

Integration of Real and Digital Channels

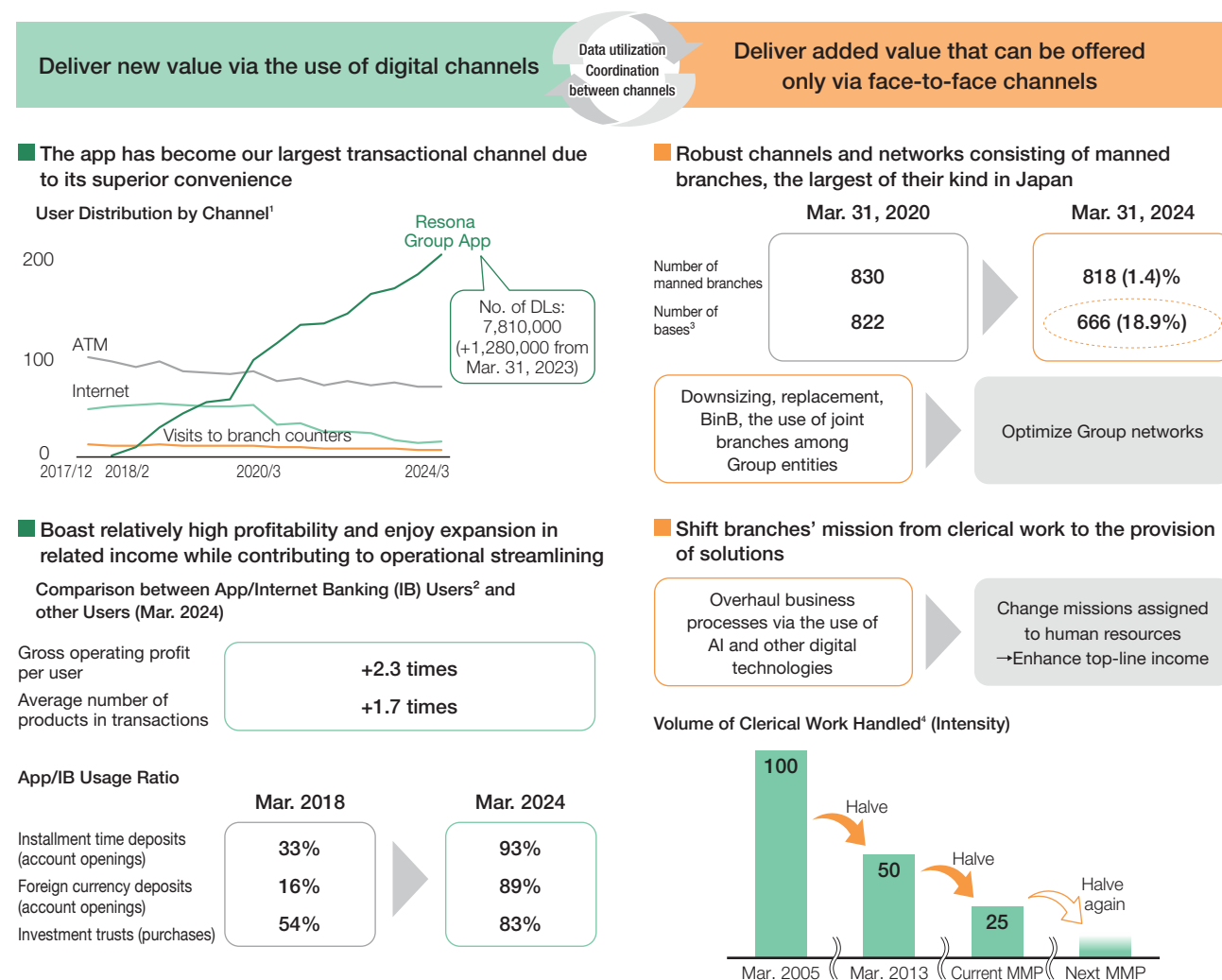
Address Diverse Issues Customers Are Facing by Leveraging Both Face-to-Face and Digital Channels

The Resona Group aims to deliver new value to customers via data-driven coordination among and the integration of face-to-face and digital channels. Striving to secure digital-based connections with all customers, we will help them easily undertake daily transactions at anytime from anywhere without physically visiting a branch. At the same time, whenever customers confront more complex issues, our highly dedicated human resources equipped with specialist expertise will offer in-depth, face-to-face consulting and propose seamless solutions. This is a worldview we aim to realize.

With regard to digital channels, our banking app is being used by a growing number of customers. At present, this app is our largest transactional channel and used more frequently than branch counters or ATMs. While the number of banking app downloads (DLs) has steadily expanded, reaching 7,810,000 as the end of March 2024, our analysis suggests that frequent app users tend to engage in transactions that yield greater profit and involve a larger number of products than do other customers. This, we believe, is a testament to the widespread adoption of the app as a tool for daily transactions and the great convenience afforded by it.

In face-to-face channels, we strive to provide customers with unique value afforded only via these channels while updating our branches to bases specialized in addressing issues they are confronting. To this end, we are pushing ahead with the optimization of Group networks and the overhaul of our business processes. As of March 31, 2024, the number of physical branch locations decreased approximately 19% compared with March 31, 2020, the starting point of the previous MMP, through the downsizing and replacement of branch facilities as well as via the use of the branch-in-branch (BinB) method. Going forward, we will continue to optimize our networks.

We are also shifting our branches' mission away from clerical work and toward the provision of solutions through the utilization of AI and other digital technologies. Over the course of the current MMP period, we aim to reduce the volume of branch-counter clerical work to one fourth of the 2005 level. Furthermore, over the course of the next MMP period, we will halve this volume compared with the level at the close of the current MMP. Through these initiatives, we will shift missions assigned to human resources while enhancing top-line income.



¹ Number of ATM users as of Dec. 2017 set at 100 (daily users at Resona Bank)
² Individuals who use app/IB monthly or more frequently
³ Number of manned branches – Number of joint branches used among Group entities (BinB, etc.)
⁴ Clerical work volume, at branches (Resona Bank)

Upfront Investment in Human Capital (Human Resources) and Intellectual Capital (IT)

Enhancing Investment in Human Resources and IT, Which together Support Sustainable Growth and Structural Reforms (CX)

Amid the radically evolving business environment, we consider current gaps between income and cost structures to be an issue that we need to overcome. Under the current MMP, we have laid out a policy of expanding investment in human capital (human resources) and intellectual capital (IT), which together support structural reforms aimed at achieving sustainable growth.

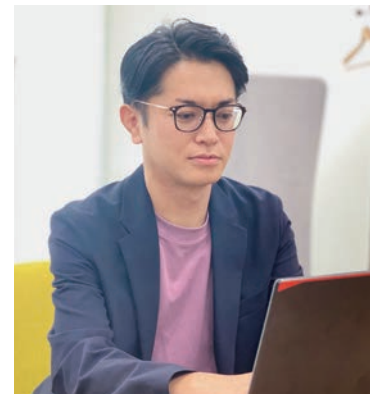
Over the three-year period of the current MMP, we aim to invest a cumulative total of around ¥33 billion in additional funds in human resources. During the previous MMP period, our know-how amassed in the course of implementing the “Resona Reform” regarding low-cost operations was rolled out at Kansai Mirai Financial Group. This facilitated a reduction in the total headcount of around 3,400 through natural attrition as, for example, individuals left the workforce at retirement age. We expect the total headcount to similarly decrease by around 700 over the course of the current MMP period.

We will allocate management resources made available via the downsizing of the workforce to investment aimed at improving employee wages and enhancing human resource development. While working on bringing down the overall headcount, we plan to robustly reinforce staffing in our fields of focus, such as corporate sales, succession and DX, as well as in risk governance-related fields. In FY2023, the first year of the current MMP, we allocated around 130 additional personnel to the fields named above, even as the overall number of employees decreased by around 420 via

streamlining and downsizing. As such, the shift of human resources to our fields of focus is progressing almost as planned.

Plans also call for the allocation of a cumulative total of around ¥40 billion in additional investment to IT over the course of three years. This investment will expand as we develop new systems to support operations related to trust banking, pension management, housing loans, lending and other fields in which we take on challenges. At the same time, we will continue promoting the integration of Minato Bank's back-office operations and systems.

Through these efforts, we will strive to further improve productivity and raise top-line income. In addition, the above integration project is expected to be undertaken from January 2025 as planned, and preparations are steadily being made. Looking ahead, we will continue to stringently manage base costs, such as maintenance expenses, even as we allocate a growing volume of funds to cover strategic costs in order to secure sustainable growth.

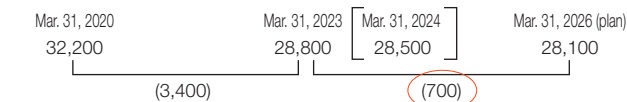


Investment in human resources

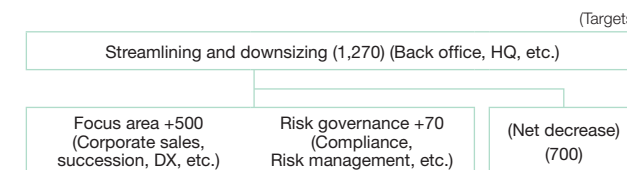
- +¥33 billion (Cumulative total over the three-year period of the current MMP)
- Expand investment in training and improve wages per employee while maintaining a tight grip on the total headcount

Total Headcount of the Group

(Persons)



Shift of Human Resources to our Fields of Focus over the Course of the Current MMP Period



FY2023 results (year-on-year change; approximate figures)

- Streamlining and downsizing (420)
- Our fields of focus: +85; risk governance: +45

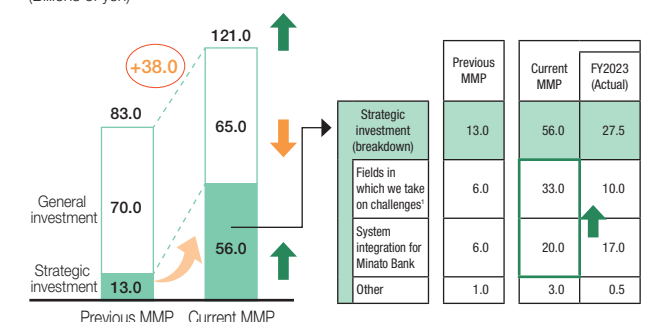
¹ Development of lending- and loan-related systems, the development of trust banking and pension management systems, new businesses, etc.
² Depreciation costs of strategic investment and general investment (additional investment), etc.
³ Maintenance expenses, depreciation and amortization, etc., in connection with general investment (existing investment)

IT-related investment

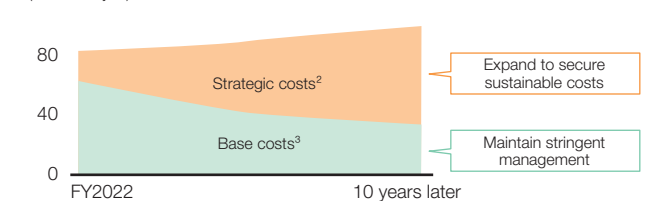
- +¥40 billion (Cumulative total over the three-year period of the current MMP, compared with the previous MMP period)
- Expand strategic investment aimed at enhancing top-line income and supporting structural reforms

Amount of System Investment

(Billions of yen)



IT-Related Costs Note: The diagram presented below illustrates the outline of cost plans. (Billions of yen)





CHRO | MESSAGE |

CHRO: Chief Human Resource Officer

Aiming for Value Creation
and Well-Being

Hideo Sekiguchi

Group CHRO and Executive Officer Resona Holdings

Human resources are the Resona Group's most important asset. Accordingly, we promote human capital management aimed at welcoming diverse human resources who aspire to embody our Purpose and enabling all employees to realize their full potential, irrespective of gender, age, job category or other attributes, in order to maximize our organizational vitality. We have also formulated a human resource strategy (➡p. 72) to be implemented under the current medium-term management plan (MMP), which

Purpose and Engagement

Human resources serve as a driving force enabling the Resona Group to practice its Purpose, "Beyond Finance, for a Brighter Future." We deem it important to facilitate an understanding of our Purpose among employees and to secure their support so that they will feel empowered to pull together to take on the challenge of creating a better future for customers and society as a whole.

Over the past year, we have undertaken investment to this end, providing training, hosting events and otherwise creating opportunities for each department and branch as well as individual staff members to discuss and discover how the Purpose is relevant to them, and have backed these efforts with messages of encouragement from top management.

These endeavors have positively affected employee engagement. For example, in recent annual employee awareness surveys targeting all Group members, a number of respondents have used the provided blank spaces to comment on the Purpose, providing feedback regarding the sense of pride and fulfillment they gain from their jobs. Moreover, our analyses of these results suggest that respondents' understanding of and resonance with the Purpose may possibly be correlated with their sense of job fulfillment and their degree of engagement. The FY2023 surveys revealed improvement in the ratio of respondents who comment positively to queries about their sense of job fulfillment. In particular, the ratio of such employees in their 20s has grown substantially. Of course, we don't think that the improved understanding of the Purpose is the sole cause of these results. In any case, the improvement in this ratio is a good sign, suggesting that many employees, including those expected to one day become the leaders of the Resona

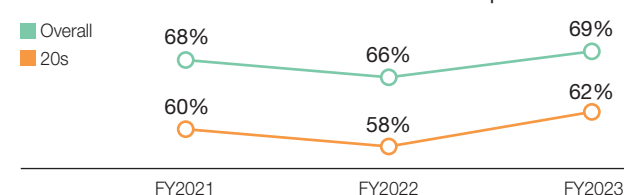
aims to realize "Retail No. 1," our Long-Term Vision, beginning with facilitating "resonance" in line with our Purpose and Corporate Mission. We are also stepping up investment in human resources to this end.

We will assist employees in their autonomous efforts to grow into professionals, with the aim of establishing a virtuous cycle of facilitating value creation and improving employee well-being.

Group, have a positive attitude toward their jobs.

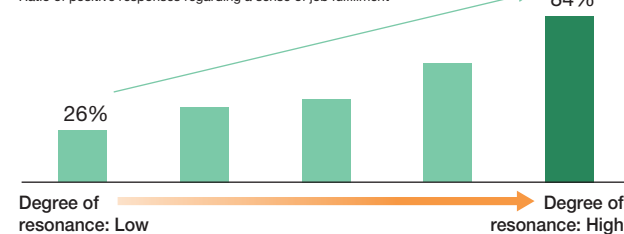
Looking ahead, we will continue to promote initiatives to translate employees' understanding of and resonance with the Purpose into specific actions that deliver value to customers and society as a whole. As we do so, we will continue striving to enable employees to feel a sense of fulfillment and find their jobs rewarding through the practice of the Purpose, with the aim of improving their well-being.

Job Fulfillment: Trend in the Ratio of Positive Responses



Resonance with the Purpose × A sense of job fulfillment

Ratio of positive responses regarding a sense of job fulfillment

Strengthening the Consolidated Management of Group Companies while Empowering
Diverse Human Resources to Earn Success and Engage in Co-Creation

Because we consider human capital to be an essential component of our business foundations and key to the realization of our one-platform, multi-regional strategy, we believe that it is critically important that this capital be coordinated among Group companies. Accordingly, in FY2023 we constantly promoted the consolidated management of human capital in the course of merging Kansai Mirai Financial Group, establishing Resona Leasing Co., Ltd., and otherwise strengthening Groupwide strategic collaboration.

As part of these efforts, we began implementing joint training programs for selected candidates from Group banks with an eye to facilitating interactions among the next generation of leaders of the Resona Group and to nurturing human resources equipped with a broader perspective that encompasses the entire Group.

Furthermore, new hires at Resona Leasing began participating in joint introductory training in April 2024 alongside their peers from other Group entities. This is but an example of our consolidated, Groupwide initiatives in diverse fields.

We know that unifying every aspect of human resource management is not absolutely necessary as our approach also needs to be aligned with management and regional strategies undertaken by each entity. However, we found strengthening collaboration to be instrumental to facilitating value creation that leverages potential Group functions while enabling us to provide employees with even more diverse options for career design, including positions at multiple entities.

We have also seen that our Group workforce encompasses a diverse range of people. In fact, employees with diverse attributes, including with regard to age and gender, are now part of the Group

and serve at locations across Japan in various job categories and fields of specialty, while we offer them diverse employment options. Moreover, we recognize that their perception of work could vary by individual. Because of this, it is important to align the employee support we provide with individual circumstances so that each employee can fully realize their potential.

In addition, the abovementioned awareness surveys are considered by outside directors, as well as other top management members, important in terms of improving employee engagement. Reports on results of the FY2023 surveys prompted these individuals, including myself, to significantly step up their focus on and discuss in detail the status of diversity in our workforce and make tangible improvements, instead of superficially skimming through overall figures and trends. To this end, we will tackle such initiatives as analyzing tendencies among mid-career hires, assessing employee characteristics via the use of a multifaceted approach, and reviewing the design of survey items to better understand employee needs. We deem it important to assess responses from and needs among employees with diverse perspectives so that our human resource management moves forward in the right direction. This is an ongoing issue that must be continually addressed.

To date, the Resona Group has cherished "diversity & inclusion" (D&I) as part of its organizational culture. We will further advance D&I and promote co-creation involving diverse human resources within and outside the Group, to this end pushing ahead with initiatives that give due consideration to the uniqueness of individual employees.

Strengthening of Investment in Human Resources and Enabling Employees to Grow
into Specialists

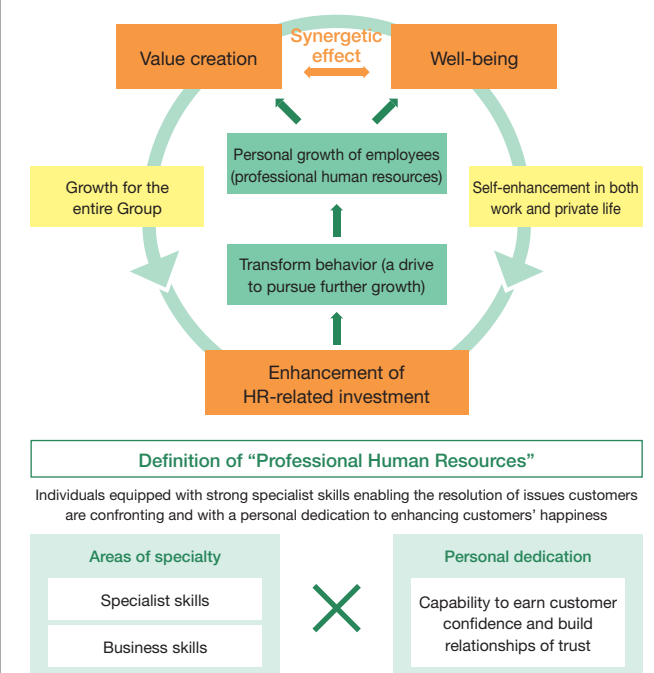
The Group has announced its intention to invest a cumulative total of more than ¥33.0 billion in additional funds in human resources over the course of the MMP period. This investment will be allocated to improving wages, developing human resources and stepping up recruitment.

While the improvement of wages will, of course, consist of raises for existing employees and new hires, the development of existing human resources will involve efforts to help them acquire more sophisticated specialist expertise and take on boundary-transcending learning programs. Moreover, our recruitment activities will increase their focus on hiring mid-career professionals in addition to new graduates and partner employees. We are engaged in upfront investment in human resources based on a belief that enhancing investment of this kind will encourage employees to transform how they behave and grow into professionals, leading to a sustainable virtuous cycle of facilitating value creation and improving employee well-being. Although we anticipate that it will be some time before this investment starts yielding tangible effects, we are already seeing such positive signs as improvement in awareness survey items regarding employee morale.* Accordingly, we intend to execute ongoing investment in human resources.

Looking ahead, we will strive to develop an environment in which everyone can work vibrantly to bolster the Resona Group's abilities to create value that goes beyond finance based on resonance between diverse professional human resources and partners within and outside the Group. In this way, we will continue to take on

new challenges in order to play an even greater role in creating a prosperous future for all stakeholders.

* Three items: "The degree of self-enhancement in both work and private life," "a sense of job fulfillment" and "pride in Resona"



Human Resources

Human Resource Strategies Aimed at Supporting Our Pursuit of Value Creation as well as Employee Well-Being

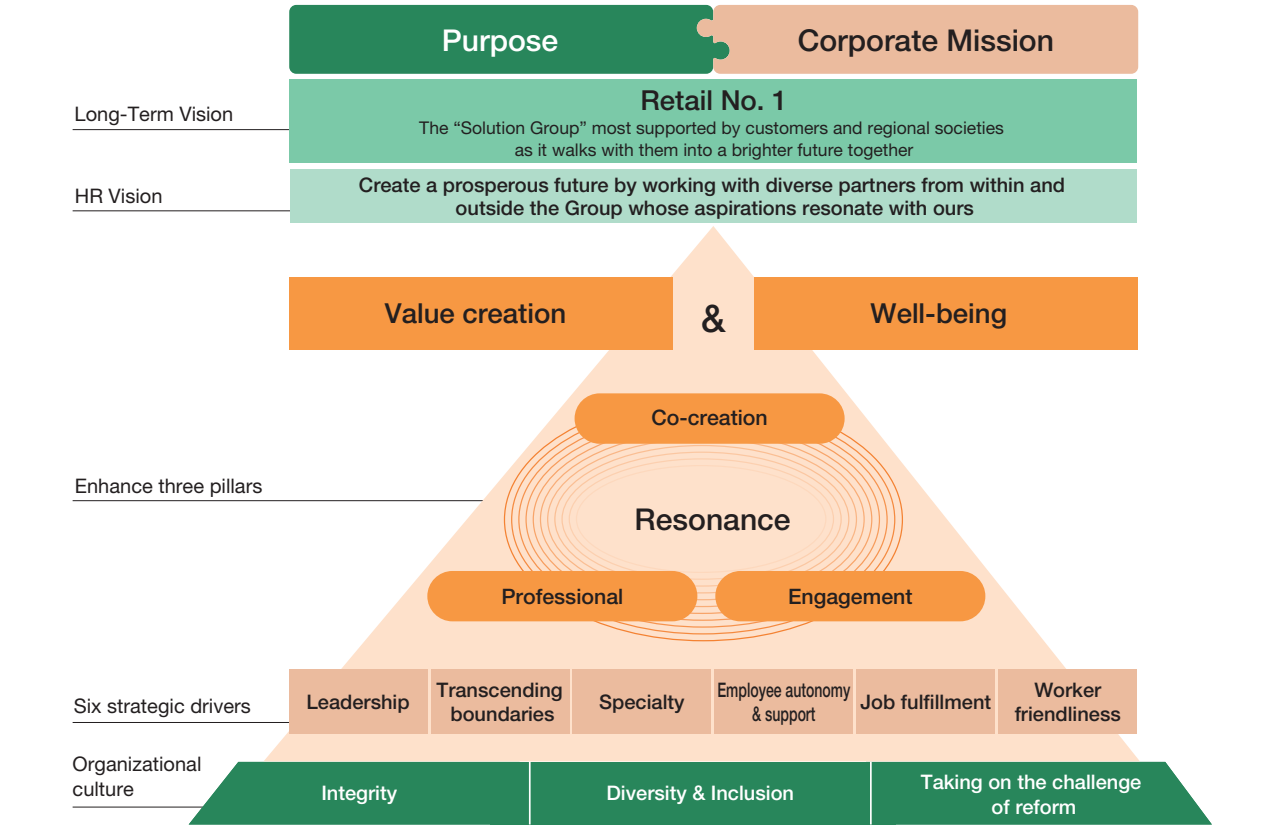
Ever since the 2003 “Resona Shock,” which struck the Group immediately after its inauguration, our human resource management has been focused on practicing diversity management that empowers each and every employee to serve as a key workforce component regardless of their gender, age, job category, etc. In conjunction with the establishment of the Purpose, we have formulated new human resource strategies to underpin our efforts to embody this Purpose, as well as our Corporate Mission, with the aim of realizing our Long-Term Vision “Retail No. 1.”

These strategies target facilitating (1) resonance between employees and the Company to improve employee engagement, (2) resonance among professionals to create synergies from the combination of their expertise in various fields of specialty and (3) resonance between the Company and external partners to promote

co-creation. With these three types of resonance as pillars of our human resource strategies, we aim to realize a virtuous cycle of promoting value creation and enhancing employee well-being.

The Resona Group’s long-cherished organizational culture values integrity, promotes diversity & inclusion and embraces the challenge of reform. Building on this foundation and taking into consideration the constant evolution of management strategies and people’s perception of work, we have identified the six strategic drivers that will ensure that our culture is always up to date and relevant into the future. These drivers are (1) Leadership, (2) Transcending boundaries, (3) Specialty, (4) Employee autonomy & support, (5) Job fulfillment and (6) Worker friendliness. We have set goals for each of these drivers and are currently promoting initiatives accordingly.

Overview of Human Resource (HR) Strategies



Goals We Aim to Achieve through the Power of Six Drivers

Drivers	Goals	Initiatives
Leadership	<ul style="list-style-type: none">• Push ahead further with D&I to promote co-creation involving diverse human resources within and outside the Group• Nurture and secure leaders with diverse value systems and experience	<ul style="list-style-type: none">• Assistance programs aimed at empowering women• Step up the hiring of mid-career employees• Job rank-based training for selected candidates ➡p. 74
Transcending boundaries	<ul style="list-style-type: none">• Facilitate career building and networking that transcends organizational boundaries to help individual employees achieve personal growth and to enhance team-work capabilities• Empower employees to attain further growth in a way that goes beyond finance by allowing them to spontaneously gain experience in working with partners from different cultures	<ul style="list-style-type: none">• Dispatch employees to external training or second them to external entities• Employee secondment among Group companies• Alumni and referral recruitment ➡p. 75
Specialty	<ul style="list-style-type: none">• Enable all employees to develop as professional human resources¹• Enhance our solution capabilities through collaboration and coordination among human resources equipped with strengths in various fields of specialty	<ul style="list-style-type: none">• Step up investment in human resource development• Enhance the content of support programs for those seeking to acquire skill certification• Nurture DX- and IT-related human resources ➡p. 76
Employee autonomy & support	<ul style="list-style-type: none">• Foster an organizational culture that encourages individuals who spontaneously think, learn and take on challenges• Secure growth for both the Company and employees by providing an environment supportive of those pursuing personal growth and offering career development opportunities	<ul style="list-style-type: none">• In-house job-posting system• Comprehensive career support system• Introduce LMS and TMS² ➡p. 77
Job fulfillment	<ul style="list-style-type: none">• Ensure that all Group workplaces allow employees to work with confidence and able to express what makes them unique• Employees are able to understand the significance of their jobs in terms of contribution to the Company and society as a whole and achieve tangible personal growth and career fulfillment	<ul style="list-style-type: none">• Secure psychological safety• Invigorate communications (via one-on-one meetings, etc.)• Improve wages ➡p. 78
Worker friendliness	<ul style="list-style-type: none">• Enable each employee to strike a work-life balance• At the Resona Group, each employee is assured of a workplace that will support their emotional and physical health over the long term	<ul style="list-style-type: none">• Work style reforms• Help employees engaging in child rearing or nursing care as well as those battling diseases, etc., strike a balance between work and private lives• Health management ➡p. 79

Indicators and Targets³

Drivers	Non-financial targets	FY2021	FY2022	FY2023	Targets	Targets	Strengthening three pillars	Value creation
					FY2025	FY2030		
Leadership	▶ Ratio of female line managers ▶ Ratio of mid-career employees to the overall number of managers	30.5% 9.5%	31.4% 10.2%	32.8% 11.7%	33% 13%	40% 18%	Co-creation Professional Engagement	Value creation
Transcending boundaries	▶ Ratio of mid-career employees to the number of newly appointed senior managers, including those from different sectors ⁴	32%	42%	44%	60%	100%		
Specialty	▶ No. of human resources with highly specialized expertise ⁵	2,438	2,481	2,468	2,650	3,000		
Employee autonomy & support	▶ Cumulative total number of individuals selected via in-house job postings (FY2021 – FY2030)	366	684	1,194	1,750	4,000		
Job fulfillment	▶ Ratio of positive responses in employee awareness surveys (i) A sense of fulfillment in work (ii) Openness of workplace communications	68% 79%	66% 79%	69% 80%	↗ ↗	↗ ↗		
Worker friendliness	▶ Ratio of annual paid leave utilized	76.4%	77.6%	83.1%	85%	88%		

1 Individuals equipped with strong specialist skills enabling the resolution of issues customers are confronting and with a personal dedication to enhancing customers’ happiness
2 LMS: Learning Management System; TMS: Talent Management System
3 Of companies in the scope of consolidation, applicable to Resona Holdings, Resona Bank, Saitama Resona Bank, Kansai Mirai Financial Group, Kansai Mirai Bank and Minato Bank
4 Individuals in overseas assignments or dispatched or seconded to external entities
5 Number of individuals with high-ranking certification acquired via in-house specialist training courses or similar certification

Six Driver

Leadership: Nurturing Diverse Leaders

We are striving to secure a diverse portfolio of human resources who can serve as leaders and, to this end, nurturing candidates with varying attributes in terms of, for example, gender, experience and age. These endeavors are aimed at facilitating a greater degree of entrenchment of D&I in our workforce and promoting the co-creation of value among diverse human resources from within and outside the Group.

Specifically, we provide job rank-based training programs designed to help employees enhance their management and

leadership skills as well as similar programs for selected candidates. We also enable employees to work in tandem or interact with those with different cultures through secondment and external training. Moreover, we conduct 360-degree feedback sessions that provide multifaceted assessments aimed at improving employees' self-awareness and updating their perception of their duties. In these ways, we offer a diverse range of training opportunities in a way that gives due consideration to each employee's competencies and aptitudes.

Empowering Women to Achieve Success

In addition, our targets for the development and promotion of female leaders are included in our Long-Term Sustainability Indicators. We consider women's empowerment a matter of particular importance and therefore provide female workers with ongoing career development assistance.

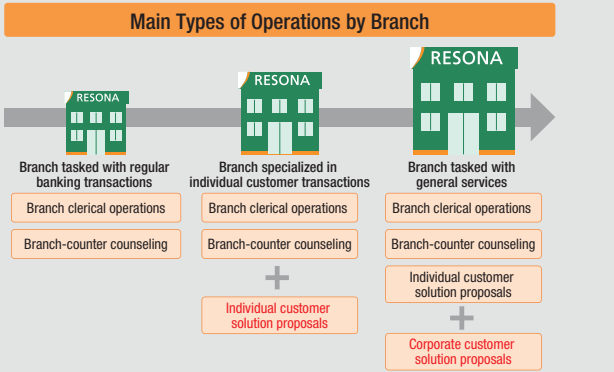
Our specific initiatives to this end include a mentoring system through which female employees who have been newly appointed as senior managers are given appropriate support touching on aspects of their duties and emotional health. We also offer leadership training to foster our female employees' career awareness.

Furthermore, we introduced a trainee system designed to prepare them for the challenge of handling unfamiliar operations.

Meanwhile, the "Resona Women's Council" has been active since 2005 as an advisory body operating directly under management. This council consists of female employees chosen from business units across the Group. Each of the council's members has taken the lead in developing workplace environments, assisting women's career development and otherwise proposing a variety of measures. The council is now considered a symbol of women's empowerment at Resona (➡p. 48).

A Trainee System for Nurturing Female Branch Managers

In FY2022, we launched a trainee system designed to enable female employees whose careers have been centered on branch-counter operations and individual customer transactions to take on challenges in unfamiliar areas and gain the experience necessary for appointment to branch manager or other higher-ranking position. Over a six-month period, candidates undergo training sessions that include lectures given by staff from specialized Head Office departments and front-line on-the-job training (OJT) overseen by branch managers in charge of target tasks. To date, seven individuals have been promoted following training under this system.

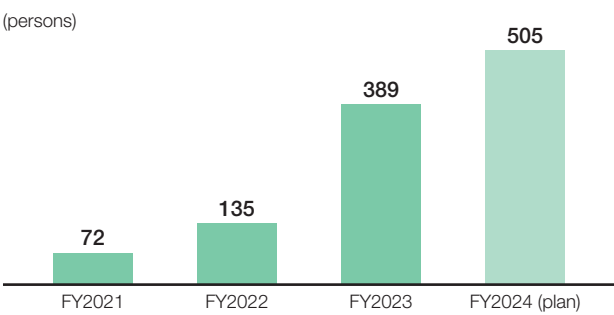


Recruiting Mid-Career Hires

Also, as part of efforts to secure specialist human resources and promote D&I, we are focusing on recruiting mid-career hires. As a result, we have seen a steady increase in the number of mid-career hires who leverage their skills and experience accumulated at external corporations to play active roles as managers.

In FY2023, we began implementing training sessions and interaction meetings for mid-career hires who have amassed business experience at the Group for a certain period of time to empower them to find even greater success. We are thus endeavoring to enable these human resources to leverage the fresh perspectives and unique insights they have acquired since entering the workforce from external companies.

Annual Number of Mid-Career Hires Entering the Group



Up-Close: Human Resources Now Playing Key Roles at Resona



Eiko Kodo
Branch manager, Kawanishi Branch
Minato Bank

Female leader



Manager of a branch tasked with corporate customer solutions

- Joined the Group in 2005
- Served in various capacities, including in posts related to corporate sales and new customer development at the Amagasaki and Nishinomiya divisions as well as Hanshin Regional Headquarters
- Stably developed careers while taking childbirth leave on two separate occasions
- Promoted to the branch manager of Kawanishi Branch in 2024 after experiencing Head Office operations

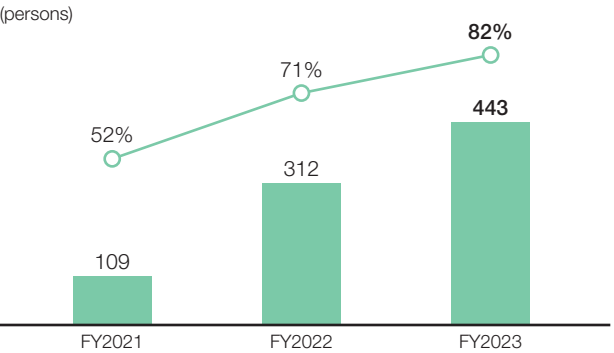
Transcending Boundaries: Familiarizing Employees with Diverse Value Systems and Developing Interpersonal Networks

Boundary-Transcending Programs

We aim to enable employees to acquire fresh perspectives and expand their openness to different cultures while helping them develop diverse interpersonal networks that promote co-creation. Accordingly, we offer them opportunities to gain experience that transcends the boundaries of the business units they belong to and interact with peers within and outside the Group.

For example, we implement secondment programs that place employees at external corporations and government agencies or enroll them in university graduate schools in addition to conducting co-creation activities involving collaboration between Resona Group employees and human resources from different sectors to help them gain experience in the development of new businesses. When determining where we will send an employee, we take into account that employee's competencies and aptitudes. In addition, as part of efforts to assist employees in their pursuit of self-motivated learning, in FY2021 we introduced an in-house posting program that sends employees to external business schools. Furthermore, we annually enhance the lineup of boundary-transcending programs based on in-house postings as we proactively provide whoever puts themselves forward with these and other opportunities to interact with people from external corporations.

Participants in External Training / Ratio of Individuals who have Applied for In-House Postings



Developing the Alumni Network

The Resona Group maintains an alumni recruitment system that allows ex-employees who have gained experience outside the organization to rejoin and play key roles in the workforce. In March 2024, we established the alumni network to cultivate deeper two-way lines of communication with former employees. In these ways, we not only maintain a mechanism for alumni to rejoin the Group but also strive to cultivate diverse connections with them with the knowledge that they could one day become our customers or even business partners with whom we have transactional or collaborative relationships or alliances. Our aim in such endeavors is to ensure that Resona Group employees and ex-employees together achieve growth through the creation of a career networking transcending organizational boundaries, with the aim of expanding our human capital, which will in turn, support the co-creation of new value.

Up-Close: Human Resources Now Playing Key Roles at Resona



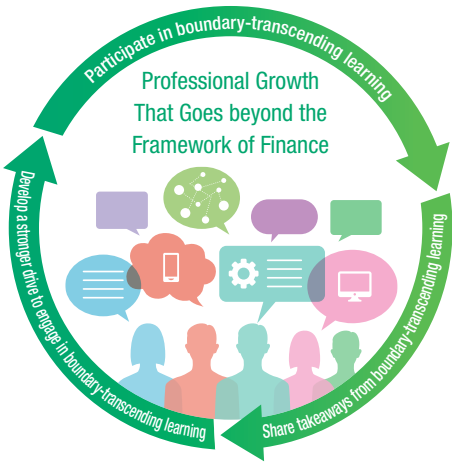
Takaomi Matsuya
Chief Manager,
DX Planning Div. /
FinBASE,
Resona Holdings

External secondment

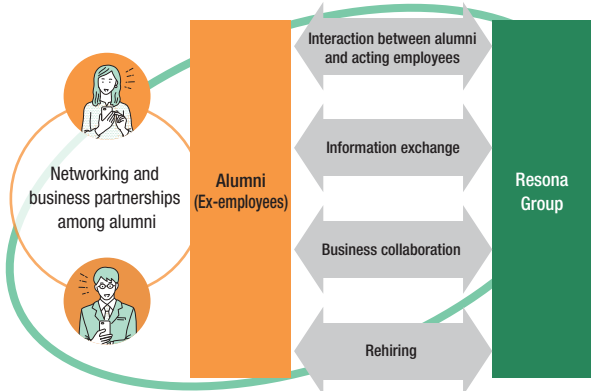


Financial digital platform

- Joined the Group in 2008
- Seconded to government agencies and engaged in economic research, policy making and other tasks for two years since 2013 after serving at branches
- Reinstated to Group Strategy Div. of the Group in 2015 and engaged in financial digital platform planning at DX Planning Div.
- Launched FinBASE in 2022



Co-creation of new value via the alumni network



Specialty: Nurturing and Securing Professional Human Resources Capable of Addressing Diverse Issues

The Resona Group is striving to enable all employees to become professional human resources, namely, individuals equipped with strong specialist skills enabling the resolution of diverse issues customers are confronting and with a personal dedication to enhancing customer happiness. To that end, we focus on helping employees enhance their strengths in their fields of specialty via on-the-job training (OJT) and other in-house and external training programs while promoting reskilling in step with the times. Currently, the latter initiative involves the provision of various training and learning content designed to enable employees to obtain DX, SX and AML/CFT knowledge as well as to raise their practical capabilities to handle these matters.

Nurturing Human Resources with Highly Specialized Expertise

We are aware of the need to secure and nurture human resources equipped with the highly specialized expertise they need to offer in-depth consulting to customers seeking to resolve the increasingly diverse and complex issues they are confronting. Based on this awareness, we have set a target of raising the number of such human resources to 3,000 by the end of FY2030 and are stepping up human resource-related investment to this end. In FY2023, we recruited a growing number of specialist human resources, mainly mid-career hires. We also enhanced our lineup of specialist-course training programs involving external lecturers and specialists while upgrading supportive systems designed to encourage employees to acquire certification requiring highly sophisticated expertise. However, FY2023 results relative to the abovementioned non-financial target were down year on year on the back of a decline in overall headcount due to the progress of structural reforms, fluctuations in staff composition by age group and other changes resulting from hiring and resignation. Nevertheless, we will continue pursuing this target over the medium to long term while taking the time frame of human resource development into account.

On the other hand, the number of human resources with highly specialized expertise has been growing among employees in their 40s or younger. Moreover, such human resources now account for ever larger proportions of the workforces of Group companies within the scope of calculation. In addition, the number of employees earmarked for in-house specialist courses has steadily increased, constituting a robust pool of candidates who will potentially grow into human resources with highly specialized expertise.

Nurturing DX- and IT-Related Human Resources

For the Resona Group to execute its digital strategies, it is essential to enhance the overall digital skills of its workforce in addition to its pool of DX- and IT-related human resources. Accordingly, we have been engaged in ongoing efforts to this end.

In FY2023, we updated learning content and training programs by classifying necessary subjects into three categories, namely, DX literacy, data utilization and IT skills, to effectively enable employees to raise their digital skills in line with their respective goals and the levels of achievement.

Looking ahead, we will enhance the content of training programs related to AI in light of the spread of its in-house use in addition to continuously providing training on programing and data utilization.

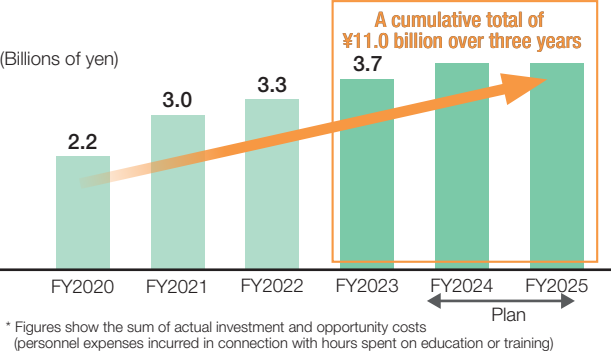
Number of Employees with Certification (as of March 31, 2024)

FP 1st grade	FP 2nd grade	SME management consultant	Social insurance labor consultant
1,364	13,772	107	107
Real estate notary	Pension actuary	IT passport	AML/CFT standard
5,786	54	4,787	15,691

Indicators Related to Human Resources with Highly Specialized Expertise

Item	FY2021	FY2022	FY2023
Human resources with highly specialized expertise	2,438	2,481	2,468
In 40s or younger	622	653	670
Proportion in workforce	9.2%	9.7%	9.8%
Earmarked for in-house specialist courses	844	952	1,062

Funds Invested in Education and Training



Development of Human Resources with Digital Skills

Lv.	Major skill categories	DX literacy	Data utilization	IT skills
	Skill subcategories			
4	Main positions Human resource distribution	Learning content	Training	Organized learning content and training programs based on sub-skill categories and individual level of achievement
3				
2				
1				
Introductory level				

Employee Autonomy & Support: Assisting Every Employee in Their Autonomous Pursuit of Career Development

To encourage employees to autonomously pursue career development, we instituted a comprehensive career support system in conjunction with the 2021 introduction of the multipath personnel system. This career support system aims to help employees navigate through various career development processes (learning about available career options, seeking consultation on career development and taking action to realize career goals).

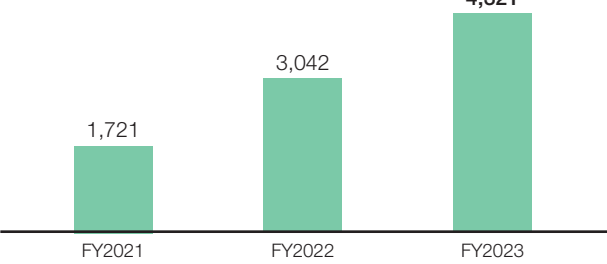
In FY2023, we enhanced Career College programs designed to accommodate the needs of those who want to learn about available career options via the updating of internship and one-on-one dialogue programs. For employees about to take action to realize their career goals, we expanded options available via in-house posting programs to support those willing to be seconded to external companies or otherwise transcend boundaries. In these ways, we have stepped up assistance to employees who autonomously take on challenges.

Empowering every employee to pursue autonomous career development and work with a sense of fulfillment is key to

securing sustainable improvement in corporate value. We will continue to enhance the content of the career development assistance available, provide even more abundant opportunities to take on new challenges and otherwise step up efforts to empower our employees to realize their own career visions.

Participants in Career Collage / Fair

(April 2021-, cumulative total of persons)



Comprehensive Career Support System

Provide Assistance to Every Employee in All Aspects of Career Development to Help Them Pursue Their Personal Career Goals

Want to learn about available career options	Want to seek consultation on my career	Want to realize my career goals
Career Guidebook Videos showcasing possible career paths	Career College Support extended by business unit managers Career advisors	Training sessions, seminars, etc. Assistance for self-motivated learning Training systems by course Trainee system
Want to learn about available career options	Want to seek consultation on my career	Want to realize my career goals
• Held biannually, Career Collage* programs are designed to help employees learn about the various career options available to them. * Involving roundtable talks and workshop events held by more than 30 various departments within the Group to showcase tasks being handled at respective workplaces and communicate their attractiveness	• We provide career design training formulated to meet needs among employees in various age groups, while business unit managers and other supervisors stand ready to provide support. • All employees in supervisor positions undergo training to enhance their career counseling capabilities. • We established counseling desks linked to advisors with career consultant certification	• We have developed career course-based training systems and organized the means of acquiring the necessary skills and certification for each course. • Employees formulate their own skills development plans that they share with their supervisors and that will inform their career development initiatives thereafter. • We have also made available tools that support employees' self-motivated learning efforts and have instituted a trainee system, with employees allowed to autonomously select from among several options.

Up-Close: Human Resources Now Playing Key Roles at Resona



Haruyuki Watanabe
Chief Manager, Client Service Div.
Resona Asset Management


Mid-career hire with highly specialized expertise

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AUM business

- Served in various positions at major bank, asset management and other firms since graduating university in 2007, handling specialized finance and corporate finance
- Joined the Group in 2022 as a mid-career hire with highly specialized expertise
- Focused on developing sales channels for such strategic products as the fund wrap at the Client Service Div. by leveraging his sophisticated expertise
- Promoted to chief manager in 2024

Up-Close: Human Resources Now Playing Key Roles at Resona



Yukari Tochikubo
Manager,
Private Banking Div.
(concurrently serving at the
Warabi and Toda branches),
Saitama Resona Bank

In-house positing

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Succession business

- Joined the Group in 2010
- Chosen to be transferred to the Private Banking Office (currently the Private Banking Div.) in 2015 via in-house positing after engaging in individual customer relations at branch
- Tasked with business succession upon reinstatement following childbirth leave and recognized as a premier consultant, a type of human resource with highly specialized expertise, in 2022
- Also experienced external secondment to a tax consultant firm

Job Fulfillment: Securing an Open-Minded Workplace Environment That Allows Employees to Thrive in Their Jobs while Discovering a Sense of Fulfillment

Enabling Each Employee to Spontaneously Choose from among Career Options and Take on the Challenge of Career Development

The Resona Group revised its human resource system in April 2021 in line with its aim of securing an environment in which all employees are empowered to realize their full potential irrespective of their gender, age, job category or other attributes. This revision was also intended to develop a system designed to enable each employee to develop as a professional.

As a result, a multi-path personnel system has been instituted, with 20 career courses now available to employees to promote the transition to a human resource portfolio with a greater focus on securing diverse workers boasting strengths in their areas of specialty. At the same time, we are encouraging employees to take on the challenge of career development in a way that leverages their unique strengths, to this end enabling them to make spontaneous choices regarding career options. Moreover, a number of the individuals recruited as mid-career hires and new graduates are earmarked for specific career courses. In this way, we strive to develop an environment in which individuals can fully leverage their competencies and strengths in their areas of specialty and earn success in their chosen business fields.

Furthermore, we are providing employees with options regarding retirement age, which can range between 60 and 65, and have made available a “senior smart employee” system that allows individuals in this age group to cut back on their working hours and days. By doing so, we ensure that each employee can spontaneously select their

work style in their 60s. In October 2019, we also decided to allow those past retirement age to continue working until they are 70. We are thus striving to empower employees to remain active members of the workforce over the long term.

The 20 Courses Offered Under the Multi-Path Personnel System*

Client relations/ Lending and FX	Services	Business turnaround	Private banking
Corporate solutions	Management consulting	Real estate	Trust/ Pension
Corporate planning	Asset management	Markets	Risk management
Finance	Data scientist	DX specialist	IT specialist
Facility management	Legal affairs	AML/CFT specialist	Audit



* The system is open to employees at Resona Bank, Saitama Resona Bank and some other Group companies

Developing a Workplace Environment That Respects Diversity and Ensures a Robust Sense of Psychological Safety Advocating for the Understanding of Diversity and Respect for Human Rights

Every year, we implement various training programs for all employees to facilitate mutual understanding among employees and create an open-minded workplace environment. These programs handle such topics as countering unconscious biases and ensuring respect for human rights, with the heads of each workplace unit serving as lecturers to help employees gain a deeper under-

standing of these topics.

We also provide all employees with an annual e-learning program aimed at preventing the occurrence of sexual harassment and power harassment and teaching how, if such an incident were to emerge, to correctly handle the situation before it escalates and provide remedy for the victim.

In addition, we introduced the new communication tool “Mecha!” in April 2023 as part of efforts to diversify opportunities available to employees to communicate with each other, create an organizational culture that encourages them to commend one another and foster an atmosphere that ensures psychological safety.

Initiatives Undertaken over the Past Year Using Mecha!



* Used by employees at Kansai Mirai Bank, Minato Bank and their affiliates

Worker Friendliness: Developing an Environment in Which Employees Can Work with Confidence and Strike a Work-Life Balance while Promoting Health Management

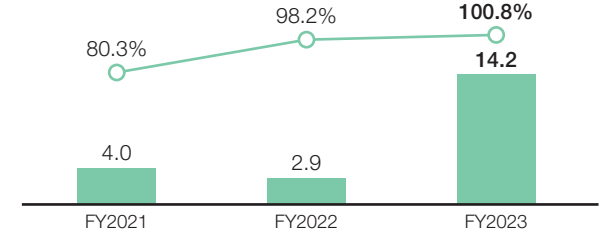
Helping Employees Strike a Balance between Work and Family Duties

To develop an environment supportive of employees striving to strike a balance between work and child rearing, we maintain childcare-related leave programs while enabling eligible employees to opt for cessation from work or to shorten their working hours for child rearing. At the same time, to aid in the smooth reinstatement into the workforce of employees returning from childcare leave, we have introduced a program that includes various seminars. In addition to designating the first 14 days of postnatal paternity childcare leave as paid leave, we have upgraded various supportive systems while constantly striving to raise the awareness of employees regarding the importance of striking a balance between work and child rearing. As a result, the ratio of eligible male employees who have opted for cessation from work for child rearing rose, as did the average number of days of such cessation.

In April 2024, we also lengthened the period in which employees can shorten their working hours or enjoy other special arrangements to secure time to engage in child rearing or nursing

care. At the same time, we have begun providing new allowances and otherwise enhanced the volume of wages as they strive to be paid to employees who need economic support to strike a balance between work and child rearing. In these and other ways, we have constantly stepped up our support extended to employees striving to strike a work-life balance.

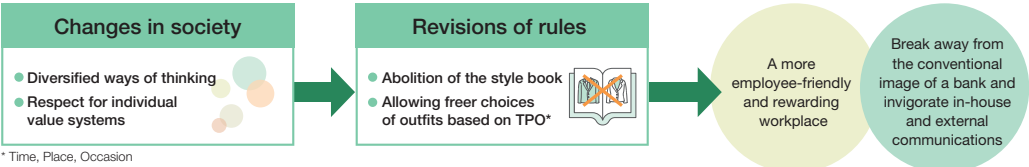
Number of Days of Childcare Leave Utilized by Male Employees / Utilization Ratio



Diverse Workstyles at Resona: Relaxed Dress Code

In November 2023, we relaxed the employee dress code to encourage more autonomous behavior and facilitate unconstrained thinking.

We respect the values and diversity of our employees and strive to align our approach with changes in value systems in society at



* Time, Place, Occasion

Health Management

For the Resona Group to enable all employees to realize their full potential, it is essential to help them maintain and improve their emotional and physical health while creating a comfortable and hygienic workplace environment. Accordingly, in FY2023 we announced the Health Management Declaration, clarifying our intention to promote health management via concerted efforts involving the Company, the Health Insurance Association and employees. To inform our health management strategies, we have also created a map illustrating connections among challenges to be addressed via health management, the expected effects of health management and specific initiatives. Currently, we are verifying the effects of these initiatives by collecting various numerical data.

Health management	• We not only implement legally mandated periodic checkups but also provide comprehensive medical checkups at Company-designated healthcare facilities to employees in their 35th year and, in years when their age is an even number, to those over 40.
Mental healthcare	• Conduct stress checks while providing interviews with industrial physicians based on findings from the collective analysis of stress check results. • Provide various training programs on self-care and line-care while conducting one-on-one meetings
Help employees raise their health literacy	• Host walking events (approx. 3,000 participants in FY2023) • Provide business school programs focused on health-related topics, such as sleeping
Foster a sound workplace environment	• Assign staff specializing in industrial health and tasked with offering health-related support in addition to appointing industrial physicians • Smoking has been banned during working hours since April 2020
Development of the relevant structure	• Develop a promotion structure supporting Groupwide collaboration • Utilize a health management system

Supporting Employees' Financial Wellness

We also aim to help employees resolve anxieties regarding their finances and livelihoods and ensure an environment in which they can work at the Resona Group over the long term with confidence, believing that doing so will contribute to both their well-being and higher productivity. Based on this belief, we have introduced systems to support their asset formation efforts and encourage them to appropriately utilize such systems, empowering them to gain robust financial literacy and otherwise supporting their asset management efforts.

In FY2023, we also distributed a special guidebook to employees to help them raise their asset formation literacy.

Asset formation support	• Pension (corporate DB/DC + matching contribution) • Employees shareholding association (ESOP trust and subsidies) • Asset formation savings
Asset management support (education)	• Implement sessions on various asset formation support measures as part of new recruit training • Implement annual investment education for all employees (e-learning) • Distribute an asset formation guidebook for employees (July 2023)

Note: Other measures include providing loan conversion assistance to help employees secure financial stability as well as making various welfare programs available to them in step with life events

Up-Close: Human Resources Now Playing Key Roles at Resona

Community contribution

New business

- Joined the Group in 2007
- After serving at various branches, transferred to Kansai Mirai Financial Group's Growth Strategy Office in 2021 to engage in consulting services aimed at delivering practical solutions to management challenges
- Launched Mirai Reenal Partners, a new business aimed at resolving region-specific issues, in 2022
- Appointed as president of Mirai Reenal Partners in 2023

Up-Close: Human Resources Now Playing Key Roles at Resona

Support for employee efforts to strike a work-life balance

Branch manager of a branch tasked with regular banking transactions

- Joined the Group in 1999
- Amassed careers at branches, focusing on cultivating customer contact points and otherwise providing branch-counter services before being promoted to a managerial position in 2009
- Worked shorter working hours from 2014 to 2020 while taking childbirth leave on two separate occasions
- Promoted to an officer position in 2022 after being reinstated to full-time working hours
- Promoted to the post of branch manager in 2024