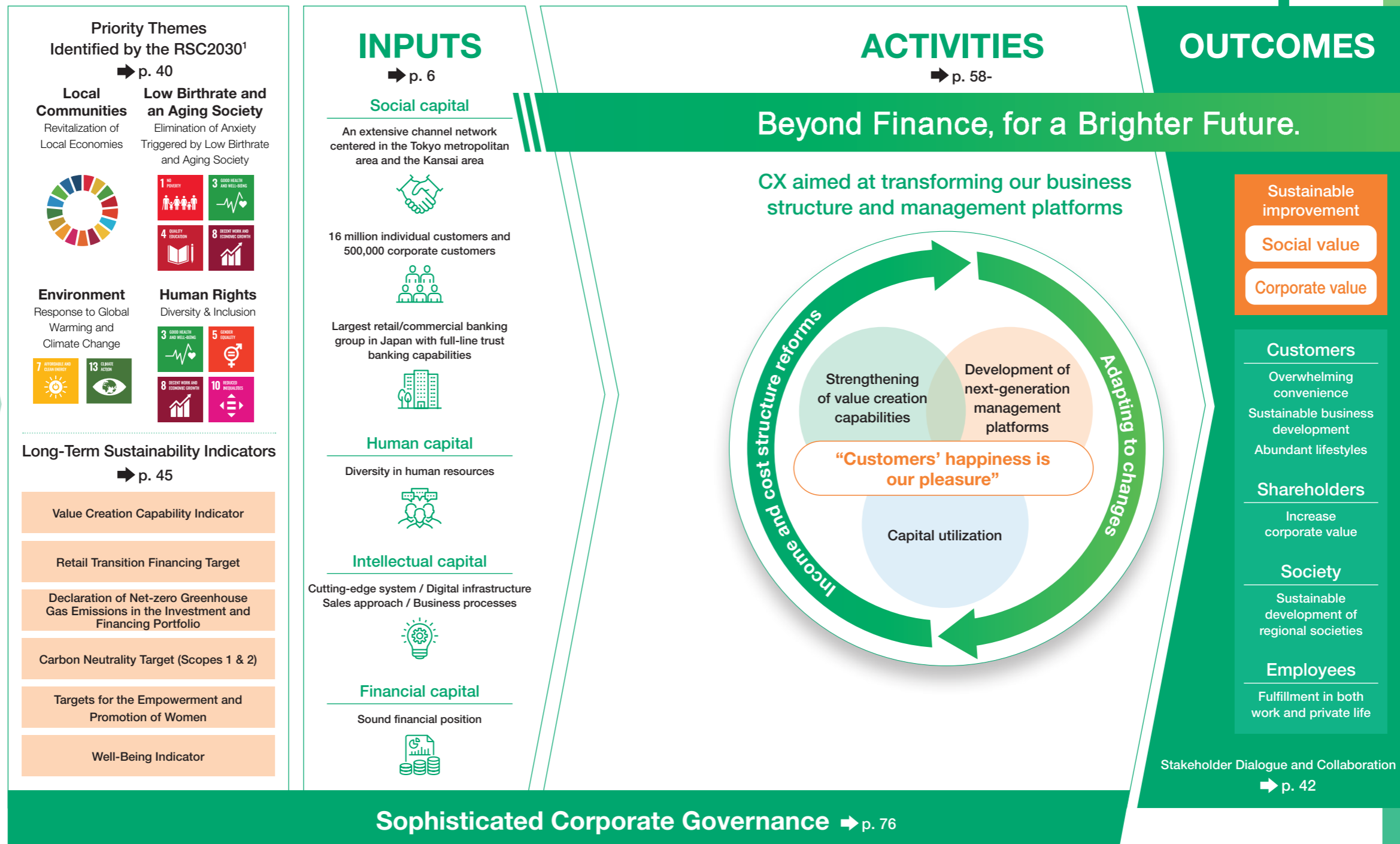


# Value Creation Model

Our value creation model starts with issues customers and society as a whole are confronting and prompts us to think deeply about how to bring solutions to such issues through our business operations. While leveraging strengths we have cultivated thus far, we will tackle corporate transformation (CX) for the Resona Group itself in order to create value that transcends the conventional framework of financial services. By doing so, we will help resolve the increasingly diverse issues requiring ever more sophisticated solutions that our customers and regional societies are confronting. Through these pursuits, we are aiming for sustainable improvement in social and corporate value as well as the realization of “Retail No. 1.”

## SOCIAL CHANGES AND ISSUES

- A super-aging society  
Need for vitalization of regional economies
- Changing industrial structure  
Acceleration of digitalization
- Changes in the interest rate environment  
Shift from savings to investment
- Global warming and climate change  
Shift to a decarbonized society
- Increasing importance of corporate social responsibility  
Diversifying lifestyles



REALIZING “RETAIL No. 1”

<sup>1</sup> Resona Sustainability Challenge 2030 announced in November 2018 to represent Resona’s commitment to facilitating global efforts aimed at achieving SDGs.