

Medium-Term Management Plan and Sustainability Management

Identifying Sustainability Issues

Developing a Future Outlook, Formulating a Five-Year Plan

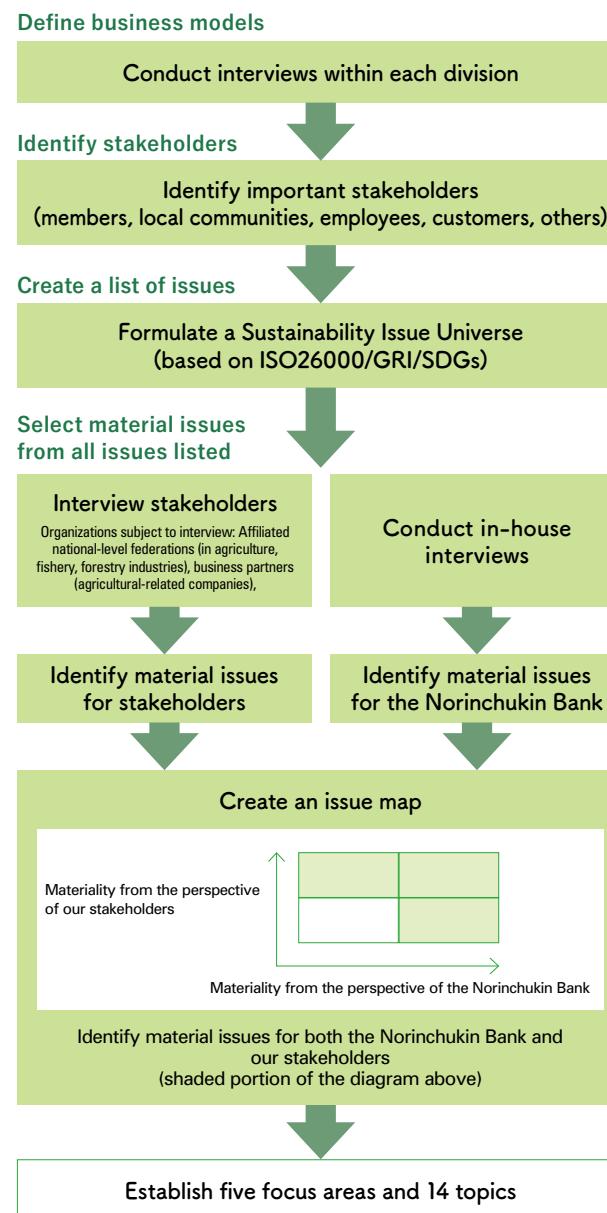
Based on perspectives required by stakeholders and perspectives on important issues for the Norinchukin Bank, we have established five focus areas and 14 topics.

We considered the four points below in choosing these topics, formulating the process as seen in the diagram to the right.

Points for Consideration

- 1) Be mindful of measures to address sustainability-related issues
- 2) Incorporate input from our stakeholders
- 3) Consider the various perspectives related to sustainability (e.g. the SDGs)
- 4) Base our approach on our Medium-Term management plan (FY2019-2023)

We will continue to review issues as appropriate in light of social trends.



Norinchukin Bank Sustainability Topics (Five Focus Areas and 14 Topics)

Focus Area 1: Create a positive impact on the agriculture, fishery and forestry industries, food, and local communities

- Topic 1-1: Contribute to sustainable agriculture, fishery and forestry industries
- Topic 1-2: Contribute to a safe and secure food supply
- Topic 1-3: Contribute to sustainable local communities
- Topic 1-4: Conserve the natural environment as a foundation of the agriculture, fishery and forestry industries
- Topic 1-5: Create business innovation

P28

Focus Area 2: Promote responsible finance

- Topic 2-1: Promote sustainable finance
- Topic 2-2: Contribute to sustainable energy utilization
- Topic 2-3: Realize financing for everybody

P34

Focus Area 3: Promote sustainability management

- Topic 3-1: Ensure a transparent organizational governing structure
- Topic 3-2: Reinforce the management of environmental and social risks
- Topic 3-3: Reinforce stakeholder engagement

P38

Focus Area 4: Secure highly capable human resources

- Topic 4-1: Improve diversity and equal opportunities
- Topic 4-2: Enhance human resources development

P41

Focus Area 5: Maintain customer trust as a financial institution

- Topic 5-1: Further reinforce our compliance framework

P50