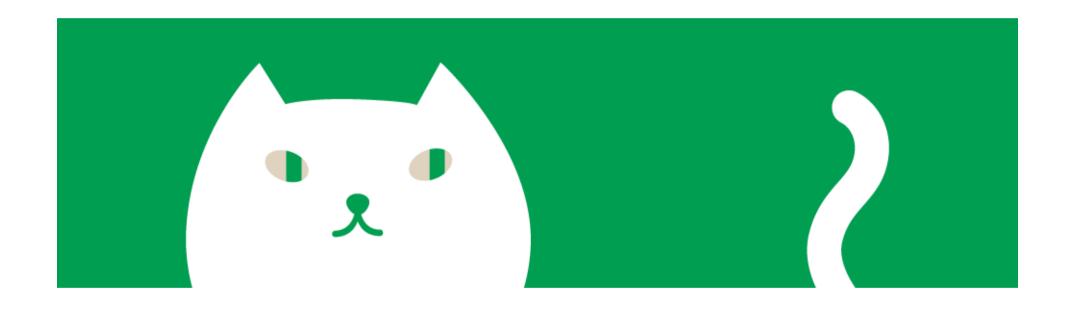
# Aiming at Building Business Model as a New Financial Services Business





September 2014

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## Resona Group at a Glance

# Outline of Business Results for 1Q FY2014 and Updates on Major Businesses

Efforts to Build Solid Foundation for Sustainable Growth

# Progress in Public Funds Full Repayment Plan and Direction of Future Capital Policies

## **Reference Material**

- 1. In some pages of this material, names of Resona Group companies are shown in the following abbreviated forms: RHD: Resona Holdings, RB: Resona Bank, SR: Saitama Resona Bank, KO: Kinki Osaka Bank
- 2. Negative figures represent items that would reduce net income

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#### **Macro Economic Trend**



# Resona Group at a Glance

Outline of Business Results for 1Q FY2014 and Updates on Major Businesses

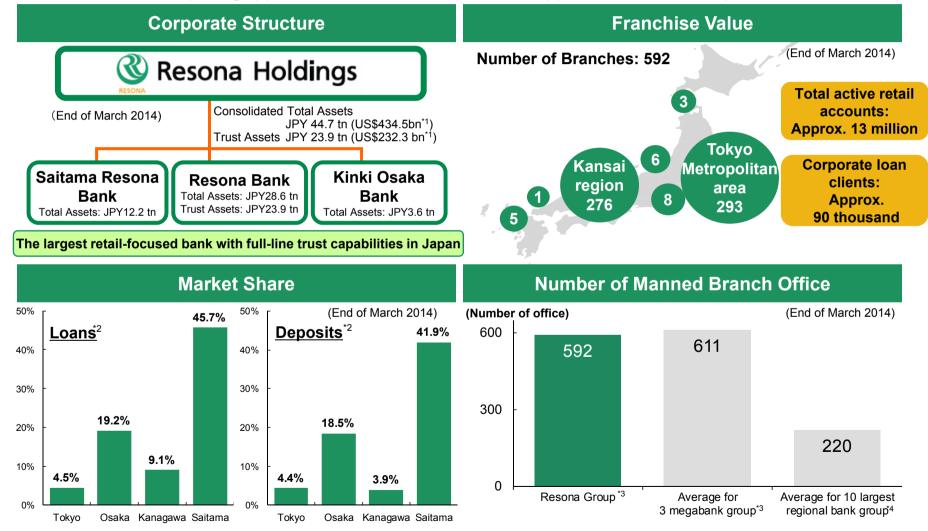
**Efforts to Build Solid Foundation for Sustainable Growth** 

Progress in Public Funds Full Repayment Plan and Direction of Future Capital Policies

Reference Material

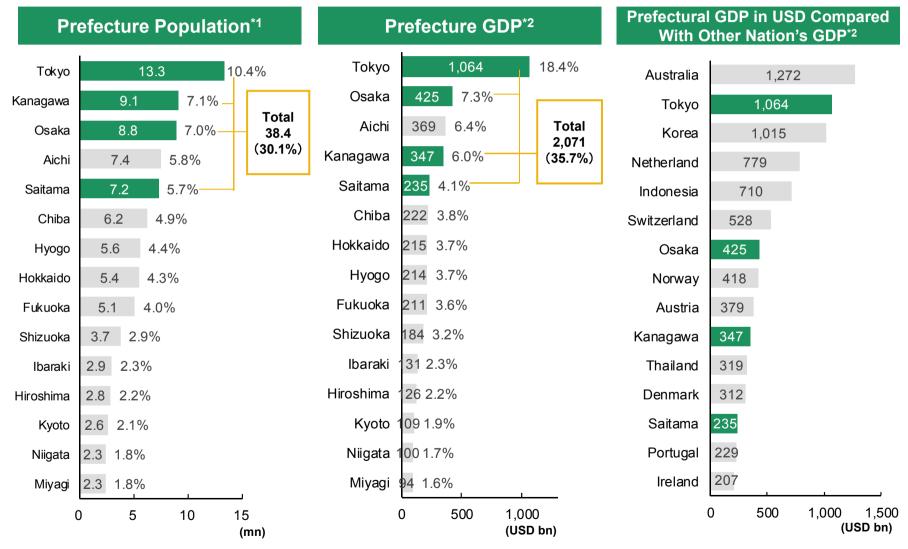
## Resona Group at a Glance

- 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 comprising approx. 13 million retail accounts and approx. 90 thousand corporate clients



## Population and Economic Scale of Resona's Primary Operating Base

- Prefectures where Resona's franchise is concentrated account for more than 30% of Japan's population and GDP
- Such prefectures are comparable to some countries in terms of GDP

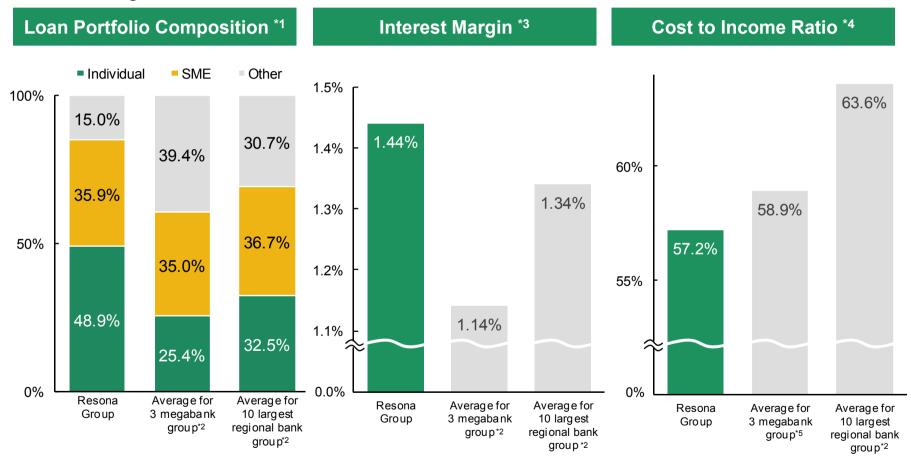


<sup>\*1.</sup> Source: Ministry of Internal Affairs and Communications, Population estimates (As of October 1st, 2013)

<sup>\*2.</sup> Source: Cabinet Office, Government of Japan, Gross Prefecture Product FY2010 "Global comparison of gross prefecture product in dollar"

## Loan Portfolio, Interest Margin and Cost to Income Ratio

- Loans provided to SMEs and individuals account for over 80% of total loans. Interest margins are higher relative to peers
- Through operational reforms and efficient management, Resona mitigated the high-cost structure inherent in retail banking



\*4. Consolidated cost to income ratio = operating expenses / gross operating profit (for FY2013)

\*5. MUFG, SMFG, Mizuho FG

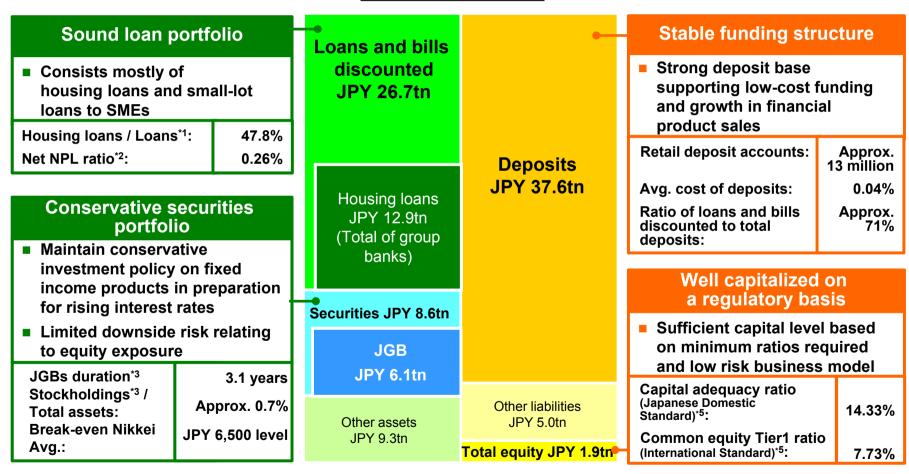
<sup>\*1.</sup> As of March 2014, total of group banks
\*2. Megabank groups: BTMU+ MUTB, Mizuho BK+ Mizuho Trust (only Mizuho BK for interest margin), SMBC 10 largest regional bank groups: . 10 largest regional bank groups by consolidated assets (Fukuoka FG, Yokohama, Chiba, Hokuhoku FG, Shizuoka, Yamaguchi FG, Joyo, 77 Bank, Nishinippon City, Kyoto: FY2013 Financial Statements)
\*3. Difference between (a) average loan yield and (b) average cost of deposits for FY2013, total of group banks

## **Sound Balance Sheet**

Sound assets backed by very stable deposit funding

#### Resona's consolidated balance sheet (as of March 31, 2014)

#### Total assets Y44.7 tn

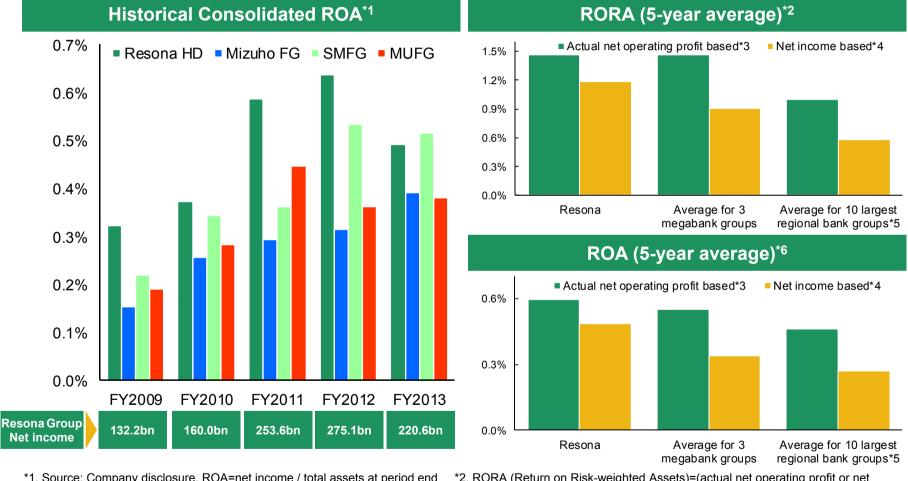


<sup>\*1.</sup> Total of group banks (including trust account)
\*2. NPL ratio net of collateral / guarantees and loan loss reserves (Total of group banks)
\*3. JGBs in available-for-sale securities (Total of group banks)

<sup>\*5.</sup> Basel 3, Common equity Tier1 ratio is for reference

## **Stable Earnings Trend and High Profitability**

- Resona has consistently generated stable profits supported by our sound balance sheet
- Resona's 5-year average RORA and ROA are higher than the average for the 3 megabank groups and 10 largest regional bank groups



<sup>\*1.</sup> Source: Company disclosure, ROA=net income / total assets at period end 
\*2. RORA (Return on Risk-weighted Assets)=(actual net operating profit or net income) / risk weighted-assets at period-end, simple average of each year. Risk-weighted assets for the megabank groups are based on the A-IRB approach. Risk-weighted assets for Resona are based on the A-IRB approach from the year ended March 2014. Consolidated basis \*3. Based on net operating profits less credit cost and net gains / (losses) on stocks \*4. Based on net income 
\*5. Top 10 regional bank groups in terms of consolidated total assets (Fukuoka FG, Yokohama, Chiba, Hokuhoku FG, Shizuoka, Yamaguchi FG, Joyo, 77 Bank, Nishinippon City, Kyoto) 
\*6. ROA=(Actual net operating profit or net income) / total assets at period end, simple average of each year, consolidated basis

## Resona Group at a Glance

# Outline of Business Results for 1Q FY2014 and Updates on Major Businesses

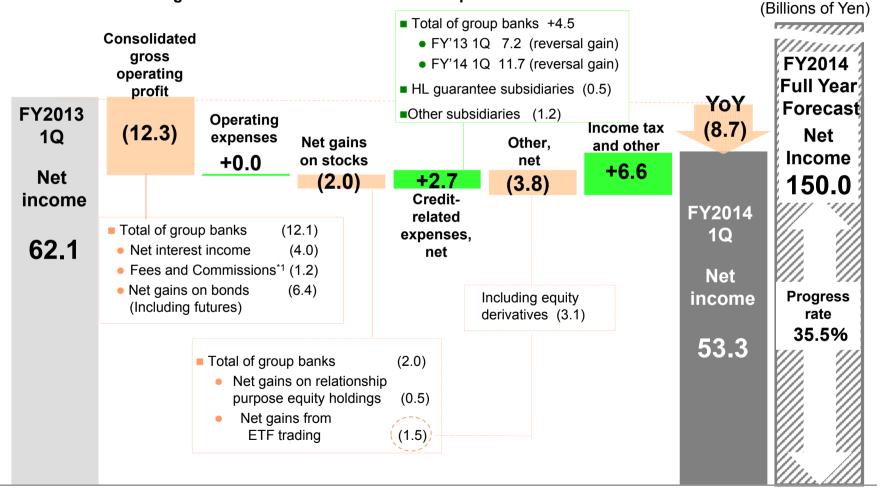
Efforts to Build Solid Foundation for Sustainable Growth

Progress in Public Funds Full Repayment Plan and Direction of Future Capital Policies

Reference Material

## **Outline of Results for 1Q FY2014**

- Posted Y53.3bn of consolidated net income, down Y8.7bn (14.1%) YoY, with a progress rate against the full year forecast being 35.5%
- Consolidated gross operating profit declined by Y12.3bn (7.7%), primarily due to lower net interest income and deceleration in net gains on bonds
- Net gains on stocks declined by JPY2.0bn (29.7%) YoY
- Continued to book a gain from reversal of credit-related expenses



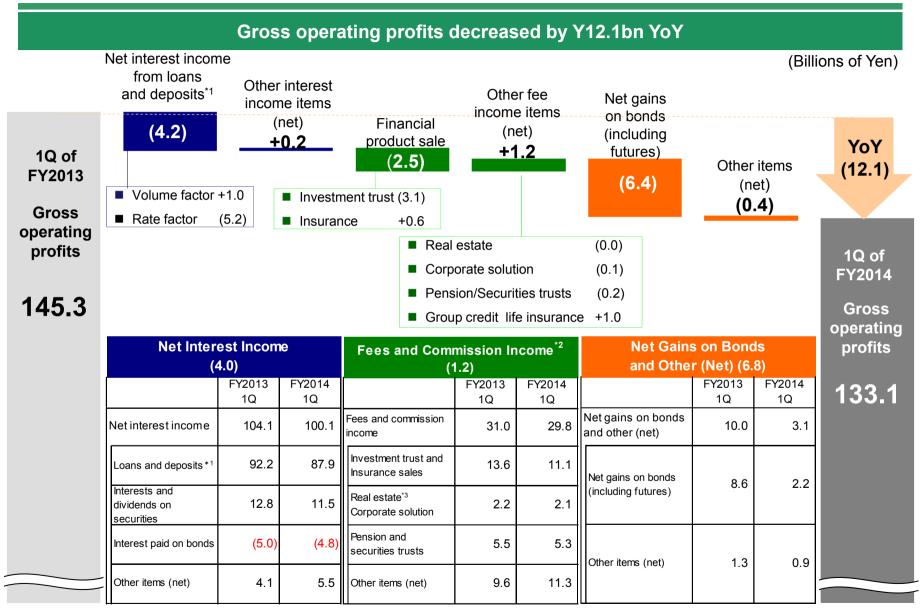
# **Summary of Operating Results for 1Q Period of FY2014**

Total of Group Banks (Amounts in billions of yen)  FY2013 1Q		FY2014 1Q	Change	Rate of Progress*3	Comments	
(1) Gross operating profit		145.3	133.1	(8.3)%	23.9%	(1) Down Y12.1 bn YoY Progress rate against the full-year guidance is 23.9%
(2)	Net interest income	104.1	100.1	(3.8)%	_	(2) Down Y4.0 bn YoY (Of which, net interest income from domestic loans and deposits declined by Y4.2 bn YoY)
(3)	Fees and commission income *1	31.0	29.8	(3.9)%	_	Fell short of the Co. Plan by Y1.8 bn  (3) Down Y1.2 bn YoY, but almost in line with the Co. Plan
(4)	Net gains on bonds (including futures)	8.6	2.2	(74.1)%	_	(4) Down Y6.4 bn YoY, but almost in line with the Co. Plan
(5)	Other income (net)	1.3	0.9	(34.0)%	_	
(6)	Operating expenses	(83.0)	(81.9)	+1.2%	24.4%	(6) Efforts for low-cost operation made up for an increase related to sales tax hike
(7)	Actual net operating profit *2	62.2	51.1	(17.8)%	23.0%	
(8)	Net gain/(loss) on stocks	6.8	4.7	(30.4)%	47.7%	(8) Steadily accumulated gains from ETF trading
(9)	Credit expense, net	7.2	11.7	_	_	(9) Fewer new bankruptcy and downward migration of borrowers and increase in upward migration of borrowers
(10)	Pre-tax income	76.4	64.5	(15.5)%	31.7%	
(11)	Net income (A)	55.8	47.6	(14.6)%	35.2%	
		FY2013	FY2014			
	Resona HD Consolidated FY2013 (Amounts in billions of yen) 1Q		1Q	Change	Rate of Progress*3	Comments
(12)	Net Income (B)	62.1	53.3	(14.1)%	35.5%	(12) Tax rate on an accounting basis: 26.0%
(13)	Difference (B) – (A)	6.3	5.7	(9.2)%	-	(13) Progress rate against the Co. Plan is 38.0%

<sup>\*1.</sup> Fees and commission income plus trust fees
\*2. Net operating profit before transfer to general reserve for possible loan losses and expenses related to NPL disposal in the trust account
\*3. Rate of progress against the full-year guidance for FY2014 announced in May 2014

\*11

# Gross Operating Profits for 1Q FY2014 Compared with 1Q FY2013 (Total of Group Banks)



<sup>\*1.</sup> Domestic operations (Deposits include NCDs)
\*2. Fees and commission income plus trust fees

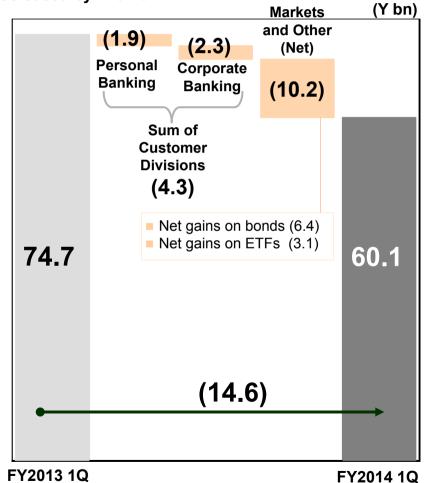
<sup>\*3.</sup> Excluding equity investments

# **Outline of Results by Business Segments (1)**

### Actual net operating profit decreased by Y14.6bn YoY due to a slowdown in Market division

- Actual net operating profit of "Customer Divisions" decreased by Y4.3bn YoY
- Actual net operating profit of "Markets and Other (Net)" decreased by Y10.2bn

	(Billions of Yen) 1				1Q FY2014	Change
	Sum of	(1)	Gross operating profit	138.0	132.6	(5.4)
	Customer	(2)	Operating expense	(81.4)	(80.3)	+ 1.1
	Divisions	(3)	Actual net operating profit	56.6	52.2	(4.3)
		(4)	Gross operating profit	70.0	66.9	(3.0)
	Personal Banking	(5)	Operating expense	(44.4)	(43.3)	+ 1.0
		(6)	Actual net operating profit	25.6	23.6	(1.9)
	Corporate Banking	(7)	Gross operating profit	68.0	65.6	(2.3)
		(8)	Operating expense	(37.0)	(36.9)	+ 0.0
		(9)	Actual net operating profit	31.0	28.6	(2.3)
	-	(10)	Gross operating profit	20.4	10.2	(10.2)
l	flarkets and Other (Net)	(11)	Operating expense	(2.4)	(2.4)	(0.0)
	, ,	(12)	Actual net operating profit	18.0	7.8	(10.2)
		(13)	Gross operating profit	158.5	142.9	(15.6)
	Total	(14)	Operating expense	(83.8)	(82.7)	+ 1.0
		(15)	Actual net operating profit	74.7	60.1	(14.6)



<sup>\*1.</sup> Numbers reported above refer to 3 Resona Group banks and 3 loan guarantee subsidiaries.
\*2. Gross operating profit of "Markets" segment includes a part of net gains on stocks.
\*3. "Other" segment refers to the divisions in charge of management and business administration.

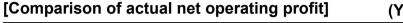
# **Outline of Results by Business Segments (2)**

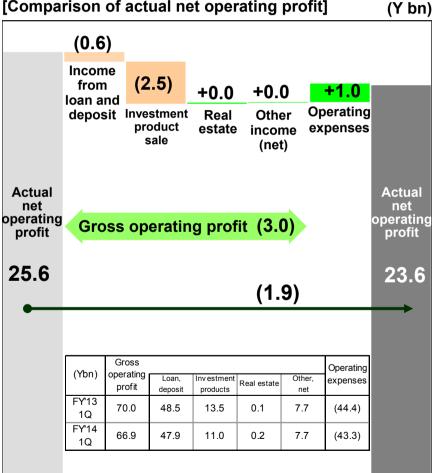
### **Personal Banking Segment**

- Actual net operating profit decreased by Y1.9bn
  - Swing from a good income earned in the same period of last year from investment product sale

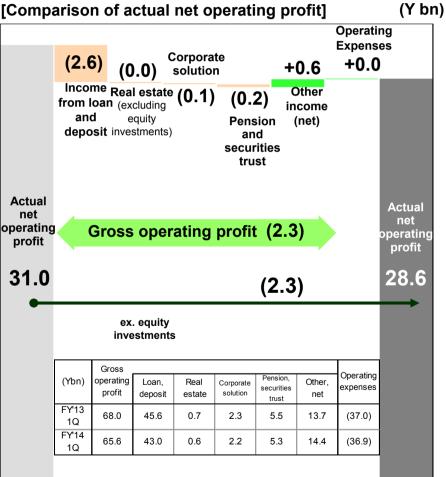
## **Corporate Banking Segment**

- Actual net operating profit decreased by Y2.3bn
  - Primarily owing to a decline in net interest income from loans and deposits





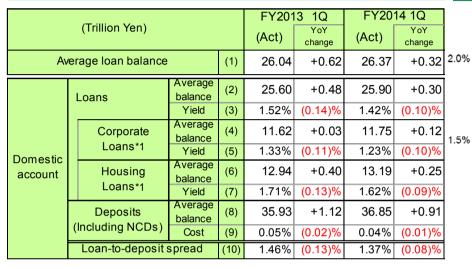
[Comparison of actual net operating profit]

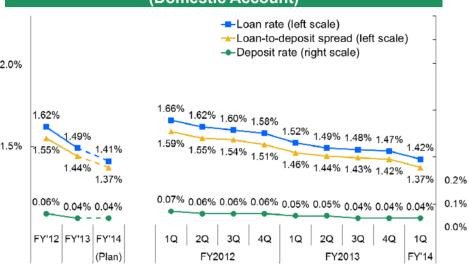


# Trend of Loan and Deposit (Total of Group Banks)



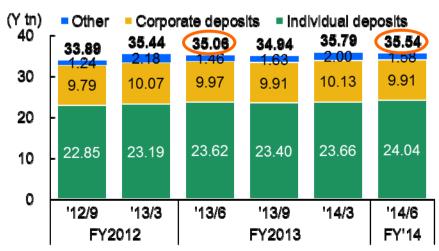
# Loan and deposit rates and spread (Domestic Account)

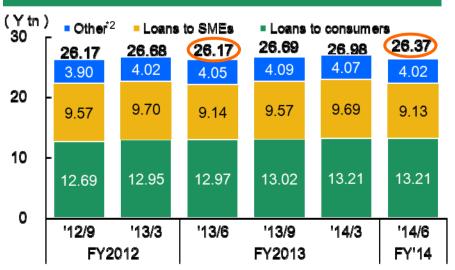




## Term-end deposit balance

#### Term-end loan balance

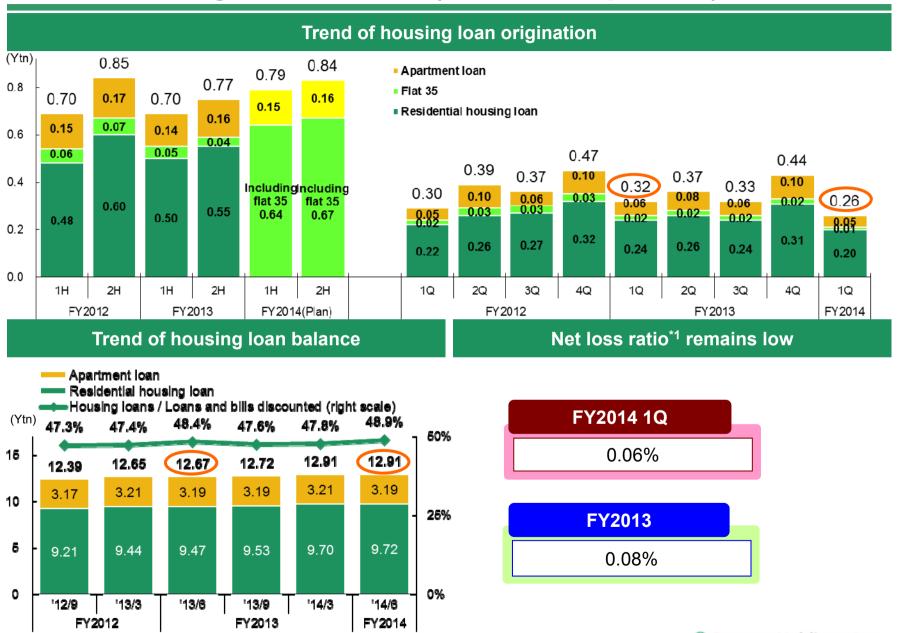




\*1. Internal administration purpose classification

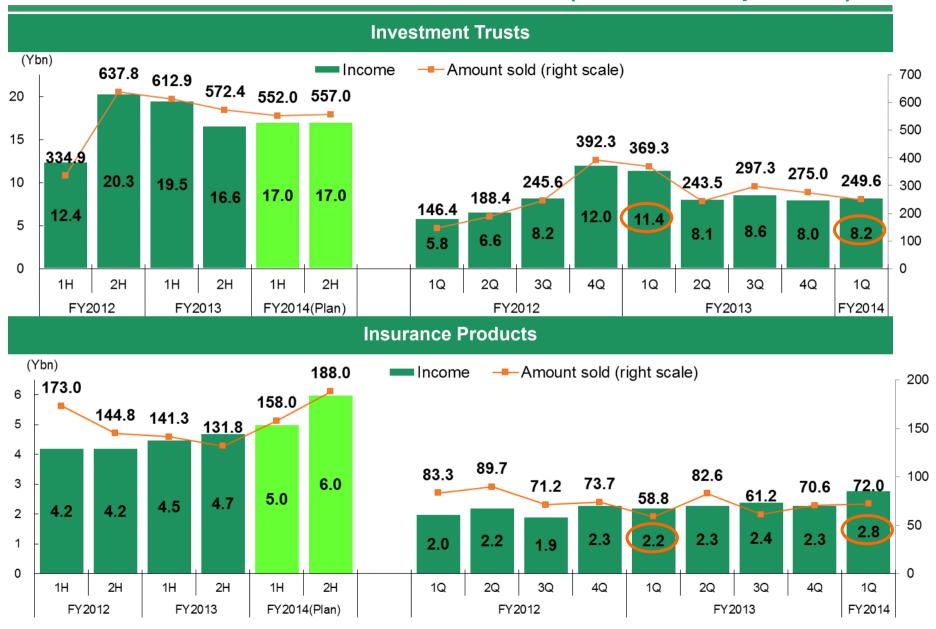
\*2. Include the loan extended to Resona Holdings (Y0.24 tn as of '12/9, Y0.19tn as of '13/3, Y0.30tn as of '13/6 and thereafter)

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



<sup>\*1.</sup> Ratio of subrogation by HL guarantee subsidiaries x (1 - recovery rate after subrogation) (Including apartment loan)

## **Trend of Investment Product Sale Business (Total of Group Banks)**



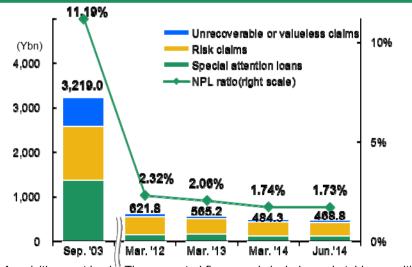
## Trend of Credit Cost, NPL and Securities Portfolio

#### **Trend of credit costs**

	(Ybn)		FY2012	FY 2013		FY 2014	
			F12012	1Q		1Q	Plan
T	Total of group banks (A)		21.4	7.2	27.1	11.7	(25.5)
	General reserve	(2)	29.4	7.2	28.4	6.9	
	Specific reserve and other items	(3)	(7.9)	0.0	(1.3)	4.8	
	New bankruptcy, downward migration	(4)	(45.2)	(6.9)	(36.8)	(6.0)	
	Other	(5)	37.2	6.8	35.4	10.9	
	Difference (B) - (A)	(6)	(8.3)	1.4	(0.6)	(0.2)	(4.5)
R	RHD consolidated (B)		13.0	8.7	26.4	11.4	(30.0)

(Note) Positive figures represent reversal gains

## Trend of NPL and NPL ratio (Total of Group Banks)



# \*1. Acquisition cost basis. The presented figures only include marketable securities \*2. Balance sheet amount basis. The presented figures only include marketable securities

## **Securities portfolio (RHD Consolidated)**

Available-for-sale securities

Net unrealized gain as of Jun. 30, 2014: Y379.7 bn

• Stocks: Break-even Nikkei average 6,100 yen

• JGB : Average duration 3.2 years, BPV Y1.06 bn

(Y bn)			Mar.'13	Mar.'14	Jun.'14	Unrealized gains	
Available-for-sale securities *1 (1)			7,697.0	6,201.1	5,055.0	379.7	
	Stocks		(2)	337.2	331.9	333.3	357.2
	В	onds	(3)	6,962.2	5,553.5	4,382.5	16.4
		JGBs	(4)	5,662.8	4,453.5	3,292.3	4.5
		Average duration (years)	(5)	2.7	3.1	3.2	
		Basis Point Value (BPV)	(6)	(1.59)	(1.41)	(1.06)	
		Local Government Bonds	(7)	214.7	199.4	201.6	5.4
		Corporate Bonds	(8)	1,084.7	900.5	888.6	6.4
Other		(9)	397.4	315.6	339.1	5.9	
		Foreign securities	(10)	268.3	153.4	139.2	1.6
Unrealized gains, net (11)		(11)	258.0	333.2	379.7		
В	or	nds held to maturity *2	(12)	2,224.7	2,150.7	2,157.3	
Unrealized gains, net (		(13)	76.4	67.8	70.2		

# **Capital Adequacy Ratio (Consolidated)**

#### **Domestic Standard**

- Adopted the Basel 3 from Mar. 31, 2014
- For the methodology to calculate the credit risk weighted assets, RHD/RB/SR started adopting the A-IRB approach from Mar. 31, 2014

(4.)	Mar. 31, 2014	Jun. 30, 2014	Change	
(Ybn)		Basel 3	Basel 3	Change
Capital adequacy ratio		14.33%	14.88%	0.55%
Total Capital	(2)	2,278.5	2,335.8	57.2
Risk weighted assets	(3)	15,896.8	15,693.4	(203.3)
Total Capital	(4)	2,278.5	2,335.8	57.2
Core Capital: instruments and reserves	(5)	2,285.7	2,342.8	57.0
Directly issued qualifying common stock or preferred stock mandatorily convertible into common stock capital plus related capital surplus and retained earnings	(6)	1,030.7	1,085.7	55.0
Capital and capital surplus, retained earnings	(7)	1,195.5	1,171.4	(24.0)
Treasury stock	(8)	(85.8)	(85.6)	0.1
Planned distribultion of income	(9)	(78.9)	-	78.9
DIC Preferred stock	(10)	196.0	196.0	-
Eligible non-cumulative perpetual preferred stock	(11)	238.0	238.0	-
Eligible capital instrument subject to transitional arrangement	(12)	698.2	698.2	-
Other	(13)	122.8	124.8	2.0
Core Capital: reguratory adjustments	(14)	7.2	7.0	(0.2)
Risk weighted assets	(15)	15,896.8	15,693.4	(203.3)
Credit risk weighted assets		13,268.8	13,023.4	(245.4)
Amount equivalent to market risk / 8%		178.4	219.1	40.7
Amount equivalent to operational risk /8%	(18)	1,080.8	1,080.8	-
Credit risk weighted assets adjustments	(19)	1,368.7	1,370.0	1.2

## (Reference) International Standard

- Banks adopting the IRB approach to calculate credit risk weighted assets are required to satisfy:
  - Common equity Tier 1 ratio: 4.5% \*1

(Ybn)			Mar. 31, 2014	Jun. 30, 2014	Change	
		(TDII)		Basel 3	Basel 3	Change
Common equity Tier 1 ratio (1)		7.73%	8.21%	0.48%		
7	ieı	· 1 ratio	(2)	9.38%	9.88%	0.50%
1	ot	al capital adequacy ratio	(3)	13.68%	14.32%	0.64%
	C	ommon equity Tier 1 capital	(4)	1,268.1	1,336.9	68.7
	С	Directly issued qualifying common share apital plus related capital surplus and etained earnings	(5)	1,291.4	1,355.5	64.0
		Capital and capital surplus, retained earnings	(6)	1,035.5	1,043.4	7.9
		Treasury stock	(7)	(85.8)	(85.6)	0.1
		Planned distribultion of income	(8)	(78.9)	-	78.9
		Accumulated other comprehensive income	(9)	54.6	62.0	7.3
		Public funds	(10)	356.0	324.0	(32.0)
		Regulatory adjustments	(11)	23.2	18.5	(4.6)
	Ot	her Tier 1 capital	(12)	270.5	271.8	1.3
•		Tier1 capital	(13)	1,538.7	1,608.8	70.0
		Tier2 capital	(14)	705.6	722.5	16.8
		Total capital (Tier1+Tier2)	(15)	2,244.4	2,331.3	86.9
F	Risl	weighted assets	(16)	16,398.3	16,269.7	(128.5)
	Cr	edit risk weighted assets	(17)	13,706.1	13,498.2	(207.9)
	Ar	nount equivalent to market risk / 8%	(18)	178.4	219.1	40.7
	Am	ount equivalent to operational risk / 8%	(19)	1,080.8	1,080.8	-
	Cr	edit risk weighted assets adjustments	(20)	1,432.8	1,471.5	38.6

<sup>\*1.</sup> Minimum regulatory requirement of common equity Tier 1 ratio is 4.0% on and after Mar. 31, 2014, 4.5% on and after Mar. 31, 2015.

## Resona Group at a Glance

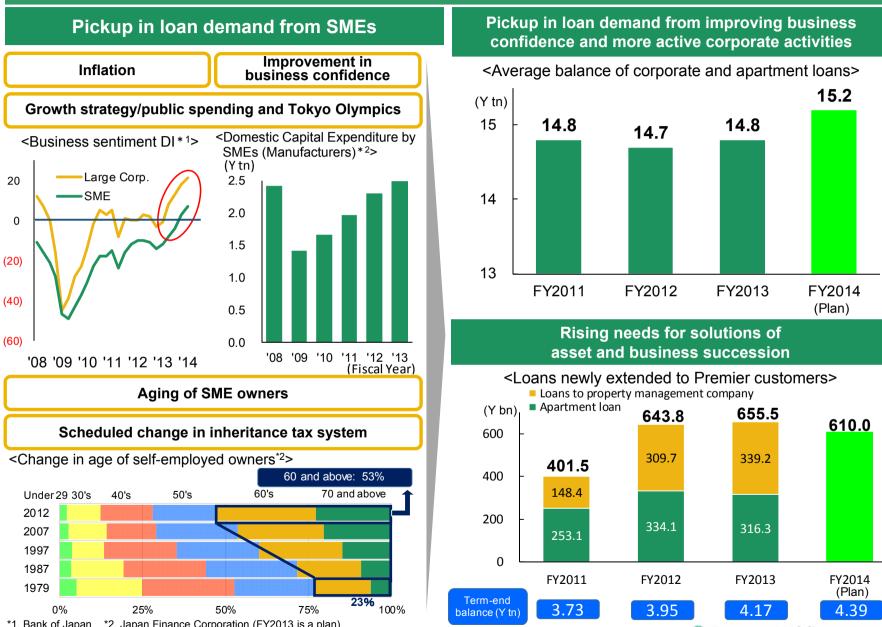
Outline of Business Results for 1Q FY2014 and Updates on Major Businesses

Efforts to Build Solid Foundation for Sustainable Growth

Progress in Public Funds Full Repayment Plan and Direction of Future Capital Policies

Reference Material

# **Increase Business Loans (1) Business Environment**



<sup>\*1.</sup> Bank of Japan \*2. Japan Finance Corporation (FY2013 is a plan) \*3. Ministry of Internal Affairs and Communications "Employment Status Survey" and The Small and Medium Enterprise Agency "White Paper on Small and Medium Enterprise in Japan"

## **Increase Business Loans (2) Promotion Measure**

Stimulating latent demand for fund with asset and business succession solutions

#### **Example of solutions**

Transferring own company stocks

**Effectively** utilizing idle properties

**Supporting business** reconstruction

#### Stimulating latent demand for fund

Acquisition of own company stocks by property management companies

Plant relocation and rebuilding

Construction of apartment

Construction of medical/nursing care facilities

.....etc .

## Consulting-based sales activities

- Comprehensive consulting capability realized through centralization of related information and know-how
  - RB relocated over 200 private bankers to centralize PB expertise
- Intensively allocated private bankers in strategically important markets
  - RB dispatched around 20 trust specialists to SR
  - Shifted private bankers to strategically important "premier" segment markets

Stimulating latent demand for fund by extending supports for growth and business turnaround

#### **Example of solutions**

Management consulting

M&A mediation

**Business matching** 

Real estate mediation

business turnaround

Stimulating latent demand for

fund

**Expand** sales channel

**Business** reconstruction

**Financial** restructuring

Increase in operating funds

Capital expenditure

Financing on a buyer side

....etc

<Loans extended from special funds for growth areas>

Growth

Mar.31.2012 Y 209.5bn

Mar.31.2014 Y 513.0bn

## Appropriate credit risk taking

#### Sound loan portfolio

The lowest NPL ratio since Resona formation: 1.74% as of Mar. 31, 2014

Total credits to "other watch" borrowers: Decreased by approx. 30% in the past 3 years

Resona differentiates itself and establish competitive advantage with its "RSS" strengths

**Relation:** Grasp customer needs precisely

**Solution**: Offer variety of professional solution proposals

**Speed:** Speedier decision making

# Increase Loans to Individuals (1) Housing Loans

### Housing loan demand likely to be strong in FY2014

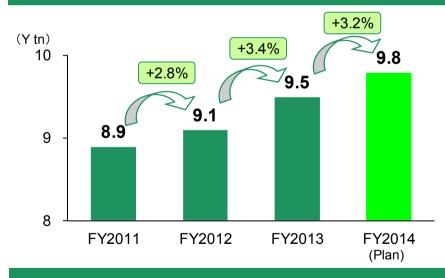
Inflationary environment

Expanded tax incentives given to home buyers

Favorable housing demand sustained by improving consumer sentiment

Housing supply likely to be strong

## Average balance of residential housing loan



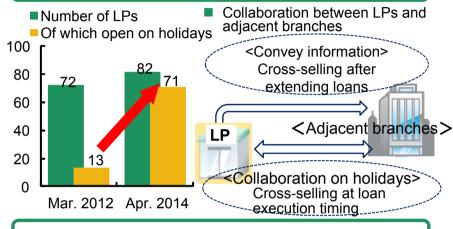
### **Net loss ratio\*1 remains low**

FY2012 0.11%

FY2013 0.08%

#### Promotion measures to be taken in FY2014

#### Growing number of LPs open on holidays



#### Differentiation with unique products

 Danshin Kakumei (HL with wider coverage group life insurance) Introduced in Oct. 2013



- Gained popularity with its unique features
- Possible contribution to a spread improvement
- Rin-next Introduced in June 2013
  - Women who utilized the product increased 20% YoY



Amount extended since renewal more than doubled YoY

#### Sophistication in risk-pricing approach

Maximizing new origination amount and profitability at the same time



# Increase Loans to Individuals (2) Consumer Loans

## Start actively promoting consumer loans as one of strategically important businesses

Vast untapped client base to promote consumer loans

More active mobilization of management resources

Intensive promotion

Efficient web-based 1 to 1 marketing

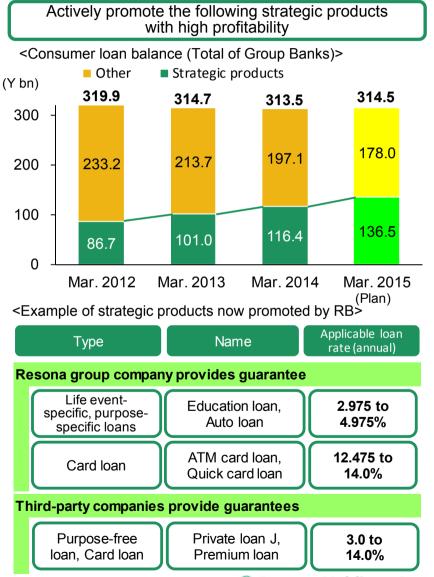
+

Cross-selling directed towards existing customer base

- 0.55 million HL clients whose credit profiles are accessible
- Promote card loan products at a time of HL execution
- Promote purpose-specified loan based on life event anticipation

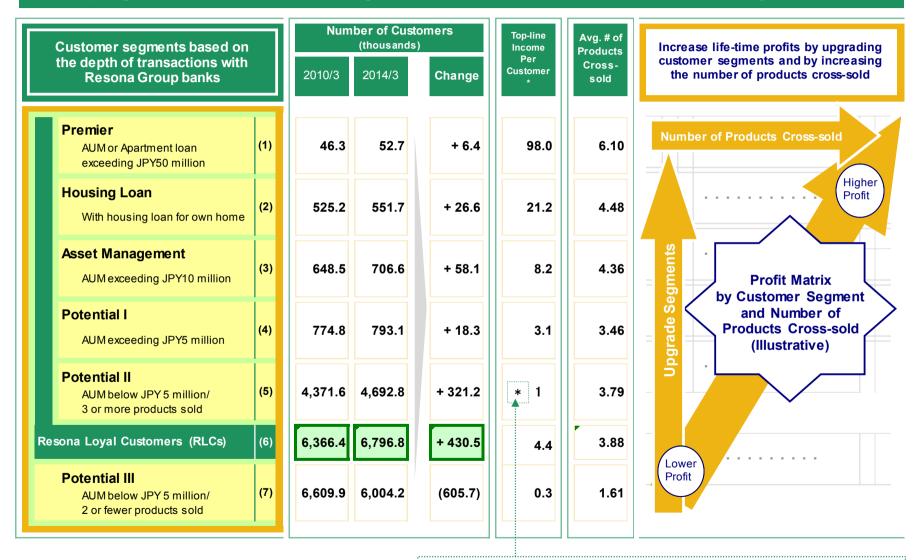
Promote limited-risk pre-screening type loan products

Consumer loan balance to increase again



## **Cross-selling Culture**

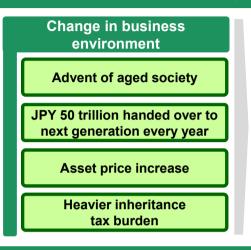
## Visible progress has been made through the increase in the number of "Resona Loyal Customers"

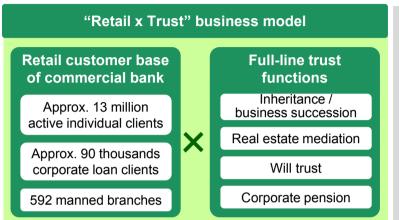


<sup>\*</sup> Indexed to average top-line income per client for Potential II segment = 1

# **Promotion of Cross-selling (1) "Premier" Customer Segments**

## Resona Group's customers in need of PB solutions are rapidly increasing



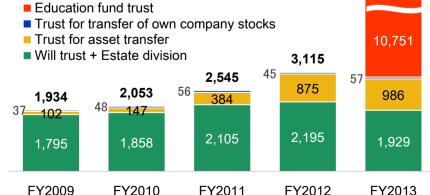




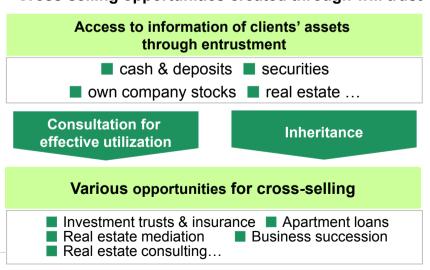
## Trust solutions as gateway to promoting cross-selling

Trust solutions for asset and business succession: Number of new entrustments

 More than 10 thousands new entrustments for **Education Fund Trust in a single year** 13,723 (totaling JPY 65.6 bn)



Cross-selling opportunities created through will trust

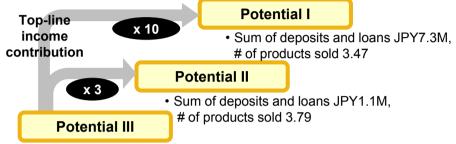


# **Promotion of Cross-selling (2) "Potential" Customer Segments**

## To raise per head profitability of "potential" segment customers being a primary objective

Promoting cross-selling to existing customers is more cost-efficient than trying to capture new customers

Migration to upper segments Per head (Increase AUM and Loans) profitability improvement Increase the number of products and services cross-sold



Sum of deposits and loans JPY0.6M, # of products sold 1.61

**Loyalty Program to Incentivize More Purchases** 

## Strengthen contact points with customers and increase customer loyalty

#### New Channel "Open 365 Days"

- 7 Days Plaza <RB> Umekita, Abeno Harukas <SR> Omiya
- <KO> Umeda Plaza "nanoka"



# Banking fees to be renewed in April 2015

New credit and debit cards with which a user can accumulate Resona Club Points

Status and preferential treatments given

based on the depth of transactions



#### NISA

- Accounts opened by Mar. 31, 2014: 104 thousands
- Added approx. 20 new funds having affinity with NISA

**Expansion of Resona Group's ATM** 

2010/3: Approx 5,800

2014/3: Approx 8,000

#### 1 to 1 Web-based Communication Service

Integration of IB function and information offering on HP



Information relevant to clients' respective life stages

Stimulate financial needs

Transactions on the Web

Branch visit and face-to-face transaction

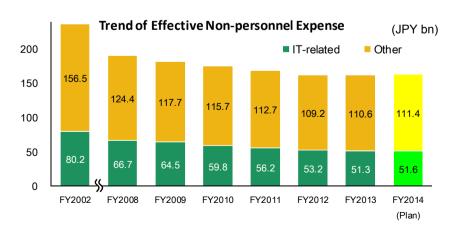
## **Sustain Low-cost Operation to Further Enhance Competitiveness**

#### Trend of effective personnel and effective non-personnel expenses

- Effective personnel expenses remained flat, absorbing an increase in social insurance premium
- Incentive salary linked to actual business performances



- Over 30% reduction in effective non-personnel expenses from fiscal 2002
- Optimization of IT investments with a view to securing capacity for new strategic investments



#### Mid to long-term measures to curtail operating expenses

Continue ceaseless efforts to reduce costs in the following areas:

Personnel Expense Structural Reform

- Repositioning
- Optimization of HR structure / pay and benefits

IT Cost Optimization

- Well-controlled IT investments
- · Measured consideration of large IT investments
- Reduction in maintenance costs

Administrative Cost Reduction

- Reduction in rents for head office. centers and branch offices
- Long-term and group-wide CRE strategy

Operational Reform

- · Clerical work reductions and streamlining of operations
- Process reforms in housing and corporate loan administration and head office divisions

Other

- Reduction in communication costs
- Streamlining of business centers

# Resona Group at a Glance

Outline of Business Results for 1Q FY2014 and Updates on Major Businesses

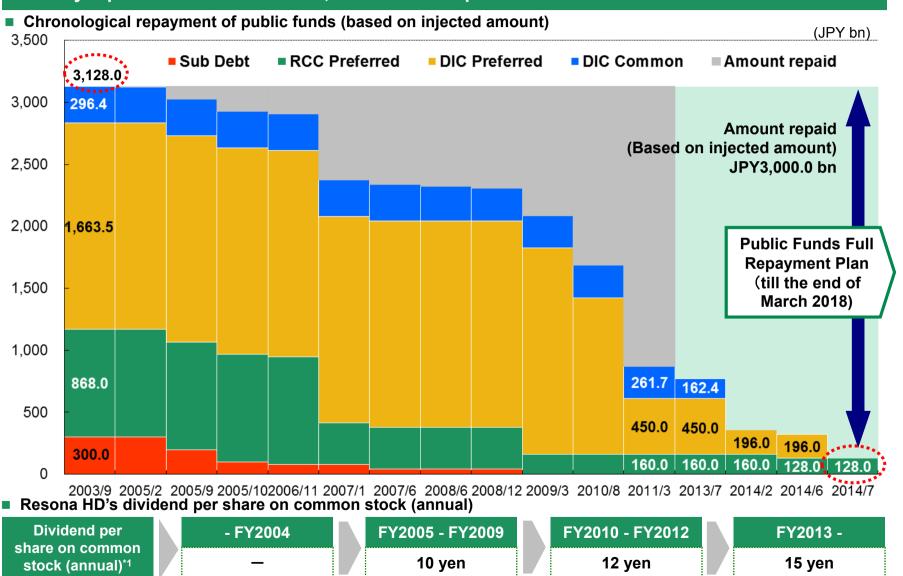
Efforts to Build Solid Foundation for Sustainable Growth

**Progress in Public Funds Full Repayment Plan** and Direction of Future Capital Policies

Reference Material

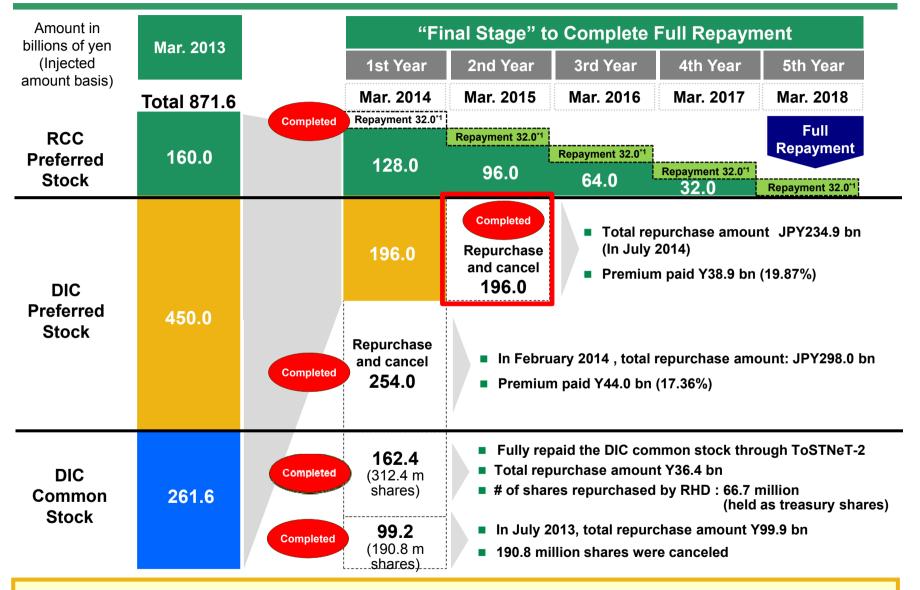
## Repayment Efforts Entering the "Final Stage" to Complete Full Repayment





Resona Holdings, Inc. 30

## **Progress of "Public Funds Full Repayment Plan"**

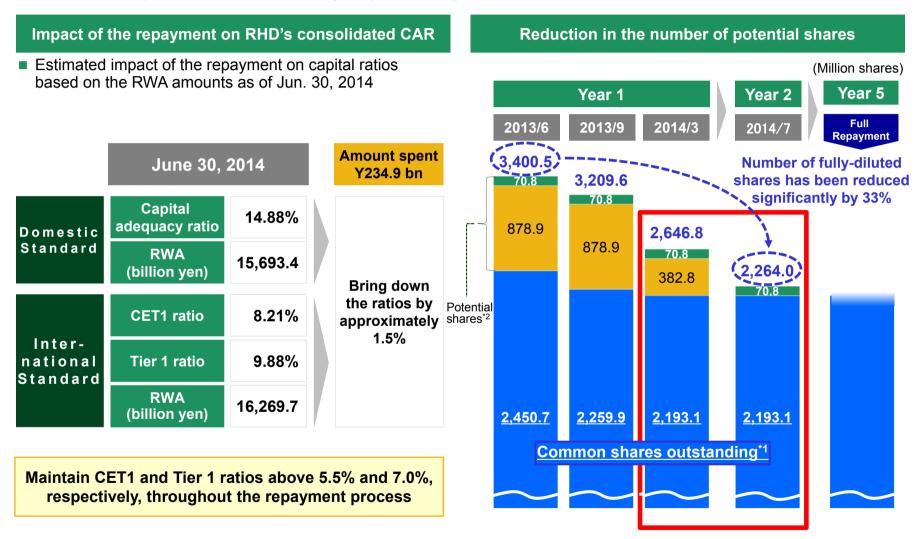


Maintain CET1 and Tier1 ratios above 5.5% and 7.0%, respectively, during the repayment period

<sup>\*1.</sup> To be repaid with dividends distributed after each fiscal year-end

# Impacts of the Repurchase and Cancellation of the DIC Preferred Shares in July 2014

- Maintaining a sound capital adequacy level even after the repurchase and cancellation
- The number of potential shares has been greatly reduced by the repurchase and cancellation



<sup>\*1.</sup> Excluding the treasury shares

<sup>\*2.</sup> Based on the exchange price and ratios applicable as of May 1, 2014

# Resona Group at a Glance

Outline of Business Results for 1Q FY2014 and Updates on Major Businesses

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**Reference Material** 

## **Resona Group's Management Policy**

#### 10 Years to Date

### **Next Decade**

10 years since infusion of public funds in 2003

10 years since Resona initiated management reform

Possible turning point

Management renewal at a milestone

Create new business model based on fresh ideas

**Streamlining of organization** to facilitate faster decision makings

Resona Group's Management **Policy** 

3 Pillars

Succession and further deepening of "Resonaism"

Continue management reform based on the shared idea that "customers' joys and happiness are tantamount to Resona's"

**Business model as New Financial Services Business** 

for economy and business conditions

> Nurture as many seeds for new financial services business as possible for Resona to make a leap forward in the new decade

Further deepening of group consolidated management

- Centralized management of group's business infrastructure
- Full utilization of group's functions and networks

## **Financial Highlights for FY2013**

#### 1. Posted JPY220.6bn of consolidated net income

- Consolidated net income decreased by Y54.4bn (19.8%) YoY
  - Y35.6bn increase YoY with an adjustment of onetime tax-related gain (Y90.1bn) posted in the previous year
- Exceeded the forecast by Y35.6bn (19.2%)

#### 4. Public Funds Full Repayment Plan progressed

- Repaid in total Y515.6bn of public funds and the amount still outstanding is reduced to Y356.0bn on an injected amount basis
- Increased common stock dividends by 3 yen (or 25%), from 12 yen to 15 yen per share.

#### 2. Core businesses flourished, market division receded

- Loan balance grew for two years in a row
- Investment trust sale exceeded Y1tn
- Trust, asset/business succession business flourished while real estate mediation business expanded
- Implemented bond portfolio rebalancing

#### 3. Maintained soundness in asset quality

- NPL ratio (total of 3 banks): 1.74%
- Unrealized gain on available-for-sale securities (consolidated): Y333.2bn
- Capital adequacy ratio: 14.33% (Consolidated, Domestic Std., preliminary ratio)
- Common Equity Tier1 Ratio: 7.73% (Consolidated, Int'l Std., Reference)

#### 5. Per share information (Common stock)

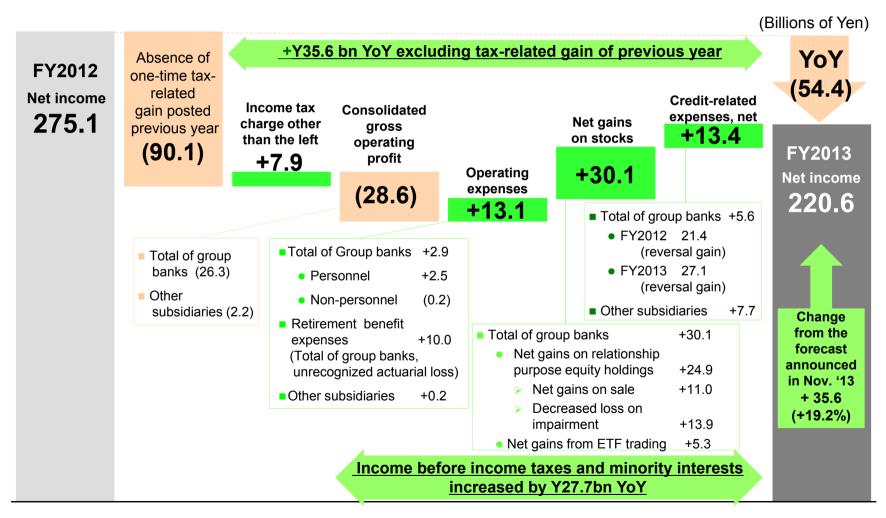
FY2012	FY2013	
105.71 yen	89.71 yen	
490.48 yen	552.89 yen	
25.0%	17.1%	
_	16.6%	
12 yen	15 yen	
	105.71 yen 490.48 yen 25.0%	

<sup>\*1.</sup> For the denominator, simple average of the BPS at the beginning and end of the year is used for the calculation.
\*2. (Net income – Preferred dividends to be paid on non-convertible preferred shares) / Term-end balance of CET1 capital

### Factors Accounting for the Change in Consolidated Net Income

Consolidated net income declined by Y54.4bn YoY (Y35.6bn increase YoY with an adjustment of one-time tax-related gain (Y90.1bn) posted in the previous year)

- Consolidated net income exceeded Y200bn for three consecutive fiscal years
- Income before income taxes increased by Y27.7 YoY, renewing the post-Lehman crisis record



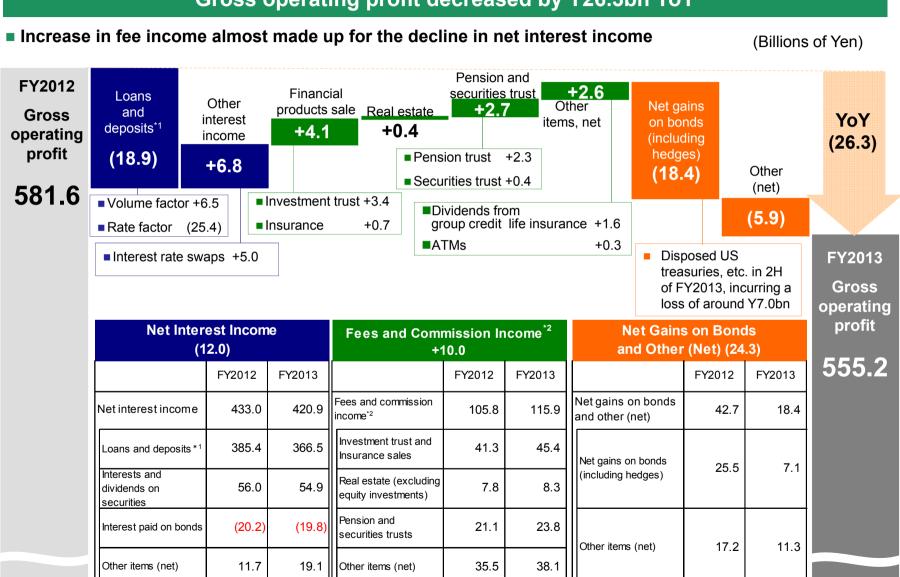
### **Outline of Financial Results for FY2013**

(Rillions of Yen)

Resona Holdings Total of 3 group							(Billions of Yen)  Factors accounting for the difference			
		Difference		Jioup	Resona	Saitama	Kinki	(A)-(B) (Approx. figures)		
				(A) - (B)	(B)	YoY change	resona	Resona	Osaka	RC: Resona Card, GS: Guarantee subsidiaries
Gross operating profit	(1)	608.5	(28.6)	+53.2	555.2	(26.3)	368.0	135.5	51.7	
Net interest income	(2)	430.0	(13.0)	+9.0	420.9	(12.0)	264.1	117.0	39.7	RC 2.7 bn and other
Income from loans and deposits	(3)				366.5	(18.9)	229.9	100.5	36.0	Domestic operations, Banking account and Deposits include NCDs
Trust fees	(4)	23.7	+2.1	(0.0)	23.7	+2.0	23.7	_	_	
Fees and commission income	(5)	135.0	+6.0	+42.8	92.1	+7.9	67.3	17.1	7.6	GS 27.9 bn, RC 14.0 bn and other
Other operating income	(6)	19.7	(23.7)	+1.2	18.4	(24.3)	12.7	1.3	4.3	
Net gains/(losses) on bonds	(7)	7.2	(23.2)	_	7.2	(23.2)	1.8	1.3	3.9	
Actual net operating profit	(8)				222.6	(23.3)	148.9	60.0	13.6	Net operating profit before NPL disposal in the trust account and before provision to general reserve for possible loan losses
Operating expenses (including non-recurring items)	(9)	(348.4)	+13.1	(17.6)	(330.8)	+12.8	(214.9)	(76.6)	(39.2)	RC (11.1) bn, RG (3.2) bn and other
Net gains/(losses) on stocks	(10)	22.6	+30.1	+0.3	22.3	+30.1	20.4	1.0	0.7	
Credit related expenses, net	(11)	26.4	+13.4	(0.6)	27.1	+5.6	31.5	(1.1)	(3.2)	GS 1.4 bn, RC (1.4) bn and other
Other gain/(loss), net	(12)	2.9	(0.3)	+2.8	0.0	(2.0)	1.2	(0.6)	(0.4)	
Income before income taxes	(13)	312.0	+27.7	+38.0	274.0	+20.2	206.3	58.0	9.5	
Income taxes and other (		(91.4)	(82.2)	(14.2)	(77.1)	(75.3)	(52.9)	(20.6)	(3.6)	Minority interests in net income (6.8) bn, Income tax of RHD and other (7.4) bn
Net income	(15)	220.6	(54.4)	+23.8	196.8	(55.1)	153.4	37.4	5.9	

# Factors Accounting for the Change in Gross Operating Profit (Total of Group Banks)

### Gross operating profit decreased by Y26.3bn YoY



<sup>\*1.</sup> Domestic operations (Deposits include NCDs)

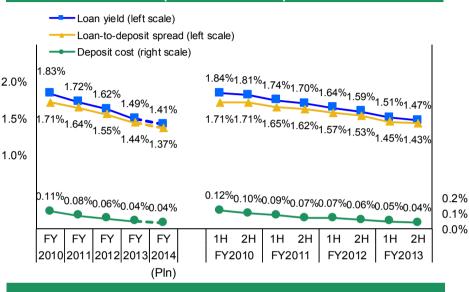
<sup>\*2.</sup> Fees and commission income plus trust fees

### **Trend of Loan and Deposit (Total of Group Banks)**

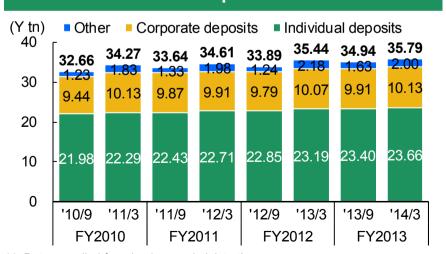
### Average loan balance and spread

#### FY2013 FY2014 (Trillion Yen) YoY YoY (Plan) (Act) change change Average loan balance (1)26.14 +0.54 26.79 +0.65 Average (2) 25.70 +0.46 26.35 +0.65 Loans balance Yield (3)1.49% (0.12)% 1.41% (0.08)% Average (4) Corporate 11.68 +0.10 12.01 +0.32 balance Loans Yield (5) 1.30% (0.12)% 1.23% (0.07)%Domestic Average 13.00 +0.3413.35 +0.34 Housing acct.\*1 balance Loans 1.69% (0.12)% 1.60% (0.08)%Yield (7)Average Deposits (8) 36.00 +1.22 35.64 (0.35)balance (Including NCDs) Cost (9)0.04% (0.02)% 0.04% (0.01)% Loan-to-deposit spread 1.44% (0.10)% 1.37% (0.07)%

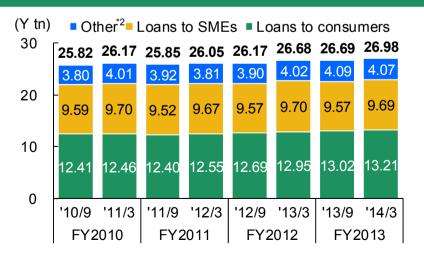
## Loan and deposit rates and spread (Domestic Acct.)



#### Term-end deposit balance



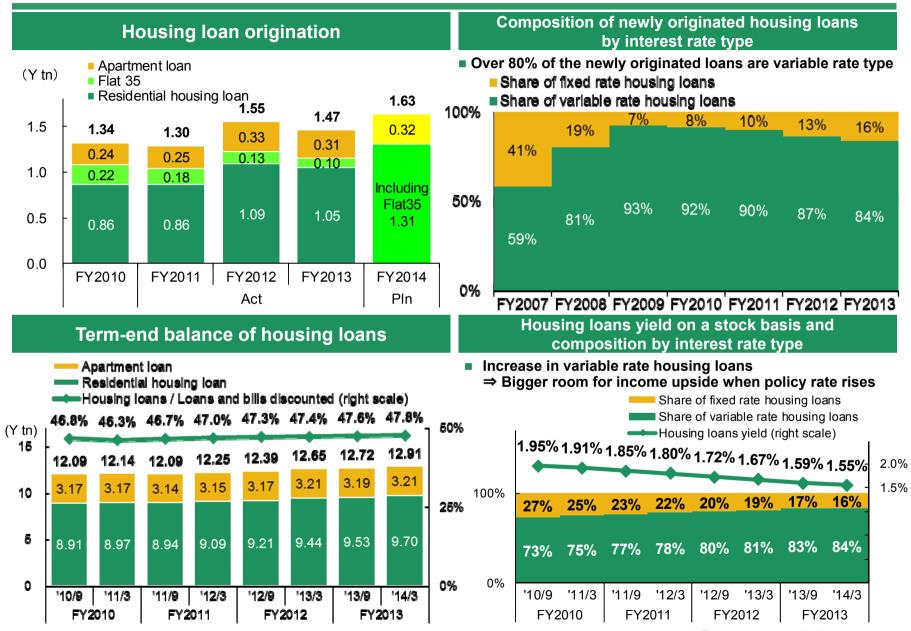
#### Term-end loan balance



\*1. Data compiled for a business administration purpose

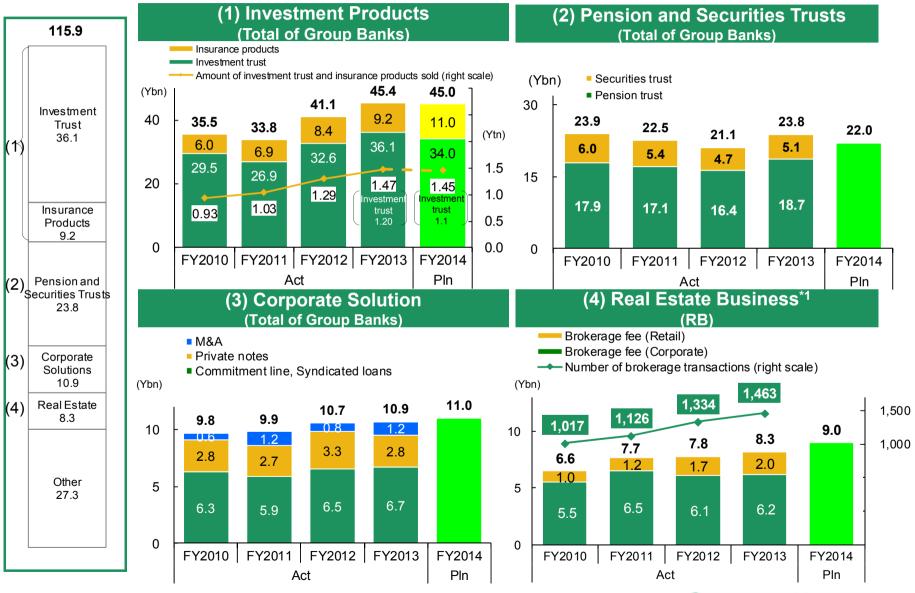
<sup>\*2.</sup> Include the loan extended to Resona Holdings (Y0.27 tn as of '11/3 and '11/9, Y0.24 tn as of '12/3 and '12/9, Y0.19tn as of '13/3, and Y0.30tn as of '13/9)

### **Trend of Housing Loans (Total of Group Banks)**



### **Trend of Fee Businesses**

#### Fees and commission income plus trust fees earned in FY2013: Y115.9bn



<sup>\*1.</sup> Excluding gains from investments in real estate fund

### **Credit Costs and NPL**

#### Trend of credit costs

(Note) Positive figures represent reversal gains

(Ybn)		FY2010	FY2011	FY2012	FY2013
Net credit cost (Total of group banks (A)	(1)	(36.8)	(4.4)	21.4	27.1
General reserve	(2)	5.7	49.4	29.4	28.4
Specific reserve and other items	(3)	(42.5)	(53.8)	(7.9)	(1.3)
New bankruptcy, downward migration	(4)	(67.0)	(55.8)	(45.2)	(36.8)
Other	(5)	24.5	1.9	37.2	35.4

Difference (B)	<b>(6)</b>	(24.7)	(9.3)	(8.3)	(0.6)
of which, HL guarantees ubsidi	aries (7)	(20.1)	(5.9)	(5.7)	1.4
of which, Resona Card	(8)	(5.7)	(3.3)	(1.1)	(1.4)

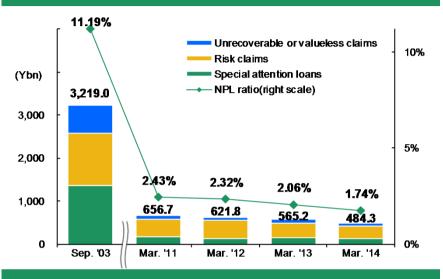
Net credit cost	(9)	(61.5)	(13.8)	13.0	26.4
RHD consolidated (B)	(9)	(01.5)	(13.0)	13.0	20.4

<Credit cost ratio> (bps)

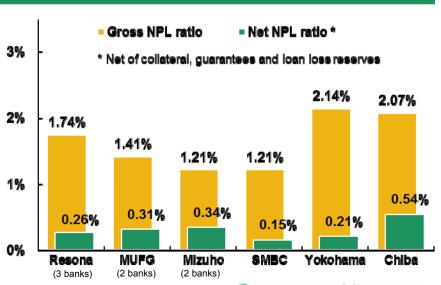
1					
Total of group banks * 1	(10)	13.6	1.6	(7.9)	(9.8)
RHD consolidated*2	(11)	23.0	5.2	(4.9)	(9.7)

<sup>\*1.</sup> Credit cost / total credits defined under the Financial Reconstruction Act (Simple average of the balances at the beginning and end of the year)

### NPL balance and NPL ratio (Total of Group Banks)



#### **Gross and net NPL ratio**



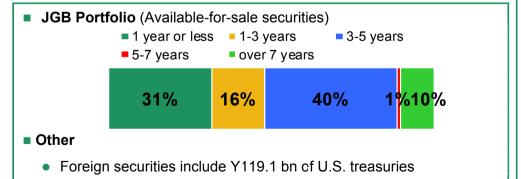
<sup>\*2.</sup> Credit cost / (Loans and bills discounted + acceptances and guarantees) (Simple average of the balances at the beginning and end of the year)

### **Securities Portfolio**

#### Securities portfolio with reduced downside risks

#### ■ Trend of Securities Portfolio (HD consolidated)

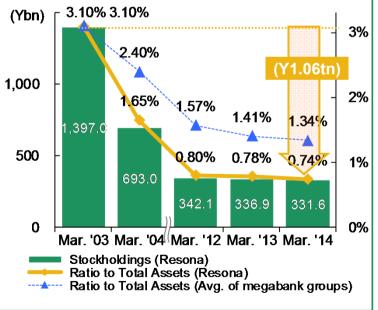
			•			_			
	(Ybn)		Mar.2003		Mar.2007		Mar.2013	Mar.	.2014 Unrealized
									gains
Ava	ailable-for-sale securities <sup>*1</sup>	(1)	6,005.1		6,396.5		7,697.0	6,201.1	333.2
	Stocks	(2)	1,319.0		390.4		337.2	331.9	317.1
	Bonds	(3)	4,433.0		4,951.7		6,962.2	5,553.5	11.8
	JGBs	(4)	3,811.0		3,927.6		5,662.8	4,453.5	0.8
	Average duration (years)	(5)			1.2		2.7	3.1	
	(BPV)	(6)					(1.59)	(1.41)	
	Local Government and Corporate Bonds	(7)	622.0		1,024.1		1,299.4	1,099.9	10.9
	Other	(8)	253.0	1	1,054.4	/	397.4	315.6	4.2
	Foreign securities	(9)	112.6		244.0		268.3	153.4	0.7
Un	realized gain/(loss)	(10)	(25.8)		432.9		258.0	333.2	
Во	nds held to maturity*2	(11)	2.5		148.4	[	2,224.7	2,150.7	
Un	realized gain/(loss)	(12)	0.0		(0.3)		76.4	67.8	



#### Stocks

- Breakeven Nikkei average: Approx. 6,500 yen
- Balance of stocks declined by Y5.3bn in FY2013
- Reduced relationship-purpose stock holdings by approx. Y1 trillion on an acquisition cost basis from the level in March 2003
- Continue efforts to reduce the balance further

[Historical stockholdings to total assets\*3]



<sup>\*1.</sup> Acquisition cost basis. The presented figures only include marketable securities \*2. Balance sheet amount basis. The presented figures only include marketable securities \*3. Securities held as "available-for-sale securities" (Total of group banks)

### **Capital Adequacy Ratio (Consolidated, Domestic Standard)**

#### Capital adequacy ratio

- Adopted the Basel 3 from Mar. 31, 2014
- For the methodology to calculate the credit risk weighted assets, RHD/RB/SR started adopting the A-IRB approach from Mar. 31, 2014

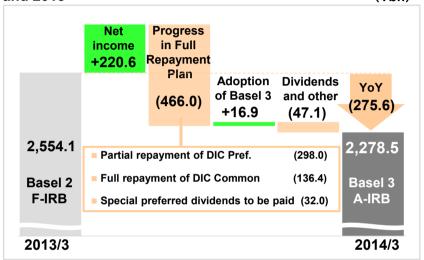
(Ybn)		Mar. 31, 2013 Basel 2	Mar. 31, 2014 Basel 3	Change
Capital adequacy ratio	(1)	14.67%	14.33%	(0.34)%
Total qualifying capital	(2)	2,554.1	2,278.5	(275.6)
Risk weighted assets	(3)	17,405.0	15,896.8	(1,508.2)

#### [Composition (Mar. 31, 2014)]

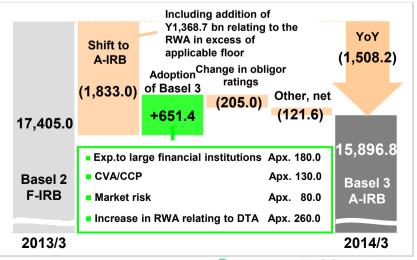
Т	ot	al Capital	(4)	2,278.5
	(	Core Capital: instruments and reserves	(5)	2,285.7
		Directly issued qualifying common stock or preferred stock mandatorily convertible into common stock capital plus related capital surplus and retained earnings	(6)	1,030.7
		Capital and capital surplus, retained earnings	(7)	1,195.5
		Treasury stock	(8)	(85.8)
		Planned distribultion of income	(9)	(78.9)
		DIC Preferred stock	(10)	196.0
		Eligible non-cumulative perpetual preferred stock	(11)	238.0
		Eligible capital instrument subject to transitional arrangement	(12)	698.2
		Other	(13)	122.8
	С	Core Capital: reguratory adjustments	(14)	7.2
F	Ris	k weighted assets	(15)	15,896.8
	С	credit risk weighted assets	(16)	13,268.8
	С	credit risk weighted assets adjustments	(17)	1,368.7
	Α	mount equivalent to market risk / 8%	(18)	178.4
	Α	mount equivalent to operational risk /8%	(19)	1,080.8

### **Factors for the YoY change**

 Comparison of total qualifying capital as of Mar.31, 2014 and 2013 (Ybn)



■ Comparison of RWAs as of Mar. 31, 2014 and 2013 (Ybn)



### Capital Adequacy Ratio (Consolidated, International Standard)

#### Capital adequacy ratio

- Banks adopting the IRB approach to calculate credit risk weighted assets are required to satisfy:
  - Common equity Tier 1 ratio: 4.5% \*2

	(Ybn)						
Com	mon equity Tier 1 ratio	(1)	7.73%				
Tier	1 ratio	(2)	9.38%				
Tota	I capital adequacy ratio	(3)	13.68%				
Co	ommon equity Tier 1 capital	(4)	1,268.1				
	Directly issued qualifying common share capital plus related capital surplus and retained earnings	(5)	1,291.4				
	Capital and capital surplus, retained earnings	(6)	1,035.5				
	Treasury stock	(7)	(85.8)				
	Planned distribultion of income	(8)	(78.9)				
	Accumulated other comprehensive income	(9)	54.6				
	Public funds	(10)	356.0				
	Regulatory adjustments	(11)	23.2				
Ot	her Tier 1 capital	(12)	270.5				
Tier'	l capital	(13)	1,538.7				
Tier2	2 capital	(14)	705.6				
Tota	l capital (Tier1+Tier2)	(15)	2,244.4				
Risk	wighted assets	(16)	16,398.3				

#### Risk weighted assets

■ For the methodology to calculate the credit riskweighted assets, RHD/RB/SR started adopting the A-IRB approach effectively from Mar. 31, 2014

	(Vhn)	Mar. 31, 2014	
	(Ybn)		Basel 3
R	isk weighted assets	(1)	16,398.3
	Credit risk weighted assets	(2)	13,706.1
	Credit risk weighted assets adjustments	(3)	1,432.8
	Amount equivalent to market risk / 8%	(4)	178.4
	Amount equivalent to operational risk / 8%	(5)	1,080.8

<sup>\*1.</sup> Capital ratios under the Basel 3 International Standard are disclosed for a reference purpose only.

<sup>\*2.</sup> Minimum regulatory requirement of common equity Tier 1 ratio is 4.0% on and after Mar. 31, 2014, 4.5% on and after Mar. 31, 2015.

### **Earnings Forecasts for FY2014**

Resona Holdings (Consolidated) Full year Change from forecasts forecasts previous year Consolidated ordinary profit 231.5 (80.6)116.5 Net (interim) income 74.0 150.0 (70.6)

	Forecast for term-end per share dividend*
Common stock	15 yen
Preferred stock	As pre-determined

	Resona Holdings (Non-consolidated)				
	Interim forecasts	Full year forecasts	Change from previous year		
Operating income	27.0	128.5	(324.9)		
Operating profit	23.5	121.5	(325.1)		
Ordinary profit	23.5	121.5	(323.1)		

23.5

Net (interim) income

121.5

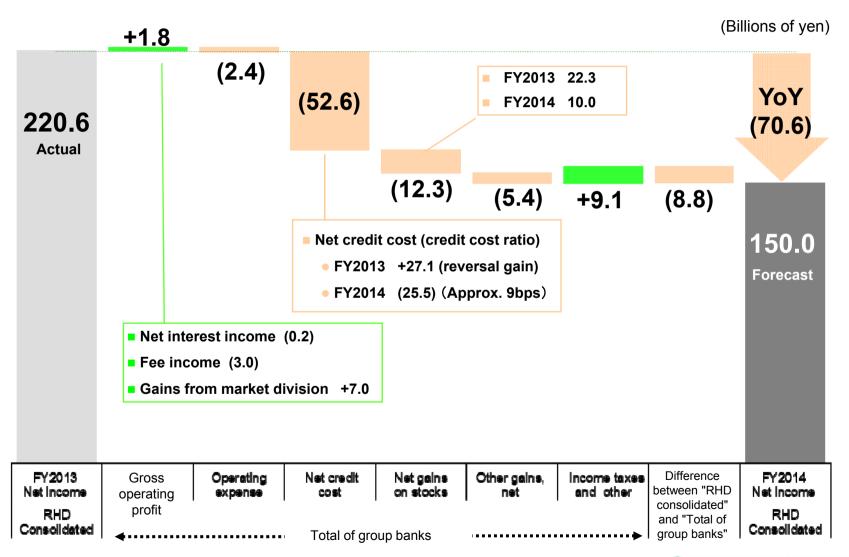
(Billions of Yen)

(323.9)

		Total of 3 group banks (approx. figures)						Resona Bank			ma Resona	Bank	Kinki Osaka Bank		
			Interim Forecasts	Full year forecasts	Change from previous year	Change from BRP	Interim Forecasts	Full year forecasts	Change from previous year	Interim Forecasts	Full year forecasts	Change from previous year	Interim Forecasts	Full year forecasts	Change from previous year
	Gross operating profit	(3)	278.5	557.0	+1.8	(11.0)	186.0	372.5	+4.5	67.5	135.0	(0.5)	24.5	49.5	(2.2)
	Operating expenses	(4)	(170.5)	(335.0)	(2.4)	+1.0	(112.0)	(220.5)	(1.5)	(38.5)	(76.5)	(1.1)	(19.5)	(38.5)	(0.4)
Ac	tual net operating profit	(5)	108.0	222.0	(0.6)	(10.0)	74.0	152.0	+3.1	29.0	58.5	(1.5)	5.0	11.0	(2.6)
Or	dinary profit	(6)	103.5	208.0	(68.8)	+15.0	76.0	154.0	(54.4)	25.5	50.0	(8.4)	2.0	4.0	(5.8)
Ind	come before income taxes	(7)	98.5	203.0	(71.0)	+11.0	72.0	150.0	(56.3)	25.0	49.5	(8.5)	1.5	3.0	(6.5)
Ne	et (interim) income	(8)	65.5	135.0	(61.8)	+14.0	48.0	100.5	(52.9)	16.5	32.0	(5.4)	1.0	2.0	(3.9)
	Net gains on stocks	(9)	5.0	10.0	(12.3)	+4.0	4.0	9.0	(11.4)	-	-	(1.0)	1.0	1.0	+0.3
	Credit related expenses	(10)	(12.5)	(25.5)	(52.6)	+22.5	(7.0)	(13.0)	(44.5)	(2.5)	(6.5)	(5.4)	(3.0)	(6.0)	(2.8)

### Forecasted Consolidated Net Income for FY2014 **Compared with FY2013 (Act)**

Forecasting Y150 bn of consolidated net income for FY2014 (Y70.6 bn decrease YoY)



### **Business Results by Major Group Business Segments**

■ "RAROC" and "RVA"\*1 as management indicators to measure profitability to allocated capital

### **Management Accounting by Major Group Business Lines (FY2013)**

(Billions of Yen, %)

				Pro	fitability		Soundness	Net ope	rating <sub>l</sub>	orofit afte	er a de	duction of	f credit	cost			
	Resona Group Business Segment	s	Net profit after a deduction of cost on capital		Risk-adjusted return on capital	Cost to income ratio	Internal			Actual ne	et oper	ating profit	t			Credit	cost
	Buomood Gogmont	•	RVA*1		RAROC	OHR	CAR		<b>-</b>			Gross operating C		Operating			
			(Actual)	YoY Change	(Actual)			YoY Change			YoY Change	profit	YoY Change	expense	YoY Change		YoY Change
	Sum of Customer Divisions	(1)	156.9	+13.7	15.5%	60.1%	10.2%	244.7	+13.6	216.7	+0.7	543.7	(1.3)	(327.0)	+2.0	27.9	+12.9
	Personal Banking		67.1	+8.0	23.8%	66.9%	10.3%	87.6	+8.5	85.9	+1.4	259.8	+1.1	(173.9)	+0.3	1.8	+7.0
	Corporate Banking	(3)	89.7	+5.7	13.0%	53.9%	10.2%	157.0	+5.1	130.9	(0.8)	284.0	(2.4)	(153.1)	+1.7	26.1	+5.9
	Markets	(4)	36.5	(21.0)	36.3%	17.0%	19.8%	43.1	(21.0)	43.1	(21.0)	51.9	(22.1)	(8.8)	+1.1	-	-
Тс	otal <sup>*2</sup>	(5)	158.2	(6.5)	12.5%	56.6%	12.8%	285.3	(5.4)	257.4	(18.3)	593.2	(21.3)	(335.8)	+3.0	27.9	+12.9

<sup>\*1.</sup> RVA: Resona Value Added (Net profit after a deduction of cost on internally allocated capital)
\*2. Total of 3 group banks on a non-consolidated basis plus profit and loss of loan guarantee subsidiaries

### **Consolidated Subsidiaries and Affiliated Companies**

Consolidated domestic subsidiaries (excluding subsidiary banks)

(Billions of Yen)

Name		Line of business	Capital contribution	Net income					
Name		Line of business	ratio	FY2013	YoY change	FY2012			
Resona Guarantee Co., Ltd.	(1)	Credit guarantee (Mainly housing loan)	Resona Group 100%	19.1	(0.5)	19.7			
Daiwa Guarantee Co., Ltd.	(2)	Credit guarantee (Mainly housing loan)	Resona Group 100%	0.6	(0.4)	1.1			
Kinki Osaka Shinyo Hosho Co., Ltd.	(3)	Credit guarantee (Mainly housing loan)	Resona Group 100%	1.8	+1.4	0.4			
Resona Card Co., Ltd.	(4)	Credit card Credit guarantee	Resona Holdings 77.6% Credit Saison 22.4%	2.4	(0.4)	2.9			
Resona Kessai Service Co., Ltd.	(5)	Factoring	Resona Holdings 100%	0.5	(0.1)	0.7			
Resona Research Institute Co., Ltd.	(6)	Business consulting service	Resona Holdings 100%	0.0	+0.0	0.0			
Resona Capital Co., Ltd.	(7)	Venture capital	Resona Holdings 100%	0.3	+0.1	0.1			
Resona Business Service Co., Ltd. (8)		Back office work	Resona Holdings 100%	0.0	(0.0)	0.0			
		Total		25.1	+0.0	25.0			

#### Major consolidated overseas subsidiaries

Nama	Name		Capital contribution	Net income				
Name		Line of business	ratio	FY2013	YoY change	FY2012		
P.T. Bank Resona Perdania	(9)	Banking business (Indonesia)	Resona Group 43.4% (Effective control approach)	4.3	+1.9	2.4		
P.T. Resona Indonesia Finance	( ( ( ) )	Leasing business (Indonesia)	Resona Group 100%	0.1	+0.0	0.1		
		Total		4.4	+1.9	2.5		

#### Affiliated company accounted for by the equity method

Name		Line of business	Capital contribution	Net in		
Name		Line of business	ratio	FY2013	YoY change	FY2012
Japan Trustee Services Bank, Ltd.	(11)	IRanking and Trust	Resona Group 33.3% Sumitomo Mitsui Trust HD 66.6%	0.4	(0.0)	0.5

### **KPIs for Cross-selling (Total of Group Banks, End of March 2014)**

1)	Premier	AUM or condominium loan			
	1 10111101	exceeding JPY50 million	51.1	52.7	+1.5
2)	Housing Loan	With housing loan for own home	541.7	551.7	+10.0
3)	Asset Management	AUM exceeding JPY10 million	692.9	706.6	+13.7
1)	Potential I	AUM exceeding JPY5 million	787.8	793.1	+5.3
5)	Potential II	AUM below JPY 5 million/ with 3 or more products sold	4,606.8	4,692.8	+85.9
<b>5</b> )	Resona Loyal	Customers (RLCs)	6,680.4	6,796.8	+116.5
7)	Potential III	AUM below JPY 5 million/ with 2 or less products sold	6,126.0	6,004.2	(121.8)
3)		Total active customers	12,806.3	12,801.1	(5.3)

Lifetime Value (LTV)

- Under certain assumptions, try to measure the degree of incremental growth in top-line income brought about by new transactions captured by virtue of the sales activities
- Top-line income to be generated over a next 10 year period

**Number of Products** Sold

- Indicator to show the degree of RLCs utilizing Resona Group banks as a main bank.
- Base items such as account transfers. outward and inward remittances, loan and credit card items, savings and investment items are covered.

### Well-established Competitive Edge as Pioneer of Reforms in Customer Service

Resona has achieved higher customer satisfaction through service reforms, which have resulted in enhancing the service level in branches

### **Enhancing Customer Satisfaction**

### <Resona's "Service Reform">

Open until 17:00 on weekdays

More branches open on weekends and holidays

"Next generation" innovative branch offices

"Zero" waiting time

24-hour customer call center **New marketing** channel open 365 days a year

Improvement of hospitality by proactive recruitment and promotion of women

### <Results of "Service Reform">

Nikkei 10th annual financial institutions ranking (January 2014)

#### **Customer satisfaction** Highest among major banks

5	Saitama Resona Bank
9	Resona Bank
10	Shinsei Bank
12	Shizuoka Bank
13	Mitsubishi UFJ Trust and Banking
15	Bank of Tokyo-Mitsubishi UFJ
18	Sumitomo Mitsui Banking Corporation

#### Customer satisfaction by age group (50's): No.1 among all Japanese banks

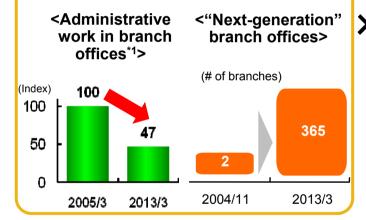
1	Resona Bank
2	SBI Sumishin Net Bank
3	Shinsei Bank
4	Sumitomo Mitsui Trust Bank
5	Japan Post Bank

### **Operational Reforms Aimed at Simultaneously Enhancing Revenue** and Reducing Costs

### **Profitability Maximization of Branch Offices**

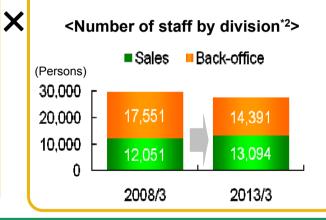
#### **Productivity Reinforcement**

- Significant reduction of administrative work
- Expansion of next generation branch offices
- Upgrade of CRM and branch office system



#### **Sales Force Reinforcement**

Freeing resources through operational reforms and shifting personnel to the sales department



**Profitability Maximization** of Branch **Offices** 

### **Focus on Low-Cost Operations**

Separation and shift of back-office operations from branch offices to Support Offices

> **Operation Consolidation** and Standardization

Reduction of administrative work

**Optimization** of division of labor

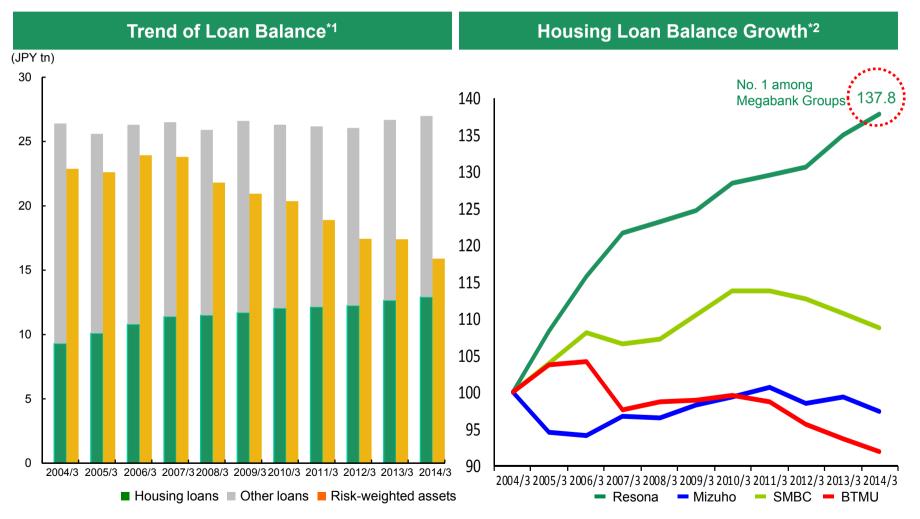
Reinvestment of operational cost-savings into strategic areas

<sup>\*1.</sup> Administrative work volume handled in branch office (Mar. 2005=100), Total of Resona Bank and Resona Business Service Resona Holdings, Inc. 52

<sup>\*2.</sup> Total of group banks and Resona Business Service

### **Loan Volume Growth**

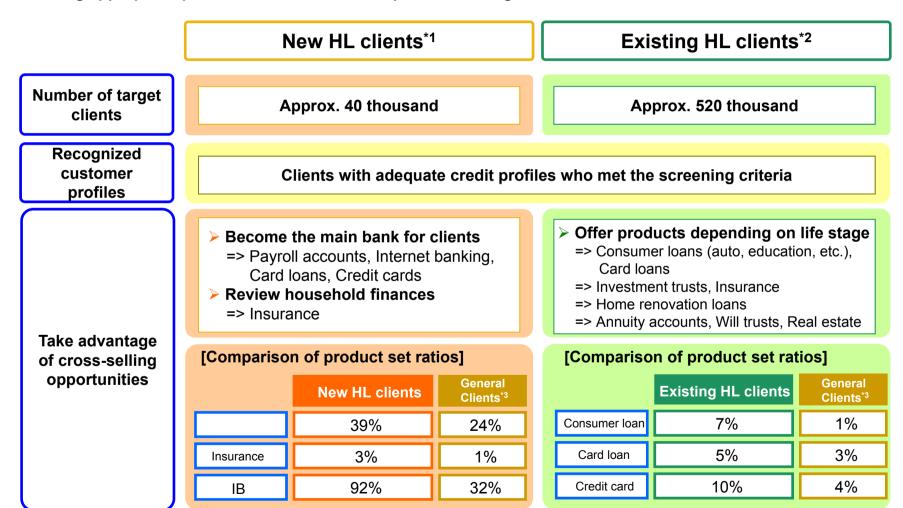
- Resona has successfully built up the optimal lending portfolio generating superior returns relative to the risk taken by promoting small-lot loans to diversified borrowers
- Resona's housing loan balance has grown at a rate higher than that of the Japanese megabanks



<sup>\*1.</sup> Total of group banks (risk-weighted assets on a consolidated basis) \*2 Source: Company disclosures, rebased to 100 as of end of March 2004, Resona: total of group banks, SMBC: Sumitomo Mitsui Banking Corporation, Mizuho: Mizuho Bank, **Resona Holdings, Inc.** 53

### Cross-selling Strategy: Housing Loans as Gateway to Cross-selling

- Efficient cross-selling to existing and new housing loan ("HL") clients whose credit profiles are already recognized or will be recognized upon the loan application
- Approx. 520 thousand existing HL clients. Resona creates long-term relationships with these clients by crossselling appropriate products based on their respective life stages



<sup>\*1.</sup> Housing loans newly originated in FY2013

<sup>\*2.</sup> Existing housing loans originated by the end of FY2012 \*3. "Potential II" and "Potential III" segments

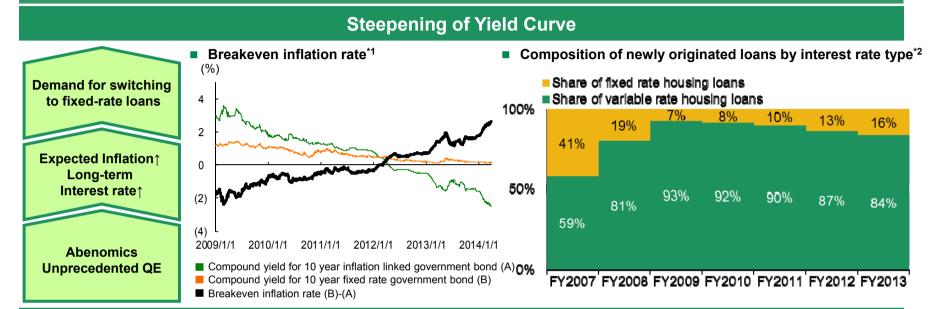
### Measures to Keep and Restore Profitability of HL Business

**Promotion of cross-selling** HL business as a gateway for cross-selling **Three Profitability** Low-cost operation Challenge to HL back office processing reform **Enhancers** Upside from rise in interest rate Floating-rate loans account for approx. 80% of portfolio Volume

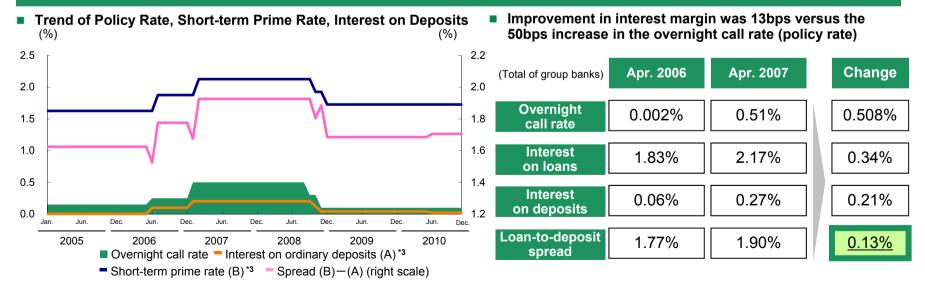
Explore existing home market and expand lineup of HL products More LPs open on holidays and strengthen their sales staffs Prevent refinancing by competitor banks **Pricing** Total profitability analysis based on Life Time Value (LTV) model Pursue rational risk pricing based on credit profile analysis Income Promote cross-selling 1) before extending housing loans, 2) during a Add-on repayment period and 3) after full repayment Income 0.56 million HL clients with whom credit profile and life events are grasped Become a main bank and prevent refinancing by other banks by promoting cross-selling Capture such financial needs as reform loan, AM and inheritance for those who have fully repaid their loans **Clerical Cost** Housing loans' back office processing reform Reduce clerical work volume by 50% and clerical staffs by 450 **Expense Credit Cost** 

Strengthen credit administration (More active delinquency control, improvement in recovery ratio, etc.)

### Impact of Rising Interest Rates on Net Interest Income



#### Rise in Short-Term Interest Rate (Actual Improvement in Interest Margin Following the Last Raise of the Policy Rate)

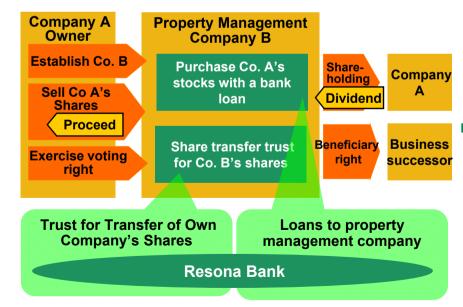


<sup>\*1.</sup> Source: Bloomberg (Compound yield for series 293 10 year fixed rate government bond)
\*2. Including apartment loan (Total of group banks)
\*3. Resona Bank

### **Examples: How We Try to Originate Loans to Premier Customers**

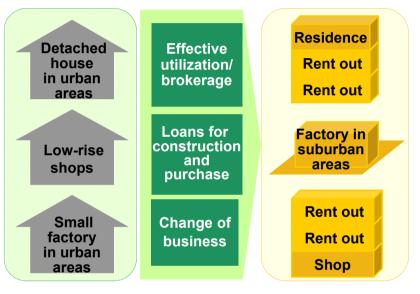
#### Solutions for SME owners to prepare cash for estate division in the future

- Establish a property management company and sell it the shares of his/her company to obtain cash Also establish a share transfer trust for the property management company
  - Gift the trust beneficiary right from which voting rights are detached to intended business successors
  - Obtain profits as a company founder and secure cash for future property division
  - Eliminate the risk of rising share value at a time of future inheritance

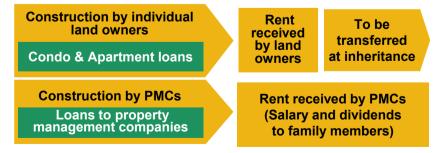


#### Solutions for Effective Utilization of Real Estate

Reconstruction needs stemming from aging degradation, changes in family composition and location environment



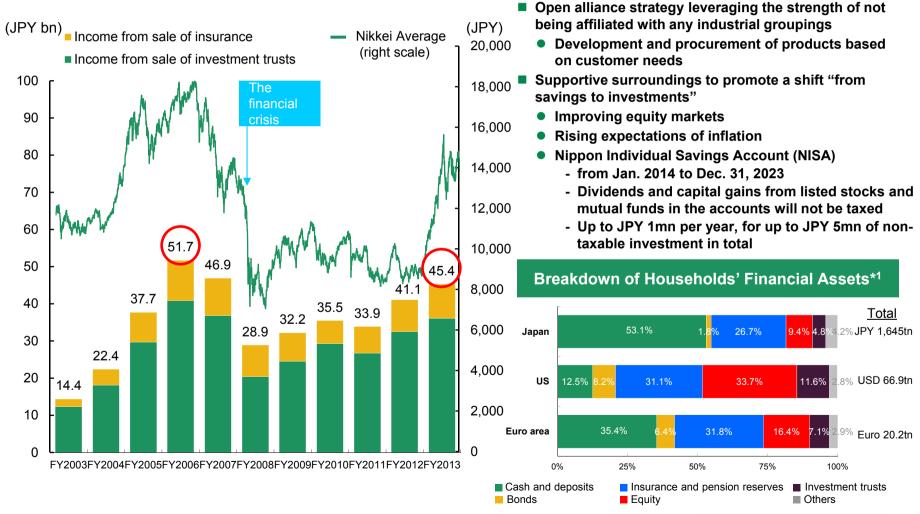
Customers can flexibly decide who will borrow for construction based on their prioritized needs



### **Financial Product Sales to Individuals**

- Resona's high potential in selling financial products to individuals
- We expect "Abenomics" to accelerate a recent shift from savings to investment in the Japanese financial market

#### **Potential in Selling Financial Products to Individuals**



<sup>\*1.</sup> Source: Bank of Japan (Japan and US as of Dec. 2013, Euro area as of Sep. 2013)

### **Supports for SMEs Doing Business in Asia**

#### Footholds and Alliance Partners in Asia

#### **Overseas** representative offices Shanghai 4 offices Plans to open new Rep. office in Ho Chi Hong Kong Minh City, Vietnam Bangkok Bank Resona Perdania Singapore Jakarta Head Office JV bank in MM2100 Sub-Br Indonesia with over Cikarang Sub-Br 50 years of local Karawang Sub-Br **Deltamas Sub-Br** experience Bandung Br Regional coverage to Surabaya Br offer local information

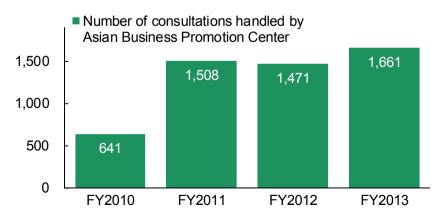
- Vietnam
  - => Dispatched personnel to Ho Chi Minh branch of Bangkok Bank
- India (Delhi) => Dispatched personnel to JETRO's local office
- Philippines
  - => 3 party tie-up with PEZA\*1 and RCBC paved the way for one-stop consultation service
  - => Dispatch personnel to RCBC
- \*1. PEZA: Philippine Economic Zone Authority

#### **Local Services Offered through Alliances**

- Large number of branches and local expertise
- Ability to provide local service without being regulated as a foreign bank

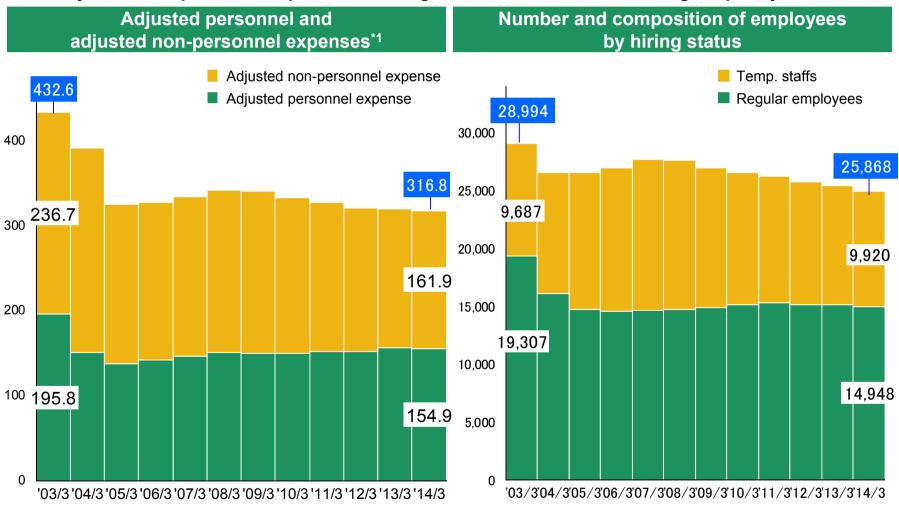
	Major Alliance I	Partners in A	Asia
	Bank of East Asia	Taiwan	Mega International Commercial Bank
	Bank of China	Singapore	Bank of East Asia
China	China Construction Bank	Malaysia	Public Bank
	Industrial and Commercial Bank of China	Thailand, Vietnam	Bangkok Bank
	Bank of Communications	India	State Bank of India
Hong Kong	Bank of East Asia	Philippines	Rizal Commercial Banking Corp. (RCBC)
South Korea	Korea Exchange Bank	Cambodia	Cambodian Public Bank

### **Consultations handled by Asian Business** Promotion Center on a high level



### **Efficient Cost Structure: Personnel and Non-Personnel Expense** (Total of Group Banks)

- Unavoidable increase in operating expenses including social insurance premium will be offset by continued efforts to reduce non-personnel expenses
- Strictly controlled personnel expenses including the cost associated with hiring temporary staffs



<sup>\*1.</sup> Adjusted personnel expenses: Personnel expenses including the cost associated with hiring temporary staffs and other related costs Adjusted non-personnel expenses: Non-personnel expenses – Cost associated with hiring temporary staffs and other Resona Holdings, Inc. 60 related costs

### **Sophistication in ALM Interest Rate Risk Management:** (Introduction of Internal Model to Measure Core Liquidity Deposits)

### Reassess the value of liquidity deposits

Internal model to measure core liquidity deposits

⇒ Grasp more properly how much liquidity deposits can be regarded as low-cost and stable funding over the long term

> Combined total assets: Y44.5 tn (As of Mar. 31, 2014)

**Domestic** liquidity deposits Loans and bills Y21.9 tn(49%) discounted Y26.9 tn (60%)Core liquidity deposits (x%) Domestic time and other Securities deposits Y8.7 tn(19%) Y11.2 tn(25%) Other Cash Y6.4 tn(14%) Y9.7 tn(21%) Other Y2.4 tn(5%) Net assets Y1.6 tn(3%)

More sophisticated ALM interest rate risk management

### Methods to measure core liquidity deposits

#### Before implementation of internal model < Standardized method>

(FSA's bank supervision guideline)

- Introduced the idea of core liquidity deposits in FY2007
- Balance: the smallest of the following
  - Lowest balance for the past 5 years
  - Current balance less maximum annual outflow observed in the past 5 years
  - Current balance x 50%
- Maturity allocated evenly over 5 years (2.5 years on average)

#### Internal model

- RB and SR adopted in Apr.2010, KO in Oct.2010
- Rationally modeled depositors' behaviors to grasp how much can be regarded as core liquidity deposits
- Maturity allocated evenly over 10 years (5 years on average)
- Longer maturity applicable to core liquidity deposits (from 2.5 years to 5.0 years on average) enables the banks to take longer-term interest rate risk

### **Securities Portfolio (Total of Group Banks)**

### Maturity ladder for securities held (securities with contractual maturities, nominal amount basis)

																(Y bn)
			End of Mar. 2014							End of Mar. 2013						
			One year or less	One to three years	Three to five years	Five to seven years	Seven to ten years	Over ten years	Total	One year or less	One to three years	Three to five years	Five to seven years	Seven to ten years	Over ten years	Total
В	nds held to maturity	(1)	128.1	290.7	372.5	1,025.4	330.0	3.0	2,149.8	190.4	255.6	409.7	546.3	817.9	3.0	2,223.1
	JGBs	(2)	95.0	200.0	284.3	945.2	180.0	3.0	1,707.5	165.0	177.0	323.3	486.3	667.9	3.0	1,822.5
	Floating-rate JGBs	(3)	-	120.0	135.3	294.7	-	-	550.0	-	2.0	236.3	166.3	145.4	-	550.0
	Japanese local government bonds	(4)	31.5	86.8	86.2	80.1	150.0	-	434.8	24.2	75.2	84.9	60.0	150.0	-	394.4
	Japanese corporate bonds	(5)	1.5	3.9	1.9	0.0	-	-	7.5	1.1	3.4	1.5	0.0	-	-	6.2
Αv	ailable-for-sale securities	(6)	1,595.1	1,228.5	2,101.6	189.5	530.7	131.2	5,776.7	2,417.5	1,161.3	2,727.5	418.3	454.3	128.0	7,307.3
E	onds	(7)	1,572.7	1,165.8	2,088.3	127.2	514.7	70.8	5,539.9	2,377.5	1,139.3	2,582.6	368.4	421.8	49.2	6,939.1
	JGBs	(8)	1,383.0	749.5	1,799.4	50.0	416.0	45.0	4,442.9	2,187.8	750.2	2,121.0	200.4	349.0	34.0	5,642.4
	Floating-rate JGBs	(9)	-	-	12.4	-	-	-	12.4	-	-	41.0	120.4	-	-	161.4
	Japanese local government bonds	(10)	12.6	25.8	79.2	47.7	33.5	-	199.1	11.2	20.1	78.2	45.3	59.6	-	214.6
	Japanese corporate bonds	(11)	177.1	390.5	209.7	29.4	65.2	25.8	897.8	178.4	368.9	383.4	122.7	13.1	15.2	1,082.0
C	ther	(12)	22.3	62.6	13.2	62.3	15.9	60.3	236.8	39.9	22.0	144.9	49.9	32.5	78.8	368.2

### Unrealized gains/(losses)\*1

#### Trend of market and other indicators

(Y bn) [Duration and Basis Point Value of JGBs ( Available-for-sale securities )]

[March 31, 2014]		B/S Amount	Change from Mar. '13	Unrealized gains/ (losses)	Change from Mar. '13
Bonds held to	(1)	2,150.7	(74.0)	67.8	(8.5)
maturity	(')	2,130.7	(14.0)	07.0	(0.0)
Avairable-for-sale securities	(2)	6,531.5	(1,421.3)	332.8	+75.2
Stocks	(3)	648.3	+89.6	316.7	+94.9
Bonds	(4)	5,565.4	(1,425.2)	11.8	(16.5)
Other	(5)	317.7	(85.7)	4.2	(3.1)

-		2011/3	2012/3	2013/3	2014/3
Duration (year)	(1)	2.1	2.4	2.7	3.1
BPV ( Ybn)	(2)	(1.35)	(1.81)	(1.59)	(1.41)
10-year JGB yield	(3)	1.250%	0.985%	0.560%	0.640%

[Break-even Nikkei Average Points]

		2011/3	2012/3	2013/3	2014/3
Nikkei Average Points (Yen)	(4)	7,200	7,100	5,900	6,500
BV of stock sold outright (Ybn)	(5)	9.6	8.3	7.2	5.4

[Net gains/(losses) on bonds and stocks]

(Y bn)

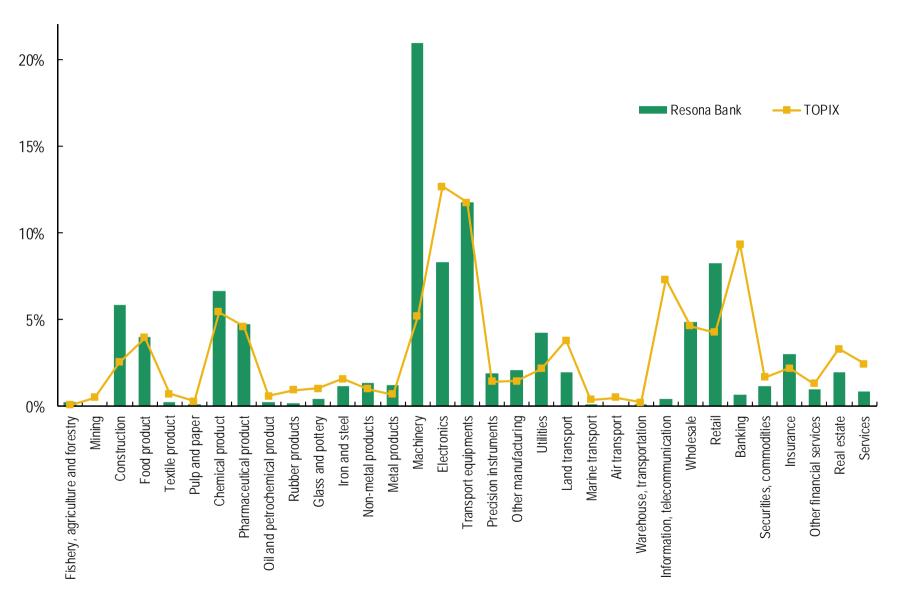
		FY2010	FY2011	FY2012	FY2013
Net gains/(losses) on bonds	(6)	30.5	26.8	30.5	7.2
Net gains/(losses) on stocks	(7)	(1.7)	2.2	(7.7)	22.3

<sup>\*1.</sup> The figures reported above include securities, negotiable certificates of deposit(NCDs) included in "cash and due from banks" and a portion of "monetary claims bought."

The presented figures only include marketable securities.

Resona Holdings, Inc. 62

### Stocks Held by Industry (End of March 2014, RB)



### **Maturity Ladder of Deposit and Loans** (Total of Group Banks, Domestic Operation)

#### Loans and Bills Discounted

### **Deposits**

[End of March 2013]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(1)	2.3%	1.5%	4.4%	7.6%	15.9%
Prime rate-based	(2)	54.4%	0.3%	0.0%	0.1%	54.7%
Market rate-based	(3)	22.0%	1.5%	2.8%	3.1%	29.4%
Total	(4)	78.7%	3.3%	7.2%	10.8%	100.0%

[End of March 2013]

	Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total	
Liquid deposits	(1)	39.9%	1.3%	5.3%	18.5%	65.0%
Time deposits	(2)	17.1%	10.1%	5.9%	1.9%	35.0%
Total	(3)	57.0%	11.4%	11.2%	20.4%	100.0%

Loans maturing within 1 year

82.1%

[End of March 2014]

[End of March 2014]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits	(4)	40.3%	1.4%	5.7%	19.8%	67.2%
Time deposits	(5)	15.5%	9.4%	5.7%	2.1%	32.8%
Total	(6)	55.8%	10.9%	11.4%	21.9%	100.0%

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(5)	2.0%	1.4%	4.3%	7.6%	15.3%
Prime rate-based	(6)	54.5%	0.2%	0.0%	0.1%	54.7%
Market rate-based	(7)	22.8%	1.4%	2.7%	3.0%	30.0%
Total	(8)	79.3%	3.0%	7.0%	10.7%	100.0%

Loans maturing within 1 year

82.3%

[Change in 1H of FY2013]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Fixed rate	(9)	(0.3)%	(0.2)%	(0.1)%	+0.0%	(0.6)%
Prime rate-based	(10)	+0.1%	(0.0)%	(0.0)%	+0.0%	+0.0%
Market rate-based	(11)	+0.8%	(0.1)%	(0.1)%	(0.0)%	+0.5%
Total	(12)	+0.5%	(0.3)%	(0.2)%	(0.0)%	-

Loans maturing within 1 year

+0.2%

#### [Change in 1H of FY2013]

		Within 6M	6 to 12M	1 to 3Y	Over 3Y	Total
Liquid deposits (7)		+0.4%	+0.1%	+0.4%	+1.3%	+2.2%
Time deposits	(8)	(1.6)%	(0.7)%	(0.1)%	+0.2%	(2.2)%
Total	(9)	(1.2)%	(0.6)%	+0.2%	+1.5%	-

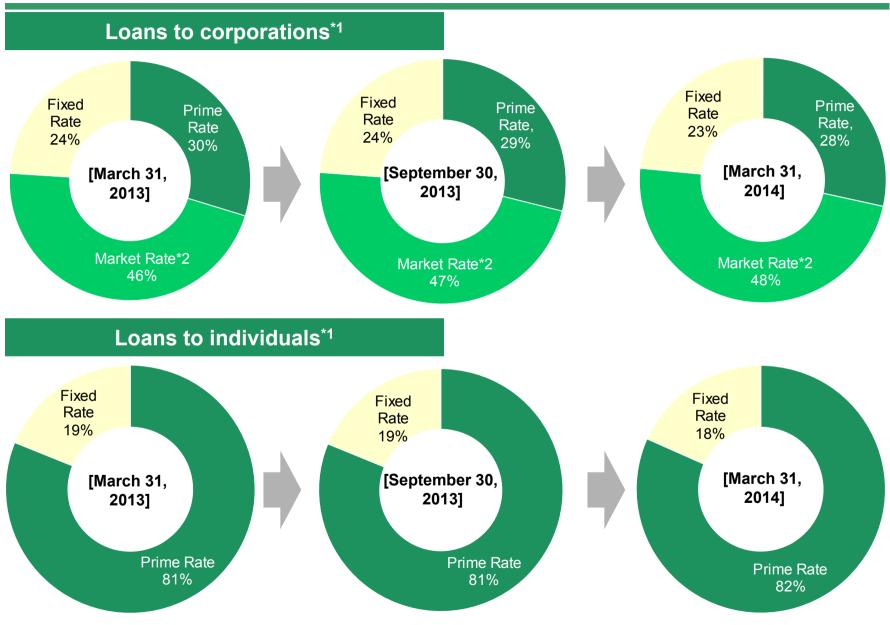
### **Swap Positions by Remaining Periods (RHD Consolidated)**

### ■ Notional amounts of interest rate swaps by remaining period

(Billions of Yen)

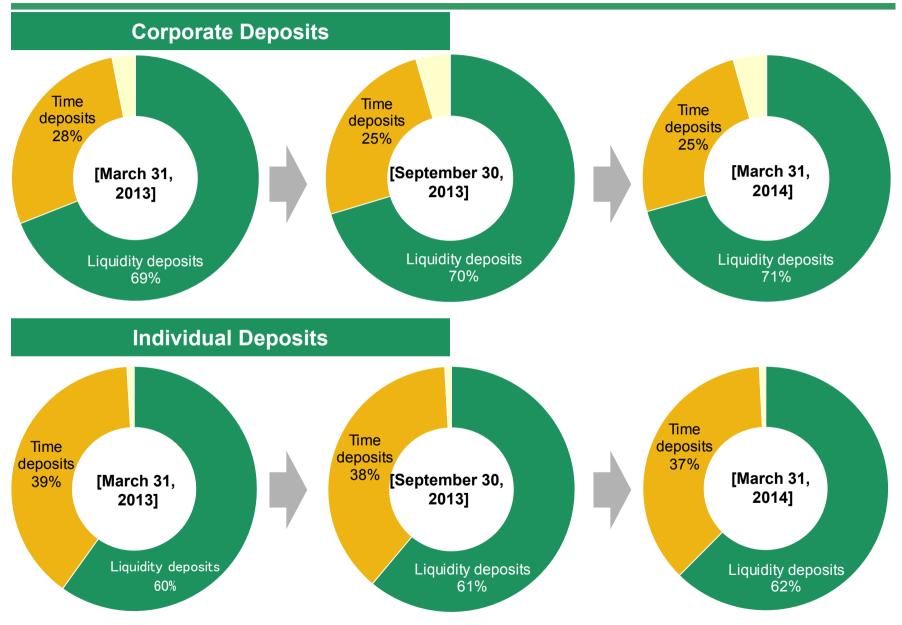
			Mar. 31	1, 2013		Mar. 31, 2014				
		Within 1 year	1 to 5 years	Over 5 years	Total	Within 1 year	1 to 5 years	Over 5 years	Total	
Receive fixed rate/ Pay floating rate	(1)	55.0	1,005.0	720.0	1,780.0	100.0	1,185.4	1,090.0	2,375.4	
Receive floating rate/ Pay fixed rate	(2)	130.9	504.7	205.0	840.7	60.0	645.1	6.0	711.2	
Net position to receive fixed rate	(3)	(75.9)	500.2	515.0	939.3	40.0	540.2	1,083.9	1,664.1	

### **Composition of Loan Portfolio by Base Rates (Total of Group Banks)**



<sup>\*1.</sup> Portfolio composition is computed based on the numbers compiled for administration purposes \*2. Market rate-linked loans (corporate) include the fixed-rate(spread) loans maturing in less than one year

### **Composition of Deposits by Types (Total of Group Banks)**



### **Migrations of Borrowers (RB, 1H FY2013)**

### ■ Exposure amount basis (Migration during 1H of FY2013)\*1

			End of September 2013										
		Normal	Other Watch	Special Attention	Doubtful	Effectively Bankrupt	Bankrupt	Other	Collection, Repayments	Assignments, Sale		Jpward ligration	Downward Migration
	Normal	98.5%	0.8%	0.0%	0.0%	0.0%	0.0%	0.6%	0.6%	0.0%		-	0.8%
2013	Other Watch	9.5%	85.4%	0.9%	1.5%	0.2%	0.1%	2.5%	2.5%	0.0%		9.5%	2.6%
March 20	Special Attention	15.0%	3.2%	76.5%	2.5%	0.4%	0.4%	2.0%	2.0%	0.0%	1	8.1%	3.4%
of	Doubtful	1.4%	9.4%	1.0%	77.5%	4.2%	0.6%	6.0%	6.0%	0.0%	1	1.7%	4.8%
End	Effectively Bankrupt	0.2%	0.6%	0.0%	0.7%	86.3%	5.4%	6.8%	1.9%	5.0%		1.5%	5.4%
	Bankrupt	0.0%	0.0%	0.0%	1.0%	0.0%	84.8%	14.2%	3.5%	10.7%		1.1%	-

<sup>\*1.</sup> Above table shows how a borrower belonging to a particular borrower category as of the end of March 2013 migrated to a new category as of the end of September 2013

Percentage points are calculated based on exposure amounts as of the end of March 2013 (New loans extended, loans partially collected or written-off during the period are not taken into account)

<sup>&</sup>quot;Other" as of the end of September 2013 refers to those exposures removed from the balance sheet due to collection, repayments, assignments or sale of claims

### **Migrations of Borrowers (RB, 2H FY2013)**

### ■ Exposure amount basis (Migration during 2H of FY2013)\*1

			End of March 2014										
		Normal	Other Watch	Special Attention	Doubtful	Effectively Bankrupt	Bankrupt	Other	Collection, Repayments	Assignments, Sale		Upward Migration	Downward Migration
	Normal	98.5%	0.9%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.0%		-	0.9%
2013	Other Watch	6.5%	87.2%	0.7%	1.8%	0.2%	0.1%	3.5%	3.5%	0.0%		6.5%	2.9%
September	Special Attention	1.0%	6.9%	70.9%	7.9%	2.6%	0.5%	10.2%	10.2%	0.0%		7.9%	11.0%
of Sept	Doubtful	1.4%	7.2%	0.7%	79.4%	5.8%	0.4%	5.2%	5.2%	0.0%		9.2%	6.2%
End o	Effectively Bankrupt	0.1%	0.4%	0.0%	0.1%	87.2%	2.3%	9.9%	3.1%	6.7%		0.6%	2.3%
	Bankrupt	0.0%	0.0%	0.0%	0.8%	0.0%	61.7%	37.5%	0.8%	36.6%		0.8%	-

<sup>\*1.</sup> Above table shows how a borrower belonging to a particular borrower category as of the end of September 2013 migrated to a new category as of the end of March 2014

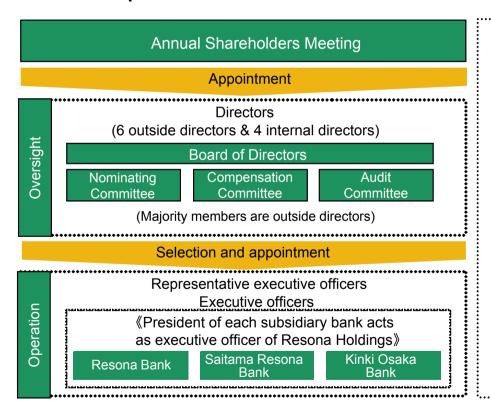
Percentage points are calculated based on exposure amounts as of the end of September 2013 (New loans extended, loans partially collected or written-off during the period are not taken into account)

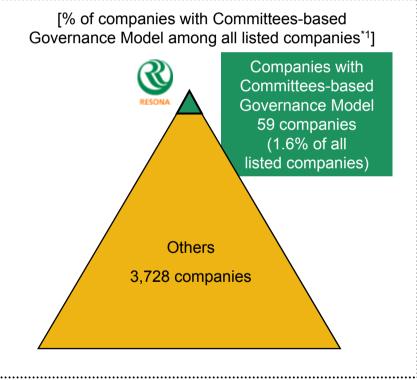
<sup>&</sup>quot;Other" as of the end of March 2014 refers to those exposures removed from the balance sheet due to collection, repayments, assignments or sale of claims

### **Corporate Governance**

### The First Japanese Bank Employing a Committees-based Governance Modell **Majority of Board Members Consist of Outside Directors**

- The first Japanese bank with a committeesbased governance model
  - Separation of management oversight and operation functions
- Companies with committees governance model in Japan
  - 1.6% of all listed companies





### **List of Preferred Share Issued by RHD**

[As of July 31, 2014]

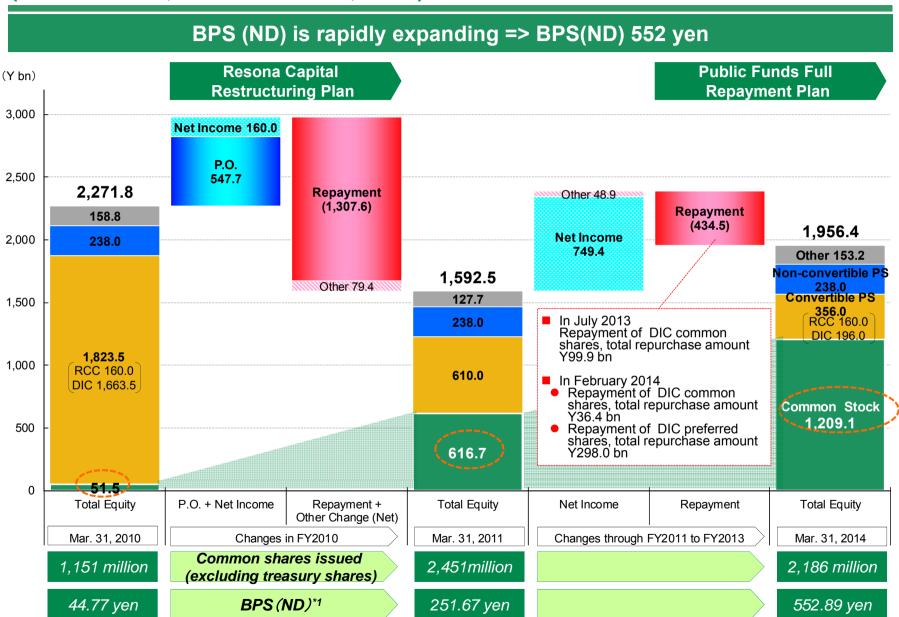
### **Public Funds**

			Class C Preferred Shares	Class F Preferred Shares
Distinction between	public and private funds	(1)	Public Fund	Public Fund
Original issuer and n	ame of securities	(2)	Kinki Osaka Bank Series 1	Asahi Bank Series 2 Class 2
Original issue date		(3)	4/26/2001	3/31/1999
Current number of shares			12,000,000 shares	8,000,000 shares
sue price per share		(5)	JPY 5,000	JPY 12,500
Total issue amount r (Amount to be repaid dividends already pa	l, net of cumulative special preferred	(6)	JPY 60.0 Billion (JPY 48.0 Billion)	JPY 100.0 Billion (JPY 80.0 Billion)
Original total issue a	riginal total issue amount		JPY 60.0 Billion	JPY 100.0 Billion
Shareholder		(8)	RCC	RCC
Preferred dividend	Dividend per share (Jun. 2015)	(9)	JPY 54.40	JPY 148.00
	Total amount of dividend (Jun. 2015)	(10)	JPY 652 Million	JPY 1,184 Million
	Yield (Annual)	(11)	1.36%	1.48%
Acquisition right	Acquisition period	(12)	From Jan. 1, 2002 until the day of annual meeting for the year ending Mar. 2018	From Jul. 1, 2003 until the day of annual meeting for the year ending Mar. 2018
	Current exchange price	(13)	JPY 1,501	JPY 3,240
	Current exchange rate	(14)	(3.331)	(3.858)
Reset of	Date of reset	(15)	1/1	7/1
exchange price	Direction of reset	(16)	Upward/Downward	Upward/Downward
	Cap exchange rate	(17)	(3.331)	(3.858)
	Floor exchange rate	(18)		
	Cap exchange price	(19)		
	Floor exchange price	(20)	JPY 1,501	JPY 3,240
	Start of market price calculation	(21)	45 trading days before	45 trading days before
	Calculation period	(22)	30 trading days	30 trading days
Acquisition clause	Date of mandatory exchange	(23)		
(In exchange for common shares)			The next day of annual meeting for the year ending Mar. 2018	The next day of annual meeting for the year ending Mar. 2018
	Mandatory exchange rate	(24)	JPY 5,000 / Market Price	JPY 12,500 / Market Price
	Start of market price calculation	(25)	45 trading days before	45 trading days before
	Calculation period	(26)	30 trading days	30 trading days
	Floor exchange price	(27)	JPY 1,667	JPY 3,598
			•	

### **Private Funds**

Class 4	Class 5	Class 6
Preferred Shares	Preferred Shares	Preferred Shares
Private Fund	Private Fund	Private Fund
Resona Holdings	Resona Holdings	Resona Holdings
Class 4	Class 5	Class 6
8/31/2006	8/28/2007	12/8/2009
2,520,000 shares	4,000,000 shares	3,000,000 shares
JPY 25,000	JPY 25,000	JPY 25,000
JPY 63.0 Billion	JPY 100.0 Billion	JPY 75.0 Billion
JPY 63.0 Billion	JPY 100.0 Billion	JPY 75.0 Billion
Shinkin Trust Bank	Dai-ichi Life	Nippon Life Meiji Yasuda Life Daido Life
JPY 992.50	JPY 918.75	JPY 1,237.50
JPY 2,501 Million	JPY 3,675 Million	JPY 3,712 Million
3.970%	3.675%	4.950%
()	()	()
Mandatory exchange not applicable	Mandatory exchange not applicable	Mandatory exchange not applicable
Acquisition clause exercisable under certain conditions at the issuer's option	Acquisition clause exercisable under certain conditions at the issuer's option	Acquisition clause exercisable under certain conditions at the issuer's option
after seven years affter issue date	after seven years affter issue date	after seven years affter issue date

## Change in Composition of Resona HD's Total Equity (From Mar. 31, 2010 to Mar. 31, 2014)



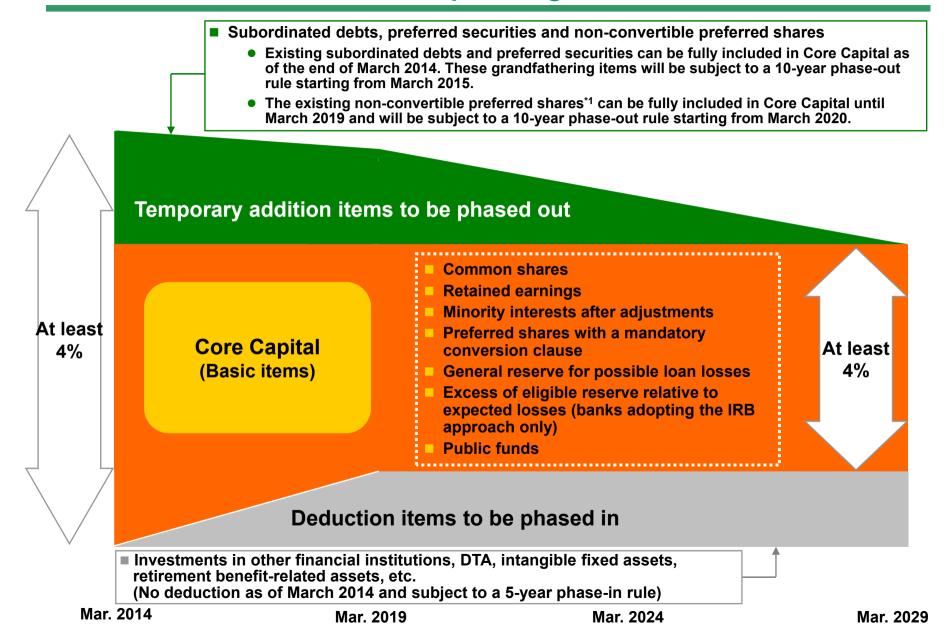
<sup>\*1.</sup> Equity attributable to common stock at year-end / Number of common shares excluding treasury shares at year-end

#### **Distributable Profits and Dividend Policy**

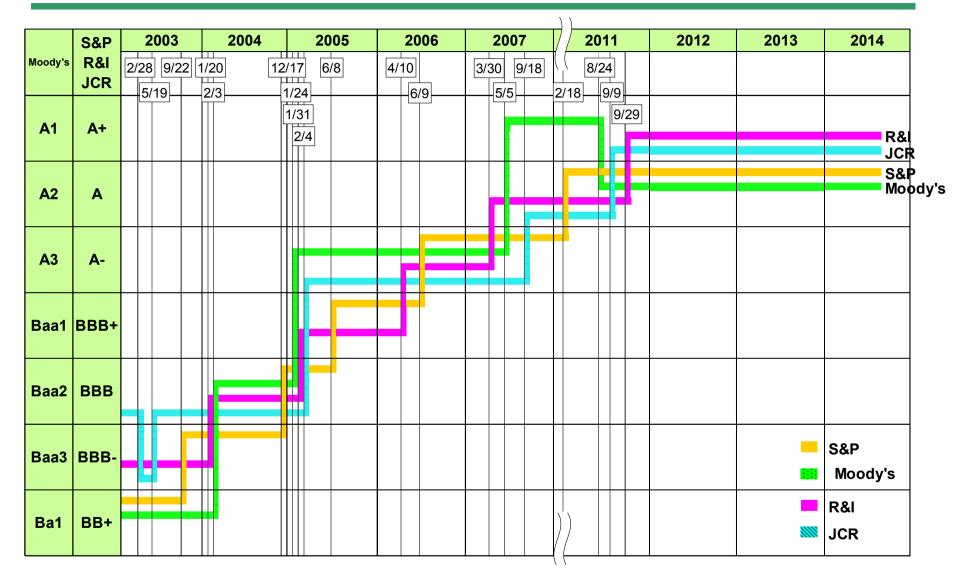
Distribute in total Y78.9 bn\*1 as term-end dividends for FY2013 (Common dividends: Y32.8 bn Preferred dividends: Y46.0 bn\*1) Resona Holdings (Distributable Profits as of End Mar. 2014: Y1,078.4 bn) Term-end Y18.6 bn Common Y1.1 bn Common Common Y2.4 bn dividends Preferred Y1.6 bn **Preferred Preferred** Y0.4 bn for FY2013 Kinki Osaka Saitama Resona Resona Bank Bank Bank Consolidated: Non-Consolidated: Consolidated: CAR 13.37% 13.20% (End of Mar 31,2014) 13.40% **Net Income** Y153.4 bn Y37.4 bn Y5.9 bn **for FY2013** Distributable Profits Y324.4 bn Y120.8 bn Y31.5 bn (End of Mar. 2014) Dividend to be paid by subsidiary banks to Resona Holdings **RPGS Distributable** (SPC) profits test Subsidiary banks secured sufficient distributable profits as of March 31, 2014 In principle, net income of the preceding year to be fully Callable on any dividend **Preferred Securities** distributed to the holding company in the following fiscal year payment date falling on or after July 2015 (50% as term-end and 50% as interim dividends) US\$ 1.15 bn, 7.191%

Resona Holdings, Inc. 73

#### Outline of the New Domestic Capital Regulation



### **Trend of Long-term Senior Debt Rating of Resona Bank**



## **Long Term Trend of Major Indications**

	(Ybn)		FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
PL		Gross operating profit	901.8	775.0	763.1	768.6	805.2	769.3	739.5	678.3	667.0	655.2	637.1	608.5
		Net interest income	599.1	561.2	542.3	549.8	563.7	555.3	547.0	499.4	484.0	463.9	443.0	430.0
	ated	Fees and commission income	149.9	152.6	156.2	181.1	197.4	188.4	153.2	145.1	146.8	143.1	150.6	158.7
	Consolidated	Operating expenses	(597.6)	(510.0)	(382.0)	(384.0)	(384.6)	(385.9)	(384.4)	(387.5)	(369.4)	(360.9)	(361.6)	(348.4)
		Net gains/(losses) on stocks	(300.6)	57.6	91.0	58.5	72.7	(43.8)	(42.2)	0.6	(8.0)	2.3	(7.5)	22.6
		Credit related expenses	(552.1)	(1,418.3)	(41.5)	(6.9)	(69.7)	(58.4)	(181.4)	(114.6)	(61.5)	(13.8)	13.0	26.4
		Net income	(837.6)	(1,663.9)	365.5	383.2	664.8	302.8	123.9	132.2	160.0	253.6	275.1	220.6
	Consolidated Total of 3 banks	Term end loan balance	29,545.1	26,475.3	25,702.1	26,406.1	26,566.7	26,163.8	26,608.9	26,306.1	26,177.9	26,050.4	26,682.1	26,986.0
		Loans to SMEs	23,540.1	21,237.1	21,079.7	21,966.2	22,441.5	22,287.9	22,218.6	22,320.8	22,166.3	22,235.8	22,659.5	22,912.6
BS		Housing Loans*1	8,527.6	9,373.8	10,170.9	10,864.2	11,419.7	11,563.8	11,701.0	12,042.9	12,145.4	12,250.3	12,651.9	12,918.3
В		NPL ratio	9.32%	6.74%	3.38%	2.55%	2.46%	2.19%	2.42%	2.42%	2.43%	2.32%	2.06%	1.74%
		Stocks (Acquisition amount basis)	1,319.0	630.1	399.6	400.9	390.4	385.5	356.7	344.5	351.8	342.5	337.2	331.9
		Unrealized gains/(losses) on available-for-sale securities	(25.8)	241.3	260.2	445.4	432.9	171.6	(32.5)	120.6	92.8	131.9	258.0	333.2
Business*3	Total of 3 Banks	Investment Products sold	365.3	663.6	795.0	1,183.3	1,525.6	1,054.9	509.0	720.7	937.7	1,030.8	1,290.5	1,477.0
		Investment Trust	365.3	607.9	676.8	979.1	1,297.2	858.0	314.9	494.6	725.8	742.6	972.7	1,203.7
		Insurance	-	55.7	118.2	204.2	228.4	197.0	194.1	226.1	211.9	288.3	317.8	273.2
		Housing loan Origination *1	-	1,758.8	1,852.9	1,853.4	1,662.0	1,394.3	1,222.4	1,435.4	1,341.1	1,301.8	1,559.5	1,478.6
		Real estate business*2	6.0	8.5	9.3	12.0	15.0	14.5	7.2	6.3	6.6	7.7	7.8	8.3
			1											
	Rema	aining Public Fund Balance	1,168.0	3,128.0	3,125.2	2,925.2	2,372.5	2,337.5	2,085.2	2,085.2	871.6	871.6	871.6	356.0

<sup>\*1.</sup> Includes apartment loans (Origination Includes Flat35)
\*2. Excluding gains/(losses) from investments in real estate
\*3. Data compiled for management and administration purposes

#### **Business Revitalization Plan**

(Billions of Yen)

[Total of Group Banks]	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	
[Total of Gloup Banks]	(Actual)	(Actual)	(Actual)	(Plan)	(Plan)	
Gross operating profit	1	598.6	581.6	555.2	568.0	588.0
Trust fees	2	23.4	21.6	23.7	22.9	23.8
Jointly Operated Designated Money Trust	3	3.1	2.4	2.3	3.1	3.8
NPL disposal in the trust account	4	0.0	0.0	0.0	-	-
Interest income	5	513.2	484.9	466.2	485.0	533.0
Interest expense	6	59.1	51.8	45.3	51.0	86.0
Net fees & commissions	7	73.4	84.2	92.1	82.5	86.0
Net trading income	8	12.1	1.5	(1.3)	8.5	9.9
Other operating income	9	35.3	41.1	19.7	20.1	21.3
Gains/(losses) on bonds	10	26.8	30.5	7.2	(0.1)	(1.6)
Net operating profit (Before provision to general reserve and NPL disposal in the trust account)		259.7	246.0	222.6	232.0	253.0
Net operating profit		267.4	248.1	224.4	232.0	253.0
Provision to general reserve	13	7.6	2.1	1.8	-	-
Expenses	14	(338.8)	(335.6)	(332.6)	(336.0)	(335.0)
Personnel expense	15	(130.4)	(135.9)	(133.4)	(128.0)	(128.5)
Non-personnel expenses	16	(189.8)	(183.2)	(183.4)	(187.0)	(184.0)
Disposal of NPL		(57.8)	(38.7)	(20.6)	(48.0)	(48.0)
Net gain/(loss) on stocks	18	2.2	(7.7)	22.3	6.0	8.0
Loss on devaluation	19	(1.1)	(14.0)	(0.3)	-	-
Ordinary profit		244.1	254.5	276.8	193.0	216.0
Extraordinary gains		2.0	1.1	0.2	-	-
Extraordinary losses		(3.4)	(1.8)	(3.0)	(1.0)	(1.0)
Income taxes - current		(1.8)	(44.7)	(26.7)	(52.0)	(68.0)
Income taxes - deferred		(1.3)	42.9	(50.4)	(19.0)	(7.0)
Net income		239.4	251.9	196.8	121.0	140.0
Credit related expenses		(4.4)	21.4	27.1	(48.0)	(48.0)

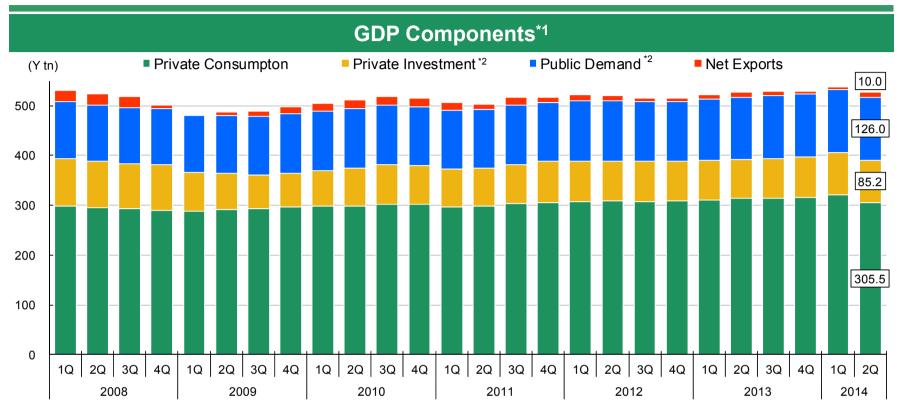
		FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
		(Actual)	(Actual)	(Actual)	(Plan)	(Plan)
Total assets *1	1	41,000.1	41,235.4	42,766.4	42,010.0	42,690.0
Loans and bills discounted	2	25,297.8	25,541.5	26,094.0	26,780.0	27,390.0
Securities	3	10,623.5	10,550.6	9,677.8	11,230.0	11,360.0
Trading assets	4	473.1	498.6	400.3	500.0	500.0
DTA (term-end bal.)	5	142.2	148.4	84.9	144.0	135.9
Total liabilities <sup>*1</sup>	6	39,578.1	39,663.3	41,257.8	40,450.0	41,120.0
Deposits and NCDs	7	34,878.9	35,267.2	36,552.6	35,160.0	35,630.0
Trading liabilities	8	23.5	17.7	10.9	50.0	50.0
DTL for land revaluation (term-end bal.)	9	23.7	23.6	23.6	23.7	23.7
Net assets <sup>*1</sup>		1,701.9	1,819.2	1,617.9	1,591.5	1,612.5
Capital stock	11	388.8	388.8	388.8	388.8	388.8
Capital reserve	12	418.8	418.8	418.8	418.8	418.8
Other capital surplus	13	113.7	113.7	113.7	113.7	113.7
Earned surplus reserve	14	20.0	20.0	20.0	20.0	20.0
Retained earnings *2	15	599.5	613.5	363.0	485.8	505.9
Land revaluation excess	16	41.2	41.2	41.2	38.0	36.9
Net unrealized gains on other securities	17	92.0	186.3	243.9	99.0	101.0
Net deferred gains on hedges	18	27.5	36.5	28.2	27.3	27.3
(Management Indicators)						
Yield on interest earning assets (A)		1.36	1.26	1.16	1.25	1.35
Interest earned on loans and bills discounted	20	1.72	1.61	1.48	1.50	1.62
Interest on securities	21	0.56	0.52	0.56	0.55	0.65
Total cost of funding (B)		1.04	1.00	0.94	0.99	1.06
Interest paid on deposits and NCDs (D)		0.08	0.06	0.05	0.05	0.13
Overall interest spread (A) - (B)		0.31	0.25	0.22	0.26	0.29
Cost-to-income ratio (OHR)		56.60	57.70	59.90	59.15	56.97

<sup>\*1.</sup> Assets and liabilities are stated in average balance. Net assets are reported in term-end balance \*2. Earned surplus excluding earned surplus reserve

## Reference Material

#### Macro Economic Trend

#### **Actual and Forecast of Real GDP Growth Rate**



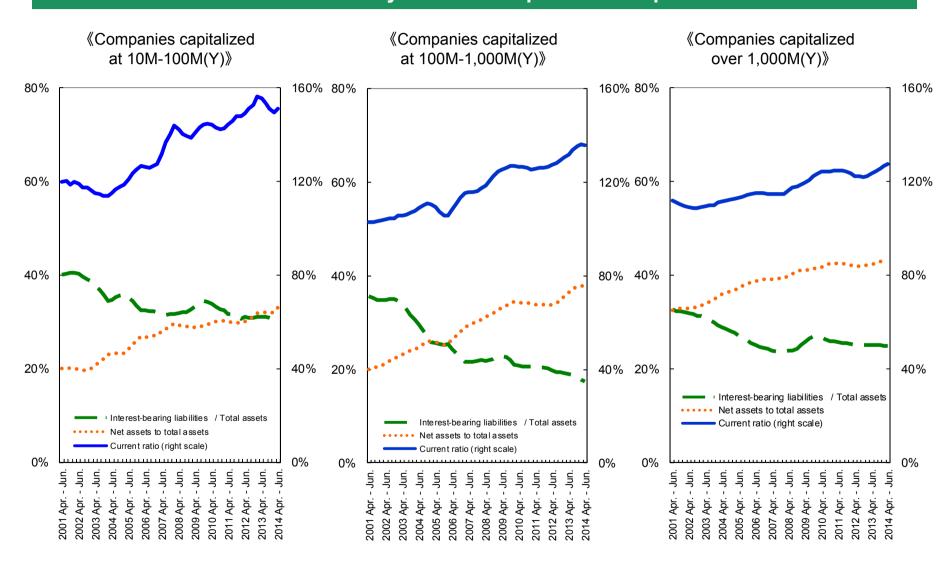
[Real GDP Growth Rate] (figures of FY2014 are the forecasts of Resona bank)

%	FY2008	FY2009	FY2010 Ac	FY2011 tual	FY2012	FY2013	FY2014 Forecast
GDP	(3.7)	(2.0)	3.4	0.3	0.7	2.3	1.3
Private Consumption	(1.1)	0.7	0.9	0.8	0.9	1.5	0.1
Private Non-Resi. Investment	(1.1)	(1.7)	0.5	0.6	0.1	0.4	0.7
Public Demand	(0.4)	1.0	0.1	0.1	0.3	1.0	0.0
Net Export	(1.1)	0.2	0.8	(1.0)	(0.7)	(0.5)	(0.1)

<sup>\*1.</sup> Source: Cabinet Office, Resona Bank. In real term: seasonally adjusted series
\*2. Private Investment: Private Residential Investment, Private Non-resi. Investment, Private Inventory Public Demand: Government Consumption, Public Investment, Public Inventory

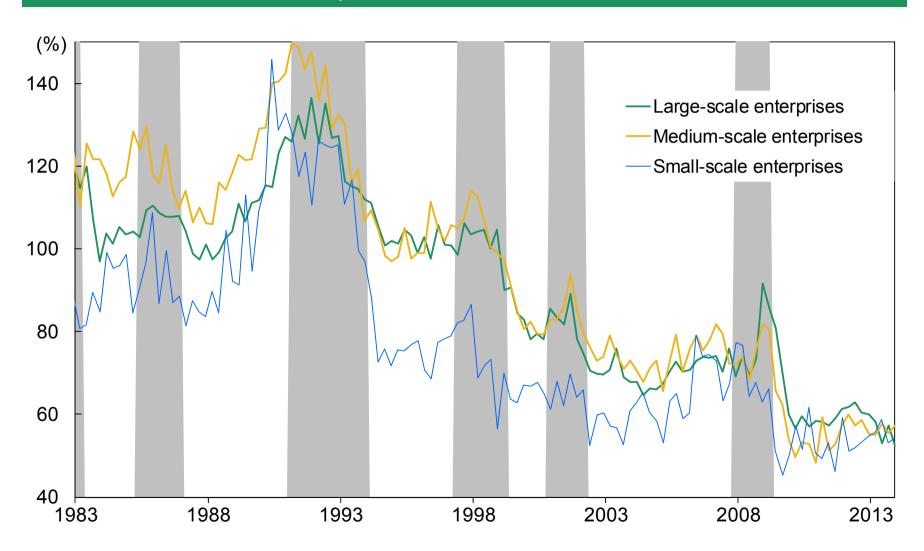
#### **Overall Economy in Japan (1)**

#### Trends in Stability Ratios of Japanese Companies\*1



## **Overall Economy in Japan (2)**

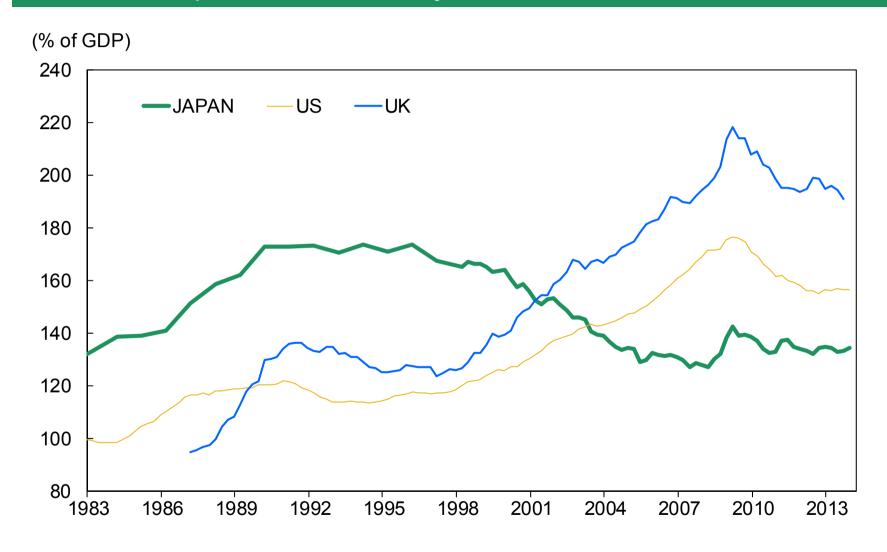
#### **Capital investment / Cash flow**



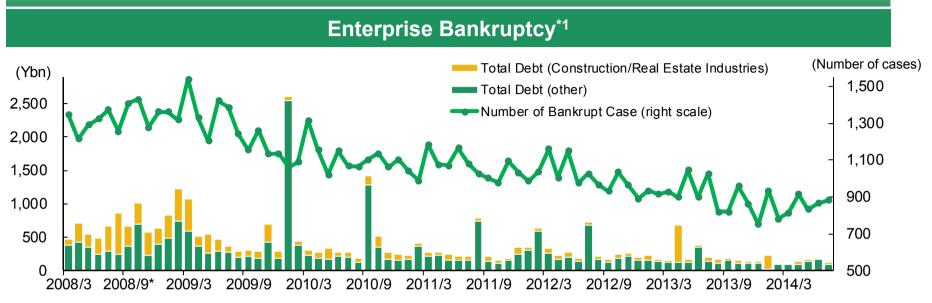
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## **Overall Economy in Japan (3)**

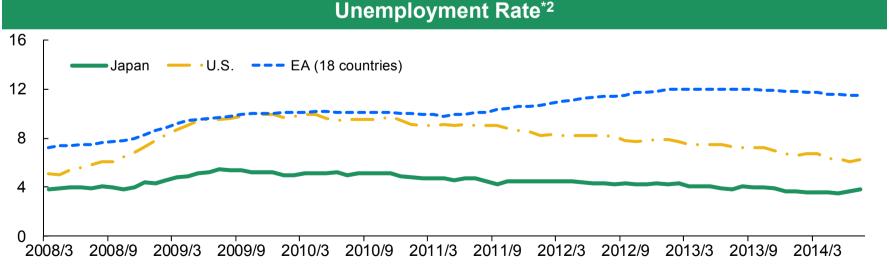
#### Comparison of Debts Held by Private Non-financial Sectors\*1



#### **Overall Economy in Japan (4)**



<sup>\*</sup> Excluding debts related to Lehman Brothers which failed in Sep. 2008 (Approx. Y4,700 bn)

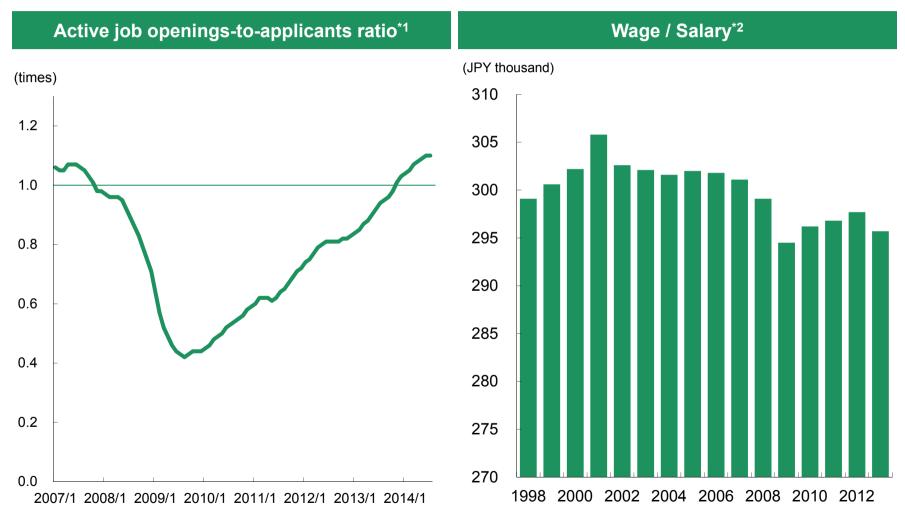


<sup>\*</sup> Excluding three prefectures of Japan (Iwate, Miyagi and Fukushima) from the result of March, 2011 to June, 2011

<sup>\*1.</sup> Source: Tokyo Shoko Research \*2. Source: Statistics Japan, Bureau of Labor Statistics, Eurostat

#### **Employment**

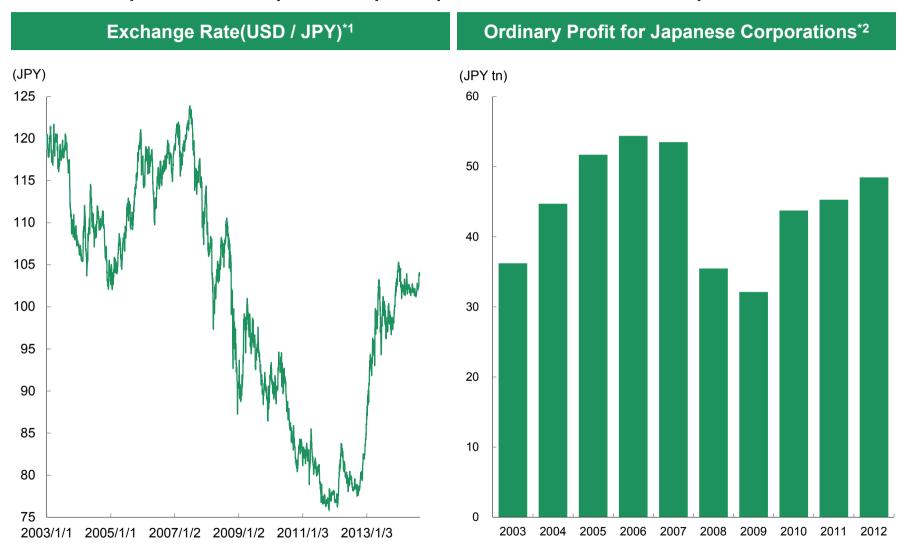
- The active job openings-to-applicants ratio has exceeded 1.0 for the first time since 2007
- The wage / salary level has been rising since 2009



<sup>\*1.</sup> Source: Ministry of Health, Labour and Welfare / Employment Referrals for General Workers (Seasonally adjusted) \*2. Source: Ministry of Health, Labour and Welfare / Basic Survey on Wage Structure

#### **Exchange Rate / Corporate Earnings**

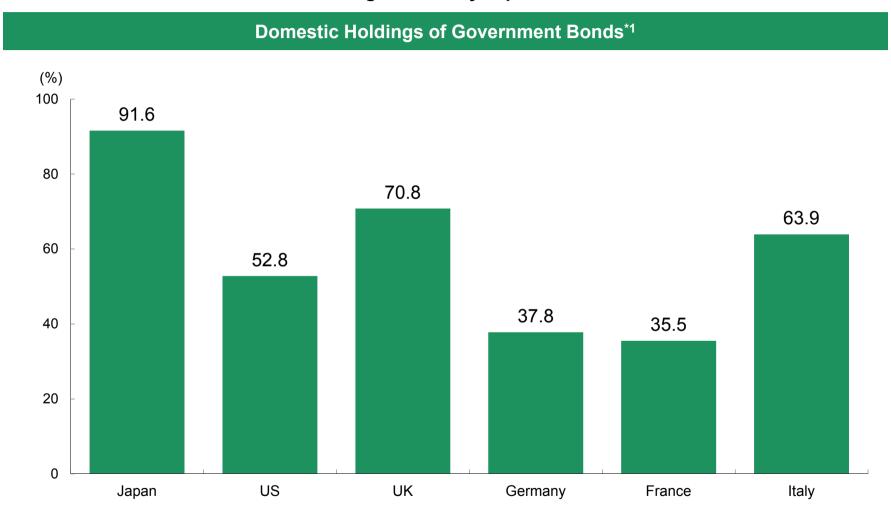
■ Yen has depreciated and Japanese corporate profits have recovered to the pre-financial crisis level



<sup>\*1.</sup> Source: Bloomberg \*2. Source: Ministry of Finance / Financial Statements Statistics of Corporations by Industry

#### **JGB Holdings by Foreign Investors**

■ More than 90% of the JGBs outstanding are held by Japanese investors

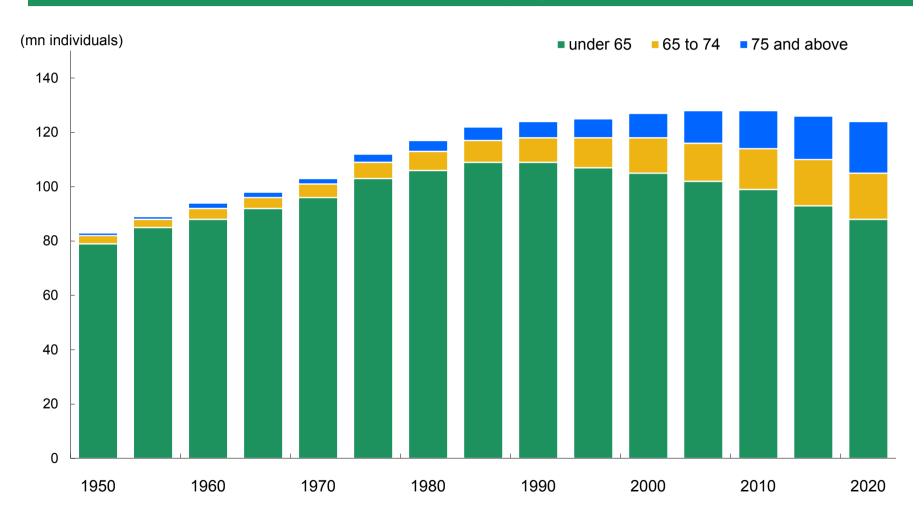


<sup>\*1.</sup> Source: BOJ, Board of Governors of the Federal Reserve System, UK Debt Management Office, Bundesbank, Agence France Tresor, Banca D'Italia, data as of Dec. 2013 for Japan, US, UK and Germany, Sep. 2013 for France and Italy

#### **Aging of Japan's Population** (Population Trends by Age / Actuals and Estimates)\*1

Population aging is expected to accelerate

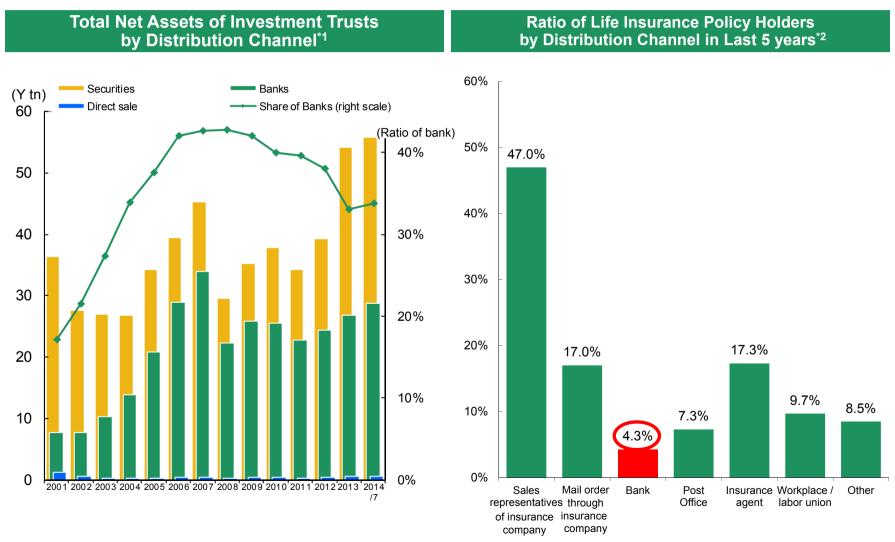
#### **Population Trends by Age Groups**



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#### Sales of Investment Trusts and Insurance

- Demand for investment products has been increasing, and the ratio sold by banks has surged in the last 10 years due to deregulation
- As customers buying life insurance through banks are still limited, there is a sizeable room for future expansion

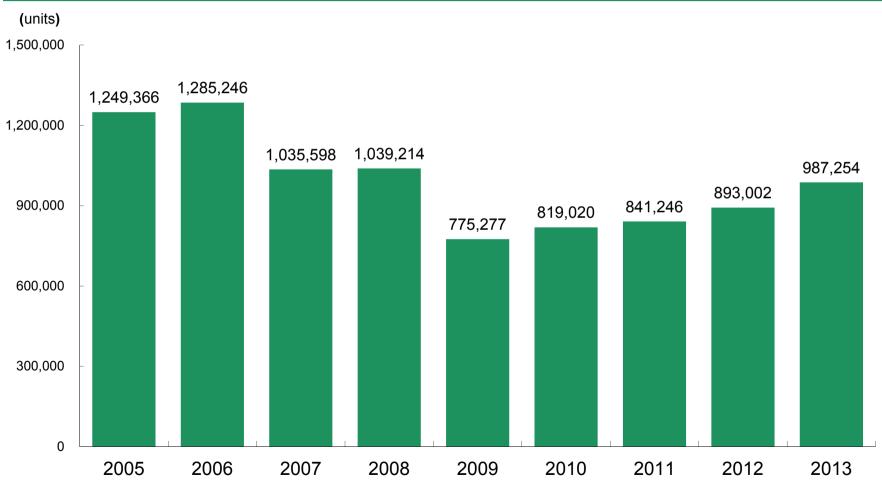


<sup>\*1.</sup> Source: The Investment Trusts Association, Japan \*2. Source: Japanese Bankers Association

#### **Housing Data**

- New housing construction starts have been on the rise
- This trend is a following wind for the housing loan market

# **New Housing Construction Starts\*1**

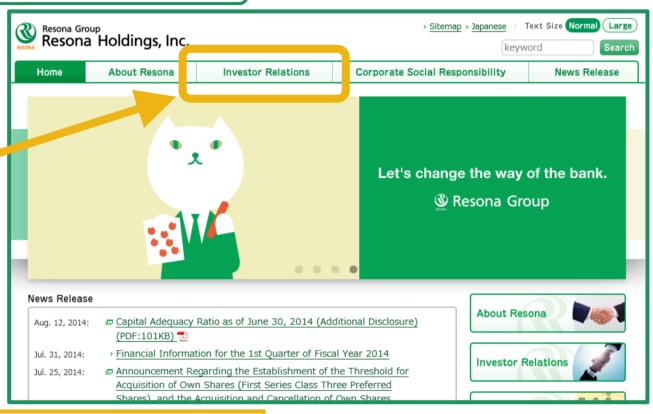


<sup>\*1.</sup> Source: Ministry of Land, Infrastructure, Transport and Tourism

#### **Our Website Information**

http://www.resona-gr.co.jp/holdings/english/

Materials for investors are available from here





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