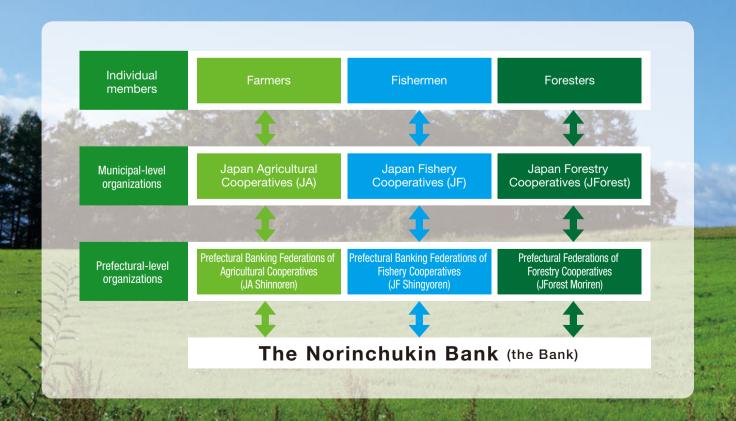
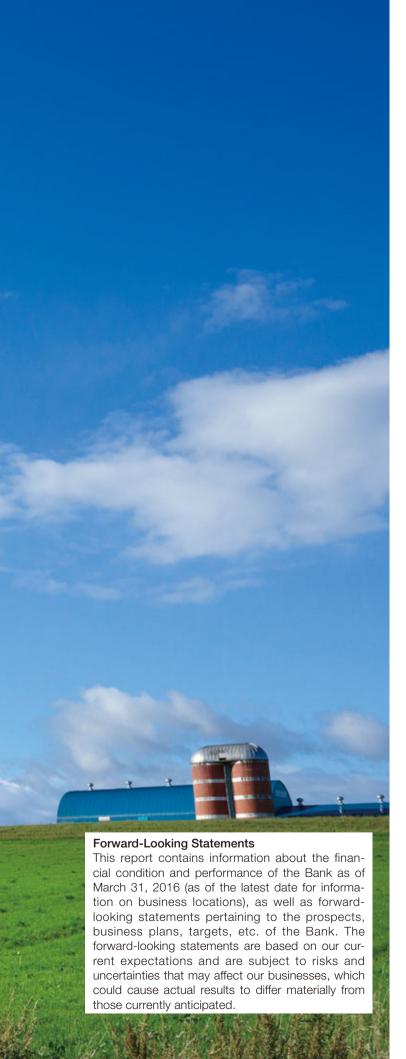
# Leading Bank that Supports the Agriculture, Fishery and Forestry Industries, Food Production and Consumption, and the Daily Lives of Local Communities

The mission of The Norinchukin Bank is to fully support Japan's agriculture, fishery and forestry industries as the national-level organization of JA Bank Group, JF Marine Bank Group and JForest Group. Through this support, the Bank contributes to the development of food production and consumption and a better quality of life for the people living in local communities.

Securing stable profits through global investments as one of Japan's leading institutional investors is an important activity that we undertake to fulfill our mission.

Courageously facing change, we will pursue our unchanging mission and continue to challenge new horizons.







## **Corporate Outline**

Legal basis

- The Norinchukin Bank
- The Norinchukin Bank Law (Law No. 93 of 2001)

Date of establishment Chairman of the Supervisory Committee

■ December 20, 1923

Choe Okuno President and Chief Executive Officer

Yoshio Kono

Paid-in capital

¥3,480.4 billion (US\$30.8 billion) (As of March 31, 2016) \*All capital is from private parties (members and investors in preferred securities).

Total assets (On a consolidated basis) Capital ratio (On a consolidated basis, Basel III standard)

- ¥101,182.9 billion (US\$897.8 billion) (As of March 31, 2016)
- Common Equity Tier 1 Capital Ratio 18.94% (As of March 31, 2016)
- Tier 1 Capital Ratio 18.99% (As of March 31, 2016)
- Total Capital Ratio 25.07% (As of March 31, 2016)

Members

 Japan Agricultural Cooperatives (JA), Japan Fishery Cooperatives (JF), Japan Forestry Cooperatives (JForest), and related federations, as well as other agricultural, fishery and forestry cooperative organizations that have invested in the Bank

(Number of shareholders: 3,677) (As of March 31, 2016)

Number of employees **Business locations** 

3.561 (As of March 31, 2016)

(In Japan) ■ Head office: 1 ■Branch: 19

■ Branch annex: 2 ■ Office: 17

(Overseas) ■ Branch: 3

Representative office: 2

(As of July 31, 2016)

### Ratings (As of March 31, 2016)

Rating agency	Long-term debt	Short-term debt
Standard & Poor's	А	A-1
Moody's Investors Service	A1	P-1

In this report, Japan Agricultural Cooperatives are referred to as JA, Japan Fishery Cooperatives as JF, and Japan Forestry Cooperatives as JForest.

# Contents



### MANAGEMENT STRATEGY

003

- 003 Message from the Management
- 005 Message from the CEO
- 010 Messages from the Each Business Head
- 012 Bank Initiatives
- 023 CSR Initiatives



# **CURRENT STATE OF THE COOPERATIVE BANKING BUSINESS AND THE NORINCHUKIN BANK'S ROLE**

- 024 The Cooperative System and the Cooperative Banking Business
- 029 Operations of the JA Bank System
- 033 Operations of JF Marine Bank
- 035 JForest Group Initiatives
- 036 Development of Human Resources of Cooperative Members and **Enhancement of Their Skills**
- 038 Safety Net for the Cooperative Banking System



# **CAPITAL AND RISK MANAGEMENT**

040 Capital Position

041 Risk Management

040

055



### MANAGEMENT SYSTEMS

055 Corporate Governance

- 056 Initiatives for Strenathenina Internal Control
- 060 Internal Audit System
- 062 Continuing as a Financial Institution Trusted by the Public
- 066 Information Security Initiatives
- 067 Cultivating High-Quality Human Resources and Improving Organizational Vibrancy



## **BUSINESS OUTLINE**

069 Business Outline

075 The Norinchukin Group Companies

069



# FINANCIAL STATEMENTS, CAPITAL ADEQUACY, **COMPENSATION AND CORPORATE INFORMATION**

078 Financial Statements

- 126 Capital Adequacy
- 198 Compensation
- 201 Corporate Information