Vision for 2030

Realize a flexible and resilient organization that continues to take on challenges 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.

Creating Business Value Through IT, Digital and AI Technologies

The Bank is advancing the use of IT, digital and AI technologies to support the realization of its Medium-Term Vision and achieve sustainable growth. Based on the belief that the effective use of digital and AI technologies is a prerequisite for business transformation, the Bank is further deepening collaboration and cooperation between its business divisions and IT and digital divisions, while continuing to strengthen the organizational framework and human resource development that underpin these efforts. At the same time, as the importance of maintaining the stable operation of systems continues to grow, the Bank is also enhancing its IT risk management and cybersecurity capabilities.
Through these initiatives, the Bank will look to the future and pursue sustainable growth through the creation of new business value.

HAMBA Yuji
Director and Managing Executive Officer
Member of the Board of Directors
Chief Information & Digital Officer
(CI&DO)

The Norinchukin Bank's IT & Digital Strategy

IT & Digital Strategy Overview

The Bank's IT and Digital Strategy positions IT and digital capabilities as the foundation supporting the Medium-Term Vision, annual initiatives, and the various initiatives undertaken by business divisions based on them, and sets out the direction for these efforts. At present, the Bank is focusing on three priority themes: "Creating Value Through Business × IT & Digital," "Strengthening Cybersecurity," and "Promoting the Utilization of Advanced Technologies, Including Generative AI."

The Future Direction of the Bank (Medium-Term Vision, Key Annual Policies)

Initiatives for Each Business Division

IT Investment Strategy

IT & Digital Strategy (Focus Initiatives)

- Creating business value and enhancing competitiveness through IT & digital
  - **Value creation through Business × IT & digital**
  - Data utilization, EA[*1], etc.
- IT risk management underlying business continuity and trust
  - **Enhancing cybersecurity**
  - Enhancing resilience, strengthening risk management in response to new technology developments, etc.
- More sophisticated foundation and capabilities underpinning IT & digital strategies
  - **Promoting the utilization of advanced technologies such as generative AI**
  - Cloud utilization, digital talent development[*2], etc.

→ **IT investment plan**

*1 Enterprise Architecture (EA): An approach to designing and managing business and IT/digital structures from an enterprise-wide perspective, based on management strategy, to achieve overall optimization.
*2 Refer to Human Capital Management on Page 62 for digital talent

IT & Digital Initiatives

Transforming Business × IT & Digital Initiatives

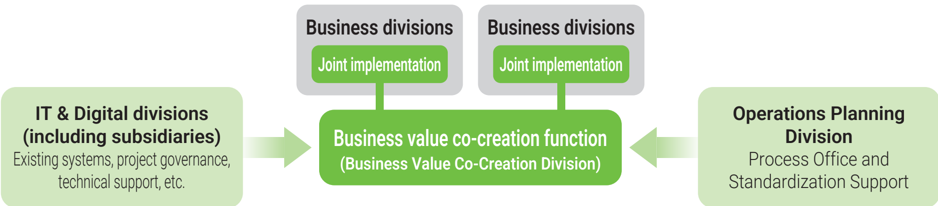
As part of its Business × IT & Digital initiatives, the Bank has continuously promoted the development of IT and digital talent, as well as the introduction and adoption of company-wide standard IT and digital tools.
As a new challenge, the Bank is also expanding the deployment of company-wide tools, including generative AI, and plans to promote the introduction of AI agents optimized for specific business functions.
In addition, the Bank in collaboration with its subsidiary, Nochu Information System, has begun initiatives to provide the expertise it has developed in the introduction and adoption of IT and digital tools to external parties.

Initiatives to Date

- Promoted company-wide development of IT and digital talent, while also fostering digital talent, including translators and data scientists.
- Improved operational efficiency and sophistication through integration between company-wide standard communication and workflow tools, and general-purpose business applications, including SaaS solutions, as well as through the utilization of BI and RPA technologies.
- Advanced the aggregation of data for use in generative AI, enabling the flexible utilization of AI solutions suited to business while considering the introduction of AI agents optimized for specific business functions.

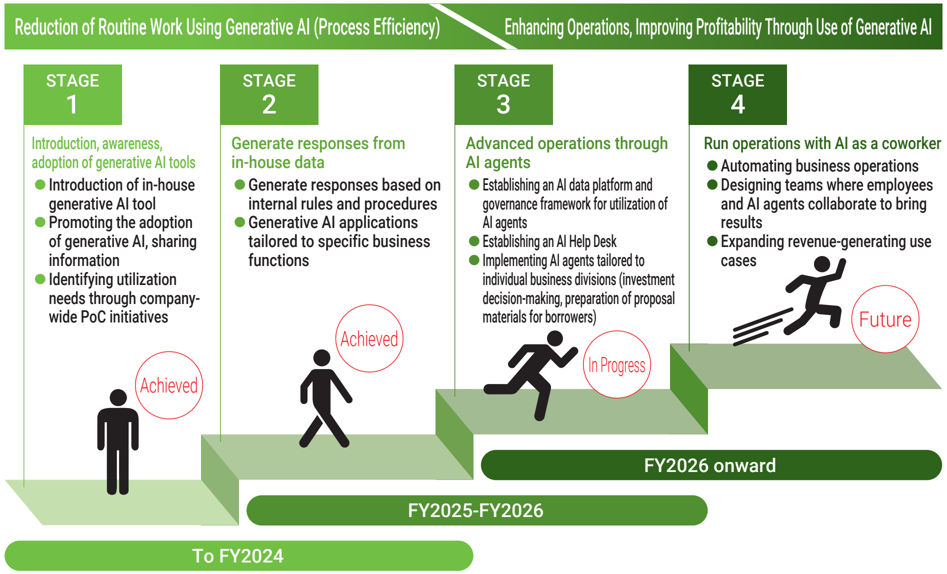
Business Value Co-Creation Initiatives

In addition to the Bank's company-wide IT and digital initiatives implemented to date, the Bank recognizes that the utilization of IT and digital technologies tailored to the needs of each business and the optimization of business processes will become increasingly important. The Bank therefore established the Business Value Co-Creation Division in FY2026. The division will work together with each business division to accelerate initiatives for business co-creation and value creation through top-line growth and operational efficiency enabled by IT and digital technologies.
The effectiveness of these initiatives will be evaluated based on indicators such as revenue enhancement, efficiency improvements, and greater operational robustness achieved through co-creation with business divisions.



Utilization of Generative AI

The Bank has established a medium- to long-term roadmap for the utilization of generative AI.
At present, in addition to developing large-scale AI agents for applications such as sales support, investment decision-making and general-purpose help desk functions, the Bank is building infrastructure to support citizen development, appointing AI Promotion Ambassadors, disseminating information both internally and externally, and implementing initiatives to encourage AI adoption. Through these efforts, the Bank aims to improve employees' AI literacy, promote a shift in mindset, and transform itself into an organization in which employees actively develop and utilize AI agents.



Approach to IT Investment

To support the execution of its IT and Digital Strategy, the Bank reviews its IT investment plan annually. In allocating investments, the Bank identifies and decides key themes from both offensive and defensive perspectives, including strategic initiatives such as generative AI and system architecture upgrades, as well as cybersecurity and BCP measures.
The Bank is also working to optimize IT investment through the review and consolidation of existing IT assets. By doing so, it aims to restrain system maintenance costs while maximizing its capacity for growth-oriented investment.