CHAPTER 4

Foundations Supporting The Norinchukin Bank

In this section, we will introduce the Corporate & Shared Services' main initiatives undertaken as a foundation to underpin the Bank's value-creating business activities.

Corporate & Shared Services

Q What kind of initiatives are being implemented in the Corporate & Shared Services as a foundation to underpin the Bank's businesses?

A To fulfill the Bank's mission, it is essential that we respond flexibly to changes in the external environment and conduct our business with every officer and employee embracing a mindset of creativity, ingenuity and challenge. The Corporate function, which forms the foundation of the Bank, provides the platform for doing so, and we are continuously working to strengthen and enhance it. In this section, we introduce the themes that we place particular emphasis on within the Corporate function: risk management, compliance, IT & digital transformation, cybersecurity, and human capital management.

Q Why focus on strengthening the foundation?

A To steadily execute on our current management priorities of "Rebuilding Earning Power" and "Contributing to the Sustainable Development of the AFF Industries," it is essential not only to strengthen integrated financial and non-financial risk management, but also to make full use of IT and digital technologies, including generative AI, in order to improve both the efficiency and sophistication of our operations.
The driving force behind all of these initiatives is our people. To steadily execute on our key themes and to realize our medium-term vision, it is essential both to foster a sound risk culture by ensuring that each and every employee takes ownership and puts compliance into practice, and to pursue human capital management that secures and develops the necessary talent. We believe that the accumulation of these efforts will lead to the restoration of trust among our stakeholders.