

# Sustainability Promotion Structure

## The Sustainability Committee and CFT

We have established the Sustainability Committee under the board of directors to achieve sustainability-oriented management.

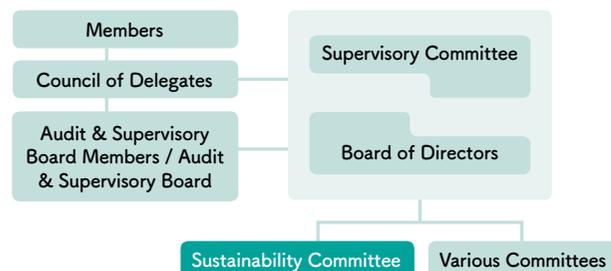
The Sustainability Committee discusses and deliberates a variety of topics, such as the direction of sustainability-oriented management and overall planning.

In 2019, we launched the Cross-Functional Team (CFT) to explore sustainability-oriented management across our entire organization and to create synergistic effects within each division.

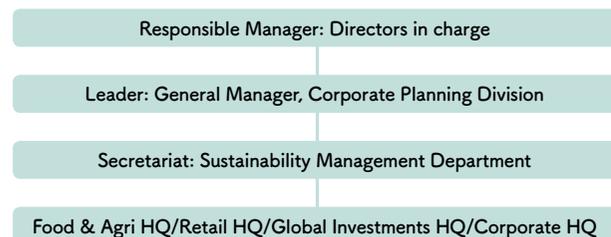
The CFT is headed by executive officer in charge. CFT members come from a variety of divisions gathered together for cross-division discussions to formulate specific plans, and to develop stances related to sustainability.

In FY2020, we held eight meetings of the Sustainability Committee, and 15 meetings of the CFT.

### Diagram: Sustainability Promotion Structure



### Diagram: CFT Structure



## Status of Sustainability Committee Meetings

Key Details	
June 2020	■ Toward formulation of our Purpose and Medium/Long-Term Goals for sustainable management ~Executive Workshop~
July 2020	■ Contents of <i>Sustainability Report 2020</i>
September 2020	■ Toward formulation of our purpose and medium- to long-term goals for sustainable management ~Interim Summary~
November 2020	■ Toward formulation of our Purpose and Medium/Long-Term Goals for sustainable management ~Draft Summary~
December 2020	
January 2021	■ External evaluations of sustainable management
March 2021	■ Initiatives for new forest businesses ~Report on the activities of the Forest Business Working Group~ ■ Third Dialogue With Experts on Sustainability
March 2021	■ Policy for publishing <i>Sustainability Report 2021</i> ■ Standardization of environmental and human rights policies across the Norinchukin Group

## Status of Sustainability Management CFT Meetings

Key Details	
May 2020	■ Start of discussions on formulating the Bank's Purpose
May 2020	■ Status of ESG-oriented investment and finance initiatives
May 2020	■ Sustainability linked loans and examples of use ■ Individual sector policies
June 2020	■ Ministry of Agriculture, Forestry and Fisheries SCAFFF project
June 2020	■ Individual sector policies
June 2020	■ Response to environmental and human rights incidents
July 2020	■ Raising employee awareness and recognition of sustainability
July 2020	■ Participation in Dai Maru Yu SDGs ACT5
July 2020	■ Future responses based on human rights impact assessments
August 2020	■ Status of discussions towards formulation of our Purpose and Medium/Long-Term Goals
September 2020	■ Individual sector policies
October 2020	■ Interim report on our Purpose and Medium/Long-Term Goals
November 2020	■ Draft summary on our Purpose and Medium/Long-Term Goals
December 2020	■ Status of TCFD initiatives
February 2021	■ Final draft of our Purpose and Medium/Long-Term Goals, incorporate incorporation into management plan ■ Approach to sustainable finance

## Groupwide sustainable management

The Norinchukin Bank pursues sustainable management throughout the Group.

We share sustainable medium-term goals with the Norinchukin Bank Group companies (see below), and each company is working to achieve the goals.

Additionally, the Group aims to share our Environmental Policy, Human Rights Policy, and the subsidiary Basic Policy for Investment and Loans with Group companies throughout 2021.

### Group Companies Subject to Medium-Term Sustainability Goals

- The Norinchukin Trust & Banking Co., Ltd.
- Norinchukin Australia Pty Limited
- Norinchukin Bank Europe N.V.
- Norinchukin Research Institute Co., Ltd.
- Norinchukin Facilities Co., Ltd.
- Nochu Business Support Co., Ltd.
- Norinchukin Business Assist Co., Ltd.
- Norinchukin Academy Co., Ltd.
- Norinchukin Value Investments Co., Ltd.
- Kyodo Housing Loan Co., Ltd.
- Nochu Information System Co., Ltd.
- JA Card Co., Ltd.
- Norinchukin Zenkyoren Asset Management Co., Ltd.
- The Cooperative Servicing Co., Ltd.
- The Agribusiness Investment & Consultation Co., Ltd.