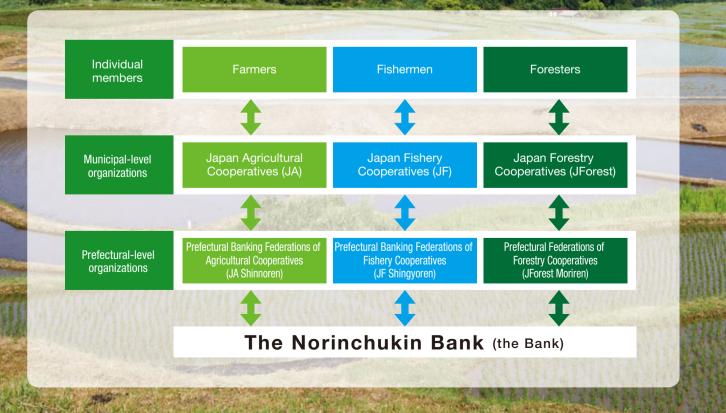
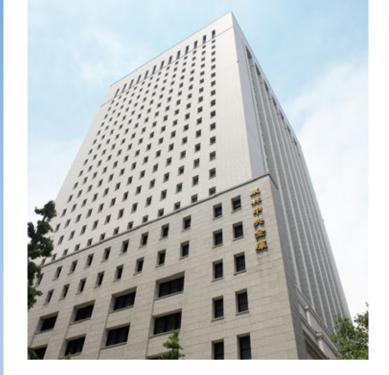
Leading Bank that Supports the Agriculture, Fishery and Forestry Industries, Food Production and Consumption, and the Daily Lives of Local Communities

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

Name	The Norinchukin Bank			
Legal basis	The Norinchukin Bank Law			
	(Law No.	93 of 2001)		
Date of establishment	December 20, 1923			
Chairman of the Supervisory Committee				
Toru Nakaya				
President and Chief Executive Officer				
B · · · · · · · ·				
Paid-in capital	¥3,480.4 billion (US\$32.7 billion)			
	· ·	(As of March 31, 2018) *All capital is from private parties (members		
	and investors in preferred securities).			
Total assets	¥104,927.7 billion (US\$987.5 billion)			
(On a consolidated basis)	(As of March 31, 2018)			
Capital ratio	Common Equity Tier 1 Capital Ratio 19.02%			
(On a consolidated basis,	(As of March 31, 2018)			
Basel III standard)	Tier 1 Capital Ratio 19.02%			
	(As of March 31, 2018)			
	Total Capital Ratio 23.50%			
	(As of March 31, 2018)			
Members	Japan Agricultural Cooperatives (JA),			
	Japan Fishery Cooperatives (JF), Japan Forestry Cooperatives (JForest), and related federations, as well as other agricultural, fishery and forestry coopera-			
	tive organizations that have invested in the			
	Bank (Number of chamboldows, 0,505)			
	(Number of shareholders: 3,585) (As of March 31, 2018)			
Number of employees	(As of March 31, 2018) 3 ,608 (As of March 31, 2018)			
Number of employees	, (, ,		
Business locations	(In Japan)	 Head office: 1 Branch: 19 Branch annex: 1 Office: 17 		
	(Overseas)	Branch: 3		
	,,	Representative office: 2		

(As of March 31, 2018)

1

Ratings (As of March 31, 2018)

Rating agency	Long-term debt	Short-term debt
S&P	A	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.

Forward-Looking Statements

This report contains information about the financial condition and performance of the Bank as of March 31, 2018 (as of the latest date for information on business locations), as well as forwardlooking statements pertaining to the prospects, business plans, targets, etc. of the Bank. The forward-looking statements are based on our current expectations and are subject to risks and uncertainties that may affect our businesses, which could cause actual results to differ materially from those currently anticipated.

Contents

003 MANAGEMENT STRATEGY

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

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

- 023 The Cooperative System and the Cooperative Banking Business
- 028 Operations of the JA Bank System
- 032 Operations of JF Marine Bank
- 034 JForest Group Initiatives
- 036 Development of Human Resources of Cooperative Members and Enhancement of Their Skills
- 037 Safety Net for the Cooperative Banking System

039 CAPITAL AND RISK MANAGEMENT

- 039 Capital Position
- 040 Risk Management

048 | MANAGEMENT SYSTEMS

- 048 Corporate Governance
- 049 Initiatives for Strengthening Internal Control
- 053 Internal Audit System
- 055 Continuing as a Financial Institution Trusted by the Public
- 059 Information Security Initiatives
- 060 Cultivating High-Quality Human Resources and Improving Organizational Vibrancy

062 BUSINESS OUTLINE

- 062 Business Outline
- 068 The Norinchukin Group Companies

072 FINANCIAL STATEMENTS, CAPITAL ADEQUACY, COMPENSATION AND CORPORATE INFORMATION

- 072 Financial Statements
- 119 Capital Adequacy
- 221 Compensation
- 225 Corporate Information

