CHAPTER 2

Value Creation Process of The Norinchukin Bank

In this section, we will introduce the direction of the Bank's business management and how it creates value through the contents such as the Message from the CEO and the Bank's Value Creation Process.

Q What are the strengths of the Bank that serve as the foundation of its value creation?

A Our strength lies in the diverse management capital that we have cultivated together with the cooperative organizations over our 100-year history.
By leveraging our relationships with the cooperative organizations and our network that provides access to the entire food and agriculture value chain—from production to processing, distribution, food service, exports, and consumption—we offer solutions unique to the Bank that go beyond conventional financial services such as investment and lending.
In addition, our stable funding base, supported by our members, enables us to manage assets from a medium- to long-term perspective, including the diversification of revenue sources.
This serves as a driving force behind our steadfast support for the AFF industries.

Q What direction is the Bank pursuing to create value by leveraging these strengths?

A To achieve our Purpose, The Bank has established its desired state for 2030 as its medium-term vision and is managing its business to realize this vision while responding flexibly and agilely to changes in the external environment.
At present, we are focused on rebuilding our earning power, contributing to the sustainable development of the agriculture, forestry, and fisheries industries, and restoring the trust of our stakeholders through the steady execution of these initiatives. Through these efforts, we aim to realize our vision for 2030.