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ZEN-NOH REPORT 2022



National Federation of Agricultural Cooperative Associations
JA is the abbreviation for Japan Agricultural Cooperatives.
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Corporate Identity of the ZEN-NOH Group

**We, the ZEN-NOH Group
—one unit of the JA Group—,
are a trusted and reliable bridge
linking producers and consumers.**

We strive for reliability in our three primary roles:

- We support commercial agriculture and agricultural lifestyles and strive to promote the development of vibrant producing regions.
- We deliver safe, fresh, domestically produced agricultural and livestock products to consumers.
- We contribute to the preservation of the global environment.

The JA Group's Fundamental Vision

JA Manifesto

We, members, employees and officers of JA, act in accord with the fundamental definitions, values and principles of cooperative union activities (independence, self-reliance, participation, democratic management, fairness, and solidarity). We will forecast environmental changes from a global perspective and renovate our organization, business, and management.

We will also cooperate with cooperatives in local communities, across the country, and all around the world, in an effort to realize a more democratic and fairer society. To this end, we will fulfill our role in society as a community-based agricultural organization sincerely, by carrying out the following initiatives.

We will:

- (1) Develop agricultural industries in regions to protect food, nature, and water of our country.
- (2) Build local communities where people can live a safe and bountiful life by making a contribution to the environment, culture, and welfare.
- (3) Achieve cooperative results through active participation in and solidarity with JA.
- (4) Ensure sound management of JA and strengthen confidence in JA in accordance with the principles of independence, self-reliance and democratic management.
- (5) Pursue the achievement of meaningful lives together through learning the spirit of cooperation and implementing cooperative activities.

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Sustaining What's Important into the Future

食と農を
未来へつなぐ

Food and Agriculture That Sustains Our Future

Chairman of
Supervisory Board

菅野 幸雄

KANNO Yukio

President & CEO,
Board of Directors

野口 栄

NOGUCHI Sakae

We wish to offer our sincerest thanks for the tremendous cooperation and support that the businesses of ZEN-NOH Group have received.

"We will energize farmers, which will energize local communities. An agricultural industry with dreams will be an agricultural industry that successfully passes the baton to the next generation."

Rural areas continue to depopulate and the collapse of local communities are a concern. The mission of the JA Group is to protect Japan's food supply and provide safe and secure agricultural and livestock products to the people, but it is our member farmers in their local communities who produce them. If there are no people in an area, it is no longer possible to protect the landscapes, the culture, or other local aspects that have been nurtured over time. Protecting the community also leads to the conservation of land. As the national organization for JA Group's domestic and international trading business, we are determined to respond to the voices of farmers and agricultural cooperatives to work together and come up with solutions.

Fiscal 2022 is the start of our new Medium-Term Plan, with a slogan of Food and Agriculture That

Sustains Our Future. In light of issues such as the currently continuing and unprecedented COVID-19 crisis, international conflicts, and rising natural resource and food prices, ZEN-NOH has set a 2030 goal of providing sustainable agriculture and food by continuing to make ourselves indispensable. We have drawn up the following six overarching strategies to achieve this goal.

The first strategy is the promotion of production. As the importance of food security increases, it is necessary to maintain regional production bases. We will expand labor-force support nationwide, strengthen production recommendations based on consumer needs, and spread innovative technologies and products.

The second strategy is food and agriculture value chain development. To respond to diversifying consumer needs and expand consumption of domestic agricultural and livestock products, ZEN-NOH will work on building a logistics and processing infrastructure in production and consumption areas, strengthen comprehensive sales by demonstrating the comprehensive strengths of our Group companies, and diversify sales channels.

The third strategy is overseas business develop-

ment. To expand exports of domestic agricultural and livestock products and secure a stable supply of imported raw materials, we are strengthening our export framework based on the basic strategy of market-oriented alliances and active investment, as well as expanding our shipping network, strengthening the supply chain and developing new businesses.

The fourth strategy is community symbiosis and revitalization. To protect local life and nature and support the vigor of local economies, ZEN-NOH will work to improve services for local residents by strengthening cooperation with co-ops, etc., and maintain community and energy infrastructures in hilled rural areas.

The fifth strategy is responding to social issues such as environmental problems. Based on the SDGs and the Strategy for Sustainable Food Systems, MeaDRI, we will contribute to the reduction of environmental impact through crop and livestock cooperative resources and support for good agricultural practice (GAP) activities, as well as through decarbonization using solar power generation.

The sixth strategy is building an optimal business structure for the JA Group and ZEN-NOH. To respond to changes in the business environment,

we will work on securing human resources, restructuring our organization, and building a digital transformation (DX) strategy.

Even as we proceed with our Medium-Term Plan, the situation is constantly changing. As we live in an era that makes future predictions difficult, we will calmly assess the situation at the time and steer our management with flexibility, and each and every one of our employees will work head-on to solve issues for a ZEN-NOH that is indispensable to all.

Finally, ZEN-NOH is celebrating its 50th anniversary this year. Thanks to all of you, we have been able to fulfill the challenges of our founding mission to ensure a stable supply of food for people, deal with the globalization of business, and enhance the incomes and quality of agricultural cooperative members. Over the next 50 years, we will continue to take on new challenges to realize Food and Agriculture That Sustains Our Future.

We hope that we will continue to receive your cooperation and support in regard to the operations of the ZEN-NOH Group in the future.

One for All, All for One

The JA (Japan Agricultural Cooperatives) Group is a cooperative organization formed with the objectives of protecting and enhancing the farming operations and lifestyles of producers (members) to build an affluent society. ZEN-NOH is the unit within the JA Group responsible for economic business, which includes the marketing of agricultural and livestock products and the supply of materials for use in agricultural production. Connecting producers and consumers through its economic business, ZEN-NOH strives to vitalize production areas and local communities and to preserve the environment.

Agricultural and Livestock Products Sale Business



Production Materials Sale Business



Lifestyle-Related Business



Overseas Business



ZEN-NOH's

50th anniversary

ZEN-NOH was established in March 1972 through the merger of the National Federation of Marketing Divisions of Agricultural Cooperatives for Marketing (Zenhanren), which undertook the sale of agricultural products, and the National Federation of Purchasing Divisions of Agricultural Cooperatives (Zenkoren), which supplied the materials and daily commodities needed by producers (members).



ZEN-NOH as a Cooperative

The Purpose of a Cooperative

~One for All, All for One.~

A cooperative is an organization for individuals and small- and medium-sized business operators, who are in a weak economic position alone, to join together and help each other in the spirit of "mutual aid" while achieving common objectives.

In Japan, cooperatives have been formed in a broad range of sectors spanning primary (materials) through tertiary (service) industry. Such Japanese cooperatives include Japan Agricultural Cooperatives (JA), Japanese Consumers' Co-operative Union (Co-op), and small and medium-sized enterprise cooperatives.



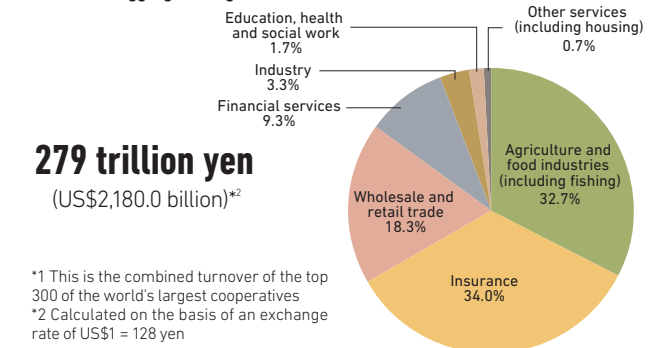
*1: Multiple members are recorded in duplicate. *2: Business cooperatives are a type of small and medium enterprise cooperative that are organized by small and medium-sized enterprises (SMEs). A requirement for organizing a business cooperative is that at least four businesses (corporations or owner-operator businesses) participate. They are intended to facilitate more efficient management and improve trading conditions for SMEs. *3: Agricultural cooperatives include JA, which is a general agricultural cooperative, and specialized agricultural cooperatives such as dairy cooperatives. Source: Cooperative Statistics Table, Fiscal 2019 Edition (compiled by the Japan Co-operative Alliance), Kokum Kyosai website, Japanese Health and Welfare Co-operative Federation website

Demonstrating Considerable Power in the International Community As Well

There are cooperatives in all sectors in countries all over the world, and the combined turnover of the top 300 cooperatives which belong to the International Co-operative Alliance (ICA), an international federation of cooperatives, is around 279 trillion yen.

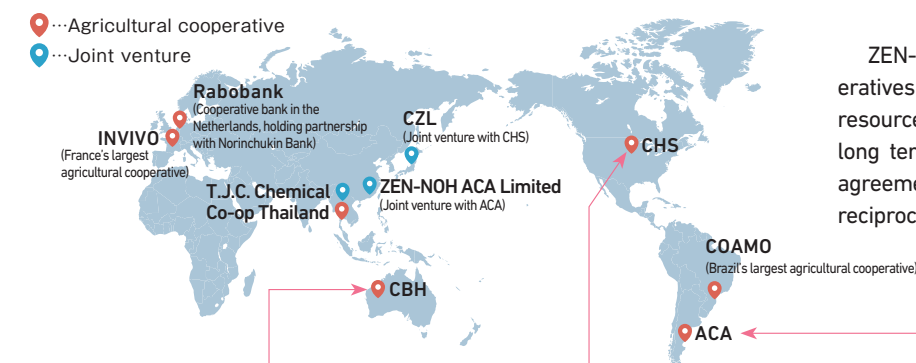
Amid serious international disparities, the United Nations has set the achievement of sustainable local communities as an important issue and recommends the spread and expansion of cooperatives, including designating 2012 as the International Year of Cooperatives, based on the expectation that cooperatives will play a role in improving such disparities.

Annual turnover of the world's largest cooperatives and other data*1. (based on aggregated regional data)



*1 This is the combined turnover of the top 300 of the world's largest cooperatives
*2 Calculated on the basis of an exchange rate of US\$1 = 128 yen

Partnering with Leading Agricultural Cooperatives around the World



ZEN-NOH partners with leading agricultural cooperatives around the world in order to procure global resources. To engage in stable transactions over the long term, we are strengthening ties by concluding agreements and establishing joint ventures through reciprocal investments.

Australia
CBH Cooperative
The agricultural cooperative in Western Australia, Australia's largest cooperative
Simon Stead, Chairman

CBH and ZEN-NOH have been trading feed raw materials since 1971.

U.S.
CHS Cooperative
The largest federation of agricultural cooperatives in North America
Jay Debertin, President and CEO

CHS and ZEN-NOH established the joint venture company CZL Ltd., which is involved in wheat and barley trading, in 2012.

Argentina
ACA Cooperative
Asociacion de Cooperativas Argentinas C. L., the largest association of cooperatives in South America
Rubén Borgogno, President

ACA and ZEN-NOH established joint venture company ZEN-NOH ACA Limited in 2011 and are cooperating on sale of soybeans to China.

International Network

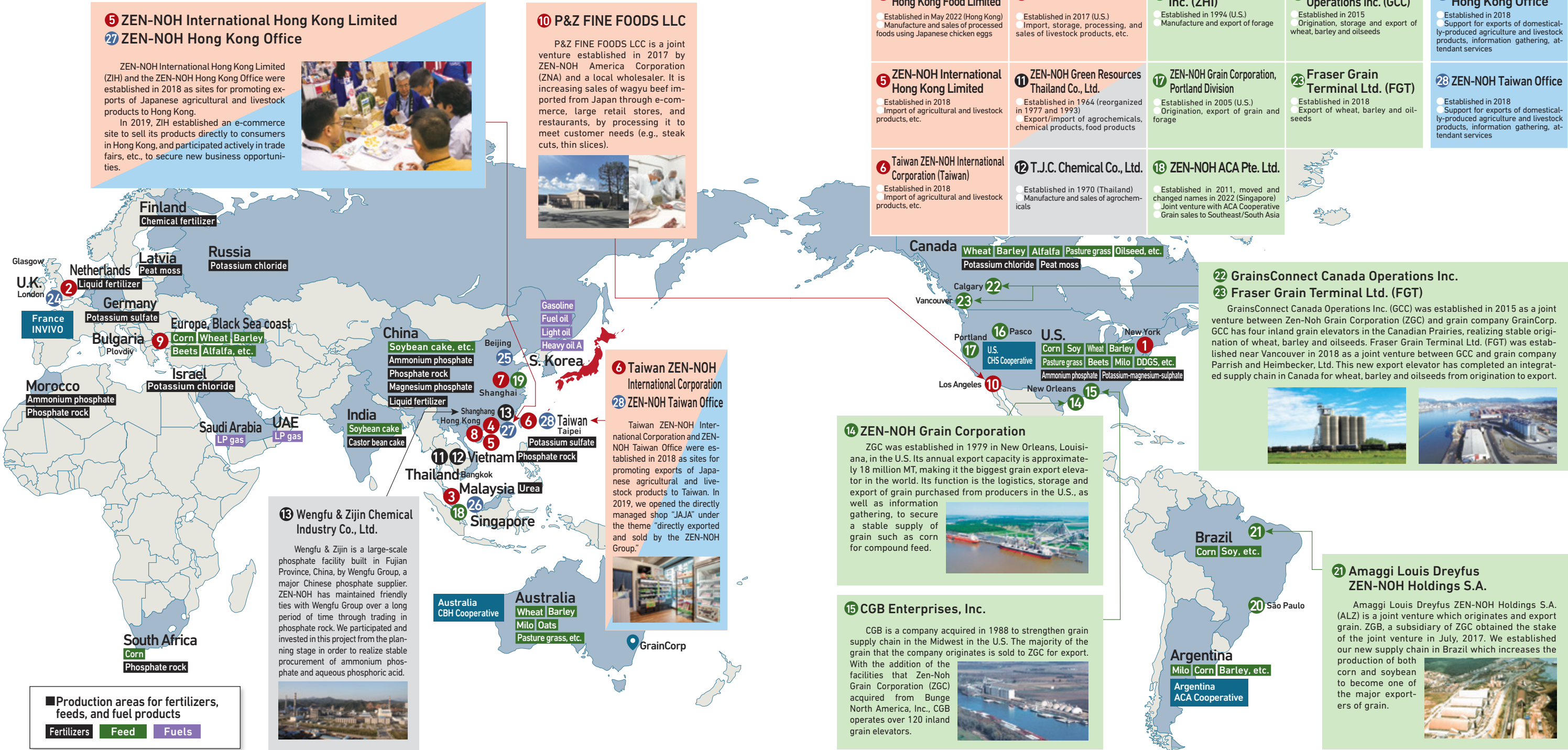
ZEN-NOH strives to expand exports of domestically-produced agricultural and livestock products and secure stable supplies of feed and fertilizer materials through our international network.

In 2018, new overseas operating bases to support our export business were established in Hong Kong and Taiwan, followed by ZEN-NOH Shanghai in 2020, joining the existing subsidiaries in the U.S., the U.K., and Singapore. In 2021, we established the Macao Branch of ZEN-NOH International Hong Kong, and we are continuing our efforts to expand exports of Japanese agricultural and livestock products.

In the fertilizer business, we have diversified our supply sources

by leveraging our long-standing relationships with overseas suppliers, such as procuring urea from Malaysia by a long-term contract and ammonium phosphate from Morocco.

In the feed business, we have strengthened our origination capacity in the Midwestern United States through our subsidiaries ZEN-NOH Grain Corporation and CGB. We work in alliance with overseas agricultural cooperative organizations such as ACA in Argentina and CBH in Australia. We are also currently involved in partnerships both in Canada and Brazil to gain access to multiple production areas.



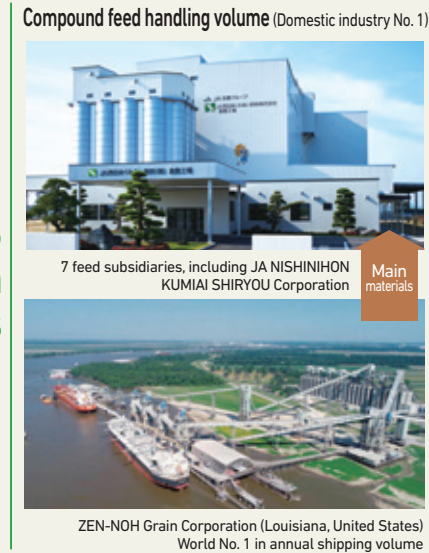
ZEN-NOH in Numbers

1972	Founding year (March 30)
7,813	Number of ZEN-NOH employees* ¹ *1: As of March 31, 2022, including employees (and employees on secondment) at overseas sites.
26,632	Number of ZEN-NOH Group employees
942	Number of ZEN-NOH business sites
28	Number of overseas sites
131	Number of subsidiaries (in addition to another 147 affiliated companies)
884	724 full members, 160 associate members

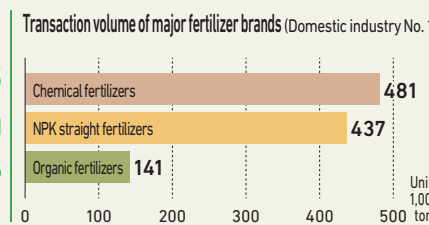
JPY4.5 trillion	FY2021 turnover (non-consolidated)
JPY6.0 trillion	FY2021 turnover (consolidated)
	No. 1* ² among global cooperatives (agricultural and food industry cooperatives)
	1. JA ZEN-NOH (Japan) JPY6.0 trillion
	2. National Agricultural Co-operative Federation (NACF) (South Korea) JPY4.4 trillion
	3. CHS (United States) JPY3.5 trillion
	4. BayWa AG (Germany) JPY2.1 trillion
	5. Dairy Farmers of America (United States) JPY1.7 trillion
	*2: Comparison of FY2019 turnover prepared based on The World Co-operative Monitor 2021 (ICA) (calculated using exchange rate of JPY109:USD1). Figure for National Agricultural Co-operative Federation (South Korea) includes data for group companies involved in finance and insurance.

JPY700.2 billion	Combined net sales of six main food sales subsidiaries (FY2021)
JPY23.3 billion	全国農協食品株式会社 ZEN-NOH Foods Co., Ltd.
JPY99.6 billion	全農パールライス株式会社 ZEN-NOH Pearl Rice Co., Ltd.
JPY143.9 billion	JA全農青果センター株式会社 ZEN-NOH Fresh Produce Marketing Corporation
JPY237.2 billion	全農JA全農ミートフーズ株式会社 JA ZEN-NOH MEAT FOODS CO., LTD.
JPY103.9 billion	全農チキンフーズ株式会社 ZENNOH CHICKEN FOODS CORPORATION
JPY92.3 billion	JA全農たまご株式会社 JA.Z-TAMAGO CO., LTD.

6.96 million tons



2.38 million tons



437

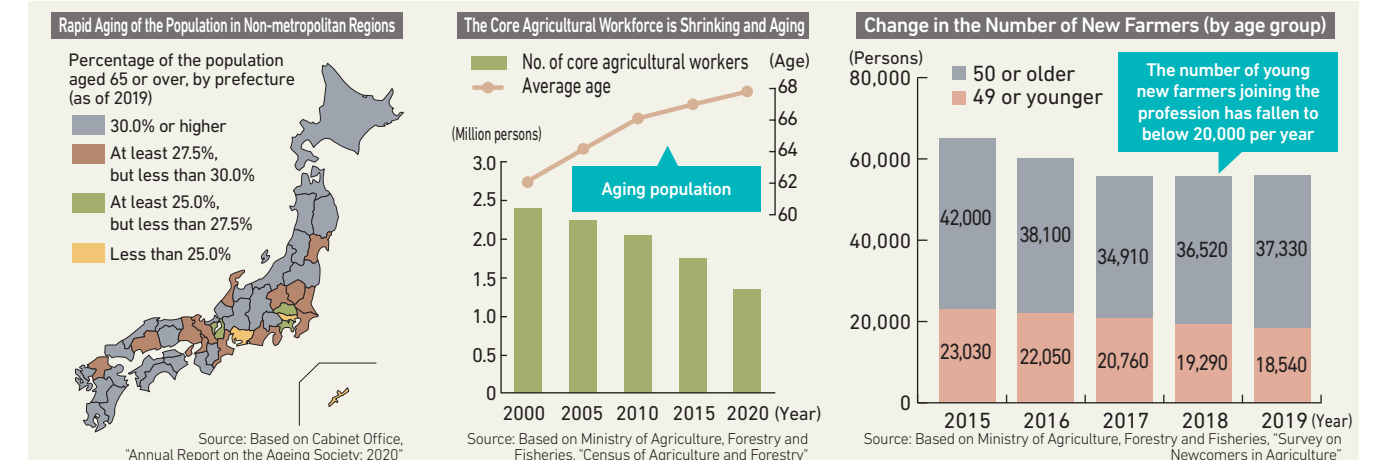


2,320

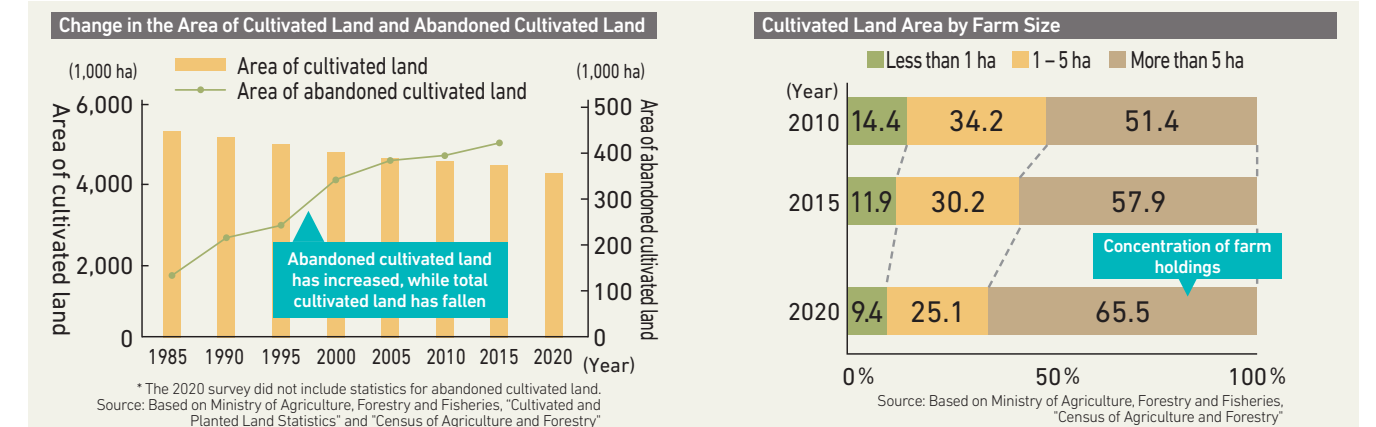


Enhancing Production Efficiency to Compensate for a Shrinking Production Base

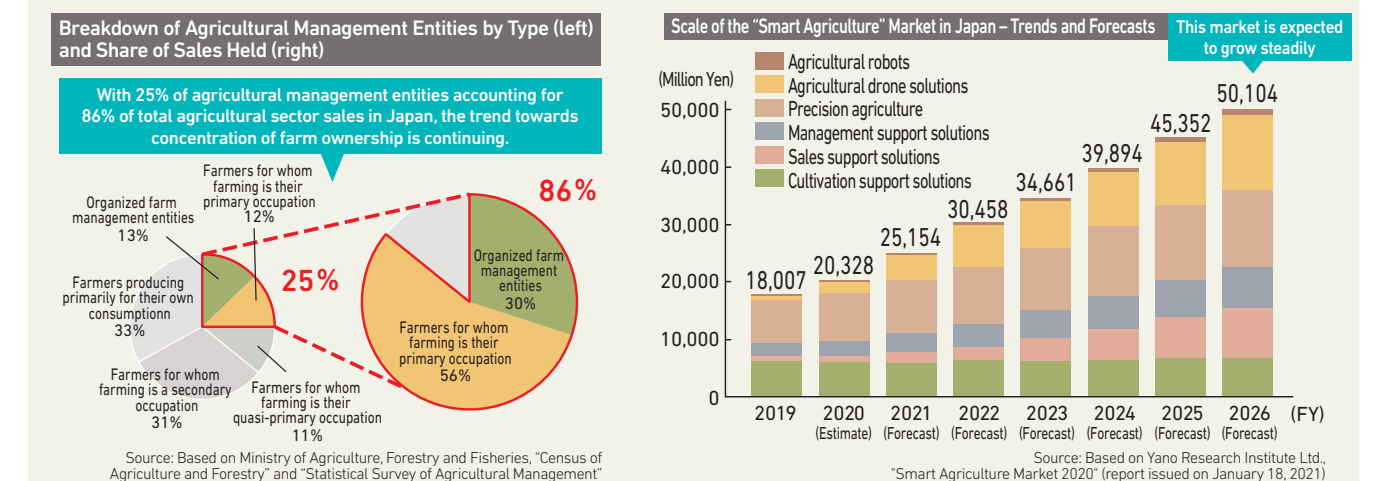
While the shrinking and aging of Japan's agricultural workforce has accelerated, the number of new farmers has remained steady at around 56,000 new farmers joining the agricultural workforce each year.



While the total area of land under cultivation has fallen due to an increase in the amount of abandoned cultivated land, the average area of cultivated land per farm has increased.



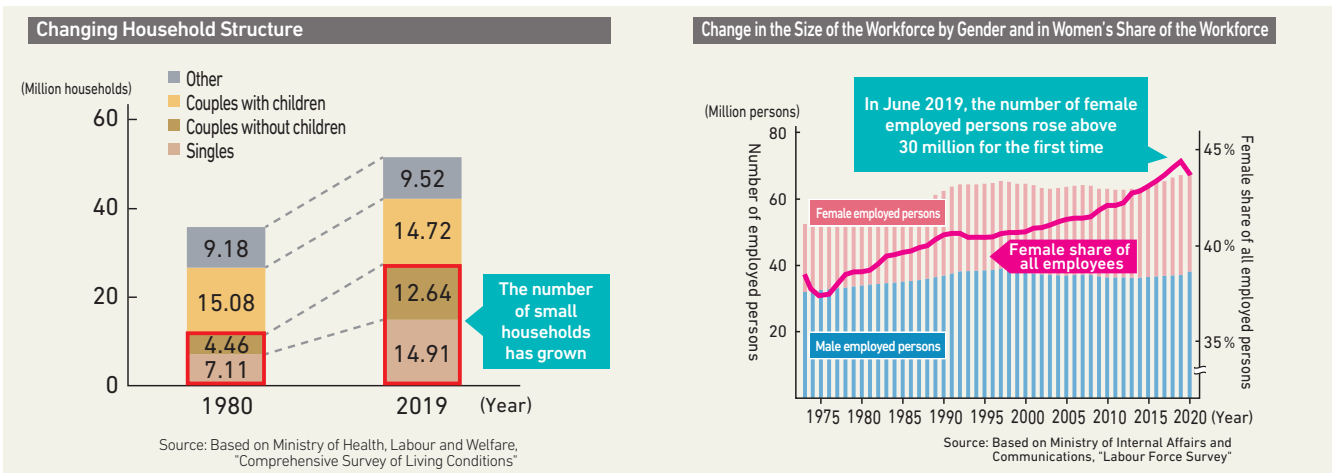
As strategies to maintain the production base, it is anticipated that agricultural production sites will need greater concentration of farm ownership and the development of "smart agriculture," etc.



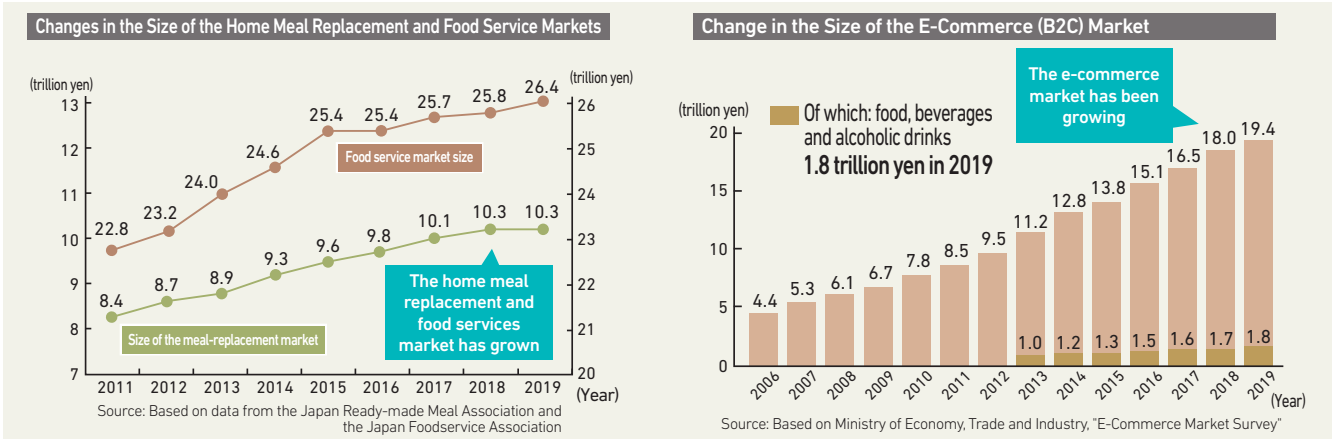
Besides efforts to ensure that there are enough farmers, there is also a need for the further transformation of production to make it more efficient and more technology-based.

The Changing Face of Consumption

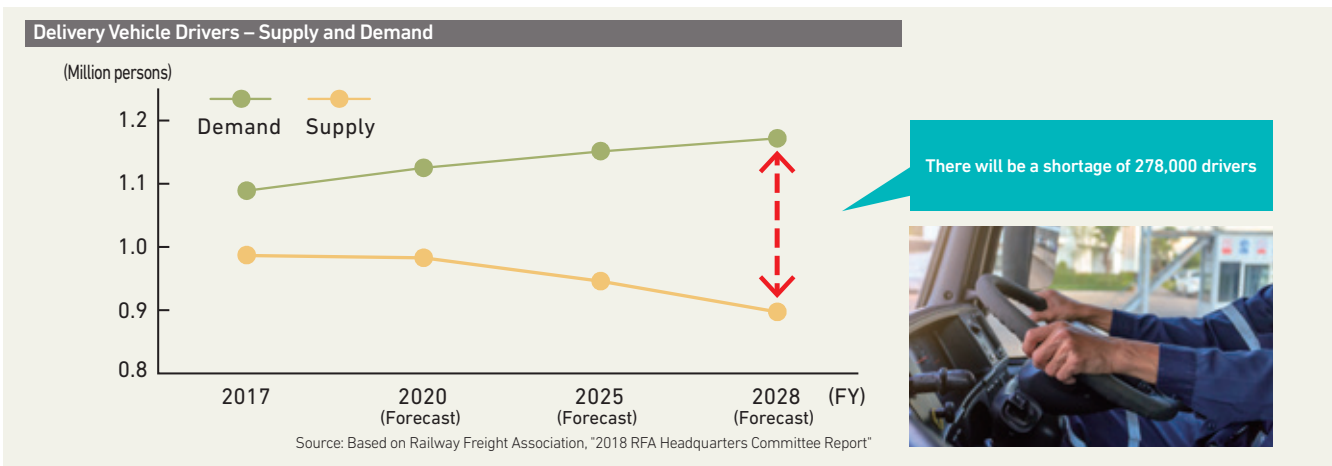
The growth in the number of small households has been accompanied by an increase in women's participation in the workforce.



The home meal replacement and food services market is growing, and the e-commerce market is also continuing to grow.



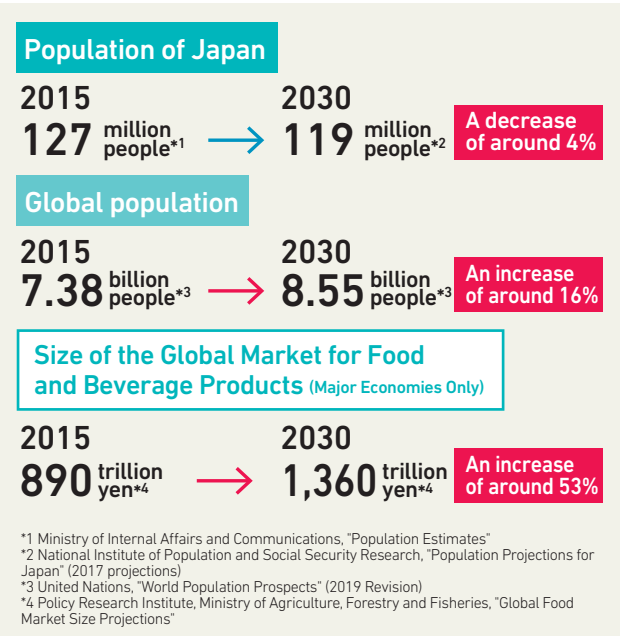
Demand for delivery vehicle drivers has increased as a result of the e-commerce boom, and the shortage of drivers is forecast to become more severe.



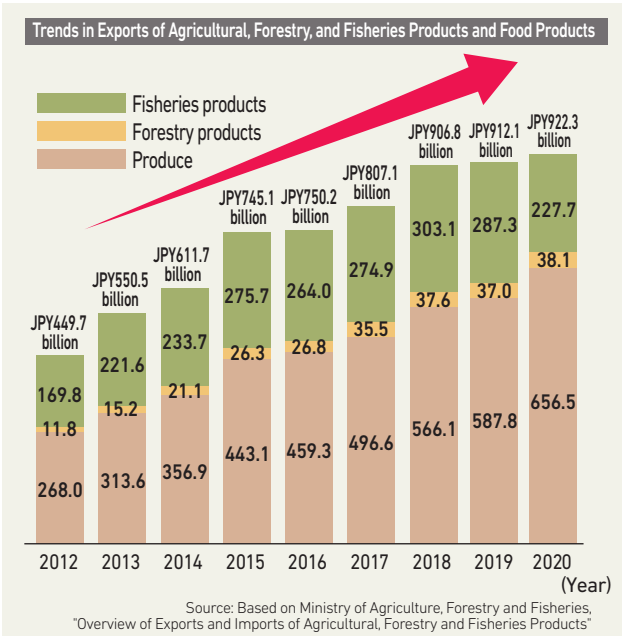
There is an urgent need to respond to changes in food consumption patterns and to issues affecting distribution.

Expansion of the Global Market for Food and Agricultural Products

While Japan's population is forecast to continue declining, with the world's population continuing to increase, the global food market is expected to grow.



It can be anticipated that generating new demand through exports of Japanese agricultural and livestock products will contribute towards strengthening the domestic production base in Japan.



Export Barriers Hindering Further Expansion of Exports

The conditions of Japan's export/import trade with other countries and regions vary depending on the trading partner. There are many product items that can be imported into Japan from a particular trading partner but which cannot be exported from Japan to that trading partner; unfair regulations of this kind have hindered the further expansion of exports of Japanese agricultural and livestock products. There is a need for the Japanese government to take action, not only in response to the import controls imposed by various foreign countries, but also to secure the recovery of the reputation of Japanese agricultural products, which had been affected by concerns about radiation in the aftermath of the nuclear reactor accidents that accompanied the 2011 Great East Japan Earthquake.

Exports and Imports in Japan and Other Countries and Regions

	U.S.		EU and U.K.		China		Taiwan		Hong Kong		Singapore		Australia	
	Exports	Imports	Exports	Imports	Exports	Imports	Exports	Imports	Exports	Imports	Exports	Imports	Exports	Imports
Total (JPY billion)	10	653	3	309	4	418	20	15	33	0.2	6	2	1	251
Polished rice	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Beef (frozen)	○	○	○	○	×	×	○	×	○	×	○	×	○	○
Pork (frozen)	×	○	○	○	×	×	×	×	○	×	○	×	×	○
Poultry (frozen)	×	○	○	○	×	×	×	×	○	×	○	○	×	○
Persimmons	○	○	○	○	×	×	○	×	○	×	○	×	○	×
Cherries	×	○	○	×	×	×	○	×	○	×	○	×	×	×
Grapes	×	○	○	○	×	×	○	○	○	×	○	×	×	○
Oranges	○	○	○	○	×	×	○	×	○	×	○	×	×	○
Melons	×	○	○	○	×	○	○	×	○	×	○	×	×	○
Cabbage	×	○	○	○	×	○	○	○	○	○	○	○	×	○
Onions	×	○	○	○	×	○	○	○	○	○	○	○	×	○

How to Read the Table

	U.S.	EU
Exports	○	○
Imports	○	○
Expo	○	○

Total (JPY billion)

Polished rice	○	○
Beef (frozen)	○	○
Pork (frozen)	×	○
Poultry (frozen)	×	○
Persimmons	○	○
Cherries	×	○
Grapes	×	○
Oranges	○	○

To take an example, cherries and grapes can be imported into Japan from the U.S., but cannot be exported from Japan to the U.S.

Notes: 1. Export/import amounts are from actual results for fresh and processed meats; dairy products and eggs; rice; and fruit and vegetables from 2020 trade statistics.
Notes: 2. ○ Permitted unconditionally; ○ Permitted conditionally or results recorded; × Not permitted

Japan's export framework for agricultural and livestock products needs to be strengthened.

Establishment and Strengthening of Production Base

Labor Support Measures and Measures to Secure Agricultural Workers that are Implemented in Collaboration with JA and Partner Companies

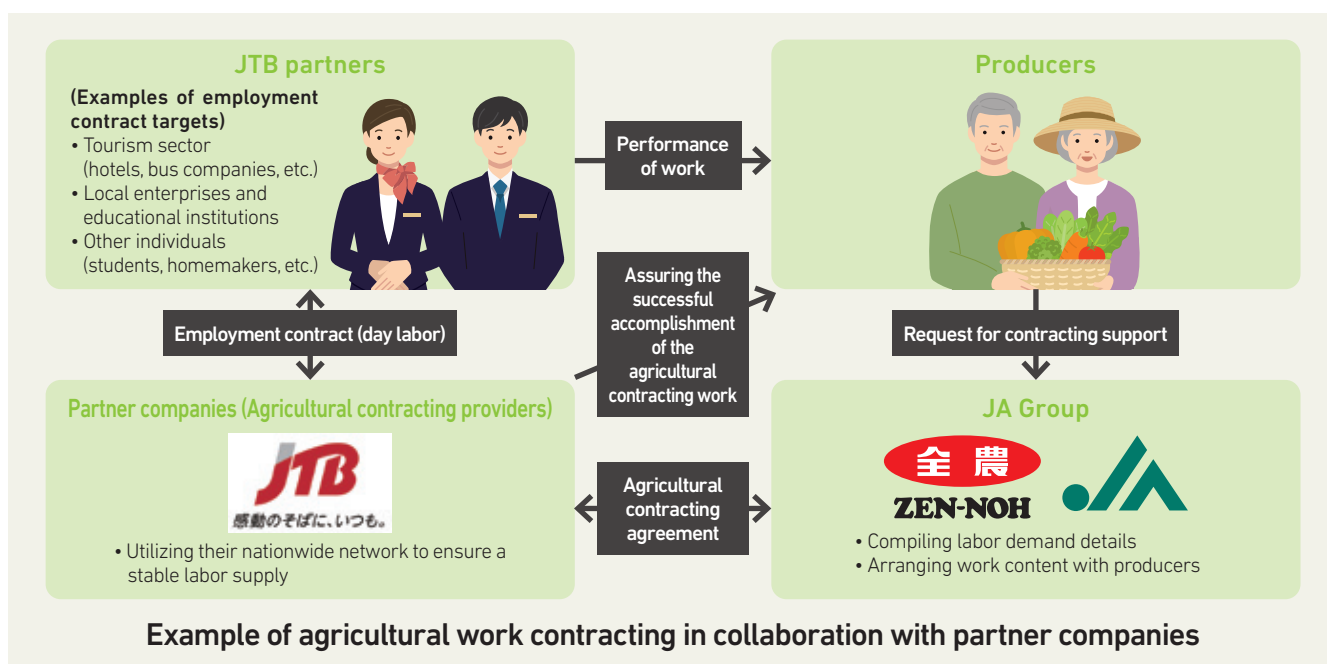
Working together with JA and with regional partner companies, ZEN-NOH is striving to provide support for agricultural producers that are suffering from labor shortages, and to create employment opportunities at the local level, by implementing cultivation under contract measures whereby producers can contract out tasks such as planting out seedlings, harvesting crops, etc. In April 2021, ZEN-NOH signed a collaborative agreement with leading travel agency JTB Corp., and we are working to expand our agricultural contracting business.

We have also been working together with a wide range of organizations, including partner companies, government agencies and other JA Group member organizations, to promote the establishment of cross-prefectural labor support councils for sharing issues and know-how between prefectures and implementing horizontal dissemination of case studies of cutting-edge initiatives. Labor support councils were established for the Kyushu region and the Chugoku and Shikoku region in 2020, and for the Tohoku region in February 2021. Going forward, the aim is to establish labor support councils in all regions.

For more information about agribusiness general planning measures → P.29



Harvesting of lyokan citrus fruit using the cultivation under contract system



New Farmer Support and Collaboration with Social Welfare Organizations

With the aim of helping to ensure an adequate supply of labor for agricultural producers, and of creating employment opportunities at the local level, we have been rolling out a variety of initiatives, including services that match workers to producers using online recruitment websites, promotion of collaboration with social welfare facilities so that people with disabilities have opportunities to work on farms, implementation of training projects and operating of farms that provide practical, hands-on experience for cultivating new farmers.



"ZEN-NOH Challenge Farm Hiroshima – Mihara Farm," which is run by Hiroshima Prefectural Headquarters to cultivate new farmers



A labor support and collaboration with social welfare organizations initiative that won the Special Jury Award in the Noufuku Awards 2020

Enhancing Productivity through the Adoption and Dissemination of Revolutionary New Technologies and Materials

With the decline in the agricultural workforce and the increase in average farm size, there is a need for further enhancement of management efficiency and for the adoption of more advanced management methods. ZEN-NOH is working to promote the adoption and dissemination of revolutionary new technologies and materials, with the aim of addressing these issues and building sustainable agriculture.

For more information about agribusiness general planning measures → P.29

Integrating the Z-GIS cloud-based farming management system with other enterprises

The Z-GIS system, utilization of which began in 2018, is a farming management system that integrates field data compiled in Excel format with digitalized maps of the same fields to facilitate effective management. We have been working with other enterprises to expand the functionality of Z-GIS, and in April 2021 we began providing a new service in collaboration with BASF Digital Farming's xarvio® FIELD MANAGER cultivation management support system, with the aim of realizing more widespread adoption of Z-GIS by agricultural producers.



Promoting the Widespread Adoption of Environmentally-friendly Materials

In recent years, there have been growing calls to reduce the environmental burden of the agricultural sector, and ZEN-NOH has been working together with related organizations to promote initiatives that will address this issue.

As part of these efforts, we have been promoting the widespread adoption of biodegradable mulch. After use, this mulch can be plowed back into the soil where it decomposes naturally, thereby contributing towards reducing the amount of waste plastic that is generated, and also saving labor for producers because the used mulch material does not need to be collected up.

For more information about the horticultural and packaging materials business → P.36
For more information about ZEN-NOH's research and development department → P.44



Kie-Taro Z biodegradable mulch in use

Topics

~ JA-invested Corporation Yamamoto FARM miraino ~ Realizing New, Sustainable Farming Management through Participation by Local Residents

Yamamoto FARM miraino is an agricultural corporation with a total cultivated area of around 100 hectares, which has received investment from ZEN-NOH and other JA Group members (including JA Miyagiawatarai and Norinchukin Bank) with the aim of supporting the recovery of areas affected by the Great East Japan Earthquake of 2011 and fostering the revitalization of agriculture in these areas.

With the goal of making it possible for land that was devastated by the tsunami that accompanied the earthquake to be used again as agricultural land, Yamamoto FARM miraino is promoting agricultural revitalization at the local level, through the adoption of mechanization that will facilitate large-scale production, testing and utilization of advanced technology, establishment of agricultural produce processing factories, operation of farm stands. Yamamoto FARM miraino is also aiming to realize a new kind of sustainable agricultural management by stimulating job creation in local communities, encouraging local agricultural producers to adopt a style of management that incorporates participation by local residents, and working to cultivate agricultural workers and ensure that there are enough of these key individuals.



Establishment and Strengthening of Production Base

Promoting Effective Utilization of ICT and Labor-saving Technology at Livestock Farms, and Support for Family Farm Management

As livestock farm management involves looking after living creatures, it tends to be highly labor-intensive for producers, and starting up a new livestock farm can be very expensive. In collaboration with our research institutes and subsidiaries, ZEN-NOH has been working to help producers save labor and increase their incomes, and providing support for new livestock farmers and existing farmers aiming to increase their scale of operation, by disseminating new technologies and expanding our cowshed rental operations.

Measures Implemented at Research Institutes and at Livestock Farms to Further the Widespread Adoption of New Technology

For more information about the livestock production business → P.39
For more information about ZEN-NOH's research and development department → P.44

ZEN-NOH's Central Research Institute for Feed and Livestock has been implementing verification testing and commercialization initiatives aimed at realizing labor-saving family-run livestock farms, through the adoption of robots for milking and for feeding cows. A pilot project is being conducted on a scale of 120 dairy cows.

With the aim of increasing the scale of adoption in the future, we have compiled a set of "Case Studies of Livestock Management Using Milking Robots," which we believe will contribute towards enhancing producers' productivity.



Promoting labor-saving measures that make effective use of robots

With the aim of boosting livestock farmers' incomes and labor saving, we are promoting the adoption of ICT equipment such as the "Mobile Gyuonkei" system for monitoring signs that notify when a cow is about to calve, "Farmnote Color," which uses artificial intelligence (AI) to support feed management, etc.

We are also working to promote adoption of the "Synchro ET System," which makes it possible for fertilized ova collected from cows in a beef producer's farmyard to be transplanted into cows belonging to a different farmer on the same day, and of pig-farming production management software that contributes towards enhanced managerial analysis.

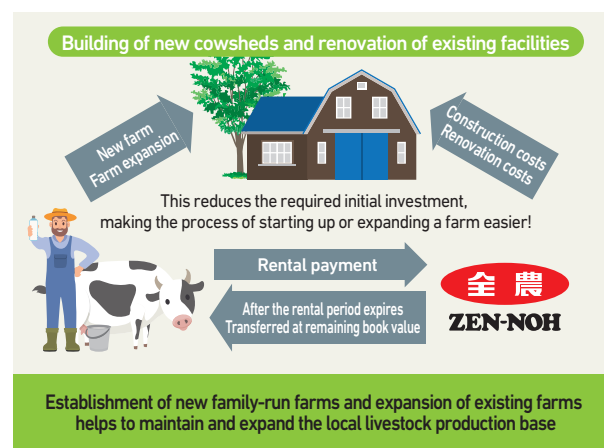


The "Farmnote Color" device is worn by the cow to facilitate activity data collection.

Offering Cowshed Rental to Help Family-run Livestock Farms to Begin Operation or Expand their Scale of Operation

When starting operation of a new livestock farm, or expanding operation of an existing farm, a large initial investment is required, which can be a serious problem. By acquiring new cowsheds and ancillary facilities, or renovating existing facilities, and then leasing them to producers, the JA Group helps to reduce the size of the initial investment, thus supporting producers' efforts to start or expand their business.

On the expiry of the rental period, the facilities are transferred to the producers at the remaining book value, who can then continue to operate it. This helps to maintain and expand the production base at the local level.



Establishment of cowsheds for raising Japanese Wagyu beef cattle, in line with producers' needs



Pig-rearing business launched in the fiscal year 2020

Topics

Cultivating the Next Generation of Farmers

In order to support the human talent that will be operating Japan's farms in the future, ZEN-NOH is implementing various initiatives aimed at cultivating the next generation of farmers. Besides teaching new farmers the knowledge and skills that they need, we are also collaborating with JA and with local government authorities to provide continued support right through until new farmers have got themselves established, and we are working to enhance motivation while also providing practical, effective cultivation, for example by providing hands-on learning opportunities for students.

Training Program for New Strawberry Farmers

Responding to the high average age of strawberry farmers and to the shortage of successors to take over farm operation, starting from the fiscal year 2008, ZEN-NOH's Gifu Prefectural Headquarters has been implementing a Training Program for New Strawberry Farmers. So far, a total of 50 trainees have already completed the program, and they all are now active as farmers within Gifu Prefecture.* The training program is conducted over a period of 14 months, from April through to the end of May the following year. Besides providing trainees with instruction in the production- and management-related knowledge and technical skills needed in order to become strawberry farmers — from seedling cultivation and transplanting through to harvesting, preparation and shipment — the training program also provides the support they need to establish themselves as farmers, through collaboration with JA, the local strawberry farming sub-committee, Gifu Prefectural Government, local municipalities, and the Gifu Prefecture Horticulture and Specialty Products Promotion Association.

* As of September 2021.

Gifu Prefectural Headquarters



Five members of the 13th cohort of trainees (on the left) receiving instruction in strawberry cultivation techniques

Agricultural Talent Cultivation Program

ZEN-NOH's Oita Prefectural Headquarters signed an agreement with Kujukogen Agricultural High School for the cultivation of agricultural sector talent, and since the fiscal year 2017 Oita Prefectural Headquarters has been dispatching personnel to provide visiting classes at the school as part of the Agricultural Talent Cultivation Program. In 2020, an integrated training course was provided for second-year students in which the students got first-hand experience in every stage of the operational flow for cabbage cultivation, from production through processing to sale. Oita Prefectural Headquarters staff visited the school to provide visiting classes that covered the key operational processes.

Oita Prefectural Headquarters



Getting experience in transplanting cabbage seedlings using a transplanting machine

The Dairy Farming "Dream Competition"

ZEN-NOH organized a special essay competition on the theme of "Dairy Farming Dream" for students studying livestock farming or dairy farming. The students who will be running Japan's dairy farms in the future were asked to write about their youthful passion for dairy farming and their dreams for the future. The aim of the competition was to help the students to flesh out their hopes for the future, while also encouraging them to take stock of themselves, which was hoped would help to strengthen their enthusiasm for learning and their passion for a career in agriculture.

The award ceremony for the competition can be viewed on the ZEN-NOH Dairy Division's YouTube channel.



The 2020 prize-winners and the teachers who provided them with guidance

Wagyu Koshien

First held in January 2018, the Wagyu Koshien is a competition in which students from agricultural schools across Japan compete to produce the best quality Wagyu beef from cattle they have raised themselves, and compete on aspects of their everyday work. Through this initiative, ZEN-NOH is contributing to; 1) support for future farmers and encouragement to get into farming, 2) the creation of a farmer's network, and 3) improvements in fattening techniques.

The fourth Wagyu Koshien competition, which was held in January 2021, featured participants from a record 33 high schools, with a total of 47 Japanese Wagyu beef cattle being exhibited.



Members of the team from Ichiki Agricultural & Horticultural High School (in Kagoshima Prefecture), which won First Prize in the General Division at the 4th Wagyu Koshien competition.

Securing Our Position as a Leading Brand for Food Products

New Product Development that Makes Effective Use of Domestically-produced Agricultural and Livestock Products

For more information about sales development → P.27
For more information about the rice business → P.30
For more information about the dairy business → P.40
For more information about the life support business → P.42, etc.

Nippon Yell

To promote the effective branding of ZEN-NOH Group products, in January 2020 we registered Nippon Yell, our new product brand, as a trademark. Currently, not only is the Nippon Yell brand being used for the ZEN-NOH Group's national brands, we are also developing co-branding with other food manufacturers and trading companies.



Dried fruit and gummy candy products made using domestically-produced fruits and fruit juice



"Komekari" Karinto (fried cookies) made using rice flour that provides the flavor of domestically-produced farm produce



"Miyazaki Prefecture Hyuganatsu Citrus Fruit" products, the very first of a series of Nippon Yell Project developed to support the production areas through product sales



Developing products that are made using carefully-selected domestic produce, from reasonably-priced confectionery to processed foods that are daily essentials



ZEN-NOH Brand "the taste of Japan"

"ZEN-NOH Brand" is the brand used for processed foods developed by ZEN-NOH, using raw materials that are made from domestically produced agricultural and livestock products. We have rolled out around 100 products that are made from carefully-selected Japanese materials, such products that embody painstaking attention to customers' safety, health and peace of mind.

NOKYO Series

We are developing and expanding the NOKYO Series, which was developed by a special committee established to support the ZEN-NOH Group's national brands.



Topics

Investment in JA ZENNOH RADFA K.K., Which is Developing the Packaged Rice Business

Responding to the high growth potential of the packaged rice market and the need to expand rice exports, in April 2021 ZEN-NOH acquired a controlling interest in JA Kamiyotsuba Radofa Co., Ltd. (which was renamed JA ZENNOH RADFA K.K. in June 2021), and expanded into the packaged rice market. In the future, we will be taking advantage of JA ZENNOH RADFA's unique production methods, which include cooking directly over gas, and performing the "sharikiri" steaming process to remove excess moisture after the rice has been cooked, to develop packaged rice products made using a variety of rice brands from particular growing regions, and we will be increasing sales in the consumer market, business market and export market, as we strive to boost consumption of domestically-produced rice.



Packaged rice made by JA ZENNOH RADFA K.K.

A-Coop Brand Products

"high-quality products for daily living that embody trustworthiness and peace of mind"

A-Coop Mark is a JA Group brand that aims to use domestically-produced raw materials as much as possible. The products developed for this brand reflect the views of JA members and consumers, and make effective use of JA's unique strengths. A-Coop brand products are sold at JA and A-Coop retail outlets throughout Japan (please note that not all stores carry these products).



"Homeraresu" vinegar, a product developed in collaboration with the National Women's Association "Fresh Ms" has proved very popular.



"Kantan Wafu Dashi Umai Dashi Pakku" (soup-stock packs) is a product developed in collaboration with the National Council of the Agricultural Cooperative Women's Association.

Collaboration with Other Companies

We have also rolled out a wide range of products that were developed in collaboration with other companies.



Product developed in collaboration with ITO EN, Ltd.



Product developed in collaboration with UHA Mikakuto Co., Ltd.



Product developed in collaboration with NIPPON ACCESS, Inc.



Product developed in collaboration with Harada Tea Processing Co., Ltd. (Harada Seicha)

Initiatives to Reduce Food Loss through Collaborative Product Development



"Sour" beverage product developed jointly with Seven-Eleven Japan Co., Ltd. and KOKUBU Group Corp.



Gummy candy product developed jointly with UHA Mikakuto Co., Ltd.

Kabosu citrus fruit that is fully ripe tends to be thrown away as waste rather than being harvested for production. However, fully ripe Kabosu is sweeter, and not too sour, so ZEN-NOH decided to promote its effective utilization by collaborating with other companies on the development of new beverage and confectionery products that use fully ripe Kabosu as the raw material. This initiative is helping to boost farmers' incomes while also reducing food loss.

Strategies for Overseas Markets

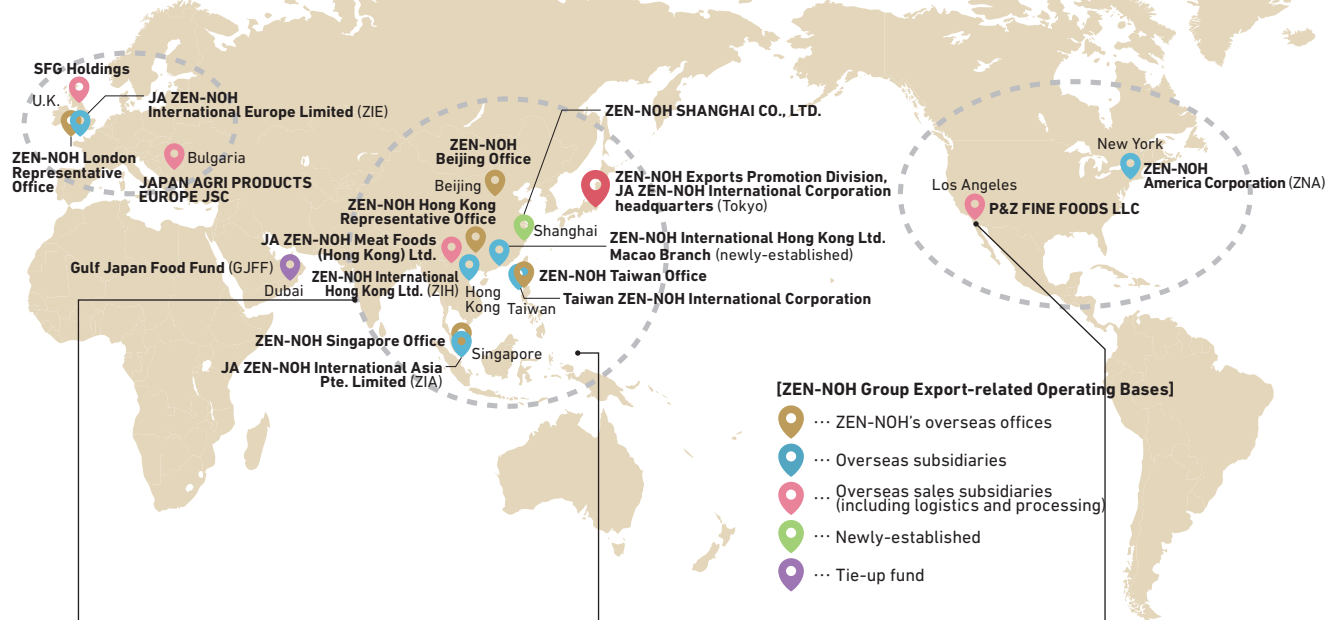
Strengthening sales efforts to boost exports of domestically-produced agricultural and livestock products

ZEN-NOH has operating bases all over the world, and together with ZEN-NOH staff who are posted at our offices in Hong Kong, Singapore, the U.K., China, Taiwan, and the U.S., we are striving to increase our sales capacity in each country and region.

Over the last few years, we have been promoting and selling domestically-produced agricultural and livestock products, for example by setting up our own e-commerce website in Hong Kong, establishing a farm stand for Japanese agricultural and livestock products in Taiwan, and so forth. We are also establishing new sales offices in China, a market to which exports are expected to grow in the future.

For more information about export business → P.28

ZEN-NOH Group's export-related overseas operating bases



"Nagomi Bento" Japanese-style boxed lunches, launched in Hong Kong through a business tie-up with Four Seas Mercantile Holdings Ltd., a leading Hong Kong food manufacturer



Japanese rice sold at DON DON DONKI in Singapore



Participating in a trade show aimed at promoting sales of Japanese Wagyu beef in the U.S.A.

Exporting Japanese Wagyu Beef to the U.S.A.

In 2017, ZEN-NOH established P&Z Fine Foods in Los Angeles as a joint venture with a local company. This company imports Japanese Wagyu beef, and processes it by slicing, as well as packaging and selling it in the local market.

Although the demand for Japanese Wagyu beef at restaurants plunged due to the COVID-19 pandemic, the demand for Wagyu beef in e-commerce increased enormously, and the ZEN-NOH Group's beef exports to the U.S.A. this year were significantly higher than in the previous year.



ZEN-NOH staff are posted there to instruct local employees in beef slicing

Ensuring a Stable Supply of Raw Materials for Animal Feed Products

Measures Implemented in the U.S.

In 1979, ZEN-NOH established ZEN-NOH Grain Corporation (ZGC) which operates a grain export elevator in New Orleans, LA, in the U.S.

In 1988, ZEN-NOH acquired CGB Enterprises, Inc., which operates inland grain elevators in the Midwest of the U.S., and established a supply chain from the production areas to export. As world grain demand increased, the competition in grain origination became fiercer. In 2018, ZGC expanded its export elevator to have an annual export capacity of 18 million MT (making it the largest grain export elevator in the world). In 2021, ZEN-NOH acquired inland grain elevators from Bunge, a grain multinational. Added to CGB's grain elevators, ZEN-NOH group now has over 120 inland grain elevators, and this has strengthened the supply chain from the production areas to export.

Measures Implemented in Brazil

In 2017, Amaggi Louis Dreyfus ZEN-NOH Holdings S.A. (ALZ) was established as a joint venture among ZEN-NOH group, Amaggi, a Brazilian grain company and Louis Dreyfus, a grain multinational. With this grain origination and export company, we established a reliable grain procurement network.

Measures Implemented in Canada

In 2015, GrainsConnect Canada Operations Inc. (GCC), a grain origination and export company, was established as a joint venture with GrainCorp, an Australian grain company. GCC has also established an export terminal, Fraser Grain Terminal (FGT), as a joint venture with a Canadian grain company. The export terminal, located near Vancouver, launched its operation in December 2020.

For more information about the livestock production business → P.39



ZEN-NOH Grain Corporation (U.S.)



ALZ (Brazil)



FGT (Canada)

Stable Procurement of Fertilizer Materials

ZEN-NOH has been working to ensure a stable supply of raw materials for fertilizer production for many years by building relationships with overseas suppliers. In China, for example, ZEN-NOH has invested in Wengfu & Zijin Chemical Industry Co., Ltd., in a partnership with Guizhou Phosphate & Chemical (Group) Co., Ltd., a leading company producing phosphates in China, to realize stable supplies and increase handling of high-quality phosphate fertilizer.

For more information about the fertilizer business → P.33



Wengfu & Zijin Chemical Industry Co., Ltd., located in Fujian Province, China, in which ZEN-NOH has invested

Ensuring a Stable Supply of High-quality Agrochemical Active Ingredients

Manufacturing of some of the agrochemical ingredient substances that are jointly developed with agrochemical producers is outsourced to overseas manufacturers. The manufacturing of agrochemical ingredient substances requires the latest chemical technology and knowhow. Utilizing the knowhow cultivated by the Agrochemicals Research Section of ZEN-NOH's Agricultural Research and Development Center as the foundation, we work closely with the overseas contract manufacturers, striving to ensure a stable supply of low-cost, high-quality agrochemical ingredient substances.

For more information about the agrochemicals business → P.34



An overseas contract manufacturer's plant

Support for Building Vigorous Local Communities

“Lifeline” Initiatives to Support People Living in Local Communities

In order to help people with limited access to shopping facilities who live in rural communities or in hilly and mountainous areas, ZEN-NOH has been working to help preserve local communities by proposing measures such as store refurbishment and change of business models in response to requests from local JAs and local communities, and also by increasing the number of “farmers’ stores” with farm stands for local agricultural produce.

To maintain and strengthen the energy infrastructure in local communities, including those in hilly and mountainous areas, ZEN-NOH has been promoting consolidation of service stations and conversion to self-service operation, as well as developing the home energy business which supplies electricity to JA members’ homes, and expanding the use of renewable energy.

For more information about the energy business → P.41
For more information about the life support business → P.42



ZEN-NOH is supporting the shopping infrastructure by adopting mobile shops (Photo courtesy of JA Hachioji)



Increasing the number of “farmers’ stores” with farm stands for local agricultural produce



Adoption of a PPA model with photovoltaic electricity generating equipment to generate electric power for own use

Supporting Farm-Stay B&Bs that Make Use of the JA Group Network

In order to get more people visiting local communities and boost consumption there, thereby helping to revitalize the local economy, ZEN-NOH is supporting the commercialization of farm-stay B&Bs that enable urban residents, overseas tourists, etc. to spend an extended period in the countryside, taking part in farming activities, etc.

To speed up the implementation of these measures, in 2020 ZEN-NOH signed a collaborative agreement with Norinchukin Bank, Nokyō Tourist Corporation and the Japan Countryside Stay Association (JPCSA).

Working together with local JAs and others, we are proceeding with the planning of local events such as farm experience activities, the compilation of a start-up manual for farm-stay B&Bs, and the commercialization of vacant property management services and so forth. In this way, we are contributing to the building of vigorous local communities.

For more information about the life support business → P.42



Farming experience activity at a farm-stay B&B

Topics

Farm-stay portal site

「nohaku.net」

We operate the nohaku.net portal site, which provides information about farm-stay accommodation, agricultural experience activities, farmers, and so on, throughout Japan. The site also features special articles and videos to convey the unique appeal of farm-stays.



ZEN-NOH's Initiatives Contributing to the Realization of the SDGs

SUSTAINABLE DEVELOPMENT GOALS

The JA Group and the SDGs

At the 28th JA Annual Meeting of Delegates, held in March 2019, the JA Group resolved to promote international linkage and the proactive dissemination of information, as a measure relating to the U.N. Sustainable Development Goals (SDGs). In addition, in May 2020 the JA Group SDGs Declaration was formulated.

As a cooperative association rooted in local communities, focusing on food and agriculture, the JA Group seeks to contribute through its business activities towards the building of sustainable agriculture and sustainable local communities.



The JA Group SDGs Declaration

We in the JA Group support the 2030 Agenda for Sustainable Development, and we will be working towards the realization of the Agenda through our business and other activities.

Food and agriculture business sector

1. We will be working towards sustainable food production and the revitalization of agriculture.
2. We will be working to build sustainable food systems.
3. We will be working to reduce the environmental burden of agricultural production.
4. We will be striving to ensure that agriculture fulfils its multi-faceted functions.



Local communities and life support business sector

5. We will be working towards the building of sustainable, prosperous local communities which people can rely on.



Aiming to realize a sustainable society



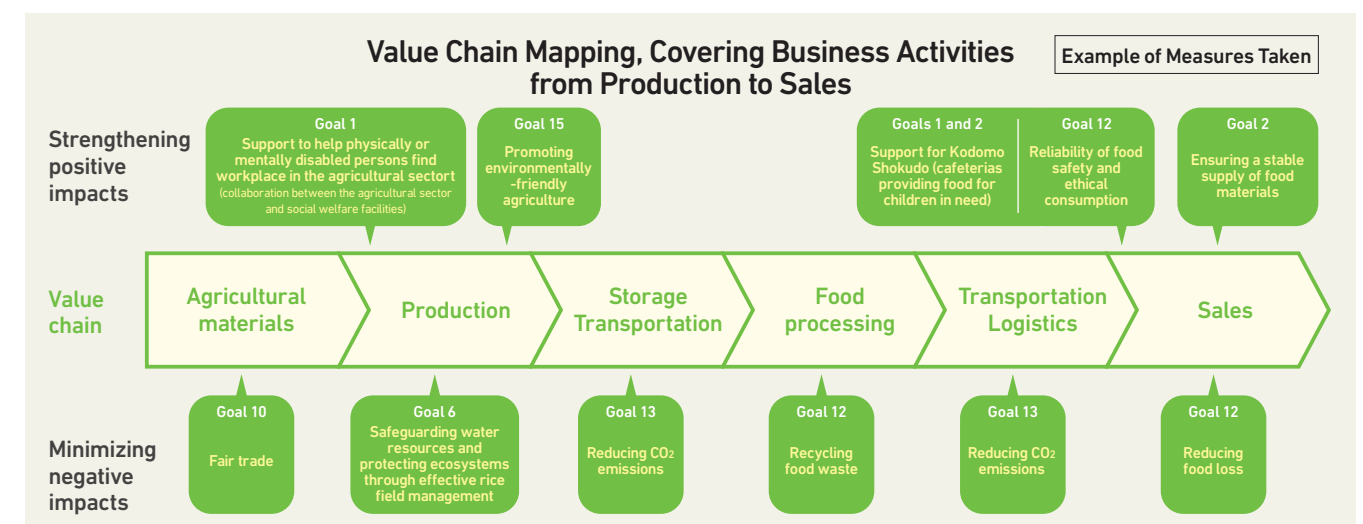
Cooperative and organizational management sector

6. We will strive to promote solidarity with diversified groups and cooperatives, both within and outside Japan, and work with them.



ZEN-NOH's Initiatives Contributing to the Realization of the SDGs

Many of the JA Group's business activities are related to the SDGs. ZEN-NOH aims to continue developing sustainable businesses and generating value from an SDGs perspective in every segment of the food value chain, from production to sales.





ZEN-NOH's Initiatives Contributing to the Realization of the SDGs

Case Studies of Measures Implemented through ZEN-NOH's Business Activities

In every aspect of our business activities from production through to sales, we are working to continue and expand measures that contribute to the realization of the SDGs in relation to the environment, society and agriculture.

Production



Creating employment through a wide range of agricultural labor support measures



Realizing labor-saving in the agricultural sector through the promotion of "smart" agriculture



Promoting appropriate fertilizer application through effective utilization of soil diagnostics



Dissemination of environmentally-friendly materials such as biodegradable mulch



Realizing environmentally-friendly agriculture through soil enrichment that benefits the environment



Supporting disabled people's participation in communities through collaboration between the agricultural sector and social welfare facilities

Local Communities



Maintaining social infrastructure at the local level



Implementing the Rice Paddy Organism Survey to get people thinking about the relationship between the environment and agriculture



Provision of foodstuffs for use by Kodomo Shokudo, etc.

Topics

PPA Model Verification Testing for Implementation of Photovoltaic Electricity Generation Facilities to Generate Power for Own Use

With the cooperation of A-Coop Higashi-Nihon Co., Ltd., we have been installing photovoltaic power systems and storage batteries at JA Farmers-Market stores. This equipment is owned by ZEN-NOH, which sells the electricity generated by the equipment to the JA Farmers-Market stores.

The stores can get maximum benefit from renewable energy without having to bear the high cost of the initial investment; another advantage is that they are not responsible for monitoring or maintaining the equipment. Furthermore, thanks to the installation of the storage batteries, in the event of a power outage the store would be able to continue supplying electric power to some of its checkout desks and lighting. Verification testing of this model is being conducted to clarify the benefits in terms of reduced electricity costs and the heat shield effect provided by the photovoltaic panels.

* PPA (Power Purchase Agreement) model: A business model whereby electric power generated by photovoltaic power equipment, etc. installed by a third party (in this case, ZEN-NOH) is purchased by an electricity user (A-Coop stores, etc.).



Sales and Consumption



Promoting the integration of arable and livestock farming in the region to realize a circular flow of compost and animal feed crops, along with the sale of related products



Food loss reduction by means of the effective utilization of agricultural produce that is not for sale through normal commercial channels because of lack of uniformity, through collaboration with other enterprises



Reducing the transportation burden through a modal shift from truck to ferry

Topics

Sales Promotion Using Brands Linked to the SDGs

"3-R" Integrated Mixed Farming Resource Recycling Brand

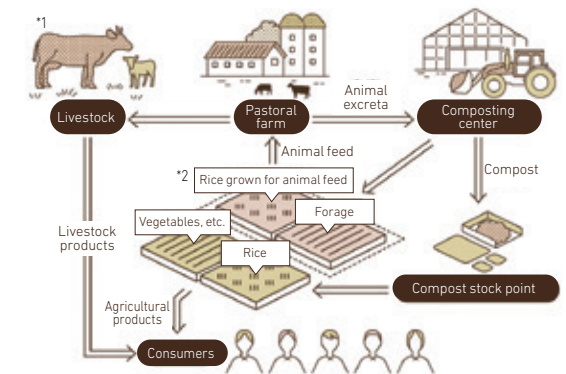
Hiroshima Prefectural Headquarters is working to safeguard the local environment through the launch of the "3-R" crop and livestock cooperative resource recycling brand. With the aim of handing down to future generations the region's beautiful agricultural and satoyama (traditional community-managed forests) landscapes, this project involves the certification and sales promotion of "3-R" products, which are agricultural and livestock products, and processed food products that use these as raw materials, which are produced through recycling of resources in the same region by exchanging forage or feed crops from farmlands, and compost from livestock farmers.

"3-R" refers to the three "Rs" of Recycling compost derived from livestock farming as a Resource, thereby integrating arable and livestock farming in a Repeating process.

*1 The use of feed rice and rice straw as animal feed for livestock helps to reduce the amount of unused cultivated land.
*2 Making use of compost derived from livestock farming helps to create sustainable agriculture.



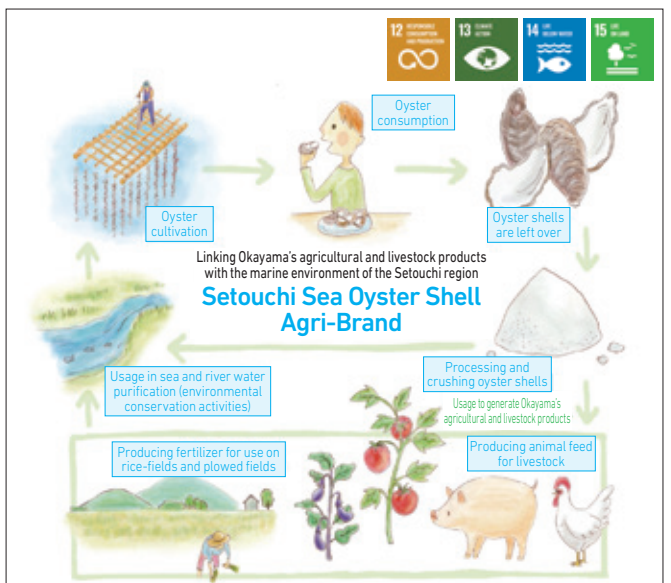
What are crop and livestock cooperative resources?



Cyclical Environmental Conservation Business (Setouchi Sea Oyster Shell Agri-Brand)

The Setouchi Sea Oyster Shell Agri-Brand project is a cyclical, environmentally-friendly business project being undertaken in collaboration with JA Group Okayama. Oyster shells, which would normally have been discarded as waste, are used as a material for soil enrichment and for making animal feed, thereby contributing towards environmental conservation activities in the Setouchi Inland Sea region.

ZEN-NOH's Okayama Prefectural Headquarters is serving as the secretariat for the project's promotional committee, and is handling sale of the agricultural and livestock products generated through the project.



Alliances

– Collaboration with Business Enterprises

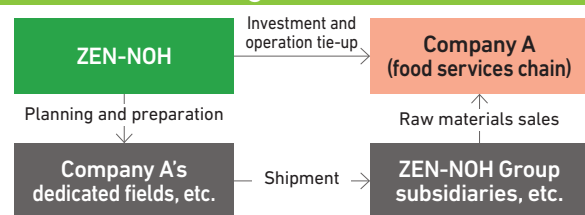


Sales Development

Proactive Building of Alliances with Business Enterprises

Responding to the increasingly rapid changes in the business environment affecting food production, agriculture and local communities, ZEN-NOH has been undertaking speedy business development through the forging of alliances (including both capital and operations tie-up) with, and conducting of M&A activity in relation to, a wide variety of business enterprises that are top-class in their respective industries in terms of scale or expertise. In the future, ZEN-NOH will continue to actively pursue alliances and M&A initiatives, including capital tie-ups.

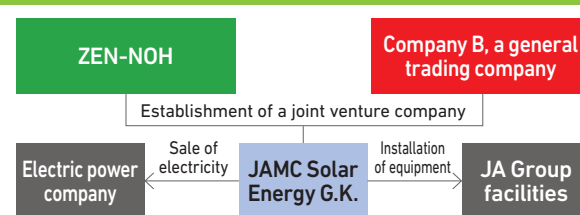
Capital and operations tie-up with a leading food services chain



ZEN-NOH has been a major supplier of domestically-produced raw materials for Company A, a leading food services chain that operates nationwide, since Company A was first established.

During Company A's business expansion process, in 2017 ZEN-NOH began equity participation (i.e., invested) in Company A, thereby further strengthening the existing relationship. This has helped to ensure greater income stability for farmers through the expansion of contracted cultivation, etc. Currently, ZEN-NOH is also supplying domestically-produced materials for Company A's overseas outlets as well, and they have secured a good reputation among local consumers.

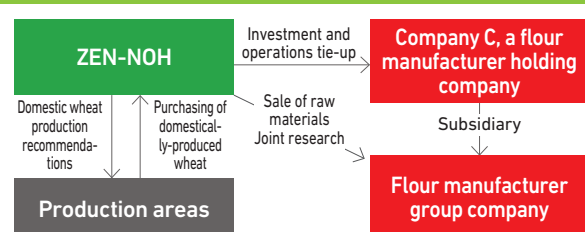
Establishment of a photovoltaics joint venture company in collaboration with a major general trading company



In 2012, ZEN-NOH and Company B, a general trading company, established a joint venture company to engage in photovoltaics (solar power) business utilizing the roofs of large-scale JA Group buildings throughout Japan, including rice collection, storage and shipping facilities, etc.

This project is helping to strengthen the agricultural management infrastructure by promoting the adoption of renewable energy and the effective utilization of resources and facilities, while also helping to support the reinvigoration of local communities.

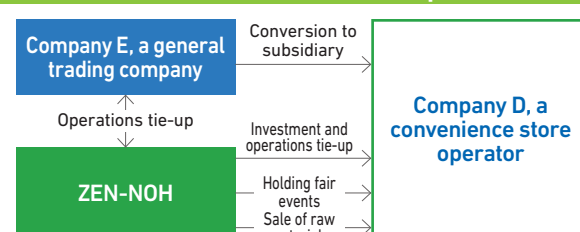
Capital and operations tie-up with a flour manufacturer



In 2020, ZEN-NOH signed a capital and operations tie-up agreement with Company C, the holding company that owns a leading flour manufacturer. While most wheat sold in Japan is produced overseas, Japanese consumers prefer to purchase domestically-produced food when possible, so flour manufacturers have been faced with the challenge of ensuring a stable supply of high-quality domestically-grown wheat. ZEN-NOH has been promoting the growth of domestic wheat production areas, as part of its efforts to encourage farmers to shift away from rice production, and it plans to collaborate on the development of multi-purpose wheat varieties that will be easy for flour manufacturers to utilize.



Capital and operations tie-up with a convenience store operator



ZEN-NOH had for some time had a business relationship with Company E, a general trading company, and with Company D, the operator of a leading convenience store chain. In 2021, making use of the opportunity created by Company E's plan to make Company D a subsidiary of Company E, ZEN-NOH invested in Company D, and signed an operational tie-up agreement with both companies.

Since then, ZEN-NOH has proceeded with the sale of fresh food products at Company D's stores, and with new product development. In the future ZEN-NOH will continue working to boost the sale of domestically-produced agricultural and livestock products, and will be aiming to invigorate local communities through the development and operation of jointly-run stores in these communities.



ZEN-NOH's Role

In the Sales Development, ZEN-NOH is working on building a value chain for domestic agricultural and livestock products, taking on such functions as joint sales activities, product development, production area development, and sales consultations with JA officers and employees. In addition to sending out marketing information and sharing sales information, ZEN-NOH works with Group companies, relevant departments, and prefectural headquarters to conduct joint sales activities across product categories. Furthermore, the ZEN-NOH Group MD (Merchandising) Subcommittee is leading development of a wide range of products, including the Nippon Yell brand.



Interview

Nippon Yell

Aiming to expand

product sales

Joined in 2010
Brand Sales Section, Solution Sales
Department
ZEN-NOH Foods Co., Ltd.
FUJIWARA Tatsuhiko



In the Brand Sales Section of the Solution Sales Department at ZEN-NOH Foods Co., Ltd., we have contacts with many distributors and food wholesalers and are actively working to expand sales channels for Nippon Yell and other ZEN-NOH Group brand products. Through Nippon Yell brand products, we are striving to deliver domestic agricultural and livestock products to as many people as possible and to support production areas and farmers. In business discussions, we have found that many customers care a lot about domestic products and look for safety and security.

We will continue to work on expanding our sales channels so that more people recognize that Nippon Yell, a brand that connects production areas and consumers, signifies what the ZEN-NOH Group is trying to achieve.

ZEN-NOH's Initiatives

Initiatives with FamilyMart

ZEN-NOH will pursue a variety of initiatives with FamilyMart, with which it entered into a capital and business alliance on March 16, 2021.

[Product Development]

We are developing ZEN-NOH brand products and double-brand products with manufacturers as exclusive products for FamilyMart.



[Expansion of Fruit and Vegetable Sales]

In response to requests from FamilyMart, we are working to expand the sale of fruits and vegetables in stores. We plan to increase the number of fruit and vegetable products we handle in the future, including Shonan Gold from Kanagawa Prefecture and Daiunzen Tomato from Nagasaki Prefecture.



Expansion of the Nippon Yell Brand

In January 2020, Nippon Yell was registered as the trademark for a new product brand. Based on the concept of cheering for Japan and Japan-produced food from 47 prefectures nationwide, we are increasing the number of items for sale in collaboration with ZEN-NOH Foods Co., Ltd. We are promoting the Nippon Yell brand and products through a variety of media, including public relations, advertising, events, and business meetings.



[Website]

[Instagram]



Export Business

Export Business Page



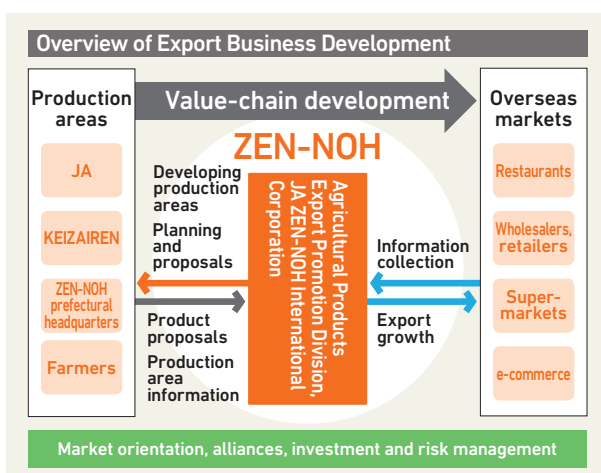
Agribusiness General Planning

Agribusiness General Planning Page



ZEN-NOH's Role

In the Export Business, ZEN-NOH is working to expand the export of domestic agricultural and livestock products and to create production areas for export. To respond to the increasingly diverse overseas market, including the expansion of e-commerce, changes in users with actual demand overseas, and different preferences for standards and tastes, ZEN-NOH is working to secure and develop such products in the quantity and quality that meets the needs of users with actual demand overseas, as well as building strong relationships with companies that are actively expanding overseas.



Interview

Aiming to expand market for Japanese produce from cost and quality perspectives

Joined in 2014
ZEN-NOH International Asia Pte. Limited
SEKI Nobuya



Based in Singapore, I sell Japanese agricultural and livestock products and processed products to supermarkets and restaurants. In the Southeast Asian market, it is important to solve cost and quality issues so that people choose Japanese products over fresh and good quality agricultural products from neighboring countries such as Malaysia, Vietnam, and Australia. On the cost front, we strive to secure a stable sales volume and reduce logistics costs for each product by transporting multiple items together. On the quality front, we strive to provide customers with the same level of quality as airfreight, even if it takes two weeks to reach Singapore by sea, and we are working to expand the number of items we handle while conducting quality maintenance tests. It has been more than a year since the COVID-19 pandemic began, but it is still difficult to travel from Southeast Asia to Japan. By increasing the number of fans of Japanese agricultural and livestock products and expanding the market, we hope to contribute to maintaining and expanding the domestic production base.

ZEN-NOH's Initiatives

Expanding Exports through Initiatives in Collaboration with Overseas Companies

ZEN-NOH is pursuing business alliances with overseas companies to expand exports of domestic agricultural and livestock products.

Last year, in collaboration with a major food company in Hong Kong, ZEN-NOH International Hong Kong Limited began operating a rice cooking center equipped with Japanese gas-powered rice cooking equipment, and launched a premium office delivery lunch box business using Japanese rice and eggs.



"Nagomi Bento" using Japanese rice and eggs

Building a Supply System to Meet the Needs of Overseas Markets

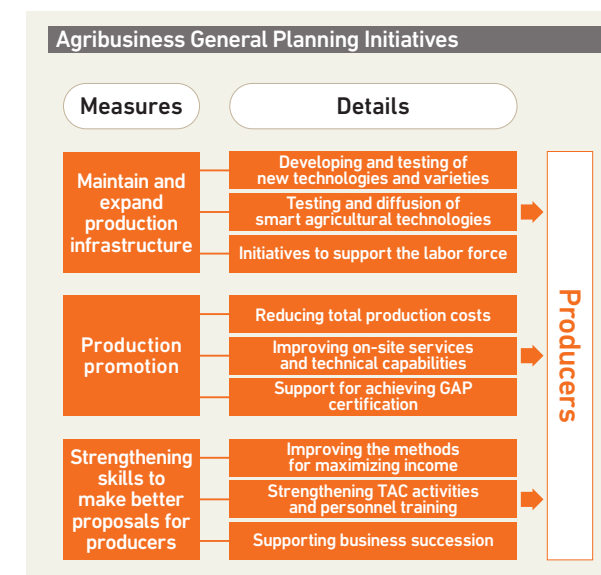
ZEN-NOH is developing a supply system and production areas in Japan to meet overseas market needs, which the Group's overseas bases fully understand. For fruits and vegetables, ZEN-NOH is creating a system to enable supply all year round, selling sweet potatoes, high in demand overseas, under the ZEN-NOH brand, though procured from several production areas, reducing costs for rice, and aiming for a stable supply with the cooperation of multiple production areas. In addition, for livestock products, the Group is working to expand sales of Japanese wagyu beef, for which restaurant-based demand has declined, through e-commerce companies and other means.



A processing facility in the U.S. for Japanese wagyu beef, undertaking processing operations for the U.S. e-commerce market.

ZEN-NOH's Role

In the Agribusiness General Planning, ZEN-NOH is working together with local JAs to maximize farmers' incomes through development, testing, and diffusion of agricultural technologies and new varieties. In addition, through the Team for Agricultural Coordination (TAC) activities, ZEN-NOH is addressing the issues faced by farmers by reflecting their diverse opinions and feedbacks in the JA Group's business.



Interview

Supporting producers by providing agricultural technologies

Joined in 2019
Tsukuba Farming Planning Section
Agribusiness General Planning Division
HANYUDA Saeri



ZEN-NOH has concluded a collaboration agreement with the National Agriculture and Food Research Organization (NARO), a research and development organization for agriculture and food. Three staff members have been assigned to NARO in Tsukuba City, Ibaraki Prefecture, to promote technologies that are beneficial for producers. I am responsible for promoting pest control technology that does not rely on agricultural chemicals and cultivation technology for broccoli which is produced for processing and commercial use. Many producers in Japan face a variety of challenges in producing agricultural products and running agricultural corporations. I find it both challenging and rewarding to discern their needs and come up with proposals for new cultivation technologies based on these needs. It is also challenging for me to make development proposals to the research and development organization of NARO. I think connecting producers and researchers is an important role, and I will continue to do my best to help improve the income of producers.

ZEN-NOH's Initiatives

TAC Activities

The Team for Agricultural Coordination (TAC) is a term used for the JA staff who visit local farm leaders. ZEN-NOH is working to support the development of regional agriculture by reflecting the opinions and feedback of these leaders back into the JA Group's business.

Our activities go beyond proposing agricultural materials and technologies that contribute to promoting agriculture and improving management improvement.

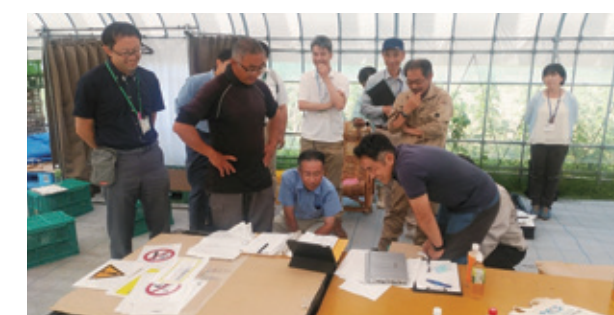
We have a wide range of other initiatives such as expanding sales channels for agricultural products, introducing ICT to producers, providing farmers with knowledge for business succession and increasing the labor force.



TAC staff visiting farmers' fields to provide consultation

JA Group's Program to Support the Achievement of GAP Certification

The JA Group set out its initiative policy on Good Agricultural Practice (GAP) in May 2017. The Group is providing local advice and support for production areas aiming to achieve GAP certification through the JA Group's GAP Third-Party Certification Support Program run by JA ZENCHU, JA ZEN-NOH, ZENKYOREN, and the Norinchukin Bank.



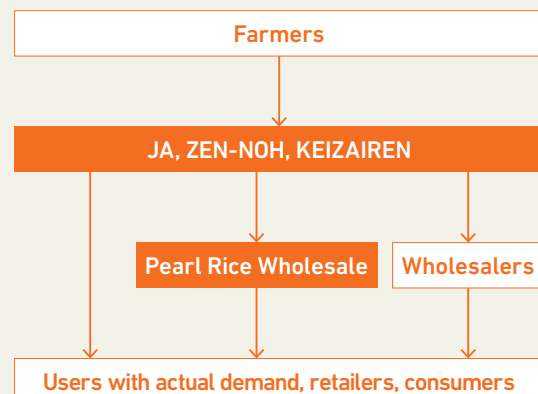
Consultation for acquiring third-party certification



ZEN-NOH's Role

In the Rice Business, ZEN-NOH collects rice from farmers and supplies it to consumers through Pearl Rice Wholesale, which is the JA Group's rice milling wholesale brand and users with actual demand such as processed rice manufacturers, rice wholesalers, restaurants, and supermarkets. ZEN-NOH also helps stabilize the rice production businesses of farmers and maintains stable supplies to users with actual demand through wider contract farming by making proposals on planting based on the needs of users with actual demand.

Main Distribution Channels for Rice Handled by ZEN-NOH



Interview

Creating a base that leads to stable income for farmers, giving them peace of mind

Joined in 2014
ZEN-NOH Pearl Rice Corporation
MORINAGA Hiromi



When I joined ZEN-NOH, I was assigned to the East Japan Rice Sales Business Station (Tokyo), where I was in charge of sales of rice for producing sake and frozen rice. After that, I was transferred to the West Japan Business Division of ZEN-NOH Pearl Rice Corporation in Kobe, where I worked in purchasing of brown rice for three years, and now I am mainly involved in the sales of commercial-use rice for food service.

The food service industry is facing a difficult situation due to the recent COVID-19 pandemic. Although tough conditions are sometimes imposed on us in business negotiations, we manufacture and deliver products in cooperation with the East Japan Business Division, branches and other wholesalers in our network both inside and outside the Group to reduce transportation costs and make cost-competitive proposals. As a result, I feel a great sense of achievement when our proposals are accepted by business partners. Our proposals are ones that can only be made by the Pearl Rice Group, which operates throughout Japan.

I believe that by developing sales capabilities to enable stable sales through diverse channels - supermarkets, food service, and home meal replacement - and winning the trust of business partners, Pearl Rice Group wholesalers can create a base that allows farmers to work on production with peace of mind, thereby contributing to stable income. I will continue to study day and night in order to play my part in this.

ZEN-NOH's Initiatives

Efforts to Promote the Cultivation of High-Yielding Rice

Rice consumption has been decreasing by more than 100,000 tons (about 1.5%) a year in recent years. On the other hand, looking at the breakdown of demand, there has been a shift from home use to commercial use such as home meal replacement and food service due to changes in eating habits and other factors. For this reason, ZEN-NOH is working on contract cultivation of high-yielding rice and other crops in order to match the needs of both farmers for stabilization of farm management and users with actual demand for stable supply.

As part of these efforts, ZEN-NOH has been working to improve farmers' cultivation techniques and increase their motivation to produce through the JA ZEN-NOH Contract Farming High-Yielding Rice Contest and to ensure stable supplies of seeds through investment in ISEHARA MARUHO HOSONO NOUEN, K.K., an agricultural corporation.



Equity investment in an agricultural corporation

Initiatives to Improve Distribution

In order to reduce manual cargo handling in terms of securing the transportation capacity for rice, ZEN-NOH is expanding the use of flexible container transportation, consolidating to a standardized ZEN-NOH flexible container, and introducing the use of pallets for paper bag transportation. For 2021 production, 123,000 additional standardized flexible containers (50 times as many as last year) will be introduced, and palletized transportation has been expanded from 18 prefectures for 2020 production to more than 30 prefectures. In the future, ZEN-NOH aims to standardize flexible containers nationwide and to transport 80% of paper bags by pallet.



Storage in standardized ZEN-NOH flexible containers



Storage in paper bags on pallets

Milled Rice Sales and Packaged Rice Business

Based on the basic principles of security, safety, freshness, and good quality, the ZEN-NOH Group supplies milled white rice, under the unified Pearl Rice brand name, from its plants nationwide to customers every day.

ZEN-NOH also set up a new rice milling plant equipped with state-of-the-art equipment in Chikugo City, Fukuoka Prefecture in November 2020.

Furthermore, in April 2021, ZEN-NOH acquired a controlling interest in JA Kamiyotsuba Radfa, K.K. (currently JA ZEN-NOH Radfa K.K.) and entered the production and sale of packaged rice. In 2022, we will acquire a new plant to continue expanding production capacity.

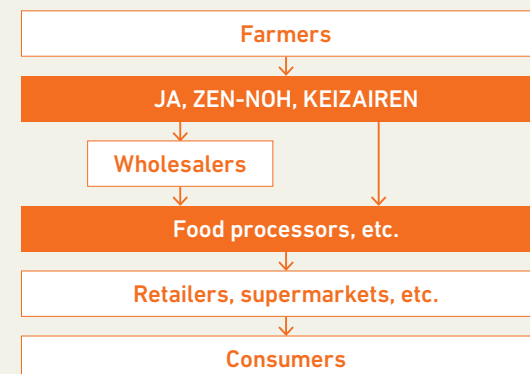


The exterior of the JA ZEN-NOH Radfa, K.K. plant

ZEN-NOH's Role

The Farm Produce Business handles the collection and sale of wheat and soybeans grown nationwide, as well as potato starch and sweet potato starch, produced from key crops in Hokkaido and Kagoshima. The business also sells dried shiitake mushrooms and processed fruit products (jam, canned fruit, etc.).

Main Distribution Channels for Farm Produce (Soybeans) Handled by ZEN-NOH



Interview

Acting as a bridge between farmers and users with actual demand to expand domestic soybean production

Joined in 2014
Western Japan Farm Produce Business Station
Farm Produce Division
DOI Kazuma



Soybeans are mainly used to make foods such as tofu, fried tofu, and natto, as well as raw materials for seasonings such as soy sauce and miso. In recent years, soy milk and soy meat have been attracting attention due to rising health consciousness, and soybeans are becoming quite essential to our diet year after year.

Soybeans are also attracting attention as a crop for utilizing paddy fields that can maintain and improve farmers' income as rice consumption declines and its price falls due to the diversification of diet.

The demand for domestically-produced soybeans has been gradually increasing, thanks in part to efforts to expand demand, but production volume is not keeping up with the demand. Therefore, in order to motivate farmers to produce more, we are working hard to increase cultivation based on contracts with food manufacturers and so forth, and also to encourage the interaction between the farmers in production areas and users with actual demand. We are increasing multi-year contracts so that farmers can engage in production with peace of mind. For interaction with users with actual demand, we provide opportunities to increase farmers' motivation, such as inviting farmers to visit the factories of food manufacturers.

We will continue to act as a bridge between farmers and users with actual demand to strengthen the ties between them and strive to expand domestic production of soybeans.

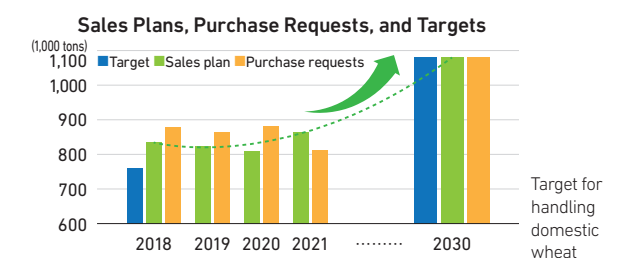
ZEN-NOH's Initiatives

Working toward Stable Production and Expansion in Demand for Domestic Wheat through Capital and Business Alliance with Nisshin Seifun Group Inc.

ZEN-NOH is working to expand domestic wheat production from the viewpoint of a rising preference for domestic produce and effective use of paddy fields.

In this environment, we entered into a business alliance agreement in November 2020 with Nisshin Seifun Group Inc., whose subsidiary Nisshin Flour Milling Inc. purchases approximately 30% of domestic wheat, to strengthen our efforts aimed at stable production and expansion in demand for domestic wheat.

Going forward, we will also use the business alliance as an opportunity to expand demand for domestic agricultural and livestock products other than domestic wheat by deepening our collaboration with Nisshin Seifun Group Inc.



Making Delicious Jam from Domestic Fruits - Creating Value Added -

ZEN-NOH collects fruits from domestic production areas, processes them into delicious jam, and delivers the jam to consumers.

Since August 2020, ZEN-NOH has also been selling the "12months Jam" series with flavors that change monthly according to the season of each fruit. In order to provide consumers with a deeper understanding of the appeal of the fruit, a two-dimensional code is printed on the container of each jam, and a dedicated website introduces the place of origin of the fruit and recommended ways to eat it.



*Flavors may be different from those shown in the photograph due to availability of ingredients.

"12months Jam" series



Fruit and Vegetables Business

Fruit and Vegetables Business Page



Fertilizer Business

Fertilizer Business Page

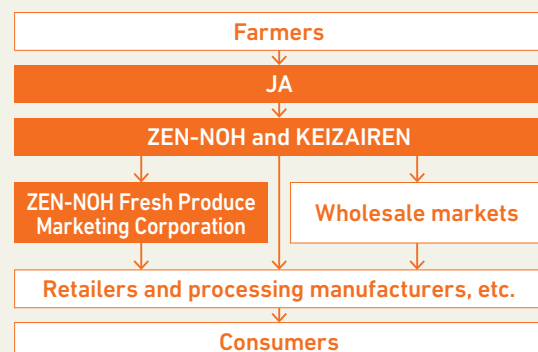


ZEN-NOH's Role

In the Fruit and Vegetables Business, in order to deliver to consumers, ZEN-NOH sells fruits and vegetables collected from farmers and JA via the wholesale market and its subsidiary, ZEN-NOH Fresh Produce Marketing Corporation to various business partners, such as retailers and processing manufacturers.

ZEN-NOH communicates the requests of its business partners to JA and farmers, and works to promote production by expanding the practice of contract farming, leading to the stable production and supply of fruits and vegetables.

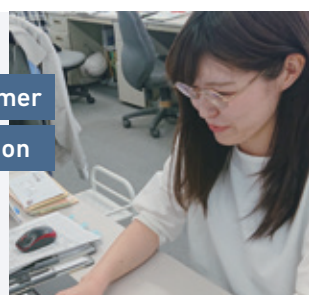
Main Distribution Channels for Fruits and Vegetables Handled by ZEN-NOH



Interview

Working to Increase Farmer and Consumer Satisfaction

Joined in 2018
Fresh Produce Sales Section
Fresh Produce and Production Promotion Department
Miyagi Prefectural Headquarters
IGARASHI Mizuki



I am in charge of purchasing and selling fruits and vegetables in Miyagi Prefecture, as well as promoting production. As part of this, I am in charge of the 'Angele tomato', a ZEN-NOH original brand, of which I am working to promote the production in the prefecture and the stable supply to our customers. Since Angele tomatoes are grown under contract and are sold at a contracted unit price, we believe they can contribute more to stable incomes for farmers. However, partly due to the short history of cultivation in the prefecture, we do not have any specialized instructors and feel there is a lack of follow-up support for farmers in terms of cultivation. In order to ensure that farmers are satisfied with their cultivation, we are aiming to work closely with all the parties involved to establish a follow-up system.

At present, we mainly sell the tomatoes in the Kanto region, but we have been able to start selling them within the prefecture since the year before last, and they are steadily gaining popularity. When I see consumers actually picking up Angele tomatoes, I feel very rewarded even though I didn't actually grow them.

Fruits and vegetables are one of the elements that add color to the dinner table. I work every day with the belief that a stable supply of produce will add color to many dinner tables and, in turn, lead to a higher level of satisfaction in everyone's lives. I will continue to work diligently in my daily work to improve the satisfaction of both farmers and consumers.

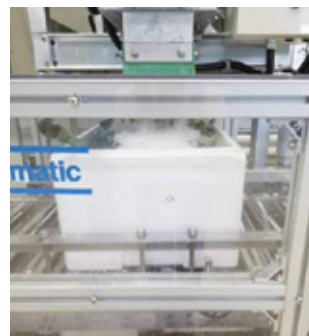
ZEN-NOH's Initiatives

Joint Business Initiatives with JAs

While JAs improve their guidance given to producers on farming techniques to increase productivity, ZEN-NOH, dividing the role between JAs and ZEN-NOH, maintains and expands its production infrastructure across the JA Group and improves farmers' incomes by setting up collection and shipping facilities that can be used jointly by multiple JAs to increase their sales capacity.



Vegetable Regional Center at Tottori Prefectural Headquarters, which began operating in 2021
Sorting and packing broccoli in ice



Reducing Farmers' Labor and Expanding Direct Sales

In addition to sorting fruits and vegetables, ZEN-NOH is setting up equipment that produces packaging to be used as is in supermarkets, etc. This not only helps to lessen the workload for farmers but also reflects ZEN-NOH's efforts to expand sales directly to users with actual demand, including collaboration between prefectures to ensure a stable supply of domestic fruits and vegetables to users with actual demand.



Northern Regional Sales Center, Fukuoka Prefectural Headquarters
Strawberry packaging and iced storage for broccoli

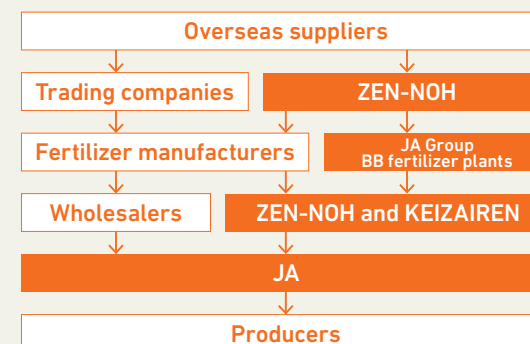


ZEN-NOH's Role

In the Fertilizer Business, ZEN-NOH distributes fertilizers purchased from fertilizer manufacturers to Japanese farmers through the KEIZAIREN (Prefectural Level Coop) and JA. We also import fertilizer raw materials and produce Bulk Blending (BB) fertilizers, to contribute to the steady supply and price stability of fertilizer markets.

* Bulk-blending (BB) fertilizer: A fertilizer combining two or more granular fertilizer materials to produce blends containing nitrogen, phosphorus, and potassium and other plant nutrients, as opposed to compound fertilizers which combine two or more nutrients in each granule.

Main Distribution Channels for Fertilizer in JA Group



Interview

Fertilizer proposals for farmers and JA made possible by BB fertilizers

Joined in 2016
Development Section, Development Department
Kumiai Hiryo Co., Ltd.
MATSUMOTO Toru



Kumiai Hiryo Co., Ltd., based in Iwate, sells fertilizers in Aomori, Akita, and parts of Miyagi, in addition to Iwate. I belong to the Development Department. My job is to meet with farmers and JA staff to propose fertilizer programs and recommend fertilizer blends that meet their needs based on the results of soil analysis in each region. I enjoy the many opportunities to work directly with farmers and with JA.

I do my best to visit farmers as frequently as possible. By doing that, I believe we can clearly focus on what farmers need and how we should deal with any problems that may arise. To strengthen ties with farmers, it is also important to remember to just drop in and say hello to them from time to time.

In my area of responsibility, I try to recommend the best solutions for farmers. For instance, I conduct continuous simulations for slow release fertilizers. Through our proposals, farmers are better able to increase their yields and produce high quality agriproducts with a single application without the need for additional fertilizer. This saves them time and expense.

Also, as the growth of crops is affected by weather and climate, it is important to set up demonstration fields for farmers to understand the merits of our products and which allows them to see actual results.

We will continue to conduct surveys and have personal discussions with farmers, JA, and ZEN-NOH to ensure that farmers are satisfied with our products.

ZEN-NOH's Initiatives

Efforts to Secure Stable Supplies of Fertilizer Raw Materials

ZEN-NOH has been working to secure stable supplies of fertilizer raw materials by building strong ties with overseas suppliers through long-term business relations. In 2012, ZEN-NOH directly invested in Wengfu & Zijin Chemical Industry Co., Ltd., Fujian Province, China, a specialized phosphate producer and supplier, to procure high-quality ammonium phosphates.



Port of Xiamen, Fujian, China

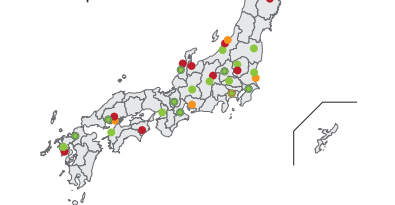


Wengfu & Zijin Chemical Industry Shanghang plant

Nationwide Functions and Sites

The fertilizer materials imported by ZEN-NOH are supplied to fertilizer manufacturers nationwide, including the BB fertilizer plants, which belong to ZEN-NOH's own fertilizer production sector, and through the nationwide network of port terminals of ZEN-NOH GREEN RESOURCES CORPORATION (ZGR), a subsidiary of ZEN-NOH. ZEN-NOH also strives to promote soil preparation and the proper application of fertilizers based on soil analysis with the nine regional soil analysis centers providing these services. This is in addition to the 11 prefectural soil analysis centers nationwide. Compared with compound fertilizers, the unique feature of BB fertilizers is the ability to promptly and easily make proposals for customized fertilizer applications in response to the results of soil analysis and the needs of producers.

- Soil Analysis Center (National)
- Soil Analysis Center (Regional)
- Soil Analysis Center (Prefectural)
- BB fertilizer plant
- ZGR port terminal



Sites supporting fertilizer business across the country



Inside a soil analysis center



Panoramic view of Hiroshima Branch of ZEN-NOH GREEN RESOURCES CORPORATION



Agrochemicals Business

Agrochemicals Business Page



Agricultural Machinery Business

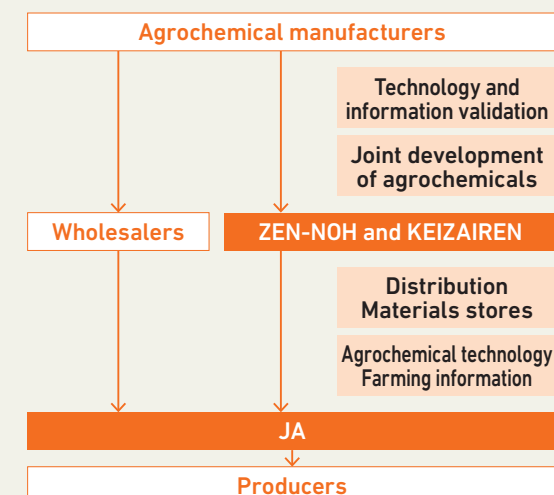
Agricultural Machinery Business Page



ZEN-NOH's Role

In the Agrochemicals Business, we purchase agrochemical products from manufacturers and supply them to producers through prefectural KEIZAIEN and local JA. We also play a role in such things as; reducing material costs by providing products and shipping in larger sizes directly to producers, establishing effective pest control methods by developing new active ingredients and streamlining logistics to ensure a stable supply.

Main Distribution Channels for Agrochemicals in JA Group



Interview

Stable procurement of technical grade pesticides and development of new agrochemicals and generics

Joined in 2013
Technical Products and Development Section
Crop Production Division
WATANABE Takahiro



Technical Products and Development Section to which I belong is mainly involved in procuring technical grade pesticides and developing new agrochemicals. In the procurement of technical grade pesticides, despite being in the middle of the COVID-19 pandemic, we are collecting information through close communication with our suppliers and striving to ensure the stable production and supply of agrochemicals. In the development of new agrochemicals, we are actively pursuing joint development and alliances with chemical manufacturers in Japan and overseas in order to promote the development of agrochemicals that are essential for farming and contribute to saving labor and reducing costs.

The environment surrounding the agrochemical business in the future is expected to see an acceleration in globalization and the introduction of IT. I want to keep my eyes and ears open and work with a sense of speed so I can contribute to Japan's agriculture.

ZEN-NOH's Initiatives

Development of New Agrochemicals

ZEN-NOH engages in joint development of new agrochemicals required for agricultural production, and has so far developed seven compounds, which have been delivered to farms. In September 2018, we obtained the registration of Pyraxalt™, a pesticide jointly developed with Corteva Agriscience™ (formerly DuPont Crop Protection) which is highly effective against planthoppers. The products containing Pyraxalt have been sold since 2019, and it has become an important pesticide for controlling planthoppers, which have occurred frequently in recent years.

* Plant hoppers: Important rice pests prevalent in western Japan and the Kanto region.



Left: Paddy field where planthoppers are controlled with Pyraxalt / Right: A withered paddy field due to damage caused by brown planthoppers

Integrated Pest Management (IPM) Initiatives

For insect pests that are difficult to control with agrochemicals alone, we are now promoting a pest control system using natural enemies (such as spider mites) and the Bunker Sheets® for protecting these natural enemies.

There are few chemicals that are highly effective in controlling spider mites in strawberries. In order to increase options, we launched the "Strawberry Spider Mite Zero Project" with five agrochemical companies and created a recommended pest control program combining natural enemies and agrochemicals. This program has contributed greatly to the control of spider mites at many greenhouses.

* The "Bunker Sheets®" are used together with packs containing natural enemies to protect them from the effects of temperature, humidity changes, watering and sprays of chemicals, etc.



Development of Generic Agrochemicals

To reduce the agricultural production costs, we are working on the development and the widespread use of generic agrochemicals. In 1995, we launched Penncoze (fungicide) as the first generic agrochemical in Japan, and then in 2003 released J-Ace (insecticide), contributing to reducing the cost of pest control.

Moreover, in April 2018, we established ZM Crop Protection Corporation, a joint venture with Mitsubishi Corporation to develop generic agrochemicals and to strengthen overseas sales of the agrochemical active ingredients we possess.

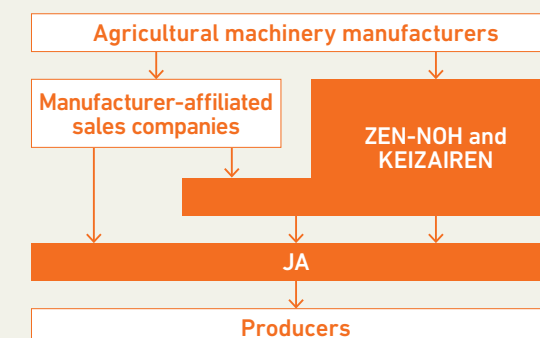


ZEN-NOH's Role

In the Agricultural Machinery Business, machinery used for farming, such as tractors, rice transplanters, and combines, are sourced from manufacturers and supplied to producers through KEIZAIEN and JA.

ZEN-NOH also supports producers' farming by helping to build after-maintenance systems, including educating personnel through skills training and setting up regional parts centers.

Main Distribution Channels for Agricultural Machinery in JA Group



Interview

Deepening mutual understanding and establishing integrated operations with JA

Joined in 2014
Agricultural Machinery Integrated Operations Section
Production Materials Division
Tochigi Prefectural Headquarters
OKAYAMA Taiji



The Agricultural Machinery Business includes after-sales service so we have frequent contacts with JA members. In order to improve convenience for JA members, we have launched an "integrated operation system," which is operated by ZEN-NOH and local JAs.

Currently I am in charge of setting up the base for integrated operation. I work on-site and I am engaged in making operational improvements. Although we have visions that we want to achieve, I feel that it is very difficult to put our plans into practice.

In order to achieve our goals, I work closely with the site manager and the staff to make steady improvement. I believe setting small goals enables the staff to have more motivation. At first, I was concerned that my staff would feel too burdened to have additional tasks, but I was relieved to hear that they felt those tasks challenging and enjoyable.

I would like to make continuous efforts toward setting up our integrated operation system, so that we can enhance our support for JA members.

ZEN-NOH's Initiatives

Integrated Agricultural Machinery Business Through JA and ZEN-NOH

JA and ZEN-NOH are consolidating their management resources, such as their human resources and facilities, thereby promoting an integrated, jointly run, Agricultural Machinery Business.

As of April 2021, 73 JAs in 19 prefectures nationwide have been integrating operations. By creating a support system that is closely linked to the region and improving technical capabilities, ZEN-NOH is working to improve the services it provides to producers.



A jointly managed regional agricultural machinery center

Regional Parts Centers

Sustained use of agricultural machinery leads to lower production costs.

For this reason, ZEN-NOH has set up regional parts centers around the country, serving territories that cross prefectural boundaries, to enable quick and efficient machinery repairs and maintenance.



The Tohoku regional parts center



Horticultural and Packaging Materials Business

Horticultural and Packaging Materials Business Page

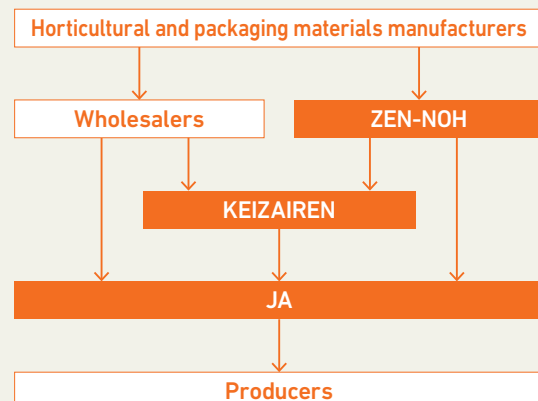


Facilities and Agricultural Residential Business

ZEN-NOH's Role

In addition to quality control of horticultural materials and packaging materials (bags and cardboard boxes, etc.), the horticultural and packaging materials business is, in an effort to reduce production and shipping costs, developing original ZEN-NOH products, and importing products, such as flexible intermediate bulk containers (FIBCs), directly from overseas. The business also contributes to the environment in the agricultural field with the wide use of biodegradable mulch and packs using plant-derived resin.

Main Distribution Channels for Horticultural and Packaging Materials in JA Group



Interview

Helping to Streamline

Agricultural Product Distribution

Joined in 2017
Materials Department
Crop Production Division
WATABE Chiemi



The logistics industry has been facing great difficulties recently due to labor shortages and aging of the labor force. In particular, agricultural products that still have to be unloaded and packed into trucks by hand can sometimes no longer be transported from production areas to consumption areas. In response, we are working with the Fresh Produce Division (Vegetable & Fruit) to propose corrugated boxes with the dimensions adjusted to fit pallets, and with Rice Division to propose FIBCs that improve loading efficiency to producing regions. In addition, the materials we propose are checked for safety by the Agricultural Materials & Machinery Research Section, which is responsible for quality management functions at ZEN-NOH. Although it is not a straightforward task as the size of the contents varies among producing regions and agricultural products, we feel relieved and happy when we see that the adopted materials are safely delivered to consumption areas.

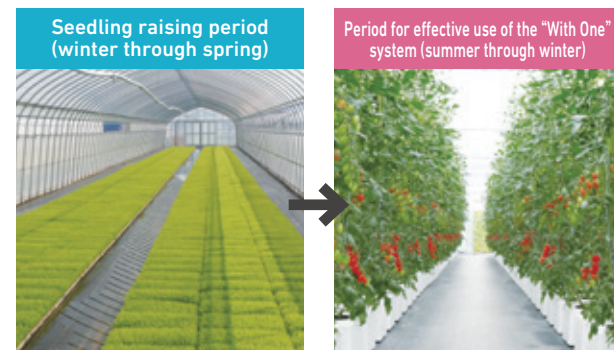
I believe this kind of initiative is something that only ZEN-NOH can do as we handle both agricultural products and packaging materials. In the future, we will continue working with the relevant divisions to allow agricultural products to be safely delivered to consumption areas.

ZEN-NOH's Initiatives

"With One" Polystyrene Box Type Hydroponics System

"With One," developed by ZEN-NOH, is a polystyrene box type box-style hydroponics system, which comes as a package that includes a Styrofoam box cultivation tank and irrigation equipment. In addition to facilitating cultivation management, the system also allows effective use of vacant periods and idle greenhouses at nursery facilities. The system has been introduced for a wide variety of purposes, including measures to combat soil pests and diseases and the annual employment strategies of agricultural corporations.

We are promoting more widespread adoption of the system by creating cultivation manuals and holding training sessions in collaboration with JA, and the cumulative total number of locations is over 220.



Usage examples of the "With One" system

Direct Import of FIBCs

ZEN-NOH directly imports FIBCs from overseas for use in domestic production and distribution sites. Furthermore, in order to ensure product safety, ZEN-NOH is working on quality control with the installation of a testing machine at its Agricultural Research and Development Center.

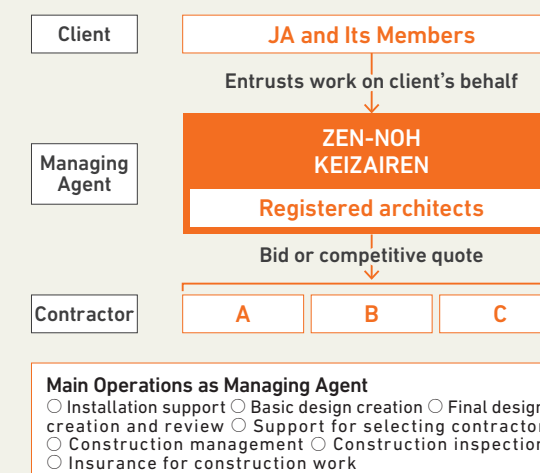


FIBCs and testing machine

ZEN-NOH's Role

In the facilities and agricultural residential business, ZEN-NOH contributes to the creation of safe facilities and buildings through the owner's agent system which provides support for the construction of farm buildings, farm stands and stores, as well as rental housing built by JA and its members from planning to design, construction management and legal transfer from the standpoint of the owner.

Process of Working on Client's Behalf



Interview

Supporting Agricultural Infrastructure

Through the Construction of Facilities

Joined in 2016
Architect (First-Class)
Facilities Department, Facilities Division
Hyogo Prefectural Headquarters
MORIMOTO Miki



I gained the Architect (First-Class) qualification four years after I joined ZEN-NOH, and I am engaged in design and supervision work.

This division is involved in the construction of a variety of facilities, including offices, farm stands, welfare facilities, service stations, and barns. We also handle a wide range of agricultural facilities, including grain elevator and fruit and vegetable collection and shipping facilities, and contribute to the production and distribution of agricultural products as a whole through the construction of facilities.

I think the strength of ZEN-NOH is the ability to make design proposals that draw on past achievements due to its in-house architectural design office, which has accumulated know-how that is unique to the JA Group.

Complying with restrictions such as the Building Standards Act and the City Planning Act and giving shape to the client's ideas are difficult but very satisfying tasks. Although I play a very small part, I want to contribute to Japanese agriculture through the establishment of infrastructure by utilizing the unique perspective of women in planning.

ZEN-NOH's Initiatives

More Sophisticated and Diversified Agricultural Facilities with Specialist Engineers

There are a wide range of demands for agricultural facilities such as the need for better processing capacity, the need to save labor and make efficiencies, and reduce the costs of repair and maintenance. 97 ZEN-NOH certified plant construction managers and 214 nationally qualified architects plan, design, inspect, and manage construction work to support JA with the construction of facilities that operate smoothly.



A construction manager making an inspection at a fruit and vegetable collection and shipping facility

Asset Management for Members in Collaboration with JA

In order to support members' asset management, including the effective use of land, home builds and remodeling, as well as inheritance and tax measures, ZEN-NOH cooperates with JAs mainly in the metropolitan area, consulting on various matters related to members' land and buildings. For the construction and remodeling of rental housing and detached homes, ZEN-NOH works on behalf of the client to handle everything from construction inspections to delivery with the clients' needs in mind.



Premium retirement homes with long-term care



Retail facilities



Livestock Product Sales Business

Livestock Product Sales Business Page



Livestock Production Business

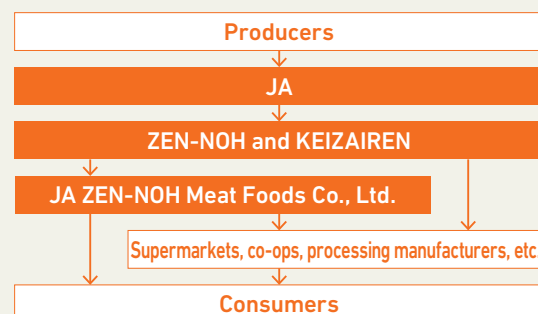
Livestock Production Business Page



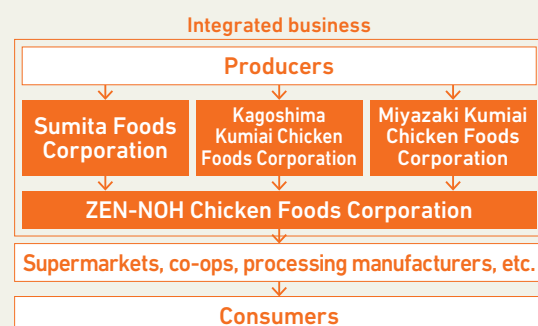
ZEN-NOH's Role

The livestock product sales business consists of the meat business, which delivers beef, pork and processed beef and pork products to consumers; the poultry business, which delivers chicken meat and processed chicken products; and the egg business, which delivers eggs and processed egg products. Livestock products collected from producers and JA are processed and sold by subsidiaries. In addition to domestic distribution, we are also working on exporting our products, especially beef, to overseas markets.

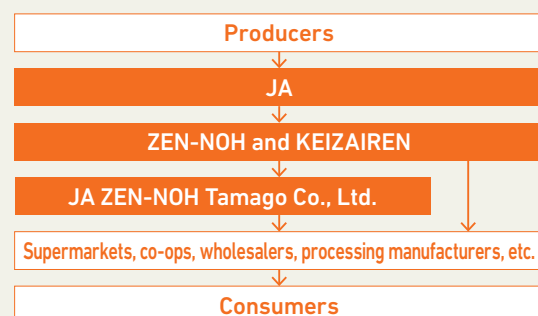
Main Distribution Channels for Meats Handled by ZEN-NOH



Main Distribution Channels for Poultry Handled by ZEN-NOH



Main Distribution Channels for Eggs Handled by ZEN-NOH



ZEN-NOH's Initiatives

Expanding the Meat Business through New Channels

"Packaged meat" refers to products in which meat is processed into a form that consumers can pick up directly, such as the tray packs that line the counters of food supermarkets and co-ops. Due to the COVID-19 pandemic, stay-at-home demand increased sharply, particularly for perishables. However, the ZEN-NOH Group was able to respond swiftly to this change in the environment and meet the expectations of customers because it had built its own nationwide network of packaged meat production centers.

In addition, in order to support consumption in the face of a sharp decline in food service demand, which accounts for the majority of demand, we launched a limited offer on "Japanese Wagyu Beef" on the mail order website "JA Town" and created a mechanism for delivering packaged meat directly to households utilizing our packaged meat production function. This initiative received a big response, and we will expand it into a new sales channel in the future.



JA Town "Japanese Wagyu" (limited offer)

Interview

Delivering safe, reliable, and delicious Japan-produced chicken to consumers nationwide

Joined in 2019
ZENNOH Chicken Foods Corporation
Regional Sales Section,
East Japan Sales Division
FUJII Rikako



I work in the purchasing and sales of Japan-produced chicken for supermarkets at ZENNOH Chicken Foods Corporation, which is one of the largest group companies in Japan and is involved in all aspects of production, processing, and sales of chicken, the most commonly consumed meat in Japan.

While studying agriculture as a student, my desire to "deliver products that are carefully produced by producers to consumers nationwide" grew, and I decided to join ZEN-NOH.

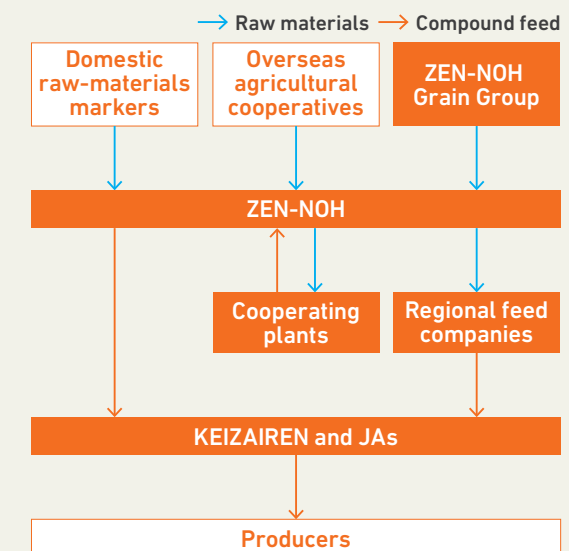
In my current job, I sell products to supermarkets that producers in production areas put their hearts and souls into making. I find it very rewarding to draw on the strength of the Group, which handles everything from production to sales, to work with producers and factories in production areas to propose products that customers are looking for and for customers to actually pick up these products in stores. On the other hand, sales of poultry products vary greatly depending on the season, events, and other factors, so it is very important to provide a stable supply of products that customers are looking for, and we struggle every day to find out what they are.

In the future, we will continue doing our best so that we can deliver safe, reliable, and delicious chicken to as many people as possible.

ZEN-NOH's Role

In the livestock production business, raw feed materials are procured from overseas grain production areas and domestic feed suppliers. Compound feed is then produced at Group company feed plants and supplied to producers through JA KEIZAI-REN and JAs.

Main Distribution Channels for JA Group Compound Feed



Interview

Supporting producers from the perspective of infectious disease prevention

Joined in 2012
Hokkaido Field Clinic, Institute of Animal Health
Livestock Production Division
SAITO Hitoshi



At the Hokkaido Field Clinic, we collaborate with Hokuren Federation of Agricultural Cooperatives and Hokuren Cooperative Feed Mills Co., Ltd. to prevent infectious diseases in livestock, and I am mainly responsible for dairy and beef cattle. In recent years, cattle station (CS) and cattle breeding station (CBS) have been established in dairy farming as a labor saving initiative for producers. However, preventive measures against infection are essential as calves with immature immune systems are raised together in groups. Also, for beef cattle, the price of calves is increasing. For this reason, there is a growing awareness of how we take preventive measures to reduce the number of fatal accidents while raising cattle, and I am keenly aware of the importance of my job every day. I will continue to work even harder to ensure the health of livestock and the smiles of producers.

ZEN-NOH's Initiatives

Labor Saving Initiative Using Milking Robots

Two milking robots were introduced at the Central Research Institute for Feed & Livestock in November 2017, and the Institute has been working on the issues of increasing the number of spontaneous visits by milking cows and stabilizing milk composition.

The Institute is working to improve the palatability of the special feed provided by the milking robots and to appropriately adjust the nutrient content of mixed feed supplements for free feeding. It is creating a collection of milking robot nutrition management case studies and contributing to improving producer productivity through each company of Hokuren Cooperative Feed Mills Co., Ltd.



Special feed for milking robot



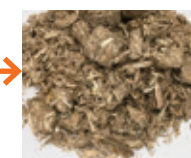
Pasture grass-based mixed feed supplements

Labor Saving Initiative Using Complete Compound Feeds

In Kagoshima Prefecture, after verification at the KEIZAI-REN demonstration farm, we are now supplying complete compound feeds to large farms with the aim of reducing agricultural labor. By blending roughage that needs to be fed separately, the main purpose of this system is to save labor and improve productivity in feed feeding, while at the same time simplifying the logistics of transporting formula feed and roughage to the farm. We are working to strengthen our handling of functional roughage ingredients to develop problem-solving compound feeds for farms, such as dent corn silage and timothy mix cubes.



Raw



Crushed



Product



Dairy Business

Dairy Business Page



Energy Business

Energy Business Page

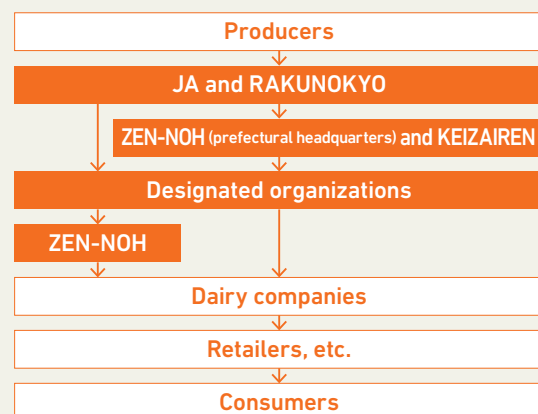


ZEN-NOH's Role

Dairy department adjusts supply and demand of raw milk nationwide, aiming at stabilization of supply chain for fresh/delicious milk and dairy products. Also, making our efforts to enhance demand of milk, butter and skim milk powder to distribute to food and beverage companies.

Furthermore, the department applies input to milk production to achieve long-term stable management of dairy farmers and milk/dairy products processors.

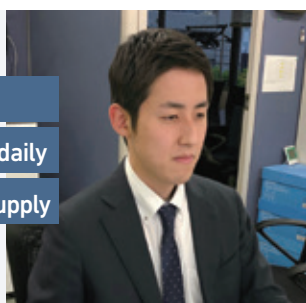
Main Distribution Channels for JA Group Raw Milk



Interview

Working to achieve stable supply of raw milk through daily regulation of demand and supply

Joined in 2018
Chugoku Seinyuhanren (on loan from)
NAKAMURA Ryoya



My main job is to sell the raw milk produced by dairy farmers to dairy companies. Raw milk supply and demand fluctuates depending on the season, weather, and other factors. In addition, it is produced every day and cannot be stored as it is, so we adjust demand and supply through daily cooperation between production areas and the dairy industry.

Last year, due to the impact of the COVID-19, it was difficult to adjust supply and demand due to the suspension of the school milk program because of school closures and sluggish food service demand, but thanks to the cooperation of the entire dairy industry, we were able to avoid disposing of any raw milk.

Currently, I am on loan to the raw milk marketing cooperative in the Chugoku block, so I have more opportunities to listen to the opinions of producers. I will try to secure stable income for dairy farmers by selling the raw milk we receive without any waste and considering rationalization of transportation methods and so on. I will also try to deliver safe and secure milk to the dining tables of Japan.

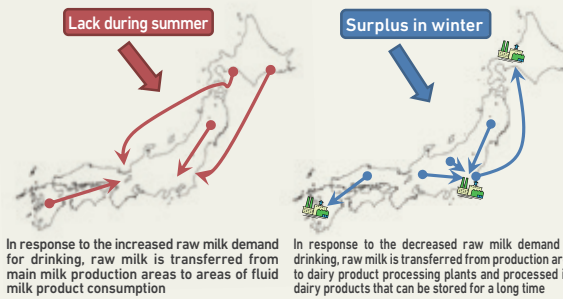
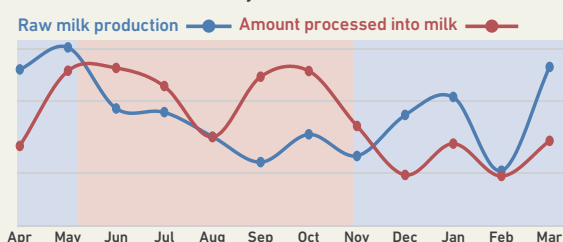
ZEN-NOH's Initiatives

The Adjustment of Supply and Demand for Raw Milk and Dairy Products

In response to the seasonal imbalance between supply and demand of production and consumption in different prefectures, raw milk is transferred, in the summer, from the main raw milk production areas of Hokkaido, Tohoku, and Kyushu to consumption areas where it is used as milk for drinking. In the winter, raw milk is processed into dairy products such as butter and skimmed milk powder that can be preserved, which enables milk and dairy products to be delivered in a stable manner.

Raw Milk Supply and Demand Across Prefectures

Regional adjustment of raw milk between production areas and between dairy companies is necessary every day to protect against the imbalance between supply and demand caused by the seasons and weather



Commercial Milk and Domestically-Produced Dairy Product Sales

ZEN-NOH is working to expand milk demand by commercially selling milk to beverage manufacturers as a raw material for canned coffee and bottled drinks.

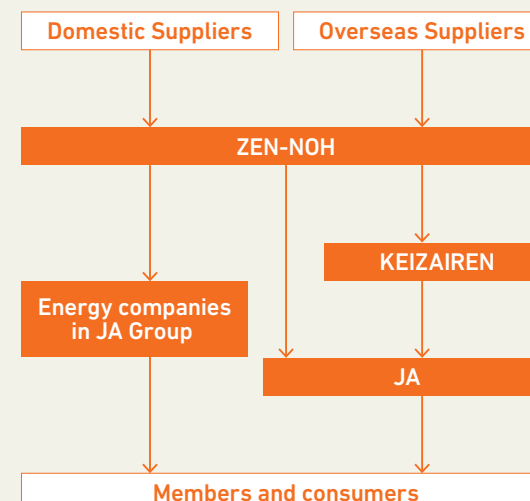
We have also opened the "RAKUICHI RAKUZA" on the JA Town website. We are working to expand consumption of Domestically-produced dairy products and foster understanding of the dairy industry among consumers.



ZEN-NOH's Role

The energy business supplies energy necessary for everyday life in a stable manner. The electricity business supplies electricity to JA Group facilities and JA member households under the JA Denki brand name. The petroleum business stably supplies fuel oils such as gasoline through JA-SS service stations. And the gas business supplies LP gas under the brand name Kumiai Propane.

Main Distribution Channels for Energy in JA Group



Interview

Providing JA Denki at a great price

Joined in 2010
Electricity Division
ZEN-NOH Energy Corporation
HIRAYAMA Yuki



ZEN-NOH Energy Corporation is the retail supplier for JA Denki, and we provide services so that members can use JA Denki at a great price.

Electricity retailers have to forecast the electricity consumption of their customers in advance and purchase the necessary electricity.

As electricity cannot be stored, the electricity retailer incurs economic losses if there is a surplus or shortage of available electricity.

For this reason, we work to minimize errors as much as possible by carefully forecasting the weather and temperature as well as considering the seasonal parameters of farming facilities.

We want to continue improving the accuracy of our forecasts so that JA members can use JA Denki at a great price.

ZEN-NOH's Initiatives

Power Supply for JA Member Households

Since 2018, ZEN-NOH has been supplying electricity (brand name: JA Denki) to JA members' households with the aim of reducing their farming and living costs, and promoting carbon neutrality and decarbonization.

We widely publicize JA Denki's initiatives to JA members through participating in a variety of exhibitions, playing promotional videos at JA-SS, and so forth.

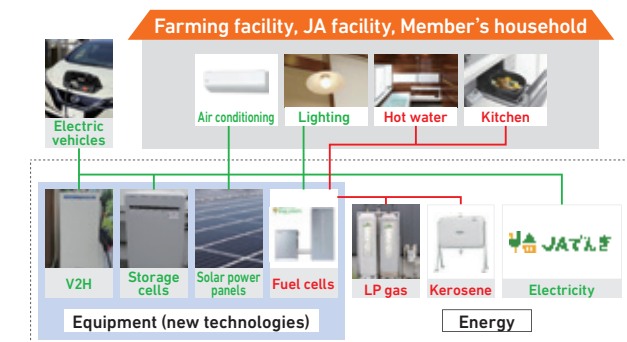


JA Denki publicity activities

Solutions for Best Use of Home Energy (Electricity, LP Gas, Kerosene)

ZEN-NOH strives to help members lower their home energy costs by developing a new range of options that adds electricity to ZEN-NOH's LP gas and kerosene services.

ZEN-NOH is also developing home energy supply models that combine various new energy-saving technologies (such as solar power, storage cells, V2H, and fuel cells) with different heat sources.



Maintaining and Strengthening Lifelines

Petroleum and LP gas serve as a lifeline that supports the farming and lives of farmers and members.

The petroleum business is proposing low-cost operations by creating more self-service gasoline stations and increasing efficiency in delivery, while the gas business is promoting a safety system that checks gas usage of members 24 hours a day, 365 days a year.



JA LP Gas Centralized Monitoring Center (JA Anshin Center)



Life Support Business

Life Support Business



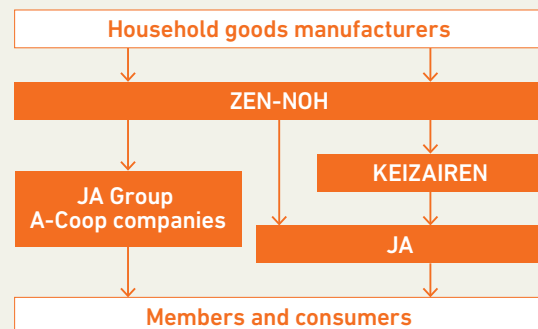
Open Innovation Base to Solve Social Issues in Food, Agriculture, and Living

ZEN-NOH's Role

The life support business provides food, daily necessities, and services which are necessary for those living in rural communities.

In addition to operating A-Coop stores, ZEN-NOH also offers a wide range of other businesses, such as: JA-Kurashi-no-Takuhaibin, a delivery service allowing users to order everyday goods online; joint purchases on pre-orders; food delivery and buying clubs which deliver groceries and other items to people's homes on a regular basis; as well as a funeral business providing support to members. ZEN-NOH is also working to commercialize new living-related fields, including a farm stay business which revitalizes rural communities by connecting cities with rural areas.

Main Distribution Channels for Daily Necessities in JA Group



Interview

Developing safe and reliable
products with a commitment
to domestic production

Joined in 2003
On loan to ZEN-NOH
from A-Coop West Japan since 2018
Store Business Section, Life Support Division
KANEYUKI Akiharu



As part of the Store Business Section, I am involved in purchasing and product development for A-Coop nationwide.

In terms of purchasing, we are creating economies of scale by developing joint purchasing and joint sales promotion planning by A-Coop companies across the country.

On the product development side, we are developing A-Coop branded products, products with a commitment to domestic production and manufacturing, and products with features that convey the characteristics of JA and A-Coop.

Utilizing my experience from when I worked in A-Coop stores, I will continue to develop and expand sales of "products that can respond to the voices of our many customers" and "products that resonate with customers."

For the sake of the farmers and the children of the future in Japan, I am committed to domestic and local production for local consumption, and I will continue working every day to provide safe and reliable products.

ZEN-NOH's Initiatives

JA Farmers Market

ZEN-NOH and A-Coop consider A-Coop supermarkets to be not just key facilities for its members, but also as places that sell domestically-produced agricultural and livestock products. In cooperation with local JAs, ZEN-NOH is opening a number of "farmers' stores" with farm stands inside A-Coop supermarkets. There are now 32 such stores across the country. (As of the end of March 2021)



Farm stand inside an A-Coop supermarket

Topics

Delivering Seasonal Delights from Across the Country Every Month The Shunsen Club

In the life support business, ZEN-NOH has been working on the Shunsen Club, a membership-type delivery service that brings seasonal flavors from all over the country to people's homes every month of the year.

The great thing about the Shunsen Club is that people can enjoy the fruits and flowers produced by all the different JAs, as well as processed foods using domestically-produced ingredients, etc. without having to leave their own home. ZEN-NOH will continue to deliver the season's best delights to dining tables across the country to help increase the consumption of domestically-produced agricultural and livestock products.



AgVenture Lab



AgVenture Lab was established in 2019 by JA Group's national federations, based on the concept of "nurturing agriculture for the next generation, embracing regional living, and connecting places and people."

JA Group and other organizations and groups, including start-up companies with the best technological capabilities and ideas, partner companies, and universities form alliances using AgVenture Lab as a base to solve social issues in food, agriculture, and living, and achieve regional revitalization while also collaborating with agricultural workers such as JA Youth.



AgVenture Lab's large hall can facilitate events and gatherings.

Forums for Development of Human Resources Involved in JA Group's New Business Creation and Innovation

Each year AgVenture Lab hosts the JA Innovators' Boot Camp, a joint training program for young employees within JA Group's national federations. The aim is to foster innovative thinking and encourage the development of new businesses capable of solving social issues.

Events and seminars are also held to introduce the latest technology trends and to provide opportunities for self-improvement, with the aim of changing the mindset of JA Group's officers and employees.



32 young employees from JA Group's national federations take part in the first JA Innovators' Boot Camp

JA Accelerator, a Center for New Business Creation with Start-Up Companies

AgVenture Lab hosts JA Accelerator, a short-term, intensive business support program for start-up companies that share the same aspirations with JA Group and is willing to solve social issues while utilizing JA Group's strengths.

AgVenture Lab supported the growth of eight companies (out of 161 applicants) in the second program (2020), and nine companies in the third program (2021)



Typical examples of companies selected for the JA Accelerator Program



Agrihub, Inc.
Farming management
app created by farmers
for farmers



INAO INC.
Autonomous asparagus
harvesting robots
utilizing AI



AGRIST Inc.
Hanging-type AI harvesting
robot created based on
feedback from farmers



TERRACE MILE, Inc.
Business management
cloud service to accelerate
agricultural management



Sharagri Co., Ltd.
Agency supplying skilled
workers to match the peak farming
seasons when labor is needed



CuboRex Co., Ltd.
"E-CAT KIT" wheelbarrow motorization kit



Otetsutabi Co., Ltd.
Matching local labor shortages with young travelers



Greenase Inc.
"Vegemin" high quality vegetable powder

ZEN-NOH's Research and Development Department



Agricultural Research and Development Center

Management and Education Section

The Management and Education Section holds training sessions on individual topics such as agribusiness and materials for JA Group staff. Since the Agricultural Research and Development Center opened, it has trained a cumulative total of more than 140,000 trainees. Since FY2015, it has held training sessions on cultivation methods for those involved in development of production areas.



A training session on cultivation methods

Fertilizers Research Section

The Fertilizers Research Section is working on the development of labor-saving, low-cost technologies for farmers. And the Section has applied for patents of fertilization method utilizing irrigation water flow in paddy field and of nursery bed soil for rice plants.

The Section also regularly carries out quality checks and new developments so that farmers can safely use fertilizer and nursery soil.



Fertilization method utilizing irrigation water flow in paddy field



Testing how well paddy-field rice seedling soil works with rice transplanters

Pesticide Residue Inspection Section

The Pesticide Residue Inspection Section tests fruits and vegetables distributed by the JA Group for chemical residues. In 2015, it earned Good Laboratory Practice (GLP) certification for agrochemicals. The lab also conducts residue tests on crops to gain domestic agrochemical registration.



Analyzing residual chemicals on fruits and vegetables

Consumer Goods Quality & Control Section

The Consumer Goods Quality & Control Section handles quality control (setting quality standards, product inspection, plant inspection, labeling inspection, specifications control) to support the safety and reliability of A-Coop brand products and others.

It also carries out efforts to promote understanding of product knowledge among members of JA women's associations and others.



Quality control supporting product safety and reliability

Agricultural Products Development Section

The Agricultural Products Development Section develops technology for producing new varieties of rice and branding of superior vegetable varieties. The "Harumi" rice variety developed by ZEN-NOH and great-tasting "Angelle" baby plum tomato are now being grown increasingly more across the country. The R&D lab also develops cultivation technologies to increase productivity, developing and promoting such technologies as subsurface drip irrigation for leeks and cultivation by direct seeding for onions.



"Harumi" developed by ZEN-NOH



A leek drip-irrigation kit

Agrochemicals Research Section

The Agrochemicals Research Section is working on researching and developing solution against hard-to-control pests and weed, method of less labor use of agrochemicals, and integrated pesticide management (IPM) using biopesticides. The Section is also working on jointly developing new agrochemicals in partnership with external companies.



Control of spider mites by releasing predatory mites and using "Bunker Sheet" to protect them from environmental stress

Energy Research & Training Section

The Energy Research & Training Section conducts quality testing of gasoline and other petroleum products. It also provides support for earning national qualifications and improving workers' skills through activities such as training sessions related to liquified petroleum (LP) gas.



Quality testing of petroleum products

Agricultural Materials & Machinery Research Section

The Agricultural Materials & Machinery Research Section's activities include quality control for materials like cardboard boxes for fruits and vegetables and plastic used in greenhouses, developing materials to keep fruits and vegetables fresh, and checking the performance of new products.

It also holds basic training sessions on agricultural equipment, training sessions on materials.



Quality checking of cardboard boxes using pressure testing equipment

ZEN-NOH is advancing technological development that supports producers' farming, and is also focusing on basic research and human resource development with an eye on the future. ZEN-NOH is working on research and development that will lead to improved agricultural productivity not just by collaborating with research institutes, but by cooperating with other companies, public research institutes, and venture companies.



Central Research Institute for Feed & Livestock

As a research facility that aids in the management of livestock farms through innovative products and technologies, the Central Research Institute for Feed & Livestock is involved in the commercialization of compound feed and superior breeds and livestock production materials, the development of technologies related to nutrition management and productivity improvements, providing lectures at various seminars, and other activities.

Its recent achievements include 1. development of poultry feed to maximize poultry performance based on breeding improvements, 2. development and promotion of pork varieties offering outstanding flavor and productivity and of feeds for them, 3. development of technologies for improving productivity and saving labor in wagyu and dairy cattle using ICT equipment, and of low-cost breeding systems and feeds, 4. breed improvements through genome analysis, and 5. development of new methods of analysis of nutrient content of feeds, raw materials, etc.

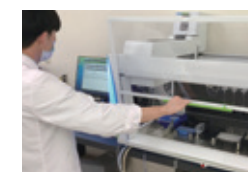


Testing meat quality of Hi-Coop pig developed by ZEN-NOH



Institute of Animal Health

The Institute of Animal Health engages in research, testing, and guidance to protect livestock from disease. Three departments are responsible for these activities; 1. the research and development section that works on product development of vaccines and functional feed, diagnoses disease, and establishes countermeasures; 2. the diagnostic center, which conducts livestock health inspections; and 3. field clinics, which provide production guidance on farms based on test results. The diagnostic center tests about 200,000 specimens per year, making it one of the largest livestock disease testing facilities in Japan. There are five field clinics across Japan. In addition to raising awareness of livestock health in cooperation with the national government, veterinarians provide on-site production guidance and work to improve the productivity of livestock farmers throughout Japan, from Hokkaido to Kyushu.



Analyzing intestinal microflora of livestock

Topics Development of vaccines to protect livestock from mutant viruses

The Institute of Animal Health and Scientific Feed Laboratory Co., Ltd. have jointly developed "IB Live 'Kaketsuken' JPIII," a vaccine that is effective against avian infectious bronchitis (IB), an infectious disease which poses a problem at poultry farms. The virus that causes avian infectious bronchitis (IB) mutates easily, so vaccination that matches the prevalent strain is required. This vaccine is highly effective against JP-III, currently the most common type of infection in Japan, and will help with epidemic prevention measures taken by livestock farmers.

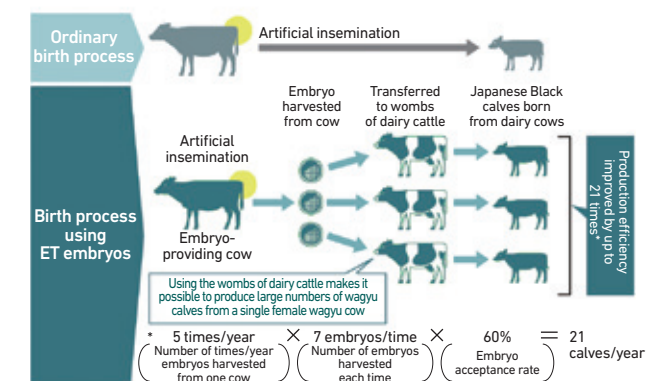


ET Center

ET (Embryo Transfer) technology is used to transfer an embryo from one cow to another for birth. The ET Center is a pioneer in this technology, and it boasts world-leading ET technologies. To increase production of wagyu beef, an important asset of Japanese agriculture, the ET Center helps to support the wagyu production through ET using Holstein cows.

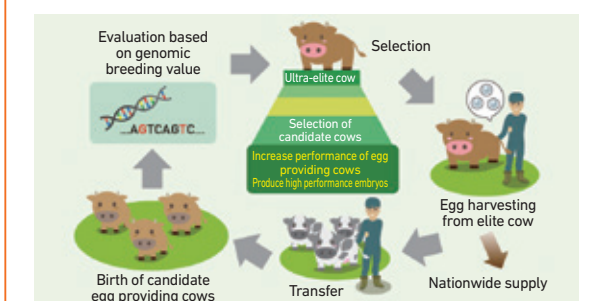
At present, the Center supplies 24,000 embryos and 1,100 ET impregnated cows a year nationwide. The Center is also focusing on development of new technologies and new products as well as offering special training programs (commonly called as Hanshoku Gijuku) intended to train the younger generation to be professionals in ET.

ET Center's ET Business



Topics Genomic Evaluation to Select Superior Next-Generation Cattle

The ET Center supplies high-performance fertilized eggs through repeated cycles of harvesting eggs from egg providing cows with superior genomic breeding value (elite cows) to produce multiple calves, and then selecting the superior cows from the process to be egg providing cows again (elite cows), thereby contributing to the production of superior calves by livestock farmers.



Social Responsibility Activities

As an active member of local communities, ZEN-NOH employs a proactive approach to social responsibility. Covering a wide range of areas from food and agricultural education through sports and the environment, these activities contribute to building the future of our communities. They include not only support for professional and amateur sports, but also activities to deepen education on food and agriculture for children, who will form the Japanese society of the future, and welfare and cultural activities.

Supporting sport Supporting the activities of athletes by providing them with Japanese foods

Table tennis

As the main sponsor of the Japan national table tennis team, ZEN-NOH supports members of the Japan national table tennis team during overseas tours by providing them with Japanese food. ZEN-NOH also sponsors table tennis competitions, both in Japan and overseas, and helps to publicize domestically-produced agricultural and livestock products by providing secondary awards and organizing exhibition booths. Table tennis player ISHIKAWA Kasumi, who is under exclusive contract to ZEN-NOH, competes widely at major competitions, both domestic and international, and plays a leading role in the Japan national team.



Photo courtesy: Nittaku News



Curling

ZEN-NOH is an official sponsor of the Japan national curling team. Within Japan, ZEN-NOH sponsors the Japan Curling Championships and the ZEN-NOH Japan Mixed Doubles Curling Championships, etc., and also provides secondary awards and food for the competitors' half-time break. ZEN-NOH also provides support for members of the Japan national curling team competing overseas, by supplying them with Japanese food.



(C) JCA IDE



ZEN-NOH Cup Japan Elementary School Curling Championships (Winter Chibi-lympics)

At the ZEN-NOH Cup Japan Elementary School Curling Championships (Winter Chibi-lympics), elementary school curling teams compete for the first prize. ZEN-NOH also organizes a "Munching Booth" food stand for the participating athletes, providing food to keep their energy levels up during the competition.



ZEN-NOH Chibi-lympics: Spring Chibi-lympics

ZEN-NOH is a special sponsor of the ZEN-NOH Chibi-lympics, held every year on May 5, Children's Day. Famous athletes are invited to attend the event as special guests. The ZEN-NOH Chibi-lympics contributes towards keeping children healthy, and provides an opportunity for parents and children to spend time together in an enjoyable activity.



Food Support for Athletes Competing Overseas

When Japanese athletes represent their country on overseas expedition tours, ZEN-NOH provides them with Japanese food in the form of Miso soup, packaged rice, etc. as well as using ZEN-NOH's overseas network to provide them with Japanese cuisine ("washoku") made using Japanese rice and Japanese wagyu beef in the region where they are competing, and with "omusubi" rice-balls to provide additional food energy, etc., so that the athletes can achieve an even better performance than usual despite being overseas. In FY2020, it was difficult to provide food support in other countries due to the impact of the COVID-19 pandemic, so we asked athletes about their food preferences in advance, and delivered the food to them before they set off.



ZEN-NOH Cup All-Japan Table Tennis Championship Tournament (Hopes Cub Bambi Division)



All-Japan Table Tennis Championship Tournament (Cadet Division)



ZEN-NOH Unicycle Competition

ZEN-NOH provides sponsorship for the ZEN-NOH Unicycle Competition, which is organized by the Japan Unicycling Association. By providing this support, ZEN-NOH aims to contribute to the physical and emotional growth of the many children who love unicycles, and help them to realize their dreams.



Food and agricultural education

Rice Paddy Organism Survey

ZEN-NOH is carrying out the Rice Paddy Organism Survey in conjunction with JAs, producers, consumers, and children nationwide, arranging activities to enable participants to learn, through the five senses, about the deep connection between the environment and farming and the importance of conserving biodiversity.



Implemented:
697 times
Total participants:
33,763
* FY2008-FY2020



ZEN-NOH parent-child cooking classes ZEN-NOH Minna no Kodomo cooking classes

ZEN-NOH hosts parent-child cooking classes using domestically-produced agricultural and livestock products and cooking classes in which children with disabilities participate, in cooperation with various ZEN-NOH Group companies. This program allows children to take on the challenge of preparing a bento box lunch without relying on their parents, to enhance their understanding of and interest in the importance of food and food ingredients.

In these classes, employees of ZEN-NOH Group companies and ZEN-NOH itself deliver classes on Japanese agriculture and ingredients along with food quizzes, communicating to participants the importance of agriculture and food.

* Although this activity could not be held in FY2020 due to the impact of the COVID-19 pandemic, a special website was opened as an alternative, to make the recipes used in the cooking classes available to the public.



Implemented:
87 times
Total participants:
2,609
* FY2006-FY2019



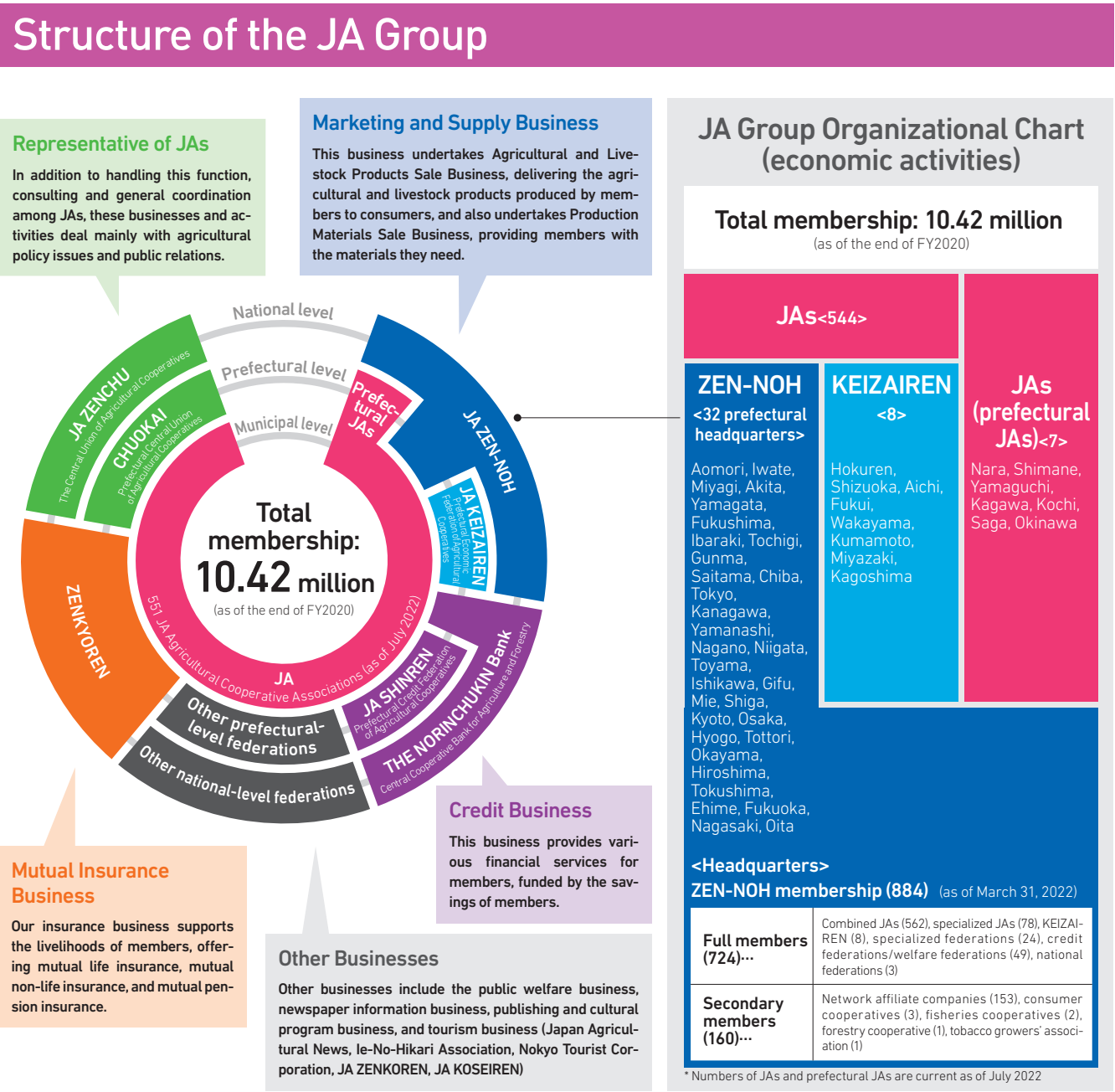
ZEN-NOH parent-child agricultural experience tours

These tours are held with the cooperation of JAs to provide consumers who are generally unfamiliar with agricultural practices with an opportunity to interact with producers by experiencing farm work, including planting and harvesting vegetables and rice, so that they can have a better understanding of agriculture.

Implemented:
67 times
Total participants:
2,574
* FY2006-FY2020



Structure of the JA Group



About the JA Group

JAs are organizations that conduct business activities through the participation and collective efforts of their members. They collectively purchase the materials necessary for agricultural production and market agricultural products in accordance with the provisions of the Agricultural Co-operatives Act. They are also involved in a wide range of business activities including those that provide members with products necessary for daily life; credit services such as savings accounts and loans; and mutual insurance services that offer life, property, and car insurance.

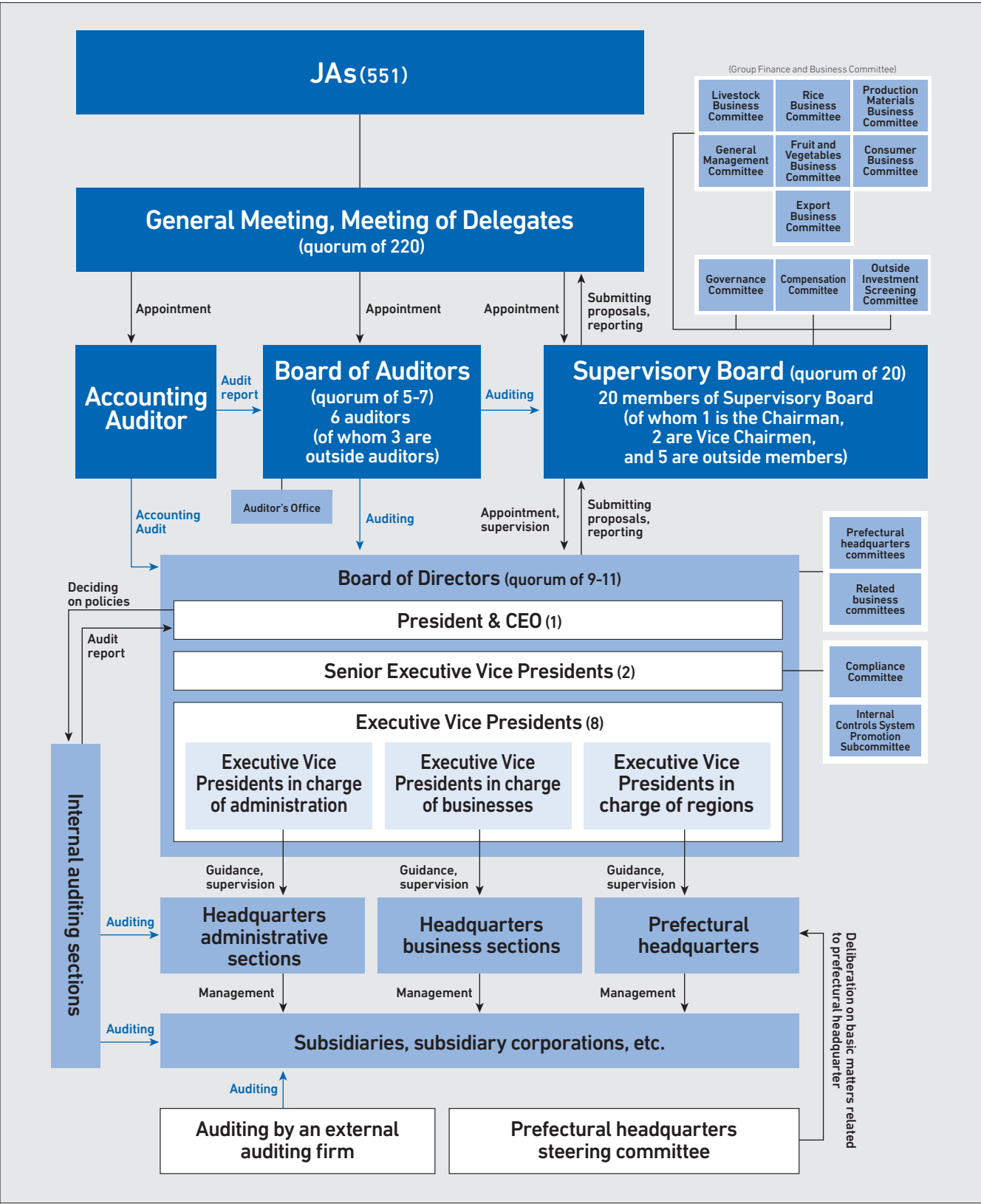
Prefectural-level federations and central unions as well as the national-level federation ensure that the business activities of JAs are conducted efficiently. The entire JA organization is known as the JA Group. It consists of three levels: JAs; prefectural-level JA federations and CHUOKAI (Prefectural Central Union of Agricultural Cooperatives) organizations; and the national JA federation.

ZEN-NOH's Role

The ZEN-NOH Group is responsible for the marketing and supply business of the JA Group, including the sale of agricultural products and supply of materials for use in agricultural production. It cooperates with JAs, which are members of the ZEN-NOH Group, and prefectural federations to create economies of scale in carrying out competitive marketing and supply activities. These activities support increases in members' farm incomes and expansion of their agricultural production capacity. ZEN-NOH's role is to supply food products to consumers across Japan through such activities.

Corporate Governance

In order to manage its operations in accordance with the wishes of members, ZEN-NOH has formed a sound, highly transparent corporate governance structure through the establishment of the General Meeting and Meeting of Delegates as its highest decision-making bodies, the Supervisory Board to decide on business execution policies and other important decisions, the Board of Directors to carry out everyday business execution in accordance with the decisions of the Supervisory Board, and the Audit & Supervisory Board to audit the state of performance of duties by the Supervisory Board and the Board of Directors.



As of July 2022

Financial Information

Non-Consolidated

FY2021 Profit and Loss Statement

(April 1, 2021–March 31, 2022)

(Unit: million yen)

Item	Amount	Previous year	Year-on-year
1. Total operating income	87,472	87,179	100%
(1) Operating earnings	2,109,393	4,421,773	48%
(2) Operating expenses	2,021,920	4,334,593	47%
2. Business administrative expenses	88,884	87,868	101%
(1) Personnel expenses	56,838	56,503	101%
(2) Business expenses	6,312	5,728	110%
(3) Office expenses	7,843	7,628	103%
(4) Taxes and dues	6,244	6,124	102%
(5) Equipment/facility expenses	8,569	8,725	98%
(6) Depreciation expenses	3,075	3,158	97%
Operating profit	- 1,411	- 689	-
3. Non-operating profit or loss	9,579	7,385	130%
Ordinary income	8,168	6,695	122%
4. Extraordinary profit or loss	676	810	83%
Income before taxes	8,845	7,506	118%
Provision for corporate, residential and business taxes	- 2,029	309	-
Adjustment to corporate tax, etc.	944	1,132	83%
Net income	9,930	6,064	164%

FY2021 Turnover

(Unit: million yen)

Business Operation	Result	Previous year	Year-on-year
Rice and grains business total	669,076	657,152	102%
Pearl Rice	32,764	34,421	95%
Rice	504,291	513,389	98%
Wheat and barley	30,613	25,334	121%
Soybean and oilseeds	27,231	27,129	100%
General farming products	74,176	56,880	130%
Fruit and vegetables business total	1,102,187	1,125,469	98%
Fruit and vegetables	1,095,978	1,119,035	98%
Prefecture-level direct sales	6,208	6,433	97%
Agribusiness and production materials business total	778,423	788,955	99%
Sales projects	107	75	142%
JA Green	3,831	4,334	88%
Fertilizer	202,270	179,068	113%
Agrichemicals	121,757	122,994	99%
Production materials	32,744	35,666	92%
Packing materials	14,255	13,812	103%
Cardboard products	97,288	99,441	98%
Agricultural machinery	123,824	132,120	94%
Facility and housing	182,347	201,445	91%
Livestock business total	1,085,606	1,025,020	106%
Livestock production business	111,611	92,173	121%
Single-ingredient feed and feed ingredients	403,355	373,766	108%
Livestock product sales	184,190	180,291	102%
Dairy farming business	315,383	311,173	101%
Livestock sales	71,068	67,618	105%
Consumer business total	837,132	735,957	114%
Automobiles	12,580	13,474	93%
Oil	560,436	475,260	118%
Gas	89,819	66,927	134%
Daily necessities	174,297	180,296	97%
Grand total	4,472,424	4,332,553	103%

* Figures shown are rounded off to the nearest million yen.

Consolidated

FY2021 Consolidated Profit and Loss Statement

(April 1, 2021–March 31, 2022)

(Unit: million yen)

Item	Amount	Previous year	Year-on-year
1. Total operating income	235,285	234,229	100%
(1) Operating earnings	4,270,473	6,159,714	69%
(2) Operating expenses	4,035,188	5,925,485	68%
2. Business administrative expenses	202,240	198,468	102%
(1) Personnel expenses	129,842	128,409	101%
(2) Business expenses	13,152	11,535	114%
(3) Office expenses	12,705	11,547	110%
(4) Taxes and dues	9,637	9,425	102%
(5) Equipment/facility expenses	26,433	26,387	100%
(6) Depreciation expenses	10,088	10,048	100%
(7) Other expenses	379	1,113	34%
Operating profit	33,044	35,760	92%
3. Non-operating profit or loss	21,834	12,018	182%
Ordinary income	54,879	47,778	115%
4. Extraordinary profit or loss	2,674	- 708	-
Income before taxes	57,553	47,070	122%
Provision for corporate, residential and business taxes	4,951	12,865	38%
Adjustment to corporate tax, etc.	6,090	1,729	352%
Total corporate tax, etc.	11,042	14,595	76%
Income	46,511	32,475	143%
Income attributable to non-controlling interests	3,476	2,982	117%
Net income	43,035	29,492	146%

Breakdown of Operating Earnings by Business Segment

(April 1, 2021–March 31, 2022)

(Unit: million yen)

Business Operation	Amount	Previous year	Year-on-year
Rice and grains	358,019	753,899	47%
Fruit and vegetables	188,496	1,214,954	16%
Agribusiness and production materials	619,604	854,472	73%
Livestock	2,284,051	2,402,191	95%
Consumer	804,047	911,713	88%
Other (transportation, etc.)	165,084	177,003	93%
Total	4,419,304	6,314,235	70%
Elimination*	- 148,830	- 154,520	-
Total	4,270,473	6,159,714	69%

* This indicates inter-segment sales/transfers.

FY2021 Balance Sheet (as of March 31, 2022)

(Unit: million yen)

Assets	Amount	Previous year	Change over previous year	Liabilities and Member's Equity	Amount	Previous year	Change over previous year
1. Current assets	908,604	826,867	81,737	3. Current liabilities	858,693	795,333	63,360
Cash	179	191	- 11	Notes payable	1,948	2,176	- 228
Deposits	12,604	17,420	- 4,816	Electronically recorded monetary claims	3,294	3,115	179
Notes receivable	648	618	30	Short-term borrowing	253,519	212,472	41,046
Marketable securities	25,996	13,699	12,297	Accrued liabilities	536,518	519,470	17,048
Accounts receivable	477,449	425,678	51,771	Unliquidated liabilities	17,571	10,337	7,233
Unliquidated claims	191,629	197,895	- 6,265	Other current liabilities	40,751	41,812	- 1,061
Inventories	193,614	165,413	28,200	Reserve for bonus	4,754	4,290	463
Other current assets	10,856	10,087	768	Reserve for losses from gift voucher redemption	-	1,620	- 1,620
Allowance for doubtful accounts	- 4,375	- 4,137	- 238	Reserve for point card certificates	-	36	- 36
2. Fixed assets	401,968	405,547	- 3,578	Reserve for accumulated funds	335	-	335
Tangible fixed assets	338,434	341,420	- 2,986	4. Fixed liabilities	110,181	96,175	14,006
Less accumulated depreciation	- 195,354	- 197,390	2,035	Long-term borrowing	53,993	41,316	12,677
Intangible fixed assets	7,526	6,893	632	Long-term accrued liabilities	4,556	4,452	103
Outside investments	177,720	186,329	- 8,609	Long-term deposits received	1,422	1,427	- 4
Long-term securities	23,665	24,209	- 544	Long-term business deposits	871	911	- 40
Long-term accounts receivable	290	395	- 104	Asset retirement obligations	2,947	2,879	68
Long term advance payments	9,594	10,546	- 952	Deferred tax liabilities	336	1,612	- 1,275
Long-term prepaid expenses	641	798	- 156	Reserve for retirement benefits	39,787	43,317	- 3,529
Other fixed assets	39,975	33,338	6,637	Allowances and reserves	6,264	257	6,006
Allowance for doubtful accounts	- 325	- 315	- 9	Total liabilities	968,875	891,508	77,366
Allowance for doubtful accounts -outside investments	- 200	- 678	478	5. Net assets	341,697	340,906	791
				Capitalization	115,251	115,253	- 1
				Capital reserve	9,622	9,622	-
				Revaluation reserve	36	36	-
				Earned surplus reserve	99,637	98,417	1,220
				Voluntary reserve	69,699	83,231	- 13,531
				Unappropriated earnings	30,576	11,733	18,842
				Evaluation adjustment	16,872	22,611	- 5,738
Total	1,310,573	1,232,414	78,158	Total	1,310,573	1,232,414	78,158

FY2021 Consolidated Balance Sheet

(as of March 31, 2022)

(Unit: million yen)

Assets	Amount	Previous year	Change over previous year	Liabilities and Member's Equity	Amount	Previous year	Change over previous year
1. Current assets	1,365,851	1,192,857	172,993	3. Current liabilities	1,134,227	1,013,821	120,406
(1) Cash and deposits	114,368	116,739	- 2,370	(1) Notes payable	3,910	3,510	399
(2) Notes receivable	2,411	1,680	730	(2) Short-term borrowing	460,721	366,343	94,377
(3) Marketable securities	26,000	14,066	11,933	(3) Accounts payable	524,008	504,774	19,233
(4) Accounts receivable	511,413	459,302	52,111	(4) Unliquidated liabilities	18,113	9,756	8,357
(5) Unliquidated claims	160,603	172,144	- 11,541	(5) Other current liabilities	117,074	119,571	- 2,497
(6) Inventories	361,949	292,111	69,838	(6) Reserve for bonus	10,400	9,864	535
(7) Other current assets	192,450	140,065	52,384	4. Fixed liabilities	285,607	240,299	45,308
(8) Allowance for doubtful accounts	- 3,347	- 3,253	- 93	(1) Long-term borrowing	135,649	124,429	11,220
2. Fixed assets	759,673	720,560	39,113	(2) Liabilities for retirement benefits	63,489	66,676	- 3,186
(1) Tangible fixed assets	1,173,826	1,132,652	41,173	(3) Other long-term provisions	14,427	8,332	6,094
Less accumulated depreciation	- 721,531	- 710,080	- 11,450	(4) Long-term monetary liabilities	44,748	18,717	26,031
(2) Intangible fixed assets	15,431	13,924	1,507	(5) Asset retirement obligations	8,552	7,830	721
(3) Outside investments	203,797	196,396	7,400	(6) Deferred tax assets	17,810	13,384	4,425
(4) Long-term securities	23,765	24,310	- 544	(7) Other fixed liabilities	929	928	0
(5) Long-term loans receivable	22,896	20,948	1,947	Total liabilities	1,419,835	1,254,120	165,714
(6) Long-term prepaid expenses	1,082	1,228	- 145	5. Net assets	705,689	659,297	46,392
(7) Fixed assets for retirement benefits	3,208	3,275	- 67	(1) Capitalization	115,255	115,256	- 1
(8) Other fixed assets	30,418	31,251	- 832	(2) Capital reserve	10,463	9,830	632
(9) Deferred tax assets	7,902	7,688	213	(3) Retained earnings	495,279	455,688	39,591
(10) Allowance for doubtful accounts	- 923	- 834	- 89	(4) Evaluation adjustment	28,850	25,879	2,971
(11) Allowance for doubtful accounts-outside investments	- 200	- 200	-	(5) Minority equity	55,937	52,737	3,199
				(6) Other	- 96	- 96	- 0
Total	2,125,525	1,913,417	212,107	Total	2,125,525	1,913,417	212,107

Officers

Supervisory Board

KANNO Yukio
(Chairman of Administrative Committee of Ehime Prefectural Headquarters)

NORITOMI Yukio
(Chairman of Administrative Committee of Fukuoka Prefectural Headquarters)

ORIHARA Keiichi
(Chairman of Administrative Committee of Yamagata Prefectural Headquarters)

SHINOHARA Suetoshi
(Chairman, Hokuren Federation of Agricultural Cooperatives)

SASAKI Takuma
(Chairman of Administrative Committee of Miyagi Prefectural Headquarters)

YAGIOKA Tsutomu
(Chairman of Administrative Committee of Ibaraki Prefectural Headquarters)

KIKUCHI Hidetoshi
(Chairman of Administrative Committee of Tochigi Prefectural Headquarters)

SHINNOU Yoshito
(Chairman of Administrative Committee of Nagano Prefectural Headquarters)

ITOU Yoshinori
(Chairman of Administrative Committee of Niigata Prefectural Headquarters)

TANIGUCHI Shunji
(Chairman of Administrative Committee of Mie Prefectural Headquarters)

TAKEMURA Keizo
(Chairman of Administrative Committee of Shiga Prefectural Headquarters)

NAKAGAWA Yasuhiro
(Chairman of Administrative Committee of Kyoto Prefectural Headquarters)

ISHIKAWA Toshiki
(Chairman, JA Shimane)

KANEKO Mitsuo
(Chairman, JA Yamaguchi)

CHO Michio
(Chairman of Kumamoto Prefectural Economic Federation of Agricultural Cooperatives)

ARAKAWA Takashi
(Administration of agriculture, forestry and fisheries)

AKAMATSU Hikaru
(Administration of cooperatives)

YAMAZAKI Hisashi
(Lawyer)

ISHIZUKA Kunio
(Former corporate executive)

NATSUME Makoto
(Former corporate executive)

SATO Takashi
(Chairman of JA Youth)

Councillors

TAKAHASHI Misako
(Director, National Council of the Agricultural Cooperative Women's Association)

Board of Auditors

OKAWARA Shuichiro

KITAZATO Kiyokazu

Board of Directors

NOGUCHI Sakae
President & CEO

KUWADA Yoshifumi
Senior Executive Vice President

YASUDA Tadataka
Senior Executive Vice President

TAKAO Masayuki
Executive Vice President

TAKEMOTO Shoji
Executive Vice President

KURASHIGE Tokuya
Executive Vice President

SAITO Yoshiki
Executive Vice President

YAMADA Hiromoto
Executive Vice President

KAMIBAYASHI Yukihiro
Executive Vice President

TOMITA Kenji
Executive Vice President

OMOTO Hideki
Executive Vice President

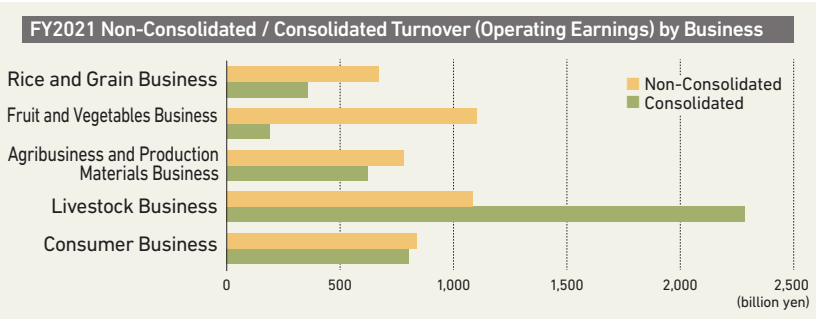
TOI Kazuhisa
Chief Officer

Group Companies

ZEN-NOH is working to strengthen its competitiveness by operating through its subsidiaries to speed up the decision-making process and streamline management according to the characteristics of the business.



Overseas Bases Page






Notes: 1. Turnover is non-consolidated and operating earnings are consolidated.
2. Consolidated (operating earnings) is before exclusion of inter-business turnover.

ZEN-NOH Subsidiaries and Affiliated Companies

- A subsidiary is a company in which ZEN-NOH or its subsidiary holds more than 50% of voting rights.
- An affiliate is a company in which ZEN-NOH or its subsidiary holds between 40% to 50% of voting rights, and holds a majority on the board of directors.

Rice and Grain / Fruit and Vegetables / Production Materials / Livestock / Export / Consumer / General								
Production / Collection / Storage / Distribution	HQ	ZEN-NOH Green Resources Corporation	HQ	ZEN-NOH Grain Corporation (USA) 🇺🇸	HQ	JA Nishi-Nihon Cooperative Feed & Mills Co., Ltd.	HQ	ZEN-NOH Logistics Co., Ltd.
	HQ	ZEN-NOH Green Resources (Thailand) Co., Ltd. (Thailand) 🇹🇭🇹🇭	HQ	ZEN-NOH Grain Canada Corporation (Canada) 🇨🇦	HQ	JA Kita-Kyushu Cooperative Feed & Mills Co., Ltd.	HQ	Syokuhin Ryutsu System Co., Ltd.
	Iwate	Kumiai Fertilizer Co., Ltd.	HQ	ZEN-NOH Grain Brasil Holdings Ltda. (Brazil) 🇧🇷	HQ	Hokuren Snow Brand Feed Co., Ltd.		Yamanashi Sankei Co., Ltd.
	Tochigi	JA Green-Tochigi Co., Ltd.	HQ	ZEN-NOH ACA Pte. Ltd. (Singapore) 🇸🇬	HQ	Scientific Feed Laboratory Co., Ltd.		
	Ishikawa	JA Agri Line Ishikawa Co., Ltd.		(tentative name) (Shanghai) 🇨🇳	HQ	Kyodo Fish Meal Co., Ltd.		
	Hiroshima	ZEN-NOH Agri West Co., Ltd.	HQ	ZEN-NOH Hay, Inc. (USA) 🇺🇸	HQ	Kita-Nihon JA Livestock Co., Ltd.		
	Tokushima	Tokushima Kyodo Fertilizer Co., Ltd.	HQ	ZEN-NOH Grain Feed, LLC (USA) 🇺🇸	HQ	Institute of Livestock Business Management		
	Gunma	JA House Service Co., Ltd.			HQ	Nishi-Nihon JA Livestock Co., Ltd.		
	Hiroshima	ZEN-NOH Agri Support Hiroshima Co., Ltd.	HQ	ZEN-NOH Silo Corporation	HQ	JA Kitakyushu Farm Co., Ltd.		
			HQ	Ishinomaki Futo Silo Corporation	HQ	JA Usukitamago Farm Co., Ltd.		
Sales / Process	HQ	ZEN-NOH Pearl Rice Corporation	HQ	ZEN-NOH Fresh Produce Marketing Corporation	Yamagata	Yamagata Prefecture Meat Public Corporation Co., Ltd. 🇯🇵	HQ	Asahi Broiler Co., Ltd. 🇯🇵
	HQ	Kirameki Co., Ltd.	Saitama	Kawagoe Kaki Ichiba Co., Ltd.	Niigata	Niigata Coop Livestock Co., Ltd. 🇯🇵	Gunma	Gunma Nouryou Chicken Foods Co., Ltd.
	HQ	JA ZENNOH RADFA K.K.	HQ	Nihon Kajitsu Kougyou Co., Ltd.	Ibaraki	Ibaraki Kyodo Shokuniku Co., Ltd.		
	Iwate	Jun-jo Rice Iwate Co., Ltd.	HQ	Reflecup Co., Ltd.	Gunma	Gunma Meat Wholesale Market Co., Ltd.	HQ	JA ZEN-NOH Tamago Co., Ltd.
	Miyagi	Pearl Rice Miyagi Corporation	Yamagata	Yamagata Foods Co., Ltd.	Nagano	Nagano Meat Corporation	HQ	Miyako Shokuhin Co., Ltd.
	Nagano	MYPEARL NAGANO Co., Ltd.	Ehime	Ehime Beverage Inc.	Mie	JA ZEN-NOH Mie Meat Co., Ltd.	Hiroshima	ZEN-NOH Hiroshima Keiran Co., Ltd.
	Ishikawa	Beishin Ishikawa, Inc. 🇯🇵	Fukuoka	Fukuren Co., Ltd.	Tottori	Tottori Meat Center Co., Ltd.	Ehime	JA Ehime Fresh Foods Co., Ltd.
	Shiga	Pearl Rice Shiga Co., Ltd.	Oita	JA Foods Oita Co., Ltd.	Ehime	JA Ehime AI-PAX Co.	HQ	Rakuou Kyodo Nyugyo Co., Ltd.
	Ehime	HIME RICE Corporation	Ehime	Ehime Foods Co., Ltd.	Fukuoka	Kyushu Kyodo Shokuniku Inc.	HQ	Kyodo Milk Industry Co., Ltd.
	HQ	ZEN-NOH Foods Co., Ltd.	HQ	JA ZEN-NOH Meat Foods Co., Ltd.	Nagasaki	Sasebo Meat Center Co., Ltd.	HQ	Meito Foods Service Co., Ltd.
Retail	HQ	JAPAN AGRI PRODUCTS EUROPE JSC (Bulgaria) 🇬🇧	HQ	JA Takasaki Ham Co., Ltd.	HQ	ZEN-NOH Chicken Foods Corporation 🇯🇵	HQ	Hokuriku Meito Milk Industry Co., Ltd.
			HQ	Yoshida Ham Co., Ltd.	HQ	Miyazaki Kumiai Chicken Foods Corporation 🇯🇵	HQ	Hiroshima Kyodo Milk Industry Co., Ltd.
			HQ	Meat Land Co., Ltd.	HQ	Kagoshima Kumiai Chicken Foods Corporation 🇯🇵	Nagano	Shinshu Milk Land Co., Ltd.
			Yamagata	Shonai Meat Public Service Corporation Co., Ltd.	HQ	Sumita Foods Corporation 🇯🇵		
	HQ	ZEN-NOH Meat Foods (Hong Kong) Limited (Hong Kong) 🇭🇰	HQ	ZEN-NOH Energy Corporation	Hyogo	JA Energy Hyogo Co., Ltd.	Ishikawa	Jacom Ishikawa Co., Ltd.
			HQ	ZEN-NOH Tohoku Energy Corporation	Hiroshima	Hiroshima Kumiai Fuel Co., Ltd.	Mie	JA ZEN-NOH Mie Service Co., Ltd.
			HQ	ZEN-NOH East Japan Energy Corporation	Ehime	JA Ehime Energy Co., Ltd.	Fukushima	JA Life Create Fukushima Co., Ltd.
			HQ	ZEN-NOH Kansai Energy Corporation	Fukuoka	Fukuoka Life Energy Co., Ltd.	Tochigi	JA Tochigi Life Co., Ltd.
			HQ	ZEN-NOH West Japan Energy Corporation	Nagano	JA Auto Nagano Co., Ltd.	Saitama	Pearl Total Service Co., Ltd.
			HQ	ZEN-NOH Kyushu Energy Corporation	Tottori	Nihonkai Mitsubishi Motors Marketing Corporation	Chiba	JA Life Chiba Co., Ltd.
Trade			HQ	JA Energy Chiba Co., Ltd.	HQ	A-Coop Higashi-Nihon Co., Ltd.	Nagano	Nagano A-Coop Supply Co., Ltd.
			HQ	JA Tokushima Fuel Service Co., Ltd.	HQ	A-Coop Kinki Co., Ltd.		
			Ibaraki	JA Ibaraki Energy Co., Ltd.	HQ	A-Coop Nishi-Nihon Co., Ltd.		
			Saitama	JA Energy Saitama Co., Ltd.	HQ	A-Coop Kyushu Co., Ltd.		
	HQ	JA ZEN-NOH International Corporation	HQ	ZEN-NOH America Corporation (USA) 🇺🇸	HQ	ZEN-NOH International Hong Kong Limited (Hong Kong) 🇭🇰	HQ	Taiwan ZEN-NOH International Cooperation (Taiwan) 🇹🇼
			HQ	ZEN-NOH International Europe Limited (UK) 🇬🇧	HQ	ZEN-NOH International Hong Kong Food Limited (Hong Kong) 🇭🇰	HQ	ZEN-NOH SHANGHAI CO., LTD. 🇨🇳
			HQ	ZEN-NOH International Asia Pte. Limited (Singapore) 🇸🇬				
	HQ	AgriNet Service Corporation	HQ	ZEN-NOH Business Support Co., Ltd.				
			Nagano	ZEN-NOH Nagano Keisan Center Co., Ltd.				
	General	Yamagata	ZEN-NOH Life Support Yamagata Co., Ltd.	Toyama	Kumiai Kensetsu Co., Ltd.	Hiroshima	ZEN-NOH Hiroshima Chokuhan Co., Ltd.	
Fukushima		JA Pearl Line Fukushima Co., Ltd.	Toyama	JA Life Toyama Co., Ltd.	HQ	Yamaguchi Nokyo Chokuhan Co., Ltd.		
Nagano		JA Agriyell-Nagano Co., Ltd.	Ishikawa	JA Kensetsu Energy Co., Ltd.	Nagasaki	Nagasaki-ken Nokyo Chokuhan Co., Ltd.		
Nagano		Naganoken Nokyo Chokuhan Co., Ltd.	Gifu	Gifu Agri-foods Co., Ltd.				

ZEN-NOH Profile

Name	National Federation of Agricultural Cooperative Associations (ZEN-NOH) <div></div>	 <div>ZEN-NOH official website: https://www.zennoh.or.jp/english/index.html</div>
Established	March 30, 1972	
Business goal	All member cooperative unions work together to promote ZEN-NOH businesses, thereby increasing the production efficiency of the work of member farmers, improving their economic conditions, and contributing to the raising of their status in society. Our businesses, which provide production materials, daily necessities, and process and market agricultural products, are conducted with this goal in mind.	
Office address	JA Bldg., 1-3-1 Otemachi, Chiyoda-ku, Tokyo 100-6832	
Membership	884 cooperative unions (including 160 secondary unions) (as of March 31, 2022)	
Capitalization	115,252 million yen (as of March 31, 2022)	
Employees	7,813 (as of March 31, 2022)	
Total transaction volume	FY2021 results: 4,472.4 billion yen	
Group companies	131 companies (including subsidiaries, affiliated companies, and overseas companies), mainly engaged in the rice and grain, fruit and vegetables, production materials, livestock products, export and consumer businesses (as of March 31, 2022)	 <div>Our Cooperatives: https://www.zennoh.or.jp/english/about_zen-noh/global_network/index.html</div>

ZEN-NOH's Organization

Headquarters		Prefectural headquarters		
Auditor's Office	Rice Business Division	Aomori Prefectural Headquarters	Tokyo Municipal Headquarters	Osaka Prefectural Headquarters
Internal Audit Division	Rice Division	Iwate Prefectural Headquarters	Kanagawa Prefectural Headquarters	Hyogo Prefectural Headquarters
Corporate Planning Division	Farm Produce Division (Wheat, Barley, Soybean & Starch)	Miyagi Prefectural Headquarters	Yamanashi Prefectural Headquarters	Tottori Prefectural Headquarters
Finance Division	Fresh Produce Division (Vegetable & Fruit)	Akita Prefectural Headquarters	Nagano Prefectural Headquarters	Okayama Prefectural Headquarters
Legal & Risk Management Division	Production Materials Business Division	Yamagata Prefectural Headquarters	Niigata Prefectural Headquarters	Hiroshima Prefectural Headquarters
General Affairs & Personnel Division	Crop Production Division	Fukushima Prefectural Headquarters	Toyama Prefectural Headquarters	Tokushima Prefectural Headquarters
Public Relations & Research Division	Facilities & Asset Management Division	Ibaraki Prefectural Headquarters	Ishikawa Prefectural Headquarters	Ehime Prefectural Headquarters
IT Promotion Division	Livestock Business Division	Tochigi Prefectural Headquarters	Gifu Prefectural Headquarters	Fukuoka Prefectural Headquarters
Sales Development Division	Livestock General Planning Division	Gunma Prefectural Headquarters	Mie Prefectural Headquarters	Nagasaki Prefectural Headquarters
Food Market Division	Livestock Production Division	Saitama Prefectural Headquarters	Shiga Prefectural Headquarters	Oita Prefectural Headquarters
Exports Promotion Division	Dairy Division	Chiba Prefectural Headquarters	Kyoto Prefectural Headquarters	
Agribusiness General Planning Division	Consumer Business Division			
	Energy Division			
	Life Support Division			



Photo courtesy:Nittaku News

Message from
table tennis player

ISHIKAWA
Kasumi

As a ZEN-NOH sponsored athlete,
I will continue to do my utmost to support
Japanese food and Japanese agriculture.

I would like to take this opportunity to thank all of you for the encouragement that I have received. During the last season, there were a lot of restrictions due to the COVID-19 pandemic. When competing overseas, I had to spend time in quarantine, which I wasn't used to, and the traditional Japanese cuisine ("washoku") that I received from ZEN-NOH, including rice and miso soup, was very comforting and helped give me extra power during the competitions. Once again this year, I felt a deep sense of gratitude to Japan's farmers. In the future, I will continue to eat Japanese agricultural and livestock products, and will do my best to demonstrate an energetic performance that will help to invigorate and impress others. I look forward to receiving your continued support.

ISHIKAWA Kasumi, Japan National Table Tennis Team