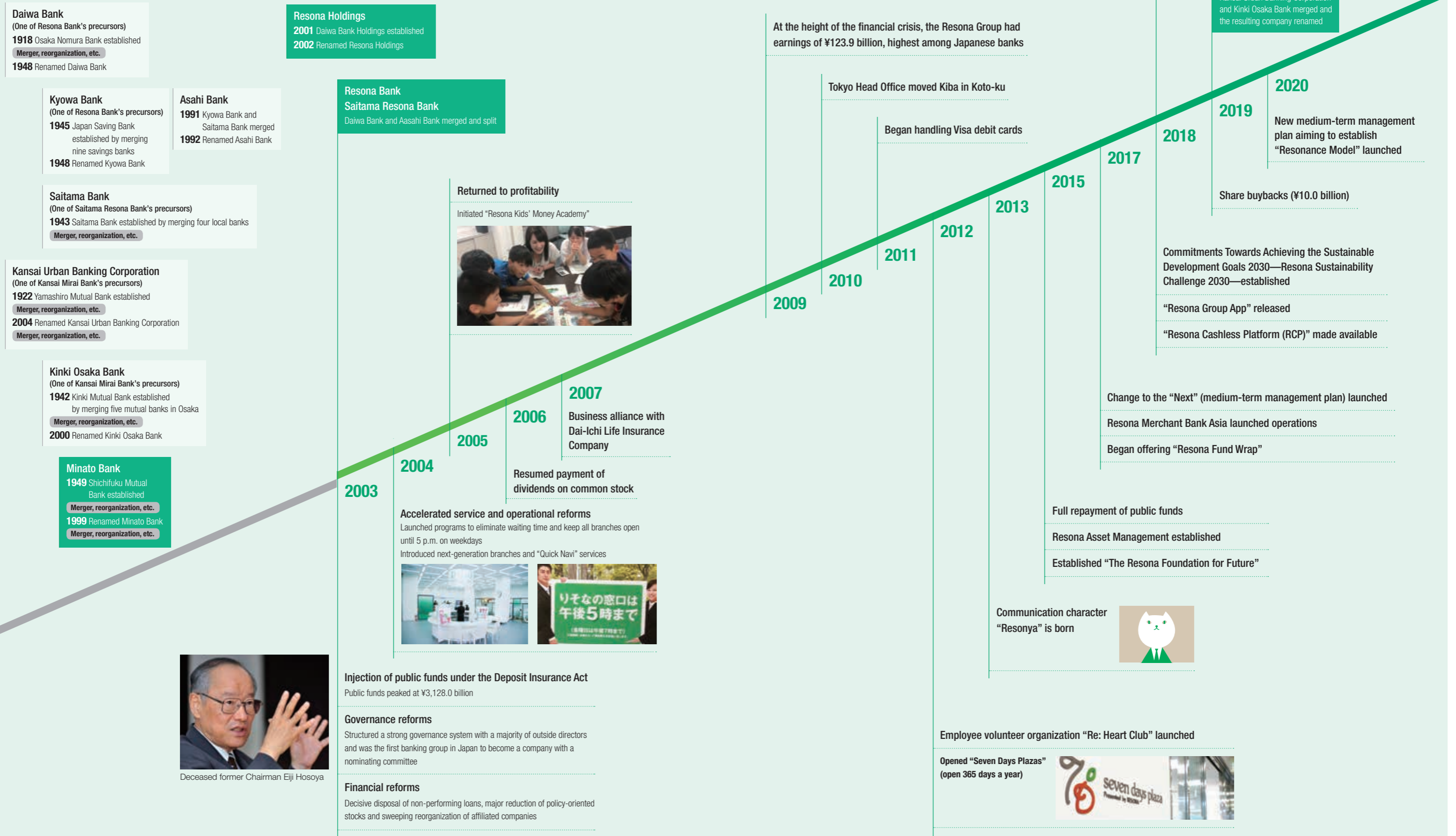


The Road toward “Retail No. 1”

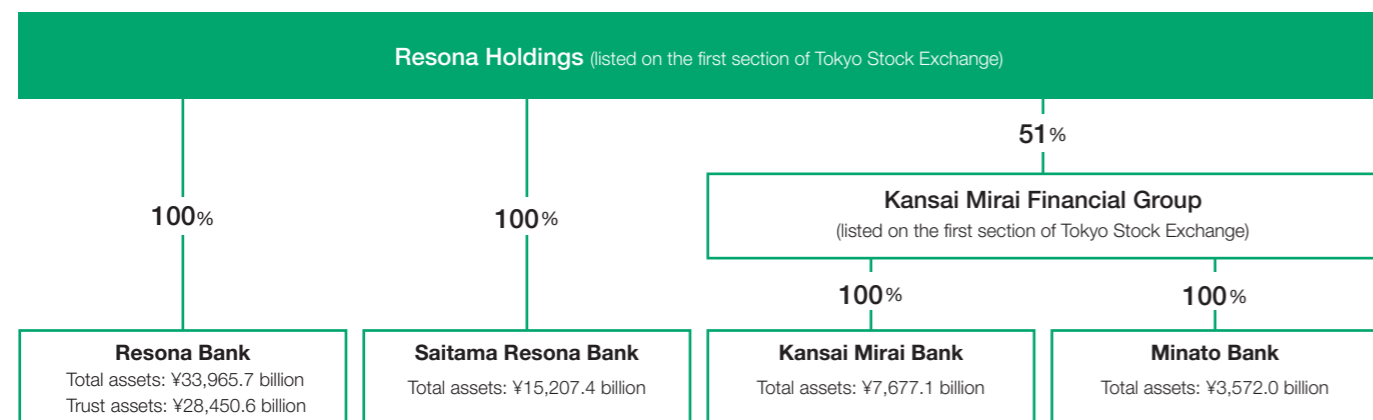
The Resona Group is taking full advantage of a robust retail base it has developed over many years and the “DNA of reform” it has engendered through the Resona reform following the injection of public funds in 2003. This is how we push ahead with ongoing transformation from bank to financial service provider.



Resona Group at a Glance

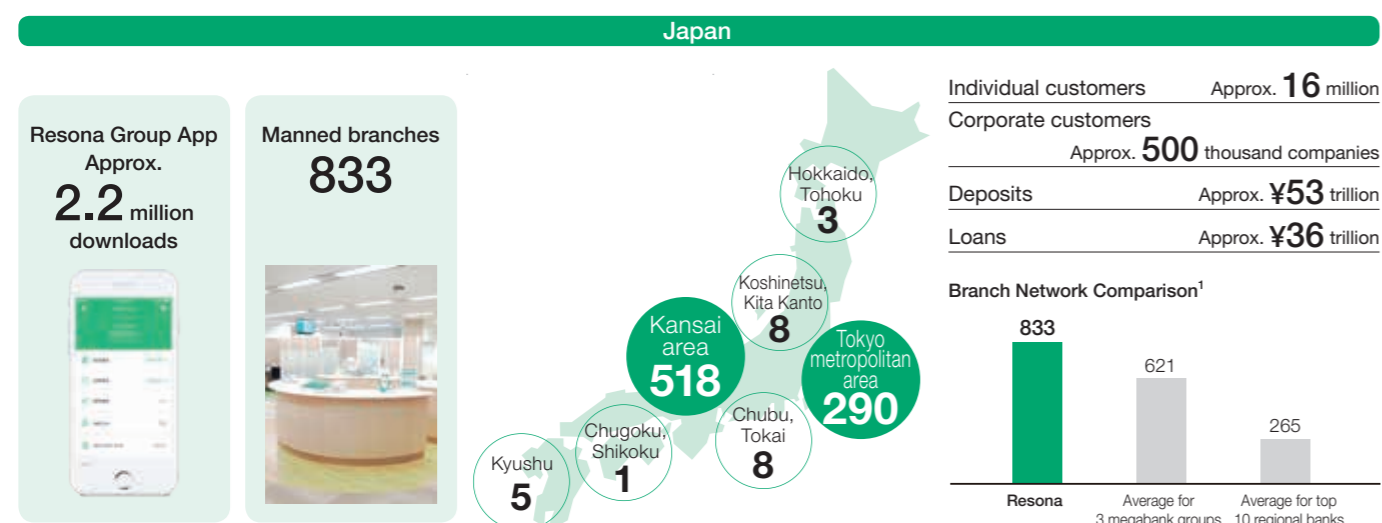
Group Structure

Group Structure As of March 31, 2020



Resona Group Network and Bases

Domestic and Overseas Networks As of March 31, 2020



Overseas

Overseas representative offices: 4 in Asia (Shanghai, Hong Kong, Bangkok and Ho Chi Minh City)

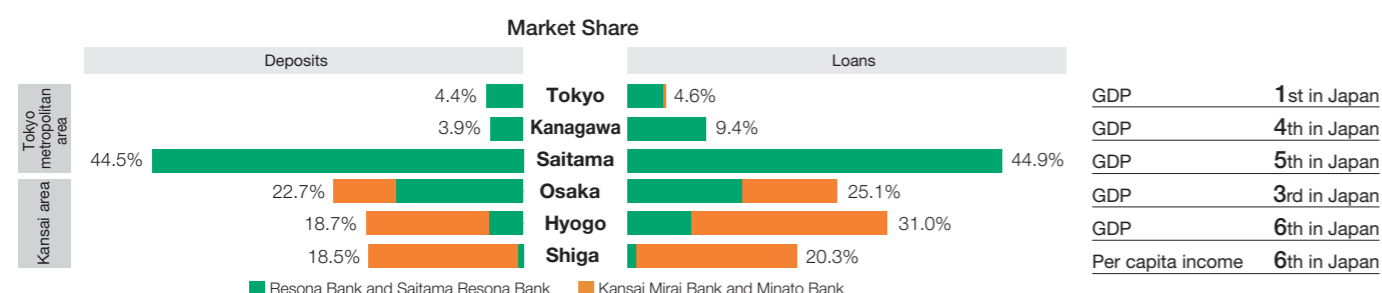
Resona Merchant Bank Asia (Singapore)

Bank Resona Perdania (joint venture in Indonesia)
Head Office, Branches: 2; Sub-branches: 5

Resona Indonesia Finance (Indonesia)

Loan and Deposit Market Share² As of March 31, 2020

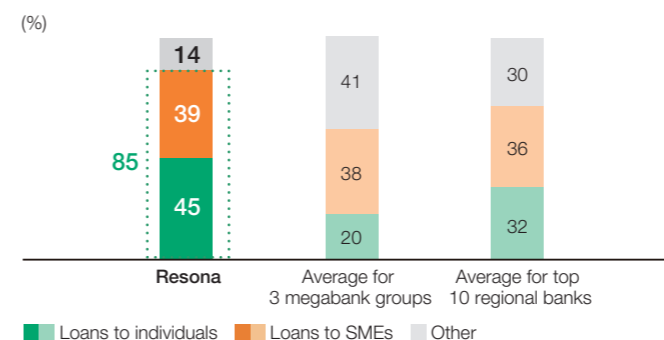
The Resona Group has a strong customer base in the Tokyo metropolitan and Kansai areas, where economic activity and population are concentrated. The Group's loan and deposit market share is particularly strong in Saitama Prefecture, where it exceeds 40%, and the addition of KMFG has increased its presence in Osaka, Hyogo and Shiga prefectures.



Resona's Position

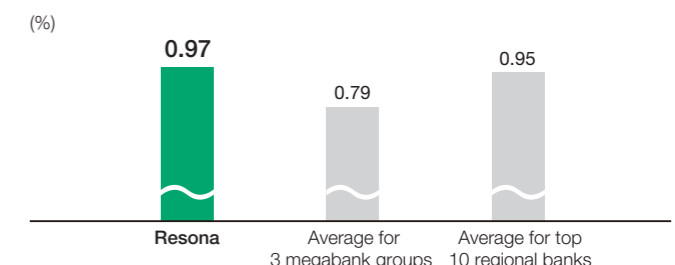
Loan Portfolio¹ As of March 31, 2020

The Resona Group focuses on retail loans. Loans to individuals and SMEs account for about 85% of its loan portfolio.



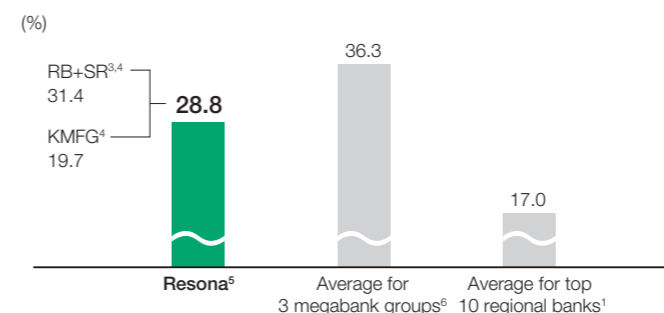
Interest Margin Comparison¹ (FY2019)

With few generally low-yield loans to large corporations, the Resona Group is able to garner relatively higher yields and appropriately control credit risk by dispersing loans with a portfolio of small loans.



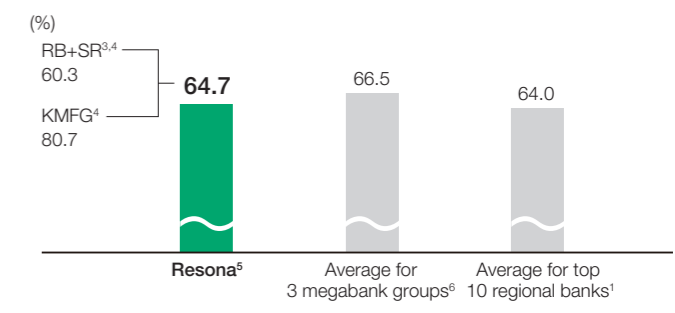
Consolidated Fee Income Ratio Comparison (FY2019)

As KMFG boasts substantial growth potential in terms of fee income, we will proactively market Resona's products and services targeting KMFG customers.

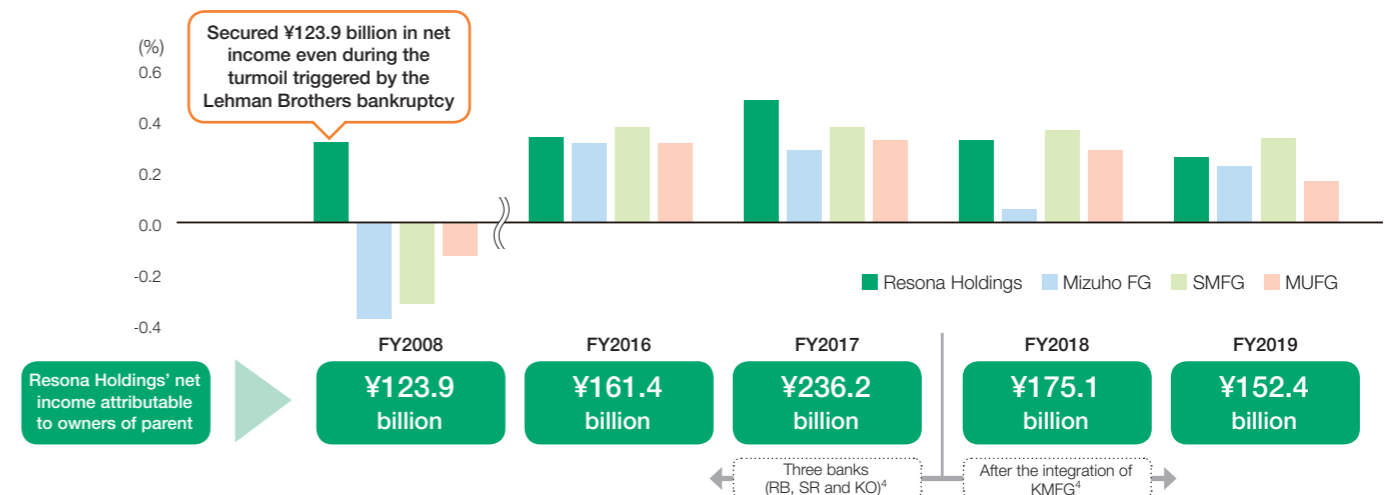


Consolidated Cost-to-Income Ratio Comparison⁷ (FY2019)

Rolling out its wealth of know-how accumulated in the course of operational reforms, the Resona Group is striving to help all Group banks, including KMFG, accelerate digitalization and pursue low-cost operations.



Trends in Consolidated ROA (net income/total assets)⁸



1. Resona: Total of Group banks (Resona Bank + Saitama Resona Bank + Kansai Mirai Bank + Minato Bank); 3 megabank groups: MUFG Bank + Mitsubishi UFJ Trust and Banking; Mizuho Bank + Mizuho Trust & Banking; Sumitomo Mitsui Banking Corporation and SMBC Trust Bank; Top 10 regional banking groups: Fukuoka FG, Concordia FG, Mebuki FG, Chiba Bank, Hokuohoku FG, Shizuoka Bank, Nishi-Nippon FH, Yamaguchi FG, Hachijuni Bank and Kyushu FG. Figures are based on financial statements from each company.

2. Total of Group banks, market share based on deposits, and loans and bills discounted by prefecture (domestic banks licensed by BOJ).

3. Resona Holdings' consolidated results - Kansai Mirai Financial Group's consolidated results

4. RB: Resona Bank; SR: Saitama Resona Bank; KO: Kinki Osaka Bank; KMFG: Kansai Mirai Financial Group

5. Resona Holdings

6. MUFG, SMFG and Mizuho FG

7. Consolidated cost-to-income ratio = operating expenses / gross operating profit

8. Prepared by Resona Holdings based on materials disclosed by each financial group