5 Value Creation for Stakeholders

Upon having accumulated outputs through its business activities, the Bank aims to continue providing value while engaging in communication with all stakeholders.

Main outputs (results) related to value provision*

Create impact for the global environment, society, and economy Pages 45-50

- Sustainable finance: ¥11.4 trillion in cumulative new execution
- Engagement with investees and borrowers toward Net Zero and Natrure Positive
- Initiatives for decarbonization across the entire food and agriculture value chain
- Analysis for resolving nature-related issues

Support sustainable development of the AFF industries and local communities Pages 33-36

- Provide financial support to farmers, fishermen, and foresters and the food and agriculture related companies, etc.
  - Balance of agriculture-related loans: ¥491.2 billion
  - Supply of growth capital by the Norinchukin Group (investments): ¥119.8 billion
  - Establishment of the Agriculture and Food System Development Fund: ¥100.0 billion in financing

  * Combined with the existing Food and Agriculture Value Chain Strategic Support Loan Facility.
- Support for enhancing management sophistication among leaders: cumulative total of 1,483 consulting activities conducted by JA Bank
- Support for strengthening the food and agriculture value chain, including support for exporting
- Support for carbon credit creation and sales: cumulative total of approximately 170 thousand tons of CO_2 including projected amounts based on long-term contracts.

Create value for cooperative members and users through optimal integration of the digital and real Pages 37-40

- Support for JA Bank and JF Marine Bank in demonstrating their financial intermediary functions (support for JA and JF lending operations as well as proposals for asset building and management)
- Enhancement of digital infrastructure (improvement of JA Bank app functions)
- Support for JA and JF in formulating and implementing management strategies tailored to regional characteristics
- Implementation of nationwide planning to maintain and establish JA Bank's business base
- Support for regional revitalization and fishing ground environmental conservation activities by JA and JF

Ensure stable returns and play a role as the national level banking institution for the AFF cooperatives Pages 41-44, 52-54

- Profit attributable to owners of parent: ¥121.4 billion
- Initiatives to diversify revenue sources
  - Rebalancing of interest rate risk and non-interest rate risk assets
  - Practice of the asset management business for Group companies
- Sophistication of financial governance (establishment of the Financial Strategy Committee)

Realize a flexible and resilient organization that continues to take on challenges of changes Pages 55-68, 69-77

- Build a human resources portfolio linked to strategies (Medium-Term Vision) and implement personnel measures, development, and recruitment initiatives, etc., for this purpose
- Improvement of Employee Engagement Scores: score of 61%
- Co-create business value using digital technologies in close collaboration with business divisions
- Commence development of AI agents to increase business sophistication
- Enhancement of responses to cybersecurity
- Continuous enhancement of management systems and governance (appointment of outside experts as board of directors)

* Results achieved during FY2025 or as of the end of FY2025.

Our stakeholders / Main added value that we offer

Our stakeholders	Main added value that we offer
Members (cooperative system) JA, JF, JForest and other federations including various cooperative systems	● Stable returns as the ultimate manager of funds ● Planning and provision of various measures, system infrastructure, unified administrative procedures, etc. as the national-level organization of JA Bank and JF Marine Bank ● Support for growth and resolution of issues through the Bank's financial services, knowledge, and domestic and international networks
Farmers, fishermen, and foresters (individual cooperative members, etc.) **Local communities** Local residents, companies and organizations	● Supporting business activities and promoting income growth through coordination with members ● Resolution of issues and support for life plans through the provision of financial services, etc., by the Bank and its members ● Contributing to solving local problems and revitalizing local communities
Clients Agriculture, fishery and forestry-related companies, business corporations, etc.	● Support for growth and resolution of issues through the Bank's financial services, knowledge, and domestic and international networks ● Co-creation that leverages the foundations of the cooperative system
Investors Domestic and foreign institutional investors, investors in debentures, etc.	● Providing high-quality investment opportunities through the asset management business ● Providing financing opportunities for the Bank's climate change initiatives
Business partners Financial institutions, market participants, business tie-up partners, contractors, etc.	● Support for growth and resolution of issues through the Bank's financial services, knowledge, and domestic and international networks
Governments and municipalities Competent ministries, local public bodies, etc.	● Contribution to establishing sustainable food systems and revitalizing communities, etc. ● Realization of collaboration utilizing the Bank's financial services, knowledge, and domestic and international networks, as well as the foundations of the cooperative system
Norinchukin Group employees	● Providing a work environment that gives a sense of satisfaction and achievement ● Providing career development and growth opportunities for employees ● Realization of diverse work styles according to lifestyles