

## Human Resources

### CHRO Message

CHRO: Chief Human Resource Officer

**Itaru Kuki**
Group CHRO and Executive Officer,  
Resona Holdings


The issues customers and regional communities confront are constantly becoming more diverse and complex, necessitating more sophisticated solutions and the Resona Group needs to be capable of providing optimal solutions and value. To that end, we must ensure that our employees feel fulfilled in their jobs and are able to attain personal growth. Human capital management is a ceaseless endeavor. In line with changes in internal and external environments, the Resona Group will constantly seek innovation, keeping pace with its employees' pursuit of personal growth.

### Aiming for Value Creation and Well-Being

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 human resource strategies (➡p. 64) to be implemented under the current medium-term management

plan (MMP), which 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.

### Investment in Human Resources and Resulting Change in Employee Competencies —

In this era of rapid change, it is impossible to be fully confident in the future. However, one constant remains, the delivery of new value to customers and regional communities irrespective of circumstances always starts with developing human resources.

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. Thus far, the greater part of this investment has been in improving wages, developing human resources and stepping up recruitment. While wage improvement mainly consists of raises for existing employees and better starting packages for new hires, the development of existing human resources extends to helping them acquire more sophisticated specialist expertise and take on boundary-transcending learning programs. Moreover, with regard to recruitment, in addition to new graduates and partner employees, we have stepped up our focus on hiring mid-career professionals.

Although we anticipate that it will be some time before this investment starts yielding tangible effects, we are already seeing positive signs.

In line with our human resource strategy, we have clearly identified goals to be achieved via the use of six strategic drivers, and various initiatives are now under way. To confirm the progress of these initiatives, we have also set non-financial targets, progress toward which has been mostly stable (➡p. 65).

To ensure the effectiveness of our investment activities, we will robustly operate a PDCA cycle while considering the implementation of additional measures or the review of existing measures.

In addition, we have adopted a Well-Being Indicator as a Long-Term Sustainability Indicator, ensuring the comprehensive confir-

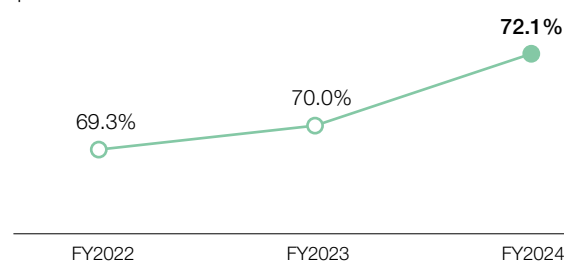
mation of employee status. This indicator is based on the ratio of positive responses in employee awareness surveys regarding the sense of fulfillment felt in work and private life. We have seen an ongoing annual improvement in this indicator.

#### Plan for Investment in Human Resources (FY2023 – FY2025)



#### Improvement in the Well-Being Indicator

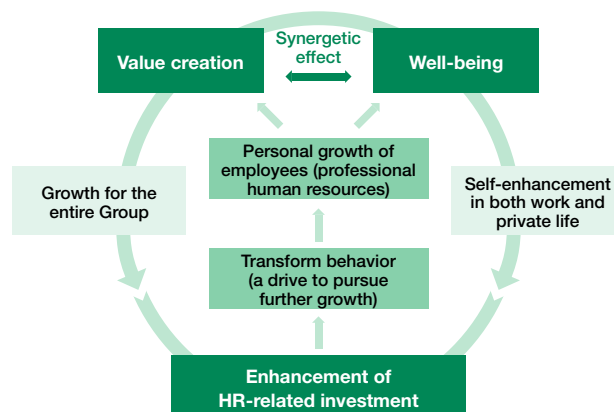
Do you feel a sense of fulfillment in your everyday work and private life?



Source: Group employee surveys

Investment in human resources is essential to securing a source of future competitiveness and, therefore, it must be undertaken constantly. Our investment in this area is intended to encourage a behavioral transformation among employees even as they gain greater professional skills. This is how we will realize a sustainable virtuous cycle of facilitating value creation and improving employee well-being as outlined in our human resource strategy.

Looking ahead, we will strive to develop an environment in which everyone can work vibrantly to bolster the Resona Group's ability 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.



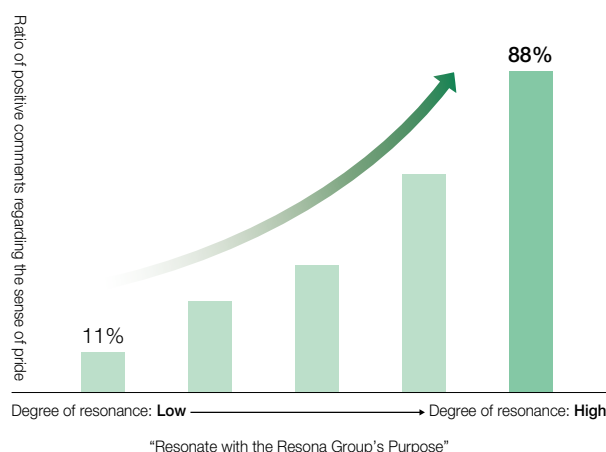
## Professional Human Resources Resonate with Each Other when Pursuing a Common Purpose

We deem it important to empower employees to take on new challenges by helping them understand and resonate with the Purpose as they strive to create a brighter future for customers and society as a whole. Over the course of the two years since its establishment, our employees seem to have developed a deeper understanding of the Purpose, thanks in part to messages issued by top management and workshops held by each business unit.

In fact, in the recent round of employee awareness surveys, a growing number of respondents used the provided blank spaces to submit positive comments on the Purpose, providing feedback attesting to the sense of pride and fulfillment they gain from their jobs. We have also confirmed that this positivity correlates with the degree of resonance with the Purpose indicated by the respondents.

We hope to empower professional human resources to both individually and together resonate with the Purpose, "Beyond Finance, for a Brighter Future." In this way, we will maximize our value creation capabilities.

### Resonance with the Purpose x Employees' Pride in Resona



## Upgrading the Group's Personnel System

Japan's labor supply capacity is diminishing due to an aging population, a lower birthrate and other factors, making it more difficult for businesses to secure human resources. As such, the environment surrounding corporations is radically evolving.

To adapt to this major change in the business environment, we are transitioning to a new personnel system. This personnel system, applicable to all Group members, is designed to address the following two key points: "wages for employees must be commensurate with value created via their duties" and "accommodate diverse perspectives on work." As we aim to accelerate the realization of a virtuous cycle of facilitating value creation and improving employee well-being as envisioned under our human resource strategy, we set a goal of completing this transition by the end of FY2026.

In line with the concept that "wages for employees must be commensurate with value created via their duties," we intend to encourage employees to take on new challenges as well as self-directed learning so that they can achieve personal growth

together with the Company. To this end, we will finely tune the level of wages granted to each employee based on the value they deliver to customers and society in the course of their efforts to practice the Purpose, "Beyond Finance, for a Brighter Future."

To "accommodate diverse perspectives on work," we need to provide employees with a diverse range of career options and allow them to make their own choices in line with their value systems and career orientations. This is important as we aim to help every employee find fulfillment in their work. Through these efforts, we will develop an even better working environment in which diverse human resources can thrive while doing our utmost to support individuals who aspire to attain personal growth and realize their career goals.

Furthermore, we will take good heed of what employees say as we engage them in dialogue, with the aim of developing a personnel system genuinely capable of creating a sustainable virtuous cycle that facilitates value creation and improves employee well-being.