-related loans



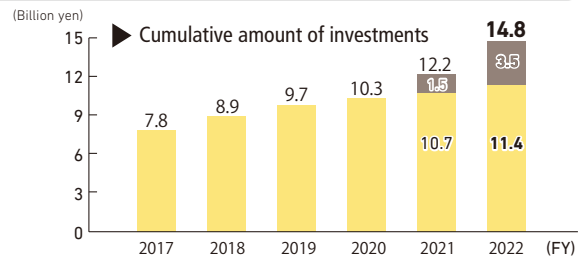
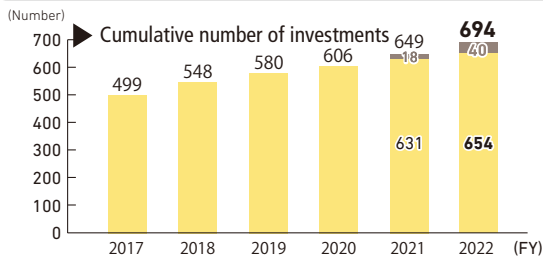
Trends in the amount of new agricultural loans executed and the number of agricultural corporations as business partners



Balance of agriculture-related loans



Investments in the AFF industries and food and agriculture-related corporations through Agribusiness Investment & Consultation



Note: In the above graphs, the upper part of the bars for FY2021 and FY2022 relates to food and agriculture-related corporations, whereas the lower part relates to AFF corporations. Due to rounding, the sum of the upper and lower figures might not equal the total figure. The cumulative number and amount of investments in food and agriculture-related corporations include those transferred from the Bank's F&A (Food and Agri) Growth Industrialization Investment Framework.

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 Bank play 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 Bank play the major role in meeting funding needs for farmers and agricultural corporations running large-scale operations.

The amount of new agricultural loans (long term) in fiscal 2022 totaled 431.5 billion yen, a record high since fiscal 2015 when we started compiling the data, because of steadily increasing financial transactions with agricultural corporations and meeting the financing needs of customers affected by soaring prices of production materials due to the situation in Ukraine and other factors.

The balance of JA Bank's agriculture-related loans as of March 31, 2023, totaled around 2.7 trillion yen (including loans facilitated by JA Bank on commission for Japan Finance Corporation) with 1.2 trillion yen at JA, 0.9 trillion yen at JA

Shinnoren and 0.6 trillion yen at the Bank.

JA Bank not only provides loans but also makes investments. For example, it actively invests in agricultural corporations that have technological capability but do not have sufficient capital to stabilize their financial position, supplying funds according to the growth stage of such firms. Through this initiative, the number of investment projects and the amount of investments executed via 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, handle low-interest loans nationwide for customers affected by the price hike of production materials and consult on various relief methods including revision of repayment terms for existing loans.

Revitalize the community through JA Bank’s unique financial intermediary function

In addition to providing financial services for the agricultural industry and people’s lives, JA Bank aims to pursue its unique financial intermediary function to solve regional issues and revitalize local communities. Specific initiatives for that purpose include the “Hometown Co-creation Business,” which was launched in fiscal 2022 to support JAs in their efforts to revitalize local communities.

This business is designed for The Norinchukin Bank to support JAs around the nation when they initiate and develop their creative efforts to address various regional issues and revitalize their local communities in collaboration with related local parties. In fiscal 2022, the Bank’s collaborations with JAs in several regions were realized under the theme of “creating farm areas supported by the local communities” through such efforts as supporting the elderly in depopulated areas, revitalizing communities based on tourism and providing support for people wishing to start farming.

One example is an effort by JA Agri Anan in Tokushima Prefecture. Located in a hilly and mountainous area, JA Agri Anan faced regional problems such as the progress of depopulation and aging that makes it difficult for residents to go daily shopping and to confirm the safety of residents in times of disaster.

To solve these problems, JA Agri Anan started “Smile Go,” a mobile shop vehicle that sells food and daily ne-

cessities, in June 2022. In July of the same year, it signed a comprehensive cooperation agreement with Naka Town for regional revitalization. Furthermore, JA Agri Anan’s ongoing efforts for community revitalization include the introduction of mobile branches that provide JA Bank’s financial services, the construction of laundromats and the holding of community development festivals. The Norinchukin Bank has been participating in these initiatives by JA Agri Anan from the conceptual stage to support the design of plans and their implementation.

Through the “Hometown Co-creation Business,” we will continue to support JA’s efforts to revitalize local communities around the nation.



Strengthen “consultation capabilities” for fishermen and fishery-related businesses through consultation centers and liaison meetings

The Norinchukin Bank, which operates JF Marine Bank together with JFs and JF Shingyoren throughout Japan launched the framework of the “Management Consultation Center for Fishermen” in fiscal 2019, jointly with National Federation of Fishery Cooperative Associations (JF Zengyoren)*. This is intended to enable fishermen and JF Marine Bank to think and act together on a wide range of subjects in each prefecture, including not only finance and income and expenditures but also updating facilities, undertaking new businesses and training successors.

Furthermore, in fiscal 2020, the Bank and JF Zengyoren established the “National Management Consultation Center for Fishermen” to support the strengthening of management consultation functions for the JF group—JF, JF Gyoren and JF Shingyoren, etc.—and fishermen in each prefecture. In addition to dispatching professional consultants, they hold the JF Marine Bank Fisheries Liaison Meeting regularly to share information, thereby enhancing “consultation capabilities.”

This meeting is also open to online participation and features a wide range of stakeholders, including fishermen, JF members and seafood manufacturers, making it a place for sharing knowledge and ideas. The number of participants keeps growing, and case studies presented by fishermen, JF members and fishery-related businesses attract considerable attention at each meeting.

As a national organizer of JF Marine Bank, The Norinchukin Bank has led these efforts. By providing support for these opportunities of information sharing and collaboration, the Bank was able to quickly get a precise picture of the participants’ concerns, such as a decrease in demand due to the coronavirus pandemic, which led to necessary support to expand sales channels.

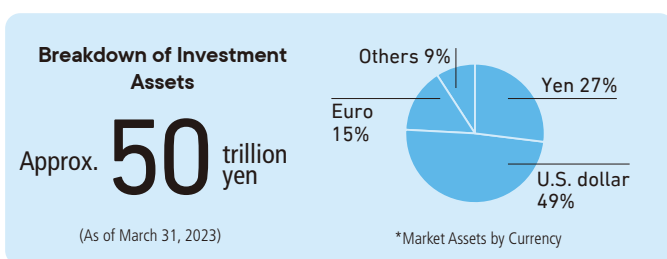
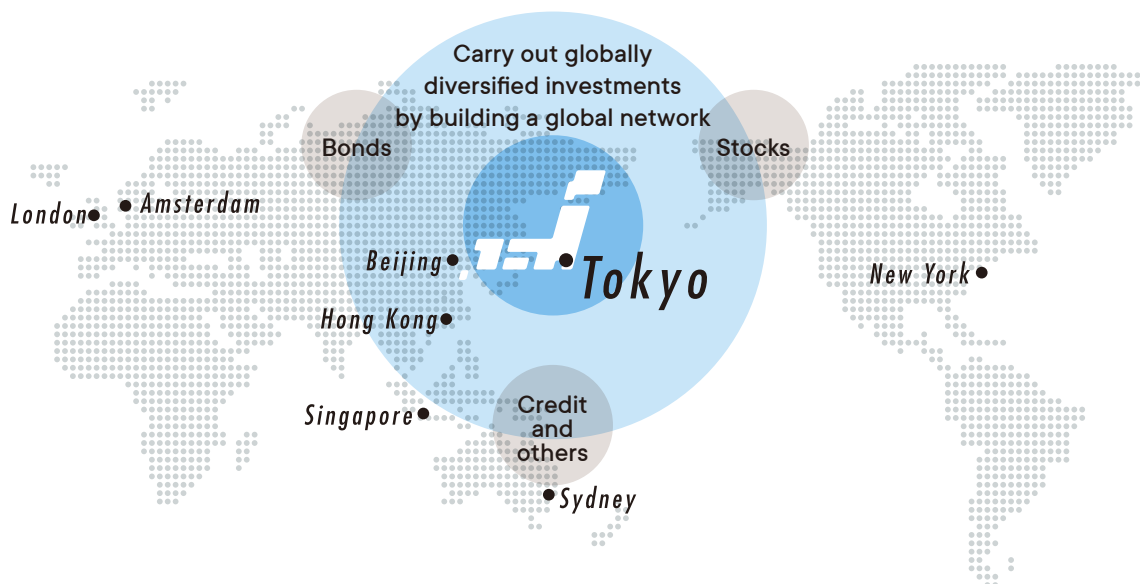
As a member of JF Marine Bank, we will continue to cooperate with JFs and JF Shingyoren to meet the detailed needs of fishermen and various businesses involved in the fisheries industry, as well as local communities.

*A national-level organization that oversees JF’s sales business, such as the sale of fisheries products, and JF’s operational directions provided to fishermen. Such role is assumed by JF Gyoren at the prefectural level.



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 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 worked 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, Beijing, 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.

In our investment business, we are also engaged in sustainable finance. For example, by actively investing in bonds focusing on gender equality and the world’s largest hydrogen infrastructure fund, we support the development of a sustainable environment, society and AFF industries from an investment perspective.



VOICE

Having weathered the turmoil in international financial markets, we accelerate adaptation to the new Investment environment

Due to global-scale inflation and monetary tightening, the international financial markets have been experiencing significant fluctuations that could almost be called historic. This is a difficult situation for the investment business of The Norinchukin Bank, against which we have been strengthening a defensive position by reducing risk assets since fiscal 2021. As a result, although we recognized unrealized losses on our asset holdings in the full-year financial results for fiscal 2022, we maintained a sufficiently sound capital adequacy ratio and recorded profit.

In the financial markets, signs of change are emerging in the inflationary trend. For our investment business in fiscal 2023, we are preparing to rebuild our portfolio in a flexible manner, including unwinding of a defensive position. By calmly and boldly confronting this market upheaval, we believe that officers and employees have gained greater strength both as an organization and as individuals, and we will seek even higher standards of performance in the new market environment.

The investment business of the Bank consists of two pillars: the management of our own portfolio and the asset management business, or the management of assets entrusted to us by external parties. The environment in fiscal 2022 was extremely challenging, but we were able to endure the situation for both, even achieving growth wherever we could.

These achievements, we believe, will provide a tailwind especially for our asset management business, and lead us to meet the strong expectations by a wide range of institutional and retail investors toward “the Norinchukin’s asset management” including the Bank’s group companies.

In this field, we have five group companies: Norinchukin Zenkyoren Asset Management, The Norinchukin Trust &

Banking, Norinchukin Value Investments, Norinchukin Capital and Nochu-JAML Investment Advisors. Each of these companies has steadily achieved results in their specialized areas such as credit, alternative and equity investments, and privately placed domestic REITs, and we therefore have high expectations for fiscal 2023 and beyond.

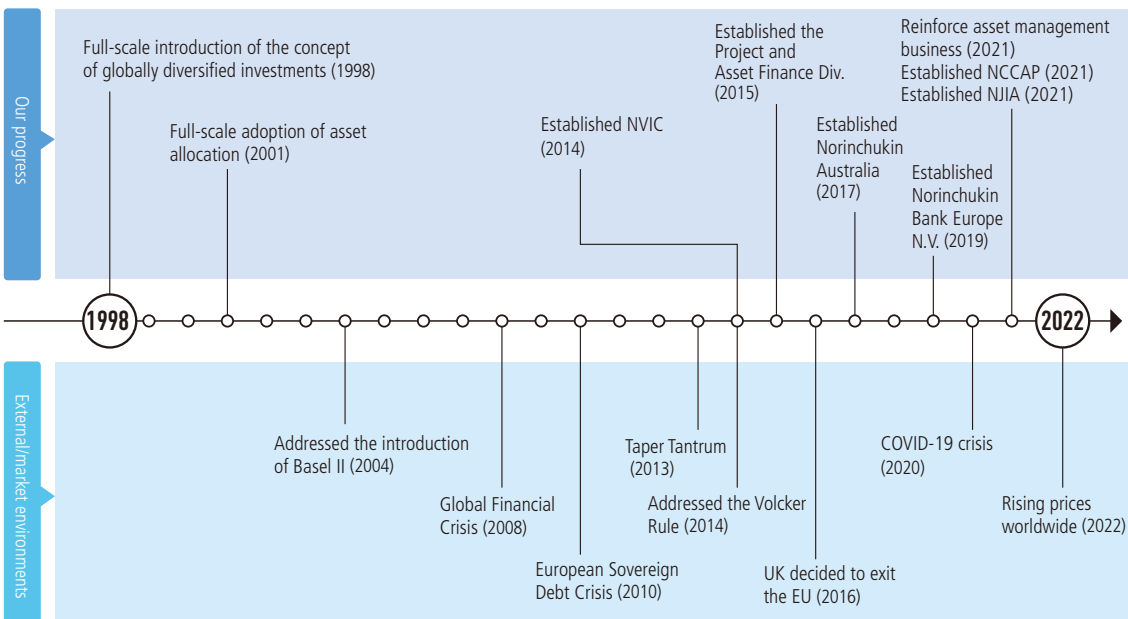
Ahead of its 100th anniversary in fiscal 2023, the Bank set forth its Purpose in 2021. This Purpose is the philosophy for our continuing to support the AFF industries and local communities, and it is our responsibility to secure solid financial resources to fulfill our Purpose. We look forward to the future of our investment business.



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



Progress in globally diversified investments



Bolstering the Asset Management Business —The Norinchukin Group is making group-wide efforts to diversify revenue sources

Under the policy of reinforcing our asset management business, we transferred our credit and alternative investment functions to Norinchukin Zenkyoren Asset Management (NZAM), an affiliated company of the Bank, in fiscal 2021. In addition, we newly established Norinchukin Capital (NC-CAP), for private equity investment and Nochu-JAML Investment Advisors (NJIA), for managing domestic real estate private REITs.

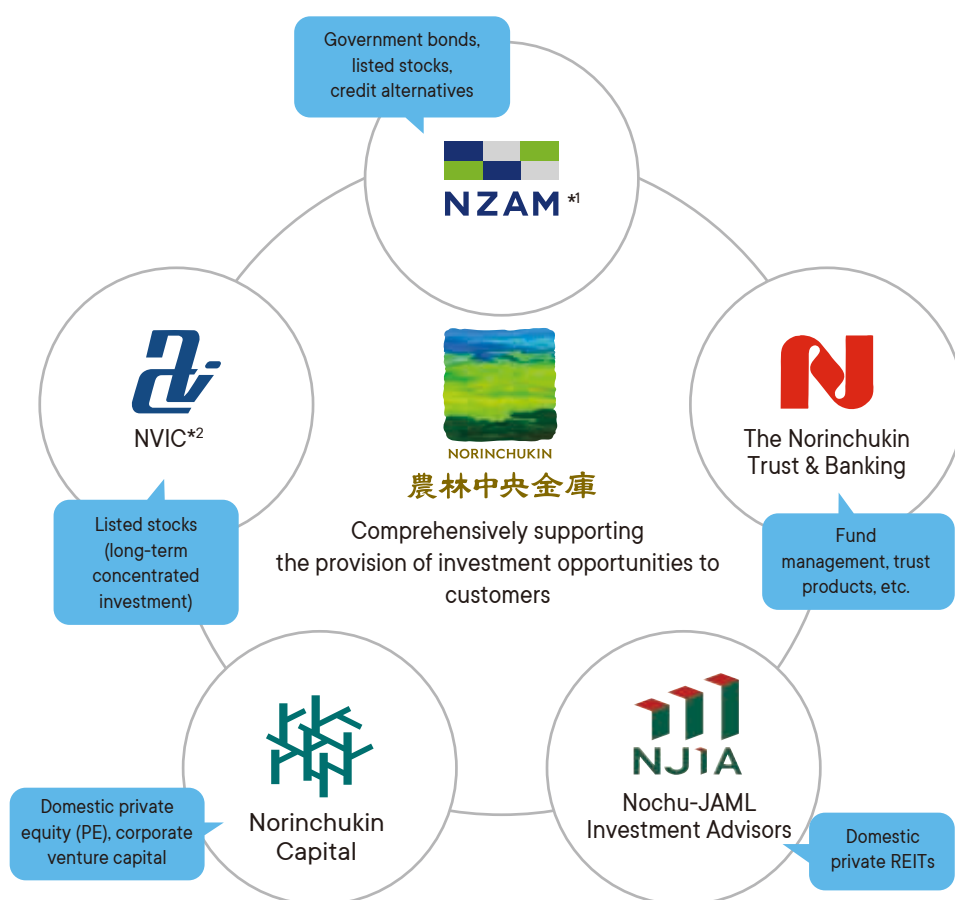
NZAM now offers a full lineup of products according to economic cycles and launched its credit flagship fund in August 2022. NJIA has begun managing a domestic real estate private REIT, in which the Bank also has a stake, offering prime yen-denominated investment opportunities. We will

continue to ensure the effective use of our management experience to meet diversified customer needs (including ESG investment products).

With the aim of achieving more integrated functioning of the Bank itself and its group companies, the Bank newly established a dedicated team within its Credit and Alternative Investments Division—on the frontline of the investment business—to support the asset management business, thereby strengthening the business on a group-wide basis. Through diversification of revenue sources by acquiring management fees without being subject to economic fluctuations, we will increase and stabilize revenue from the investment business and eventually fulfill the Bank's Purpose.

Asset Management Group Companies of The Norinchukin Bank

—Providing customers with extensive product lineups—



*1 Norinchukin Zenkyoren Asset Management

*2 Norinchukin Value Investments

Aim to be the “main asset manager” for credit and alternative investments

Norinchukin Zenkyoren Asset Management Co., Ltd. (NZAM), is a joint venture for asset management between The Norinchukin Bank and JA Zenkyoren (National Mutual Insurance Federation of Agricultural Cooperatives)*. In fiscal 2021, the personnel and assets related to credit and alternative investments were transferred from the Bank to NZAM to establish a new structure.

Although the asset management business continues to face difficult situations in the highly uncertain market environment, NZAM has steadily acquired a growing number of customers, both institutional and individual investors, and maintained assets under management (AUM) amounting to ¥15 trillion (as of June 2023). We feel that our clients place high expectations on the international diversified investments that the Bank has promoted, especially the credit and alternative investments, for which the Bank has the longest track record in Japan.

We receive many requests from institutional investors to learn our know-how. To address those requests, we publish monthly reports, hold training and study sessions, accept trainees and provide other solutions. Our goal is to be the “main asset manager” that our clients call on first when they think, “Now, let’s get moving.”

We are also actively embarking on the ESG field by, for example, structuring credit products related to ESG in-

vestments and providing advisory services for the Bank’s impact-investing program (totaling ¥15 billion), which is designed to have a positive impact on the environment and society. As a member of The Norinchukin Group, which emphasizes sustainable management, and as an asset management company that seeks to maximize the profitability of clients, we are operating our business with a focus on both sustainability and a fiduciary duty.

*A national-level organization that conducts JA’s mutual insurance business.



USHIKUBO Katsuhiko
President & CEO
Norinchukin Zenkyoren Asset Management Co., Ltd.

Specializing in our unique long-term concentrated investments, while providing support for the long-term asset building of individual investors

Norinchukin Value Investments Co., Ltd. (NVIC), is an asset management company that seeks returns through long-term holdings of selected stocks. In 2007, several members within The Norinchukin Bank, including Kazushige Okuno, who now serves as NVIC’s Chief Investment Officer (CIO), and myself, launched an in-house program involving “long-term concentrated investment.” We then moved to The Norinchukin Trust & Banking to expand our activities and became independent as NVIC in 2014.

We spend a considerable amount of time researching and analyzing our investees. As for Japanese stocks, we initially held stocks of only two or three companies. Even at the end of the previous fiscal year, we held stocks of only 21 companies, which truly shows that they were carefully selected. While diversification and short-term trading have been the mainstream investment approach in Japan, our long-term concentrated investment in selected stocks has come to attract the growing attention of many institutional clients in Japan and abroad for its low risk and high returns. Our “Ohbune” series of mutual funds enjoy the favor of individual investors, and we are strengthening our branding in anticipation of the new NISA scheme starting in 2024.

To secure returns, it is essential to contribute to the enhancement of the corporate value of investees. As a long-term investor who is in the same boat as the investee, we actively provide information and have discussions with our investees. Long-term concentrated investment could also

lead to ESG investment, which is a major topic for investment. Long-lived companies that we target for investment must have the capability to respond to the needs of society and the environment.

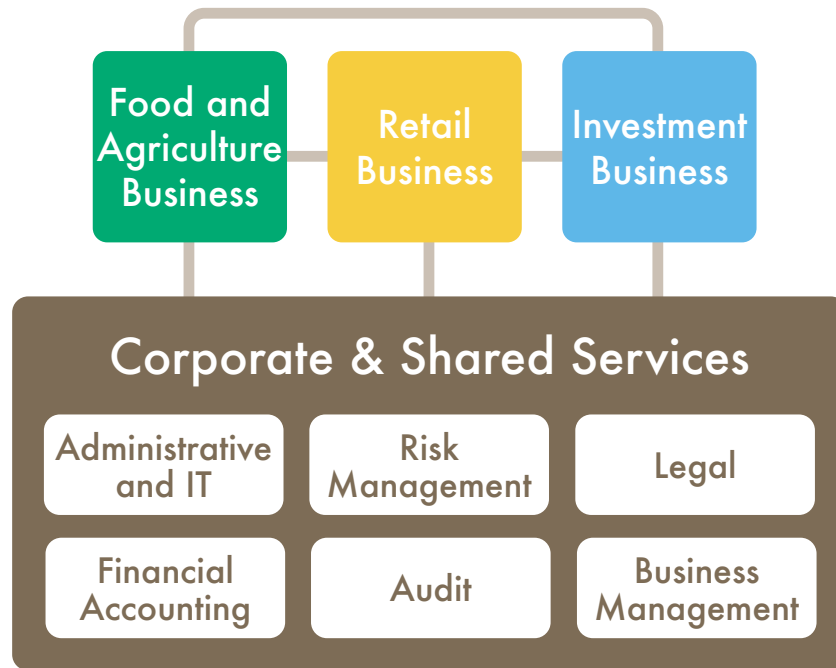
Furthermore, we are implementing a wide range of programs to develop potential investors, including endowed lectures at Kyoto University, providing investment education materials for high school students and holding investment seminars for individual investors. These efforts are based on our belief since our establishment that “human resource development is the best long-term investment.”



SAKEMI Naohide
Chief Executive Officer
Norinchukin Value Investments Co., Ltd.

Corporate & Shared Services

Provides support for The Norinchukin Bank's three business areas, and addresses new issues such as innovation, diversity & inclusion.



While fulfilling a wide range of functions as the foundation of the Bank, Corporate & Shared Services takes on the challenge of creating unprecedented value and innovating the corporate climate and culture

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

In the field of digital innovation, Corporate & Shared Services is not only improving the efficiency of overall operations but also promoting collaboration with the three businesses to solve respective problems and create revenue-generating opportunities, thereby creating new value. The range of initiatives it promotes is extensive, including establishment of training and qualification systems to develop digital talent throughout the organization, and operation of AgVenture Lab, an open innovation lab that aims to solve issues facing

the AFF industries and local communities in which we operate.

To enhance employee engagement for maximization of organizational vitality, work-style reform is another important issue to address. By making the most of IT and digital technologies, we will enable as many officers and employees as possible to be connected to each other at anytime, anywhere while working. In addition, we will promote behavioral transformation among officers and employees by setting and implementing a ground rule—"review the norm"—to change the organizational climate and culture for the better.

We are also committed to promoting diversity and inclusion, and as part of this effort we have set a Medium/Long-Term Goal (see page 16) of increasing the share of female managers. To achieve this goal, we will work on measures to encourage the activities and growth of female employees and to further raise the awareness of officers and employees.

Digital Innovation

AgVenture Lab accelerates transformation of food, agriculture, finance and society

The Bank has continued to work on digital innovation with the aim of creating new value. As part of this effort, AgVenture Lab was established in fiscal 2019 by eight JA Group organizations*, including the Bank. The Lab is working in collaboration with universities, government agencies, companies and producers to develop new businesses in the fields of AgTech, FinTech and FoodTech.

For example, the “JA Accelerator Program” is an annual program for entrepreneurs to foster start-ups that address issues concerning food, agriculture, finance, lifestyles, local communities and the environment. Since it started to accept applications in fiscal 2019, the number of applications is around 200 each year and 43 companies had joined the program as of fiscal 2023.

The participants’ projects vary widely, including the robotization of farm work, the digitalization of farming operations, the development of agricultural materials that revitalize plants, labor matching between producers and students, support for overseas expansion of local breweries through small-volume canned sake, reducing food loss through freezing technology, carbon fixation using Biochar and digital payment for the elderly.

A wide range of support services are available for selected start-ups, including management and financial support by AgVenture Lab and partner institutions and companies. In addition, employees of the JA Group, including the Bank,

accompany start-ups to provide business support and cooperation with the JA Group.

Furthermore, AgVenture Lab leads the evolution of innovation through such efforts as holding business plan contests for students, fostering in-house entrepreneurs and developing apps for delivering information on food from JA Group.

*JA Zenchu (Central Union of Agricultural Cooperatives), JA Zen-Noh (National Federation of Agricultural Cooperative Associations), JA Zenkyoren (National Mutual Insurance Federation of Agricultural Cooperatives), The Norinchukin Bank, IE-NO-HIKARI ASSOCIATION, The Japan Agricultural News, JA Zenkouren (National Welfare Federation of Agricultural Cooperatives) and Nokyō Tourist Corporation



Diversity & Inclusion

Toward the 13% target share of female managers by fiscal 2030

The Bank is committed to sustainable management, a major subject for which is diversity & inclusion with the aim that diverse human resources are accepted and encouraged to play an active role. One effort to achieve this aim is to increase the share of female managers.

In 2021, we conducted a survey of female employees, and based on the results, established the Women’s Empowerment Working Group consisting of 22 members affiliated with 14 divisions and branches. After active deliberations, the group proposed the following initiatives to the management of the Bank.

- 1) Enhance awareness reform to encourage autonomous career formation of employees
- 2) Create opportunities for each employee to craft his/her career path
- 3) Implement equality-based, objective assessment systems
- 4) Review current in-house systems to support employees’ career advancement

The Bank designated fiscal 2022 as the “Year of commitment in our Diversity & Inclusion (D&I) journey,” and began to review and implement specific measures based on the Working Group’s proposals. Under the leadership of the first female Managing Executive Officer as the Chief

Diversity Officer (CDO), the Bank has been promoting many initiatives, including the following:

- Foster awareness among officers and employees
- Dispatch women to external training programs to develop female leaders
- Hold roundtable discussions with role model employees
- Expand flexible work styles, such as flextime systems
- Hold seminars to encourage male employees to take parental leave

The share of female managers increased from 6.3% in fiscal 2020 to 7.6% in fiscal 2022. To achieve the Medium/Long-Term Goals of 13% by fiscal 2030 and 30% by fiscal 2040, we will further accelerate our efforts for transformation.



A scene from the mentoring program that includes discussions between successful female role models from other companies and the Bank’s female employees