## Value Creation Model

We will resolve social issues through financial services and contribute to the sustainable development of regional communities.



With a fundamental stance that "Customers' happiness is our pleasure," the Resona Group contributes to the sustainable development of regional communities by providing overwhelming customer convenience and optimized solutions through business activities based on the Group's strengths (Activities). The Resona Group will achieve sustainable growth together with its customers.

## **SOCIAL CHANGES AND ISSUES**

Ongoing aging society Population concentrated in urban areas

Changing industrial structure Acceleration of globalization

Shift from savings to asset formation **Diversifying lifestyles** 

**Evolution and spread of ICT** 

Increasing importance of corporate social responsibility

## **INPUTS**

## Social capital

Approximately 840 manned branches mostly in the Tokyo metropolitan area and the Kansai area



Largest commercial banking group in Japan with full-line trust capabilities

### Human capital



Diversity in human resources

#### Intellectual capital



Latest, highly flexible IT infrastructure

#### Financial capital



Sound financial position

## **ACTIVITIES**

[Retail]

Focus on individual

and SME customers

Strengths of the Resona Group

**Customers' happiness is** 

our pleasure

[Reform]

**DNA** of reform

Omni-regional

Sophisticated corporate governance

[Relation] The Group's banks

build ever-lasting

relationships

with their customers

Omni-channel

# **OUTCOMES**

## **Customers**

Overwhelming convenience **Optimized solutions** 

**Sustainable growth for Resona** 

#### **Shareholders**

Increase corporate value

#### Society

Development of regional economies

#### **Employees**

Workplaces that enable individual growth

## **SOCIAL CONTRIBUTION**

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