Vision for 2030

Create impact for the global environment, society, and economy

Harnessing the power of cooperatives and finance, we aspire to continue to create positive impact toward sustainable environment, society and economy.

Realization of a Sustainable Society

As a financial institution based in the AFF industries, the Bank has placed sustainability at the core of its management and is advancing related initiatives across the entire organization. We are strengthening governance through measures such as establishing a statement of Purpose and forming a Sustainability Advisory Board, while also actively participating in international rule-making as a member of the Task Force on Nature-related Financial Disclosures (TNFD). The Bank also views climate change and nature as interconnected challenges and is promoting cross-organizational initiatives that integrate its Food & Agri, Retail and Investment businesses, as well as corporate functions, to facilitate the transition of the entire food and agriculture value chain to a sustainable state. Going forward, we will continue to advance sustainability management by leveraging our strengths as a financial institution and collaborating with a diverse range of stakeholders to help realize a sustainable society.

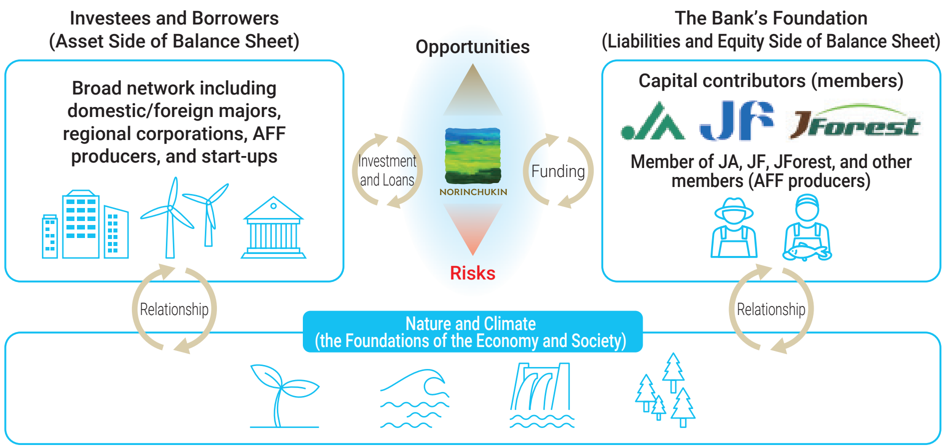
KAWASHIMA Kenji
Managing Executive Officer
(Business Administration Unit)
Chief Strategy Officer
Co-Chief Sustainability Officer
(Co-CSuO)

TSUCHIDA Tomoko
Managing Executive Officer
(Value Chain Unit)
Co-Head of Food & Agri
Banking Business
Co-Chief Sustainability Officer
(Co-CSuO)

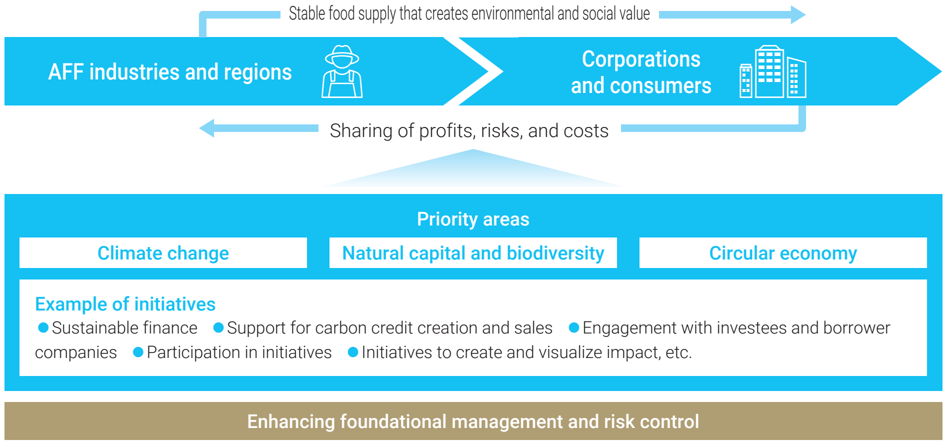
The Direction of the Bank's Sustainability Initiatives

The AFF producers, corporations and other stakeholders within The Norinchukin Bank's network are closely connected to nature and climate in Japan and abroad. Against this backdrop, responding to nature- and climate-related risks and opportunities is a key issue that is directly linked to the sustainability of the Bank's business operations and organizational foundation. Accordingly, the Bank is advancing sustainability initiatives across the entire food and agriculture value chain, focusing on three priority areas: climate change, natural capital and biodiversity, and the circular economy.

The Bank's Relationship with Nature and Climate (the Foundations of the Economy and Society)



The Bank's strategy and initiatives to transition to a sustainable food & agriculture value chain overall

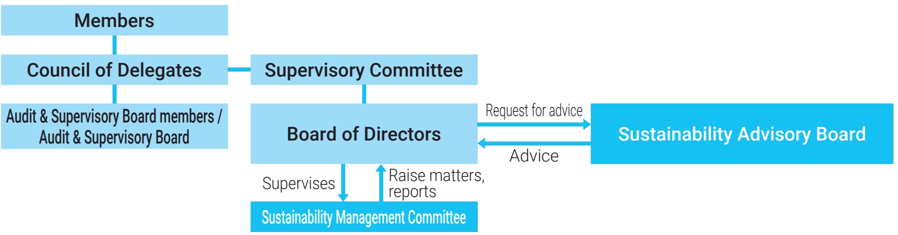


Governance Related to Sustainability Management

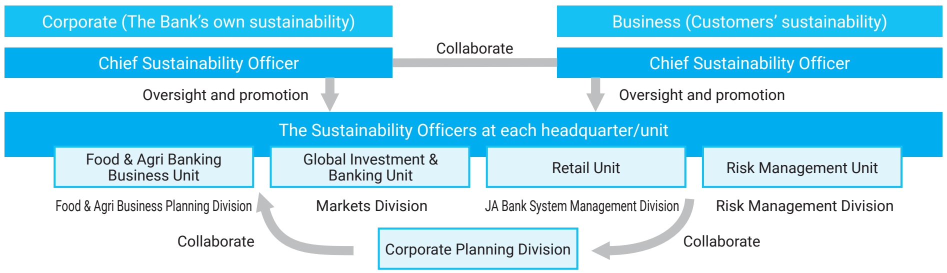
The Sustainability Management Committee was established under the Board of Directors for discussion and determination of overall sustainability management policies and key management issues related to sustainability. Discussion topics are submitted and reported to the Board of Directors and the Supervisory Committee as necessary. In addition, we have established a Sustainability Advisory Board as an advisory body to the Board of Directors to facilitate consultation with external experts and reflect their opinions in our efforts to enhance sustainability management.

We have appointed two executive officers as Chief Sustainability Officers (Co-CSuO) to oversee and promote sustainability management. Moreover, to strengthen sustainability management across the organization, we have assigned Sustainability Officers (SuO) to each headquarter/unit. The SuOs are responsible for advancing initiatives for each headquarter/unit in accordance with the organization's policies and strengthening collaboration between headquarters/units.

Governance Framework



Internal framework for sustainability promotion



Results of key meetings (fiscal 2025)

Meeting	Chair and main members	Number of meetings	Main agenda
Sustainability Advisory Board	Main members: 4 external experts *1 (Attended by CEO, Co-CSuO)	2 times *2	● Sustainability initiatives at JA Bank / JA Group ● Initiatives to transition to sustainable food and agriculture value chain ● Future utilization of dialogue between CSuO and branches Etc.
Sustainability Management Committee	Chair: CSuO Main members: Relevant executive officers, general managers, etc.	6 times	● Initiatives and business performance (sustainability-related initiatives) ● Sustainable finance target revision ● Progress with sustainable business (credit, etc.) initiatives Etc.

*1 Refer to P.75 for members of the Sustainability Advisory Board.

*2 Member attendance rate was 87.5%

Initiatives for achieving net zero by 2050

Transition Plan for Achieving Net Zero by 2050

The Bank announced its "Commitment to Achieving Net Zero by 2050" in 2023 in response to the increasing severity of climate change. The various initiatives being pursued toward achieving net zero by 2050 are summarized and systematized in the "Transition Plan for Achieving Net Zero" outlined below.

Foundation

Purpose

- Environmental Policy / Human Rights Policy
- Important Issues to Achieve Our Purpose
- Commitment to Achieving Net Zero by 2050

Vision for 2030: Create impact for the global environment, society, and economy.
Harnessing the power of cooperatives and finance, we aspire to continue to create positive impact toward sustainable environment, society and economy.

Implementation Strategy

Promoting Sustainable Business
- Providing decarbonization solutions to investees and borrowers
- Supporting, in collaboration with members, the maintenance and creation of environmental value in AFF industries through initiatives to reduce the environmental impact of production activities and the creation of carbon credits

Strengthening Risk-Management Systems
- Responding to environmental and social risks based on an integrated risk management framework
- Enhancing scenario analysis

Engagement Strategy

Engagement with Investees and Borrowers
- Promoting initiatives based on borrowers' transition plans and progress in implementing them
- Engagement tailored to the characteristics of each asset class
- Raising effectiveness and gaining insights through collaborative engagement

Collaboration with Diverse Stakeholders
- Collaborating with members to solve local sustainability issues
- Cooperating with industry, government, and academia
- Participating in initiatives

Metrics and Targets

Refer to P.47

Governance

- Major policies and significant revisions of the transition plan are discussed in the Sustainability Management Committee and approved by the Board of Directors. Progress on specific initiatives under the plan and any revisions thereto are reported and resolved in the Sustainability Management Committee, with the Board of Directors and the Supervisory Committee supervising the content (achievement of targets established based on annual initiatives is also reflected in executive compensation and employee remuneration).
- Oversight and promotion by the Co-CSuO; Promotion of cross-organizational collaboration by the SuO at each HQ/unit.
- Periodic review of the details and the progress of the transition plan, reporting to external stakeholders.
- Capacity building (awareness-raising and education)

Roadmap for Achieving Net Zero by 2050 (metrics and targets)*

Fiscal year		2019 (base year)	......	2022	2023	2024	2025	2030	2040	2050
Reduction of GHG emissions by investees and borrowers	**Loans**									
	Power (gCO2e/kWh)	213	......	208	197			138-165		Net Zero
	Oil and gas Borrower Scope 1 and 2 (gCO2e/MJ)	8.9	......	13.9	13.2			3.1		Net Zero
	Borrower Scope 3 (MTCO2e)	0.51	......	0.29	0.16			vs. fiscal 2019 −27.3% (0.37)		Net Zero
	Coal	Response and engagement based on investment and loan sector policies								Net Zero
	Steel (tCO2e/t)	2.02	......	2.03	2.06			1.54～1.73		Net Zero
	Real estate (kgCO2e/m²)	82.7	......	48.8	56.4			34.1		Net Zero
	Automobile (gCO2e/vkm)	192.6	......	346.8	333.5			111		Net Zero
	Shipping				(Indexed to December 2023) Striving:38.5% Minimum:30.2%			PCA≦0%		Net Zero
	Investment									
	Stocks and corporate bonds (tCO2e/¥1mn)	0.83	......	0.75 ▲10%	0.74 ▲10%			vs. fiscal 2029 −49%		Net Zero

FY	2020 (base year)	2021	2022	2023	2024	2025	2030	2040	2050
Reduction of GHG emissions at the Norinchukin Group itself (tCO_2)	22,859	21,947	17,621	15,814	15,254	14,586	Net Zero		Net Zero
Secure the amount of the forest carbon sink, together with JForest members	5.8 Mt CO_2	6.12 Mt CO_2	6.42 Mt CO_2	6.71 Mt CO_2	6.98 Mt CO_2		9.0 Mt CO_2		Net Zero
Cumulative Amount of Sustainable Finance Originated		¥1.5trn	¥4.4trn	¥7.0trn	¥9.0trn	¥11.4trn	¥15trn		Net Zero
Enhancement of environmental and social risk management systems							Coal-fired power generation and coal mining (general coal) sector Principle of prohibiting new investment and financing on a company-by-company basis and by use of funds		Net Zero
Outstanding loans and investments for coal-fired power generation		¥37.0bn (based on use of funds)					¥24.0bn	Zero balance	Net Zero

* Due to changes in the data collection methodology, certain figures previously disclosed in past fiscal year have been revised.

Engagement with investees and borrowers (climate)

The Bank provides solutions to support client transitions through engagement on climate change issues.

Engagement Process and Examples of Key Solutions

Scope	All borrowers	
Understanding relevant trends/Grasping own-company situation	Grasping climate change-related, oversight by management	☑ Understanding issues through engagement ☑ Information sharing, study sessions and workshops
GHG measurement	GHG measurement and scope expansion	☑ Offering solutions for GHG measurement (introducing partner companies)
Policy / target-setting	Target setting and transition plan feasibility assessment	☑ Consulting and advisory service for planning and implementation
Initiatives / information disclosure	Execution and disclosure in line with relevant initiatives and disclosure frameworks	☑ Proposal on sustainable finance and nature-based credits
Future Initiatives	Aiming to mitigate risks and create opportunities for the Bank by supporting Borrowers' transition efforts (Further strengthen the integration of risk management and engagement)	

Initiatives in natural capital and biodiversity

The Norinchukin Bank has adopted an integrated approach that views climate change and natural capital as interconnected issues, reflecting its position as a financial institution that is closely linked to nature and climate. For natural capital in particular, the Bank is working to enhance methodologies for nature-related analysis and to provide solutions to investees and borrowers, while also participating in international rule-making.

To further enhance these initiatives, the Bank places a strong emphasis on external collaboration. For example, to deepen its integrated understanding of the impacts of investment and lending activities on climate change and natural capital and biodiversity, the Bank has been collaborating with the laboratory of Professor Norihiro Itsubo at Waseda University since fiscal 2023 to measure and analyze the equity biodiversity footprint* of its investment and loan portfolio. Furthermore, from fiscal 2024 through fiscal 2025, the Bank participated in the "Development and Demonstration Project for Nature Footprints to Promote Nature-Related Disclosure and International Standardization by Financial and Investment Institutions" under the government's BRIDGE Program, which aims to bridge R&D with Society 5.0 (the "ideal society"). Through this initiative, the Bank contributed to the preparation of guidance on the use of nature footprints based on case studies of initiatives undertaken by financial institutions.

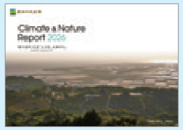
* An indicator representing extinction risk across 10,000 terrestrial species and 1,000 aquatic species

Nature Footprint Overview

Inventory data CO_2, CH_4, etc. → **Area of impact** Climate change, atmospheric pollution, etc. → **Biodiversity footprint** / **Ecosystem service footprint** → Conversion into economic indicators

Climate & Nature Report 2026

For details on the Bank's climate and nature-related initiatives, please refer to the Climate & Nature Report (planned for release in late September 2026)

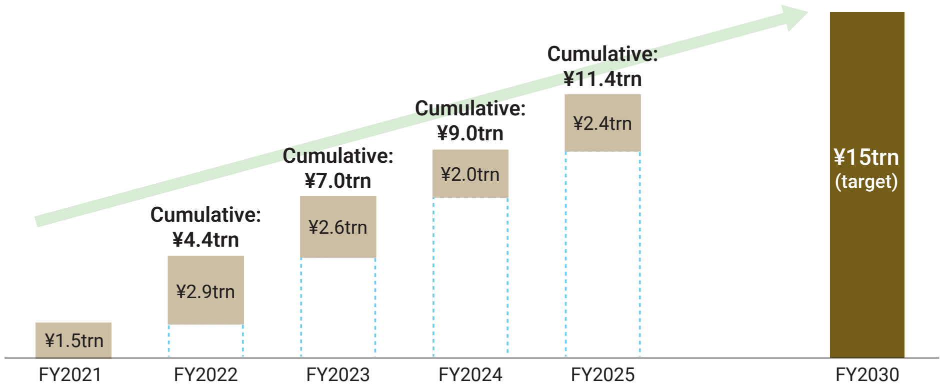


Sustainable Finance Initiatives

Amount of new sustainable financing

In response to the environmental and social concerns described in “Important Issues to Achieve Our Purpose,” the Bank has set a target of achieving cumulative sustainable financing of ¥15 trillion. *1

*1 The target was raised in April 2026 following the achievement of the initial target of ¥10 trillion.



Breakdown of cumulative new financing (¥11.4trn)		
Investment & loans	Marketable assets:	¥6.7trn (approx.)
	Project finance:	¥2.6trn (approx.)
	Corporate Loans:	¥1.7trn (approx.)
Procurement	Green bonds and green deposits:	¥0.4trn (approx.)

Listed Equity Impact Funds

The Bank and the National Mutual Insurance Federation of Agricultural Cooperatives (Zenkyoren) jointly invested a total of ¥15 billion in an impact fund targeting listed equities managed by Norinchukin Zenkyoren Asset Management Co., Ltd.
The fund aims to support food and agriculture, thereby contribute to prosperous lives and vibrant local communities through equity investments in domestic listed companies that can both enhance corporate value and generate positive outcomes by addressing social issues related to food, agriculture and regional communities. Specifically, the fund has established three themes—“Resilient Food Systems,” “Sustainable Agriculture,” and “Prosperous and Secure Regional Communities,”—and engages constructively with investees to encourage the expansion of positive outcomes in these areas.

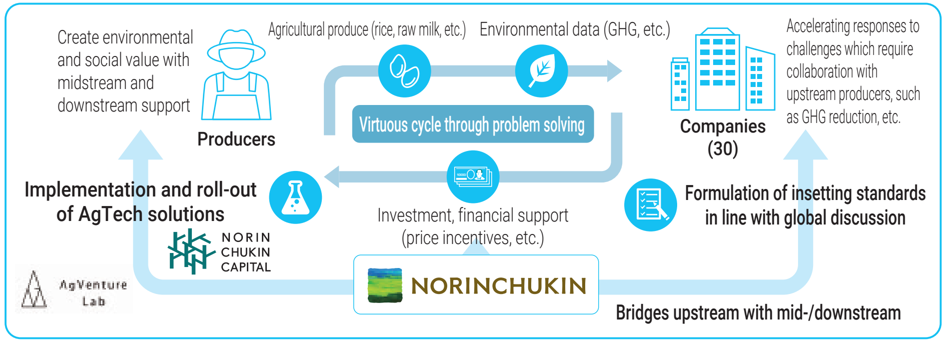
Leveraging the Bank’s Functions to Support the Transition of the Food and Agriculture Value Chain

Operation of the Insetting Consortium

In 2024, the Bank established the Insetting* Consortium, which aims to connect upstream producers with midstream and downstream food-related companies across the food and agriculture value chain, thereby improving producers’ incomes and supporting the transition of the entire value chain toward carbon neutrality and a nature-positive future.
The Consortium was initially launched with four companies, including the Bank, and as of April 2026 the membership had expanded to 30 companies to address challenges facing food and agriculture value chain related to climate, nature and other issues. To promote the adoption of insetting in Japan, the Consortium has also established commodity-specific working groups, including for livestock products, and is advancing initiatives such as the development of guidelines informed by domestic and international discussions and practical experience.

* “Insetting” is an approach whereby a company seeking to reduce its indirect greenhouse gas (GHG) emissions (Scope 3) invests in or provides support for emission-reduction initiatives undertaken by other companies within the same value chain, enabling the resulting outcomes to be shared not only by the company itself but across the value chain as a whole.

Overview of Insetting



VOICE Insetting Consortium

Pursuing decarbonization and environmental load reduction across food and agriculture value chain

The Insetting Consortium, established in August 2024 under the leadership of the Bank, aims to facilitate the food and agriculture value chain’s transition to carbon neutral and nature positive. Reducing Scope 3 emissions is a crucial issue for food makers and retailers, but a significant portion of these emissions originates at production sites, and it is difficult for a company working on its own to establish points of contact with production sites, select reduction methods, visualize the effect, and design cost distribution. The Consortium calls together various players—from corporations to cooperative organizations and research institutions—to a single location to promote discussion and partnership. In reference to overseas precedent, it aims to summarize approaches to insetting and practical considerations while tailoring them for the situation in Japan, and so establish a practical framework within the domestic food and agriculture value chain.

Food & Agri Business Planning Division
TAKECHI Hiroyuki (right)
MORI Fuka (left)

Initiatives for Creating and Measuring Impact in the Regions

To fulfill our Purpose and resolve important issues, we are actively promoting measures to create and visualize impact, through our businesses. More specifically, for projects undertaken by our divisions and branches to revitalize the AFF industries and regions, we define the route from input through business activity through short-/medium-/long-term ESG impacts, and conduct a social impact assessment that can clarify the impacts to be measured. These processes have been recognized under the Sustainable SEEDS* program as Impact Creation and Measurement Initiatives.

* Sustainable Seeds is an ESG finance assessment program developed by Rating and Investment Information, Inc. (R&I). It evaluates financial products and related initiatives, offered by financial institutions and businesses, that contribute to the realization of a sustainable society using evaluation criteria and methodologies independently established by R&I.

Supporting Sustainable Regional Agriculture Through the Use of Imperfect Vegetables

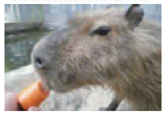
To support regional agriculture and promote a circular economy, the Bank facilitated a partnership between JA Shimabara Unzen and Nagasaki Bio Park (a zoological park), launching an initiative in fiscal 2023 to use imperfect vegetables identified at JA grading facilities and production sites as animal feed. Furthermore, in 2025, the Bank collaborated with Kyushu Seino Transportation Co., Ltd., which serves the entire Kyushu region, to establish a system under which imperfect vegetables are collected from JA Shimabara Unzen's grading and sorting facilities and transported to Nagasaki Bio Park.
Through the initiative, the volume of imperfect vegetables effectively utilized has increased by approximately tenfold compared to the initial stage of this program. In addition, the initiative is being expanded to zoological parks both within and beyond Nagasaki Prefecture, through collaboration with related stakeholders.

NORINCHUKIN Overall coordination

(JA Shimabara Unzen)

Produce delicious vegetables
- Some imperfect vegetables are processed into juice or powder, but many are incinerated.

Collects and transports imperfect vegetables
- Participating as part of CSR activity
- Uses existing distribution networks to transport imperfect vegetables and keep down transportation costs



Feeding animals
- The cost of food supplies is rising owing to inflation
- Imperfect vegetables are obtained free of charge from JA, reducing costs (only transportation costs are borne)

Participation in Initiative Alliances

Through active participation in domestic and overseas frameworks, the Bank ascertains trends related to sustainability and pursues external alliances.

Across fields	Climate change	Natural capital & biodiversity
UN Global Compact, Circular Partners, Equator Principles, PRI*, UNEP FI Principles for Responsible Banking, 21世紀金融行動原則, インパクト志向金融宣言, JAFAS, FAIRR	GX League, CDP, Japan Climate Initiative, JCLP, PCAF, Climate Action 100+, AIGCC	TNFD, JBIB, Keidanren Initiative for Biodiversity, PBAF, 30by30, FANPS

* Participation in PRI is by Group company Norinchukin Zenkyoren Asset Management Co., Ltd.

Identification and Assessment of Human Rights Issues and Impacts

The Bank's Human Rights Policy clearly states that the Bank Group endeavors to conduct due diligence in order to prevent and/or mitigate any negative impact that its financial services could have on human rights. In addition, the Bank conducts a human rights impact assessment across the organization and its business activities every three years. In fiscal 2025, the Bank assessed human rights impacts across its business activities and value chain, including group companies, with the cooperation of BSR (Business for Social Responsibility), a U.S.-based NPO and external expert. Human rights issues were identified through employee interviews and other activities. The identified human rights issues were risk-mapped according to severity for affected rights holders and relevance to the Bank's business activities. Taking into account changes since the previous assessment and BSR's recommendations, the Bank Group identified as priority issues those considered to be of particularly high significance and necessity for action.

Human rights impact assessment

Developing human rights issues list → Interviews with relevant parties at the Bank and Group companies → Risk significance assessment / Business relevance assessment → Issue prioritization → Specific actions

Priority issues for fiscal 2025

- Human rights impact through money laundering
- Modern slavery (forced or child labor)
- Privacy and information security
- Diversity and inclusion
- Workplace harassment
- Working conditions (wages, employee benefits, collective bargaining rights)
- Other human rights issues related to the businesses of investees and borrowers

Sustainability-related Risk Management

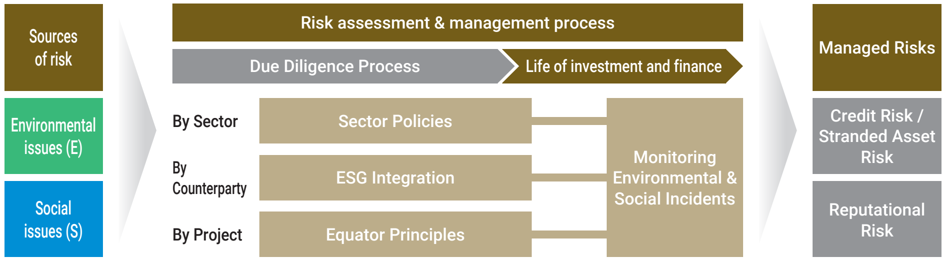
Basic Policy on Risk Management

In order to properly implement a companywide risk management regime, the Bank has established its Basic Risk Management Policy, which defines the fundamental framework for recognizing and managing various types of risk and establishes and maintains a management system and methods for doing so. As described in the policy, the main risks managed by the Bank relate to credit, markets, and liquidity as well as model risk and operational risk. Environmental and social risks (including climate and nature-related risks) are also managed and controlled within each of these risk categories in accordance with their individual characteristics.

Environmental and Social Risk Management Systems in Investment and Lending

Under our Environmental and Social Risk Management (ESRM) framework, the front-line department assesses environmental and social risks, and the risk management department exercises the control and oversight function. In addition, the ESRM framework includes an internal escalation process for matters requiring management-level decision-making. We will work on enhancing our ESRM framework in a phased manner, aiming to incorporate the framework into integrated risk management.

ESRM Framework



Sector Policies

We have drawn up a policy on environmental and social considerations when investing in and lending to businesses that could have a significant negative effect on the environment and society, including climate change, and natural capital and biodiversity.

	Cross-sector items	Sector-specific items
Transactions for which the Bank prohibits financing and investments	• Projects with an adverse impact on UNESCO World Heritage Sites • Projects with an adverse impact on wetlands designated as Wetlands of International Importance under the Ramsar Convention • Projects engaging in child labor, forced labor, or human trafficking	• Cluster munitions manufacturing sector
Transactions for which the Bank restricts financing and investments	• Projects with adverse impacts on high conservation value • Projects with adverse impacts on indigenous peoples' communities • Projects involving land expropriation leading to involuntary resettlement • Projects with adverse human rights impacts in conflict areas	• Coal-fired power generation sector • Oil & gas sector • Coal mining sector • Large-scale agriculture sector • Palm oil sector • Large-scale hydropower generation sector • Forestry sector • Woody biomass power generation sector • Inhumane weapons sector • Mining (excluding coal) sector

ESG Integration in Risk Management

We are integrating credit risk management into the internal rating system we use to evaluate creditworthiness of counterparties. This involves qualitative evaluation based on such considerations as the use of the "ES Risk Check Sheet," a tool for assessing responses from counterparties in certain sectors—particularly those with high transition risks related to climate change—to sector-specific environmental and social risk factors. More specifically, under the Bank's internal rating process, a final rating is determined based on both quantitative and qualitative assessment. Within that process, we qualitatively factor in environmental and social risk related to the counterparties.

Environmental & Social Risk Assessment Process within Internal Rating System

Current Issues and Direction of Response for Fiscal 2026

Current Issues

- Along with the progression of climate change, the degradation of natural capital and the collapse of ecosystems are accelerating, with impacts spreading throughout society via supply chains. The Bank acknowledges the need for sustainability initiatives to address the interconnected challenges of climate change and nature.

Direction of Response for Fiscal 2026

- To support the transition of the entire food and agriculture value chain toward sustainability, the Bank's all headquarters and units will work together to Strengthen the Foundations of the AFF Industries and Regional Communities, Promote Stakeholder Collaboration, and Provide Finance Solutions.