

Identifying Sustainability Issues

Identify Material Issues in Light of Stakeholder Input

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.

Define business models

Conduct interviews within each division

Identify stakeholders

Identify important stakeholders (members, local communities, employees, customers, others)

Create a list of issues

Formulate a sustainability issue universe (based on ISO26000/GRI/SDGs)

Select material issues from all issues listed

Interview stakeholders

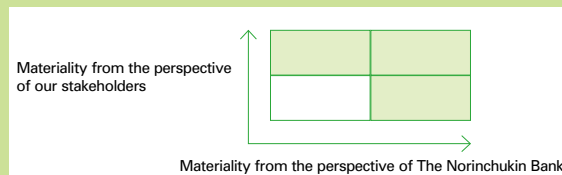
Organizations subject to interview: Affiliated national-level federations (in the AFF industries), and business partners (agricultural-related companies)

Conduct in-house interviews

Identify material issues for stakeholders

Identify material issues for The Norinchukin Bank

Create an issue map



Identify material issues for both The Norinchukin Bank and our stakeholders (shaded portion of the diagram above)

Establish five focus areas and 14 topics

The Norinchukin Bank Sustainability Topics

(Five Focus Areas and 14 Topics)

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

- Topic 1-1: Contribute to sustainable AFF 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 AFF industries
- Topic 1-5: Create business innovation

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

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

Focus Area 4: Secure highly capable human resources

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

Focus Area 5: Maintain customer trust as a financial institution

- Topic 5-1: Further reinforce our compliance framework