

Our work at The Norinchukin Bank won't change the world overnight.

Our focus is on the agriculture, fishery and forestry industries.  
This means that nature is our partner,  
and nothing in nature bears fruit overnight.  
Industries in this sector don't make things  
—they produce and nurture life as a legacy for future generations.

This is precisely why we are dedicated to serving those who sustain these industries  
and their local communities, no matter how small the scale of their operations.  
As the financial institution wholly devoted to this sector  
—the very cornerstone of our nation, we strive consistently  
to generate solid outcomes in the global financial markets.

Our history spans more than 90 years.

But that alone is no longer enough.  
We must take on a greater role than ever before  
if this sector is to continue developing in response to the changing times.

We must harness our financial knowledge to make  
new contributions that extend beyond our past functions and scope.  
We must do our utmost to address on-the-ground issues.  
We must respond to the needs not only of producers,  
but also to those of processors, distributors and consumers.

The life generated by the agriculture, fishery and forestry industries  
sprouts the workings of all life well into the future.

Now is the time for each and every one of us to give our all.  
We aim to make the chain of life that connects us to the future  
more bounteous and more certain.

## Dedicated to sustaining all life.

The Norinchukin Bank

## Contents

### MATSUO Yutaka × OKU Kazuto ..... 6

Professor, Research into Artifacts Center for Engineering, Department of Technology Management for Innovation, Graduate School of Engineering of the Faculty of Engineering, The University of Tokyo  
President & Chief Executive Officer of The Norinchukin Bank

In the Era of Accelerating Changes, Changing Is a Lot of Fun.

### The Norinchukin Bank's Value Creation Model ..... 14

### Sustainability Management ..... 16

### Our Features ..... 22

### Three Value-Creating Businesses ..... 26

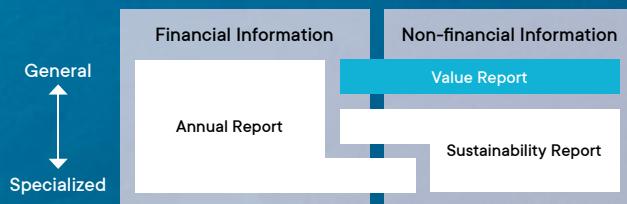
Food and Agriculture Business ..... 28

Retail Business ..... 38

Investment Business ..... 42

Corporate Data ..... 46

### Publications and Their Positioning



In this report, agriculture, fishery and forestry are collectively referred to as "AFF."