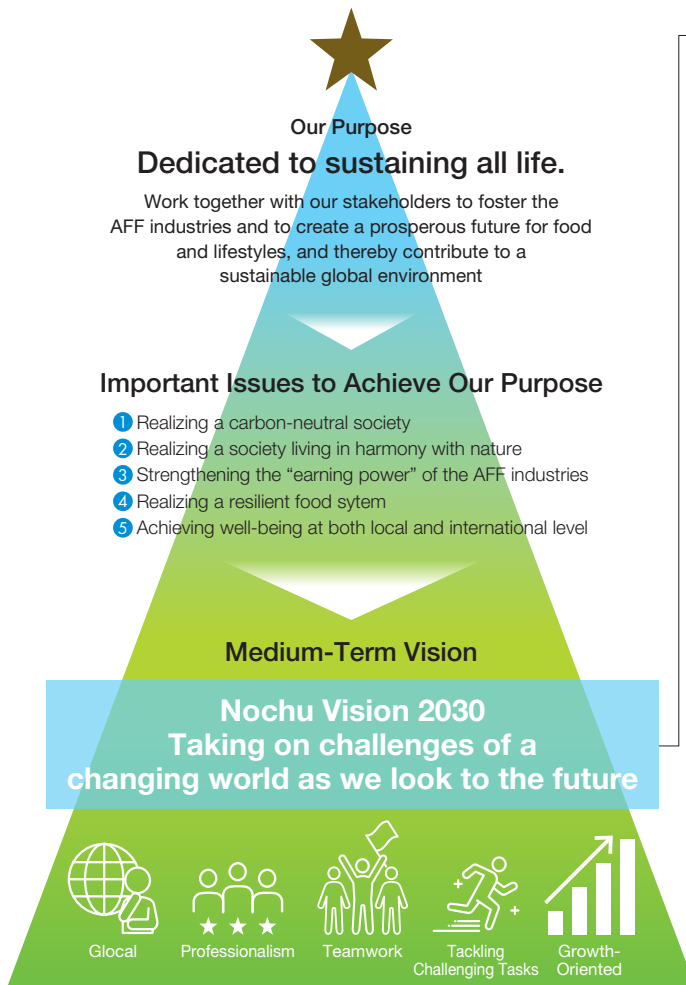


Medium-Term Vision

(Nochu Vision 2030 - Taking on challenges of a changing world as we look to the future -)



Background to formulating Medium-Term Vision


The Bank has formulated its Medium-Term Vision “Nochu Vision 2030 - Taking on challenges of a changing world as we look to the future -” covering FY2024-2030.

In the past few years, many unpredictable events have occurred, including increased awareness of more sustainable societies, development of AI and other technologies, progressing global inflation, and rapid tightening of monetary policy to control inflation. And we believe that the business environment surrounding the Bank Group will continue to change in a complex and accelerated manner.


Under this outlook, in order for the Bank Group to collectively achieve our Purpose, instead of accurately predicting changes several years ahead and formulating detailed plans, we believe that it is important to define the “visions” of the Bank Group in the medium term, and to manage the Group flexibly and agilely in response to changes in the external environment toward the idealized visions.

The Bank has therefore decided to formulate a Medium-Term Vision. Targeting the near future of 2030, we have defined the following five “visions” of the Bank Group by back-casting from environmental and social changes that can be expected to occur. We will position these “visions” as the compass of our management, and operate our business while formulating annual initiatives to realize these visions.


Vision for 2030

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Create impact for the global environment, society, and economy

Harnessing the power of cooperatives and finance, we aspire to continue to create positive impact toward sustainable environment, society and economy.
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Support sustainable development of AFF industries and local communities

Developing data businesses that utilize digital IT technologies as a First Call Bank for food, agriculture, forestry and fisheries industries, and building new food and agriculture value chains, we aspire to provide more added value and realize the sustainable development of the primary industry and the cooperative organizations.
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Create value for cooperative members and users through optimal integration of digital and real

Integrating digital and real in a way that is unique to cooperative financial institutions and pursuing optimal solutions, we aspire to continue to support JA and JF to further demonstrate their enhanced financial intermediation and their strengths of multi-business functions, creating values that impress cooperative members and users.
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Ensure stable returns and play a role as the national level banking institution for the AFF cooperatives

Working together to respond flexibly to the rapidly changing market environment and customer/business partner needs, as well as taking on challenges for new areas and fields, and maintaining a sustainable financial and revenue base, we aspire to continue to ensure stable returns to its members and play its role as the national level banking institution for Japan’s agricultural, fishery and forestry cooperatives.
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Realize a flexible and resilient organization that continues to take on challenge of changes

With an open-minded corporate culture, diverse human resources learning and enhancing mutually, and the full use of digital IT technologies and data, we aspire to realize a flexible and resilient organization by continuing to take on challenges for change.

Major Initiatives for Realizing Our Vision for 2030

Vision for 2030	Major initiatives	Initiative entity
Create impact for the global environment, society, and economy	<ul style="list-style-type: none"> Initiatives for realizing “Net Zero by 2050” Enrich disclosure based on the TNFD recommendations and support initiatives of the clients for nature positive mainly through providing solutions Support transitioning to a circular economy and circular AFF industries 	<div style="text-align: center;">Sustainability management Page 35</div>
Support sustainable development of AFF industries and local communities	<ul style="list-style-type: none"> Provide consulting functions and develop data businesses by utilizing IT and digital technologies in the AFF industries Support building a new global value chain free of the traditional one Extend investments and loans to farmers, fishermen, and foresters, the food and agriculture value chain, and innovative companies Build a domestic production base and circular agriculture as the basis of food security 	<div style="writing-mode: vertical-rl; transform: rotate(180deg);">Food and Agriculture Page 23</div>
Create value for cooperative members and users through optimal integration of digital and real	<ul style="list-style-type: none"> Enrich digital functions and provide specialized services at the branches in order to establish JA and JF as financial institutions of choice Initiatives for cross-sector collaboration through performing the unique financial intermediary function and comprehensive nature of the business of JA and JF 	<div style="writing-mode: vertical-rl; transform: rotate(180deg);">Retail Page 27</div>
Ensure stable returns and play a role as the national level banking institution for the AFF cooperatives	<ul style="list-style-type: none"> Ensure stable profit by diversifying methods of globally diversified investments Build a lending portfolio that is resilient to interest rate and economic fluctuations Strengthen the asset management business through the integrated efforts of the Bank Group 	<div style="writing-mode: vertical-rl; transform: rotate(180deg);">Investment Page 31</div>
Realize a flexible and resilient organization that continues to take on challenge of changes	<ul style="list-style-type: none"> Enhance expertise by gathering human resources with diverse thoughts Create new business value and realize increased productivity through disseminating the use of IT/digital technologies and data Build a flexible, strong, and resilient organization to continue to take on changes 	<div style="text-align: center;">Initiatives to Advance Human Resource Management Page 47</div> <div style="text-align: center;">Digital Transformation (DX) Page 55</div>

Pick Up

Encouraging employees to take on autonomous challenges (launch of an in-house entrepreneurship program)

Our newly formulated Medium-Term Vision is based on the theme of “Taking on challenges of a changing world as we look to the future,” and has established “Realize a flexible and resilient organization that continues to take on challenge of changes” as one of visions.

As one of the various initiatives the Bank is pursuing to achieve this vision, we launched the “In-house Entrepreneurship Program - Nochu Seeds” in FY2024 to create opportunities for employees to create new businesses, challenge themselves, and grow.

The main purpose of this program is to encourage employees to take on autonomous challenges and to foster a sense of responsibility and a managerial perspective through the experience of advancing the business on their own, thereby leading to talent development. In addition, through challenges that transcend existing concepts and frameworks within the Bank Group, we expect new ideas and businesses to emerge that contribute to solving stakeholder issues. At present, we are working to help employees develop business ideas through workshops and other means, in addition to employees submitting voluntary business proposals.



Workshop scene for employees to develop new business ideas