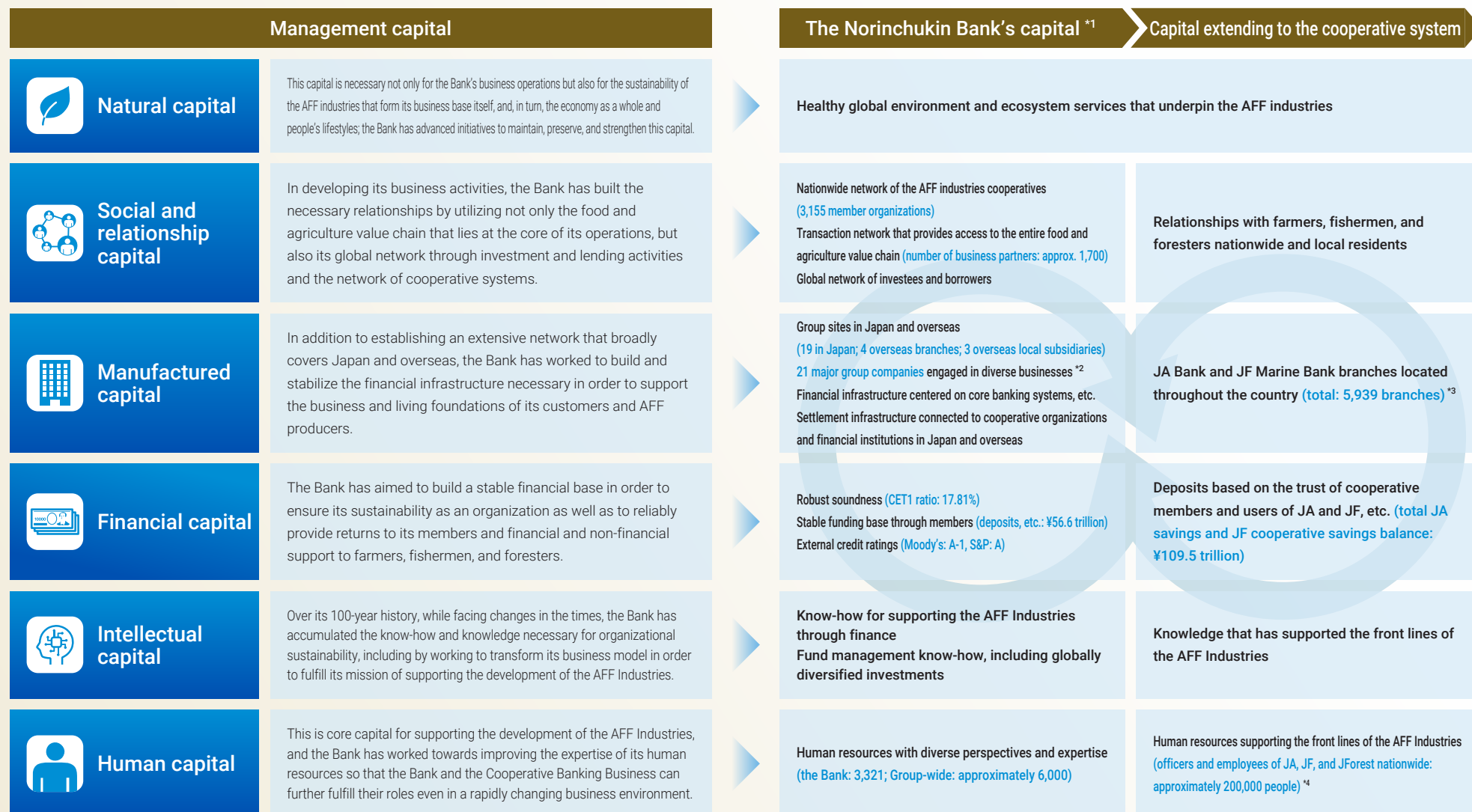


2 Management Capital

Through its 100-year history alongside the cooperative organizations, the Bank has cultivated the following “management capital.”

By leveraging this management capital as its “strengths,” the Bank develops its business activities and aims to achieve its Purpose through the value creation for stakeholders and society.



^{*1} Unless otherwise specifically stated, figures are current as of the end of FY2025. ^{*2} Excludes the Bank's overseas subsidiaries ^{*3} Total number of JA, JA Shinnoren and The Norinchukin Bank branches handling domestic exchange business ^{*4} Quoted by adding together the number of officers and employees sourced from the relevant FY2023 statistics of the Ministry of Agriculture, Forestry and Fisheries of Japan.