

# Value-Creating Businesses of The Norinchukin Bank

In this section, we will introduce our goals and specific initiatives of each business domain aimed at realizing our Medium-Term Vision and the Purpose, as well as the Value that we create through these efforts.

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## Q How does the Bank seek to fulfill its mission to contribute to the advancement of the AFF industries?

**A** To fulfill its mission to contribute to the advancement of the AFF industries, The Norinchukin Bank pursues a wide range of initiatives centered on three businesses: Food & Agriculture, Retail, and Investment. Specifically, these include providing financing and consulting services to various companies across the food and agriculture value chain (Food & Agriculture Business), delivering regional financial services in collaboration with JA and JF (Retail Business), and generating stable profits through globally diversified investments while returning those profits to members (Investment Business). Through these initiatives, we support the sustainable development of the AFF industries.

## Q What initiatives are you involved in to make the AFF industries sustainable?

**A** Addressing environmental and social challenges that affect the AFF industries, such as climate change and biodiversity, are important priorities. However, these challenges cannot be solved by a single company. The Bank collaborates with and serves as a bridge among companies, academic institutions, government bodies, and other stakeholders across the food and agriculture value chain. We also provide sustainable finance that provides financial support for corporate initiatives and promote the creation of carbon credits derived from AFF activities. Through these efforts, we are working to create positive environmental and social impact across the entire food and agriculture value chain.