

Business Results for 1H of FY2022 and Future Management Direction



Resona Holdings

November 16, 2022

- This is Masahiro Minami, President of Resona Holdings.
- Thank you very much for taking time out of your busy schedule to join our IR presentation.
- The IR briefing I will be presented again with the online format. Now let's get started with the presentation. Analyst call was conducted after the earnings announcement. So today, I will focus more on strategy.
- Please turn to page 4.

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- Abbreviations and definitions of the figures presented in this material are as follows:

[HD] Resona Holdings, [RB] Resona Bank, [SR] Saitama Resona Bank,
[KMFG] Kansai Mirai Financial Group, [KMB] Kansai Mirai Bank*, [MB] Minato Bank
* [KU] Kansai Urban Banking Corporation and [KO] Kinki Osaka Bank merged on April 1, 2019

Negative figures represent items that would reduce net income.



















Figures include data for internal administration purpose.

The forward-looking statements contained in this material may be subject to material change due to the following factors.

These factors may include changes in the level of stock price in Japan, any change related to the government's and central bank's policies, laws, business practices and their interpretation, emergence of new corporate bankruptcies, changes in the economic environment in Japan and abroad and any other factors which are beyond control of the Resona Group.

These forward-looking statements are not intended to provide any guarantees of the Group's future performance. Please also note that the actual performance may differ from these statements.

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Outline of Business Results for 1H of FY2022 and Updates on Major Businesses

Efforts for Sustainable Growth

Capital Management

ESG Initiatives

Reference Material

Outline of Financial Results for the 1H of FY2022

- **Net income attributable to owners of parent: JPY82.6 bn**
 - Up JPY1.8 bn, or 2.2%, YoY
 - Progress rate against the full year target^{*1} : 55.1%
- **Actual net operating profit: JPY88.7 bn**
 - Down JPY28.0 bn, or 24.0%, YoY
 - Core income [Net interest income from domestic loans and deposits + Fee income + Operating expenses] : Up JPY4.8 bn, YoY
- **Gross operating profit: JPY291.4 bn**
 - Down JPY31.7 bn, or 9.8%, YoY
 - Net interest income from domestic loans and deposits: Down JPY2.2 bn, YoY
 - Average loan balance: +2.13%, YoY, Loan rate: down by 3bps, YoY [Excluding loans to the Japanese government and others]
 - Average loan balance: +1.63%, YoY, Loan rate: down by 3bps, YoY
 - Loans bal. surpassed the plan, loans rate was in line with the plan.
 - Fee income: Up JPY3.2 bn, YoY, Fee income ratio: 37.3%
 - Increased driven by growth in insurance and succession-related.
 - Record-high fee income for the first half period.
 - Net gains on bonds (including futures): Down JPY36.5 bn, YoY
 - Implemented to restore soundness of securities portfolio.
- **Operating expenses: JPY202.8 bn**, Improved by JPY3.8 bn, YoY
- Both personnel and non-personnel expenses decreased.
- **Credit related expenses: JPY7.7 bn (cost)**
 - Decreased by JPY9.2 bn, YoY
 - Credit costs have posted 20.3% against the full year plan [JPY38.0 bn]
- **Full year target of JPY150.0 bn and full year dividend forecast of 21 yen remain unchanged**
- **Share buyback up to JPY15.0 bn**
 - [Period of acquisition : Nov. 14, '22 – Dec. 30, '22]
 - Plan to cancel all of the treasury shares to be acquired on Jan. 20, '23]

HD consolidated (JPY bn)	FY2022 1H		YoY change		Progress rate vs. Target ^{*1}
	(a)	(b)	(c)	(d)	
Net income attributable to owners of parent	(1)	82.6	+1.8	+2.2%	55.1%
EPS (yen)	(2)	34.68	+1.59	+4.8%	
BPS (yen)	(3)	1,017.62	(38.83)	(3.6)%	
Gross operating profit	(4)	291.4	(31.7)	(9.8)%	
Net interest income	(5)	212.2	(1.0)		
Nil from loans and deposits ^{*2}	(6)	167.5	(2.2)		
Fee income	(7)	108.8	+3.2		
Fee income ratio	(8)	37.3%	+4.6%		
Trust fees	(9)	10.7	+0.6		
Fees and commission income	(10)	98.0	+2.6		
Other operating income	(11)	(29.6)	(33.2)		
Net gains on bonds (including futures)	(12)	(39.7)	(36.5)		
Operating expenses (excluding group bank's non-recurring items)	(13)	(202.8)	+3.8	+1.8%	
Cost income ratio (OHR)	(14)	69.5%	+5.6%		
Actual net operating profit	(15)	88.7	(28.0)	(24.0)%	
Net gains on stocks (including equity derivatives)	(16)	36.3	+11.8		
Credit related expenses, net	(17)	(7.7)	+9.2		
Other gains, net	(18)	(2.1)	+5.7		
Net income before income taxes and non-controlling interests	(19)	115.2	(1.1)	(0.9)%	
Income taxes and other	(20)	(32.1)	+3.6		
Net income attributable to non-controlling interests	(21)	(0.3)	(0.6)		

*1. Full year target of FY2022: JPY150.0 bn

*2. Total of non-consolidated domestic banking accounts of group banks, deposits include NCDs

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- This is a summary of a financial results.
- Net income attributable to owners of parent was 82.6 billion yen and by 1.8 billion yen year-on-year, marking a 55.1% progress rate against the full-year target of 150 billion yen. Quarter-on-quarter, the pace of progress rate was picked up from 22.6% in Q1 to 32.5% in Q2.
- In May we explained that we had factored in a certain amount of cost for restoring the soundness of the securities portfolio in our financial target for the current fiscal year.
- And despite posting a loss of approximately 37 billion yen in the first half as a cost to restore the soundness of the securities portfolio, mainly for the foreign bond exposure. We were able to absorb this loss and show case that we on track to meet our financial targets.
- We have completed our initiative to deal with the soundness of a foreign bond portfolio during the first half.
- Core income grew by 4.8 billion yen year-on-year. This is the most important point I wanted to emphasize on the first half results and I will provide more details on this point later.
- I will now go to the PL statement item by item.
- Top-line was down year-on-year by 31.7 billion yen, mainly due to a loss of approximately 37 billion yen in gains or losses on bond transactions as very large losses on the foreign bond exposure.
- Net interest income from domestic loans and deposits decreased by 2.2 billion year-on-year. Averaged loan balance increased 2.13% and loan rate was down by three basis points. Loan growth was stronger than the plan while loan yield was in line with our expectation.
- Fee income was 108.8 billion yen, up 3.2 billion yen, continuing the previous year, and updating the historical high on a half-year basis.
- Operating expenses improved by 3.8 billion yen. With the overall headcount coming down, the total personal expenses improved by 2.3 billion yen, just fighting improving compensation per head.
- Owing to cost savings such as lower deposit insurance premium, non-personnel expenses also improved by 1.1 billion yen, despite factors such as amortization cost incurred in connection with the launch of a new branch system.
- The cost income ratio excluding the impact from the bond portfolio was 61.7%, down 0.2% from the same period last year.
- Net gains on stocks were 36.3 billion yen and increased 11.8 billion yen year-on-year mainly due to the progress in reducing the policy-oriented stocks. I would like to explain policy-oriented stocks and credit costs later.
- We also build a share buyback program of up to 15 billion yen at the time of the financial results announcement. I will touch on this point using another slide.

Review of the 1H of FY2022

Accelerate initiatives for sustainable growth in the final year of the MMP

■ Steady progress in income and cost structure reforms

- Core income: Progress rate against the earnings targets for FY2022 (total of group banks basis): 52.1%

■ Expansion consulting business based on F2F

- Term-end loan balance reached JPY40 tn level
- Succession-related income: JPY12.1 bn (+16.5%, YoY)

■ Focused business has grown to "earnings pillar"

- # of App DL: 5.83 million (+35.0%, YoY), and external group 0.90 million
- Fund wrap income: JPY4.6 bn (+19.8%, YoY) Balance of fund wrap^{*1}: JPY745.1 bn (+10.9%, YoY) Of which, external group JPY49.0 bn
- Debit card income: JPY2.3 bn (+17.2%, YoY) # of debit card issued: 3.16 million (+16.9%, YoY)

■ Breaking free of the bank model / Initiatives for next growth

Progress of financial digital platform

- Basic agreement on fund wrap business with the 77 Bank [Released in Aug. '22. Scheduled to be handled from Jan. '23]

Strengthen DX-related business

- Capital and business alliance with Digital Garage, Inc. [Nov. '22]

Retail Transition Finance

- Cumulative total : JPY1,258.5 bn [- 1H of FY 2022]

■ Expand investment in human resources

- Transformation into a human resources portfolio that emphasizes diversity and expertise
- Enhancing a total career support system that allows all personnel to grow into a professional



Respond to changes in a timely manner in a highly uncertain environment

■ Implemented to restore soundness of securities portfolio

- Costs to restore securities portfolio soundness in 1H of FY2022: Approx. JPY37.0 bn
- Completed the initial plan and significantly reduced the risk volume
- BPV (foreign bonds): '21/3 (0.51) ⇒ '22/9 (0.26)
- Improving the yield of foreign bonds

■ Progress of the reduction of policy-oriented stocks

- Balance of listed stocks disposed in 1H of FY'22^{*2}: JPY13.8 bn
- Net gain on sale in 1H of FY'22: JPY33.1 bn
- Plan to reduce JPY80.0 bn level in 4 years
- Progress rate compared to expected pace [JPY20.0 bn per year]: 69.2%

■ Response to credit risk

- Strengthen credit monitoring in light of yen depreciation and soaring resource prices
- COVID-19 related preemptive provisioning: As of Sep. '22 JPY7.7 bn

*1. Including corporation and external group *2. Total of group banks, acquisition cost basis

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- This is a review of the first half results. I want to stress the fact that we were able to maintain an upward trend in core income which is a sum of net interest income from domestic loans and deposits and fee income minus operating expenses.
- The loan balance at the end of September surpassed the 40 trillion yen marked for the first time in Resona's history.
- Succession-related fee income, such as M&A service and real estate brokerage also grew by significant 16%.
- Group app downloads as well as the fee income from fund wrap and debit card all achieved historical highs and have grown to be new earning stream.
- We are also making progress in our efforts to break free from the traditional banking model.
- At the bottom of the slide, we highlighted its initiatives to restoring soundness of securities portfolio, reduction of policy-oriented stocks and responding to credit risk which I will explain in more detail to other slides.
- Please turn to page 14.

Breakdown of Financial Results

(JPY bn)	Resona Holdings (Consolidated)		Total of group banks		Resona Bank		Saitama Resona Bank		Total of group banks under KMF G		Difference (a)-(c)	
	(a)	YoY (b)	(c)	YoY (d)	(e)	YoY (f)	(g)	YoY (h)	(i)	YoY (j)		
Gross operating profit	(1)	291.4	(31.7)	263.7	(30.8)	140.9	(25.2)	55.0	(4.4)	67.6	(1.1)	27.6
Net interest income	(2)	212.2	(1.8)	209.3	(1.0)	113.6	(0.4)	41.5	(2.3)	54.0	+1.7	2.9
Nil from domestic loans and deposits	(3)			167.5	(2.2)	86.8	(0.6)	33.6	(0.9)	47.0	(0.6)	
Net gains on cancellation of investment trusts *1	(4)	(0.2)	(0.6)	(0.1)	(0.5)	(0.3)	(0.3)	—	(0.2)	0.1	(0.0)	(0.1)
Fee income	(5)	108.8	+3.2	84.7	+3.4	54.8	+2.3	16.8	+2.2	13.1	(1.1)	24.0
Fee income ratio	(6)	37.3%	+4.6%	32.1%	+4.5%	38.9%	+7.3%	30.5%	+6.0%	19.3%	(1.3)%	
Trust fees	(7)	10.7	+0.6	10.8	+0.6	10.8	+0.6	0.0	+0.0	0.0	(0.0)	(0.0)
Fees and commission income	(8)	98.0	+2.6	73.9	+2.7	44.0	+1.6	16.7	+2.2	13.1	(1.1)	24.1
Other operating income	(9)	(29.6)	(33.2)	(30.3)	(33.2)	(27.5)	(27.0)	(3.3)	(4.3)	0.5	(1.7)	0.6
Net gains on bonds (including futures) *1	(10)	(39.7)	(36.5)	(39.7)	(36.4)	(34.5)	(29.8)	(4.3)	(4.6)	(0.7)	(1.9)	(0.0)
Operating expenses (excluding group banks' non-recurring items)	(11)	(202.8)	+3.8	(188.9)	+4.6	(103.0)	+2.1	(37.2)	+0.8	*2 (48.7)	+1.6	(13.8)
Cost income ratio (OHR)	(12)	69.5%	+5.6%	71.6%	+5.9%	73.0%	+9.8%	67.5%	+3.6%	72.0%	(1.2)%	
Actual net operating profit	(13)	88.7	(28.0)	74.7	(26.2)	37.9	(23.1)	17.8	(3.6)	18.9	+0.5	14.0
Core net operating profit *3 (excluding gains on cancellation of investment trusts)	(14)			114.4	+12.2	72.7	+7.7	21.8	+1.7	19.7	+2.8	
Net gains on stocks (including equity derivatives)	(15)	36.3	+11.8	36.5	+12.2	30.8	+10.2	4.3	+1.1	1.3	+0.8	(0.1)
Credit related expenses, net	(16)	(7.7)	+9.2	(7.0)	+7.8	(4.7)	+5.2	(0.6)	(0.0)	(1.6)	+2.6	(0.6)
Other gains, net	(17)	(2.1)	+5.7	(2.1)	+4.7	(0.2)	+3.5	(0.7)	+0.4	(1.1)	+0.7	(0.0)
Net income before income taxes	(18)	115.2	(1.1)	102.0	(1.3)	63.8	(4.0)	20.7	(2.0)	17.4	+4.7	13.2
Income taxes and other	(19)	(32.1)	+3.6	(28.3)	+2.8	(17.0)	+3.1	(6.3)	+0.5	(5.0)	(0.7)	
Net income attributable to non-controlling interests	(20)	(0.3)	(0.6)									
Net income (attributable to owners of parent)	(21)	82.6	+1.8	73.6	+1.4	46.8	(0.8)	14.4	(1.5)	12.4	+3.9	

*1. Losses on cancellation of investment trusts are posted in the net gains on bonds since net of the losses and dividends from investment trusts become negative

1H of FY21(RB): Losses on cancellation of investment trusts: JPY(5.1) bn, dividends from investment trusts: +JPY2.3 bn → net amount: JPY(2.8) bn

1H of FY22(SR/MB): Losses on cancellation of investment trusts: JPY(0.8) bn, dividends from investment trusts: +JPY0.6 bn → net amount: JPY(0.2) bn

*2. Exclude goodwill amortization by KMB, JPY(0.3) bn, related to acquisition of former Biwako Bank

*3. Actual net operating profit - Gains on cancellation of investment trusts - Net gains on bonds

HD Consolidated

Trend of Loans and Deposits (Domestic Account)

Total of
Group Banks

Average loan / deposit balance, rates and spread

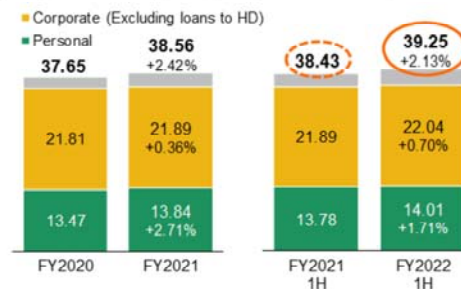
■ 1H of FY'22 (YoY)

Average loan balance : +2.13%, Loan rate : (3) bps
 [Excluding loans to the Japanese government and others]
 Average loan balance : +1.63%, Loan rate : (3) bps
 => Full year (Revised plan) +1.79% (2) bps

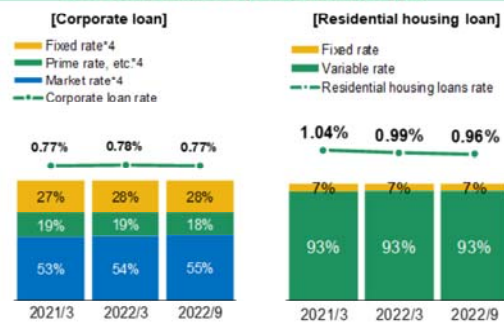
Avg. bal : Trillion Yen Income/Cost : Billion Yen		1H		FY2022	
		Act. (a)	YoY ³ (b)	Revised plan (c)	YoY ³ (d)
Loans	Avg. Bal. (1)	39.25	+2.13%	39.65	+2.81% +1.33%
	Rate (2)	0.86%	(0.03)%	0.85%	(0.03)% (0.00)%
	Income (3)	169.4	(2.8)	338.5	(4.0) +0.9
Corporate banking business unit ^{*1}	Avg. Bal. (4)	22.04	+0.70%	22.16	+1.24% +0.56%
	Rate (5)	0.82%	(0.01)%	0.81%	(0.01)%
Corporate Loan	Avg. Bal. (6)	18.75	+1.59%	18.88	+2.12% +0.83%
	Rate (7)	0.77%	(0.00)%	0.77%	(0.01)%
Personal banking business unit ^{*2}	Avg. Bal. (8)	14.01	+1.71%	14.09	+1.80% (0.28)%
	Rate (9)	1.08%	(0.04)%	1.07%	(0.04)%
Deposits (including NCDs)	Avg. Bal. (10)	61.02	+3.47%	61.12	+3.17% -2.30%
	Rate (11)	0.00%	(0.00)%	0.00%	(0.00)%
	Cost (12)	(1.8)	+0.5	(3.9)	+0.6 +0.9
Loan-to-deposit	Spread (13)	0.85%	(0.03)%	0.84%	(0.03)% (0.00)%
	Net interest income (14)	167.5	(2.2)	334.6	(3.3) +1.1

Trend of average loan balance

[Average loan balance (JPY tn)] % represents YoY change



Loan rate on a stock basis and composition by interest rate type

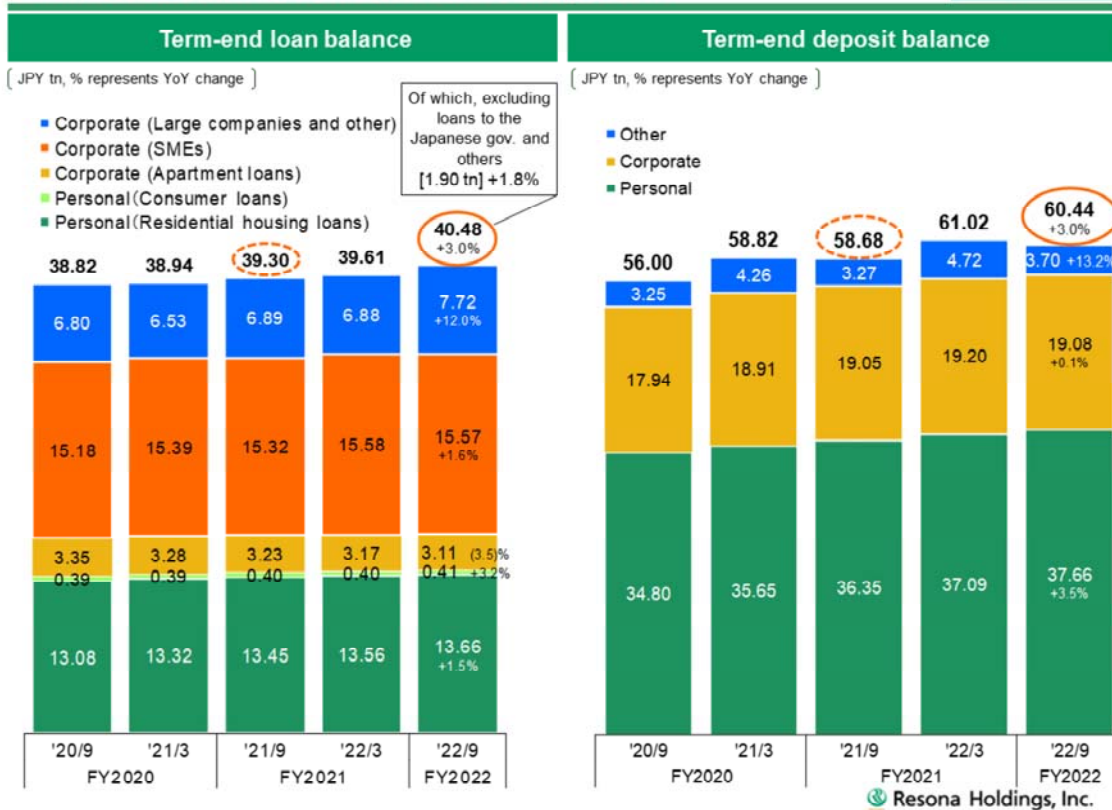


*1. Corporate Banking Business Unit : Corporate loans (excluding loans to HD) + apartment loans. Figures are for internal administration purpose
 *2. Personal Banking Business Unit : Residential housing loans + other consumer loans. Figures are for internal administration purpose
 *3. Average balance : rate of change *4. Corporate banking business unit (excluding apartment loans) + public corporation, etc.

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Term-end Balance of Loans and Deposits

Total of
Group Banks



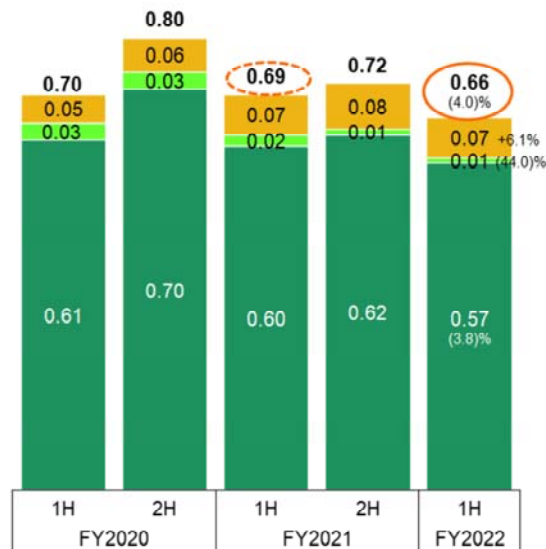
Housing Loan Business

Total of
Group Banks

New housing loan origination

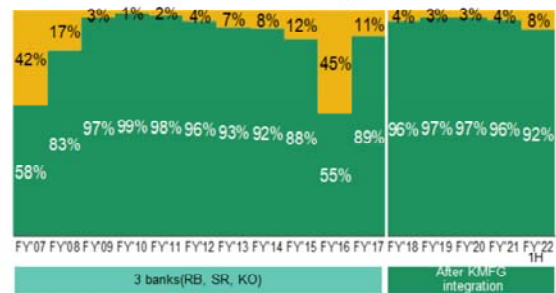
(JPY tn, % represents YoY change)

- Apartment loan
- Flat 35
- Residential housing loan



Composition of newly originated residential housing loans by interest rate type

- Share of fixed rate residential housing loans
- Share of variable rate residential housing loans



Term-end housing loan balance

(JPY tn, % represents YoY change)

- Apartment loan
- Residential housing loan



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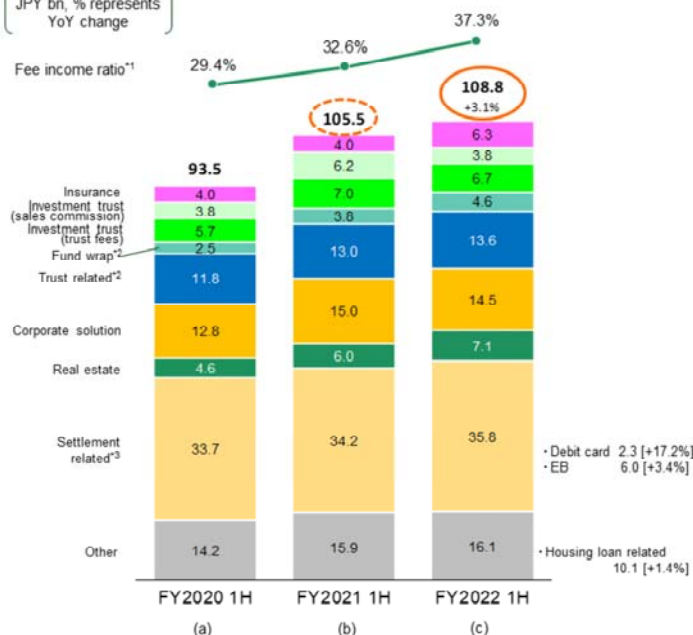
Fee Income

HD
Consolidated

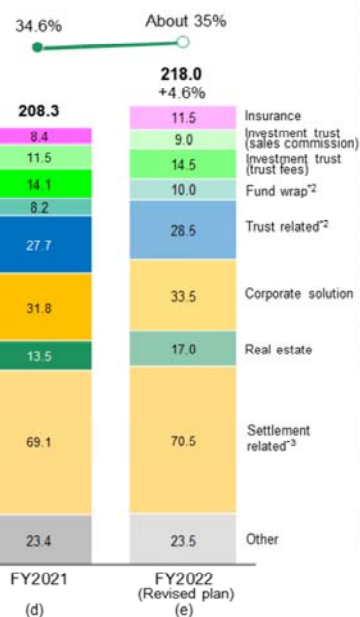
■ Consolidated fee income ratio^{*1} : 37.3%

■ Increased driven by growth in insurance (+2.2 bn, +55.9%, YoY) and succession-related (asset and business succession related trust / real estate / M&A) (+1.7 bn, +16.5%, YoY), etc.

[JPY bn, % represents
YoY change]



[FY results and revised plans]



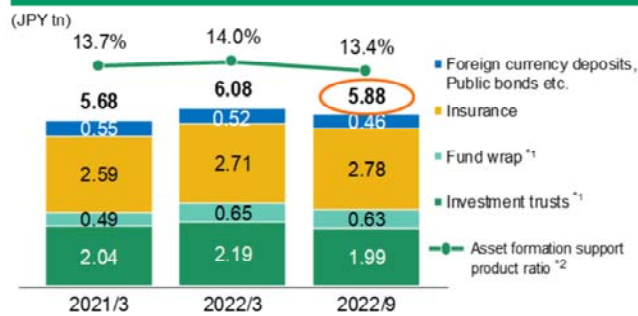
^{*1} (Fees and commission income + trust fees) / Consolidated gross operating profit

^{*2} Including fee income earned by Resona Asset Management ^{*3} Fees and commission from domestic exchange, account transfer, EB, debit card and fee income earned by Resona Kessai Service and Resona Card

Resona Holdings, Inc.

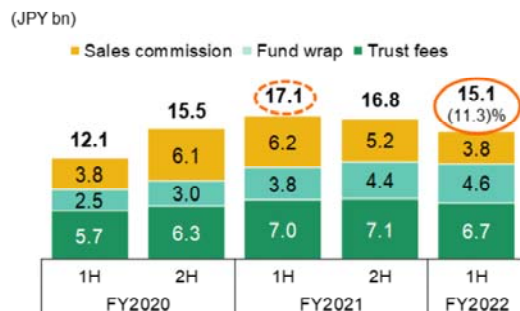
11

Balance of asset formation support products sold to individuals

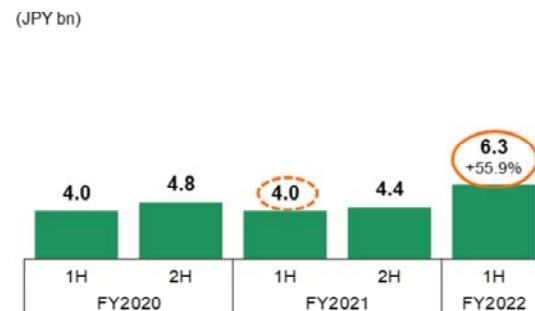


- Balance of fund wrap^{*1}: '22/9 JPY745.1 bn (including corporation^{*3})
- Change in balance of investment trust and fund wrap: 1H of FY'22 Approx. JPY(210.0) bn
 - Net inflow (new purchase – withdrawal and redemption): Approx. +JPY12.0 bn
- Number of individual customers having investment trust, fund wrap and insurance products : '22/9 969 thousand, +13 thousand, YoY
- iDeCo participants^{*4}: '22/9 163 thousand, +14.6%, YoY

Investment trust and fund wrap income



Insurance income



*1. Based on market value

*2. Balance of asset formation support products sold to individuals / (balance of asset formation support products sold to individuals and yen deposits held by individuals)

*3. Including balance of fund wrap in banks other than group banks

*4. iDeCo participants + members giving investment instructions

Resona Holdings, Inc.

Major Fee Businesses(2) (Trust, Corporate Solution, Real Estate Business)

HD
Consolidated

Trust-related business income

(JPY bn)

- Resona Asset Management
- Trust solution offered for asset and business succession
- Pension/Securities trust



	'21/3	'22/3	'22/9
Asset and business succession			
# of succession trusts (stock)	34.3 thousand	39.3 thousand	41.3 thousand
Securities trust			
Total assets in custody	JPY39.11 tn	JPY40.91 tn	JPY41.17 tn
Pension trust			
Total assets entrusted	JPY5.59 tn	JPY5.43 tn	JPY5.55 tn

Corporate solutions business income

(JPY bn)

- M&A
- Private notes
- Commitment line, Syndicated loans, Covenants



Real estate business income*1

(JPY bn)

- Corporate
- Individual



*1. Excluding gains from investments in real estate funds

Resona Holdings, Inc.

Credit Costs and NPL

HD Consolidated
Total of Group Banks

Credit costs

(JPY bn)		FY2020	FY2021		FY2022	
		(a)	1H (b)	(c)	1H (d)	Plan (e)
Net credit cost (HD consolidated)	(1)	(57.4)	(17.0)	(58.7)	(7.7)	(38.0)
Net credit cost (Total of group banks)	(2)	(52.3)	(14.9)	(61.2)	(7.0)	(31.0)
General reserve	(3)	(15.9)	(4.9)	(7.2)	2.7	
Specific reserve and other items	(4)	(36.3)	(10.0)	(53.9)	(9.8)	
New bankruptcy, downward migration	(5)	(45.0)	(13.7)	(66.0)	(15.3)	
Collection/ upward migration	(6)	8.7	3.7	12.0	5.4	
Difference (1) - (2)	(7)	(5.1)	(2.0)	2.4	(0.6)	(7.0)
HL guarantee subsidiaries	(8)	(0.5)	0.2	6.5	0.7	
Resona Card	(9)	(1.5)	(0.7)	(1.4)	(0.8)	
<Credit cost ratio>						(bps)
HD consolidated ¹	(10)	(15.0)	(8.5)	(14.8)	(3.8)	(9.4)
Total of group banks ²	(11)	(13.4)	(7.4)	(15.1)	(3.4)	(7.5)

*(Note) Positive figures represent reversal gains

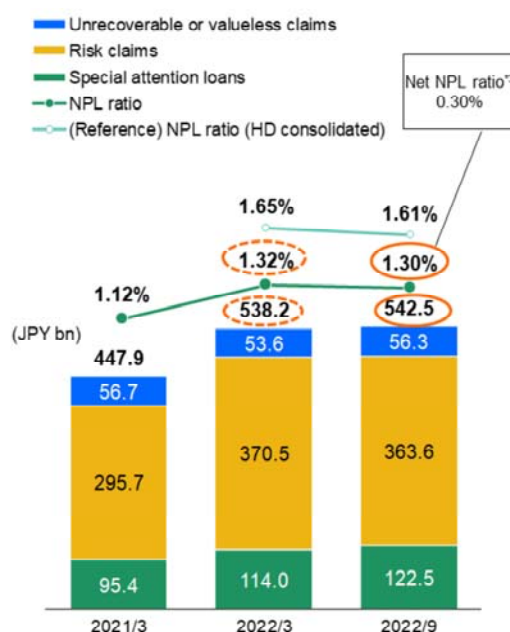
*1. Credit cost / (Loans and bills discounted + acceptances and guarantees)
(Simple average of the balances at the beginning and end of the term)

*2. Credit cost / total credits defined under the Financial Reconstruction Act
(Simple average of the balances at the beginning and end of the term)

*3. Net of collateral, guarantees and loan loss reserves

NPL balance and ratio (Total of group banks)

(Financial Reconstruction Act criteria)



Resona Holdings, Inc.

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- Resona Holdings consolidated credit costs were 7.7 billion yen, and aggregate of the group banks were 7 billion yen.
- In fourth quarter of the previous fiscal year, we moved forward with measures for large customers, but in first half of FY2022 credit related expenses occurred at a low level, with the consumption rate remaining at 20.3% of the full-year forecast.
- Currently, while the impact of the Covid-19 is gradually decreasing, there are signs that the effects of the yen's depreciation and higher resource prices will partially manifest themselves. Therefore, we have maintained its initial forecast for the annual plan.
- Going forward, we will continue to work to further strengthen forecast management and customer support through dialogue with customers and early understanding of actual conditions.

Securities Portfolio

Total of
Group Banks

Securities portfolio^{*1}

(JPY bn)	2021/3	2022/3	2022/9	Unrealized gains/losses (d)
(a)	(b)	(c)	(d)	
Available-for-sale securities (1)	4,480.7	4,159.5	4,199.7	411.4
Stocks (2)	325.2	305.9	292.0	535.9
Bonds (3)	2,586.4	2,940.1	2,828.8	(55.5)
JGBs (4)	925.7	1,137.3	1,044.3	(40.8)
Average duration (years) (5)	13.1	9.3	10.6	-
Basis point value (BPV) (6)	(1.21)	(1.15)	(1.09)	-
Local government and corporate bonds (7)	1,660.6	1,802.8	1,784.5	(14.6)
Other (8)	1,569.0	913.3	1,078.7	(69.0)
Foreign bonds (9)	904.8	562.5	565.2	(53.1)
Average duration (years) (10)	6.3	6.2	6.0	-
Basis point value (BPV) (11)	(0.51)	(0.26)	(0.26)	-
Investment trusts (Domestic) (12)	658.4	346.8	509.3	(17.9)
Net unrealized gain (13)	615.3	521.2	411.4	
Bonds held to maturity (14)	1,942.2	2,934.7	3,341.2	(87.6)
JGBs (15)	1,035.6	1,856.1	2,061.6	(74.3)
Net unrealized gain (16)	11.5	(30.3)	(87.6)	

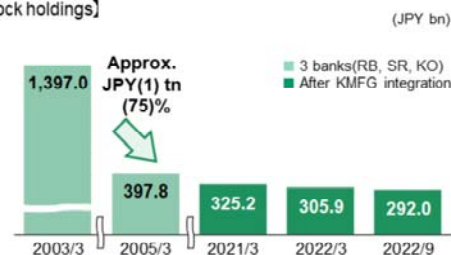
■ CLO : Zero

^{*1} Acquisition cost basis. The presented figures include marketable securities only.

^{*2} Policy-oriented stocks are classified into (i) policy investment stocks and (ii) strategic investment stocks, according to the purpose of holding. Of these, (i) policy investment stocks are targeted for reduction of the balance. All listed shares held by group banks are (i) policy investment stocks.

Status of policy-oriented stocks held^{*2}

- **Balance of listed stocks disposed in 1H of FY2022**
(acquisition cost basis): JPY13.8 bn,
Net gain on sale: JPY33.1 bn (HD consolidated: JPY32.9 bn)
Breakeven Nikkei average: Approx. 7,500 yen
- **Policy for holding policy-oriented stocks**
 - Since the capital enhancement with public funds, Resona Group has reduced the balance of the policy-oriented stocks to lessen the risk of price volatility. Our basic policy is to continue to reduce the balance of policy-oriented stocks.
 - The Group determines whether to hold policy-oriented stocks by evaluating the risks and returns, including feasibility of the development of a trading relationship in a medium- to long-term. The Group may also sell stocks in consideration of the market situations, management and financial strategies, even though the Group considers appropriate for holding from the risk-return perspective.
- **Plan to reduce JPY80.0 bn level in 4 years from Apr. '22**
[Stock holdings]



Resona Holdings, Inc.

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- Regarding the status of the market sector.
- Since fourth quarter of the previous fiscal year, we have been making efforts to restore the soundness of foreign bond portfolios in advance.
- As for foreign bonds, the balance has decreased by 40% compared to the end of December last year, and the yield has improved to a level of more than double.
- The amount of risk (BPV) has been reduced by slightly less than 50% from (0.49) billion yen to (0.26) billion yen, and after taking into account hedging through the use of bear funds, it has been reduced to the level of (0.14) billion yen.
- Going forward, we aim to further improve yields by restructuring ports through new acquisitions of high-yield bonds while keeping an eye on the market environment.
- The right side shows the reduction of policy-oriented stocks. The reduction amount in the first half is 13.8 billion yen on acquisition cost basis.
- From this fiscal year, we has started a new reduction plan of "80 billion yen over 4 years," but compared to the annual average reduction pace of 20 billion yen under the new plan, in the first half it has progressed by approximately 70%.
- The gain on the sale of these securities was also 33.1 billion yen, which was a supplement to PL impact of the soundness of the securities portfolio.
- As the graph at the lower right shows, the balance fell below 300 billion yen for the first time. A reduction of 1.1 trillion yen from the peak in March 2003. A level of approximately 80%.
- Below, we explain our growth strategy.
- Please skip a little page and go to page 22.

Capital Adequacy Ratio

HD
Consolidated

- CAR (Domestic std.) and CET1 ratio (International std.) as of Sep. 30, 2022 were 12.40% and 13.68%, respectively, maintaining sound capital adequacy level

Domestic standard			
(JPY bn)	2022/3	2022/9	Change
Capital adequacy ratio (1)	11.82%	12.40%	+0.58%
Total capital (2)	2,027.7	2,075.9	+48.1
Core Capital: instruments and reserves (3)	2,103.1	2,151.8	+48.7
Stockholders' equity (4)	2,018.9	2,077.1	+58.1
Adjusted non-controlling interests (5)	7.8	8.8	+0.9
Reserves included in Core Capital (6)	60.7	47.2	(13.5)
Subordinated loans and bonds subject to transitional arrangement (7)	34.7	31.1	(3.6)
Core Capital: regulatory adjustments (8)	75.3	75.9	+0.5
Risk weighted assets (9)	17,150.2	16,736.9	(413.2)
<p>■ Change in total capital</p> <ul style="list-style-type: none"> ● Stockholders' equity +58.1 bn <ul style="list-style-type: none"> • Net income attributable to owners of parent +82.6 bn • Interim dividend (25.4) bn 			

- Group banks, Bank holding company

Domestic standard	Resona (Consolidated)	Saitama Resona (Consolidated)	KMFG (Consolidated)
Capital adequacy ratio	11.87%	15.43%	9.08%

(Reference) International standard			
(JPY bn)	2022/3	2022/9	Change
Common Equity Tier1 capital ratio (10)	13.43%	13.68%	+0.25%
Excluding net unrealized gains on available-for-sale securities (11)	11.26%	11.92%	+0.66%
Tier1 capital ratio (12)	13.45%	13.70%	+0.25%
Total capital ratio (13)	13.81%	13.99%	+0.18%
Common Equity Tier1 capital (14)	2,343.8	2,330.1	(13.7)
Instruments and reserves (15)	2,420.8	2,405.1	(15.7)
Stockholders' equity (16)	2,018.9	2,077.1	+58.1
Net unrealized gains on available-for-sale securities (17)	378.5	300.4	(78.0)
Adjusted non-controlling interests (18)	3.6	4.1	+0.5
Regulatory adjustments (19)	76.9	74.9	(1.9)
Other Tier1 capital (20)	2.6	2.7	+0.1
Tier1 capital (21)	2,346.5	2,332.8	(13.6)
Tier2 capital (22)	62.3	48.9	(13.4)
Total capital (Tier1+Tier2) (23)	2,408.8	2,381.8	(27.0)
Risk weighted assets (24)	17,442.3	17,021.5	(420.7)

(Reference)

- Trial calculation based on the finalization of Basel 3
CET1 ratio: Approx. 9.9%*
(Excluding net unrealized gains on available-for-sale securities)

*Trial calculation which took into consideration the estimated increase in RWAs owing to the finalization of Basel 3 (SA and capital floor revisions) based on the actual CET1 ratio excluding net unrealized gains on available-for-sale securities as of Sep. 30, 2022 reported as (11) in the above table

Resona Holdings, Inc.

Earnings Targets for FY2022

HD Consolidated
Total of Group Banks

HD consolidated				Common DPS		
-----------------	--	--	--	------------	--	--

(JPY bn)		Full-year	Change from original target	YoY change
Net income attributable to owners of parent	(1)	150.0	—	+40.1
KMFG consolidated	(2)	20.0	—	+3.0
Difference	(3)	14.5	—	(3.9)

		DPS	YoY change
Common stock (annual)	(4)	21.0 yen	-
Interim dividend	(5)	10.5 yen	-

Total of group banks

(JPY bn)		Total of group banks		Resona Bank		Saitama Resona Bank		KMFG (total of group banks)	
		Full-year	Change from original target	Full-year	Change from original target	Full-year	Change from original target	Full-year	Change from original target
Gross operating profit	(6)	565.0	(12.5)	316.0	(9.5)	110.0	(1.5)	139.0	(1.5)
Operating expenses	(7)	(380.5)	+1.0	(206.0)	(0.5)	(74.0)	-	(100.5)	+1.5
Actual net operating profit	(8)	184.5	(11.5)	110.0	(10.0)	36.0	(1.5)	38.5	-
Net gains on stocks (including equity derivatives)	(9)	46.5	+10.5	39.0	+9.0	5.0	+1.5	2.5	-
Credit related expenses, net	(10)	(31.0)	-	(17.0)	-	(6.0)	-	(8.0)	-
Income before income taxes	(11)	190.0	-	131.0	-	32.0	-	27.0	-
Net income	(12)	134.5	-	93.0	-	22.5	-	19.0	-
Core income *1	(13)	121.5	-						

*1. Net interest income from domestic loans and deposits + Fee income + Operating expenses

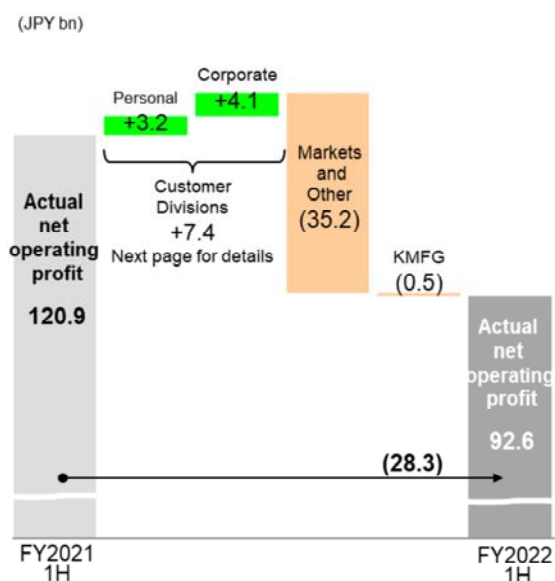
Resona Holdings, Inc.

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(Reference) Outline of Financial Results of Each Segment

HD
Consolidated

	(JPY bn)	FY2022 1H	YoY Change
Customer Divisions	Gross operating profit (1)	236.2	+7.5
	Operating expense (2)	(150.2)	(0.0)
	Actual net operating profit (3)	86.0	+7.4
Personal Banking	Gross operating profit (4)	94.9	+2.3
	Operating expense (5)	(75.6)	+0.9
	Actual net operating profit (6)	19.3	+3.2
Corporate Banking	Gross operating profit (7)	141.3	+5.2
	Operating expense (8)	(74.5)	(0.9)
	Actual net operating profit (9)	66.7	+4.1
Markets and Other	Gross operating profit (10)	(13.4)	(37.9)
	Operating expense (11)	(1.4)	+2.7
	Actual net operating profit (12)	(14.6)	(35.2)
KMFG	Gross operating profit (13)	72.3	(1.6)
	Operating expense (14)	(51.1)	+1.1
	Actual net operating profit (15)	21.2	(0.5)
Total	Gross operating profit (16)	295.2	(32.1)
	Operating expense (17)	(202.8)	+3.8
	Actual net operating profit (18)	92.6	(28.3)



Definition of management accounting

1. "Customer Divisions" and "Markets and Other" segment refer to the HD Consolidated subsidiaries, except KMFG consolidated subsidiaries.
2. Gross operating profit of "Markets" segment includes a part of net gains/losses on stocks.
"Other" segment refers to the divisions in charge of management and business administration.

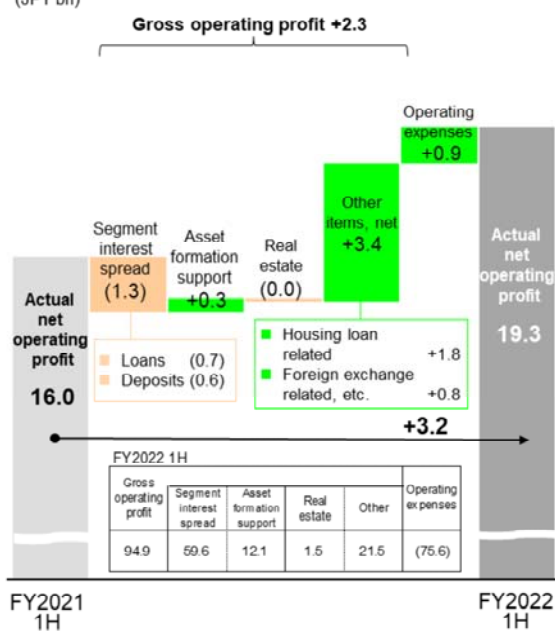
(Reference) Outline of Financial Results of Customer Divisions

HD Consolidated
(exclude KMFG)

Personal banking segment

■ Actual net operating profit : Up JPY3.2 bn, YoY

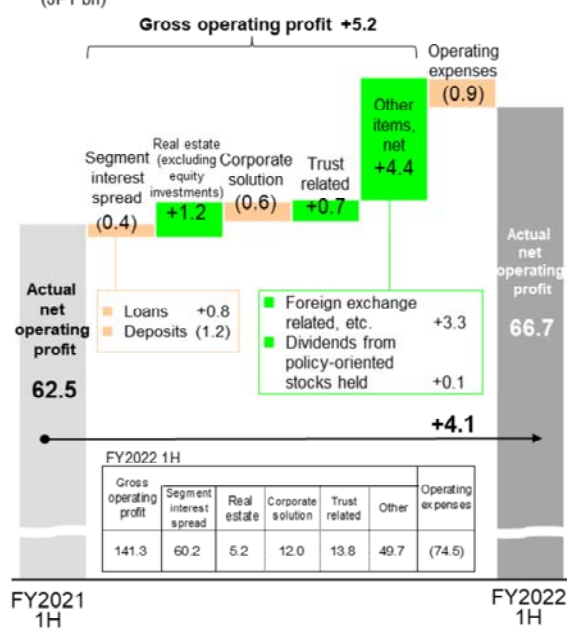
(JPY bn)



Corporate banking segment

■ Actual net operating profit : Up JPY4.1 bn, YoY

(JPY bn)



Resona Holdings, Inc.

KPIs under the MMP

	1H of FY'20	FY'20	1H of FY'21	FY'21	1H of FY'22	FY'22 (Target)	FY'22 (MMP)
Net income attributable to owners of parent	JPY56.3 bn	JPY124.4 bn	JPY80.8 bn	JPY109.9 bn	JPY82.6 bn	JPY150.0 bn	JPY160.0 bn
KMFG	JPY5.3 bn	JPY11.2 bn	JPY10.6 bn	JPY17.0 bn	JPY13.7 bn	JPY20.0 bn	JPY20.0 bn
[Of which contribution to HD consolidated income]	[JPY2.7 bn]	[JPY5.8 bn]	[JPY10.6 bn]	[JPY17.0 bn]	[JPY13.7 bn]	[JPY20.0 bn]	[JPY20.0 bn]
Consolidated fee income ratio	29.4%	29.9%	32.6%	34.6%	37.3%	35% level	Over 35%
Consolidated cost income ratio	65.0%	65.0%	63.9%	69.1%	69.5%	Lower half of the 60%	60% level
ROE^{*1}	6.34%	6.88%	8.23%	5.63%	7.95%	Middle 7%	8% level
CET1 ratio^{*2}	Approx. 9.1%	Approx. 9.0%	Approx. 9.3%	Approx. 9.3%	Approx. 9.9%	Higher half of the 9%	10% level
ESG index selected by GPIF (domestic stock)^{*3}	Aim to be adopted for all indices						Aim to be adopted for all indices

*1. Net income / Total shareholders' equity (simple sum of the balance at the beginning and the end of the term/2)

*2. Based on the finalization of Basel 3. Exclude unrealized gains on available-for-sale securities

*3. FTSE Blossom Japan Index, FTSE Blossom Japan Sector Relative Index, MSCI Japan ESG Select Leaders Index, MSCI Japan Empowering Women Index and S&P/JPX Carbon Efficient Index series

**Outline of Business Results for 1H of FY2022
and Updates on Major Businesses**

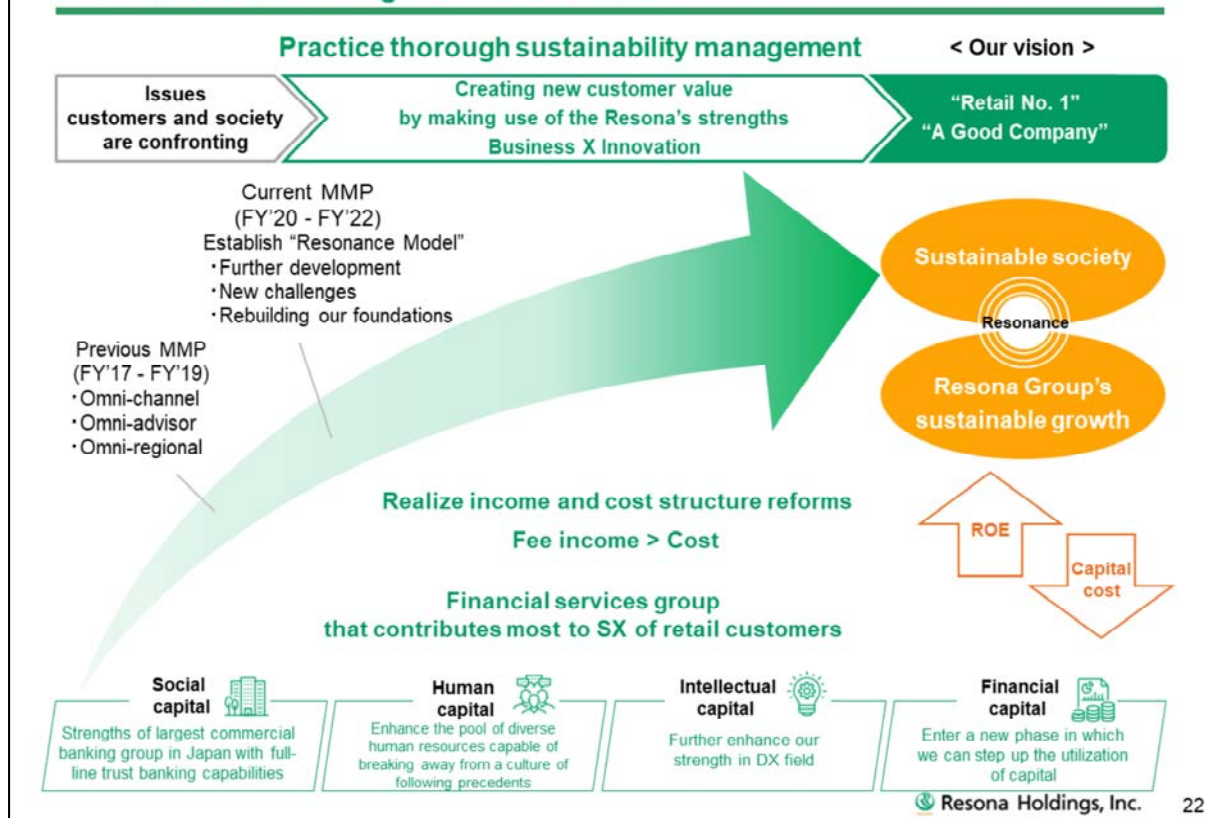
Efforts for Sustainable Growth

Capital Management

ESG Initiatives

Reference Material

Our Vision / Realizing the “Retail No. 1”

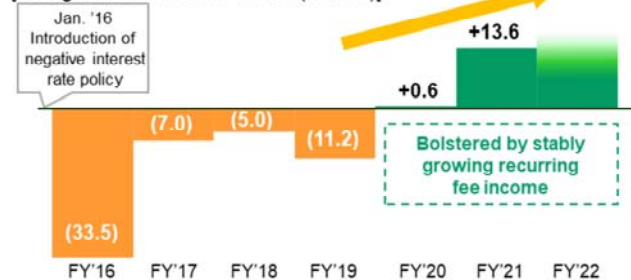


- First and foremost our vision is to realize the vision “Retail No. 1.” In this era of change, our starting point is to think through all of our business is once again starting from customer has issues in social challenges into the utmost to resolve them.
- Through this efforts, the Resona group will grow together with society and their customers, and we believe that No. 1 retail banking will be realized in that process.
- In the previous mid-term management plan, we promoted three Omni strategies.
- In the current mid-term management plan, we have three pillars under the concept of establishment resonance model. The three pillars are further development of existing businesses, taking under challenges break free of conventional banking model, and rebuilding our foundations.
- Under the prolonged low interest rate environment, we promote to mid- to long term reform of income cost structure. And at the same time, we aim to become a company that contributes most to retail customers’ SX by adopting self to changes as quickly as possible.
- And lower part of slide, we have listed four capitals as unique stance and differentiating factors.
- From the left, we have the “social capital.” Customer base, extensive network, strong relationship and consulting capability as Japan’s largest retail bank with a trust banking capacity are backed by more than one hundred year of the history focusing on retail banking. There is all Resona group’s priority strengths.
- The second is “human capital.” In times of change, the most important assets is human capital. For further expanding investments in human talent assets that we can transform our talent portfolio do focus on diversity and expertise, as each employee develop their skills to serve as professional human capital.
- DX is an important password for “intellectual capital.” Resona group has been selected as dx-oriented stocking for two consecutive years, and we intend to take advantage of these strengths in various phases.
- And “financial capital.” We are finally approaching the phase of full-fledged capitalization having in house capital qualitatively and quantitatively since the public injection in 2003 and the full repayment in 2015.
- In order to make the most out of these for capital resources, we currently in the process of doing a deep dive in our discussions as we prepare to formulate the next mid-tem management plan.

Progress of Income and Cost Structure Reforms

- Core income [Net interest income from loans and deposits + Fee income + Operating expenses] to increase for 3 consecutive years

[Changes in core income trends (JPY bn)]



Sustainable growth of fee income

FY'16	FY'21	FY'22 (1H)
(8.0)	+16.8	+3.2

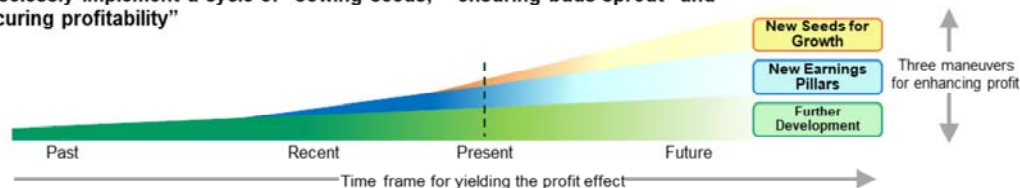
Improvement in net interest income

FY'16	FY'21	FY'22 (1H)
(25.0)	(2.3)	(2.2)

Continuous cost control

FY'16	FY'21	FY'22 (1H)
(0.4)	(0.8)	+3.8

- Ceaselessly implement a cycle of “sowing seeds,” “ensuring buds sprout” and “securing profitability”



- Decisive reforms on various fronts



Resona Holdings, Inc.

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- This year is a final year under the current mid-term management plan and although we see it as just a passing point we would like to show concrete results with the mid- to long-term income and cost structural reforms, specifically achieving three consecutive years of core income growth.
- In the first half core income achieve steady growth 4.8 billion yen year-on-year.
- The two pillars that support of core income growth are the areas of “further development” in which the company has made use of its strengths so far, and the areas that have grown into new pillars of earnings by sowing seeds from the previous medium-term plan.
- As described in the middle section, we continue the cycle of “sowing seeds” “ensuring buds sprout” and “securing profitability.”
- Now here are the specific initiatives.

Provide diverse value through omni-channel

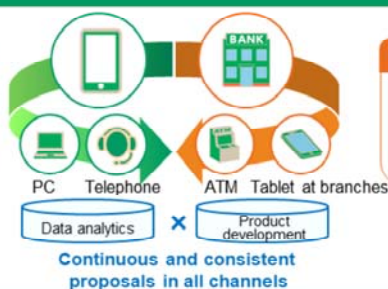
■ Achieve omni-channel

Digital channel

- ✓ App 5.83 million DLs
- ✓ Anytime, anywhere, easy and convenient to use

Promote digitization to support the creation of new customer value

Next page for details



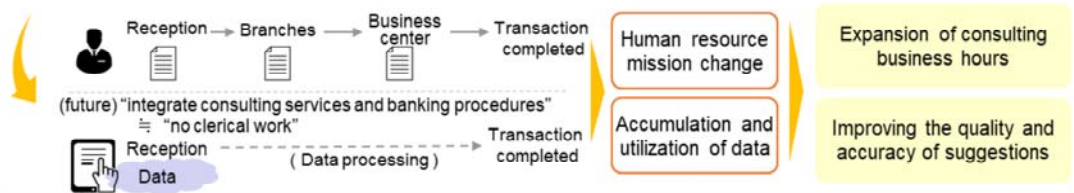
Face-to-face channel

- ✓ Largest scale in Japan
- ✓ Low-cost operation through digitalization

Provide values through face-to-face services

■ Shifting branch mission from clerical work to the provision of solutions

(past) "Workflows premised on the use of physical media (paper forms)"
 ≡ "Excessive workload comprising manual clerical operations and logistics operations"



■ Expansion of DX human resources and organizational structure

- Co-creation with external companies and human resources (IBM, Team Lab, Brainpad, etc.)
 - Reorganize and strengthen the DX department on Apr. '21
- Planning: DX Planning Division, Offering: Customer Success Division, Analysis: Data Science Division

■ High external evaluation

"Only in the banking industry" for the two consecutive years



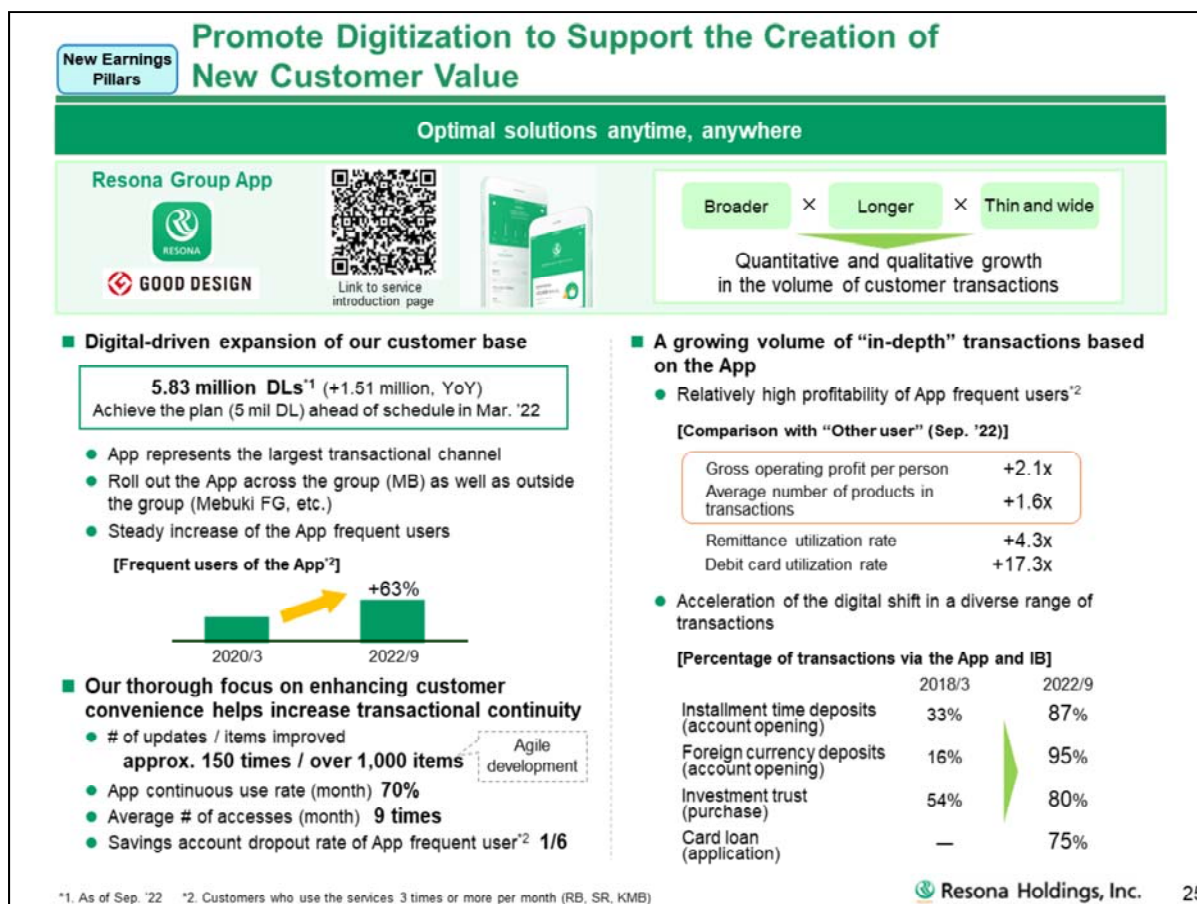
DX銘柄2021
Digital Transformation



DX銘柄2020
Digital Transformation

Resona Holdings, Inc.

- Firstly, it has been a new earnings pillars by sowing seeds from the previous mid-term management plan.
- We aim to provide a variety and unprecedented of value by connecting and integrating digital and face-to-face channel through the data.
- With a full-scale push of the group app, the number of digitally connected customers is rapidly increasing which I will expand on the next slide.
- We always believe in the power of face-to-face interaction but the real channel can also evolve further by going digital with data.
- The middle part of the slide shows that in the path many people and items were involved in a single transaction at a bank branch from the start of the completion of a transaction.
- Dismantling and rebuilding this process through DX leads to the next generation of banking services.
- Through these efforts, many employees who have supported complex administrative tasks will be freed up leaving them with more time for dialogue and consulting with customers. And further data coordination between channels will make face-to-face contact point more attractive.



^{*1} As of Sep. '22 ^{*2} Customers who use the services 3 times or more per month (RB, SR, KMB)


25

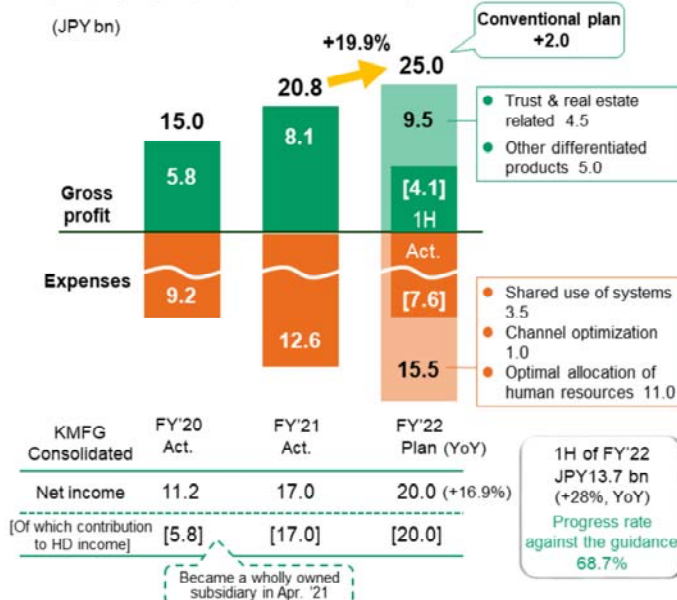
- And here is the digital side.
- The number of group app downloads that exceeded 5.8 million and is now the most access channel. The number of customers who use the app more than 3 times for a month are also increased significantly.
- On the right hand side, you can see that as a natural consequence that digital connection has become one of the drivers to enhance gross transactions with the customers.
- We have already seen the advantages of the app. For those who are the frequent users of the app, gross operating per head of customer is 2.1 times higher than for the other customer, and the average number of products in transactions is 1.6 times higher.
- The increase in the number of customers connected by the app will not only change the customer experience but also play a role in drastic cost structure reform by lowering the administrative burden at the branches.

Aim to realize synergies of JPY25.0 bn (vs FY'18) in FY2022

- Maximizing sales synergies through rolling out Resona group's products and services with our strength at an ever-faster pace
- Expanding cost synergies via the optimal allocation of human resources and shared use of systems, etc.

[Group Synergies (compared with FY'18 level)]

(JPY bn)



Develop Resona Group's products and services

<KMFG 1H of FY'22 results>

- Number of Group App setup +56.2%, YoY
- Number of debit card issued +46.5%, YoY
- Number of individual customers having investment trust and FW 214 thousands, or +3.2%, YoY
- Balance of fund wrap (including corporation) JPY113.6 bn, or +22.3%, YoY
- # of new will trust contracts Approx. 350 (Top class among regional banks)

Control expenses via the optimization of management resources

<KMFG 1H of FY'22 results>

- Volume of clerical work handled by branches 46% reduction (compared with FY'19 level)
- Introduction a new branch system completed (KMB)
- BinB location (total) 99 locations (+31, YoY)
- Total number of the employees (11)%, YoY

- Further evolution of KMFG is essentially the expansion of group synergies.
- This fiscal year we aim to realize synergies of 25 billion yen compared to the fiscal year ended in March 2019.
- Bottom left is a table of KMFG's net income chart which shows a steady progress of 68.7% in the first half is that be the target of 20 billion yen for the full year.
- Partially thanks to turning KMFG into a wholly owned subsidiary in April last year, the profit contribution to the consolidated book has increased significantly.

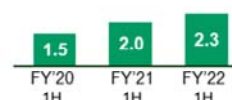
[Cashless market-size*1]



[Revision of legal systems]

- ✓ Revision of the Electronic Book Storage Act enforced in Jan. '22
- ✓ Introduction of the Eligible Invoice Storage System (Invoice System) scheduled to start in Oct. '23

[Debit card income of Resona (JPY bn)]



Support for individual and corporate customers' digitalization

BtoB

- Streamlining (fund management and expense settlement)
- Legal compliance
- Enjoying convenience and discounts

BtoC

- Compatible with diverse payment methods
- Enjoying convenience and discounts

Resona One-Stop Payment

■ Help make bill-paying more efficient

- Made available at RB in Jul. '22
- Plans call for make available at SR and KMB in 2H of FY'22

Bills reading	✓ Capable of handling bills in any format
Payment	✓ Automatically prepare data for bank transfer upon the receipt of bills
Store electronic data	✓ Compliant with the Electronic Book Storage Act

Integrated service of this kind is available only from Resona.

Resona Cashless Platform (RCP)

■ With an all-in-1 terminal, responding to diverse payment needs

- Introduction (planned):
Sep. '22 Approx. 3,200 corporate customers (Approx. +14% from Mar. '22),
14,000 stores (Approx. +8% from Mar. '22)

Debit card

Increase in # of debit card issued

- ✓ Equipped as standard in the deposit account
- ✓ Instantly issued at all branches
- ✓ Expansion to Group

Increase in frequency of use

- ✓ High affinity with Group App
- ✓ Touch settlement support
- ✓ Link with Club Point

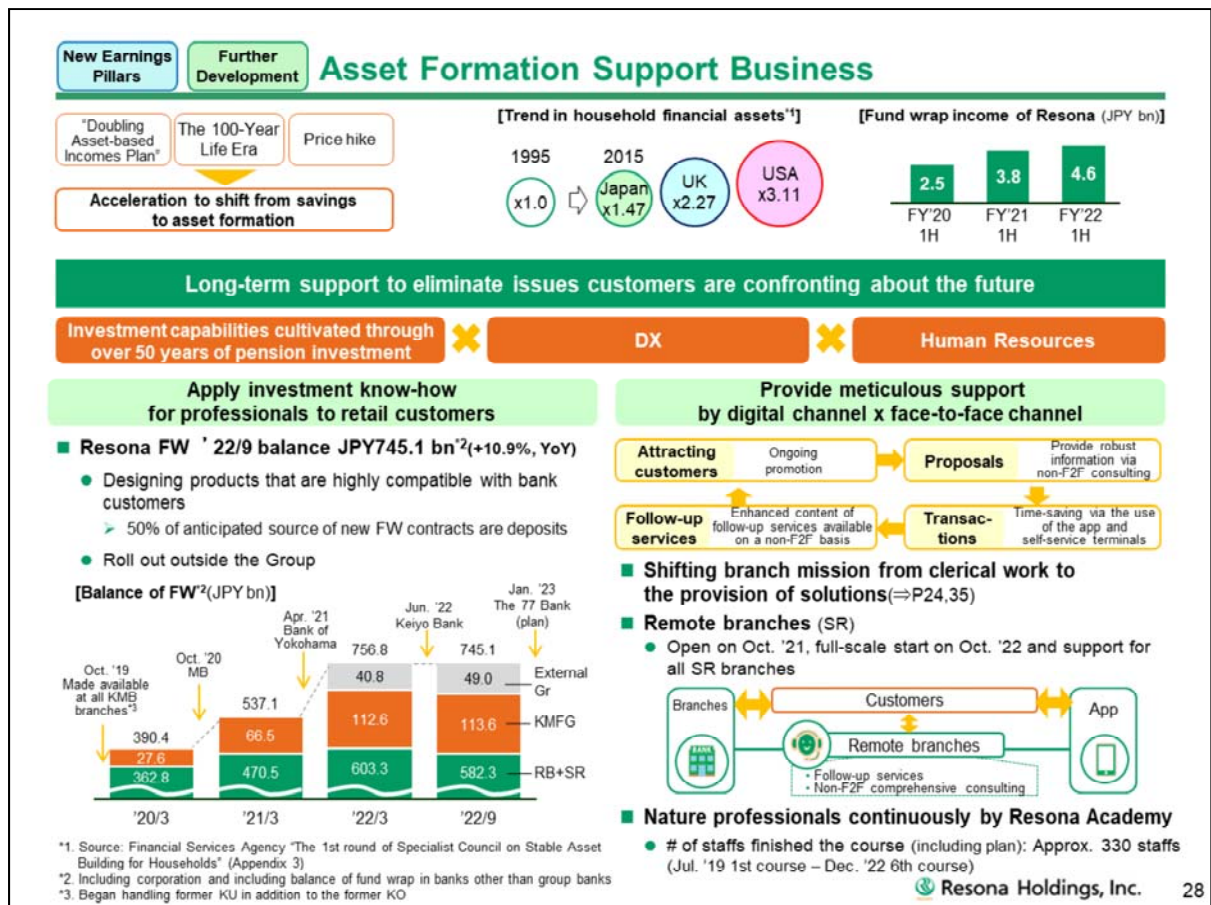
Amount of transactions using debit cards +27.1%, YoY

[# of debit card issued (million)]



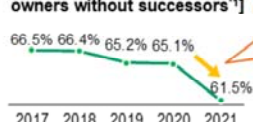
*1. Prepared by Resona HD based on documents issued by the Ministry of Economy, Trade and Industry (METI) *2. Assuming private consumption to stay at the 2016 level, based on data publicized by METI *3. Began handling former KU in addition to the former KO

- This is a snapshot about settlement business.
- As illustrating at the top, the size of cashless market is expanding significantly.
- With our vision of laws such as the Electronic Book Storage Act and Invoice System, needs for payment will continue to expand significantly in both BtoB and BtoC domains.
- In addition we have started offering the new service called "Resona One-Stop Payment" to improve the efficiency of invoice payment operations for corporate customers, which is shown at the left hand side.
- We continue to aim for one-stop DX support for our customers.
- Under right is a trend of a debit card business, which continues to grow steadily. Transaction volume is up 27% year-on-year, revenue is up 17% and the number of card issued is up 16%.



- From this page I like to present the business areas for further development.
- Starting with the asset formation support business.
- As illustrated at the top, in the age of 100-year life, it is our responsibility of financial institutions to create a major flow from "savings" to "asset formation."
- By multiplying our strengths, such as the asset management capabilities we have built up over 50 years of pension management, DX and the human resources, we hope to make a difference in how the customers approach the asset formation process.
- While sales of the fund wrap on the left side are somewhat weak, partly due to the current market environment, AUM has accumulated to the level of 750 billion yen, increasing by more than 10% in one year. The income also maintained strong growth at up 19.8%.
- While there are a variety of fund wrap products available in the market, Resona group's fund wrap products are designed to be highly suitable with bank customers which is the key point of differentiation.
- We are also making steady progress in expanding our services to regional financial institutions. And we believe that there is still much room for growth.
- At bottom right we made some notes about Resona Academy. The human resources development program aims to strengthen comprehensive consulting and communication capabilities beyond financial product sales. The program will produce about 330 graduates until its 6th course of attendance in December this year.

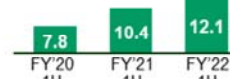
[Changes in ratio of business owners without successors*1]



[Ratio of business owners without successors by prefecture*1]

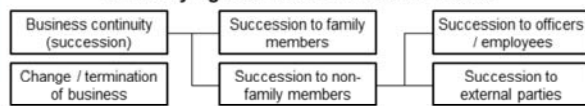
Tokyo:	61.6%	Saitama:	64.1%
Kanagawa:	70.4%	Osaka:	63.9%
Hyogo:	57.9%	Shiga:	64.3%

[Succession-related income of Resona (JPY bn)]

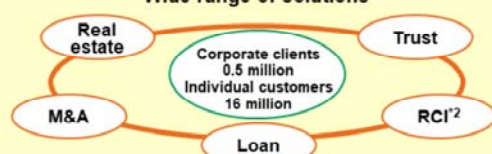


One-stop solutions backed by our strength as Japan's largest commercial banking group equipped with full-line trust banking capabilities

Diversifying business succession needs



Wide range of solutions



Group networks

Meticulous relation

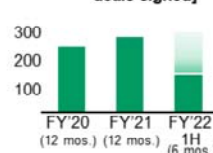
Human resources

Specialists (M&A, PB, real estate): Mar. '20 467 staffs ⇒ Sep. '22 532 staffs
 FP 1st grade: approx. 1,770 staffs, FP 2nd grade: approx. 14,000 staffs,
 Real estate notary: approx. 5,640 staffs

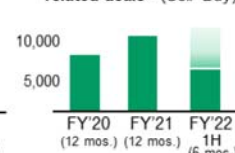
Surfacing business succession needs

- M&A income: 1H of FY'22 JPY2.1 bn, or +20.8%, YoY
- Real estate income: 1H of FY'22 JPY7.1 bn, or +18.2%, YoY

[M&A / # of advisory deals signed]



[# of leads for real estate-related deals*3 (Sell+Buy)]



Accompanying-type support by Resona

Corporate Investment (Established in Jan. '21)

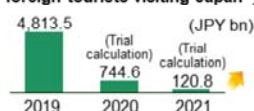
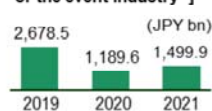
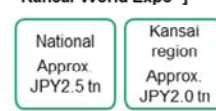
- Acquire majority stakes in SMEs
- The second deal concluded in Aug. '22
- Cumulative number of consultations (- Sep. '22) : 780
- Prospect to invest in about 50 companies by FY'32

*1. TEIKOKU DATABANK

*2. Resona Corporate Investment

*3. RB

- This is the asset and business succession.
- Ratio of business owners without successors in the upper left remains high, but recently there has been some changes. The data shows that as the population ages, the potential succession needs are gradually becoming apparent.
- The Resona group's strength lie in its ability to provide one-stop support for assets and business succession including in-depth consulting capabilities in real estate and trust and networking capabilities centered around Tokyo metropolitan and Kansai areas.
- Middle right. You can see strong growth in M&A and real estate revenues is continuing, and we continue to invest management resources in this area, which we believe will continue to drive fee business in the future.

[Annual value of personal consumption by foreign tourists visiting Japan^{*1}][Estimated market scale of the event industry^{*2}][Economic effect of Osaka-Kansai World Expo^{*3}][Loans to SMEs of Resona^{*4}]

Provide optimal solutions through our relational assets amid changing times and an evolving environment

Expected growth in needs in step with changes in the environment

The COVID-19 pandemic

- Stabilize fundraising
- Strengthen financial base

Economic resumption

- Inbound tourist consumption
- Reinstatement of large events
- Capital expenditure

Social trends

- SX
- DX
- Business succession

Macro economy

- Depreciation of the yen
- Surging prices
- Interest rate hikes

Increasing working capital expenditure

SX
DX

Response to changes in foreign currency exchange and interest rates

Act as a "running partner" for customers and, to this end, provide solutions that start with addressing issues they are confronting

Diverse solutions

- ✓ SX (⇒ P45)
- ✓ DX (⇒ P27, 34)
- ✓ One-stop solutions supported by a combination of trust and commercial banking functions (⇒ P29)
- ✓ Enhance non face-to-face businesses
⇒ Account opening via web, web-complete loans etc.

Promote in-depth dialogue

- Group networks centered on Tokyo metropolitan area and Kansai region
- Questionnaires regarding SDGs / SX: Approx. 31 thousands companies (Oct. '21 - Mar. '22)
- Questionnaires regarding DX: Approx. 11 thousands companies (RB and SR, Apr. '22 - Sep. '22)
- Sales activities in collaboration with headquarters via the use of SFA
- One of Japan's top banks in terms of number of companies naming the Resona Group as their main bank

[# of companies as their main bank^{*4}]



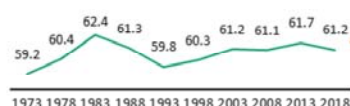
[The Resona Group's ranking by prefecture^{*5}]

Prefecture	Rank
Saitama	1st
Osaka	1st
Hyogo	2nd
Shiga	2nd
Nara	4th

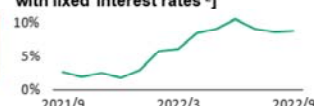
*1 Based on Japan Tourism Agency "Travel and Tourism Consumption Trend Survey"

*2 Based on Japan Association for the Promotion of Creative Events "2021 Estimate of the Market Scale of the Event Industry" *3. From Asia Pacific Institute of Research "Kansai Economic White Paper 2022" *4. TEIKOKU DATABANK (2021) *5. TEIKOKU DATABANK (2019-2021)

- Business for SMEs.
- Top from left side. Inbound consumption and scale of event industry. These area decline significantly due to the pandemic but we believe that it will gradually be revitalized in the process of economic recovery.
- Although we have not yet reached a stage where the overall demand for funds will expand significantly. We indicated in the left that various changes will be bringing new demands and needs for solutions.
- For example, while foreign exchange rates have fluctuated significantly, foreign exchange-related revenues, including derivatives, have increased by around 2 billion yen in the first half of FY2022.
- We will continue to stay close to our customers and capture business opportunities through the provision of various solutions.

[Homeownership rate^{*1} (%)

Robust funding needs associated with housing acquisition

[Proportion of Resona housing loans with fixed interest rates^{*2}]

[Balance of housing loans of Resona (JPY tn)]



Accumulated a portfolio of good quality loans backed by robust funding needs associated with housing acquisition

Resona's strengths as a front-runner in housing loans

■ No.1 in Japan balance of housing loans^{*3}:

Sep. 30, '22 JPY13.6 tn

■ Historical strengths X DX

- Strong relationships with real-estate businesses
- Economies of scale from JPY1 tn of loan origination per year
- Improvement customer convenience and cost advantages via digitalization

[# of E-contracts]



- Deliver app-based proposals in a timely manner
Ratio of housing loan borrowers who installed the app at the time of application is approx. 90%

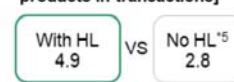
■ Unique high-value-added products

- Danshin Kakumel:
Provide coverage for 3 major diseases as well as 16 type of other diseases in addition to injuries and conditions requiring nursing care
- A privileged special plan for borrowers who intend to purchase eco-friendly housing^{*4}
- Loans for women "Rin Next"

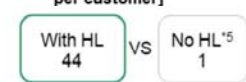


■ Multifaceted transactions originating from housing loans

[Average number of products in transactions]



[Top-line income per customer]



※ Indexed to average top-line income per client for No HL = 1

■ Relatively low RW: 1H of FY'22 10.67%^{*6}

■ Low subrogation payment ratio^{*7}: 1H of FY'22 0.01%



*1. Source: Ministry of Land, Infrastructure, Transport and Tourism *2. RB, origination basis *3. As of Mar. 31, '22 *4. ZEH (Net Zero Energy House), certified long-life quality or with solar panels *5. Comparison with potential II and III (as of Sep. 30, '22, RB+SR+KMB) *6. RB, as of Sep. 30, '22, non-default
*7. Housing loans guarantee subsidiaries' subrogation ratio x (1-collection after subrogation), residential housing loans + apartment loans

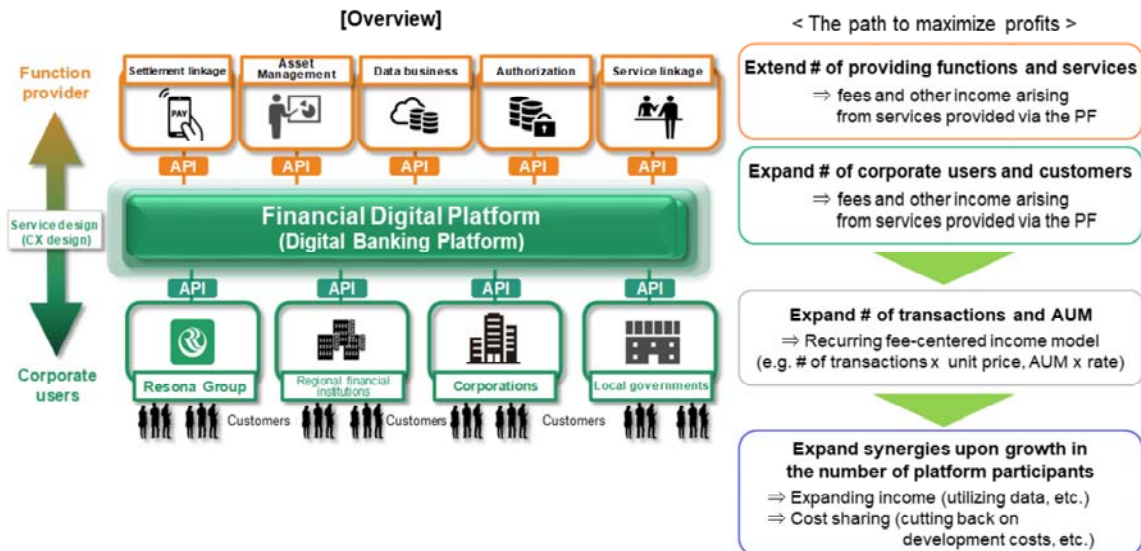
- Housing loans.
- At the top, the proportion of fixed-rate loans, which have relatively high yields, is also on a gradual uptrend as the needs of customers change amid the ongoing steady demand for housing acquisition.
- Resona group has a large balance of housing loans in the country and we will continue to make serious efforts in this area.
- Right side of the slide summarizes the advantages of housing loans as a starting point for multifaceted transaction.
- A customer with housing loan on average has 4.9 products in transactions which is 1.7 times higher than those without, and the top line income is 44 times higher.
- And another advantage is lower risk weight in other words small capital charge.
- Subrogation payment ratio is shown in the bottom right and its current ratio is 0.01%. Even during the global financial crisis it was low at 0.20%, making it a very high-quality portfolio.

Develop and expand an ecosystem that ensures win-win relationships for all platform (PF) participants

$$\text{"# of functions"} \times \text{"# of users"} \times \text{"# of transaction"} + \alpha (\text{Synergies})$$

Maximize profits

[Overview]



- From here I will explain the business for which we are planting seeds for next growth with a view of next Mid-term plan.
- Starting with the financial digital platform.
- We aim to provide an open platform through open APIs on other means that can be used by a wide range of companies without being bounded by conventional frameworks.
- We aim to build and expand a win-win ecosystem with all platform participants while developing it into a new source of income.
- The number of companies and services providing functions and uses are expected to increase and the number of transactions is expected to grow generating recurring high quality fees.
- In addition to the benefits of a user companies and function providers, the group can also enjoy the benefits of being platform operator.
- To give an example, fund wrap balance is 745.1 billion yen, with the income of 4.6 billion yen in the first half, including 49 billion yen from customers of Bank of Yokohama and Keiyo Bank.
- As a number of customers further expand and the balance increases, it'll become a new type of income generating opportunity.

Co-creation through wide-ranging external collaboration that transcends the conventional framework

Financial Digital Platform
(Digital Banking Platform)

- Establishment of FinBASE (Apr. '22) *FinBASE*
 - Joint venture of Resona HD, NTT Data and IBM Japan
 - Engaging in the cultivation of platform participants, information gathering and market research, etc.

Extending
functions
provided

- Capital and business alliance with BrainPad Inc. (Feb. '22)
 - Strengthen the development of novel, data-driven services
 - Look into the possibility of data-driven services to be offered to regional financial institutions, etc.

- Multi-channel platform for individual authorization
 - Four companies^{*1} established a consortium to realize the shared vision for the platform (Dec. '21)
 - Exchange and discuss among participant companies actual cases of and know-how for the use of the platform
 - Participants comprise 30 companies from diverse sectors
 - Verification testing has finished at Resona HD's HO. Full-scale introduction is under consideration based on the points to be improved.

Expanding
corporate
users

<Banking App>

- Joyo Bank and Ashikaga Bank (started handling from Mar. '21)
- Hyakujushi Bank (scheduled to be handled in FY '22)
- Keiyo Bank (scheduled to be handled in the future)

<Fund wrap>

- Bank of Yokohama (started handling from Apr. '21)
- Keiyo Bank (started handling from Jun. '22)
- Conclusion of a basic agreement of fund wrap with The 77 Bank (Aug. '22)
 - Scheduled to be handled from Jan. '23

As of Sep. 30, '22 (vs Sep. 30, '21)

	Banking App	Fund wrap
	# of DL	Balance ^{*2}
Internal group	5.83 mil (+1.51 mil)	JPY696.0 bn (+50.9 bn)
External group	0.90 mil (+0.45 mil)	JPY49.0 bn (+22.4 bn)
Total	6.73 mil (+1.97 mil) (+41.3%)	JPY745.1 bn (+73.4 bn) (+10.9%)

*1. Resona HD, JCB, Dai Nippon Printing and Panasonic Connect *2. Based on market value, including corporation

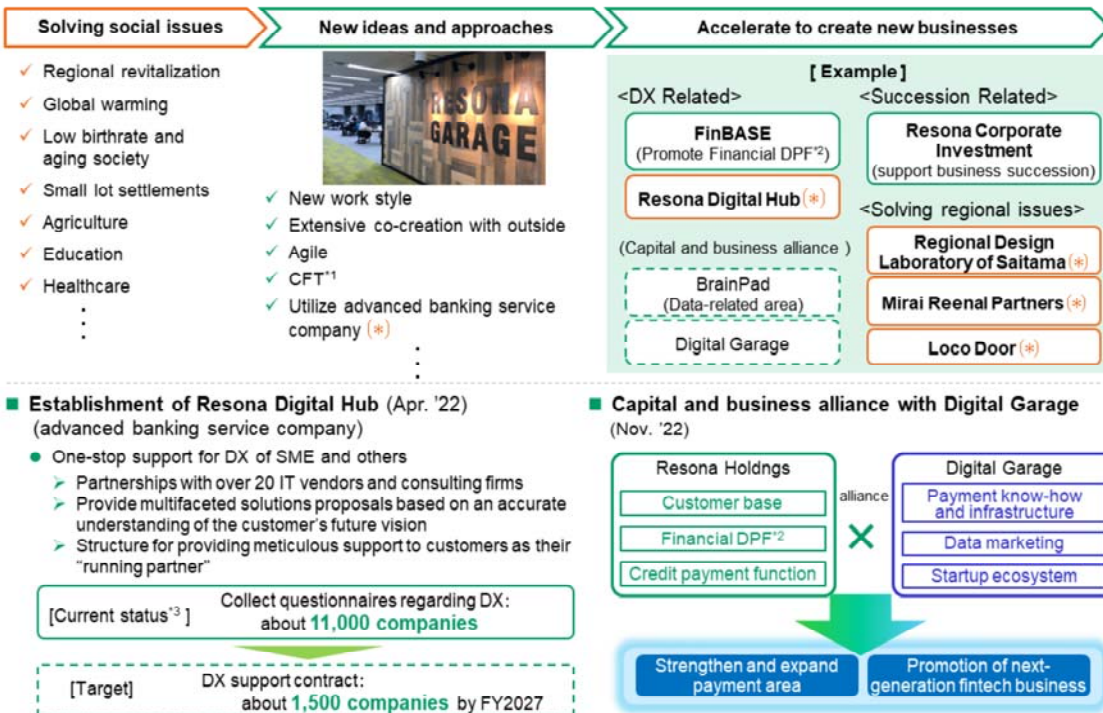
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- Here you will find examples of the initiatives to accelerate the financial digital platform concept.
- In April we launched the FinBASE which are new joint venture with NTT data and IBM Japan to develop platform participants, gather information and conduct market research.
- We intend to further accelerate collaboration with the different industries and regional financial institutions while also utilizing the new company.

New Businesses that Break Away from the Bank Model

New value creation supported by three drivers: "Digital & Data," "Design-based thinking" and "Open"



*1. Cross functional team *2. Financial Digital Platform *3. RB and SR, as of Sep. 2022

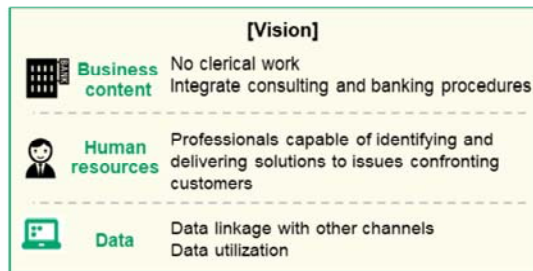
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- New businesses that break away from the bank model.
- We aim to create new businesses that transcend the traditional banking framework starting from social issues.
- Top right is a recent example, and we are taking various challenges through the establishment of new companies and the capital and business alliances.
- For example, the Resona Digital Hub, bottom left, is an advanced banking service company which aims to provide one-stop DX support to small and medium-sized corporate customers, and the area with great potential.
- On the day of the announcement of financial results, we announced the capital and business alliance with Digital Garage. By combining the strengths of both companies including infrastructure and networks, we hope to provide new payment solutions to a wide range of customers starting with a non-face-to-face payments.

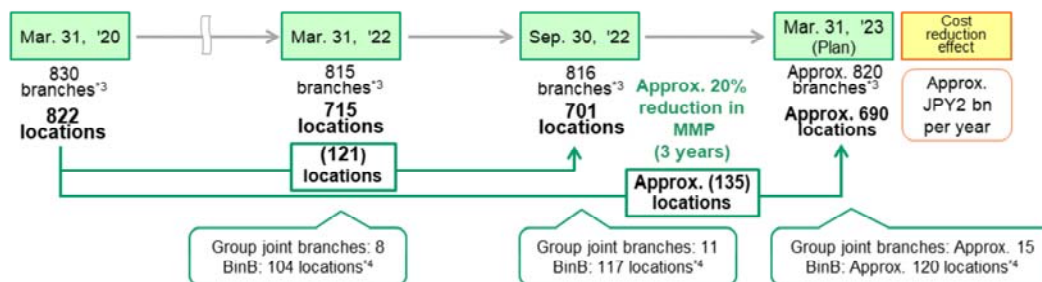
Simultaneous enhancement of customer convenience and operational efficiency

■ Create a new business styles



■ Maintain customer contact points and low-cost operations through channel optimization

[Number of manned branches and locations (Total of Group Banks)]

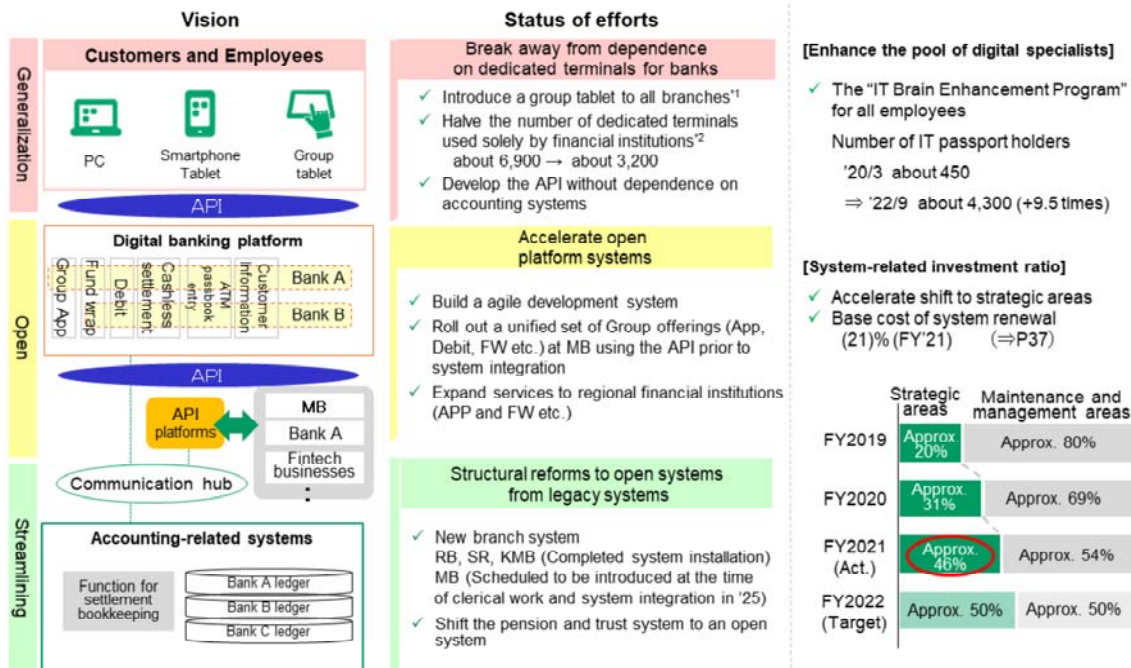


*1. RB and SR *2. Digital service office *3. Some seven days plazas and other of RB are not included

*4. KMFG's BinBs include integration of KMB's plazas(representative offices)

- Rebuilding our foundations.
- This is a reform of sales style, business process and channel work in pursuit of both increased customer convenience and reduced costs for the bank.
- In the upper right, the introduction of Group tablets, which are location-free and aim to “integrate consultation and procedures,” has been completed at all RB and SR branches, although it is still in the middle of the way.
- The introduction of the teleconference terminal in which specialist staffs provide remote support for high-level consultation is expected to be completed in all RB and SR branches by the end of this fiscal year.
- Bottom section shows the status of channel optimization.
- The break-even point will be lowered while also implementing backyard reforms and downsizing branches in line with business process reforms through the DX.
- In addition the number of branches is on a downward trend through the conversion to group joint branches.
- In the 3 years of the current medium-term management plan, the Group aims to reduce locations by under 20%, or about 135 locations, and the Group had been reducing them to 121 locations by September 2022.

Downsize our legacy systems while accelerating the transition to next-generation/open systems via the use of the API

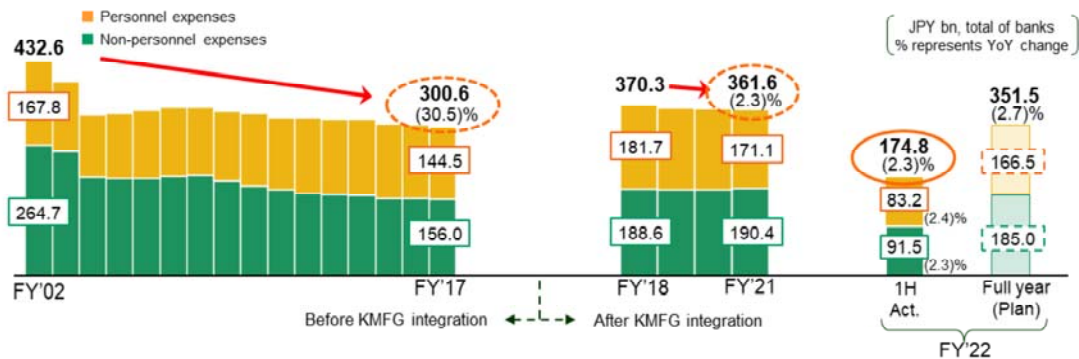


*1. RB and SR *2. Comparison of '20/9(before introducing the new branch system) and '21/12(after system introduction), RB and SR

- System structure reform.
- We called Resona next within the organization. It is a medium to long-term reform based on the key word of generalization, open and streamlining.
- Specifically we are accelerating the shift away from the dedicated financial terminals, open platform using APIs, agile development and the streamlining of existing systems.
- Top-right, the number of IT passport holders has increased tenfold to 4,300 in two and a half years as we have strengthened a training system by promoting "IT Brain Enhancement Program" which aims to be instilling the digital mindsets in all our employees.
- The bottom right shows the composition of system investment. We are accelerating investment in strategic areas which increased to 46% last year and we intend to increase 50% in current fiscal year.

Pursue cost structure reforms to overcome a cost-intensive nature inherent to retail operations

- Establish a low-cost business structure via operational reforms while securing a further momentum for cost structure reforms via DX



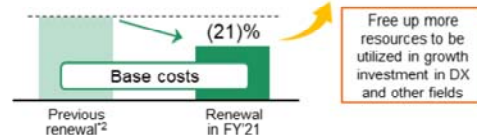
- Personnel expenses have been decreased, however income level of employees have improved

- While personnel expenses have been reduced by controlling the total number of employees, treatment per employee has steadily improved
- The introduction of a new personnel system (Apr. '21-) promotes ability-based promotion and treatment regardless of age

- Curb "base costs" related to systems

- Cut back on base costs to be incurred at the time of system renewal (targeting approx. 30% reduction)
- Aim to robustly control total system costs by reducing base costs while expanding investment in DX and other strategic fields

[System-related costs incurred via renewal¹]



*1. Five-year total including one-time expenses and recurring expenses (e.g., personnel expenses and outsourcing costs)

*2. Previous system renewal projects similar to those undertaken in FY'21

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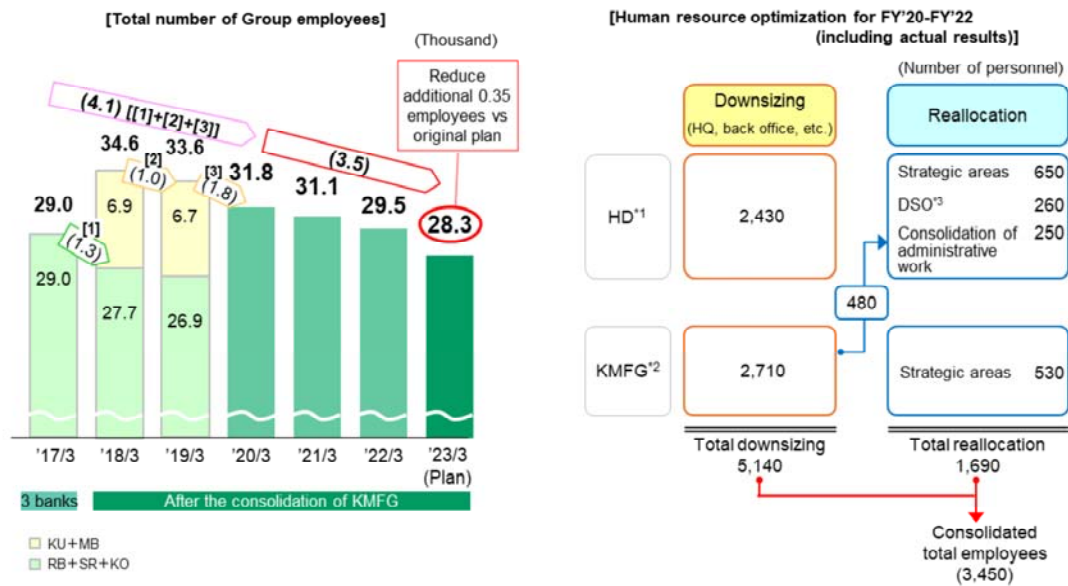
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- Cost structural reform.
- Since 2003, we have established low-cost operations through operational reforms and achieved cost reduction of approximately 30% by March 2018 before KMFG integration.
- After the integration we transform Resona's know-how on operational reforms to KMFG and further reduce costs through the use of DX and other measures.
- We plan to reduce both personnel and non-personnel costs in the current fiscal year and have made steady progress at the first half of this fiscal year.
- Personnel costs are also on a downward trend through controlling the total workforce while steadily improving the income level of each employee.

Downsizing and reallocating human resources to focus areas

■ Group total personnel headcount will decrease to below the level prior to KMFG integration

- Accelerate downsizing and reallocation of human resources on a group-wide basis by making KMFG a wholly owned subsidiary
- Improve productivity through channel reforms and branch DX



*1. Including RB and SR *2. Including KMB and MB *3. Digital service office

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- As you can see, we are streamlining human resources in Resona group basis and be allocating them to priority areas.
- While promoting processes on channel reform through DX and shifting personnel to strategic areas, a total headcount is expected to be reduced to below 29 thousand at the end of this fiscal year to the level before the KMFG merger.

Investment in Human Resources Capable of Supporting Sustainable Growth

Developing a personnel system designed to empower diverse human resources to achieve success

2008 : Incorporated the concept of **equal pay for equal work**, taking a pioneering approach to empower diverse individuals to achieve success







2019 : Instituted a post-retirement **reemployment system in every job category for those aged 70 or younger**

2021 : Introduced a new personnel system

⇒ **Began to offer an option of delayed retirement (up to age 65) , Multi-path personnel system (19 distinct job categories)**

Accelerating companywide human resource development efforts

- Upon the introduction of the new personnel system, the pace of efforts to develop human resources sped up further in line with the shared slogan "people grow at Resona."
- Developing a structure to provide comprehensive career development assistance to every employee in their pursuit of 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 

Results of training and education programs

- In FY2021, training programs for leadership and career development were prioritized and enhanced
- Strove to help employees gain specialist skills by developing an environment supportive of individual learning while offering hybrid training programs (a combination of face-to-face and online sessions)

		FY2019		FY2020		FY2021	
Item	Example of subjects	Cumulative number of individuals who completed programs	Overall hours of training provided	Cumulative number of individuals who completed programs	Overall hours of training provided	Cumulative number of individuals who completed programs	Overall hours of training provided
Overall	All training sessions except for in-house e-learning programs	13,637	213 thousand hours	15,405	157 thousand hours	22,353	208 thousand hours
Leadership development	Training for individuals newly appointed as departmental or branch managers, etc.	1,050	21 thousand hours	2,492	25 thousand hours	2,856	27 thousand hours
Career development	Career design seminars, etc.	699	9 thousand hours	1,626	9 thousand hours	2,929	20 thousand hours
Specialist skills	Extending credit, handling of financial instruments, etc.	11,705	181 thousand hours	9,744	110 thousand hours	14,847	151 thousand hours

*Sum of HD, RB and SR

- Next, we are also accelerating our efforts to invest in human capital.
- In April last year we introduced a Multi-path personnel system for professionals and established a total career support system to encourage the independent development of each and every employee.

Initiatives to Assist Employees in Autonomous Career Development

Learn about career options

Career College



* HD・RB・SR

- Provide briefings on our human resource system with a multi-path personnel system (a total of 19 courses) and career options available via each course
- Through Career College, twice a year we introduce more than 30 career examples to attendees and also hold roundtable meetings over the course of three weeks, along with distributing educational video programs

Voices from attendees

- ✓ The Career College has proven to be an insightful experience as I was able to learn about what colleagues at frontlines really think and came to fully understand that the tasks they handle are far more significant than I ever imagined. (Female, 20s)
- ✓ Having learned about the Career Challenge System, an in-house job-posting system, I now intend to proactively choose my career path and take on challenges. (Male, 20s)

Think about careers

Training sessions, seminars, etc.



- Career design seminars are provided to employees who have reached their third or fifth year, or age of 35, 48, 57 or another milestone
- These events include training in the form of a “business school” in which every attendee is encouraged to proactively play their part

Voices from attendees

- ✓ The training session has provided me with not only ideas about actual assignments but also an overview of the life-planning options available. It has enabled me to ponder these matters as my own issues. (Male, 30s, attending career design training for employees age 35)
- ✓ Through the session, I was nudged to recall moments and the type of tasks that gave me a sense of job fulfillment. Thanks to this, I was able to rediscover my areas of strength and interest. (Female, 40s, attending career design training in a business school form)

Realize career goals

Job-posting system Trainee system



- “Career Challenge” in-house job-posting system enabled more than 100 employees per year to be transferred to their desired courses
- “Career Challenge” also offers an option in which employees engage in in-house internship as short-term trainees

Diverse examples of career realization

- ✓ Transferred from a branch to a DX-related department, achieving transition to a new career (Female in 30s and male in 20s, etc.)
- ✓ Applications from those aged 40 or older are similarly accepted, enabling them to realize their desired careers, for example, assignments at departments related to will testament services and business rehabilitation through which they can leverage their experience as seasoned businesspeople (Female in 50s and male in 40s, etc.)
- ✓ Some branch staff from KMB and MB have applied for transfer to real estate-related departments at RB and have thus turned into contributors to the realization of synergies through intra-Group secondment (Male in 20s, female in 30s, etc.)

**Outline of Business Results for 1H of FY2022
and Updates on Major Businesses**

Efforts for Sustainable Growth

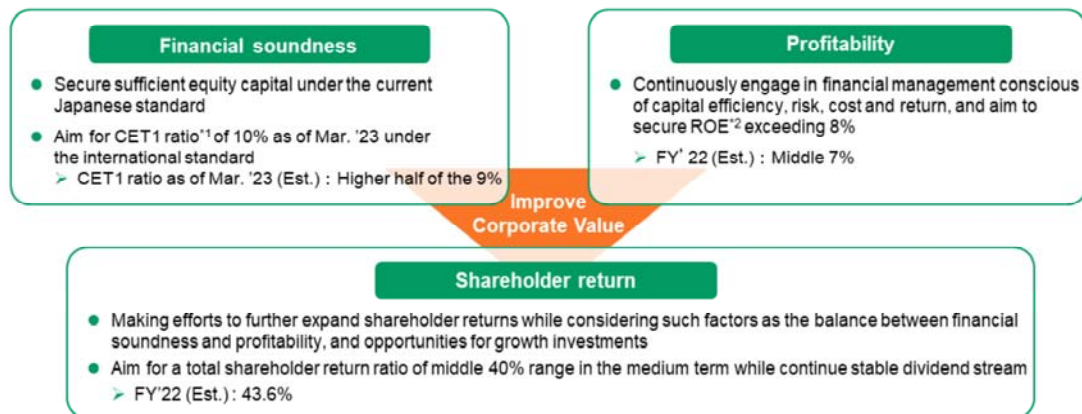
Capital Management

ESG Initiatives

Reference Material

Capital Management

- Making efforts to further expand shareholder returns as our basic policy is to strike an optimal balance between financial soundness, profitability and shareholder return



- Nov. '22 Implement share buyback up to JPY15.0 bn (Plan to cancel all of the treasury shares to be acquired)

- Action based on the following issues
 - Steady progress in interim results
 - Net income attributable to owners of parent : JPY82.6 bn (Progress rate against the full year target : 55.1%)
 - CET1 ratio^{*1} : Approx. 9.9% (Up 0.6% from Mar. '22)
 - The path to achieving the total shareholder return ratio target
 - Forecast of total shareholder return ratio FY'22 (After the acquisition) : **43.6% (Dividend: 33.6% + Share buyback: 10%)**
 - The current share price

^{*1} Based on the finalization of Basel 3. Exclude unrealized gains on available-for-sale securities

^{*2} Net income / Total shareholders' equity (simple sum of the balance at the beginning and the end of the term/2)

- Capital management.
- The top part shows the direction of capital management which we have been presenting from the past.
- There is no change in our approach of aiming to further increase shareholder returns while maintaining a balance between "Financial soundness," "Profitability," and "Shareholder returns."
- While maintaining a stable dividend, we aim to achieve a total return ratio in the mid 40% range over the medium term.
- Based on this approach, a share buyback with a cap of 15 billion yen has been set. The return action is based on the current situation described at the bottom of the slide.
- First of all there are no major problems in terms of the earning situation or the financial soundness of the company.
- We want to show you a solid path towards achieving the already-announced target for the total return ratio.
- In addition we recognized that given the current share price level this is a highly rational way to utilize capital, and we also hope that you understand that also reflects our perspective on the current share price.

**Outline of Business Results for 1H of FY2022
and Updates on Major Businesses**

Efforts for Sustainable Growth

Capital Management

ESG Initiatives

Reference Material

- We have prepared several slides on ESG initiatives.
- And I would like to comment on some of them.

Long-term Sustainability Targets

	Retail Transition Finance ^{*1}	Carbon Neutrality	Empowerment and Promotion of Women
Targets	Cumulative total of JPY10 trillion (FY2021 to FY2030)	Net zero CO2 emissions (By the end of FY2030, Scope 1 & 2 ^{*2})	Achieve the below presented ratios for the representation of women in various positions, an increase of 10% or more from the levels at the beginning of FY2021 (by the end of FY2030) Ratio of female directors and executive officers: 30% or more ^{*3} Ratio of female senior managers: 20% or more ^{*4} Ratio of female line managers: 40% or more ^{*4}
Results	(End of Sep. '22) Cumulative total of transition financing: JPY1,258.5 bn	(FY2021) 43% reduction from the FY2013 level (a year-on-year decrease of 4,293 t-CO2)	(2022 ^{*5}) Ratio of female directors and executive officers: 15.3% ^{*3} Ratio of female senior managers: 12.8% ^{*4} Ratio of female line managers: 31.2% ^{*4} (Reference) Ratio of female directors: 30% ^{*3}

^{*1} Financing aimed at supporting customers' SX efforts. ^{*2} CO2 emissions attributable to energy used by the Group. ^{*3} Resona HD. ^{*4} Sum of six group companies (HD, RB, SR, KMFG, KMB and MB). ^{*5} The ratio of female directors and executive officers is as of June 30, '22, the ratio of female senior managers and line managers is at the beginning of FY'22.

Resona Holdings, Inc.

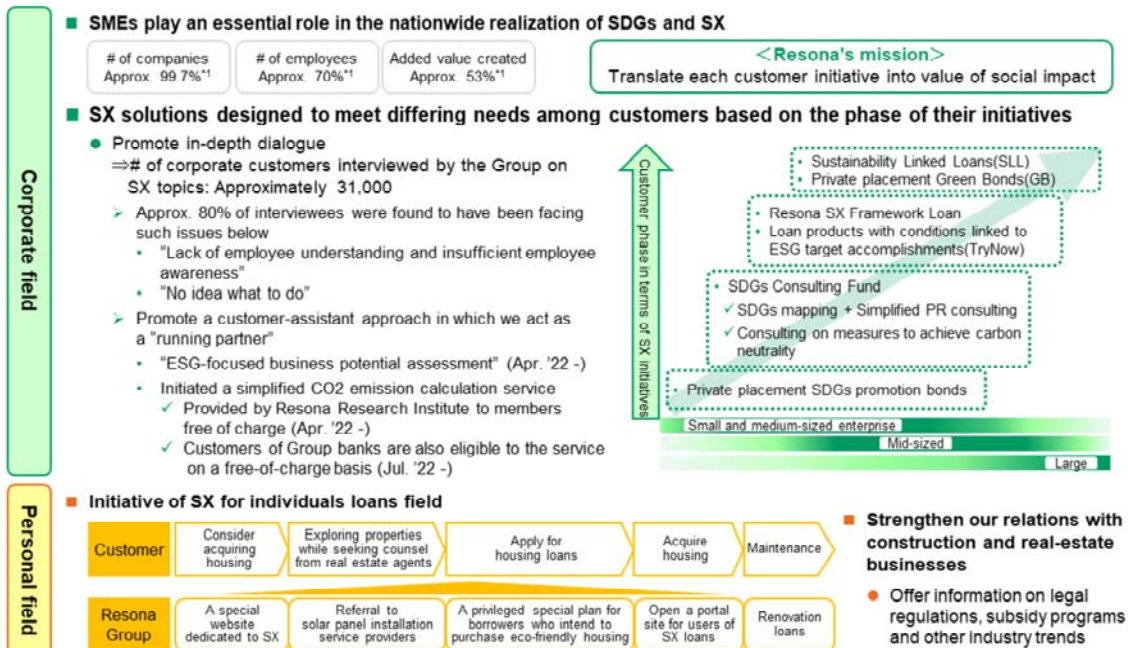
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- This is a long-term sustainability targets which we announced in June last year.
- We have set quantitative targets in the three areas for the period up to FY2030 including “Retail Transition Finance,” “Carbon Neutrality” and “Empowerment and Promotion of Women.”

E (Environment): Retail Transition Finance

Helping retail customers update their awareness, transform their modes of behavior and thereby achieve steady transition

Transaction volume: FY'21 JPY845.8 bn (cumulative) ⇒ 1H of FY'22 JPY1,258.5 bn (cumulative)
(Target for FY2021 to FY2030: Cumulative total of JPY10 tn)



*1. 2022 White Paper on Small and Medium Enterprises in Japan

Resona Holdings, Inc. 45

- Retail Transition Finance has set a target of 10 trillion yen transaction volume of investments and loans by FY2030, and has accumulated 1,258.5 billion yen for a year and a half cumulative period up to the first half of the year.
- The perception of SX by SMEs still varied and there are still many challenges to overcome, but we reached the initial progress of our efforts as being solid.
- We believe it is our mission to continue support our customer's SX through close dialogue with retail customers at various stages.

E (Environment): Carbon Neutrality

The Resona Group is acting as a pioneer in terms of reducing environmental burden

■ Measures to achieve our target (reducing the volume of CO₂ emissions^{*1} from the Resona Group to net zero by FY2030)

- Place the utmost priority on reducing emissions associated with "energy," which constitutes 90% of emission sources, to this end introducing renewable energy and other solutions

[Breakdown of FY'21 emissions]

Scope1	5,082 t-CO ₂
Scope2	47,569 t-CO ₂
Emissions from energy sources	46,367 t-CO ₂

[Progress in the introduction of renewable energy at key Resona Group facilities]

Facilities introducing	Osaka HO of Resona Gr	HO of SR	Biwako bldg. of KMB	HO of MB	Shinsai-bashi HO of KMB	49 branches of KMB (high voltage power)	Seishin bldg. of MB	Senri Training Center	Shimane Customers Center
Reduction in CO ₂ emissions volume ²	(1,358) t-CO ₂	(964) t-CO ₂	(144) t-CO ₂	(988) t-CO ₂	(902) t-CO ₂	(1,216) t-CO ₂	(994) t-CO ₂	(2,000) t-CO ₂	(85) t-CO ₂
Timing of introduction	Aug. '21	Jun. '21	Jun. '21	Aug. '21	Jun. '22	Jun. '22	Jun. '22	Aug. '22	Aug. '22

(*Annual reduction. Figures for FY2021 are actual results, while figures for FY2022 are estimates.)

Continue

- To expand introduction bases
- To promote energy saving across the board

■ Future direction

- Formulate a net-zero target encompassing Scope 3 emissions
 - Began offering a simplified CO₂ emission calculation service (free of charge) to assist retail customers in the assessment of the volume of their CO₂ emissions (Apr. '22 -)
 - Upgrade our methods for portfolio carbon analysis as well as the measurement of transition and physical risks

[Flow of calculation]

(1) Portfolio subject to calculation

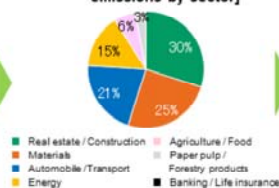
Seven carbon-related sectors defined by the TCFD: "Real estate / Construction," "Materials," "Automobile / Transport," "Energy," "Agriculture / Food," "Paper pulp / Forestry products," and "Banking / Life insurance"

(2) Calculation method

PCAF^{*2} standard:
A representative method in terms of the calculation of financed emissions^{*3}

[Calculation results]

[Breakdown of financed emissions by sector]



[Assessment]

- ✓ "Energy," "Transport," "Materials" and "Real estate / Construction" together constitute a large proportion of the Resona Group's portfolio. The above sectors, excluding "Materials," coincide with "priority sectors"^{*4} defined by the Group.
- ✓ The "Materials" sector comprises a mix of various businesses with a broad range of risk characteristics.
- ✓ Implement quantitative analysis of transition risks (based on the 1.5°C Scenario) associated with priority sectors while conducting physical risk analysis for business corporations in general (based on the 4°C Scenario)

^{*1} Scope1, Scope2 ^{*2} Partnership for Carbon Accounting Financials (an organization aimed at formulating standards for calculating carbon footprint associated with investment and financing) ^{*3} The volume of CO₂ emissions attributable to the investment and financing portfolios of financial institutions, financed emissions are calculated based on the value of investment and financing extended by these institutions to their corporate customers

^{*4} "Real estate / Construction," "Automotive / Transportation," and "Energy"

- Carbon neutrality.
- In the current fiscal year, locations which consumes a large amount of electricity, is gradually introducing renewable power.
- In addition we were accelerating to specific initiatives for Scope3 in the future.

E (Environment): Our Response to Global Warming & Climate Change

Board of Directors proactively pursue Resona Sustainability Challenge 2030 and step up climate change countermeasures



Reflect outcomes of discussions on risks and opportunities from climate change in the Group strategies and risk management

■ Impact on our largest asset class, loans

		■ Help corporate and individual customers mitigate and adapt to climate change through financial services	
Minimize the risks	Loan initiatives	<ul style="list-style-type: none"> Proactively engage with corporate customers who have yet to fully commit to environmental issues, encouraging them to step up their initiatives Clarify our stance on lending to businesses that may exert a seriously negative impact on the environment, such as enforcing general rule of abstaining from extending new loans to coal-fired thermal-generation projects and extending new loans to coal mining projects (MTR method^{*1}), etc. 	
	Investment initiatives	<ul style="list-style-type: none"> Incorporate an ESG-oriented viewpoint into investment decision-making process Maintain constructive dialogue and engagement with investees 	
Expand the opportunities	Conserving the environment through our products and services	[Individual customers]	[Corporate clients]
		<ul style="list-style-type: none"> ✓ <i>Nihon-no-Mirai</i> (investment trust) ✓ Offer benefits to loan customers who purchase eco-friendly housing (housing loans) 	<ul style="list-style-type: none"> ✓ Simplified CO2 emissions calculation service ✓ Loan products with conditions linked to ESG target accomplishments (TryNow) ✓ SX Framework Loan

[CDP scores^{*2}]

Resona HD	B
SMFG	B
MUFG	B
Mizuho FG	A-
SMTH	C

The ratio of lending for the energy and utility sector^{*3} to the entire portfolio

1.2%

(As of Mar. 31, '22)

^{*1} A method used for the surface mining of coal seams in mountain areas. The use of the MTR method entails deforestation, and soil from the mountain top is usually dumped in valleys, rivers and other nearby locations.

^{*2} CDP Report 2021 ^{*3} Lending to energy and utility sectors based on definitions under TCFD recommendations

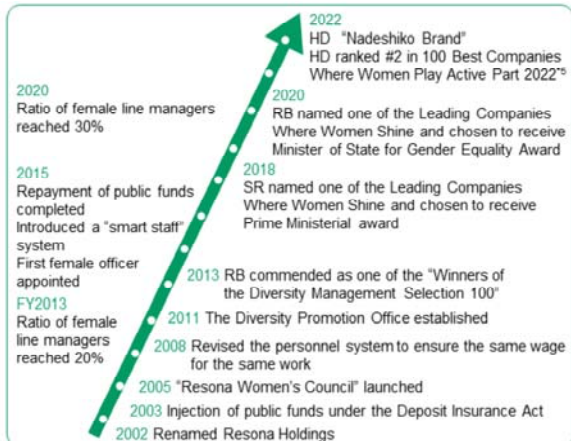
S (Society): Diversity & Inclusion (1)

Creating corporate value by drawing on diversity

- Step up the empowerment of women, to date a source of strength for the Group, ensuring that they serve as a driving force of value creation

Ratio of women	2022 ¹	FY2030 Target
Directors and executive officers (HD)	15.3%	30% or more
Senior managers (six Group companies ²)	12.8%	20% or more
Line managers (six Group companies ²)	31.2%	40% or more

(Reference) The ratio of female managers nationwide³:
General manager or equivalent positions 7.8%
Manager or equivalent positions 10.7%



External evaluation



Leading companies where women shine 2020 Winning the Minister of State for Gender Equality Award (RB)



Ranked #2 in 100 Best Companies Where Women Play Active Part 2022⁵ (HD)

Awarded the excellent health and productivity management corporation 2022 (HD)



Obtained Platinum Kurumin (all group banks)



Awarded the highest gold rating in the PRIDE Index (for 6 consecutive years) (HD)



*1. The ratio of female directors and executive officers is as of June 30, '22; the ratio of female senior managers and line managers is at the beginning of FY'22

*2. Sum of HD, RB, SR, KMFG, KMB and MB *3. Ministry of Health, Labour and Welfare, 2022.7.29 Press Release *4. RB+SR

*5. Based on a Survey 2022 of Workplace Opportunities for Female Workers undertaken by Nikkei WOMAN

- This is the initiatives to promote and empowerment of women. The ratio of female line managers or exceeds 30% which is one of us strength.
- We are convinced that diversity will lead to greater flexibility and resilience of the company and will further refine the strength.

S (Society): Diversity & Inclusion (2)

Main initiatives under way in FY2022 and the status of their progress

Ratio of female directors: 30%



12th Resona Women's Council (Apr. '22-Mar. '23)

- Members: 20 people from group banks and companies
 - Members consist of diverse individuals (in terms of rank, age, etc.) from a range of Group companies and serving terms spanning one year who regularly meet on a monthly basis
 - Engage in bottom-up activities, i.e., delivering proposals on women's networking, the enhancement of women's career awareness, the revision of various personnel systems, the implementation of operational improvement measures and the planning of new products

[Main achievements deriving from Resona Women's Council]

- Enhancement of childcare leave-related programs
- Institution of a mentoring system
- Introduction of a reinstatement support program
- Establishment of the Job Return System
- Launch of a system enabling transition from full-time to partner employee status and vice versa^{*1}

Expand the scope of employees eligible for the mentoring system for female manager candidates

- The mentoring system for newly appointed female department or branch managers has been in place since 2012
- In FY'22, women who have been newly appointed as manager candidates and assigned to positions immediately below department or general managers, are now included in the scope of eligibility to the system

^{*1} Upgraded from the "smart staff" system, which was introduced in 2015 to enable applicants to work shorter working hours or be assigned more limited jobs compared with full-time employees

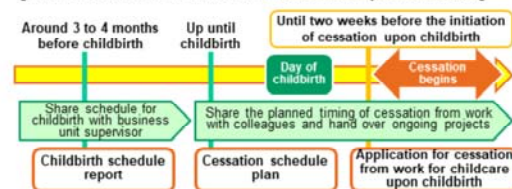
Step up initiatives to encourage male employees to play greater roles in child rearing

- Established a framework allowing cessation from work for childcare upon childbirth in line with the revision of relevant laws in Oct. '22

< The Resona Group's Response >

- The first 14 days of cessation from work for childcare upon childbirth shall be paid leave

[Flow of cessation from work for childcare upon childbirth]



- Hold seminars focused on facilitating cessation from work for childcare over the course of a period spanning Aug. to Sep. '22

- Scope: All business unit supervisors of Group banks
- Total number of participants: Around 1,000

[Male employees' status of childcare-related leave]

FY	2016	2017	2018	2019	2020	2021
Ratio of employees who took childbirth leave upon the spouse's childbirth	57.2%	100%	100%	100%	100%	100%
Ratio of male employees who opted for cessation from work for childcare	-	-	-	-	-	80.3%

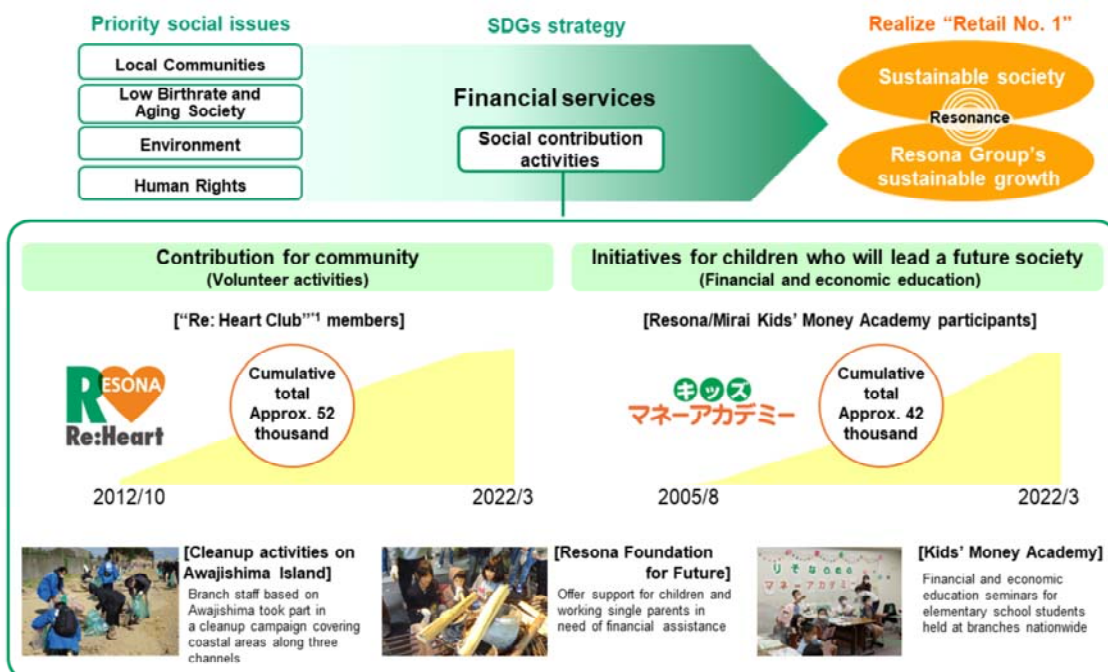
- Here we show initiative and progress we have made in the current of fiscal year.
- Top left shows the percentage of female directors. We are a member of 30% Club, and we have achieved 30% in June this year.
- On the right side, initiatives related to the participation of men in childcare. Taking the revision of the law in October as an opportunity, we have established a new framework of "cessation from work for childcare upon childbirth" and is strengthening its efforts to encourage employees to take childcare.

S (Society):

Realize "Retail No. 1" through Business & Social Contribution Activities

Leveraging our strengths and management resources
to contribute to the sustainable growth of local communities

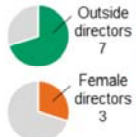
[Relationship between business strategy and social contribution activities]










*1. The volunteer group which Resona Group's employees run

G (Corporate Governance): Sophisticated Corporate Governance System

The first Japanese banking group which adopted a committee-based corporate governance structure in 2003 for management transparency and objectivity

Board of Directors	<ul style="list-style-type: none"> Majority of the Board members are independent outside directors [% of companies listed on TSE^{*1}] 9.2% 		Nominating Committee <ul style="list-style-type: none"> Independent outside directors only Introduced succession plan in 2007 and ensure objectivity by drawing on the advice of outside consultants
	<ul style="list-style-type: none"> Ratio of female directors: 30% [Avg. % of companies listed on TSE^{*2}] 11.0% 		Compensation Committee <ul style="list-style-type: none"> Independent outside directors only Introduced share benefit trust as performance based stock compensation program for officers in 2020
	<ul style="list-style-type: none"> Chairperson of the Board of Directors Independent outside director appointed for chairperson from Jun. '22 [% of companies listed on TSE Prime^{*3}] 3.6% 		Audit Committee <ul style="list-style-type: none"> Majority of independent outside directors Introduced double report line system in 2016

Outside directors

 Hidehiko Sato Chairperson, Nominating Committee Member, Audit Committee <small>Attorney-at-law (Hibiki Law Office) (Former National Police Agency Commissioner)</small>	 Chiharu Baba Chairperson, Audit Committee Member, Compensation Committee <small>(Former Deputy President of Mizuho Trust & Banking)</small>	 Kimie Iwata Chairperson, Compensation Committee Member, Nominating Committee <small>(Former Deputy Director-General Human Resource Development Bureau Ministry of Labor, Former Director & Executive Vice President of Shiseido)</small>	 Setsuko Egami Member, Nominating Committee Member, Compensation Committee <small>(Former Professor, Faculty of Sociology, Musashi University)</small>
 Fumihiko Ike Chairperson of the Board of Directors Member, Nominating Committee <small>(Former Chairperson of Honda Motor)</small>	 Sawako Nohara Member, Compensation Committee <small>President of IPSe Marketing</small>	 Masaki Yamauchi Member, Audit Committee <small>Chairperson of Yamato Holdings</small>	

Internal directors

 Masahiro Minami President and Representative Executive Officer	 Mikio Noguchi Executive Officer	 Hisahiko Oikawa Member, Audit Committee
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*1. Source: Tokyo Stock Exchange *2. Source: 2021 Nadeshiko Brand Report *3. Source: Dai-ichi Life Research Institute

Resona Holdings, Inc.

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- The governance system.
- Since 2003 we had the committee based corporate governance structure.
- The Board of Directors consists of a majority 70% of outside directors and the chairperson of the three committees are also all outside directors.
- Also, as I mentioned earlier, the ratio of female directors is 30%. The chairman of the Board of Directors has also been an outside director since June of this year.
- We continue to have a governance system that ensures high level of transparency and fairness with external perspective fully utilized in a company management.
- That's conclusion of my explanation.

G (Corporate Governance): Roles, Skills, and Expertise Required to Directors

Strengthening supervisory and decision-making functions
through active discussions at Board of Directors meetings, which are rich in diversity

- The skills (experience / knowledge) especially expected of nominees for directors are defined as follows.
Candidates were discussed and decided by the nominating committee.

		Organizational management	Legal Compliance Risk management	Finance Accounting	Priority field for the "Retail No. 1" Financial Services Group				
					Breaking free of the bank model	IT Digital	Sustainability	Diversity & Inclusion	Global
Masahiro Minami		●	●	●	●	●	●	●	●
Mikio Noguchi					●	●			
Hisahiko Oikawa			●						
Hidehiko Sato	Outside directors	●	●		●			●	
Chiharu Baba	Outside directors	●	●	●	●				●
Kimie Iwata	Outside directors	●			●		●	●	
Setsuko Egami	Outside directors		●		●		●	●	
Fumihiko Ike	Outside directors	●	●		●	●			●
Sawako Nohara	Outside directors		●		●	●		●	
Masaki Yamauchi	Outside directors	●			●		●		

G (Corporate Governance): Initiatives for Corporate Governance Evolution

Our initiatives to improve the effectiveness
of the Board of Directors' operations

Outside directors' meetings

- Outside directors conducted meetings on evaluation of the Board of Directors. Actively discussed to further improve the effectiveness of the Board of Directors.
- Interacted and held meetings with outside directors of RB, SR, and KMFG

Free discussion sessions

- Utilize input from outside directors into such key activities as strategies in a timely manner
- Free discussions were held on themes based on changes in the internal and external environment, such as the DX Strategy, the International Strategy, and the Climate Change Risk

Study sessions and onsite tours

- Facilitate understanding of the Resona Group's business operations
- Opinion Exchange Meeting: Held meetings with officers and employees in each division to promote understanding of operating divisions (FY'21 5 meetings)
- Tours: Visited "Resona Bank Azabu Branch" and "OBP Office" (FY'21)

Succession Plan (introduced in Jun. '07)

- Our mechanism for ensuring the succession of roles and responsibilities to be borne by executive officers
- The scope of the plan covers various candidates for HD, KMFG and group banks, ranging from those who are presidents to those who are new candidates for executive officers
- Candidates are classified by job rank and systematically undergo selection and training programs

Selection process

- Advice from external consultants
- Nominating Committee members attend each program
- Secure a structure for transparent and fair selection

Training process

Nurture individuals who embody
Resona's distinctive strength

Ideal traits of executive officer candidates

Remuneration for directors and executive officers

Compensation system for executive officers

Position-based
Compensation
(Fixed cash
compensation)

Annual incentive
(Variable cash
compensation)

Medium- to long-
term incentives
(Variable share-based
compensation)

Annual incentive

Annually examine the status of specific key indices
in terms of consistency with MMP targets

Corporate performance

Net income attributable
to owners of parent

Fee income ratio

Cost income ratio

CET1 ratio

Individual achievements

- Evaluate the status of initiatives aimed at helping realize SDGs
- Evaluate the status of medium- to long-term initiatives and the degree of accomplishment of annual targets

Medium-to long-term incentives

- Enhance linkage with shareholder value
- Encourage efforts employing medium- to long-term perspectives to improve corporate value

"Matrix-based Evaluation" based on two indices

Relative TSR
(Relative to peers
in the banking
industry)

Consolidated
ROE (Based on
shareholders' equity)

"Board Benefit Trust"

- Utilize a trust scheme
- Grant shares
- Enhance linkage with performance

ESG-Based Recognitions and Initiatives

Status of inclusion into ESG-based stock indices

[ESG indexes selected by GPIF (domestic stock)]

Aim to be included in all indices below during the current MMP period



2022 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2022 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



FTSE4Good



Sompo Sustainability Index

ESG-related external evaluations

MSCI
(Seven-grade system
from AAA to CCC)
AA

FTSE
(Full score is set at 5)
3.5

MSCI (WIN)
(Full score is set at 10)
8.8

S&P
(Decile ranking system)
7
(Carbon Efficient Index)

Our support for ESG-related initiatives at home and abroad



*1. Please refer to our corporate website for details⇒ <https://www.resona-gr.co.jp/holdings/english/sustainability/award/index.html>

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Outline of Business Results for 1H of FY2022 and Updates on Major Businesses

Efforts for Sustainable Growth

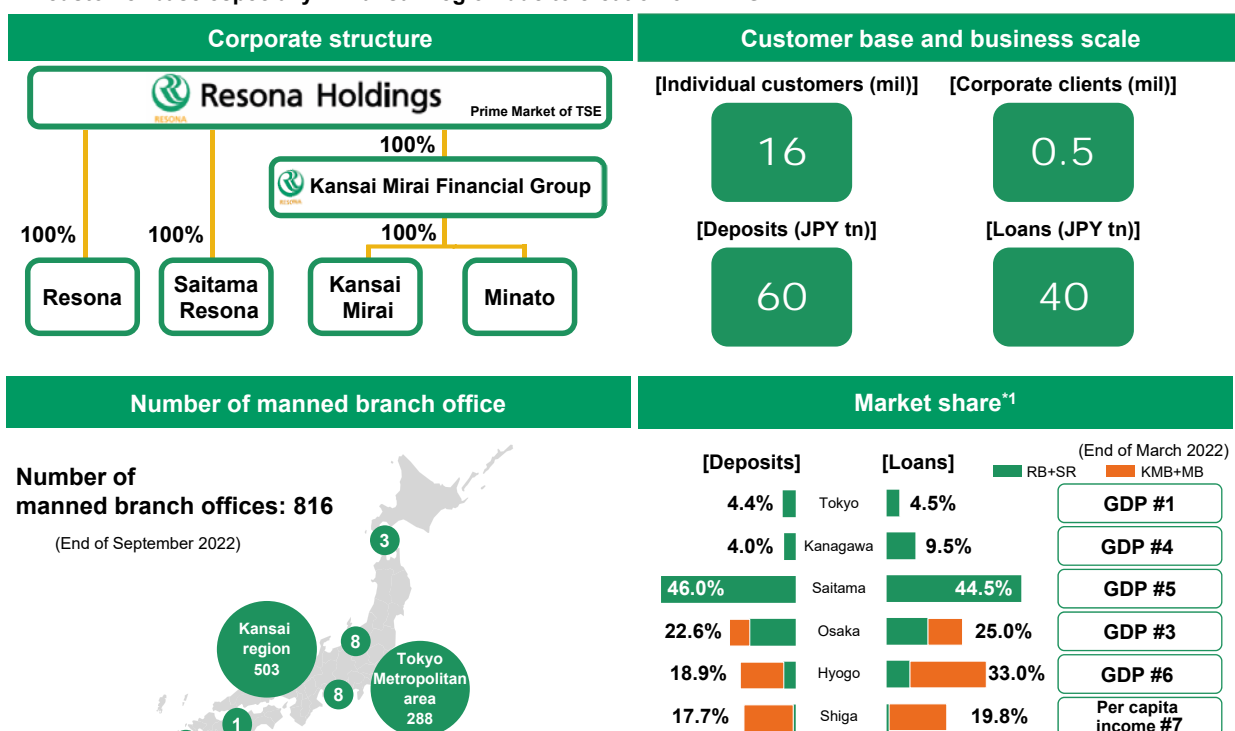
Capital Management

ESG Initiatives

Reference Material

Resona Group at a Glance

- Resona focuses management resources on Tokyo and Kansai metropolitan areas and retail banking business
- Resona Group is the largest retail-focused bank with full-line trust capabilities in Japan with a well-established customer base especially in Kansai Region due to creation of KMFG



*1. Total of group banks, market share based on deposits, and loans and bills discounted by prefecture (domestically licensed banks from BOJ) Resona Holdings, Inc.

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Resona Group's Brand Identity

The Resona Group's corporate name is derived from the Latin word (*resonus*) meaning "resonate" or "resound" in English

We aim to establish "Resonance Model" by resonance between sustainable society and Resona Group's sustainable growth

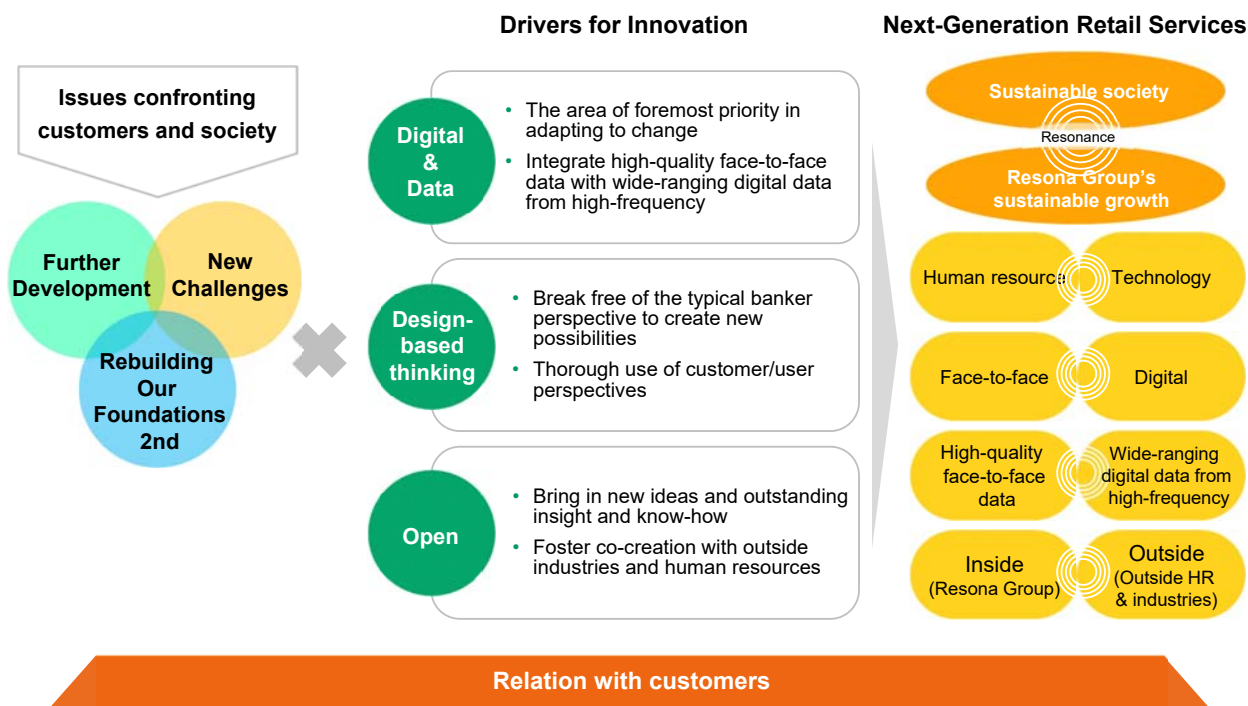
We attach great importance to customers' voice. By adopting the corporate name Resona, we want to express our desire to build stronger ties with communities and customers by "resonating" or "resounding" with them.



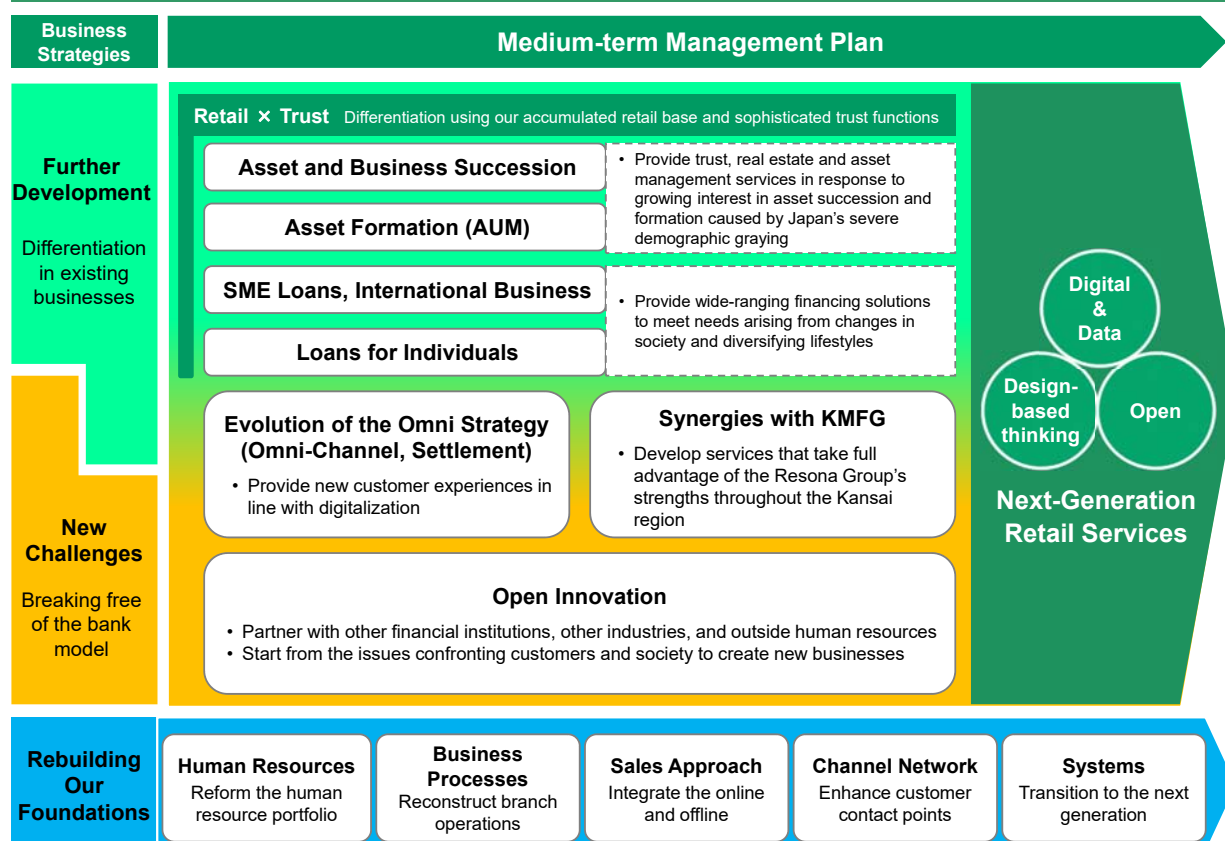
Group Logo expresses the resonance between the "R" in Resona and the "R" in the Group's key word "Regional."

Establish “Resonance Model”





We will provide new value to customers, starting from the issues confronting customers and society, by moving beyond conventional banking frameworks through diverse resonance generated by new ideas and wide-ranging connections



Business Strategy and Rebuild Foundations (Overview)



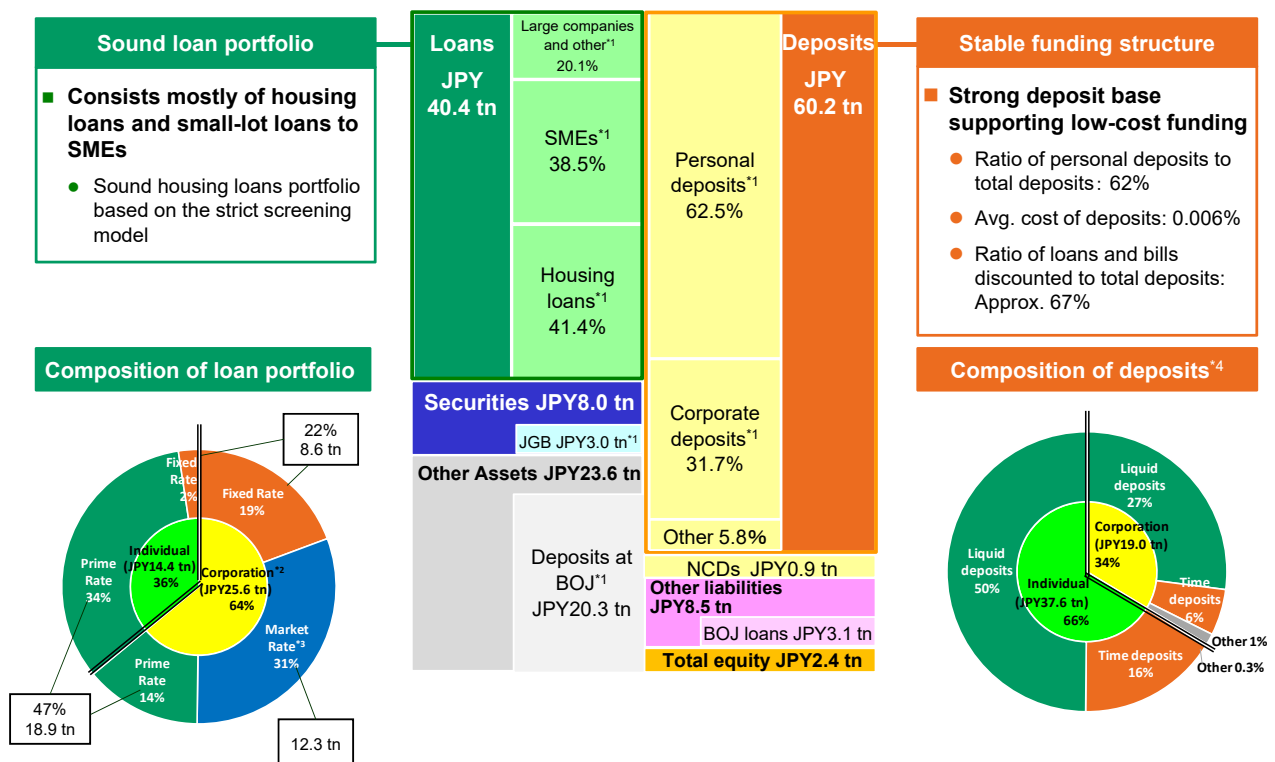
Points of Focus in the Medium-term Management Plan toward the 2030 Realization of SDGs

Theme	Expected issues customers will face in the next 10 years	Key policies under the new medium-term management plan
Local Communities  All 17 goals	<ul style="list-style-type: none"> Adapt to a digitalized and global society <ul style="list-style-type: none"> Widespread use of cashless settlement Rapid advance of digitalization Need for supply chain maintenance 	Settlement Omni-Channel
Low Birthrate and Aging Society 	<ul style="list-style-type: none"> Adapt to the low birth rate and graying society <ul style="list-style-type: none"> Need for ensuring smooth succession of assets and businesses as well as securing funds for life after retirement Human resource shortages 	Succession Asset formation
Environment 	<ul style="list-style-type: none"> Respond to climate change risks <ul style="list-style-type: none"> Rising living expenses and housing costs Need for de-carbonization and preparation for natural disasters 	Provide support for de-carbonization Green finance Loan exemptions for those hit by natural disasters
Human Rights 	<ul style="list-style-type: none"> Adapt to diversifying value systems and working styles <ul style="list-style-type: none"> Need to meet higher skill requirements and develop second careers Need to expand hiring of foreigners and elderly people 	Measures for diversity & inclusion Develop human resources capable of meeting diversifying customer needs for sophisticated solutions

(Reference) Outline of Balance Sheet (Sep. 30, 2022)

HD Consolidated

Total assets JPY72.1 tn



*1. Total of group banks *2. Including apartment loans *3. Market rate-linked loans include the fixed-rate (spread) loans maturing in less than one year *4. Domestic individual deposits + Domestic corporate deposits

Overall support for customers' overseas expansion with a focus on Asia via overseas bases and partner banks

- Station Japanese-speaking Resona staff in 10 locations to provide meticulous services
- Provide a wide range of consultations concerning overseas expansion, financing, etc.



- Provide solutions via local subsidiaries
 - Bank Resona Perdania (Indonesia)
 - Boasting a business track record spanning more than 60 years and full-fledged banking functions serving locals
 - Resona Merchant Bank Asia (Singapore)
 - Lending, M&A assistance, consulting, etc. in ASEAN, Hong Kong and India
- Strengthen the customer support by expanding overseas network
 - Began offering loans denominated in Chinese yuan to local corporations in China*¹(Jul. '22) **NEW**
 - Avoid foreign exchange risks via the handling of local currencies while providing stable funding
 - One individual from Resona is now being seconded to Fair Consulting Shanghai, a consulting firm based in China (Sep. '22) **NEW**

- Overseas representative offices
- Resona Merchant Bank Asia
- Bank Resona Perdania
- Resona Indonesia Finance
- Partner banks, etc.
- Offices with Resona Group employees

*1. RB

Initiatives to Reduction of Policy-Oriented Stock Holdings

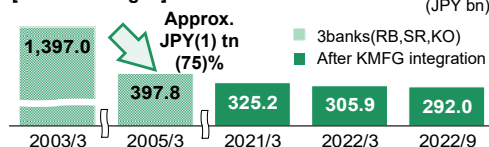
Policy for holding policy-oriented stocks^{*1}

- Since the capital enhancement with public funds, Resona Group has reduced the balance of the policy-oriented stocks to lessen the risk of price volatility. Our basic policy is to continue to reduce the balance of policy-oriented stocks.
- The Group determines whether to hold policy-oriented stocks by evaluating the risks and returns, including feasibility of the development of a trading relationship in a medium- to long-term. The Group may also sell stocks in consideration of the market situations, management and financial strategies, even though the Group considers appropriate for holding from the risk-return perspective.

■ Balance of listed stocks disposed in 1H of FY2022

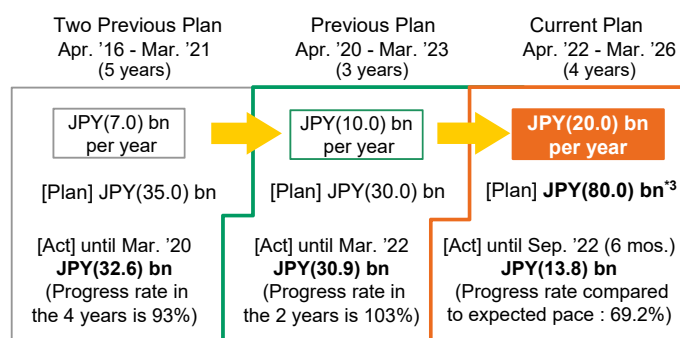
(acquisition cost basis): JPY13.8 bn,
Net gain on sale: JPY33.1 bn (HD consolidated: JPY32.9 bn)
Breakeven Nikkei average: Approx. 7,500 yen

[Stock holdings^{*2}]

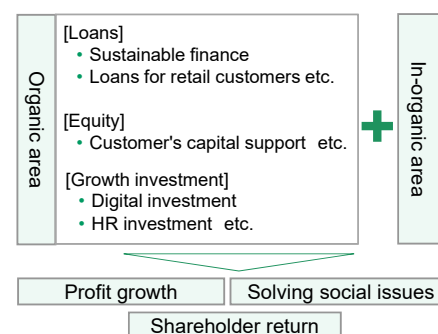


■ Released the new plan that doubled the pace of reduction (May '22)

- Achieved the previous plan one year ahead of schedule



- Utilized in fields that contribute to solving social and customer issues



*1. Policy-oriented stocks are classified into (1) policy investment stocks and (2) strategic investment stocks, according to the purpose of holding.

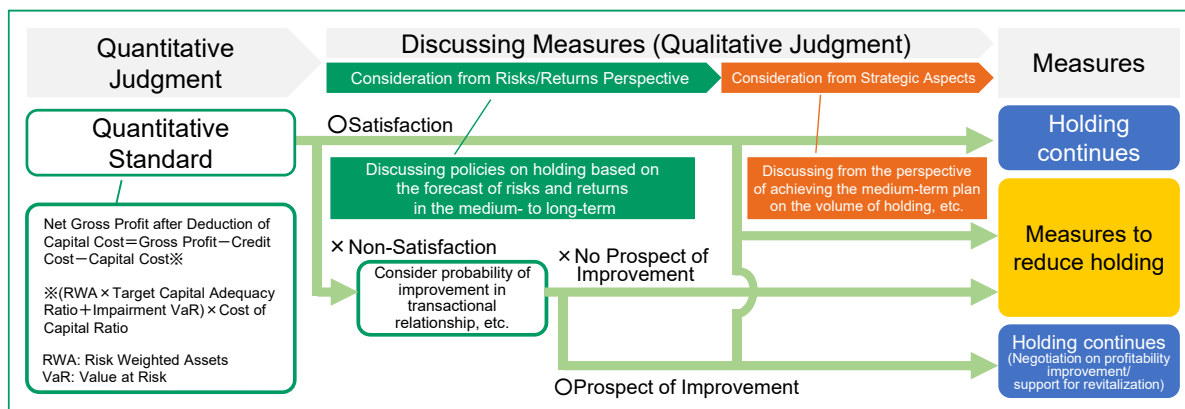
Of these, (1) policy investment stocks are targeted for reduction of the balance. All listed shares held by group banks are (1) policy investment stocks

*2. Total of group banks, acquisition cost basis, marketable securities and policy investment stocks only

*3. Reference: Market value of about JPY250 bn (Estimated based on the market value of the policy-oriented stock as of Mar. '22)

Policy-Oriented Stocks : Verification Process, Standards for the Exercise of Voting Rights

■ Verification process for value of holding of policy-oriented stocks



■ Resona group has established the “Policy for the Voting Right Exercise Standards of Holding Policy-Oriented Stocks” in relation to exercise the voting rights of policy-oriented stocks. We have built a process to individually judge and verify the approval or disapproval of all proposals.

- Fundamental concepts on the exercise of voting rights
(Disclosed in “Standards for the Exercise of Voting Rights of Policy-Oriented Stocks”)

The Resona Group will exercise voting rights of policy-oriented stocks based on the following policy:

- Irrespective of interests of transactions with clients, make an effort to vote yes or no on an individual basis from the viewpoint of sustainably improving corporate value;
- Not to exercise voting rights in a manner to resolve certain political or social problems; and
- If any scandal or an anti social act is committed by a company or corporate manager, etc., exercise voting rights with the intention of contributing to the improvement of corporate governance.

Measures to Build Multifaceted Business Relationships with Customers

Total of Two Banks (RB, SR)

Visible progress has been made through the increase in the number of “Resona Loyal Customers”

Customer segments based on the depth of transactions with Resona Group banks			Number of Customers (thousands)			Top-line Income Per Customer *	Avg. # of Products Cross-sold	Increase life-time profits by upgrading customer segments and by increasing the number of products
			2017/9	2022/9	Change		[YoY change]	
Premier	(1)	AUM or Apartment loan exceeding JPY50 million	53.5	67.3	+ 13.8	72.4	7.76 [(0.00)]	<p>Profit Matrix by Customer Segment and Number of Products sold (Illustrative)</p>
Housing Loan	(2)	With housing loan for own home	514.6	542.0	+ 27.3	28.4	4.91 [+0.06]	
Asset Management	(3)	AUM exceeding JPY10 million	657.4	811.8	+ 154.4	5.6	4.75 [+0.00]	
Potential I	(4)	AUM exceeding JPY5 million	709.3	803.0	+ 93.7	1.6	3.60 [+0.03]	
Potential II	(5)	AUM below JPY 5 million/ 3 or more products sold	4,451.3	4,647.1	+ 195.7	* 1	4.08 [+0.04]	
Resona Loyal Customers (RLCs)	(6)		6,386.3	6,871.5	+ 485.1	4.4	4.20 [+0.04]	
Potential III	(7)	AUM below JPY 5 million/ 2 or fewer products sold	4,855.0	4,253.6	(601.3)	0.1	1.66 [+0.00]	

* Indexed to average top-line income per client for Potential II segment = 1

Business Results by Major Group Business Segments

Management accounting by major group business lines (1H of FY2022)

(JPY bn, %)

Resona Group Business Segments		Profitability			Soundness	Net operating profit after a deduction of credit cost										
		Net profit after a deduction of cost on capital	Risk-adjusted return on capital	Cost to income ratio	Internal CAR	Actual net operating profit									Credit cost	
						YoY Change	YoY Change	YoY Change	YoY Change	YoY Change	YoY Change	YoY Change	YoY Change	YoY Change		
															RVA ^{*1}	RAROC
Customer Divisions	(1)	23.8	14.7%	63.5%	10.1%	79.4	+13.1	86.0	+7.4	236.2	+7.5	(150.2)	(0.0)	(6.6)	+5.6	
Personal Banking	(2)	9.3	20.6%	79.6%	10.2%	18.5	+3.0	19.3	+3.2	94.9	+2.3	(75.6)	+0.9	(0.7)	(0.1)	
Corporate Banking	(3)	14.4	13.5%	52.7%	10.1%	60.8	+10.0	66.7	+4.1	141.3	+5.2	(74.5)	(0.9)	(5.8)	+5.8	
Markets	(4)	(18.5)	(29.7)%	(35.4)%	24.9%	(13.8)	(34.8)	(13.8)	(34.8)	(10.1)	(36.9)	(3.6)	+2.1	-	-	
KMFG	(5)	(4.7)	8.3%	70.6%	8.9%	19.9	+3.0	21.2	(0.5)	72.3	(1.6)	(51.1)	+1.1	(1.2)	+3.5	
Total ^{*2}	(6)	(19.2)	8.3%	68.6%	10.2%	84.8	(19.0)	92.6	(28.3)	295.2	(32.1)	(202.8)	+3.8	(7.7)	+9.2	

*1. RVA: Resona Value Added (Net profit after a deduction of cost on internally allocated capital)
*2. Numbers reported above refer to 2 Resona Group banks and consolidated subsidiaries

Consolidated Subsidiaries and Affiliated Companies (1)

Major consolidated domestic subsidiaries (excluding group banks)

(JPY bn)

Name	Line of business	Capital contribution ratio	Fiscal year	Net income	YoY change
Resona Guarantee (1)	Credit guarantee (Mainly mortgage loan)	Japan's highest class of residential housing loan guarantee balances	Resona Holdings 100%	FY'22 (Sep.30 2022)	5.6 (0.3)
Kansai Mirai Guarantee (2)			Kansai Mirai Bank 100%	FY'22 (Sep.30 2022)	0.4 (0.0)
Kansai Sogo Shinyo (3)			Kansai Mirai Bank 100%	FY'22 (Sep.30 2022)	0.5 +0.1
Minato Guarantee (4)			Minato Bank 100%	FY'22 (Sep.30 2022)	0.6 +0.2
Resona Card (5)	Credit card Credit guarantee	1.5 million card members	Resona Holdings 77.5% Credit Saison 22.4%	FY'22 (Sep.30 2022)	0.6 +0.3
Minato Card (6)	Credit card	Provide local customers with settlement solutions	Minato Bank 100%	FY'22 (Sep.30 2022)	0.4 (0.5)
Resona Kessai Service (7)	Collection service Factoring	Collection services with 50 million cases annually	Resona Holdings 100%	FY'22 (Sep.30 2022)	0.3 +0.0
Resona Research Institute (8)	Business consulting service	Management consulting with 1,100 project annually	Resona Holdings 100%	FY'22 (Sep.30 2022)	0.1 +0.1
Resona Capital (9)	Venture capital	IPO support, SME business succession, re-growth support	Resona Holdings 100%	FY'22 (Sep.30 2022)	0.0 (0.0)
Minato Capital (10)	Operation and management of investment funds	Support for agriculture and tourism related business, growing company, business succession	Minato Bank 100%	FY'22 (Sep.30 2022)	0.0 +0.0
Resona Corporate Investment (11)	Private equity	SME business succession support through share acquisition	Resona Holdings 99.95%	FY'22 (Sep.30 2022)	0.0 +0.0
Resona Business Service (12)	Back office work Employment agency	Practices quick and accurate operations	Resona Holdings 100%	FY'22 (Sep.30 2022)	0.0 +0.0
Resona Asset Management (13)	Investment management business	Business started in Sep. 2015 utilizing 50 years of RB pension management expertise	Resona Holdings 100%	FY'22 (Sep.30 2022)	1.6 (0.0)

Consolidated Subsidiaries and Affiliated Companies (2)

Major consolidated domestic subsidiaries (excluding group banks)(Continued)

(JPY bn)

Name		Line of business	Capital contribution ratio	Fiscal year	Net income	YoY change
Kansai Mirai Leasing (14)	Leasing business	Providing regional customers with solutions utilizing leasing functions	Kansai Mirai Bank 100%	FY'22 (Sep.30 2022)	0.1	+0.0
Minato Leasing (15)			Minato Bank 100%	FY'22 (Sep.30 2022)	0.0	(0.1)
Resona Mi Rise (16)	Bank assistance business	Providing opportunities for a wide range of human resources to thrive	Resona Group 100%	FY'22 (Sep.30 2022)	0.0	+0.0
Regional Design Laboratory of Saitama (17)	Assist in the resolution of region-specific issues	Driving in line with the development of "wide, deep, and long" customers, involving local communities	Saitama Resona Bank 100%	FY'22 (Sep.30 2022)	(0.0)	-
Mirai Reenal Partners (18)	Consulting Crowdfunding	Solving customer problems together	Kansai Mirai Financial Group 100%	FY'22 (Sep.30 2022)	(0.0)	-
Resona Digital Hub (19)	Assist in the promotion of DX	Support for driving-type DX toward the "vision" of customers	Resona Holdings 85%	FY'22 (Sep.30 2022)	(0.1)	-
FinBASE (20)	Financial Digital Platform	Promoting an open platform for financial services	Resona Holdings 80%	FY'22 (Sep.30 2022)	0.0	-
Loco Door (21)	Assist in the regional vitalization	Achieving regional vitalization by combining education and agriculture	Resona Holdings 100%	FY'22 (Sep.30 2022)	(0.0)	-
Total					10.5	(0.5)

Consolidated Subsidiaries and Affiliated Companies (3)

Major consolidated overseas subsidiaries

(JPY bn)

Name		Line of business	Capital contribution ratio	Fiscal year	Net income	YoY change
P.T. Bank Resona Perdana (22)	Banking business (Indonesia)	Oldest Japan-affiliated bank in Indonesia	Resona Group 48.4% (Effective control approach)	FY'22 (Jun.30 2022)	0.0	(0.4)
P.T. Resona Indonesia Finance (23)			Resona Group 100%	FY'22 (Jun.30 2022)	0.0	(0.0)
Resona Merchant Bank Asia (24)	Finance, M&A (Singapore)	Became consolidated subsidiary Jul. 2017; direct financing and M&A brokerage, etc.	Resona Group 100%	FY'22 (Jun.30 2022)	0.0	(0.0)
Total					0.0	(0.4)

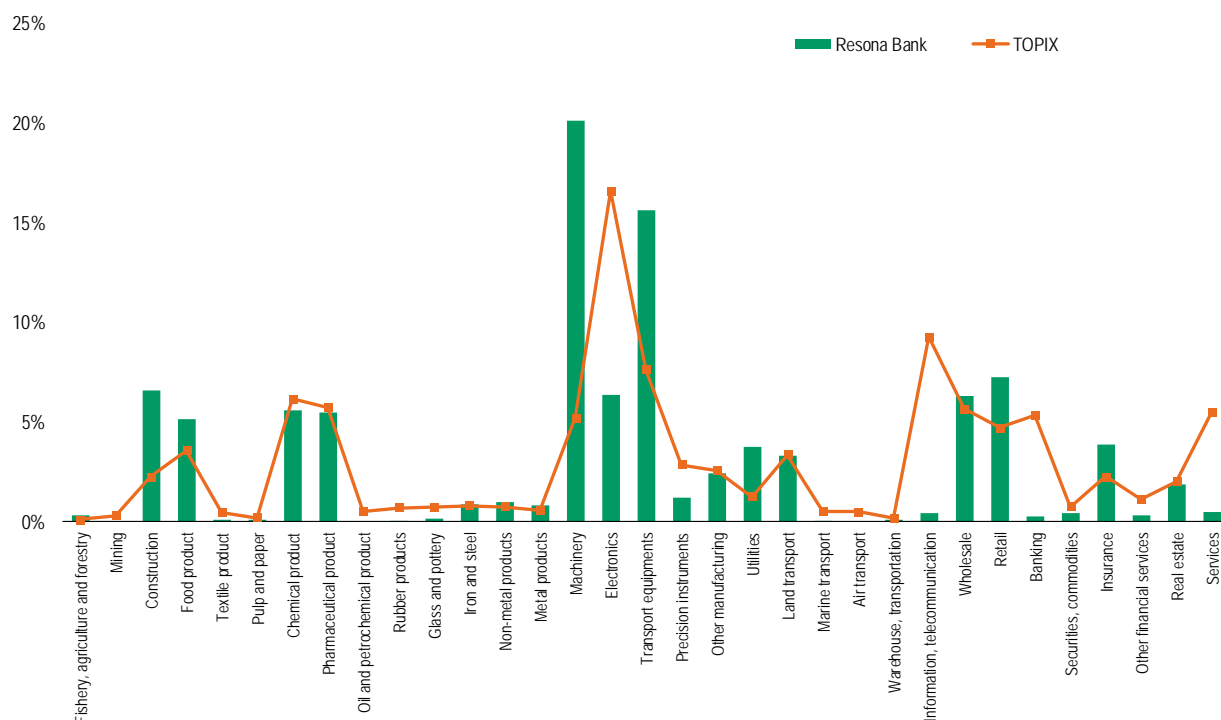
Major affiliated companies accounted for by the equity method

Name		Line of business		Capital contribution ratio	Fiscal year	Net income	YoY change
Custody Bank of Japan	(25)	Trust banking business (Mainly asset administration)	One of the largest asset size in Japan	Resona Group 16.6% Sumitomo Mitsui Trust HD 33.3%	FY'22 (Sep.30 2022)	0.4	(0.1)
NTT Data Sofia	(26)	IT system development	Became affiliated company accounted for by the equity method in Oct. 2017; responsible for the system development of the group	Resona Holdings 15% NTT Data 85%	FY'22 (Sep.30 2022)	0.0	(0.0)
Resona Digital I	(27)			Resona Holdings 49% IBM Japan 51%	FY'22 (Jun.30 2022)	0.0	(0.0)
DACS	(28)	IT system development	Became affiliated company accounted for by the equity method in Jul. 2022; DX support for Resona group and our customers	Resona Holdings 30% NTT Data 70%	FY'22 (Sep.30 2022)	0.0	-
Shutoken Leasing	(29)	Leasing business	Became affiliated company accounted for by the equity method in Jul. 2018; responsible for the leasing business of the group	Resona Holdings 20.26% Mitsubishi UFJ Lease & Finance 70.71%	FY'22 (Sep.30 2022)	0.8	+0.0
DFL Lease	(30)			Resona Holdings 20% Mitsubishi UFJ Lease & Finance 80%	FY'22 (Sep.30 2022)	0.3	+0.0
Total						1.8	(0.1)

*1. Fiscal year end of the overseas subsidiaries (22)-(24) and Resona Digital I (27) are December 31. HD's consolidated business results reflect the accounts of these subsidiaries settled on Jun. 30.

Stocks Held by Industry (September 30, 2022)

RB



(Balance sheet amount)

Resona Holdings, Inc.

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Swap Positions by Remaining Periods

HD
Consolidated

■ Notional amounts of interest rate swaps (deferred hedge accounting applicable) by remaining period

(JPY bn)

	Sep. 30, 2022				Mar. 31, 2022			
	Within 1 year	1 to 5 years	Over 5 years	Total	Within 1 year	1 to 5 years	Over 5 years	Total
Receive fixed rate/ Pay floating rate (1)	400.0	580.0	300.0	1,280.0	150.0	830.0	200.0	1,180.0
Receive floating rate/ Pay fixed rate (2)	32.0	499.7	72.3	604.1	22.5	429.8	174.4	626.9
Net position to receive fixed rate (3)	367.9	80.2	227.6	675.8	127.4	400.1	25.5	553.0

Resona Holdings, Inc.

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Maturity Ladder of Loan and Deposit (Domestic Operation)

Total of
Two Banks
(RB, SR)

Loans and bills discounted						
[End of March 2022]						
		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(1)	0.8%	0.9%	6.3%	14.6%	22.8%
Prime rate-based	(2)	42.7%	0.0%			42.7%
Market rate-based	(3)	32.8%	1.4%			34.3%
Total	(4)	76.5%	2.4%	6.3%	14.6%	100.0%

Loans maturing
within 1 year

79.0%

[End of September 2022]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(5)	0.9%	0.8%	6.3%	14.4%	22.6%
Prime rate-based	(6)	42.1%	0.0%			42.1%
Market rate-based	(7)	33.5%	1.6%			35.2%
Total	(8)	76.6%	2.5%	6.3%	14.4%	100.0%

Loans maturing
within 1 year

79.2%

[Change in 1H of FY2022]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(9)	+0.0%	(0.1)%	(0.0)%	(0.2)%	(0.2)%
Prime rate-based	(10)	(0.6)%	+0.0%			(0.6)%
Market rate-based	(11)	+0.6%	+0.2%			+0.8%
Total	(12)	+0.1%	+0.1%	(0.0)%	(0.2)%	-

Loans maturing
within 1 year

+0.2%

Deposits

[End of March 2022]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(1)	42.8%	2.0%	8.0%	28.0%	80.9%
Time deposits	(2)	9.0%	5.6%	3.7%	0.6%	19.0%
Total	(3)	51.8%	7.6%	11.8%	28.6%	100.0%

[End of September 2022]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(4)	47.3%	1.7%	7.1%	24.5%	80.8%
Time deposits	(5)	9.6%	5.2%	3.5%	0.7%	19.1%
Total	(6)	56.9%	7.0%	10.6%	25.3%	100.0%

[Change in 1H of FY2022]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(7)	+4.5%	(0.2)%	(0.9)%	(3.4)%	(0.1)%
Time deposits	(8)	+0.5%	(0.4)%	(0.1)%	+0.0%	+0.1%
Total	(9)	+5.1%	(0.6)%	(1.1)%	(3.3)%	-

Resona Holdings, Inc.

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Migrations of Borrowers (1H of FY2022)

RB

■ Exposure amount basis^{*1}

		End of September 2022									Upward Migration	Downward Migration
		Normal	Other Watch	Special Attention	Potentially Bankrupt	Effectively Bankrupt	Bankrupt	Other	Collection, Repayments	Assignments, Sale		
End of March 2022	Normal	98.8%	0.6%	0.0%	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%	-	0.7%
	Other Watch	9.4%	85.2%	1.4%	1.9%	0.0%	0.1%	2.0%	2.0%	0.0%	9.4%	3.5%
	Special Attention	0.7%	2.3%	82.4%	10.5%	0.7%	0.0%	3.4%	3.4%	0.0%	3.0%	11.2%
	Potentially Bankrupt	0.5%	3.6%	3.1%	87.6%	2.8%	0.6%	1.9%	1.9%	0.0%	7.2%	3.4%
	Effectively Bankrupt	0.4%	0.0%	0.0%	0.4%	86.7%	9.0%	3.4%	2.9%	0.5%	0.8%	9.0%
	Bankrupt	0.1%	0.0%	0.0%	1.7%	0.0%	86.4%	11.8%	0.7%	11.1%	1.8%	-

*1. Above table shows how a borrower belonging to a particular borrower category as of the end of March 2022 migrated to a new category as of the end of September 2022.

Percentage points are calculated based on exposure amounts as of the end of March 2022.

New loans extended, loans partially collected or written-off (including partial direct written-off) during the period are not taken into account.

"Other" as of the end of September 2022 refers to those exposures removed from the balance sheet due to collection, repayments, assignments or sale of claims.

Resona Holdings, Inc.

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Amount outstanding	Issue date	Maturity	Dividend rate
JPY20.0 bn	December 22, 2011	December 22, 2026	2.442%
JPY16.0 bn	March 14, 2012	March 15, 2027	2.464%

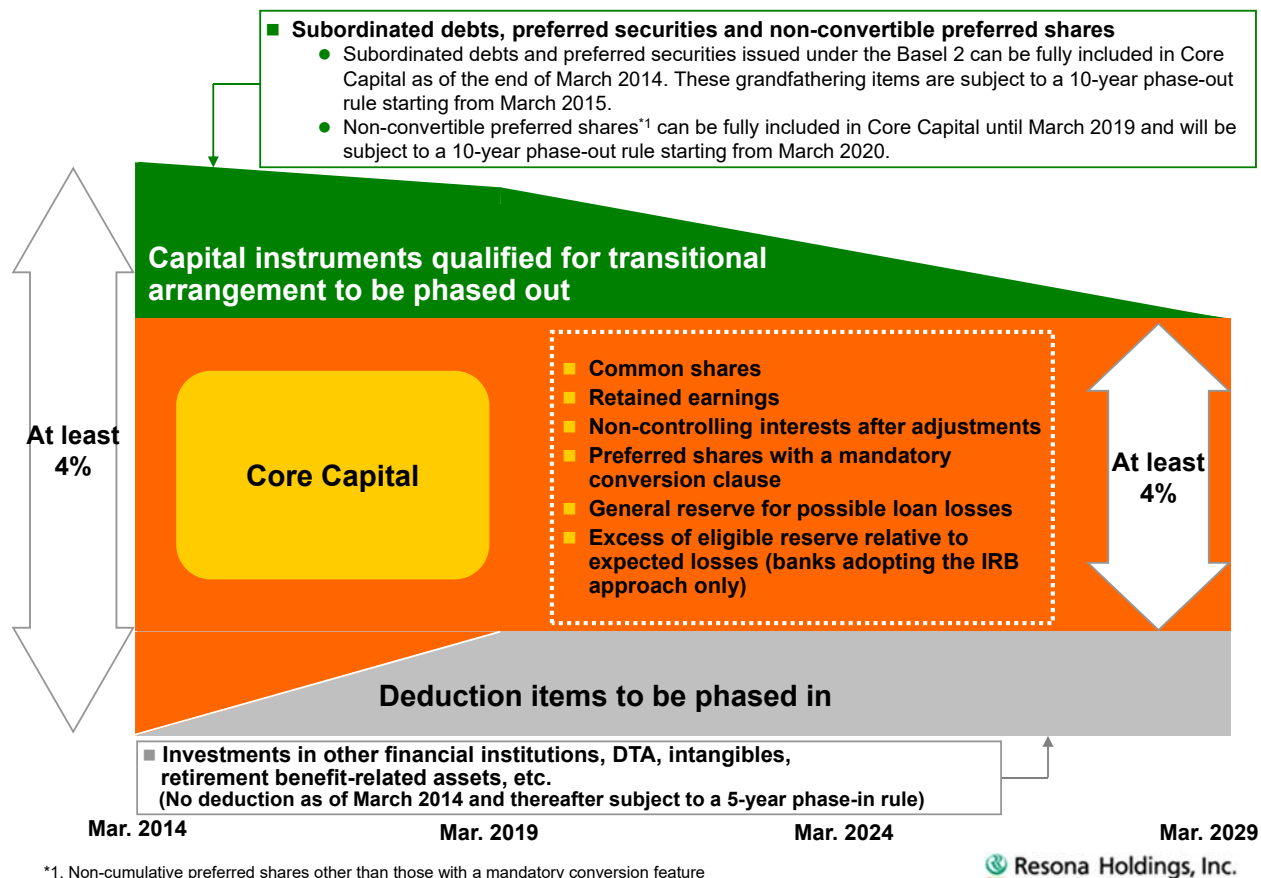
Responses to the Ongoing International Discussion over Further Tightening of Financial Regulation

Major items of financial regulation being discussed internationally / Impact on Resona

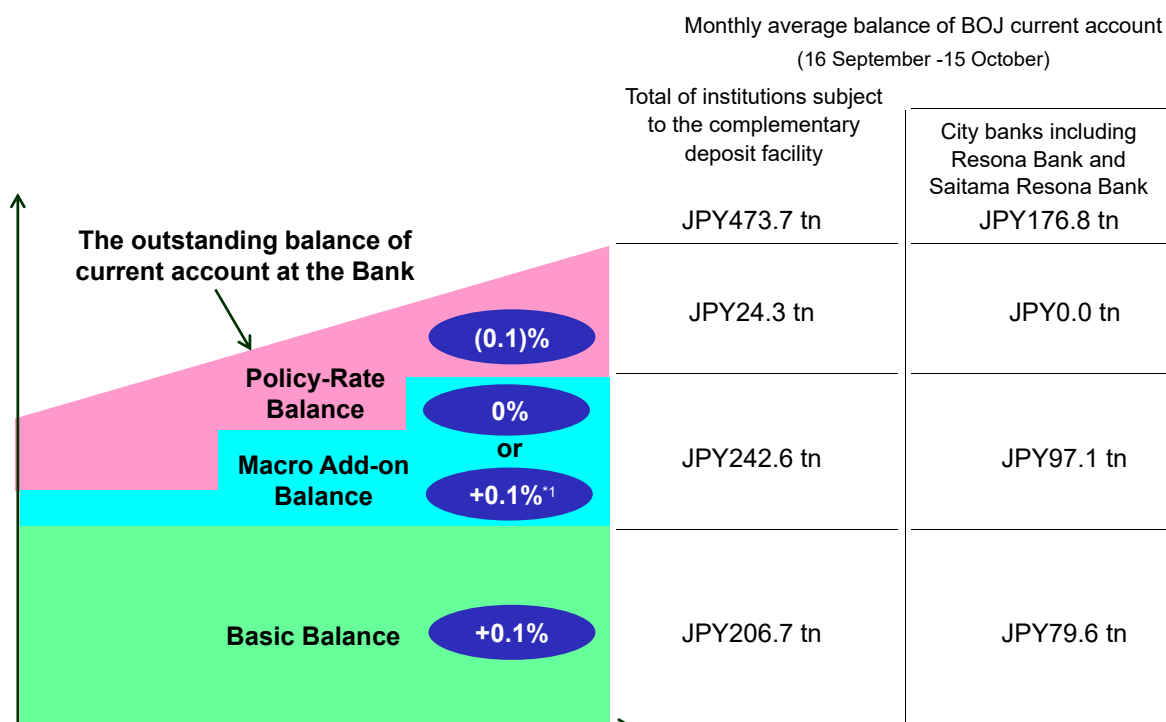
- There are no regulations that have a significant impact on us, including the finalization of Basel 3, and we are steadily preparing for the application of each of these regulations.

Major regulatory items	Outline of regulation	Important updates
Finalization of Basel 3 • Review of Standardized Approach (SA) (Credit and operational risks) • Review of IRB approach • Capital floor based on SA	Reviewing credit risk calculation method to enhance the risks sensitivity and improve comparability. Reviewing operational risk calculation method to reflect loss data. New capital floor rule requiring a reference to the SA (final output floor calibration : 72.5%).	<ul style="list-style-type: none"> Impact of Basel 3 finalization has already been factored into each strategy. Common Equity Tier 1 (CET1) capital ratio based on finalized Basel 3 (excluding net unrealized gains on available-for-sale securities) is around 9.9%※ <p>※Trial calculation to CET1 capital ratio of 11.92% as of Sep. 30, 2022 by only taking in consideration the estimated increase in RWAs due to the finalization of Basel 3 (SA and capital floor revisions, fully phased-in basis).</p>
Liquidity regulations (LCR/NSFR)	[LCR] Requiring banks to hold high-quality liquid assets to prepare for significant outflow of funds under a severe stress. [NSFR] Requiring banks to hold certain capital and liabilities for the risk of having illiquid assets.	<ul style="list-style-type: none"> Minimum requirements are applicable to banks subject to the International standard.
Leverage ratio	Introduced to complement capital adequacy ratio requirements. Tier 1 capital as a numerator. Exposure amount, not RWA, to be a denominator.	
IRRBB (Interest rate risk in the banking book)	To strengthen the interest rate risk management by measuring the decline in economic value of equity (ΔEVE) and net interest income (ΔNII) under certain interest rate shock scenarios.	<ul style="list-style-type: none"> Pillar 2 regulation. The threshold of ΔEVE is set at within 15% of Tier 1 capital (in case of domestic standard banks, within 20% of Total capital), the figures are within the threshold.
Derivatives-related (Margin requirements, SA-CCR, CVA, etc.)	Requiring banks to pay/receive margins for OTC derivatives not to be cleared by CCP, reviewing the calculation method of derivatives exposure and CVA.	<ul style="list-style-type: none"> Resona is subject to variable margin requirements from Mar. 2017. Initial margin requirements are introduced from Sep. 2022. Adoption of SA-CCR (Standardized Approach) and regulatory accounting CVA is under preparation for introduction.
Various capital buffers G-SIBs/D-SIBs, TLAC	Capital buffer requirements include capital conservation buffer, counter-cyclical buffer and SIBs' buffer. TLAC requires banks to hold additional capacity to absorb loss.	<ul style="list-style-type: none"> Capital buffers are applicable to G-SIBs/D-SIBs, and banks subject to the International standard. TLAC is applicable to G-SIBs and other.
Discontinuation of LIBOR (London Interbank Offered Rate)	Major tenors in the U.S. dollar LIBOR will be discontinued at the end of Jun. 2023, and other LIBOR will be discontinued at the end of Dec. 2021.	<ul style="list-style-type: none"> We are proceeding with the transition from LIBOR, such as contract changes with customers, etc.

Outline of Eligible Capital under the Japanese Domestic Std.



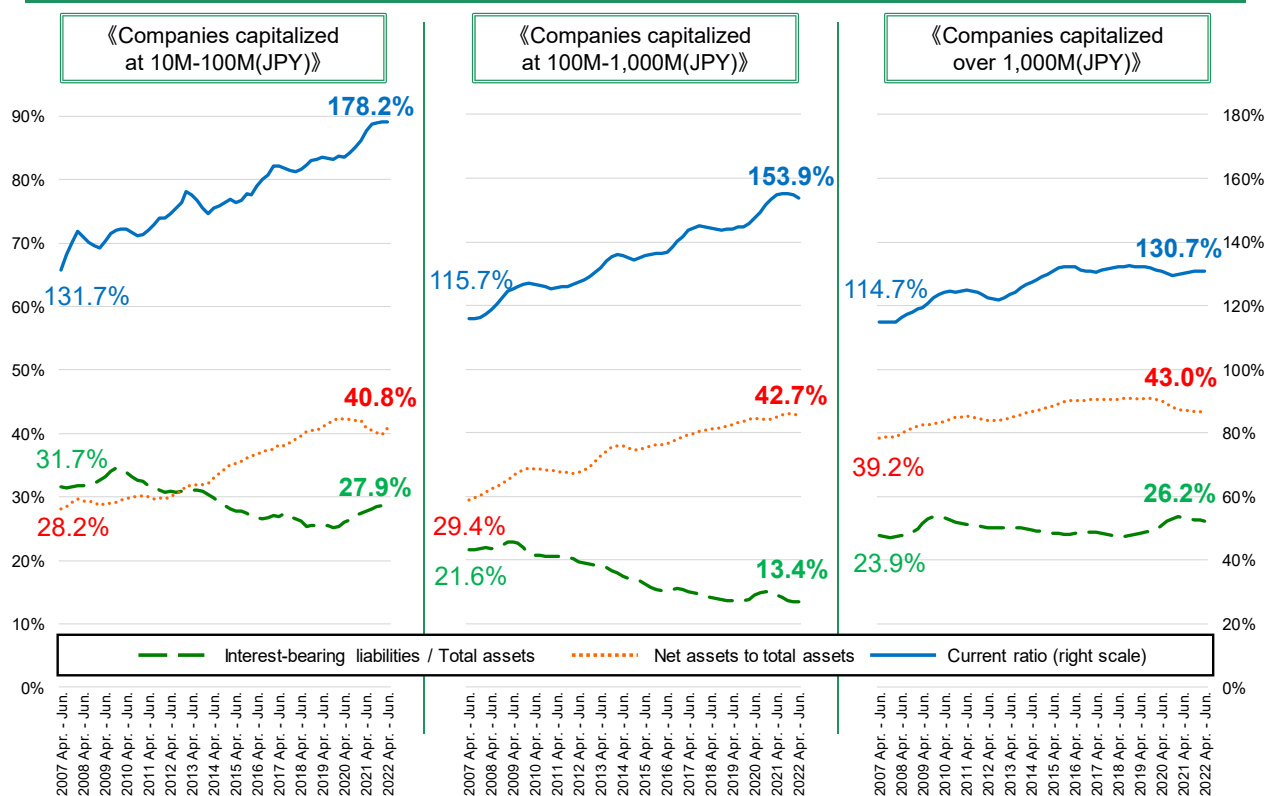
BOJ Current Account Balances



*1. A part corresponding to the amounts outstanding of loans from BOJ provided through special funds-supplying operations to facilitate financing in response to the novel coronavirus *2. Source: Bank of Japan

Stability Ratios of Japanese Companies

Trends in stability ratios of Japanese companies*1



*1. Financial Statements Statistics of Corporation (4 quarters moving average)

Resona Holdings, Inc.

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Long Term Business Results

		3 banks (RB,SR,KO)						After KMFG integration					
		(JPY bn)	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2017	FY2018	FY2019	FY2020	FY2021
PL	Consolidated	Gross operating profit	637.1	608.5	632.4	619.5	563.1	552.5	661.3	644.1	658.6	639.1	601.9
		Net interest income	443.0	430.0	425.9	401.3	377.9	368.3	454.2	435.9	431.1	417.4	429.1
		Fee incomes ^{*1}	150.6	158.7	169.2	168.7	160.6	168.0	187.7	193.8	190.2	191.4	208.3
		Operating expenses	(361.6)	(348.4)	(357.7)	(347.5)	(362.4)	(360.6)	(442.6)	(439.4)	(426.5)	(425.8)	(427.2)
		Net gains/(losses) on stocks	(7.5)	22.6	44.5	(6.5)	25.1	16.7	21.4	10.1	0.5	46.9	45.5
		Credit related expenses	13.0	26.4	22.3	(25.8)	17.4	14.7	10.1	(1.3)	(22.9)	(57.4)	(58.7)
		Net income attributable to owners of parent	275.1	220.6	211.4	183.8	161.4	236.2	244.2	175.1	152.4	124.4	109.9
BS	Total of group banks	Term end loan balance	26,682.1	26,986.0	27,755.5	27,932.1	28,412.0	28,992.1	35,478.5	36,282.9	36,738.2	38,942.3	39,617.0
		Loans to SMEs and individuals	22,659.5	22,912.6	23,454.9	23,645.8	24,163.8	24,728.4	30,473.3	31,161.3	31,318.9	32,407.7	32,730.0
		Housing loans ^{*2}	12,651.9	12,918.3	13,125.0	13,188.0	13,356.3	13,331.6	15,968.5	16,223.1	16,342.6	16,610.7	16,735.4
		Residential housing loans	9,441.3	9,705.2	9,905.1	10,015.1	10,218.6	10,267.5	12,374.7	12,683.6	12,912.2	13,321.5	13,562.2
		NPL ratio	2.06%	1.74%	1.51%	1.51%	1.35%	1.18%	1.26%	1.18%	1.14%	1.12%	1.32%
		Stocks (Acquisition amount basis)	336.9	331.6	330.6	351.5	348.3	343.8	365.4	353.8	336.9	325.2	305.9
		Unrealized gains/(losses) on available-for-sale securities	257.5	332.8	573.1	460.1	555.4	649.4	672.8	598.3	420.7	615.3	521.2
Business	Total of group banks	Balance of Investment products sold to individuals	3,492.5	3,538.9	3,791.5	3,751.7	3,645.7	3,618.6	4,569.7	4,762.3	4,585.8	5,128.7	5,564.5
		Investment trust/ Fund wrap	1,951.9	1,915.3	2,070.9	1,871.1	1,759.3	1,733.7	2,178.4	2,222.4	2,017.0	2,533.1	2,845.7
		Insurance	1,540.6	1,623.5	1,720.6	1,880.6	1,886.3	1,884.9	2,391.2	2,539.8	2,568.7	2,595.6	2,718.7
		Housing loan ^{*2}	1,559.5	1,478.6	1,352.9	1,292.7	1,481.4	1,174.9	1,418.4	1,577.7	1,506.3	1,506.0	1,421.2
		Residential housing loans	1,225.5	1,162.3	1,042.2	1,011.7	1,198.7	939.0	986.6	1,225.5	1,232.7	1,314.1	1,225.3
		Real estate business (Excluding equity)	7.8	8.3	11.2	13.5	13.7	13.1	13.1	13.3	12.5	10.6	13.5
Remaining public fund balance		871.6	356.0	128.0	Fully repaid in June 2015								

*1. Fees and commissions income plus trust fees *2. Includes apartment loans (Origination includes Flat35)

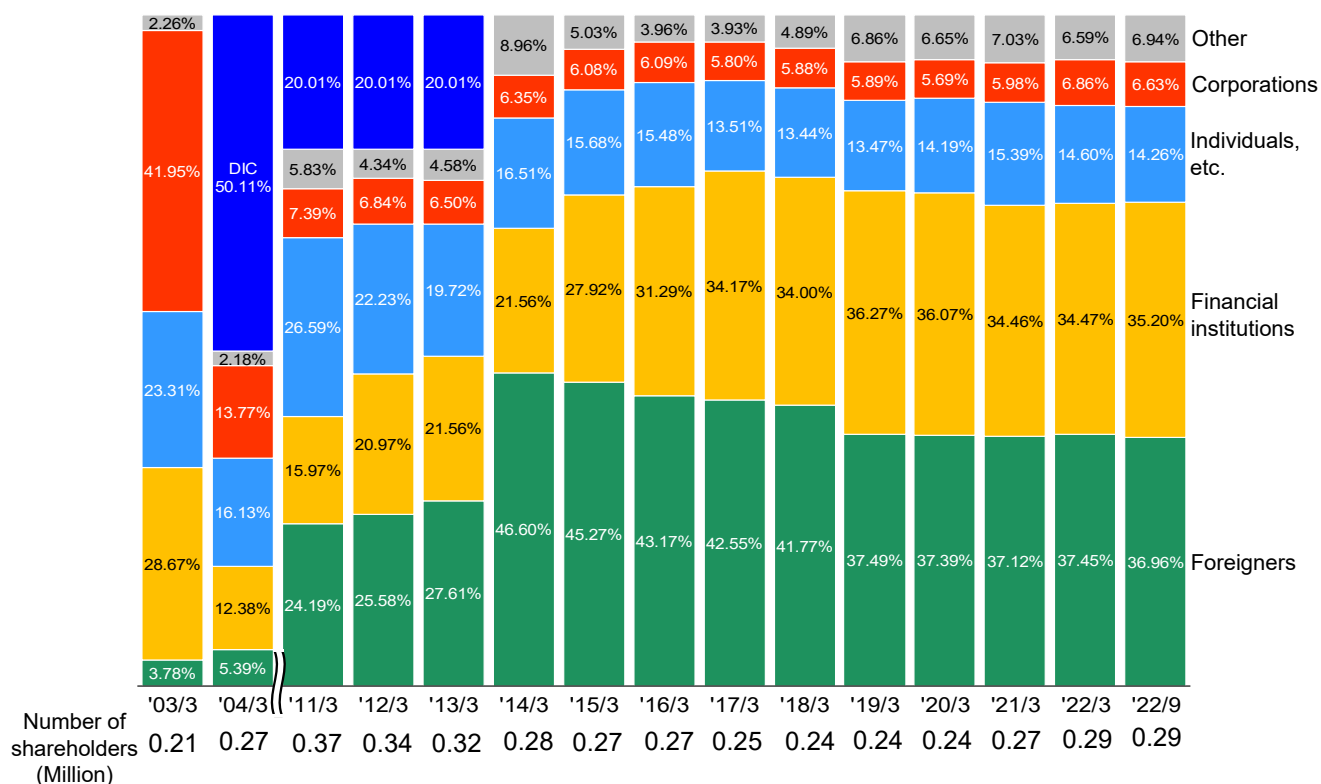
Resona Holdings, Inc.

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Credit Rating Information (Long Term)

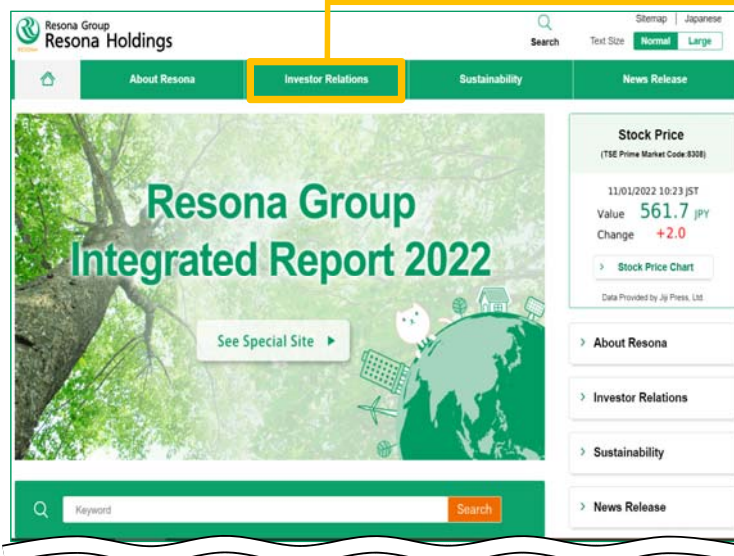
	Moody's	S&P	R&I	JCR
Resona Holdings	-	-	A	-
Resona Bank	A2	A	A+	AA-
Saitama Resona Bank	A2	-	A+	AA-
Kansai Mirai Bank	-	-	-	AA-
Minato Bank	-	-	-	AA-

Composition of Resona HD's Common Shareholders



Proactively Communicating with Our Shareholders and Investors

Resona Group Website



[Investor Relations]

- View IR presentation materials from here



<https://www.resona-gr.co.jp/holdings/english/>

Usability and sufficiency of information of IR site are highly evaluated

