## Outine of the New Business Revitalization Plan and Financial Results for 1H of FY2008

- Aiming at Establishing True Retail Bank -



## RESONA

December 1, 2008
(1) Resona Holdings, Inc.

## I. Outline of the New Business Revitalization Plan

## II. Outline of the Business Results for the 1st Half of FY2008

[Reference Material (Business Revitalization Plan)]
[Reference Material (Financial Results for 1H of FY2008) ]

## I. Outline of the New Business Revitalization Plan

## II. Outline of the Business Results for the 1st Half of FY2008

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[Reference Material (Business Revitalization Plan)]
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[Reference Material (Financial Results for 1H of FY2008) ]

## Concept of the New Business Revitalization Plan



## Becoming True Retail Bank through Establishment of Resona Style

## Community Bank Group Most Supported by Local Communities and Customers

## True Retail Bank

"Resona" as a firm brand of retail banking
"Back to Basics" \& "Further Evolution": Financial services company with a customer-centric way of doing business

|  |  | Specific measures |
| :---: | :---: | :---: |
| Creation of New Corporate Culture | Operational reform | "Paperless" "Cashless" and "Backless" office environment <br> - Improvement in quality of clerical work through standardization <br> - Low-cost operation |
|  | Workstyle reform | - Higher productivity and low-cost operations realized through relocation of Tokyo head office |
|  | Marketing | - Competitive products and services through open alliances <br> - Differentiation with trust solutions <br> - Improvements in marketing know-how (Institute for Financial Marketing) |
| Individualized Focus | Relationshjp | - Sales and marketing activities supported by CRM system <br> - Area Management and New Branch Management systems (RB) |
|  | HR reform | - Diversity management <br> - HR management and development by business fields <br> - Competitive HR management system based on self-choice |
| Pursuit of Most-trusted Status | Service reform | - Adherence to compliance and a principle of customer protection <br> - Service innovation initiated by VOC (Voice of Customers) <br> - Offer multiple service channels in response to customer needs |
|  | CSR | CSR activities (Environment protection, financial and economic education for children, etc.) <br> Management transparency |

## Securing Stable Bottom-line Profits Underpinned by Financial Soundness

## Securing stable bottom-line profits underpinned by financial soundness



## Outlook for Major Management Indices in the New Plan Period

| (Total of Group Banks) |  | FY2007 <br> (Actual) | FY2008 (Plan) | FY2011 <br> (Plan) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Actual Net Operating Profit | 337.8 bn. | 315.0 | 383.0 bn. | - Actual net operating profit will increase by $22 \%$ to Y383.0 bn. <br> Income before income taxes will increase by $24 \%$ to Y338.0 bn. <br> - RORA (Income before income taxes) will improve by $0.20 \%$ to 1.45\% |
|  | Actual Net Operating Profit ROA | 0.85\% | 0.82\% | 0.96\% |  |
|  | Income before Income Taxes | 302.1 bn. | 273.0 bn | 338.0 bn. |  |
| 0$\circ$$\stackrel{3}{3}$$\stackrel{0}{3}$$\stackrel{0}{8}$8 | RORA (Income before Income Taxes) | 1.33\% | 1.25\% | 1.45\% |  |
|  | NPL Ratio | 2.19\% | 2.52\% | About 2.2\% | - Credit costs rise temporarily to approx. 60bps in FY2008, but will return to a normalized level in the latter half of the new plan period. |
|  | Net Credit Costs against Total Credits | 14bps | 57bps | 22bps |  |
|  | Cost-to-Income Ratio | 51.73\% | 53.94\% | 49.60\% | - Cost-to-income ratio will be controlled at around $50 \%$ <br> - Number of regular employees remain almost flat at 14,700 level |
|  | Top-line income per Regular Employee | 47.7 million | 46.4 million | 51.7 million |  |
|  | No. of Regular Employees | 14,675 | 14,750 | 14,700 |  |
|  | Combined Retained Earnings | 1,165.9 bn | 1,314.7 bn. | 1,763.5 bn. | - Combined retained earnings do not include Y449.9 bn. of other capital surplus secured by Resona Holdings |

## Outline of the Earnings Plan (Total of Group Banks)

## Return to a stable growth trend again

| (Amount in Billions of Yen) | FY2007 | FY2008 | FY2009 | FY2010 | FY2011 | Increase (Decrease)(B)-(A) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Actual | Plan <br> (A) | Plan | Plan | Plan <br> (B) |  |
| Gross operating profit | 700.0 | 684.0 | 690.0 | 721.0 | 760.0 | 76.0 |
| Net interest income | 537.2 | 517.0 | 504.0 | 513.0 | 525.0 | 8.0 |
| Deposit/loan income | 464.7 | 454.4 | 447.2 | 448.2 | 451.9 | (2.5) |
| Fee income *1 | 138.4 | 131.0 | 137.0 | 151.0 | 167.0 | 36.0 |
| Before HL-related expense | 183.7 | 175.7 | 182.7 | 197.5 | 214.8 | 39.1 |
| Other | 24.3 | 36.0 | 49.0 | 57.0 | 68.0 | 32.0 |
| Operating expense | 362.1 | 369.0 | 376.0 | 376.0 | 377.0 | 8.0 |
| Personnel expense | 123.8 | 127.0 | 127.0 | 129.0 | 131.0 | 4.0 |
| Non-personnel expenses | 217.1 | 220.0 | 227.0 | 225.0 | 224.0 | 4.0 |
| Actual net operating profit *2 | 337.8 | 315.0 | 314.0 | 345.0 | 383.0 | 68.0 |
| Net gains on stocks | (45.8) | 4.0 | 3.0 | 4.0 | 6.0 | 2.0 |
| Credit costs, net | 38.7 | 152.0 | 73.0 | 71.0 | 60.0 | (92.0) |
| Other gains, net | 48.8 | 106.0 | 13.0 | 6.0 | 9.0 | (97.0) |
| Income before income taxes | 302.1 | 273.0 | 257.0 | 284.0 | 338.0 | 65.0 |
| [Management Indices] |  |  |  |  |  |  |
| Fee income ratio \% *3 | 19.77 | 19.15 | 19.86 | 20.94 | 21.97 | 2.82 |
| Cost-to-income ratio \%*4 | 51.73 | 53.94 | 54.49 | 52.14 | 49.60 | (4.34) |
| Actual net operating profit ROA \% | 0.85 | 0.82 | 0.81 | 0.88 | 0.96 | 0.14 |
| RORA (Income before income taxes) \% | 1.33 | 1.25 | 1.15 | 1.24 | 1.45 | 0.20 |
| Credit cost ratio \% *5 | 0.14 | 0.57 | 0.27 | 0.26 | 0.22 | (0.35) |
| [Major Assumptions] |  |  |  |  |  |  |
| Overnight call rate (policy rate) \% | 0.641 |  |  | 0.750 | 1.000 | 0.500 |
| TIBOR 3M \% | 0.839 | 0.848 | 0.850 | 1.100 | 1.350 | 0.502 |
| 10 year JGB \% | 1.275 | 1.632 | 1.600 | 1.850 | 2.100 | 0.468 |
| FX (Yen / 1US\$) | 100 | 109 | 110 | 115 | 115 | 6 |
| Nikkei 225 (yen) | 12,526 | 11,000 | 11,000 | 13,000 | 15,000 | 4,000 |

*1. Fees and commission income + Trust fees
*2. Net operating profit before transfer to general reserve and NPL charge-off in the trust account
*3. Fee income / Gross operating profit
*4. Operating expenses / Gross operating profit (before NPL charge-off in the trust account)
*5. Credit costs, net / Total credits (term-end balance)

## [Macro economy] <br> Underlying Scenario

- Stagnation continues for a while. However, from FY2009, domestic economy is expected to recover gradually as overseas economy begins to pick up.


## [Interest rate]

- Both long and short-term interest rates remain at the same level for the time being, and start to rise again gradually from FY2010
- 20 bps policy rate cut by the BOJ implemented on Oct. 31 was not reflected in underlying assumptions for the new plan
$>$ For conceivable impact on the earnings plan, refer to page 10
(Plan for FY2008 compared with Plan for FY2011)
Increase in gross operating profit +76.0 bn (+11\%)
$>$ For detailed gap analysis, please refer to page 9
Operating expense +8.0 bn (+2\%)
> Cost-to-income ratio maintained at around 50\%
- Credit costs return to a normalized level again after FY2009
> Group banks intend to make preemptive provisions of loan loss reserves in FY2008 with a view to eliminating downside risks that may surface during the new plan period.
- Income before income taxes for FY2011: Y338.0 bn $>$ RORA for FY2011: 1.45\% (+0.20\% from FY2008)

How We Manage Loans and Deposits during the New Plan Period


## Analysis on Top-line Income Growth during the New Plan Period



## Impact of Policy Rate Cut by the BOJ on Oct. 31, 2008 on the Earnings Plan

■ Underlying assumption of the policy rate (overnight call rate)


■ Cumulative impact on net interest income and net income during the New Plan period would be -Y30.0 bn.
■ Impact on accumulation of retained earnings would be approximately the same as above

| (Billions of Yen) | FY2008 | FY2009 | FY2010 | FY2011 |
| :--- | :---: | :---: | :---: | :---: |
| Conceivable impact on net interest <br> income and net income | A | B | C | D |

## Redefined Missions for Personal and Corporate Banking Businesses and Pursuit of Trust Synergies



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## Outlook for the Priority Businesses in the New Plan Period

| (Total | of Group Banks) | FY2007 <br> (Actual) | FY2008 (Plan) | FY2011 <br> (Plan) |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Number of Will Trusts under Custody | 10,331 | 10,830 | 12,980 | - Cross-selling opportunities captured by will trusts <br> - Sales and marketing activities strengthened by new branch management system <br> - Wider variety of competitive products and services <br> - Existence of potential market - Money from first baby boomers -Housing loan demand from first baby boomer juniors <br> - Cross-selling opportunities after originating housing loans |
|  | Income from <br> Investment <br> Trust Sale | 37.2 bn. | 28.2 bn. | 42.3 bn. |  |
|  | Income from Insurance Products Sale | 9.7 bn. | 16.1 bn | 22.2 bn. |  |
|  | Housing Loan Balance | 11.5 tn. | 11.6 tn. | 12.3 tn. |  |
|  | Consumer Loan <br> Balance (Focus <br> Products) | 55.5 bn. | 71.0 bn. | 118.0 bn. |  |
|  | Balance of Loans to SMEs | 10.2 tn. | 10.0 tn. | 10.5 tn. | - Strengthen solution coordination capabilities <br> - Sales and marketing activities strengthened by new branch management system <br> - Advantage as a commercial bank concurrently engaging in real estate business <br> Shift from tax-qualified pension fund to new schemes <br> Group synergies |
|  | Income from Real Estate Business | 15.7 bn. | 14.0 bn. | 21.7 bn. |  |
|  | Income from Corporate Pension Business | 22.4 bn. | 20.7 bn | 22.1 bn. |  |
|  | Income from Securities Trust Business | 8.6 bn. | 8.8 bn. | 11.4 bn. |  |

## Merger between Resona Bank (RB) and Resona Trust \& Banking (RT)

## RB and RT plan to merge on April 1, 2009

- Resona Bank is supposed to be a surviving company
- Set up "Merger Steering Committee" to realize merger effects at an early date
- Expected merger effects are as follows:

1. Strengthening of sales and marketing and capabilities to organize services

- Sales and marketing
$>$ RB's branch staffs motivated to promote corporate pension business
$>$ Retirement benefit solutions based on proper understanding of the customers' balance sheets
> Close cooperation with the divisions in charge of sales of investment trusts
- Relationship with customers
$>$ Strengthened relationship with a corporate client and its management after provision of trust solutions such as corporate pension
- Effective utilization of asset management capabilities
$>$ Expended opportunity to give investment ad vice to investment management companies whose products are handled by Resona Group banks
> Fund management solutions to those who have excess cash


## 2. Streamlining of operations

- Streamlining of overlapping head office divisions
(Possible reduction of approx. 30 to 40 head office staffs)
- Higher efficiency in group management through a reduction of group banks


## Approach towards Repayment of Public Funds

## Aims at early repayments of public funds through the following approaches

■ "Basic Policy toward Repayment of Public Funds" (Announced in May 2008)
$>$ Secure a source of funds for repayment as soon as possible
$>$ Maintain an appropriate capital adequacy ratio, and
$>$ Avoid dilution of common shares as much as possible

List of public funds still outstanding

| (Billions of Yen) | Time of issue | Mandatory conversion (First call) | Amount <br> Sep. 30, '03 <br> $(1)$ | Amount <br> Sep. 30, '08 <br> $(2)$ | Amount repaid $(2)-(1)$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Total public funds received |  |  | 3,128.0 | 2,323.1 | (804.8) |
| Preferred shares |  |  | 2,531.5 | 1,998.8 | (532.7) |
| Early Strengthening Law |  |  | 868.0 | 335.2 | (532.7) |
| Class B No. 1 | Mar. 1999 | Apr. 2009 | 408.0 | 163.3 | (244.6) |
| Class C No. 1 | Apr. 2001 | Apr. 2015 | 60.0 | 60.0 | - |
| Class E No. 1 | Mar. 1999 | Dec. 2009 | 300.0 | 11.9 | (288.0) |
| Class F No. 1 | Mar. 1999 | Dec. 2014 | 100.0 | 100.0 | - |
| Deposit Insurance Law |  |  | 1,663.5 | 1,663.5 | - |
| Class One No. 1 | Jul. 2003 | N.A. | 550.0 | 550.0 | - |
| Class Two No. 1 | Jul. 2003 | N.A. | 563.5 | 563.5 | - |
| Class Three No. 1 | Jul. 2003 | N.A. | 550.0 | 550.0 | - |
| Subordinated loans |  |  | 300.0 | 45.0 | (255.0) |
| Common shares | Jul. 2003 | N.A. | 296.4 | 279.2 | (17.1) |

## Preferred Shares

- Repurchase and cancellation utilizing retained earnings and proceeds of newly issued preferred shares
- Refer to page 16 for a countermeasure against a risk of dilution from Early Strengthening Law preferreds

Subordinated Loans

- Entire amount to be repaid by the call date arriving at the end of March 2009

| Common Shares |
| :--- |
| - Intend to proceed with |
| discussions with relevant |
| authorities for a repayment |
| through sale in the market or |
| through transfer to a third |
| party, closely monitoring |
| market and other conditions |

## Plan for Accumulating Retained Earnings

How we will build up funds for repayments during the new Business Revitalization Plan period
■ Funds available for repayment are expected to exceed the infusion amount of public funds preferred shares issued and outstanding by the end of March 2011

■ Plan to build up approx. $¥ 2.2$ trillion of funds available for repayments by the end of March 2012


## Countermeasure for Possibility of Dilution Relating to the Early Strengthening Law Preferred Shares

## Intend to prevent dilution from taking place by the following countermeasures

- Basic policy of repurchase and cancellation remain unchanged
- Announced the following approaches as a countermeasure for a risk scenario of dilution (Sep. 8, 2008)

| Total <br> number of shares to be <br> repurchased |  | Total amount of repurchase |
| :--- | :--- | :--- | Period of repurchase

Market
(TSE)
 (RHD)


RCC

Total number of ordinary shares issued and outstanding would not change after transaction (1) and (2)
(1) Repurchase of ordinary shares from the market
(2) Deliver the treasury shares to the RCC in place of new shares

- Status of repurchase up until November 13, 2008

```
Number of shares repurchased ....... 141,820 shares
> Total amount spent on repurchase ......" 15,721,844,400 yen
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■ If mandatory conversion were to take place despite the countermeasures described above, RHD would consider repurchasing its own shares from the market after a mandatory conversion date with a view to mitigating the impact of dilution.

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## II. Outline of the Business Results for the 1st Half of FY2008

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[Reference Material (Business Revitalization Plan)]
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[Reference Material (Financial Results for 1H of FY2008) ]

## Financial Results for the 1st Half of FY2008: General Overview

## Posted consolidated net income of Y86.3 bn.

■ Net income decreased by Y33.8 bn. (-28.1\%) YoY and by Y63.7 bn. (-42.4\%) compared with forecast
$>$ Y104.4 bn. gain from the sale of Tokyo Head Officer building
$>$ Net credit cost increased by Y105.2 bn. YoY and by Y104.5 bn. compared with forecast for total of Group banks

## Top-line income remained almost flat YoY

Consolidated gross operating profit: Y374.8 bn., declined by Y2.8 bn. (-0.7\%) YoY
$>$ Income from loans and deposits decreased due to decrease in average loan balance, but maintained loan-todeposit spread around the $1.9 \%$ level as originally planned
$>$ While income from insurance product sale increased, income from investment trust sale and real estate brokerage fees decreased
$>$ Net gains on bonds increased by Y 14.8 bn . due to the absence of the loss posted in the same period of last year
■ Actual net operating profit declined by Y1.7 bn. (-1.0\%) YoY and by Y1.8 bn. (-1.0\%) compared with the forecast
$>$ Reduced operating expenses by Y11.0 bn. compared with the forecast to partially make up for a decline of Y12.7 bn. in top-line income.

## Sustained financial soundness

- Credit costs: Increase in write-offs and provisions of reserves relating to borrowers belonging to construction, real estate and financial services sectors
$>$ Preemptive provisions to eliminate future downside risks
■ Net unrealized gains on available-for-sale securities as of Sep. 30, 2008: +Y100.2 bn.
■ Resona Holdings' CAR as of Sep. 30, 2008: 14.84\%, Tier I ratio: 10.92\%


## Continued efforts toward repayment of public funds

■ A part of public-fund common shares were repaid $\Rightarrow$ Repayment of Y 14.4 bn .

- Intend to continue share repurchase in a steady pace up until the end of March 2009


## Outline of Financial Results for 1H of FY2008



## Analysis on YoY Change in Top-line Income (Total of Group Banks)

Top-line income for 1H of FY2008 remained almost flat ( a decline of 0.8 bn . YoY)

- Fee income items such as investment trust sale and real estate brokerage fees slowed down
- Net gains on bonds recovered due to the absence of a loss posted in the same period of last fiscal year



## Trend of Loan Business (Total of Group Banks)



## Trend of Major Fee Businesses






## Analysis on YoY Change in Consolidated Net Interim Income

## Consolidated net interim income declined by Y33.8 bn (28.1\%) YoY

■ Increase of net credit cost (+112.6 bn) is mostly attributable to $\mathbf{3}$ specified industries and certain large borrowers $■$ Sale of Tokyo HO bldg. contributed Y62.0 bn to consolidated net interim income


[^1]Measures to Enhance Financial Soundness: Loan Asset


## Measures to Enhance Financial Soundness: Credit Cost

Credit costs for 1H FY 2008 (Total of Group banks)

|  | (Billions of Yen) |  |  |
| :--- | ---: | ---: | ---: |
| General reserve | 1H FY'07 | 2H FY'07 | 1H FY'08 |
| DCF method : new addition | $(20.5)$ | 4.6 | 6.4 |
| DCF method : reversal | 38.8 | 36.5 | 42.3 |
| Specific reserve and other items | 34.2 | 20.3 | 120.2 |
| New bunkruptcy, downward migration | 85.3 | 81.3 | 157.3 |
| Reversal and other gains <br> (upward migration, off-balancing and other | $(51.1)$ | $(61.0)$ | $(37.1)$ |
| Disposal of problem loans in the trust account | 0.1 | $(0.1)$ | $(0.1)$ |
| Total credit-related expenses (net) | 13.8 | 24.8 | 126.5 |

Ratio of net credit costs vis-à-vis total credits (Actual result for 1H FY08 and full year outlook for FY08)


New addition to specific reserve is mostly necessitated by "3 specified industries" and certain large borrowers

- New addition to specific reserve by credit amounts at the beginning of the fiscal year (Total of group banks)


New addition to specific reserve by industries and regions (RB)
$\checkmark$ Increase in credit costs is mostly attributable to 3 industries and Tokyo Metropolitan Area


Measures to Enhance Financial Soundness: Securities Portfolio


## Capital Adequacy Ratio (RHD Consolidated Basis)

■ RHD's consolidated CAR [Mar. 31, 2008] 14.28\% $\Rightarrow$ [Sep. 30, 2008] 14.84\% (+0.56\%)

| Capital adequacy ratio |  |  |  | Primary factors for the change |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Change in capital adequacy ratio (Basel II, F-IRB basis) |  |  |  | [Total qualifying capital] +72.7 bn (+0.34\%) |  |  |
|  | Mar.31, 2008 | Sep.30,2008* | Change | $>$ Tier I | Retained earnings |  |
| Capital adequacy ratio | 14.28 | 14.84 | +0.56 |  | Repurchase of own shares | (10.9) bn |
| Tier I ratio | 10.33 | 10.92 | +0.59 | $>$ Tier II | Revaluation reserve for land (12.5) bn |  |
| Total qualifying capital $\mathbf{3 , 1 1 5 . 8}$ $\mathbf{3 , 1 8 8 . 5}$ 72.7 |  |  |  |  | Subordinated loan | (16.9) bn |
| Tier 1 | 2,253.3 | 2,346.7 | 93.4 | Deduction |  |  |
| Capital stock and capital surplus | 1,000.9 | 1,000.9 | (0.0) | Securitization exposure to be deducted |  |  |
| Retained earnings | 1,146.3 | 1,249.2 | 102.9 |  |  |  |
| Preferred securities issued by overseas SPCs | 115.1 | 119.1 | 3.9 | [Risk-weighted assets] (330.2) bn (+0.22\%) |  |  |
| Tier 2 | 910.4 | 879.7 | (30.6) | $>$ Decrease in credit risk assets (326.6) bn <br> Primarily due to decrease in loans and bills discounted |  |  |
| $45 \%$ of unrealized gains on other securities | This item is not applicable to Japanese domestic standard |  |  |  |  |  |
| $45 \%$ of revaluation reserve for land | 45.6 | 33.1 | (12.5) |  |  |  |
| Eligible reserves in excess of expected loss | 53.4 | 52.5 | (0.8) | <Reference Information> |  |  |
| Subordinated bonds | 777.5 | 760.5 | (16.9) | Capital adequacy ratio and Tier I ratio calculated under the BIS International Standard |  |  |
| Deductions | (47.8) | (37.9) | 9.9 |  |  |  |
| Risk-weighted assets | 21,809.3 | 21,479.0 | (330.2) | $\square$ Tier I ratio: $10.81 \%$ <br> $\square$ Net unrealized gains on  <br> $\quad$ available-for-sale securities +100.4 bn <br> $\square$ Net DTA / Tier I capital $14.62 \%$ |  |  |
| Credit risk | 20,401.2 | 20,074.6 | (326.6) |  |  |  |
| Operational risk | 1,408.0 | 1,404.4 | (3.6) |  |  |  |

Earnings Forecasts for Fiscal Year Ending March 31, 2009 (Revised in November 2008)

| (Billions of Yen) | Resona Holdings (Consolidated) |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { 1H FY } \\ & 2008 \end{aligned}$ | Full year forecasts | Change from initial forecasts | Change from the previous year |
| Consolidated ordinary income | 514.5 | 1,000.0 | (50.0) | (114.4) |
| Consolidated ordinary profit | 37.0 | 150.0 | (120.0) | (83.7) |
| Net (interim) income | 86.3 | 160.0 | (90.0) | (142.8) |


|  | Resona Holdings <br>  <br> (Non-consolidated) <br> 1H FY <br> 2008 | Full year <br> forecasts | Change <br> from initial <br> forecasts | change from <br> the previous <br> year |
| :---: | :---: | :---: | :---: | :---: |
| Operating income | 52.3 | $\mathbf{1 8 0 . 0}$ | - | $(420.4)$ |
| Operating profit | 48.1 | $\mathbf{1 7 0 . 0}$ | -1 | $(419.9)$ |
| Ordinary profit | 49.5 | $\mathbf{1 7 0 . 0}$ |  | $(420.2)$ |
| Net (interim) income | 58.1 | $\mathbf{1 9 0 . 0}$ |  | $(434.6)$ |


| Forecast for term-end per share dividend <br> on common stock | 1000 yen |
| :---: | :---: |
| Forecast for term-end per share dividend <br> on preferred stock | As pre-determined |


| (Billions of Yen) | Total of four banks (approx. figure) |  |  | Resona Bank |  | Saitama Resona Bank |  | Kinki Osaka Bank |  | Resona Trust \& Banki |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Full year forecasts | Change from initial forecasts | Change from the previous year | Full year forecasts | Change from the previous year | Full year forecasts | Change from <br> the previous <br> year | Full year forecasts | Change from <br> the previous <br> year | Full year forecasts | Change from <br> the previous <br> year |
| Gross operating profit | 684.0 | (37.0) | (16.0) | 430.0 | (14.3) | 159.0 | 1.0 | 65.5 | (1.1) | 29.5 | (1.5) |
| Operating expenses | 369.0 | (14.0) | 6.9 | 233.0 | (0.3) | 76.5 | 3.8 | 47.0 | 2.9 | 13.0 | 1.2 |
| Actual net operating profit | 315.0 | (23.0) | (22.8) | 197.0 | (13.8) | 82.5 | (2.7) | 18.5 | (4.0) | 16.5 | (2.6) |
| Ordinary profit | 146.0 | (116.0) | (66.5) | 70.0 | (50.7) | 56.0 | (10.8) | 3.5 | (2.5) | 16.5 | (2.4) |
| Income before income taxes | 273.0 | (111.0) | (29.1) | 196.0 | (8.6) | 56.0 | (13.0) | 4.0 | (5.4) | 16.5 | (2.4) |
| Net income | 159.0 | (74.0) | (101.1) |  |  | esona Group | started app | ing a conso | olidated taxatio | ion system fr | rom FY2005. |


| Gain/(loss) on stocks | 4.0 | 4.0 | 49.8 | 3.0 | 47.6 |  | 0.3 | 1.0 | 1.8 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Credit related expenses | 152.0 | 92.0 | 113.3 | 120.0 | 98.8 | 23.0 | 11.1 | 9.0 | 3.5 |  |

## I. Outline of the New Business Revitalization Plan

II. Outline of the Business Results for the 1st Half of FY2008
[Reference Material (Business Revitalization Plan)]

## [Reference Material (Financial Results for 1H of FY2008) ]

## Personal Banking Business (1): Estate Planning

## Strengthen personal banking business as a core growth area

- Acceptance of testamentary trusts as an opportunity to initiate multiple related transactions
$>$ Strength of concurrently operating commercial and trust banking businesses (customer base and solution-offering capabilities)


Advent of the full-fledged aging society

$\square$ Wills entrusted as of Mar. 2012 (Plan): Approx. 14,000


- Earnings potential of will trusts
$\checkmark$ Amount of property covered by wills under custody for execution : Approx Y 2tn
(Composition: real estate $60 \%$, financial assets $40 \%$ )
$\checkmark$ Number of wills entrusted to RB: Approx $\mathbf{1 0 , 0 0 0}$
RB's private banking (PB) customers : 25 thousands
- Over Y100M in total of loans and deposits
- Over 50M financial assets held by RB
- Wills entrusted to RB (Over Y200M)


## Personal Banking Business (2): Financial Product Sale



## Personal Banking Business (3): Loans to Individuals

## Housing loans

■ Balance at the end of March 2012: 12.3 tn.


■ Existence of good quality potential market
> Inflow of population to Resona's main markets
$>$ Housing loan demand from second baby boomers
■ Maximize Resona's strength in housing loans
$>$ Differentiation in response to customer needs
$\Rightarrow$ Fast screening realized with new HL support system
$\Rightarrow$ Reverse mortgage and other silver businesses
$\Rightarrow$ Loan products that can satisfy customers' interest rate preference
$>$ Relationship with customers after loan origination
$\Rightarrow$ Explore opportunities for cross-selling

## Other consumer loans ( strategic products)

■ Strengthen core focus products* further


* ATM card loan, tie-up products, and screening model products <Example of products>

| Product name | Amount <br> (Y Thousands) | Interest <br> rate | Product features |
| :--- | :---: | :---: | :--- |
| ATM card loan | 100,300 <br> and 500 | $18 \%$ | Prior screening based on transaction history <br> ATM handles every process to contract |
| My Plan (Jibun Keikaku) <br> (Tie-up product ) | 100 to 2,000 | 6.9 to <br> $14.5 \%$ | Transfer credit risks to a third party <br> "Loan for Woman" and other variety |
| Quick card loan <br> (Screening model product) | $300,500,700$, <br> and 1,000 | $12.875 \%$ | Multiple channels for loan application <br> Quick response |

■ Increase good-quality consumer loans leveraging on group banks' strength (brand, customer information and infrastructure)
> Effective database marketing
$>$ Low-cost channels (Internet, cell phones, ATMs, etc.)

## Corporate Banking Businesses (1): Loans to SMEs



## Corporate Banking Business (2) : Real Estate, Pension and Securities Trust

## Real estate business (RB)

■ Income from real estate business to exceed Y20.0 bn


- RB is the only commercial bank that can engage in real estate business
> Advantage vis-à-vis designated trust banks in having well-established branch network covering entire nation
- Group synergies
> Making the best use of the group banks' network and existing customer base to capture real estate transaction needs among individual customers
- Reinforcement of specialized personnel
$>$ Number of staffs engaging in real estate business Mar. 2008: $203 \rightarrow$ Mar. 2012: 260


## Pension and Securities trust business (RT)

■ Entrusted pension assets to increase by Y1 tn
■ Securities trusts to exceed Y40 tn


- Cultivate RB's 12,000 core corporate customers to start offering corporate pension services
$>600 \mathrm{DB}$ and 1,500 DC-type funds to be newly added
$>$ Provide Resona groups' investment products to DC funds
- Support conversion of tax-qualified pension plan
- High quality fund management products
- Capitalize on group synergies


## I. Outline of the New Business Revitalization Plan

## II. Outline of the Business Results for the 1st Half of FY2008

```
[Reference Material (Business Revitalization Plan)]
```


# [Reference Material (Financial Results for 1H of FY2008) ] 

## Management Accounting by Business Lines

## Management Accounting by Group Business Lines (1H FY2008)

■ "RAROC" and "RVA" as management indicators to measure profitability to allocated capital

|  |  | et Ope | ating Profi | after D | uction o | Credit | ost*1 |  |  |  | Manageme | nt Indice |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Gross |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Operating <br> Profit | YoY | Expenses | YoY | Cost | YoY |  | YoY | OHR | YoY | RAROC | YoY | RVA *2 | YoY |
| Commercial Banking Unit | 316.8 | (26.0) | 170.0 | 1.8 | 131.7 | 103.6 | 15.1 | (131.5) | 53.7\% | 49.1\% | 2.0\% | 17.3\% | (34.8) | (127.4) |
| Personal Banking | 175.6 | 1.3 | 95.6 | 3.3 | 10.6 | (9.5) | 69.5 | 7.5 | 54.4\% | 52.9\% | 27.1\% | 20.4\% | 52.3 | 9.6 |
| Housing Loan Business *3 | 85.7 | 4.1 | 23.2 | 3.8 | 10.6 | (8.6) | 51.9 | 8.9 | 27.0\% | 23.7\% | 21.5\% | 16.4\% | 35.7 | 9.3 |
| Corporate Banking | 141.1 | (27.2) | 74.4 | (1.4) | 121.1 | 113.1 | (54.4) | (138.9) | 52.7\% | 45.1\% | (11.2)\% | 15.5\% | (87.1) | (137.0) |
| Real Estate Business | 4.0 | (3.4) | 2.0 | (0.6) | 0.0 |  | 2.0 | (2.8) | 49.5\% | 34.6\% | 43.3\% | 68.1\% | 1.7 | (2.7) |
| Treasury | 27.8 | 44.9 | 4.4 | (1.3) | 0.0 | (0.1) | 23.5 | 46.3 | 15.7\% | (33.1)\% | 13.8\% | (14.2)\% | 12.1 | 45.1 |
| Pension | 14.8 | (0.8) | 6.0 | 0.3 | 0.0 |  | 8.7 | (1.2) | 40.2\% | 36.5\% | 53.7\% | 66.0\% | 7.7 | (1.3) |
| Total of Group Banks | 355.6 | 17.1 | 180.4 | 0.8 | 131.2 | 104.5 | 44.1 | (87.8) | 50.7\% | 53.1\% | 3.8\% | 10.8\% | (33.5) | (87.2) |

*1 Gross operating profit - operating expenses - credit cost
*2 RVA : Resona Value Added (Net profit after a deduction of cost on allocated internal capital)
*3 Gains and losses belonging to loan guarantee subsidiaries are included.
*4 Total of four banks on a non-consolitated basis plus gains and losses of guarantee subsidiaries for housing loans.

## Capital Adequacy Ratio (RHD and Subsidiary Banks)

| Sep. 30, 2008 [Preliminary] |
| :--- |
| Japanese Domestic Standard |
| (Billioons of Yen) |
| Capital adequacy ratio |
| Tier I ratio |
| Tier I capital |
| Tier II capital |
| Deductions |
| Total BIS qualifying capital |
| Risk weighted assets |


| RHD (Consolidated) |  |  | RB (Consolidated) |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Mar. 31,2008 | Sep. 30, 2008 |  | Mar. 31,2008 | Sep. 30, 2008 |  |
| F-IRB Act | F-IRB Act | Chananae | F-IRB Act | F-IRB Act | Change |
| 14.28\% | 14.84\% | +0.56\% | 9.81\% | 10.57\% | +0.76\% |
| 10.33\% | 10.92\% | +0.59\% | 5.86\% | 6.68\% | +0.82\% |
| 2,253.3 | 2,346.7 | 93.4 | 927.5 | 1,030.9 | 103.4 |
| 910.4 | 879.7 | (30.6) | 686.2 | 655.3 | (30.8) |
| 47.8 | 37.9 | (9.9) | 61.7 | 55.2 | (6.4) |
| 3,115.8 | 3,188.5 | 72.7 | 1,552.0 | 1,631.0 | 79.0 |
| 21,809.3 | 21,479.2 | (330.2) | 15,814.2 | 15,417.3 | (396.8) |


| Sep. 30, 2008 [Preliminary] |
| :--- |
| Japanese Domestic Standard |
| (Billioons of Yen) |
| Capital adequacy ratio |
| Tier I ratio |
| Tier I capital |
| Tier II capital |
| Deductions |
| Total BIS qualifying capital |
| Risk weighted assets |


| SR (Non-consolidated) |  |  | KO (Consolidated) |  |  | RT (Non-consolidated) |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Mar. 31,2008 | Sep. 30 | 2008 | Mar. 31,2008 | Sep. 30 | 2008 | Mar. 31,2008\| | Sep. 30 | 2008 |
| $\begin{aligned} & \text { F-IRB } \\ & \text { Act } \\ & \hline \end{aligned}$ | $\begin{aligned} & \hline \text { F-IRB } \\ & \text { Act } \\ & \hline \end{aligned}$ | Change | $\begin{aligned} & \text { SA } \\ & \text { Act } \end{aligned}$ | $\begin{aligned} & \hline \text { SA } \\ & \text { Act } \end{aligned}$ | Change | $\begin{aligned} & \text { SA } \\ & \text { Act } \end{aligned}$ | $\begin{aligned} & \hline \text { SA } \\ & \text { Act } \end{aligned}$ | Change |
| 10.10\% | 10.51\% | +0.41\% | 9.46\% | 9.80\% | +0.33\% | 41.78\% | 45.37\% | +3.59\% |
| 5.76\% | 6.16\% | +0.40\% | 5.48\% | 5.63\% | +0.15\% | 41.78\% | 45.37\% | +3.59\% |
| 219.5 | 233.5 | 14.0 | 106.5 | 103.5 | (3.0) | 32.1 | 37.3 | 5.1 |
| 177.1 | 177.1 | 0.1 | 77.1 | 76.4 | (0.6) | - | - | - |
| 11.8 | 12.3 | 0.5 | - | - | - | - | - | - |
| 384.8 | 398.3 | 13.5 | 183.6 | 180.0 | (3.6) | 32.1 | 37.3 | 5.1 |
| 3,807.1 | 3,787.8 | (19.3) | 1,940.7 | 1,836.9 | (103.8) | 77.0 | 82.3 | 5.3 |

## Risk Volume Relative to Capital (End of September 2008)

- Primary risks such as credit, market and operational risks are controlled within Tier 1 limit
$\square$ Risk buffers comprising of excess Tier 1 and Tier 2 are provided against the risk volume assumed under a stress scenario or the risks difficult to measure.

[Integrated risk management] Utilized as a tool for the management to evaluate the level of capital adequacy

Assumptions for measuring the VaR
■ Confidence Interval: 99\%

* "99.9\%" confidence level is used as a supplementary assumption for a stress test.
- Holding period

Credit risk: 1 year
Market risk: 1 to 6 months depending on the nature of assets

Operational risk: 1 year

Note: Tier 1 and Tier 2 amounts are after certain adjustments.

## Securities Portfolio

■ Net unrealized gains on available-for-sale securities (RHD consolidated basis) as of the end of September 2008 amounted to $¥ 100.4$ bn.


Book value of stocks sold outright 1H of FY2008 (Act): Y2.7bn (total of group banks)


|  | Within 1 year | $\begin{aligned} & 1 \text { to } 5 \\ & \text { year } \\ & \hline \end{aligned}$ | $\begin{gathered} 5 \text { to } 10 \\ \text { year } \\ \hline \end{gathered}$ | Over 10 years | $\begin{gathered} \text { No } \\ \begin{array}{c} \text { designated } \\ \text { term } \end{array} \\ \hline \end{gathered}$ | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Japanese government bonds | 3,116.3 | 841.2 | 591.0 | 499.6 |  | 5,048.2 |
| Japanese local gov. bonds | 38.7 | 125.1 | 232.7 |  |  | 396.6 |
| Japanese corporate bonds | 416.4 | 590.3 | 12.5 | 38.0 |  | 1,057.2 |
| Stocks |  |  |  |  | 639.9 | 639. |
| Other | 16.8 | 69.5 | 79.0 | 23.0 | 150.7 | 338. |
| Foreign securities | 1.0 | 51.3 | 13.8 | 23.0 | 69.5 | 158.6 |
| <Foreign bonds> |  | 51.3 | 13.8 | 23.0 |  | 88. |
| <Foreign stocks> |  |  |  |  | 8.5 | 8.5 |
| Other | 15.8 | 18.2 | 65.1 |  | 81.2 | 180.4 |
| Total | 3,588.2 | 1,626.1 | 915.2 | 560.6 | 790.6 | 7,480 |

[Net unrealized gains/(losses) on bonds(RHD Consolidater

|  | Mar. '06 | Sep. '06 | Mar. '07 | Sep. '07 | Mar. '08 | Sep. '08 |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Japanese Bonds | $64.0)$ | $(32.9)$ | $(32.9)$ | $(31.4$ | $(32.7)$ | $(57.5)$ |
| Other | 47.0 | $(14.4)$ | 16.5 | 11.0 | 5.8 | $(18.6)$ |
| Total | $(17.0)$ | $(47.3)$ | $(16.4)$ | $(20.4)$ | $(26.9)$ | $(76.1)$ |

*"Other"incudes local government bonds, corporate bonds, stocks and foregin bonds, etc.
10 -year JGB vield

| 176 |
| :--- | :--- |

[JGB duration (Banking Account)]

|  | Mar. '06 | Sep. '06 | Mar. '07 | Sep. '07 | Mar. '08 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Sep. '08 |  |  |  |  |  |
| Resona Group | 2.4 | 2.1 | 1.9 | 1.7 | 1.7 |
| Resona Bank | 2.3 | 2.0 | 1.8 | 1.6 | 1.6 |

[Basis Point Value (BVP, Domestic Bonds

|  | Mar. '06 | Sep. '06 | Mar. '07 | Sep. '07 | Mar. '08 | Sep. '08 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Resona Group | (1.30) | (0.99) | (0.99) | (0.95) | (0.90) | (0.97) |
| Resona Bank | (0.77) | (0.61) | (0.59) | (0.54) | (4.80) | (0.47) |

[Break-even Nikkei Average Points]

|  | Mar. '06 | Sep. '06 | Mar. '07 | Sep. '07 | Mar. '08 | Sep. '08 |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Resona Group | 6,000 | 6,600 | 7,000 | 7,000 | 7,500 | 7,500 |

## Shareholdings by Industry (End September 2008, Resona Bank)



## Maturity Ladder of Deposits and Loans (Resona Bank, Domestic Operations)

| Loans and Bills Discounted |  |  |  |  |  | Deposits |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| [End of March 2008] |  |  |  |  |  | [End of March 2008] |  |  |  |  |  |
|  | Within 6M | 6 to 12M | 1 to $3 Y$ | Over 3Y | Total |  | Within 6M | 6 to 12 M | 1 to 3Y | Over 3Y | Total |
| Fixed rate | 4.1\% | 4.0\% | 7.2\% | 8.0\% | 23.3\% | Liquid deposits | 43.8\% | 2.1\% | 8.2\% | 7.9\% | 61.9\% |
| Prime rate-based | 41.2\% | 0.8\% | 0.0\% | 0.0\% | 42.0\% | Time deposits | 19.3\% | 9.7\% | 6.1\% | 2.9\% | 38.1\% |
| Market rate-based | 26.3\% | 2.1\% | 3.3\% | 2.9\% | 34.7\% | Total | 63.1\% | 11.8\% | 14.3\% | 10.8\% | 100.0\% |
| Total | 71.6\% | 6.9\% | 10.6\% | 10.9\% | 100.0\% |  |  |  |  |  |  |
| Loans maturing within 1 vear | 78.5\% |  |  |  |  |  |  |  |  |  |  |
| [End of September 2008] |  |  |  |  |  | [End of September 2008] |  |  |  |  |  |
|  | Within 6M | 6 to 12M | 1 to 3 Y | Over 3Y | Total |  | Within 6M | 6 to 12 M | 1 to 3Y | Over 3Y | Total |
| Fixed rate | 4.3\% | 3.0\% | 6.0\% | 8.6\% | 21.9\% | Liquid deposits | 42.0\% | 2.1\% | 8.4\% | 8.0\% | 60.5\% |
| Prime rate-based | 42.9\% | 0.1\% | 0.0\% | 0.0\% | 43.0\% | Time deposits | 18.6\% | 11.7\% | 6.1\% | 3.1\% | 39.5\% |
| Market rate-based | 26.1\% | 2.6\% | 3.5\% | 2.9\% | 35.1\% | Total | 60.6\% | 13.8\% | 14.5\% | 11.1\% | 100.0\% |
| Total | 73.4\% | 5.8\% | 9.4\% | 11.5\% | 100.0\% |  |  |  |  |  |  |
| Loans maturingwithin 1 year $\quad 79.1 \%$ |  |  |  |  |  |  |  |  |  |  |  |
| [Change in 1H of FY2008] |  |  |  |  |  | [Change in 1H of FY2008] |  |  |  |  |  |
|  | Within 6M | 6 to 12M | 1 to $3 Y$ | Over 3Y | Total |  | Within 6M | 6 to 12M | 1 to 3Y | Over 3Y | Total |
| Fixed rate | 0.2\% | -1.0\% | -1.2\% | 0.6\% | -1.4\% | Liquid deposits | -1.8\% | 0.0\% | 0.2\% | 0.2\% | -1.4\% |
| Prime rate-based | 1.7\% | -0.6\% | 0.0\% | 0.0\% | 1.0\% | Time deposits | -0.7\% | 1.9\% | 0.0\% | 0.2\% | 1.4\% |
| Market rate-based | -0.2\% | 0.5\% | 0.1\% | 0.0\% | 0.4\% | Total | -2.5\% | 2.0\% | 0.2\% | 0.3\% | 0.0\% |
| Total | 1.7\% | -1.1\% | -1.1\% | 0.5\% | 0.0\% |  |  |  |  |  |  |
| Loans maturing within 1 vear | 0.6\% |  |  |  |  |  |  |  |  |  |  |

[^2]
## Swap Positions by Remaining Periods (Resona Bank)

■ Notional amounts of interest rate swaps by remaining period

| (Billions of Yen) |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | End of September, 2008 |  |  |  | End of March, 2008 |  |  |  |
|  | 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 | 90.0 | 474.0 | 1,001.2 | 1,565.2 | 372.0 | 714.0 | 1,257.2 | 2,343.2 |
| Receive floating rate/Pay fixed rate | 80.0 | 200.0 | 590.0 | 870.0 | 75.0 | 160.0 | 100.0 | 335.0 |
| Net position to receive fixed rate | 10.0 | 274.0 | 411.2 | 695.2 | 297.0 | 554.0 | 1,157.2 | 2,008.2 |

## Composition of Loan Portfolio by Corporate/Individual Customers (RB)

## Loans to corporations <br> *Market rate-linked loans (corporate) include the fixed-rate (spread) loans maturing in less than one year.

[End September 2007]


Loans to individuals
[End September 2007]

[End March 2008]

[End September 2008]

[End September 2008]


[^3]
## Composition of Deposits by Corporate/Individual Customers (RB)

## Corporate Deposits

[End September 2007]


Individual Deposits
[End September 2007]

[End March 2008]

[End March 2008]

[End September 2008]

[End September 2008]


## Migrations of Borrowers (RB, 1H of FY2008)

Exposure amount basis (Migration during the 1H of FY2008)

|  |  | End of September 2008 |  |  |  |  |  |  |  |  | Upward Migration | Downward Migration |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | Normal | Other Watch | Special Attention | Doubtful | QuasiBankrupt | Bankrupt | Other | Collection, Repayments | Assignments, |  |  |
|  | Normal | 95.2\% | 3.0\% | 0.4\% | 0.5\% | 0.1\% | 0.4\% | 0.5\% | 0.5\% | 0.0\% | - | 4.3\% |
|  | Other Watch | 13.0\% | 74.2\% | 3.2\% | 3.9\% | 0.7\% | 0.6\% | 4.4\% | 4.4\% | 0.0\% | 13.0\% | 8.4\% |
|  | Special Attention | 21.2\% | 3.1\% | 70.3\% | 3.3\% | 0.7\% | 0.6\% | 0.9\% | 0.9\% | 0.0\% | 24.2\% | 4.5\% |
|  | Doubtful | 1.8\% | 6.0\% | 2.1\% | 71.6\% | 4.4\% | 8.3\% | 5.9\% | 5.0\% | 0.9\% | 9.9\% | 12.7\% |
|  | QuasiBankrupt | 0.2\% | 0.2\% | 0.0\% | 0.7\% | 79.9\% | 5.6\% | 13.5\% | 4.5\% | 8.9\% | 1.0\% | 5.6\% |
|  | Bankrupt | 5.2\% | 0.0\% | 0.0\% | 1.2\% | 0.0\% | 82.0\% | 11.5\% | 5.9\% | 5.6\% | 6.4\% | - |

1. Above table shows how a borrower belonging to either of the borrower categories shown as of the end of March 2008 moved to a new category in the first half of FY2008.
2. Percentage points are calculated based on exposure amounts as of the end of March 2008. (New loans extended, loans collected or writtenoff during the period are not taken into account.)
3. "Other" for end of September 2008 indicates those exposures removed from the balance sheet due to collection, repayments, assignments or sale of claims.

## Trend of Long-term Senior Debt Rating (RB)

|  |  | 2003 |  |  |  | 2004 |  | 2005 |  |  | 2006 |  |  | 2007 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| MDY | S\&P |  | $\frac{1}{\frac{1}{2 \times 2}}$ |  |  |  |  |  | $\stackrel{1}{14}$ | 裏 |  | 家 |  |  | $\frac{1}{1300}$ |  |
| A1 | A+ |  |  |  |  | , |  |  |  |  |  |  |  |  |  |  |
| A2 | A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| A3 | A- |  |  |  |  |  |  |  |  |  | 5 |  |  |  |  |  |
| Baa1 | BBB+ |  |  |  |  | 1 |  | 1 |  |  |  |  |  |  |  |  |
| Baa2 | BBB |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Baa3 | BBB- |  |  |  |  | , |  | , | , |  |  |  | R\&1 S\&P S\& Moodv's macr |  |  |  |
| Ba1 | BB+ |  |  |  |  | U |  | 1 |  |  |  |  |  |  | + |  |

## List of Preferred Shares Issued by RHD (1)

[As of the End of November 2008]

|  |  | Class B Preferred Shares | Class C Preferred Shares | Class E Preferred Shares | Class F Preferred Shares |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Distinction between public and private funds |  | Public Fund | Public Fund | Public Fund | Public Fund |
| Original issuer and name of securities |  | Daiwa Bank Class B Series 1 | Kinki Osaka Bank Series 1 | Asahi Bank Series 1 Class 2 | Asahi Bank Series 2 Class 2 |
| Original issue date |  | 3/31/1999 | 4/26/2001 | 3/31/1999 | 3/31/1999 |
| Current number of shares |  | 272,202 shares | 120,000 shares | 9,576 shares | 80,000 shares |
| Issue price per share |  | JPY 600,000 | JPY 500,000 | JPY 1,250,000 | JPY 1,250,000 |
| Total issue amount remaining at present |  | JPY 163.3 Billion | JPY 60.0 Billion | JPY 11.9 Billion | JPY 100.0 Billion |
| Original total issue amount |  | JPY 408.0 Billion | JPY 60.0 Billion | JPY 300.0 Billion | JPY 100.0 Billion |
| Shareholder |  | RCC | RCC | RCC | RCC |
| Preferred dividend | Dividend per share | JPY 6,360 | JPY 6,800 | JPY 14,380 | JPY 18,500 |
|  | Total amount of dividend | JPY 1,731 Million | JPY 816 Million | JPY 138 Million | JPY 1,480 Million |
|  | Yield | 1.06\% | 1.36\% | 1.1504\% | 1.48\% |
| Acquisition right | Acquisition period | $\begin{aligned} & \hline 6 / 30 / 1999 \\ & 3 / 31 / 2009 \end{aligned}$ | $\begin{gathered} \hline 1 / 1 / 2002 \\ 3 / 31 / 2015 \\ \hline \end{gathered}$ | $\begin{gathered} \hline 7 / 1 / 2002 \\ 11 / 30 / 2009 \end{gathered}$ | $\begin{gathered} \hline 7 / 1 / 2003 \\ 11 / 30 / 2014 \\ \hline \end{gathered}$ |
|  | Current exchange price | (JPY 192,000) | JPY 199,200 | JPY 359,700 | JPY 359,700 |
|  | Current exchange rate | 3.125 | (2.510) | (3.475) | (3.475) |
| Reset of exchange rate | Date of reset | 6/30 | 1/1 | 7/1 | 7/1 |
|  | Direction of reset | Upward/Downward | Upward/Downward | Upward/Downward | Upward/Downward |
|  | Cap exchange rate | 3.429 | (2.999) | (3.475) | (3.475) |
|  | Floor exchange rate | --- | --- | --- | --- |
|  | Cap exchange price | --- | --- | --- | --- |
|  | Floor exchange price | (JPY 174,978) | JPY 166,700 | JPY 359,700 | JPY 359,700 |
|  | Start of market price calculation | 45 trading days before | 45 trading days before | 45 trading days before | 45 trading days before |
|  | Calculation period | 30 trading days | 30 trading days | 30 trading days | 30 trading days |
| Acquisition clause | Date of mandatory exchange | 4/1/2009 | 4/1/2015 | 12/1/2009 | 12/1/2014 |
|  | Mandatory exchange rate | JPY 600,000/Market Pricex1. 02 | JPY 500,000/Market Price | JPY 1,250,000/Market Price | JPY 1,250,000/Market Price |
|  | Start of market price calculation | 45 trading days before | 45 trading days before | 45 trading days before | 45 trading days before |
|  | Calculation period | 30 trading days | 30 trading days | 30 trading days | 30 trading days |
|  | Floor exchange price | JPY 100,000 | JPY 166,700 | JPY 359,800 | JPY 359,800 |

## List of Preferred Shares Issued by RHD (2)

## [As of the End of November 2008]

|  |  | Class 1 Preferred Shares | Class 2 Preferred Shares | Class 3 Preferred Shares | Class 4 Preferred Shares | Class 5 Preferred Shares | Class 9 Preferred Shares |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Distinction between public and private fund |  | Public Fund | Public Fund | Public Fund | Private Fund | Private Fund | Private Fund |
| Original issuer and name of securities |  | Resona Bank Class 1 Series 1 | Resona Bank Class 2 Series 1 | Resona Bank Class 3 Series 1 | Resona Holdings Class 4 | Resona Holdings Class 5 | Resona Holdings Class 9 |
| Original issue date |  | 7/1/2003 | 7/1/2003 | 7/1/2003 | 8/31/2006 | 8/28/2007 | 6/5/2007 |
| Current number of shares |  | 2,750,000 shares | 2,817,808 shares | 2,750,000 shares | 25,200 shares | 40,000 shares | 100,000 shares |
| Issue price per share |  | JPY 200,000 | JPY 200,000 | JPY 200,000 | JPY 2,500,000 | JPY 2,500,000 | JPY 3,500,000 |
| Total issue amount remaining at present |  | JPY 550.0 Billion | JPY 563.5 Billion | JPY 550.0 Billion | JPY 63.0 Billion | JPY 100.0 Billion | JPY 350.0 Billion |
| Original total issue amount |  | JPY 550.0 Billion | JPY 563.5 Billion | JPY 550.0 Billion | JPY 63.0 Billion | JPY 100.0 Billion | JPY 350.0 Billion |
| Shareholder |  | DIC | DIC | DIC | Shinkin Trust Bank | Dai-ichi Life | Merill Lynch Japan Finance |
| Preferred dividend | Dividend per share (Jun '09) | JPY 3,190 | JPY 3,190 | JPY 3,190 | JPY 99,250 | JPY 91,875 | JPY 32,550 |
|  | Total amount of dividend (Jun '09) | JPY 8,773 Million | JPY 8,989 Million | JPY 8,773 Million | JPY 2,501 Million | JPY 3,675 Million | JPY 3,255 Million |
|  | Yield | $\begin{gathered} \hline \text { Libor (1y) + 50bp } \\ 1.595 \% \end{gathered}$ | $\begin{gathered} \hline \text { Libor (1y) + 50bp } \\ 1.595 \% \end{gathered}$ | $\begin{gathered} \hline \text { Libor (1y) + 50bp } \\ 1.595 \% \end{gathered}$ | 3.97\% | 3.675\% | 0.93\% |
| Acquisition right | Acquisition period | 7/1/2006 | 7/1/2008 | 7/1/2010 | --- | --- | 6/5/2008 |
|  |  | --- | --- | --- | --- | --- | (Certain limitations appplicable) |
|  | Current exchange price | JPY 175,300 | JPY 122,600 | --- | --- | --- | JPY 332,465 |
|  | Current exchange rate | (1.141) | (1.631) | (---) | (---) | (---) | (10.527) |
| Reset of exchange rate | Date of reset | 8/1 | 11/1 | 5/1 | --- | --- | $\begin{gathered} \hline 6 / 5 \\ 4 \text { times only (2012-2015) } \end{gathered}$ |
|  | Direction of reset | Upward/Downward | Upward/Downward | Upward/Downward | --- | --- | Downward only |
|  | Cap exchange rate | (7.143) | (10.000) | (11.765) | --- | --- | (40.355) |
|  | Floor exchange rate | --- | --- | --- | --- | --- | --- |
|  | Cap exchange price | --- | --- | --- | --- | --- | --- |
|  | Floor exchange price | JPY 28,000 | JPY 20,000 | JPY 17,000 | --- | --- | JPY 86,730 |
|  | Start of market price calculation | 45 trading days before | 45 trading days before | 45 trading days before | --- | --- | 45 trading days |
|  | Calculation period | 30 trading days | 30 trading days | 30 trading days | --- | --- | 30 trading days (VWAP) |
| Acquisition clause | Date of mandatory exchange | Mandatory exchange not applicable | Mandatory exchange not applicable | Mandatory exchange not applicable | Mandatory exchange not applicable Acquisition clause exercisable under certain conditions at the issuer's option after seven years aftter issue date | Mandatory exchange not applicable Acquistion clause exercisable under certain conditions at the issuer's option after seven years aftter issue date | Mandatory exchange not applicable Acquistion clause exercisable under certain conditions at the issuer's option after five years affter issue date |
|  | Mandatory exchange rate | --- | --- | --- | --- | --- | --- |
|  | Start of market price calculation | --- | --- | --- | --- | --- | --- |
|  | Calculation period | --- | --- | --- | --- | --- | --- |
|  | Floor exchange price | --- | --- | --- | --- | --- | --- |

## Class 9 Preferred Shares: <br> Structure that Embodies "Basic Policies toward Repayments"

## Designed in such a way to ensure high capital eligibility and to avoid dilution

- All shares will be allotted and subscribed to by Merrill Lynch Japan Finance
- The only convertible preferred share that the Aol allows

Reduce preferred
dividends
Dividend rate: 0.93\%
Fixed rate over
a long period

## Secure available funds

for repayments
Total issue amount: $¥ 350 \mathrm{bn}$

Maintain capital quality

Proceeds will be utilized to repurchase the existing public fund convertible preferred shares (leading to a decline in the number of potential shares)

## Limitation on exercise of Acquisition Rights

-Acquisition Rights are not exercisable for one year from the issue date

■Initial Exchange Price is set at an amount equal to the sum of the Base Price plus the Initial Exchange Premium of 15\% (Same exchange price applicable for 5 years)
$\square$ For five years from the issue date, Acquisition Rights become exercisable only when ordinary share price exceeds $115 \%$ of the Initial Exchange Price
■Reset of Exchange Price (downward only) will be made only four times, after 5, 6, 7 and 8 years after the issue date.

## Inclusion of the Acquisition Clause

■Acquisition Clause enables the issuer to limit excessive dilution when ordinary share price appreciates.

■lf, after five years after the issuer date, the following conditions are met, the issuer may acquire the Preferred Shares in exchange for payment of cash (equal to subscription price) and delivery of ordinary shares (equal to the in-the-money value).
>Ordinary share price exceeds Acquisition Clause Threshold Price for a certain period, and
>Resona Holdings can maintain an adequate CAR after acquisition under the Acquisition Clause

■Simultaneous mandatory conversion is not applicable

## Class 9 Preferred Shares: "Acquisition Right" and "Acquisition Clause"



## Class 9 Preferred Shares: <br> Comparison with Public Fund Preferred Stocks

|  | Financial Function Early Strengthening Law | Deposit Insurance Law | Class 9 Preferred Shares |
| :---: | :---: | :---: | :---: |
| Preferred Dividend Rate | Fixed rate (1.06\% to 1.48\%) | 1y¥Libor +50bps | Fixed rate (0.93\%) |
| Initial Exchange Premium | N.A. | N.A. | 15\% |
| Start of the Period for Exercise of Acquisition Rights | Already arrived | Jul. 2006 to Jul. 2010 | After one year after the issue date |
| Reset of Exchange Price and Direction | Once every year, upward/downward | Once every year, upward/downward | Four times after 5, 6, 7 and 8 years after the issue date Downward only |
| Floor Exchange Price | $¥ 166,700$ to $¥ 359,700$ | $¥ 17,000$ to $¥ 28,000$ | $¥ 86,730$ <br> (Base Price x 30\%) |
| Limitation on Exercise of Acquisition Rights | N.A. | N.A. | Exercisable when ordinary share price exceeds 115\% of the Initial Exchange Price |
| Period for Exercise of Acquisition Clause | N.A. | N.A. | Exercisable when ordinary share price exceeds 130\% of the Initial Exchange Price after five years after the issue date |
| Simultaneous Mandatory Conversion | Applicable <br> (Apr. 2009 to Dec. 2014) | N.A. | N.A. |
| Voting Rights | N.A. <br> (Restored when dividends skipped) | Granted | N.A. <br> (Not restored even when dividends skipped) |

## Business Revitalization Plan: Earnings Plan

| (Billions of Yen) | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | (Actual) | (Plan) | (Plan) | (Plan) | (Plan) |
| Gross operating profit | 700.0 | 684.0 | 690.0 | 721.0 | 760.0 |
| Trust fees | 41.3 | 38.0 | 37.0 | 37.0 | 40.0 |
| Jointly Operated Designated Money Trust | 6.9 | 5.0 | 5.0 | 5.0 | 5.0 |
| NPL disposal in the trust account | (0.1) |  |  |  |  |
| Interest income | 701.3 | 678.0 | 677.0 | 733.0 | 807.0 |
| Interest expense | 164.1 | 161.0 | 173.0 | 220.0 | 282.0 |
| Net fees \& commissions | 97.0 | 93.0 | 100.0 | 114.0 | 127.0 |
| Net trading income | 69.7 | 13.0 | 12.0 | 13.0 | 14.0 |
| Other operating income | (45.3) | 23.0 | 37.0 | 44.0 | 54.0 |
| Gains/(losses) on bonds | 7.2 | 1.0 | 9.0 | 13.0 | 18.0 |
| Net operating profit <br> (Before provision to general reserve and NPL disposal in the trust account) | 337.8 | 315.0 | 314.0 | 345.0 | 383.0 |
| Net operating profit | 337.9 | 315.0 | 314.0 | 345.0 | 383.0 |
| Provision to general reserve | (0.0) |  |  |  |  |
| Expenses | 362.1 | 369.0 | 376.0 | 376.0 | 377.0 |
| Personnel expense | 123.8 | 127.0 | 127.0 | 129.0 | 131.0 |
| Non-personnel expenses | 217.1 | 220.0 | 227.0 | 225.0 | 224.0 |
| Disposal of NPL | 80.3 | 152.0 | 73.0 | 71.0 | 60.0 |
| Net gain/(loss) on stocks | (45.8) | 4.0 | 3.0 | 4.0 | 6.0 |
| Loss on devaluation | 26.7 |  |  |  |  |
| Ordinary profit *4 | 212.5 | 173.0 | 249.0 | 286.0 | 340.0 |
| Extraordinary gains | 94.6 | 104.0 | 10.0 |  |  |
| Extraordinary losses | 5.0 | 4.0 | 2.0 | 2.0 | 2.0 |
| Income taxes - current | 9.6 | 47.0 | 67.0 | 12.0 | 13.0 |
| Income taxes - deferred | 32.3 | 67.0 | 29.0 | 69.0 | 81.0 |
| Net income/(loss) | 260.1 | 159.0 | 161.0 | 203.0 | 244.0 |


| (Billions of Yen) | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | (Actual) | (Plan) | (Plan) | (Plan) | (Plan) |
| Total assets (Note.2) | 40,476.0 | 39,380.0 | 39,640.0 | 39,880.0 | 40,630.0 |
| Loans and bills discounted | 25,787.7 | 25,500.0 | 25,480.0 | 25,730.0 | 26,150.0 |
| Securities | 6,846.0 | 7,260.0 | 7,770.0 | 7,940.0 | 8,120.0 |
| Trading assets | 494.4 | 620.0 | 700.0 | 700.0 | 700.0 |
| DTA (term-end bal.) | 286.3 | 226.8 | 197.7 | 128.8 | 48.4 |
| Total liabilities (Note.2) | 39,135.7 | 38,080.0 | 38,430.0 | 38,700.0 | 39,430.0 |
| Deposits and NCDs | 33,302.6 | 32,810.0 | 32,610.0 | 33,120.0 | 33,710.0 |
| Trading liabilities | 68.8 | 5.0 |  |  |  |
| DTL (term-end bal.) |  |  |  |  |  |
| DTL for land revaluation (term-end bal.) | 43.1 | 31.7 | 31.7 | 31.7 | 31.7 |
| Net assets (Note.2) | 1,471.5 | 1,448.3 | 1,367.8 | 1,409.8 | 1,450.8 |
| Capital stock | 398.8 | 398.8 | 398.8 | 398.8 | 398.8 |
| Capital reserve | 433.8 | 433.8 | 433.8 | 433.8 | 433.8 |
| Other capital surplus | 88.7 | 88.7 | 88.7 | 88.7 | 88.7 |
| Earned surplus reserve | 20.0 | 20.0 | 20.0 | 20.0 | 20.0 |
| Retained earnings (Note.3) | 328.2 | 326.3 | 245.8 | 287.8 | 328.8 |
| Land revaluation excess | 59.8 | 43.1 | 43.1 | 43.1 | 43.1 |
| Net unrealized gains/(losses) on other securities | 123.4 | 118.8 | 118.8 | 118.8 | 118.8 |
| (Management Indicators)*3 |  |  |  |  |  |
| Yield on interest earning assets (A) | 1.91 | 1.90 | 1.89 | 2.03 | 2.19 |
| Interest earned on loans and bills discounted | 2.18 | 2.18 | 2.17 | 2.31 | 2.48 |
| Interest on securities | 0.89 | 0.89 | 0.93 | 1.04 | 1.14 |
| Total cost of funding (B) | 1.39 | 1.43 | 1.46 | 1.58 | 1.72 |
| Interest paid on deposits and NCDs (D) | 0.30 | 0.31 | 0.32 | 0.44 | 0.59 |
| Overall interest spread (A) - (B) | 0.52 | 0.47 | 0.42 | 0.45 | 0.47 |
| Cost-to-income ratio (OHR) | 51.73 | 53.94 | 54.49 | 52.14 | 49.60 |

${ }^{*}$ 1. Assets and liabilities are stated in average balance. Net assets are reported in term-end balance
*2. Earned surplus excluding earned surplus reserve
*3. Management indicators other than OHR are based on the total figures of three subsidiary banks excluding Resona Trust \& Banking.
*4. include gains from recoveries of written-off claims and other reversals which are accounted for as extraordinary gains

The forward-looking statements contained in this presentation 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 development and change related to the government'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.


[^0]:    *1. RB and SR plan to spend Y15 to Y20 billion to renew their transaction terminals at branch offices with a view to strengthening competitiveness in personal banking business.

[^1]:    *1. Loss on write-down of listed stocks in 1H of FY2008 is approx. Y3.0 bn. (Remaining loss is for unlisted stock.)
    *2. Net contribution by sale of Tokyo HO bldg. was Y62.0 billion. *3. Increase in profits contributed by subsidiaries other than 4 group banks.
    Resona Holdings, Inc.

[^2]:    * Presented figures are based on the numbers compiled for an internal administration purpose

[^3]:    * Portfolio composition is computed based on the numbers compiled for administration purposes.

